



Ministry of Foreign Affairs

Report on Entrepreneurship in the Sahel: Burkina Faso Catalystas

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RVO Scoping Mission Report on Entrepreneurship in the Sahel: Burkina Faso

The following report has been drafted by Catalystas Consulting, an intersectional feminist international development consulting firm, to provide insight into youth (ages 18-35) entrepreneurship opportunities, activities, stakeholders, and opportunities for improvement in Burkina Faso. This report is based on a two-week field mission undertaken by Catalystas Consulting in June 2019, as part of a broader mission to provide an accurate picture of youth employment and entrepreneurship needs and opportunities in Niger, Mali and Burkina Faso.

The aim of this mission is to furnish a report for the Dutch government detailing how to support and upscale existing structures and/or initiatives that have already been set up by other local or international actors. A full overview of our research methodology pertaining to this report is available as Appendix H: Methodologies for Entrepreneurship Research and Reports. We have paid particular attention to young women in business, agricultural productivity, and value-chains. Our objective in undertaking this country-specific entrepreneurial assessment and writing this report is to highlight programs and initiatives that could be extended to the secondary cities of Banfora, Dori and Ouahigouya, which are among the target areas in Burkina Faso in the Dutch policy agenda. The following information consists of a report and ■■■ appendices that we believe sufficiently inform policy makers and ambassadorial staff of the multiple opportunities and challenges that must be taken into consideration for effective intervention in the Malian entrepreneurial context.

This report is also the first step in informing policymakers and embassy staff about the many opportunities and challenges that must be taken into consideration for effective intervention in the Burkinabe entrepreneurial context.

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1. Overview of Labor Market

I. At the National Level

The programs which support employment and entrepreneurship for women and youth in Burkina Faso are very popular. The government, technical and financial partners (TFPs), and NGOs, are investing significant amounts of money and resources in this sector with a more or less stated desire to reduce migration and to improve the security situation on the basis of creating new opportunities. This is certainly very admirable, but based on our findings from this mission, these programs tend to reach the same young people over and over again instead of aiming to create programs with wider access. Those educated young people in the capital, who often see themselves working for the government or a bank, are offered many entrepreneurship training opportunities as well as access to incubators. In contrast, it is often the less educated young people in rural areas who typically take over the family business or start their own business and would greatly benefit from access to training and financing to develop their activities.

At first sight, the country's unemployment rates are not extremely high. The overall unemployment ratio was estimated at 5.6% in 2014, and impacts, as in many other countries, young people (8.6% among 15-24 year olds, according to a multi-sectoral survey published in January 2016) and women (8.8% of women in 2018, according to an ILOSTAT estimate of the ILO; 11.5% of women aged 25 to 34, and 4% for men of the same age group¹). However, these rates should be put in perspective as a very large majority of jobs are informal, very precarious, and largely in the seasonal primary sector. For example, only about 3% of the agricultural labor force is mobilized out off-season. This phenomenon particularly affects women and young people, although it is difficult to obtain reliable figures to measure its extent. However, it should be recalled that Burkina Faso is at the bottom of the HDI ranking (183 out of 189 in HDI in 2017 and in constant decline), and 133 out of 136 in the Gender-related Development Index (GDI), which takes into account gender inequalities).

The agro-silvo-pastoral sector is essential in Burkina Faso and considered as a "country with an agricultural vocation", employing a very large part of the country's working population. Based on information from various sources, it is estimated that about 85% of the population work in agriculture of which 91.5% is in rural areas. However, despite the high percentage rate, the agro-silvo-pastoral sector represents only 33% of the country's GDP. Industry accounts for 22% of GDP, and services account for 45% (World Bank, 2016).

The causes of the low rate of value creation in the agricultural sector are numerous and interdependent, and can be summarized as follows:

- Weak productivity (due to poor seed quality, low mechanization of processes, insect attacks, and high losses due to lack of adequate storage, or lack of processing of short-lived products)
- Weak product transformation rate (lack of qualified machinery and technicians, difficulty in accessing the necessary funding, but also a habit of exporting unprocessed raw materials that has been encouraged by colonization, high cost and unreliability of electricity)

As a result, young people, whenever possible, tend to turn away from this sector, which they consider unprofitable (nearly half of farmers are considered poor) as confirmed by the young people interviewed in the course of this study. According to MEBF figures for 2017-2018, 57% of young entrepreneurs have been attracted to trade by

¹ INSD, Multisectoral Continuous Survey (EMC 2014), Result of the first round

opening hardware, clothing, or food shops, and only 0.3% are working in the manufacturing sector, although there are many opportunities as described below.

The agricultural production capacity is still considerable with only 59% of its 9 million hectares of arable land, 30% of the 233,500 hectares of irrigable land, and 500,000 hectares of relatively easy-to-manage lowlands under cultivation. However, by virtue of the generally patrilineal lineage, land is transmitted only by men with older sons inheriting their father's land. Women are generally granted precarious rights of land use as 32% of women have access to land, but only 8.2% own it². If the landowner decides to reclaim it, they may lose access overnight, losing their investments (financial, material and time). Additionally, this problem is to some extent encountered by young people who have not benefited from land inheritance from their father or lineage. It is clearly important that all actors and the government make land for women and young people more accessible as well as to enforce laws without opposing customary law. However, in light of the long-term struggle ahead, it is also important to focus on shorter-term solutions to create employment opportunities and to develop entrepreneurship outside agricultural production.

The "EWOH2" rural women's land access project, implemented by the German Konrad Adenauer Foundation, uses the theatre forum to raise awareness about women's land rights in rural areas.

Fortunately, the agro-food processing sector is full of opportunities but is still relatively untapped. Several factors point in this direction:

- **A weak percentage of current transformation:** With only 15% of products processed at the national level (according to an estimate used in the framework of the PNDES), this is indeed a significant potential. In addition to the challenges of preserving perishable products, such as tomatoes or milk, and storage facilities are non-existent or ineffective, many products are sold during the high season at low prices, or even at a loss rate.
- **A current trend towards the revaluation of local products:** The Burkinabe government has undertaken several actions to support national products and reduce dependency on imports. President Kaboré has made this one of his key objectives and priorities, and many private and state actors are working towards this direction. First of all, there are community events like Market Garden Day in Ouahigouya, the Ouagadougou Farmers' Day, the Ouagadougou Agriculture Fair, sales exhibitions, and agricultural exchanges, as well as various campaigns at the local, national, and sub-regional level (see box below). In addition, public purchasing initiatives are being undertaken to stimulate sales of local products. For example, a 2017 government decree deals with "the purchase of local food products by state structures as part of their supply", such as school and university cafeterias, vocational training centers, military bases, hospitals, detention, and correction centers³. The SONAGESS, which constitutes the national food security stocks, buys most of its cereals (millet, maize, sorghum, rice, cowpea, etc.) from local producers.

