

**Evaluation of
International Trade Centre
(UNCTAD/WTO)**

**Volume 3
Country Reports**

BURKINA FASO

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Exchange Rates (October 2005)

Currency	USD 1.00	EUR 1.00
CFA Franc, XOF	552	656

List of Acronyms

ACP	Africa, Caribbean and Pacific
CCIAB	Burkina Faso Chamber of Commerce, Industry and Handicrafts
CEMAC	Communauté économique et monétaire en Afrique centrale
CFA	Communauté Financière d'Afrique
Danida	Danish International Development Assistance
DPM	Department of Products and Markets
DPMD	Division of Product and Market Development (ITC)
EPRP	Export Led Poverty Reduction Programme
EU	European Union
EUR	Euro
FASONORM	Burkina Faso National Standards Organisation
FORUM	ITC Magazine on trade promotion
G8	The group of the eight countries France, the United States, Britain, Germany, Japan, Italy, Canada and Russia
GDP	Gross Domestic Product
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
INT	International ITC projects
IT	Information Technology
ITC	International Trade Centre
JITAP	Joint Integrated Technical Assistance Programme
LDC	Least Developed Countries
MTS	Multilateral Trade System
NEPAD	New Economic Partnership for African Development
ONAC	Office National du Commerce Extérieur
PACT	Programme for African Capacity Building for Trade
SME	Small and Medium-sized Enterprise
SWOT	Strengths, Weaknesses, Opportunities and Threats
TPO	Trade Promotion Organisation
TRTA	Trade-Related Technical Assistance
TSI	Trade Support Institution
UEMOA	Union Économique et Monétaire Ouest Africaine
UNCTAD	United Nations Conference on Trade and Development
USD	United States Dollar
WB	World Bank
WTO	World Trade Organisation

1 Country Report - Burkina Faso

Burkina Faso is a land-locked country with a population of 12 million and with a per capita income of about USD 300 in 2003. Burkina Faso is heavily dependent on cotton exports and is vulnerable to shifts in the terms of trade.

Burkina Faso has participated in the Joint Integrated Technical Assistance Programme (JITAP) I and is now participating in JITAP II. The JITAP combines the International Trade Centre (ITC), United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organisation (WTO) in activities to support the participation of the country in the Multilateral Trading System.

1.1 Methodology

The overall methodology for the country studies and the Trade-Related Technical Assistance (TRTA) reference framework was presented in the Inception Report; and the process of evaluating ITC interventions at the country level is presented in the introduction to this volume. This section summarises the key methodological points relevant to the evaluation of ITC interventions in Burkina Faso.

The selection of Burkina Faso as one of the 10 country studies for the Evaluation was discussed with the supervising Core Group and is extensively discussed in the Inception Report. The overall approach to country selection emphasised countries drawn from every region of the world where ITC is operating, countries at different levels of development, and countries where ITC has significant range of activities.

The criteria for country selection also included the coverage of ITC competences as defined in the TRTA reference framework for the evaluation. Thus the coverage of ITC competences was another criterion for country selection. The competences for ITC projects in Burkina Faso are outlined in Table 1.

Table 1: Areas of ITC Competence in Burkina Faso 2001-2004

Area of Competence	Number of Entries	Number of Projects/Activities (from a total of 3)
1. Export Strategy	3	3
2. Multilateral Trade System (MTS) and Business Implications	9	1(JITAP)
3. Enterprise Management and Competitiveness		
4. Product development by sector	3	2
5. Market Analysis and Strategic Market Research	2	2
6. Public private partnership	3	1(JITAP)
7. Trade in Services	1	1
8. Trade Information	2	1
9. E-competence	1	1
10. Trade Finance	2	1
11. Standards and Quality	2	1

Area of Competence	Number of Entries	Number of Projects/Activities (from a total of 3)
14. Legal aspects	1	1
15. Institutional strengthening of Trade Support Institutions (TSIs)	1	1
<i>Cross Cutting Issues/ Development Concerns</i>		
South-South Trade Promotion	3	2

Note: The number of entries exceeds the number of projects because some projects notably JITAP I have multiple entries.

Evaluation Process

The projects/activities in the ITC project portal formed the basis for the evaluation of ITC interventions in Burkina Faso. These projects were selected based on meetings with ITC staff, in the course of which all relevant and available project information was requested, provided, and reviewed. In fact there are no recent country specific projects in Burkina Faso. Although there are a large number of entries for Burkina Faso, the project activities are either under JITAP I or JITAP II or under regional projects. There is no sampling issue with respect to the number of projects selected for evaluation since information was sought on JITAP I and the country specific activities were all associated with JITAP. Although general information could be obtained on the regional and inter-regional projects, little information could be obtained in the country.

Following the selection of Burkina Faso for a field visit, and the completion of the desk research phase, a regional consultant was recruited to prepare the evaluation mission and to undertake data collection. The regional consultant received training on the evaluation tools and the preparation of the data sheets, and provided with, the country evaluation tools including the copies of the different questionnaires covering the different areas for evaluation (ITC Partners, Donors, *etc.*). The regional consultant proceeded to administer the questionnaires to selected parties and which he used to gather information preparatory to the arrival of the core evaluator. (The country evaluation tools and the training of local consultants are topics discussed in the introduction to this volume.)

The full list of those interviewed is presented in Annex 6. In addition to the Country Data sheet, interview/data sheets were completed for 14 parties, drawn from the following sectors:

National Chamber of Commerce/TSI:	1
Government Policy Bodies:	3
Donors:	3
End Users:	7

Based on the views expressed by stakeholders in the course of the interviews and the evaluators' own observations, a rating of each project on the five evaluation criteria was then compiled by the evaluator on a 4-point Likert scale (4 Highly Satisfactory; 3 Satisfactory; 2 Less than Satisfactory; 1 Highly Unsatisfactory). The ITC interventions were evaluated according to the five evaluation criteria identified in the Inception Report.

The ITC project portal was consulted thoroughly on all entries related to Burkina Faso and the supporting project documentation was obtained through a series of interviews with ITC staff at headquarters in Geneva. Field missions by a Core Evaluator were conducted during July 2004 and January of 2005. Interviews were conducted with Headquarters staff of ITC during January and February of 2005.

The study was reviewed by a peer reviewer during May 2005 and the comments of the reviewer were incorporated.

1.2 Country Profile

Burkina Faso is one of the poorest countries in the world and is classified as one of the Least Developed Countries (LDC), with a Gross Domestic Product (GDP) per capita of approximately USD 300. The economy registered a 6.5% growth rate in 2003, and a similar performance was anticipated for 2004. However, the most recent data indicate that the economy slowed in late 2004 and the slowdown is continuing in 2005 due to record low cotton prices¹. This illustrates the central role of cotton in the economy.

The country ran a negative trade balance (of EUR 329 million) in 2003. Debt servicing as a ratio to exports stood at 8% in 2003. Furthermore, the debt servicing is projected to rise due to the weak revenues from cotton.

Civil unrest in Cote d'Ivoire could cause disrupt trade channels for Burkina Faso.

Major industries are: Cotton Yarn, Bottling, Agro-food, Detergents, Cigarettes, Textiles, Gold Mining. Major Imports are Hydrocarbons, Vehicles, Mechanical and Electrical equipment, Pharmaceutical products, and Cereals, and Major Exports are Cotton (80%), Grains and Oil seeds (peanuts, sesame), Tobacco, Hides and skins.

Burkina Faso has made good progress since the 1994 key landmark devaluation of the Communauté Financière d'Afrique (CFA) Franc restored competitiveness of the economy. Recent economic developments have been better than anticipated², with strong GDP growth stemming mainly from substantially higher than projected agricultural production. Inflation has also declined (from 3.9% in 2002 to 2% in 2003), due to a combination of higher agricultural production (in particular of cotton), and the appreciation of the CFA franc, which is pegged to the Euro. Fiscal performance was satisfactory for 2003, with government revenue exceeding targets by large margins. In the area of governance, the High Authority to Fight Corruption was made operational in June 2003 and the annual audited budget acts for both 2001 and 2002 were submitted to the Auditor General's Office. The authorities show continued resolve to strengthen transparency in public finance management and promote good governance.

¹ IMF, Article IV Country Report 2005.

² IMF, Article IV Country Report 2004.

Privatisation and public enterprise reform programmes, price and trade liberalisation, and good governance are the principal elements of the government's medium-term structural reform agenda.

On the negative side, Burkina Faso continues to depend heavily on external assistance and on cotton exports, and to be highly vulnerable to terms of trade fluctuations and the volatility of aid flows. In addition, the ratio of Net Present Value of external debt to export remains above 150%. Exports (except for cotton) are mainly regional and of low added value. Climate and political instability in the neighbouring countries bear heavily on the country's economic performance.

The implementation of the Government's poverty reduction strategy was reviewed in December 2003. The review revealed a slower than projected progress in health and education. The International Monetary Fund concludes that macroeconomic policies were generally adequate but that more efforts are needed to enhance competitiveness, increase rural incomes, and diversify the economy. The economy remains heavily dependent upon the cotton sector.

In this light, the development of foreign trade, based on a diversified production, is seen as a major economic development objective.