"Mon Lait Est Local" ("My Milk is local") is a regional campaign to promote local milk led by a broad coalition of 15 regional organizations, 6 international NGOs, and 55 national organizations (farmers' organizations, NGOs,

² Source: Director General of the Ministry of Women's Empowerment

³ <https://acting-for-life.org/projets/les-produits-du-territoire-sinvitent-dans-les-cantines/>

mini-dairies and local industrialists), supported by consumers, researchers., etc. This campaign is active in six countries: Burkina Faso, Chad, Mali, Mauritania, Niger, Senegal, and Niger.

The "Regional offensive for the promotion of local milk value chains in West Africa" was held from 24 to 26 July 2019 in Ouagadougou. twitter.com/monlaitestlocal

- **Existence of a sub-regional and international market:** Even though it is landlocked, Burkina Faso is in an interesting location sharing common borders with six other countries. Trade and commerce in the UEMOA region is increasingly growing due to various community conventions such as the PAU (Politique agricole de l'union adopted in 2001. Burkina Faso is also a member of ECOWAS (Communauté économique des États d'Afrique de l'Ouest), which in 2005, adopted the ECOWAP/PDDAA (Economic Community of West Africa States Agricultural Policy). It is also worth mentioning the launch of a feasibility study on 1 February 2019 to make Bobo-Dioulasso the center for fresh products from countries in the UEMOA region through the development of a wholesale market that "should accommodate not only Burkinabe products, but also those produced in other UEMOA countries for exports".

Several products, such as dried mango, monkey bread-based foods (baobab fruit, considered a "superfood"), roasted cashews, or fonio (gluten-free, easily digestible, and dietetic cereal) have export potential to Europe and the US, particularly with organic certification.

Currently, women are present in transformation-related jobs, and can even manage moderately sized processing units (e.g. Déo Gracias in Ouagadougou: processing and marketing local fruit juices, CEPROFEM in Ouahigouya: commercialization and marketing of fruits, Tout Super in Ouagadougou: processing and marketing of agro-food products). However, women are rarely found heading larger units. When they start growing, men tend to take over. Fortunately, there are exceptions, such as ██████████, manager of Sotria-B a cashew nut processing unit in Banfora. Thanks to the support of European partners, Ms. ██████████ has succeeded in growing her company comprised of mostly females, so she has higher chances of retaining her leadership role. She was awarded the medal of the National Order of Burkina Faso for her contribution to Burkina Faso's socio-economic development.

We also observed many opportunities in services for farmers in processing industries: manufacturing, repair and rental of tools, wire mesh, and processing machinery, as well as everything related to product preservation, packaging, certification, marketing, and distribution, including imports and exports). These activities offer interesting opportunities for young people who are interested in starting their own businesses but do not want to work in the fields.

Apart from activities around agro-food, the industrial sector includes manufacturing activities (employs only 1% of the working population) and mining production. The sector employs 13% of the urban population compared to 1.8% of working persons in rural areas, who are mainly graduates of technical and vocational education and training centers (TVET). The industrial sector also provides income higher than that in the primary sector with 22.3% of the working class. The low share of this sector is due, among other things, to the weakness of the industrial fabric, the high cost of energy, insufficient water resources, difficulties in accessing financial assistance, and low foreign investment.

Security challenges strongly influence tourism activity. The recent attacks on Ouagadougou, including the French Embassy and well-known cafés, as well as the instability, particularly in the North and West of the country, have

given cause to classify various parts of the country as red and / or orange zones according to many embassies. Unfortunately, this situation may not change any time soon.

II. Dori (Sahel Region)

The majority of the population in the Sahel region is predominantly comprised of members of the Fulani ethnic group with people from the Tuareg, Songhai, and Hausa communities en route to Dori for trade purposes. Farming and cattle and goat herding are the main activities of the region. Agricultural activity is still largely carried out in the traditional way with extensive livestock farming. Thanks to the construction of water retention devices, off-season agriculture (vegetable farming) has emerged and is developing. There is good cultivation of potatoes, tomatoes, onions, and green beans, but due to few storage possibilities, the products are sold at very low prices during the high season. For example, a case of onions sells for less than 10,000 FCFA (15 EUR), while in low season it could sell for 60,000 FCFA (91 EUR). The relatively newly built Yakouta dam and the ongoing construction of PAPSA-funded fishponds, have created new opportunities and encourage young people to get involved in vegetable cultivation and fish farming.

The youth employment rate is low with 59.2% of young people in the region employed according to 2014 figures⁴. The vast majority of entrepreneurs in the region operate in the informal sector, e.g. small fruit and vegetable stands. Such small businesses are typically family businesses and not registered. Shops are often operated by men and women assist, e.g. preparing fruit juices to sell or managing female beauty products. Some women also practice manual activities such as weaving, tannery, sewing, hairdressing. The entrepreneurial spirit is relatively undeveloped for lack of "role models" and the infrastructure to support entrepreneurship, and young people often engage in the sustainability of family activities such as livestock, agriculture, trade, and crafts.

The industry sector is nearly non-existent due, in part, to limited access to electricity. In addition, this represents a major hindrance for units such as mini dairies which suffer many losses due to numerous load shedding operations. Most of the processing units are therefore artisanal. However, efforts are being made to improve access to energy, and renewable energies are being developed with the project financing from China-Taiwan and Expertise France. In addition to the strong potential to create more robust companies, the exploration of renewable energies may create pathways to developing new sectors like solar energy, including installation, maintenance, and possibly the recycling of panels.

The main opportunities in the region, however, lie in the dairy sector, with all the activities of conservation (e.g., use of solar cold rooms, etc.), processing (e.g., cheese, curdled milk, yoghurt, cosmetics, etc.), marketing, and packaging. Because the existing mini-dairies in the region are still very artisanal, there is room for major improvements to make the products more attractive. As mentioned above, thanks to the construction of slurries and dams, vegetable cultivation becomes possible as do other segments of the value chain, including conservation and processing of tomatoes and onions. The wide use of social networks, especially Facebook, among young people can help mobilize networks of young future entrepreneurs and "break" their isolation, particularly because of the security risks in the region and the limited number of support mechanisms available there.

⁴ INSD, EMC-2014, 1st trimester

III. Ouahigouya (Northern Region)

In the North, as well as in the Sahel, industry is almost non-existent. Only a few bakery and mineral water production units can be found, but it is the agricultural sector and trade that occupy the vast majority of the population. Cereals such as millet, sorghum (white and red), tubers, and other products like peas and cowpeas are grown here. Off-season crops, such as onions, tomatoes, peppers, green beans, cabbage, cucumbers, etc., however, are now produced in the region, which are carried over 6 months of the year (between late September and late March). The region has even become a model for the rest of the nation in this field to the extent that the other provinces are specializing, e.g. potatoes in Loroum, tomatoes in Passoré, cowpeas in Zondoma, and vegetable cultivation in general in Ouahigouya in Yatenga province. Vegetable cultivation attracts young people, as the sector is considered more profitable and faster than other forms of farming. During the 2017-2018 dry season, 18,025 tons of potatoes and 59,587 tons of vegetables were produced.

The women are included in the processing and marketing of vegetables and fruits but on a small scale and frequently in an informal way, selling for example, in markets and "yaars". However, some women's cooperatives have effectively become key producers of rice and vegetables (i.e. FENAFER-B - Fédération Nationale des Femmes Rurales du Burkina, UNERIZ - Union Nationale des Étuveuses de Riz du Burkina). There are also women working in the restoration sector.

The majority of the processing units, however, still operate on a small scale and sold at very low prices to buyers, e.g. Ghanaians, who typically purchase tomatoes between 15,000 and 20,000 FCFA (22-30 EUR) per 100kg case (between 22 and 30 cents per kilogram). However, despite the low profitability, the low price points are unfortunately the only alternatives to avoid seeing crops rot. Some producers will even use informal intermediaries (known as "privateers") to approach Ghanaian buyers. In light of the enormous potential and loss of income in this sector, a proposal to create a large vegetable processing unit, particularly tomatoes, was supported by the authorities. However, for somewhat obscure reasons, this project has still not been implemented. The Amicale des jeunes commerçants et entrepreneurs du Burkina (AJCEB), has launched a popular shareholding campaign for the establishment of this tomato processing plant called Société Faso Tomate (SOFATO), which would be based in Yako.

Another notable and interesting point is that the region is very open to trade and renowned as the region with the most successful traders and businessmen in the country. There is a strong entrepreneurial spirit, especially in the commercial sector. Young people are known to grow up alongside their parents who teach them the art of business and entrepreneurship.

Although technology is still underdeveloped, young people are very active on social networks such as Whatsapp and Telegram and use Facebook pages that promote local entrepreneurship initiatives, which who great potential, such as the Yatenga Green Gardens.

IV. Banfora (Cascades Region)

The Cascades region is located on the "SKBO cross-border axis" composed of Sikasso, Mali's second largest city by population; Korhogo, the fourth largest city in Côte d'Ivoire; and Bobo-Dioulasso, the second largest city in Burkina Faso). The region has a very favorable climate for agriculture, and Banfora, the capital, is located in what is considered to be the greenest region in the country. As stated by the head of the Regional Directorate of Agriculture, "We produce everything here". Indeed, there is a diversity in the region's products:

- Cereals: Corn (main food crop) which can be processed into flour, biscuits, corn lumps; rice, which is value chain managed in the region mostly by women (in contrast to other regions); millet / sorghum which can be transformed into flour, infant flour, lumps, biscuits, etc.
- Cowpea, which is produced mainly by women. The seed - of questionable quality - is subsidized by the State to encourage production, which is still relatively undeveloped but has promising potential due to its high protein content and the possibility of being used to make or infant flour. As the region has a high rate of malnutrition, the integration of cowpea could help to combat this phenomenon.
- Sugar cane, which is processed mostly by the Nouvelle société sucrière de la Comoé (SN SOSUCO), employing 3000 employees, Burkina Faso's largest private employer.
- Vegetable production (including tomatoes and onions)
- Fruits, with cashew nuts and mangoes in the first line, both mainly for export, either raw (unfortunately with little added value) or processed.
- Mineral water, which is renowned throughout the country.

The potential for product transformation is very high, and the market is not yet saturated. However, the entrepreneurs in Banfora lack networks, contacts with potential customers, and have not received training in entrepreneurship or marketing.

Ben Narfa séchage, is a young family company that dries mangoes in the commune of Banfora. Created in 2017, it now employs 120 women and eight men, for one single client (GEBANA). The company operates four months out of the year and is dark the rest of the year. The infrastructure could be used for other products (such as drying tomatoes or onions). In addition, the facility has the capacity to produce more mangoes, but the company does not know how to develop new customers. The managers were extremely grateful for the invitation to the workshop organized in Ouagadougou during this study. They were able to exchange information with other entrepreneurs and network.

We met with women who were part of cooperatives and expressed they faced technical difficulties. For example, they were unable to troubleshoot a problem with one of their processing machines, and this completely halted their operations.

There are more young people interested in agriculture, especially vegetable cultivation, cattle and sheep farming, and fish farming. The field seems so promising that a leader of a public employment organization is considering changing his own profession to it. According to 2007 statistics, 92.2% of people aged 15 and above, were working in agriculture in the region, compared to 76.2% of individuals in the same age range at the national level. This figure should be carefully considered as many jobs are precarious and seasonal. Women also work largely in the informal sector, including crafts like weaving, pottery, basketry; production of local beer (bandji), fruit juices, attiéké (manioc-based); or the sale of fruit and vegetables in small stalls.

Due to the favorable climate, landscape and natural resources, e.g. the peaks of Sindou, the Karfiguéla waterfall, the domes of Fabédougou, the lake of Tengrela, and hippopotamuses, the region until recently enjoyed an increase in tourism and attracted young people. Unfortunately, the rise of instability in the country is impacting tourism-related businesses even though the Cascade region is still relatively unaffected. There has been a decline in foreigners travelling to the region. Strikingly, the one famous hotel in Banfora was closed during our mission. This is a recent occurrence This has only recently changed causing many young people who worked in tourism (restaurants, tourist guides, drivers, etc.) to lose their jobs.

We observed that industry is more developed in this region than in the Sahel and the North. Banfora was once the country's third largest industrial city, including agro-food companies, sawmills, two textile factories, and a laboratory for the analysis and processing of medicinal plants. However, these companies offer few opportunities, and generally, young people who want to work in this field or pursue studies go to the Bobo Dioulasso metropolis just over an hour away. In addition, private actors, such as SOTRIA-B, reported that there was a lack of skilled workers who could operate and repair processing machines.

The field of solar energy also seems to be a promising sector for addressing the energy crisis in the area. Additionally, there are few e-commerce initiatives, such as the sale of organic products from the region on Le Grenier du Paysan but the webpage is still underdeveloped.