Table 2: Value of Imports and Exports in 2002

	Imports Value, CFA Franc billion	Share, %		Exports Value, CFA Franc billion	Share, %
Food Products	48.5	12.7	Cotton	97.4	57.0
Energy (oil and by-products.)	71.0	18.6	Livestock products	16.4	9.6
Capital Goods	124.5	32.6	Hides and Skins	18.0	10.5
Raw materials	38.7	10.1	Gold	3.9	2.3
Miscellaneous	99.0	25.9	Miscellaneous	35.1	20.6
Total	381.7	100.0	Total	170.8	100.0

Source: Banque Centrale des Etats de l'Afrique de l'Ouest

Position in the Multilateral Trade System and Trade Structure

Burkina Faso is a fledgling participant in international trade. With the exception of cotton, a large part of the economy is not yet money-based, and the main trade activities are local or regional. For example, the trade in shea nuts (karite almonds) is mainly with neighbouring countries such as Ghana, in the form of almonds. These, once transformed into shea butter mainly used in cosmetics, are shipped towards further importing countries with added value.

Burkina Faso is striving to transform and add value to products prior to export, and investments are sought to increase support this objective, and to increase the number of trading partners. This goal of promoting more efficient use of production factors and of promoting inward investments has been supported by regional integration initiatives and

by trade with the developed countries under rubric of the WTO and the preferential arrangement with the European Union (EU) for Africa, Caribbean and Pacific (ACP) countries under the Cotonou Agreement.

Burkina Faso has been a member of the WTO since 3 June 1995. It is also a member of the following regional economic organisations:

- Conseil de l'Entente (Benin, Burkina Faso, Cote d'Ivoire, Niger, Togo). Since its founding in 1959 as a political 'non-federalist' organisation, this organisation has increasingly taken an economic coordinating role, including in the field of trade;
- Union Économique et Monétaire Ouest Africaine (UEMOA). This organisation embraces the mostly French-speaking countries (Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal, Togo) that share the CFA Franc common currency;
- Economic Community of West African States – La Communauté Économique des États de l'Afrique de l'Ouest (Bénin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Sénégal, Sierra Léone, Togo).

In spite of past efforts, mainly in the form of measures strengthening regional economic integration, the level of goods traded within la Communauté Économique des États de l'Afrique de l'Ouest remains limited since the economies are competitive producers of primary commodities and have not developed complementary production structures. The same may be said of trade between the UEMOA and Communauté Économique et Monétaire en Afrique Centrale (CEMAC) – regions (explained by the French Embassy in Ouagadougou as a result of the nature of key agro-industrial exports and competitive structure of the economies), even though they belong to an economic zone whose currencies are distinct but convertible between each other³. Various trade analyses have shown the intra-regional trade potential is not being fully exploited.

In this regional context, the ITC and the 'Agence Intergouvernementale de la Francophonie' – the international co-operation agency supporting French-speaking countries, in partnership with CEMAC and UEMOA, agreed (in 2002) to undertake a project aimed at developing regional trade between the 14 member countries of the UEMOA (to which Burkina Faso belongs), and the CEMAC. This Project was carried out by the ITC and delivered the following regional outputs:

- An analysis of trade within each one of these economic entities and between them;
- Two sub-regional studies on the assets and constraints that bare on the development of trade;
- Seminars for National Trade Support Institutions (TSIs), focussing on ITC South-South trade development programmes;

³ The CEMAC (Communauté Economique et Monétaire de l'Afrique Centrale) comprises more than 30 million consumers in Central Africa, incorporating Cameroon, Central African Republic, Chad, Equatorial Guinea, Gabon and Republic of Congo.

- The organisation of two seller/buyer meetings for school publications and for textiles and clothing.

In 2002, the EC established a Project Management Unit to manage a Project ‘for the strengthening of capacities for the preparation of Economic Partnership Agreements (EPA)’ in the context of a ‘Support Programme for the Integration of African, Caribbean and Pacific States in the MTS in the framework of the WTO’. The Economic Partnership Agreement is to replace the preferential trading arrangements under the Cotonou Agreement.

1.3 Brief Summary of ITC Activities and Role

ITC technical assistance to Burkina Faso has traditionally been delivered through the Office National du Commerce Extérieur (ONAC), a public service arm of the Ministry of Trade. More than a decade ago, two country-specific projects had been implemented by ITC in Burkina Faso. These projects were:

- Technical assistance to ONAC: first project initiated in 1983;
- Technical Assistance to ONAC: second project, initiated in 1988.

The JITAP for Least Developed and Selected African Countries was initiated in 1998. The overall objective of JITAP is to support the eight African participating countries in implementing the new international trade standards and in benefiting from the MTS in accordance to their national interests. All TRTA provided to the participating countries from the WTO, UNCTAD and ITC is co-ordinated through JITAP.

The first phase of the programme was managed by the ITC. Its specific objectives were (i) to develop databases of trade related documents; (ii) to provide training on negotiation skills and on the development of trade policies. Eight countries participated in the Pilot Phase of the programme (Benin, Burkina Faso, Ivory Coast, Ghana, Kenya, Tunisia, Senegal and Uganda). The first phase of JITAP ended in 2004. This multilateral project has been the main contribution of the ITC to Burkina Faso.

JITAP I had a number of sub-projects (15 in all) that were implemented in Burkina Faso by ITC with particular interest for policy, information and capacity-building components.

JITAP II, is being implemented since 2004 with a more focused agenda including the three following components: (i) Training for Trade Negotiations and the Implementation of the WTO agreements, associated with the design of appropriate trade policies; (ii) The delivery of a complete set of data on the MTS; (iii) an information on markets that will be provided to the exporters and to prospective exporting companies. The main result expected will be consolidating the capacity of participating countries to benefit from the liberalisation of trade. This new phase covers a new list of eight countries (Botswana, Cameroon, Malawi, Mali, Mauritania, Mozambique, Senegal and Zambia). The ITC is being replaced as the main implementing agency.

In this context, the participation of Burkina Faso in JITAP is presently phasing out and its preparation to the implementation of Doha agreements should progressively be undertaken with new support structures. It has been often expressed by Government and Private sector representatives that JITAP brought satisfactory results, adapted to the needs of the beneficiaries and that further participation in JITAP would be appreciated.

Further co-operation is envisaged through the 'Integrated Framework'. Furthermore, the Ministry of Commerce wishes to obtain further support from the ITC for the 'National Cell for Follow-up and Co-ordination for the Implementation of WTO Agreements'.

The key beneficiaries of JITAP are in the Public sector. The two key objectives targeted under the programme have been achieved:

1. Databases have been established for exporters:

The development of the database was delivered under support from JITAP but the delivery of the system, through the installation of the 'Trade Point' seems to have been supported directly from Government funds.

A key database is set up at the headquarters of ONAC. It is operational and is clearly used by both the public sector and the private sector. No statistics have been made available on the number and the categories of users.

A second database seems to be planned under JITAP. It is expected to be operational shortly at the Chamber of Commerce and at the 'Maison de l'Entreprise'.

A third database is presently being developed for the purposes of universities. The database set in place under JITAP may, to some extent, overlap with a similar facility developed by Investir Zone Franc. (Portal on trade opportunities in the UEMOA region). It is suggested that the system set up in Ivory Coast should be coordinated with existing facilities.

It is also mentioned that databases cannot provide information on informal trade and economic activities that are very important in the region.

All Senior Officials in the Ministry of Finance, the Ministry of Trade and affiliated services (ONAC) point out that they are highly aware of the services accessible through the ITC website.

2. Training was provided for trade negotiators and for trade policy makers:

JITAP trained trainers who have held a number of training exercises. The Ministry of Trade highlights that human resources have been considerably strengthened under the project, both in the public and in the private sectors. Results are seen as important for the public sector, the business community and the universities.

The outputs of the project include the delivery of a network of trainers in the field of international trade.

The Policy development institutions are efficient and include a National Steering Committee and an Inter-institutional Committee. The private sector is strongly represented in these institutions, the Chambre Commerce International and the Maison de l'Entreprise.

All beneficiaries point out the importance and usefulness of the projects supported by the ITC. Documentation provided and access to ITC website is also quoted by all as of key usefulness. It is often noted that little is done to highlight the visibility of ITC.

A working Group on WTO was also strengthened under JITAP.

3. *Sectoral Strategies have been delivered:*

These strategies cover the sectors of:

- Oil products;
- Meat and livestock trade (much livestock is herded to neighbouring countries);
- Textiles and clothing; and services.

While these sectoral strategies are effectively delivered, they do not seem to be well followed up on. For example, a planned workshop on trade information was not delivered. The Chambers of Commerce and the 'Maison de l'Entreprise' point out with some degree of humour that they were not provided with the documents.

It was also pointed out that some initiatives taken under UEMOA and under JITAP overlap in some cases.

A clear understanding of the potential impact of JITAP on Trade is hampered by the lack of national statistics.

While national pride is boosted by the capacity shown in the Cancun ministerial to defend national trade interests in the sector of cotton, it is considered that much has yet to be achieved in the field of national legislation on trade-related matters (including anti-dumping mechanisms).

It has been pointed out that cross sector activities have been useful and that the Ministry of Agriculture has benefited from JITAP.

An evaluation of JITAP was made in June 2002. It was published under the title "*Report of the summative evaluation of the Joint Integrated Technical Assistance Programme – JITAP*" This document includes an analytical study of key features and 'Cluster-specific issues' for Burkina Faso (vol. 2 - # 30 to 47).

The major outcomes of these projects are summarised in Annex 3.

This discussion has focused on the JITAP1 and JITAP2. As is evident from Table 3 below listing the ITC project portfolio Burkina Faso, 17 of ITC's 23 projects are either activities under JITAP I or JITAP II. The remaining six projects are all regional projects with very limited involvement of participants from Burkina Faso.

Table 3: Project Portfolio for Burkina Faso

Project Number	Project Name	Date
INT/24/83	EXPORT-DEVELOPMENT OF ORGANIC PRODUCTS FROM LDCs	Mar. 01-Dec. 03
INT/28/04	FOND D'INTEGRATION DES PAYS MOINS AVANCES (PMA) DE LA FRANCOPHONIE	May 02 -Dec. 04
INT/28/05	EXPANSION DU COMMERCE REGIONAL ENTRE LES PAYS DE LA CEMAC ET DE L'UEMOA	Jan. 02- Dec. 03
INT/W2/09	SOUTH-SOUTH TRADE PROMOTION PROGRAMME PHASE II	Jun 02-Jun 06
INT/W3/69	PROGRAMME DEVELOPMENT ACTIVITIES: TRADE EXPANSION IN CASHEW NUTS FROM AFRICA	Oct. 01-Jun. 02
INT/W3/77	COUNTRY/REGION SPECIFIC ACTIVITES: ENHANCING THE AVAILABILITY OF TRADE DATA FOR THE LDC	Apr. 02- Dec. 02
JITAP BKF/C2/01	INTEGRATED PROG. MANANGEMENT	
JITAP BKF/C2/02	SUPPORT TO MTS INSTITUTIONS	
JITAP BKF/C2/03	ASSISTANCE TO CUSTOMS LEGAL	
JITAP BKF/C2/04	ADJUSTMENT & BUS. ENVIRONMENT	
JITAP BKF/C2/05	REFERENCE CENTRES	
JITAP BKF/C2/06	TRADE INFORMATION MANAGEMENT	
JITAP BKF/C2/07	NETWORKING PROGRAMME PARTNERS	
JITAP BKF/C2/08	HUMAN RESOURCE DEVELOPMENT	
JITAP BKF/C2/09	MTS IMPACT ON NAT. ECON. & EXT. TRADE	
JITAP BKF/C2/10	HRD NAT. SECTORAL EXPORT STRATEGY	
JITAP BKF/C2/11	ASSESSMENT EXP. & MKT POTENTIALS	
JITAP BKF/C2/12	SPECIAL EXPORT STRATEGIES	
JITAP BKF/C2/13	TRADE SECRETS	
JITAP BKF/C2/14	EXPORT FINANCING	
JITAP BKF/C2/15	NEP OPERATION & QLTY MANAGEMENT	Jul. 98-Dec. 02
JITAP II RAF/D2/50	JOINT INTEGRATED TECHNICAL ASSISTANCE PROGRAMME (JITAP) II	Feb. 03- Dec. 06
JITAP RAF/C2/50	INTEGRATED PROGRAMME UNCTAD/WTO	Jul. 98-Dec. 02

1.4 Main Findings on Thematic Issues

ITC plays a central role for TRTA in Burkina Faso.

External Environment/Donor Perspectives

It was pointed out above that an important part of the TRTA benefiting Burkina Faso is provided at a regional level. As most of TRTA delivered bilaterally to Burkina Faso is managed through JITAP, the donor community has focussed support on trade-related Foreign Direct Investments.

Canada

Through the Canadian Fund for Africa, grants are provided to bilateral and regional programmes delivering support to private sector partnerships and industrial co-operation (through the ‘Canadian International Development Agency’ assisted by the ‘International Development Research Centre (IDRC) - Created by the Canadian Parliament in Ottawa in 1970). Most of this Canadian support is delivered within the ‘New Economic Partnership for African Development’ (NEPAD), a co-ordination structure set up for 2002-2007 by a group of African Statesmen. Intentions of the G8 countries (Group of eight) stated in a 2002 Action Plan for Africa, was to increase assistance of Member States to Africa, through NEPAD, in “future years” by ‘at least 8%’. The support provided by Canada includes the development of access to the Canadian markets.

The support provided by Canada to trade development efforts in Burkina Faso includes trade-related development of Agriculture with key crosscutting concerns of:

- Education and the development of a knowledge-based economy;
- Health including on the work-site;
- Support to gender issues, enabling women to participate in development.

In addition:

Canada has contributed an amount of CFA Franc 400 billion to the cancellation of the debt of African countries, including Burkina Faso. Other G8 countries have contributed to debt relief but the data was not provided.

Canada has set up a “Programme for African Capacity Building for Trade” (PACT), which involves the ITC and the Trade Facilitation Office of Canada. The purpose of PACT is to encourage participation of different African countries. Burkina Faso is not a direct beneficiary at the country level, but it is intended to be a beneficiary of a regional programme to be delivered in co-operation with the UEMOA for Women Entrepreneurs.

Support is provided to the Chambre du Commerce International for the improvement of quality of products delivered and to the development of trade related support structures.

Canada contributes to the UN Economic Commission for Africa that reports to the United Nations Economic and Social Council, and fosters a Programme for the development of Trade and Regional Integration.

A grant is likewise provided to NEPAD for the improvement of trade-related infrastructures (water, power, transportation).

Finally, Canada also supports efforts to reduce the 'digital divide' through the organisation of an 'African Centre for connectivity' that Burkina Faso is a member of.

Denmark

Through Danish International Development Assistance (Danida), Denmark funds a Private Sector Development Programme that has the aim of facilitating the development of commercial ties between Danish and Burkina enterprises. The Programme objective is to strengthen local capacities through a transfer of technologies and of know-how in such a way as to enable local enterprises to access the Danish market. Direct beneficiaries are the local private enterprises. The Programme was initiated in April 2003 and has so far benefited four enterprises that participated in shows and markets in Denmark. These participations have not yet led to partnerships however.

Sources at the Danish Embassy indicated a concern with the challenges involved in delivering support to the private sector in Burkina Faso. They noted that much of the support provided through ITC goes to capacity building in the public sector, even though Burkina's economy is dominated by Small and Medium-sized Enterprises (SMEs) that have little or no interaction with the public sector.

- There are major information and communications gaps. Local entrepreneurs do not know where to go or who to ask for information, and are unaware of the support options open to them, or the tools their country has to boost development;
- Nationally, there is an insufficient contribution of trade to the development of Burkina Faso. One very important obstacle is the inadequate quality of products that do not conform to international standards. Only a fledgling private sector is able to take part in regional trade.

France

The Evaluation also interviewed sources at the Trade Section of the French Embassy in Ouagadougou. They pointed to the impact of the WTO meetings in Cancun and Doha in raising the awareness of African trade with regard to their capacity to have a say in the shaping of the rules of international trade.

In this context, the international trade developments in cotton and in meat are likely to play an important new role. Requests by the management of the cotton industry for training under JITAP are strongly backed by Government policies.

Training is also requested for Intellectual Property Rights related to trade as well as for trade in services.

The French Embassy Technical Co-operation Service supports the Chamber of Commerce and Industry - Burkina Faso. Three consultants are provided to this institution on a standing basis by the French 'Fonds Solidaire de Priorité' (Priority Solidarity Fund).

The Embassy has also helped the Chambre du Commerce International in Burkina Faso to establish, in co-operation with ONAC, a database of 12,000 enterprises in the formal sector. It is also providing support to the establishment of an arbitration mechanism. It is contributing to the improvement of training for enterprise management and to strengthening the relationship with the French Chambers of Commerce.

France also supports the 'Maison de l'Entreprise' through the development of a service assisting companies in the delivery of administrative paper work. The idea is to set up a one-stop-shop where the person who intends to set up an enterprise will need to deal with only one person and will be asked to provide only one file for the establishment of his enterprise.

The French Commercial Service comments:

- The main difficulties of Burkina Faso are that it has no sea outlet and is poorly related to the world market. Furthermore, its business community is limited in scale and targets essentially local and regional markets. It is suffering from the crisis in the neighbouring Ivory Coast. Under such circumstances, it is finding it very difficult to attract Foreign Direct Investment;
- Some export niches could be better exploited e.g. dried mango, karate and shea butter, or biological products.

Germany

Support has been provided to a 'local community investment fund' aiming at strengthening local trade initiatives.

Through GTZ (Deutsche Gesellschaft für Technische Zusammenarbeit), the German Organisation for Technical Co-operation, assistance is given to trade in certain agricultural-based products, i.e.

- Cotton 'added value' initiatives (developing cotton products) and assistance to land conservation in cotton growing areas;
- Trade development supports (quality and transportation) for fruit and vegetables.

USA

The United States Agency for International Development contributes to the budget of UEMOA, in particular for support to capacities to negotiate Trade agreements.

Other International Organisations

World Bank

The World Bank (WB) does not intervene directly on trade-related projects but its Poverty Reduction Programme has important positive impacts on trade.

Projects that the Bank is presently undertaking in Burkina Faso include:

- Rural electricity networks;

- The development of the National Statistics system;
- Strengthening Public Administration capacities;
- Development of regional urban hubs;
- The improvement of Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome (HIV/AIDS) treatment;
- Diversification of agriculture production processes. The policy aim is to diversify from dependence on cotton-based trade to trade including four other products: seed, shea nuts (karite), fruits and vegetable, leather and wood crafts;
- Support was provided for agricultural products, including: (i) the development of a Fruit Transportation Hub ('Terminal fruitier'); and (ii) the building of a meat processing facility in Ouagadougou ('Abattoir régional').

The WB also grant-aided the 'Maison de l'Entreprise' (for a 2004 project) to increase the competitiveness of SMEs, with a view to (i) improve business management; (ii) benefit from the privatisation process that was under way; and (iii) improve legal support to the enterprise sector.

The European Union

The EU has contributed to the development of National Strategies by the region's governments for boosting intra-regional trade through technical assistance to UEMOA secretariat and to the national governments.