2. Government's Private Sector Development Strategy

The PNDES (National Economic and Social Development Plan) is the framework document of the government's strategy for 2016-2020. It covers three areas: institutional reforms and modernization of public administration (axis 1), human capital development (axis 2), and implementation of policies to boost sectors that are conducive to the economy and employment (axis 3). It aims at reducing poverty and creating as many as 50,000 jobs per year.

In terms of private sector development, which is one of the declared priorities, the PNDES aims to "improve the business climate, strengthen the initiative and management capacities of the sector's stakeholders and, above all, set up financing mechanisms adapted to the needs of structural transformation of the economy, and support the informal sector in its development". Formalization remains a major challenge, and many small entrepreneurs prefer to remain in the informal economy in order to avoid paying taxes which they believe would not allow them to survive financially.

Several achievements have been made in this area, including the simplification of the conditions for setting up a business, which reduced the initial share capital, first from 1,000,000 FCFA (1520 EUR) to 100,000 FCFA (152 EUR), and then again dramatically to 5,000 FCFA (8 EUR) (current), alongside a reduction in formalities and the time required to set up a business. The cost of registration from 42,500 FCFA (65 EUR) to 47,500 FCFA (72 EUR), plus 3000 FCFA (4.50 EUR) for securing the RCCM number, remains high for young entrepreneurs from more modest backgrounds.

The new status of entrepreneurs, provided by OHADA, aims at offering an alternative for these Very Small Enterprises. This status, although legal, is still almost unknown and very underutilized. The OIF, for example, supports the implementation of this status in Côte d'Ivoire, Gabon, Mali, and Burkina Faso. These measures would simplify formalities and streamline procedures, thus removing obstacles to registration. Another progress in this area is related to the modernization of tax and customs administration, with the implementation of the Virtual Link System for Imports and Exports (SYLVIE) in 2016, and the implementation of the virtual public administration counter to enable the dematerialization of more than 10,000 administrative procedures. These national measures are attractive, but attention must be paid to avoid widening gaps between rural areas (weak access to the Internet) and urban areas. There would be challenges in developing large projects if these initiatives are only accessible in urban areas.

The support for decentralization and the promotion of good local governance have also been highlighted. The share of the budget transferred to local authorities was 4.6% in 2017, with a target of 5.2%. The PADEL, a program that supports the development of local economies, currently suffers from a lack of funding. It aims to enable the construction of infrastructure in the regions, such as vaccination, shops, market halls, bus stations, and irrigation, and it identifies promising sectors and financial aid through loans, micro-enterprises, and professional groups.

The PNDES would have created 183,635 formal jobs, including at least 87,000 "decent" jobs, but it is hard to know what the real influence has been, as there are many programs that promote employment and employability. In addition, many external factors at both the national and international levels affect the country's economy and therefore job creation.

The government aims to promote women's entrepreneurship that is "dynamic, competitive, diversified, and contributes to reducing poverty among the population". The adoption of the National Strategy for the Promotion of Women's Entrepreneurship (SNPEF) for the period of 2016-2025, as well as the National Policy for the Empowerment of Women, which supports more than 1900 women in fertilizer, have officially formalized this demand. The fact that most government statistics and reports provide gender-disaggregated data is a good point to note, as it provides an insight into how gender is being taken into account in current policies and the results achieved. There is still a long way to go, but there has been an increase in the proportion of businesses registered by women in recent years. The success of women entrepreneurs such as [REDACTED] (see box on page 15) should be valued in order to show young girls that it is possible for a woman, who is not from an elite background, to succeed.

The PNDES is experiencing difficulties with implementation because it was led by the Prime Minister, who was dismissed in January 2019. Moreover, the security (multiple terrorist attacks), social (numerous trade union demands), and environmental context (early cessation of rains, attacks on crops by legionary caterpillars, and grain-eating birds) did not provide a very conducive climate. The website <https://www.pndes2020.com/> presents the different interventions of the stakeholders during the 2016-2020 PNDES mid-term conference.

3. Innovation and technology

The technology sector is still underdeveloped throughout the entire country, particularly outside the two urban centers of Ouagadougou and Bobo Dioulasso. The country suffers from structural difficulties that limit development, access to technologies, and the use of new technologies:

- The electricity in Burkina Faso is expensive, of poor quality, and does not meet growing demand. In 2014, only 33% of Burkina Faso's national territory was connected to the electricity system.⁵ This scarcity and high cost obviously has a strong impact on manufacturing companies and also discourages some leaders from launching their projects. In order to solve this problem, the government has supported the construction of solar photovoltaic plants, and many plants are under construction or planned. There are also projects to build hydroelectric and mini-hydropower plants in the regions. The stated goal is to "increase the installed electrical capacity to 1000 MW and reduce the price of KWH high voltage electricity for companies to 50 FCFA (0.076 EUR)".
- The same is true for the Internet. The high cost of subscription and the poor quality of the Internet network are an obstacle to the access to information and networking that some online platforms could offer. But

⁵ Multi-sectoral Survey of the National Institute of Statistics and Demography (INSD) in 2014

the costs remain exorbitant. Burkina Faso ranks 25th out of 27 African countries in terms of price, according to the Alliance for an Affordable Internet, taking into account that Africa is the continent where the Internet is the most expensive in the world. However, there have been some recent advances to mention, such as the G-CLOUD project in partnership with Nordea Bank and DANIDA; the construction of the country's first Datacenter; and the deployment of the first two federating platforms. The Nazi Boni University in Bobo Dioulasso, Fada and Dédougou, for example, offer targeted training for computer science and digital professions.

- Despite significant and recent improvements, national radio coverage was at 83.8% in 2017 and national television coverage is now at 70%.

Some events are taking place in this sector. The International Business On Technology Fair, held in March 2019, in Ouagadougou, and the National Internet Week, is held every year and aims to encourage and make popular the use of the Internet while advocating to improve its accessibility. The Night of Quality and Innovation (NQI) was held for the second time in May 2019.

As in many countries, women are very underrepresented in this sector which has led to initiatives such as WomanTech (WoTech) by SiraLabs. This program aims to engage more women in digital entrepreneurship in Africa by training women at a reduced cost in the development of web and mobile platforms, and by supporting the best project ideas in the prototyping and finalization of their business model. In 2016, UNDP funded a training project in India for seven older rural women in [solar energy](#) and innovative idea although producing a mixed result due to a [lack of sustainability](#).