The EU has also provided, under the 'Cotonou Programme', an important contribution (EUR 10 million) to institution building within the region in the context of supporting multilateral negotiations.

A project component for the development of 'Agreements on Economic Partnerships' also benefited Burkina Faso, enabling the organisation on meetings and impact evaluations.

The EU Delegation has closely co-ordinated its contributions with the UEMOA and with the ITC: The EC Country Strategy Paper for Burkina Faso describes the complementarities of yearly 'National Indicative Programmes' with the ITC and co-ordination mechanisms adopted. This co-ordination covered three fields of action:

- Support to local capacities for market analysis and the development of trade-related strategies;
- Direct preparation and training for negotiations on trade (in co-operation with UEMOA);
- Strengthening of legal services and support to trade.

An on-line support service for trade-related matters was also delivered to the Ministry of Trade (http://export_help.cec.eu.int) and under the Conférence des Nations Unies sur le Commerce et le Développement programme 'Train for Trade' (together with Benin and Mali).

The EU also provided support to the development and implementation of quality standards for food products under a EUR 14 million contribution to the UEMOA from 2001 to 2005, in association with the United Nations Industrial Development Organisation. The output of this programme was the approximation of Burkina Faso's legislation to EU standards and the establishment of regional laboratories.

Further support was provided by the EU to consumer protection through the upgrading of legislation, the strengthening of the FASONORM (Burkina Faso National Organisation for Standards), and of Non-Governmental Organisations (NGOs).

Role of Trade Promotion Organisations and Digital Divide Issues

It was not possible to obtain a written description of the mandate given to the institutions providing support to the enterprises and supporting trade.

Role of Trade Promotion Organisations

Two major organisations play a trade promotion role: ONAC and the Burkina Faso Chamber of Commerce, Industry and Handicrafts (CCIAB). A third body, the Maison de l'Entreprise has been set up to provide advisory services to enterprises in their international operations.

ONAC is the principal Trade Promotion Organisation (TPO) in Burkina Faso, set up by the government, and is also ITC's national counterpart. The main missions of ONAC are:

- Organisation of and participation in trade and investment promotion events (fairs and seminars);
- Market studies and market oriented research;
- Collection, processing and dissemination of trade information;
- Training and advisory services provided to the business community in matters related to international trade;
- Support in areas related to standards, quality management and certification.

CCIAB is the main industry association (TSI), mandated for

- Representing Burkina Faso in Regional Associations;
- Playing a "consular" role (advocacy role in favour of the trade sector vis-à-vis the government);
- Mediating between the business community and the state;
- Carrying out routine administrative tasks such as management of the warehouses, training etc.

The role of the Maison de l'Entreprise (TSI), created in 2004, is to support the start-up phase and the development of businesses through advice and information. The office has set up a legal and administrative support capacity that responds, in particular, to the needs of trade-oriented business.

Digital Divide Issues

There is no overall Information Technology (IT) development strategy for Burkina Faso. Nevertheless, most donors have included in their programmes an important IT development component.

Burkina Faso is attempting to develop an IT support plan for the public and business sectors. However, it has only limited access to high speed data transfer systems and the human resources available for this are insufficient. Some key data are as follows:

- The total number of fixed and mobile lines is 12.9 per 1,000 inhabitants;
- The number of Internet subscriptions is 25,000;
- The number of personal computers is 1.6 per 1,000 inhabitants; and
- The telephone coverage of the country is incomplete; fixed lines are limited and cell phones are expensive.

It is evident that Burkina Faso has a serious challenge with the digital divide and there are serious constraints on the digital capacity of even the key TPO, i.e. ONAC. The SMEs in Burkina Faso have serious challenges with e-competence and capacity.

Horizontal and Functional Themes

Use of Tools and Products from Department of Product and Market Development

Most contributions provided by ITC to Burkina Faso fall under the remit of the ITC Division of Product and Market Development (DPMD), i.e.:

- Sectoral studies for the development of trade in vegetable oil and in meat products;
- Support to improving quality standards and certification procedures in specific sectors;
- Development of international trade strategies.

Many ITC publications are well known within the Public Administration sector (Ministry of Commerce) and within Trade Organisations (Chamber of Commerce, Maison de l'Entreprise). In most cases, documents were available and being used (including the Information Trade Bulletin, technical materials, publications). Particular interest was shown by ONAC in the Market Analysis Services' Products TradeMap and Market Access Map. A 'Trade Point' has been established at the ONAC with the support of the ITC under JI-TAP I.

An important limitation to the use of the DPMD tools and products is the fact that they are predominantly in English, and the vehicular language for the sub-region is French.

World Trade Net and Business Advisory Services

WTO focal points have been established with the support of ITC and capacity building has been provided in trade-related ministries, in trade associations and in the cotton industry and Uruguay Round follow-up activities have been organised:

- Business-Guide seminars were organised by ITC's Business Advisory Services in April 1997 both in Ouagadougou and in Bobo Dioulasso;
- Representatives of Burkina Faso have participated in the Business for Development seminars and have a favourable impression of the activity.

Ministry officials (notably the Secretary-General, Ministry of Commerce), who were interviewed, stated Burkina Faso has benefited from programmes under the theme of JI-TAP and that these have strengthened the capacity of Burkina Faso to participate in the multilateral system. However, Burkina Faso is not a member of World Trade Net, which seeks to involve the private sector in dialogue about the Multilateral Trading System.

Competitiveness of Small and Medium-sized Enterprise

The support provided by ITC through JITAP involved the Maison de l'Entreprise in such a way as to foster the development of trade-related support to SMEs. Burkina Faso has formerly benefited from The Programme for Competitiveness Improvement of SMEs (INT/W2/07) to a limited extent.

South-South/Development Initiatives

Burkina Faso is a beneficiary of ITC's South-South Trade Promotion Programme, which seeks to promote intra-regional and inter-regional trade among developing countries. Most activities involving Burkina Faso had a regional dimension and were designed in the context of joint CEMAC and UEMOA initiatives. This was particularly the case for three recent workshops carried out in the framework of an *International Trade Forum* organised for support to Intra-Regional Trade:

- Atelier de lancement du Projet « Extension du Commerce Inter-Régional entre pays de la CEMAC et de l'UEMOA » - Ouagadougou 21-23 janvier & 11 – 12 février 2003;
- Atelier sous-régional sur l'information commerciale et l'analyse des marchés (CEMAC – UEMOA); 10 – 13 janvier 2004.

Export-led Poverty Reduction Initiatives

Support provided by the ITC to Burkina Faso through the JITAP has largely been targeted to providing support to the development of production capacities for export in selected sectors, while relating these to export opportunities. While references were made by ONAC and by the Maison de l'Entreprise to ITC publications (*How to Approach Banks and Keys to Export*), it was not possible to trace these documents and none of the officials questioned were able to tell if publications were translated and customised to the Burkina Faso context.

In many ways, the ITC's Export Led Poverty Reduction Programme (EPRP), which consists of community-based interventions for poverty reduction is relevant to Burkina Faso. Bearing in mind that Burkina Faso will be reliant on the Integrated Framework, once the JITAP is no longer available, the Integrated Framework (IF) may be an appropriate mechanism to consider for future support. In addition, usage of EPRP tools in Burkina Faso could respond to the efforts made by the donor community.

The Conclusions and Recommendations section of the WB's Report on 'Reducing Poverty through fair and sustainable growth in Burkina Faso' (30 July 2004) highlights the importance of the inclusion of agriculture in poverty reduction strategies.

Likewise, the European Commission, in implementing the Cotonou Agreements has set targets with the Government of Burkina Faso in priority sectors of a 'Strategic Framework of Action against Poverty' or Cadre Stratégique de Lutte contre la Pauvreté. These targets are intended to support and to consolidate the overall Poverty Reduction Strategy Process.

It was suggested by some Beneficiaries, though this was not confirmed by other Beneficiaries in Burkina Faso, that the use of ITC tools that was made by officials trained in the context of JITAP was somewhat ad hoc and not very systematic. It was suggested that a broader support, in particular for the development of SMEs could be provided, on the background of the strategies developed with the WB and the EU.

Organisational and Management Aspects

Project Cycle Management

Nobody in the UEMOA or in the Government of Burkina Faso was able to produce a Project Document on JITAP I for the country, providing a needs assessment, a set of specific objectives, a consistent implementation framework, and proposed inputs and outputs. Not only were reports not available, but also the project outputs (e.g. lists of people trained and sectoral strategies) were unavailable.

Project Management was active and dedicated, but key management instruments seemed to be missing, such as archives and book-keeping. In this context, the remarks that follow are not based on documented evidence.

The ITC products and outputs have shown to be both broadly adapted to the needs of Burkina Faso and well delivered. On the other hand, some important shortcomings related to project cycle management seem not to have received sufficient importance:

- The needs assessment must identify the mechanisms that will involve the different components (including the important non-monetary/informal economy) of the private sector in improved trade relations;
- The needs assessment has not highlighted the importance of continuity in initiatives taken, e.g. implementation mechanisms for sectoral trade strategies;
- The needs assessment does not seem to have identified the lack of co-ordination among donors supporting international and regional trade.

It may be concluded following this finding, that insufficient attention was given to the specific context in which the ITC products were being delivered.

Furthermore, the project cycle management has failed to deliver the support needed for the ONAC business information centre. Assistance was delivered for the first phase of

the project, but not for its continuation. The local administration had great difficulties in finalising the delivery of this facility.