Furthermore, there is a trend towards the development of e-commerce. BeoogoLab, for example, specializes in setting up dedicated platforms. The use of social networks, particularly Facebook, Whatsapp and Telegram, should be noted, as they allow sellers and buyers to meet without having to build an expensive website and are relatively easy to access. For example, Les Jardins du Yatenga, advertises their products on their Facebook page during the harvest. However, more research is needed to measure their effectiveness, scope, and potential in the country, as online requests for additional information have not yet been completed, which is not a good metric.

In terms of the government's efforts to promote research and innovation, the most noteworthy project for this report is the creation of three technopoles focused on agro-food processing, which has just been launched.

Some actors in the field of new technologies

- **OuagaLab** is a Fablab / incubator which established drones in 2018 that can be used in the agricultural sector. "Agri-alerts" monitor and send alerts when fields are attacked by desert locusts or army caterpillars). "Agri-drones" measure field moisture levels.
- **Ticanalyse** is an engineering consultancy linked to **BeoogoLab** and specialized in the use of digital and new technologies (online payment solutions, e-commerce, and geolocalizations).
- The company **Ecodata** has created a call center, called "Cocorico !" using French and several local languages (Dioula, Fulfuldé, Gulmacéma, Mooré) to provide at lower cost, direct and instantaneous assistance to farmers through experts in Agriculture, Livestock, Water and Environment by calling them at a special number (3007). Illiterate farmers can thus benefit from advice and guidance on best agricultural practices, technological innovations, weather and disaster warnings, agriculture input, product markets, business opportunities, technical and financial partnerships, etc. The platform's activities currently cover 32 of the 45

provinces but also nearly 40 agricultural and animal products. Ecodata inherited an SMS alert system from the American Millennium Challenge Account program. Several other initiatives assisting farmers using ICT or new technologies have been implemented in the country, such as **SNV** and its **MODHEM** project, which provides farmers with access to geo satellite data on water and biomass availability, weather, and market prices. **Afrique Verte** has set up the SIM-Agri platform to facilitate the marketing of agricultural products via the Internet on simagri.net or by telephone). The platform proposes agricultural product prices by location, as well as offers to sell and buy, and analyzes market trends.

For a complete list of stakeholders, refer to Appendix B, List of Stakeholders for Burkina Faso.

In summary, due to the high energy costs and the problems with maintaining and replacing both technical parts and equipment, the promotion of renewable energies, especially solar, and low technology seems like the more realistic alternative. Reachable, short-term prospects are necessary to create jobs and stimulate entrepreneurship. As summarized by the Mayor of Ouagadougou: "Burkina will not become Silicon Valley in two weeks".

Examples of Feasible Low Technology

- To develop vegetable cultivation in the Sahel region, the **Union Fraternelle des Croyants** has initiated a "boulis" construction project worth about 700 million CFA francs (1,064,732 EUR), supported by the German Cooperation. "Boulis" are water reservoirs that can contain between 200,000 and 300,000 m² of water. There are two types: **vegetable cultivation and pastoral "boulis"**. With respect to vegetable cultivation "boulis" are produced root, particularly potatoes, and other vegetables, including onions, tomatoes, peppers, etc. As the market gardening sector is particularly attractive to young people, this type of project has good potential for job creation and youth entrepreneurship development in this region.
- **Le ruudu** is an onion storage unit known as Kiéngro in the Mooré language. The professional association of market gardeners in Yatenga has adapted this traditional model from Niger with the support of the PAFASP. This unit has the capacity to store three tons of onions and to conserve for six months with loss rates of less than 10%. As a result, onions can be sold in the low season at prices much higher than those of the high season. A project in Senegal helped to build Ruudus and made available to women's cooperatives conserving their produce as well as the possibility to rent out storage space to other onion producers.
- **Le zaï** is a traditional, popular farming technique used on arid soils in the north of the country notably by Yacouba SAWADOGO ("the man who stopped the desert"), who was awarded the alternative Nobel Prize in 2018. This technique, thanks to the tunnels dug out by termites, helps to retain rainwater and has made it possible to restore a real ecosystem on land that had become deserted.

4. Entrepreneurship culture

Despite the prioritization of entrepreneurship development, Burkina Faso ranked 148th out of 190 in 2017 in the Doing Business Better rankings which reflects the global business climate. In 2015, 8,561 formal enterprises were registered with 21% of those women-owned. At this stage, it has not been possible to find the statistics for businesses registered by youth. There are still many informal (unregistered) companies because the fees associated with registration are considered too expensive. The new "entrepreneurial" status, a simplified status set up by OHADA and supported by the *Organisation Internationale de la Francophonie* is designed to facilitate the formalization of very small businesses. It will be tested by Expertise France in three regions in 2019.

I. Entrepreneurial norms

Burkina Faso is still host to a large number of informal and unregistered businesses due to exorbitant costs of registration. The newly available status of “entrepreneur”, set up through OHADA regulations and supported by organizations such as the International Organization of Francophone Countries, aims to help facilitate the formalizations of small businesses. Expertise France will be testing the registration process in three regions in 2019.

Due to the challenges of accessing finance, especially in rural areas where the majority of companies and 79% of women entrepreneurs are located, more than 90% of the country's companies are SMEs. Ninety percent of women-owned companies are considered sole proprietorships. Several explanations were provided during our focus groups conducted in Banfora and Dori, and these trends have been confirmed by the National Strategy for the Promotion of Women Entrepreneurship (SNPEF). According to SNPEF, 73% of the respondents are unaware of the process for obtaining financing and the existence of funds set up by the State. Only 4% of the women surveyed have received formal funding at the start of their businesses.

The profiles of young entrepreneurs vary widely. There are those who develop their activities out of necessity because they cannot find paid employment. These entrepreneurs seem to represent a large portion of micro-enterprises, especially informal ones, and they typically come from disadvantaged backgrounds. There are also entrepreneurs by choice, received more advanced education, come from higher SPCs, and receive support from their families. The following examples are young people we met during the study mission:

- Example 1: N., a young person from Ouagadougou, who holds a Master's degree from a private higher institute is now embarking upon agro-food processing by setting up her small production line for “high-end” tomato sauce. She is familiar with the existing support systems for young people and women and the services of incubators from which she could benefit but chooses operate independently.
- Example 2: P., a young carpenter from a village around Banfora who dropped out of school at a young age. He learned his trade "on the job" and now has his undeclared activity. He has never received entrepreneurship training and is not aware of existing schemes and projects, nor of the benefits he would gain from formalizing his business.