Budgetary and Funding Issues

National trade promotion bodies have financial constraints limiting the implementation of existing trade development programmes. Government funding to the ONAC, the national TPO, has been on a steady downward trend, shrinking from CFA Franc 346 million in 1999, to 260 million in 2002 and 228 million in 2003. At the same time, opportunities for revenue-generation from user services resources remain limited, given the low capacities of SMEs to pay for services.

The point was made by Embassies (French and Danish) and by the EU Delegation that insufficient attention had been given to the sustainability of efforts undertaken in the context of JITAP, and in particular to ITC funding issues. Allusion was made to lack of financial support to the development of the Trade Point and to the need for follow-up to product trade strategies.

It was stated by ONAC that most of the small enterprises in the agricultural sector have little capacity to follow-up on trade development initiatives, as they have limited management capacity and no investment possibilities.

The Secretary-General of the Ministry of Commerce, while highlighting the important outputs of ITC involvement in JITAP, in particular the awareness raising of Chambers of Commerce about the challenges of multilateral trade, pointed out that “actions undertaken did not cover the needs”, owing to funding issues. This was important in particular for sectoral strategies.

1.5 Country Level Evaluation

The following three ITC projects were sampled for country level studies in Burkina Faso:

- Technical assistance project in favour of ONAC, initiated in 1983;
- Technical Assistance project in favour of ONAC, initiated in 1988; and
- JITAP started in 1998 (including JITAP II).

These are described in detail in the Annex 3.

This section presents the evaluation of the ITC interventions in the country.

Rating by Evaluation Criteria

Note: Stakeholders interviewed by the evaluator were not always inclined to respond to the performance ratings. The ratings presented here are therefore the subjective transcription of an overall impression combining the opinion of stakeholders and of the evaluator.

Relevance

Rating: 3 on a scale from 1 to 4 (high).

Stakeholders unanimously assessed the aim of the ITC interventions to add value and diversify exports as highly relevant. Due to the digital divide there are constraints for delivery of ITC products. There is a lack of awareness of the ITC products and the potential utility of its technical assistance.

The evaluator found the programmes JITAP I and II to be relevant and that the priority list (including (a) policy-making and setting of standards; (b) support to key national sectors; and (c) raising of awareness) accepted by all of the actors involved. However, the priorities are not in full compliance with the national Poverty Reduction Strategy and does not address gender issues.

It may be seen that the priorities adopted do not cover appropriately the poverty reduction targets set with the support of the WB. Similar gender issues are not addressed in this context.

Efficiency

Rating: 2.5 on a scale from 1 to 4 (high).

All counterparts found ITC contributions to be highly efficient, although some shortcomings were noted; continuity in support and in follow-up to the ongoing operation of the Trade Information Centre, and for the further implementation of sectoral strategies.

Documentation produced and disseminated free of charge by ITC, particularly the titles in French, are highly appreciated by officials involved in international trade.

Trade information, studies, training and on-line communication, practical guides, FORUM (ITC Magazine on trade promotion) are the most frequently cited services, though very little could be shown or documented by the counterparts.

ITC seminars are relevant and practical due to sound planning and accurate needs identification.

The following outputs were assessed as successful:

- Delivery of an Integrated Programme;
- Institutional support to structures of the multilateral commercial system;
- Development of Human Resources and improvement of the Multilateral Trading System;
- Evaluation of the effects of the MTS on the economy and foreign trade;
- The reform of trade policies, and the evaluation of capacities for export and entry on markets;
- The ITC significant contribution to the setting up of a Trade Point within ONAC; and
- FASONORM.

Less successful actions were:

- Overall JITAP Project Management cycle;
- Support to customs;
- Contribution to legislative and regulatory reform;
- Reference Centres on MTS;
- Management of trade-related information;
- Mechanisms set up for communication and interaction of stakeholders seen as keys to export trade; and
- Financing of exports.

The Evaluation found that ITC provides high quality and well-targeted services, but fails to provide follow-ups for adaptation to the local context. In some cases the officials trained were not listed and only referred to by colleagues whereas in other cases documents and publications could not be found. Funding constraints may also impair successful delivery as happened with the Trade Information Centre of ONAC. The study was finalised but no implementation followed, due to lack of financial means, in spite of its validation by local stakeholders from the public as well as the private sectors.

Effectiveness

Rating: 3 on a scale from 1 to 4 (high).

Many donors noted that the interventions did not achieve their potential results for different reasons: either the scope of projects did not correspond to the scale of needs, or

the initiatives taken were insufficiently integrated with complementary measures (e.g. SME development).

While key JITAP outputs had been delivered, their potential impact on the country's economy was reduced. It was argued that the needs analysis was limited to JITAP and did not cover such key complementary aspects as support to SMEs and poverty alleviations through South-South export trade.

Programme counterparts, and in particular the Ministry of Commerce, assess that JITAP has met its strategic objectives. The JITAP programme developed the capacity of the public administration and the TPOs to support exports, and boosted the awareness about crucial WTO issues within the public and the private sectors with the result that public consciousness about WTO in Burkina Faso is higher than it was five years ago. Burkina Faso has been able to participate with other West African countries to push the cotton initiative in the WTO.

The positive results for the cotton trade achieved for Burkina Faso by its representatives at the WTO discussions held in Cancun can be ascribed successful ITC support through JITAP for building national negotiation capacity.

The results achieved from the other ITC interventions are very limited.

Impact

Rating: 2.0 on a scale from 1 to 4 (high).

The impacts achieved by the ITC interventions were in many cases seen as satisfactory by the stakeholders, particularly the Government's improved trade negotiation capacity, and ONAC's enhanced capacity to support potential exporting companies with information and advice.

In spite of incomplete delivery, JITAP can be credited for popularising WTO and knowledge about international trade and for boosting private initiative and economic development in the context of the rule of law.

The dominant JITAP actors (Government, the cotton industry and business support services) are jointly involved in developing trade strategies that abide by multilateral trade rules and build on a trade opportunities assessment facilitated using ITC tools, such as South-South.

On the other hand, the number of sectors involved is still very limited and the products are still marketed with little or no added value. The potential benefit of co-operation with ITC has not yet been exploited to its full potential through the JITAP interventions.

Impact in the broader sense of achieving diversification of the exports from Burkina Faso has not yet been achieved, which was to be expected given the limited range of ITC interventions in the economy.

Sustainability and Outreach

Rating: 2 on a scale from 1 to 4 (high).

Government officials stated that the results achieved were instrumental for the country's economy and that these results would be gradually consolidated with JITAP II. However, there was concern about what would happen after the second phase if Burkina Faso no longer will be eligible for continued support through JITAP. The cadre of trained staff is small and there is a high turnover of staff in the public administration.

Burkina Faso will become reliant upon the Integrated Framework for support for participation in the multilateral system. However, the Integrated Framework consists primarily of a set of diagnostics, while technical assistance would require support from bilateral donors.

Know-how acquired by the Public Administration and the exporting industries (e.g. cotton and shea nuts) were considered as building blocks for further progress.

Other counterparts noted that the progressive integration of Burkina Faso in the MTS will require broadening the scope of efforts made to adapt and strengthen its private sector monetary mainstream economy. The sustainability of the JITAP efforts can be achieved if they are included in the donor supported Governmental strategy to integrate public and private sector development efforts. Some donor counterparts (the WB and the French Embassy) consider that the contributions of ITC through JITAP are insufficiently related to a structured effort to be fully sustainable.

The Evaluators assess the sustainability to be uncertain for organisational reasons. The ITC interventions have in many cases resulted in training of individuals, who now work very isolated and unsystematically without logistical support and supervision. It seems that the budget allocated to JITAP's main counterpart, ONAC, is insufficient and the sustainability of the efforts made therefore reduced.

The main guarantors of continuity in trade development efforts seem in many cases to be the regional organisations in which Burkina Faso is involved, and the donor community. The donor community backs the stance of the UEMOA, which is supportive of the Doha Development Agenda, in different ways.

The outreach of the efforts delivered in the context of JITAP is limited as the programme was focused on a reduced target population.

Analysis of Strengths, Weaknesses, Opportunities and Threats

The following Table presents the Strengths, Weaknesses, Opportunities and Threats (SWOT) of ITC interventions in Burkina Faso, and is based on comparisons with other TRTA providers made by the stakeholders in Burkina during the field interview process, and on the evaluator's own assessments.

Table 4: SWOT Analysis of ITC Interventions in Burkina Faso

ITC Strengths	Weaknesses
<ul style="list-style-type: none"> • JITAP, managed by ITC, was the only TRTA project for Burkina Faso and had both a regional and a national dimension; • ITC enjoyed full support of the Government Agencies, of the TPO and of the TSIs; • The objectives set for JITAP were focussed and coherent; • ITC programmes and tools are fully relevant to the needs of Burkina Faso; • Other donors are complementary to ITC/JITAP. 	<ul style="list-style-type: none"> • ITC is often viewed as a funding organisation. This misunderstanding affects some deliverables where further financial contribution is required; • ONAC, ITC's national partner in Burkina Faso, does not have sufficient clout to provide needed outreach to project results and its budget is still shrinking; • Project logistics, in particular for follow-up of project components have not been performing, and project outputs did not achieve their potential results; • ITC publications have not been exploited: many exist only in the English language, which is not used in Burkina Faso, particularly among entrepreneurs and traders. Publications have not been customised since 2001 and are not well disseminated and kept for use; • JITAP did not tap sufficiently ITC potential and needs identified in Burkina Faso were not responded to; • JITAP does not address important issues that are related to the expansion of trade, such as support to SMES in the context of MTS and of the Doha Development Agenda; • As Burkina Faso becomes no longer eligible for JITAP, sustainability of results may be jeopardised; • Insufficient visibility of ITC actions reduces its credibility and outreach.
Opportunities: External Environment (TRTA) and country needs	Barriers or threats to ITC performance
<ul style="list-style-type: none"> • ITC programmes, tools and services are well adapted to the needs identified by the donor community in Burkina Faso, in particular for EPRP. As Burkina Faso applies for support within the Integrated Framework, further relevance will develop for support under the EPRP; • In a strongly agricultural and traditional economy there is a potential for additional added value to be provided to exported goods. The experience gained by the ITC, in particular through Business Advisory Services is highly relevant, and could be taped in close co-operation with the 'Maison de l'Entreprise'; • The economic environment of Burkina Faso is rapidly changing, with a set of positive economic parameters, such as strengthening of regional ties, improved governance, a balanced budget and growing GDP per capita. In this context, investments should be oriented to sustainable economic processes. The integrated approach delivered by the ITC is well understood and appreciated by all economic partners and could be built upon. 	<ul style="list-style-type: none"> • Insufficient political and budgetary support by the Government to the TPO reduces the outreach of action undertaken; • Vulnerability of the economy is aggravated by the dependence of key agricultural productions on climatic conditions; • Political unrest in the neighbouring Cote d'Ivoire reduces the possibility of Regional Policies and of South-South Trade.

1.6 Conclusions and Recommendations

The formulation of conclusions and recommendations under the present evaluation, are based on interviews with officials from Burkina Faso, and consultant's own observations regarding the modus operandi of ITC in the field and at headquarters level in Geneva. It takes on board the findings of interviews in Burkina Faso.

Conclusions

- ITC is a valued and appreciated partner within the country's Public Administration and the UEMOA. However, its contribution is neither known nor understood by many members of the donor community;
- The efforts made have essentially focussed on the Public Sector, with little involvement of the Chamber of Commerce and the 'Maison de l'Entreprise' because in recent times there has been no country specific project with the TPO or other TSIs;
- An important gap was identified by stakeholders at the implementation level of sectoral strategies;
- ITC national partner ONAC is in contact with the Chamber of Commerce and the Maison de l'Entreprise (whose Director is Chairman of the ONAC Steering Committee), which represents the few enterprises presently engaged in regional/international trade. On the other hand, the larger part of the economy has not been reached by efforts made;
- ITC information in hardcopy format is highly valued (and more so when available in French). Likewise, the growing use of Information and Communication Technologies in the Public Administration (including Trade Information Centres); and the use of Information and Communication Technologies in the more important enterprises; have made ITC on-line information popular;
- JITAP I has succeeded in popularising MTS and the need to adapt trade policies to its requirements. JITAP II is seen as a very useful and 'user friendly' programme by Burkina Faso;
- Training was one of ITC's major inputs in the country. The trainers are motivated and appreciated. They are nevertheless isolated and insufficiently prepared to deliver extension work in new sectors and to deliver sustainable results;
- The services and tourism sectors are considered to have trade development potential by the business community in Burkina Faso. The growth of urban population points to the need for support structures and organisation for the development of competitive services in a regional context.

It is the assessment of the Evaluation that JITAP has succeeded in bridging the gap between Geneva WTO negotiators and the concrete Burkina Faso experience. ITC has played a key role in this challenging experience. It has shown, in particular:

- Aptitude to intervene on behalf of its two partner agencies namely, UNCTAD and WTO, as their technical co-operation executing arm;
- The capacity to provide a wide range of adapted instruments and specialised services;

- The capacity for resource mobilisation including for a large scale interregional programmes such as JITAP; and
- Success in co-ordinating national trade policies among countries from the same region, so strengthening their regional organisation, UEMOA.

The shortcomings highlighted by the stakeholders should be addressed at the central Government level, and not at the level of line ministries, as is presently the case, as they imply a need for the strengthening of policymaking and of inter-institutional co-ordination.

Recommendations

- Project management on the side of the beneficiary should be built into the project delivery in order to increase effectiveness and sustainability;
- ITC should focus on the development of SMEs that may be drawn into regional (South-South) trade;
- ITC publications are well designed to support trade-driven economic development in Burkina Faso: customisation should be undertaken for relevant products;
- French version of ITC publications should be more systematically delivered; Electronically disseminated data requires training and sensitisation;
- EPRPs should be delivered to link villagers and poor communities to international trade; Programmes such as the EPRP may be particularly appropriate in this context;
- Teaching Modules should be followed-up by field application in particular for the implementation of trade strategies; Multipliers should also be improved when providing group training to nationals;
- ITC should avoid interruptions in on-going programmes due to insufficient funding.

Improvement of donor co-ordination and of communication

The evaluation has shown a lack of co-ordination with other donor agencies and lack of visibility and understanding among donors (e.g. France).

Operate on a client based approach

JITAP I was targeting limited economic objectives. While the targets were reached, their ultimate results were impaired by weak administrative capacity on the receiving side. The 'missing links' with Burkina Faso (follow-up of strategy development, project cycle management) may reduce the impact of results achieved. Furthermore, the scope of project beneficiaries may correspond to a first phase of response to the needs of the country.

Enhanced Focus on SMEs and Services:

New prospective fields of action have been suggested, such as the marketing of arts and crafts in Western Africa (e.g. by the French Embassy), and SMEs (German Embassy) in the context of fledging regional trade. Likewise, the Chamber of Commerce highlights the need for trade-related services (financial, legal, and commercial, such as tourism) and infrastructures. Business plans are yet to be made.

Adapting the resources to the needs of the clients:

ITC should present its services, resources and programmes in a more operational form in such a way that beneficiaries do not expect un-realistic results. Literature should be available in appropriate languages (only in French in the case of Burkina Faso).

Bridging ITC to its partners

ITC Officials should re-establish contact with their national partners, mainly TPOs and TSIs, to expose and discuss respective roles, objectives, missions, resources and *modus operandi*. On the other hand, this exercise could also offer an opportunity to identify needs of TPOs and TSIs and plan future action on a long-term basis.

Follow-up of actions:

ITC should follow up activities of the TPOs and TSIs, which benefited from its inputs in a form to be specified. It should, in particular, verify the use made of the outputs of its action (training of trainers, delivery of sectoral strategies) and the keeping of project archives.

Relying on private sector for extension activities at national level

Restricting ITC partnership at national level to governmental institutions has proved ineffective to some extent. ITC should contemplate the idea of working more closely with private sector structure or business associations (in the specific case of Burkina Faso: Maison de l'Entreprise and the Chamber of Commerce) in order to extend its services to exporting companies.

Development ITC roster of Consultants and Experts

ITC should update its roster of Consultants and Experts to incorporate high level expertise with not only proven technical skills but also language proficiency.

Development of services sector

Services sector is gaining ground in the international market. ITC should therefore anticipate the growing trend by adapting its strategy, resources and services offered to its clientele in this particular area.

Tourism as an export sector service

Tourism is expected to grow rapidly in the coming years. ITC should incorporate this sector (on an inter-agency basis) in its area of competence given its impact on the export trade.

Annexes

Annex 1. Country Trade and Development Context

Annex 2. ITC Projects in the Country/ Projects Sampled

Annex 3. Results of Field Research on a Project-by-Project Basis

Annex 4. Stakeholder Analysis by Consultant

Annex 5. List and Brief Description of Trade Promotion Organisations

Annex 6. List of Contacts

Annex 1. Country Trade and Development Context



Basic facts:

Area (total) :	274 000 km ²
Capital city :	Ouagadougou
Population :	12.7 million
Major cities:	Ouagadougou (Capital city), Bobo Dioulasso (2 nd largest), Koudougou
Official Language :	French, spoken by 20% of the population; More, Dioula and Peul are the main African languages
Currency:	CFA Franc (1 EUR = 656 CFA) Communauté financière d'Afrique
Government:	Presidential Republic, National Assembly - 111 members, House of Representatives - 178 members with consultative role.
President:	Blaise Compaoré, in power since 1987.

Basic economic indicators:

GDP per capita:	USD 300
Annual Growth rate in 2003:	+7.9%
Anticipated growth rate en 2004:	+6.6%
Inflation in 2003:	+3.2% (+0.4% in March 2004)
Trade Balance:	EUR - 329 million (2003)
Debt Service / exports:	8% (2003)
Risk country index:	High

Social indicators:

Life expectation:	45.8 years
Infant mortality rate:	10.4%
Adults literacy rate:	24.8%
Human development index:	172/175

Industries:

Cotton Yarn, Bottling, Agro-food, Detergents, Cigarettes, Textiles, Gold Mining.

Economic profile

Burkina Faso is ranked LDC by international aid organisations.

Economic development of Burkina Faso is sustained by a rather fragile basis and is heavily dependent on:

- Exports of cotton (40% of foreign income) and meat;
- Remittances of migrant workers;
- Foreign aid (more than 80% of GDP in public investment).

Development also suffers from high production cost and limited market scale.

Agricultural sector is predominant in the overall economy, representing 40% of the GDP, contributing 80% of total exports whilst using 80% of the work force. It should be highlighted that agriculture is dependent on geo-climatic constraints (long drought periods, overused soils, scarcity of natural resources). Only one third of the total arable land is used.

Industry encompasses agro-food, which accounts for 46% of employment of the sector, 55% of its value added activities and 41% of the turnover. Manufacturing sector accounts for 10% of the GDP and only 1% of the work force. Textiles and consumer goods complement the overall industrial array. By and large industrial sector still faces shortage of raw materials, weak infrastructure and high cost of energy.