Most young people, especially those without parent entrepreneurs, lack the confidence to start their own businesses or are demotivated by the persistent belief that large amounts of money is absolutely necessary to launch their businesses. This creates a tendency for some youth to be passive, waiting for a magical "sababou nyuman" (a good will that will help them), which is why initiatives such as AFP-PME's EZF Caravan seem particularly relevant (see chapter 7).

In order to stimulate the entrepreneurial drive of the country's youth, more events are being organized in the country. For example:

- [The National Forum for Female Entrepreneurship held in 2018](#)
- Entrepreneurship Week, whose first edition took place in April 2019
- [The African Microfinance Week 2019](#), which will take place in Ouagadougou in October 2019
- The livestock exhibition, which first took place in 2018

II. Women and the Economy

Women play a fundamental role in wealth creation in Burkina Faso. However, their contribution is often informal, unrecognized, and withheld from proper remuneration. The informal sector is estimated to employ between 70% and 80% of the active⁶ population in Burkina Faso or even 94.6% according to an ILO study.⁷ According to this study, the proportion of informal employment by gender in West Africa is 95% for women, compared to 90% for men. The lower level of schooling among girls means that fewer women are found in public or private jobs. The informal sector is therefore often the only option for women who have had little or no education. These women, who are often illiterate (26%), are quite isolated and not informed about registration procedures. The general trend on both global and regional levels, shows that the higher the level of education, the more people turn to the formal sector which confirms this causal link between lack of education and the informal sector. Difficulties in accessing, using and controlling resources, particularly for cultural reasons, are also obstacles to the development of enterprises, and therefore discourages desire to formalize their businesses.

The majority of women-owned businesses in the informal sector are reported to be street or market sales (65.4%), followed by crafts, including sewing, dyeing, at 16.5%, esthetics and hairdressing (12.3%), and production and processing (5.8%).⁸

III. Corporate Social Responsibility (CSR)

Burkina Faso is ranked first in Africa in terms of Corporate Social Responsibility (CSR) according to the RESPECO Research Institute. Major efforts are put forth in the mining sector largely because labor situations are subpar, and NGOs have put pressure on multinationals who exploit mines or buy their production. This industry continues to the detriment of agriculture, the environment, and with little consideration for the rights of its workers. In other sectors, CSR still seems embryonic. Incubators are often at the forefront showing support for positive social impact, e.g. the Fabrique. As for the private sector, young people do not yet see clear benefits in investing in CSR.

However, it is worth noting the initiatives of several companies, particularly those run by women, such as SOTRIA-B, which offers a daycare center for the children of its employees and the Sahel Naye Kossam mini dairy in Dori, which offers literacy classes to its employees. Such win-win practices should be acknowledged, valued, and supported.

As for the ISO certification, it is currently the prerogative of very large companies. The process seems costly and time-consuming for smaller companies, and the benefits do not seem to be worth the effort.

IV. Entrepreneurs' Ambitions

Entrepreneurs or idea bearers involved in the study mission hailed from a wide variety of backgrounds from the capital's "elite" to small rural artisans. They shared their desires, wishes, and aspirations with us, and many recurring themes were noticed. The first is the need for training and support, especially in the phase following the launch of their businesses. This need is all the more justified in the most remote areas of the country where there are few opportunities to support entrepreneurs. The second is better access to financing at reasonable rates, which remains an obstacle, particularly for young people without resources or guarantees. The third is the need to be supported

⁶ The Informal Businesses of French-speaking West Africa - AFD/World Bank

⁷ Women and men in the informal economy: A statistical picture

⁸ National Strategy for the Promotion of Women's Entrepreneurship (SNPEF)

and trained on how to optimize operations. The fourth is networking and access to platforms - virtual or real, such as trade fairs or exhibitions - to meet other entrepreneurs, partners and potential customers. The ability to promote their products and share their experiences with their peers are seen as both practical and psychological support. The enthusiasm of companies based in remote areas who were invited to the workshop organized with Agriprofocus was evidence of this desire. Finally, the reduction of tax burdens for young companies and those engaged in the agro-silvo pastoral sector would, according to these young people, provide a welcomed boost in the first years following their launch, a critical phase in a company's life.

V. Tendencies

Trends are changing as evidenced in the field of entrepreneurship. Agrobusiness, renewable energies, e-commerce, and services to farmers are making their way to young people, who see more opportunities in the future.

Agrobusiness is in the process of revitalizing the field of agriculture among some young people. Initiatives such as AgribusinessTV have a role to play, highlighting young people's success stories in this field. However, for the time being, this trend mainly impacts educated and elites or members of the diaspora. We are witnessing the development of training courses on agro-food processing. Some partner associations of the Ouaga Hive such as AJEC and YUNU regularly offer popular training programs. In Ouahigouya the CDJC in partnership with other structures are also organizing trainings. Young people out of school or with interrupted schooling in the North and Sahel regions in particular, are more interested in the informal sector or the resumption of family farming activities and do not self-identify as entrepreneurs.

The renewable energy sector is also growing rapidly as it offers a reliable and cheaper alternative to fossil fuels. Solar energy is in the foreground demonstrated by government support for the construction of several power plants; by projects such as Expertise France's who support border areas; and by the CNPB's PAFPA trainings for young people in this sector. There is also biogas with the creation of biodigester (see Burkina National Biodigester Programme conducted by SNV) and the start of experimentation with wind energy.

The emergence of online sales (e.g. Agribusiness Shop, Zinbiss jaar) is also apparent. Many sales groups exist on Facebook and Whatsapp as mentioned above. Their effectiveness and potential should be analyzed in more detail in a country where access to technologies is still limited and the literacy rate is low.

Another promising sector is import-export at the international level but also at the sub-regional level. However, it involves extensive knowledge and regional and international networks, and is therefore not easily accessible. Finally, the agricultural services and agro-industry sector are still largely under-exploited and with the development of agribusiness, they currently seem to be full of opportunities for future entrepreneurs. These include the rental and repair of agricultural machinery; the marketing and packaging of processed products; support for business aspects (new ideas, tests, market studies, etc.); the storage space rental; solar cold rooms, transportation, and product marketing.

VI. Successes and Failures

The prospects for young Burkinabe companies are not encouraging. More than 85% of companies disappear before their third year. The lack of access to finance may seem like a simple explanation for this phenomenon. However, this failure appears more often to be due to a lack of support rather than a lack of funding, according to the many professionals in the field of entrepreneurship support we met during this mission. Unaccompanied funding often

fails as projects that receive “easily acquired” financial support are generally less prepared and tend to fail as soon as the initial round of funding is completed.

It is also worth noting that literacy remains a major challenge, and many programs remain only for highly educated and "connected" elites who are not always the most motivated to invest a lot of time and energy in their projects. As mentioned by the Director of the Maison de la femme de Dori, [REDACTED]: “With financial support of 30,000 FCFA (45 euros), we can drastically change the professional prospects of a small processor in the Sahel region, for example”. Such an amount would have very little - if any - impact on a senior CSP person in Ouagadougou.

Some of the country's most successful entrepreneurs

- Ms **Mamounata Velegda**, CEO of the Velegda group: First female entrepreneur with a turnover of 17 billion in 2016, who started by [selling cakes](#), with 300 francs CFA (0.50 EUR) as starting capital.
- **Sabine Quedraogo** in Dori, President of the Maison de la Femme, and specialist in agricultural processing. She participated in the workshop organized during the study mission.
- **Mahamadi Rouamba**, founder of BeogoLab, sociologist by training, CEO of a consulting firm in [digital transformation](#).
- **Nana Boureima**, 80 years old, an essential figure in entrepreneurship in Burkina Faso; [one of the country's wealthiest people](#) "starting from scratch" and without diplomas.
- **Brice KABORE**, 29 years old, winner of the Pierre Castel 2018 Prize, and the Night of Quality and Innovation. His company Tropical Food and Beverage Company processes and markets local products (cashew nuts, sesame seeds, potatoes, souchet, honey, and local aromatic plants). It employs 31 people, including 24 women, and sells in 14 cities in Burkina Faso as well as in Niger, Côte d'Ivoire, and Benin.
- **Nassa Idrissa**, PCA of Coris Holding, well known nationally through Coris Bank which became the first local bank in Burkina Faso.
- **Guindo Yacouba** (Djibo): a leading figure in agribusiness in the Sahel, who received government support for his livestock business.
- **Bokoum Amadou**: involved in the livestock sector in Dori, President of the National Federation of Livestock Farmers of Burkina.
- **Koita Kadidiatou**: dairy, pastry and saponification in Dori.

VII. Government Policy

Many actors among government entities have an impact on entrepreneurship, although it is difficult to provide a detailed assessment after this brief fact-finding mission.

- **The Chamber of Commerce and Industry** is present in 13 regions of the country. It is a public state organization but with consular representatives democratically appointed by business actors in three sectors: services, trade, and industry. Its role is to provide support to Burkinabe businessmen and women by offering them a package of services ranging from training, advisory support, legal information, arbitration, and mediation, to facilitating participation in international forums, business creation, etc. It was mentioned by several TFPs who collaborate with these Chambers of Commerce there is a certain slowness and lack of rigor in the monitoring of projects. Moreover, because their services are most often subject to fee, and registration needs a minimum turnover, they are not accessible to a large majority of young entrepreneurs.

- **The Ministry of Youth and Youth Entrepreneurship** includes regional offices who regularly organize large-scale entrepreneurship trainings and offer opportunities for training in the trades. They can offer technical support and have counselors who offer their services to entrepreneurs. However, many young people are unaware of these services or opt out because the support seems too theoretical and bureaucratic or "disconnected from real life".
- **The National Employment Agency (ANPE)** operates on two sides: employment support and training. The rate of unemployed persons registered is very low, most likely due to the suspected ineffectiveness of the ANPE (only 12,459 people were registered in 2015, especially in administrative, scientific or so-called intellectual professions). The ANPE will be split in two parts in the coming years in an effort to improve the comprehensibility and effectiveness of its actions. It sometimes offers free trainings for entrepreneurs, but its services end there. The various training courses are considered too theoretical and are mainly limited to classroom presentations. Within the framework of projects financed by TFPs, a possibility of free support for the business plan writing is offered by the ANPE's employment counselors for young leaders.
- **The General Directorate for the Promotion of the Rural Economy (DGPÉR)** of the Ministry of Agriculture, works on four axes: the development of agricultural product markets, agricultural entrepreneurship, food processing, the promotion of standards, and nutritional quality of agricultural products and the economic promotion of agricultural sectors. It leads the process of drafting the Agro-silvo-Pastoral, Fisheries and Wildlife Investment Code (CIASPHF) and led to the adoption of the draft of the said law by the Council of Ministers on 18 October 2017.

VIII. Regulatory Bodies Impacting SMEs and Start-Ups

Different stakeholders have an impact on SMEs and entrepreneurship in general. These are primarily certain government bodies such as the General Directorate of Taxes or the Ministry of Trade, Industry and Handicrafts. The SME Charter was signed on 5 January 2018 under their aegis. This document provides simplification of business incorporation procedures, creation of the National Commission for Small and Medium-sized Enterprises, State support for access to services, and public procurement. The Burkinabe Agency for Standardization, Metrology and Quality (ABNORM) is in charge of developing standards at the national level in the fields of power supply, electrical engineering, environment and building, and civil engineering.

At the international level, the Organization for the Harmonization of Business Law in Africa (OHADA), created 25 years ago and bringing together 17 States on the continent, has made it possible to create a uniform legal space and imposes a legal framework that has, in some cases, replaced 19th-century commercial law. However, there are also some critics claiming that OHADA would have a secretariat that is considered too political and a structure that is too heavy and does not adapt sufficiently to developments in the business sector.

Process of registering a company in Burkina Faso

The new provisions of the **OHADA** Uniform Acts have made business development easier. Additionally, the Maison de l'entreprise has facilitated business development formalities through the establishment of **CEFORE** (Centres de formalités des entreprises). These centers are located in Ouagadougou, Bobo-Dioulasso, Ouahigouya, Tenkodogo, Koudougou, Fada-N'gourma, Gaoua and Kayaya.

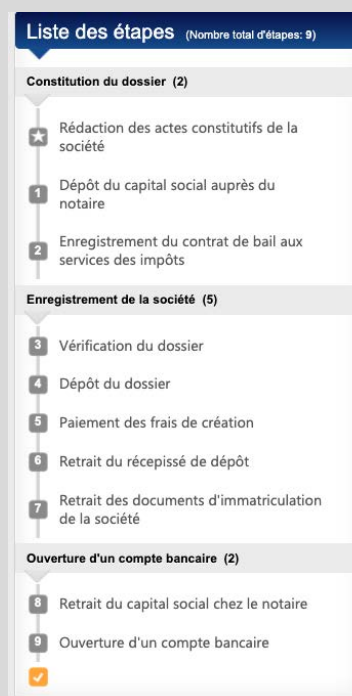
To register, all one has to do is go to a CEFORE office, where advisors are present to assist future entrepreneurs with the registration of their company. The procedure takes a maximum of 7 days at a cost of 42,500 FCFA (65 EUR) to 47,500 FCFA (72 EUR) for the creation of a company itself (+ 3000 CFA (4.50 EUR) francs for the security of the RCCM).