Industrial sector accounts for 15% of GDP, uses 15% of the total work force, while services represent 45% of GDP and employ 15% of the work force. In 2003, industry and services sectors grew by 10.4% and 5.3%, respectively.

The turmoil affecting neighbouring Cote d'Ivoire had a negative impact on the economic performance of Burkina Faso. Closing down of the railway line connecting Ouagadougou with Abidjan affected the manufacturing sector in land locked Burkina Faso. It should be observed that alternate solutions were sought in order to alleviate this negative effect generated by the disruption of normal economic ties with neighbouring Cote d'Ivoire.

Privatisation is underway engulfing various sectors of the economy including utilities. To date 26 state-owned enterprises have been divested. The second divestiture phase will expand to all utilities and telecommunications.

Sources: This presentation is based on the compilation of various sources such as: the French magazine « le MOCI », documentation from the French Ministry of Economy and Finance, the Secretariat of UEMOA, French Central Bank, African Development Bank the WB and the publication Atlaséco (Atlas économique mondial), besides data gathered during the field mission.

Annex 2. ITC Projects in the Country/ Projects Sampled

ITC technical assistance to Burkina Faso is channelled through ONAC (Office National du Commerce Extérieur). Only three projects were implemented by ITC during the past two decades

Of these, two are country-specific projects, and one is a multi-country programme that includes Burkina Faso among the beneficiary countries.

Based on the sectors, scope and types of services under various projects, the following projects were sampled for country level studies in Burkina Faso.

- Technical Assistance to ONAC initiated in 1983;
- Promotion of External Trade 1988;
- JITAP (including JITAP II).

According to the ITC project portfolio reviewed above, Burkina Faso was involved in some regional projects. However, the direct involvement of Burkina Faso in these projects was limited.

Annex 3. Results of Field Research on a Project by Project Basis

1. Project ID - BFK/24/52: “Assistance to Office National Adu Commerce Ex-térieur”

This project was funded by the Government of Denmark through Danida with ITC as executing agency. It lasted from 1983 to 1987. Main activities undertaken within the project are the following:

- Organisation of the exhibition “Artisanat 84” in which more than 40 craftsmen took part. The total sales generated during the exhibition grossed around USD 74,000;
- Research and Development geared toward new export products. A study on gum arabic development was also carried out;
- Market studies in the West African region and Europe;
- Advisory services, provided by specialised consultants, in the areas of hides and skins, quality control and consultancy in international trade;
- Setting up of a trade information service and subscription to telex services, to improve dissemination of trade data to the business community;
- Organisation of training events: seminars and internships, attended by ONAC staff and enterprises personnel;
- Production of a comprehensive profile of importers and exporters in Burkina Faso;
- Acquisition of adequate office equipment for easy duplication and consultation of archives in microforms.

2. Project ID - BFK/87/056: “Promotion of External Trade”

This project also benefited from the Government of Denmark funding through its international co-operation agency. It was also implemented by ITC, during the period 1988 to 1991. It can be considered as a second phase of the initial project, aimed at consolidating the results achieved.

3. Joint Integrated Technical Assistance Programme

JITAP is a multi-country and multi-agency programme aimed at capacity building in participating countries in the specific areas of understanding and use of Multilateral Trading System (MTS) as promoted by WTO. In addition to Burkina Faso, the programme included Benin, Cote d’Ivoire, Ghana, Kenya, Uganda, Tanzania and Tunisia.

The four-year programme (1998-2002) relied on a tripartite intervention comprising WTO, UNCTAD and ITC. A national steering committee supervised the activities at national level. The Ministry of Trade is the focal point for activities related to WTO. ONAC is the facilitator, with the participation of the WTO Co-ordinating Unit, to follow-up on the operational activities.

JITAP has three main objectives:

- National Capacity building meant for improved knowledge and use of MTS;

- Assistance in the approximation of the legislations and regulations pertaining to MTS so that countries can take advantage of the new global trading context deriving from the Uruguay Round;
- Better knowledge of export markets and enhancement of competitiveness of exporting companies in participating countries.

Joint Integrated Technical Assistance Programme encompasses around 100 activities divided into 15 categories:

1. Integrated Programme management and technical inputs provided by the partner organisations in Geneva: WTO, UNCTAD and ITC
2. Institutional support provided to national bodies involved in MTS
3. Technical Assistance in the area of Customs
4. Legal approximation and improvement of business environment
5. Setting up reference centres
6. Trade information management
7. Networking with programme partners and trainers/experts in matters related to MTS
8. Human resources development and better knowledge management of MTS
9. Impact of MTS on overall economy and foreign trade and the need to adapt trade policy
10. Human resources development in the area of export strategy formulation
11. Assessment of export potential and markets
12. Sector strategy formulation by products and services aimed at optimizing benefit from MTS
13. Production of a manual entitled “Keys to Export - A practical guide to SMEs”
Production of a manual on “Export financing”
15. Quality management in the context of MTS and export packaging

Evaluation of JITAP carried out in 2003 came up with the following observations:

- Review of the activities showed positive results particularly those concerning the strengthening of WTO Unit, creation of a pool of national trainers, training activities conducted, setting up of reference centres, adoption of WTO valuation system by the Customs and the design and operation of an on-line discussion and communication system;
- Dissemination of information should be enhanced, and efforts to improve training, approximation of legislation, design of sector strategies, and the strengthening of national negotiations should be pursued;
- Shortcomings were underlined concerning local coordination and interaction between JITAP Co-ordinating Unit and national programme partners;
- JITAP is funded through Common Trust Fund receiving contributions from 10 different donors. By the end of 2001 total amount received was USD 8.57 million, of which Burkina Faso received USD 1.18 million over the period 1998-2001. The funds were utilised for overhead expenses and project activities at national level;

Lessons to be learned from this pilot project:

- Technical assistance in the area of international trade is a *sine qua non* for an effective integration of Burkina Faso in the MTS;
- Technical assistance would have been more effective had the training been more gradual: “Fundamental learning”, “In-depth command of the basics” and “total appropriation” of the contents. Technical assistance would then be provided on a customized form adapted to each specific phase;
- Technical assistance would be more relevant had the regional dimension been taken into account when designing the content and the methodology;
- In the case of Burkina Faso, integration within MTS is not only a matter of juxtaposing technical, but also the outcome of a clear cut consensual political option combined with streamlined economic strategy. Technical assistance should then be regarded just as a sector implementation tool.

The evaluation recommended that the programme should continue, but steps should be taken to remedy the shortcomings observed. In the meantime, it reiterated the commitment of Burkina Faso decision makers to continue their support to JITAP.

The detailed evaluation of each of the 15 JITAP components led to the following conclusions:

1. Overall, with technical inputs by the three organisations (WTO, UNCTAD, ITC), awareness about MTS has become a reality. Implementation encountered some difficulties, which hampered the achievements of expected results;
2. Institution building related to MTS - Within this framework, training activities were undertaken in the form of seminars, workshops and awareness events targeting business community. However, outcomes in the areas of investment and commercial opportunities were rather limited due to insufficient human resources with adequate qualifications in export sector strategies;
3. Assistance to Customs - It was meant to adapt Customs regulations to MTS requirements, including implementation of the rules for customs valuation and import licensing;
4. Legal adjustment and improvement of business environment - The component helped ensure approximation of national legal framework and WTO Rules;
5. Setting up reference centres - The input made available to national users, a comprehensive set of publications and various other technical sources on MTS. However, the Evaluation stressed the need for additional training for national personnel in charge of managing the centre;
6. Management of trade information - Guidelines were prepared. Funding is still awaited for their implementation. Further training of the personnel should also be planned;
7. Networking among programme partners and pool of trainers and experts in MTS - A fairly good amount of information was supplied. However, optimal use of these data is still a problem due to lack of skills in computer operation;

8. Human resources development and improvement of knowledge about MTS - Training of trainers was carried out. The same team of trainers should now be introduced to negotiation techniques;
9. Impact of MTS on the overall economy and external trade and subsequent adaptation of trade policy - This contributed to the improvement of business environment, trade facilitation and the amendment of investment code;
10. Human resources development in export sector strategy formulation - This was translated by the application of the potential exports matrix for sector strategy formulation. Teaching aids were not available to SMEs' personnel and consultants/trainers;
11. Assessment of export potential and markets - The module did not clearly streamline the ways and means of taking advantage of export potential, market access and identification by business community, of products and services offering palpable comparative advantages;
12. Sector strategy formulation by products and services in order to take full advantage of opportunities offered by MTS - The exercise was limited to oilseeds. Other products and services were covered only superficially;
13. Production of a manual entitled "Keys to Export", a practical guide to SMEs - Standard tools were adapted to the context of Burkina Faso. However the manual is still pending due to financial reasons;
14. Production of a manual on "Export Financing" - Same status as above;
15. Quality management in the context of MTS and export packaging - Within this framework FASONORM was established at ONAC. However, the country still suffers from lack of skilled personnel in these areas.

It should be noted that data on JITAP are hard to collect in the field, as the programme used diversified channels and, to some extent, due to turnover of personnel in charge.

4. JITAP II

Inception of JITAP II took place in February 2003. As stated in the Project Document, the objective of the new programme, like that of its predecessor, is to build and strengthen African capacities to integrate into emerging MTS. The following three main target capacity building areas were identified:

- Capacity for national implementation of the WTO agreements, trade negotiations and related policy formulation;
- Development of national knowledge base on the MTS;
- Enhancing the capacity of enterprises to export to new/existing markets.

The programme is being implemented over a period of four years starting January 2003.

A tentative breakdown of total budget of USD 12.60 million reads as follows:

- Programme component 1: Development of Tool Kits was implemented during the first 12 months of the programme commencing January 1, 2003. Amount earmarked: USD 800,000;

- Programme component 2: Programming and delivery of the “Advanced Track” in the eight current countries is being implemented over a maximum period of two years beginning September 1, 2003; Amount earmarked USD 4 million;
- Programme component 3: Programming and delivery of “Foundation track” in eight new countries is being implemented over a period of three years and three months, which started in September 2003. Amount earmarked: USD 4.80 million;
- Budget line four deals with programme co-ordination and focal points costs: Amount earmarked USD 2.80 million;
- Budget line five is allocated to evaluation. Amount earmarked: USD 200,000.

Annex 4. Stakeholder Analysis by Consultant

Office National du Commerce Extérieur

The ONAC is a Public Agency reporting to the Ministry of Commerce who's Terms of Reference includes the leadership in JITAP. Further details on ONAC are provided in the following section.

Interviews conducted with heads of key Departments led to the observations and remarks listed below:

1. ITC assisted in the setting up of the Trade Point. It also brought contribution to design and implementation of specialised databases on standards and technical specifications. Within the same framework, training events were organised and IT equipment supplied as required by the functioning of the national information point;
2. ITC's role, objectives and mission are not well known. The comprehensive compendium of services and resources offered are not clearly known, other than trade information materials and training activities. ITC's organisation and structure is not well understood. On the other hand, confusion still prevails as to the relationship between ITC, UNCTAD and WTO;
3. ITC funded a study on the setting up of a trade information system within ONAC. After validation by the steering committee there has not been any follow up due to financial incapacity to implement it. The issue is how effective it is to commission a study without earmarking appropriate budget for implementation;
4. Likewise, a guide to exporters (how to approach banking institutions) was produced through JITAP, but is still not printed and therefore not available to the exporters for the same reasons, i.e. bureaucratic inertia and unavailability of funds. The evaluator was also given to understand that JITAP resources are officially obligated through official administrative and public treasury procedures. Budgetary appropriation becomes more complicated whenever a key official is relocated to another department;
5. In the specific case of ONAC and taking into consideration the limited governmental resources, "key in hand" projects would be more appropriate and better fit to meet the requirements of the exporting community. In this respect, future assistance should concentrate more on long-term sustainability of ONAC, even if at the expense of other sectoral ITC inputs.

The Evaluation mission visited the Documentation Centre of ONAC. It was observed that ITC publications are received on a regular basis. However, many of the titles are in English, which makes it difficult for a majority of potential users to benefit. Another range of trade information is in electronic format e.g. CD-roms, for which there are no adequate computer hardware for consultation. Statistics derived from the users' book show that from January 1st to July 25th, 2004, out of 112 visitors, 107 were students; two were consultants, two teachers and only one businessman. These figures show that the resources available are not being used by the target audience for which they are meant.

Visits to the Trade Point and FASONORM gave the Evaluation a more favourable impression in spite of the limited resources available within these two institutions.

In terms of resource mobilisation, ONAC succeeded in attracting Danida funding for the promotion and awareness campaign directed to the business community in favour of the Trade Point. Project cost was CFA Franc 26.57 million.

Another project is still in pipeline consisting of strengthening the Trade Point. Funding Agencies contacted for possible contribution are: World Federation of Trade Poles and UNCTAD for a budget amounting to CFA Franc 380 million.

Conclusion

It appears that ONAC, with its scanty resources, is incapable of properly channelling ITC programmes and activities to the beneficiaries within the business community.

Annex 5. List and Brief Description of Trade Promotion Organisations

Office National du Commerce Extérieur

ONAC was set up in 1974 under governmental auspices, with a twofold mission of export promotion and import procurement rationalisation. The Ministry of Trade is the parent institution of ONAC.

Services offered by ONAC include:

- Organisation and participation in fairs and exhibitions;
- Market studies and market oriented research;
- Collection, processing and dissemination of trade information;
- Training and advisory services provided to the business community in matters related to international trade;
- Support in areas related to standards, quality management and certification.

Resources made available to its clientele by ONAC:

- Trade Point of Burkina Faso: a one stop shop concept promoted by UNCTAD and based mainly on the use of IT;
- FASONORM: a service promoting quality assurance of Burkina Faso products;
- Still in project pipeline, the Centre de Formation du Commerce International – Burkina Faso, which functions as the training centre in international trade techniques.

ONAC is administered by a Director General who reports to the governing council. It comprises the following departments:

DFAE: Department of Training and business support

DPM: Department of Products and Markets

DNPQ: Department of Standards and quality management

DTP: Department of Trade Point for ONAC

DAF: Department of Administration and Finance

Membership of the Governing Board is as follows:

- Three members representing the government;
- Four members representing the private sector; and
- Two members sitting on behalf of other private sector promotion institutions.

Staffing of ONAC: 51 members of staff: comprising nine full time permanent staff and 42 staff under special service contracts.

Budget: Total regular budget is CFA Franc 278 million of which 228 million is government funding and 50 million is generated by services provided by ONAC to its users. Government funding is on a steady downward trend since 1999 shrinking from CFA Franc 346 million to CFA Franc 260 million in 2002 and CFA Franc 228 million in 2003.

The Chamber of Commerce Industry and Handicrafts of Burkina Faso

The Chamber was established in 1948, with a mandate for:

- Representing Burkina Faso within Regional Associations;
- Playing “consular” role (Advocacy role in favour of the trade sector vis-à-vis the government);
- Mediating between the business community and the state;
- Carrying out routine administrative tasks such as management of the warehouses, training, etc.

It offers to its members trade information and arranges business contacts. 200 staff members are on its payroll of which 30 are professionals. It has no direct relationships with ITC and maintains partnership with ONAC and la Maison de l'Entreprise. A certain number of staff members benefited from training activities organised in the framework of JITAP. These training opportunities were deemed relevant to exporting SME's. The statements in this respect are based on face-to-face interviews with the Chamber management, as there were no evaluation results.

It was clear, throughout our interviews with the top management and with other categories of professionals, that the means of intervention of the Chamber are much wider than those of ONAC. The Chamber ensured a relatively continued support to its members particularly business managers. The management of the CCIAB showed eagerness in participating more actively in ITC programmes and projects. In this regard, it is recommended that the Chamber play a more substantial role in future ITC co-operation programmes. This should be facilitated by the fact that the Chamber representatives already sit on the board of ONAC.

The ‘Maison de l'Entreprise’ in Burkina Faso

The ‘Maison de l'Entreprise’ started its activities in 2004. It was set up in the framework of a WB assisted project. Its main objective is the promotion of private sector through provision of a wide range of services including guidance and orientation, advisory services in business administration, legal and fiscal information, training and promotion of consultative services and facilitation of paperwork and business creation.

The ‘Maison de l'Entreprise’ is managed by a staff of eight persons, of which seven are professionals. Its budget amounts to CFA Franc 900 million. So far its membership comprises five large firms, 153 SMEs and 42 professionals associations. It has established a working relationship with ONAC and CCIAB based on partnership agreement. The Director General is chairman of the board of ONAC.

Based on the facts described above, the Evaluation is of the opinion that the ‘Maison de l'Entreprise’ qualifies for full participation in ITC activities in the country. The fact that the Director also acts as Chairman of the Board of ONAC should be of great help in facilitating this participation.

Annex 6. List of Contacts

Name	Organisation	Role
1. Government		
Jean-Claude Bicara	Ministry of Commerce	Secretary-General
Seriba Ouattara	Ministry of Commerce	Director-General Commerce
Mrs. Sawadogo	Ministry of Commerce	Director Foreign Trade
Janvier Sawetogo	Ministry of Commerce	Head of Statistics
Issa Benjamin Baguian	Office National du Commerce Extérieur ONAC	Director
2. International and Regional Organisations		
Célestin B. Bado	World Bank	Sr. Operations Officer
Slaka Coulibaly	World Bank	Economist
Alain Faustin Bocco	UEMOA	Director Trade and Competition
Koffi A. Gnakadja	UEMOA	In charge of Competition matters
3. Embassies and Delegations		
Fatoumata Ide	Danish Embassy	Co-ordinator – Private sector Development Programme
Philippe Monnier	French Embassy	Commercial Counsellor
Alain Blancheton	French Embassy	Regional Counsellor for co- operation
Philippe Ospital	French Embassy	Deputy Counsellor for co- operation
Mr. Abdoul Aziz Diallo	Canadian Embassy	Co-operation Co-ordinator
Francoise Le Losq	European Commission	Head of Programmes
4. Private Sector		
EL Hadj Hamade Ouedraogo	Chambre de Commerce d'Industrie et d'Artisanat	Director-General
Issaka Kargougou	Maison de l'Entreprise	Director-General
5. EU Experts		
Walter Benthe	GTZ (Germany)	Consultant (Agriculture)
Toussaint Caradec	(France)	Consultant (Institutional support to the Private Sector)

Meetings took place in Ouagadougou – Burkina Faso between 24 and 29 January 2005.
The Mission was assisted by:

- Mr. Ashish SHAH – Principal Administrator – ITC
- Mr. Antony SANDANA – Principal Administrator – ITC
- Mr. Abdelkrim BEN-FADHL - Programme Co-ordinator JITAP - ITC