However, there is not a CEFORE office in all regions, such as in the Sahel Region), in which case it is possible to register with the Chamber of Commerce.

Furthermore, in addition to the costs of setting up the company, specific approvals are required for the agro-food sector, which can be costly.⁹

[A website lists](#) all the procedures related to the development of a company, in detail and with the associated costs.

It should be noted that the status of the entrepreneur, although officially recognized in Burkina Faso, does not appear on this site.



IX. Companies Investing in Entrepreneurship

Little information was found on companies investing in entrepreneurship during our study mission. However, it is worth noting the existence of SINERGI BURKINA, an investment company dedicated to small and medium-sized enterprises (SMEs) in Burkina Faso, created in 2014, on the initiative of Burkinabe Investors & Partners and businesspeople to encourage entrepreneurship in the country. It finances SMEs ranging from FCFA 20 million (30,420 EUR) to FCFA 200 million (304,210 EUR), by taking minority stakes in the capital and offering shareholder loans. It also aims to be an active partner, supporting SMEs throughout their growth in its fields of expertise: governance and strategy, financial and accounting management, organization, technical support, etc.

⁹ Par exemple, pour l'installation d'une unité de production et de transformation, ces coûts s'élèvent au total à 155 000 FCFA (240 euros) et la procédure prend en moyenne entre 40 à 60 jours au niveau des structures de l'Abnorm

5. Entrepreneurship financing

I. Overview of the financial system for SMEs and entrepreneurs

The access to finance is widely considered as one of the major challenges for young and female entrepreneurs in particular, due to the lack of security (linked also to the lack of properties). 79% of formal companies consider access to financial services to be a major problem, while this figure rises to 87% for informal companies according to the World Bank. The heavy and slow administrative procedures for granting loans discourage women who sometimes need small amounts to get started. The average loan amount for women in 2010 was 74,000 CFA francs (112 EUR), compared to 168,000 CFA francs (255 EUR) for men. INSD indicators confirm that women's access to loans in Burkina Faso is limited, with an estimated rate of 10.6% in 2010. The lack of financing structures therefore does not seem to be a major obstacle to access to credit, according to the National Strategy for the Promotion of Women's Entrepreneurship (SNPEF) 2016-2025.

Interest rates are generally above 10%, except when specific products have been negotiated as part of entrepreneurship support projects or government funds.

II. Micro-loans

Microfinance is well established in Burkina Faso, and benefited in 1994 from the adoption of specific legal frameworks. It is controlled by the General Directorate of the Treasury and Public Accounting (DGTCP) (through the Microfinance Directorate) and the BCEAO. At the end of 2014, there were 85 MFIs and 402 branches for 2,247,812 clients/members, and a total deposit amount of 151,935 million FCFA (231 million EUR) as well as an outstanding loan amount of 110,765 million CFA (168 million EUR). Each province in the country has at least one MFI, but there is a wide disparity between provinces. However, the gap between rural and urban areas is only 1%.

As already mentioned, men are given priority by the credit granting system in terms of the material resources given to them by the patriarchal system (inheritance rights, inheritance of resources). Young people also often lack the guarantees necessary to obtain these loans.

Some ongoing initiatives to improve access to microfinance

- **ICCO** Cooperation in collaboration with **ICCO Terrafina Microfinance**, develops and implements innovative agro-finance products as part of its Strengthening African Rural Smallholders (STARS) program in partnership with The MasterCard Foundation.
- In its program to support employment in border and peripheral areas of Burkina Faso, **Expertise France** establishes links between entrepreneurs and MFIs and supports them in their efforts.
- Entrepreneurs du Monde created a social microfinance program called YIKRI, which became a local microfinance institution in 2016, for small farmers. Since then, it has granted 10,862 loans for an average amount of €175.
- **AFP-PME** proposes, in parallel with its assistance, different types of financial products at very competitive rates (thanks to the public subventions).

Other possible types of financing, such as loans from family and friends, are also difficult for young people and women to obtain due to socio-cultural barriers. Some projects support traditional community funding initiatives

such as 'tontines'. The "Business Angels" are almost non-existent; the legislation of the OHADA countries does not foresee significant tax incentives which may explain the lack of development of this activity. Venture capital support is also very rare in Burkina Faso, as well as in the rest of the region and the continent: "While traditional investment funds may be interested in SMEs, they nevertheless prioritize well-established companies, particularly those seeking financial incentives to raise more capital and thus pool the risk", according to Solidary risk capital, a tool for African small and medium-sized enterprises: the case of the Africa Development Fund (FADEV).

It is also interesting to note that popular shareholding is entering the Burkinabe market:

- **ONATEL** (Office national des télécommunications) launched the first public takeover bid in Burkina Faso which was in the second stage of its privatization process after the acquisition of 51% of the shares of Maroc Télécom in December 2006. The demand was 41% higher than the supply.
- The project to build a tomato processing plant called Société Faso Tomate (**SOFATO**) was officially launched in April 2019 by the Amicale des jeunes commerçants et entrepreneurs du Burkina (**AJCEB**), and will be financed by shareholders.

The same is true for "warrantage" credit, a new form of credit based on grain storage in order to "secure stocks at the village level and improve agricultural incomes through a system of speculation".

C. Government initiatives

Burkina Start Up	A 10 billion CFA franc (15.2 million euros) fund to facilitate the development of at least 500 small and medium-sized businesses. Targets all sectors of activity, with a particular focus on innovation and growth potential.
Fonds d'Appui à l'Initiative des Jeunes (FAIJ)	Intended target group: Young professionals aged 15 to 35 Amount granted: 200,000 to 2,000,000 FCFA(304-3,042 EUR) for individuals and 200,000 to 5,000,000 for groups (304-7,605 EUR) Interest rate: 2 - 4 %.
Fonds d'Appui au Secteur Informel (FASI) [Youth Initiative Support Fund]	Maximum amount: 1 500 000 CFA (2,281 EUR) Interest rate: 10 to 13% (4% for people with disabilities)
Fonds d'Appui à la Promotion de l'Emploi (FAPE) [Support Fund for the Promotion of Employment]	Amount: 1 500 000 to 10,000,000,000 CFA (2,281-15,210,458 EUR) Interest rate: 8 to 12% (4% for people with disabilities)
Fonds d'Appui aux Activités Rémunératrices des Femmes (FAARF) [Support Fund for Women's Income Generating Activities]	Target Group: Women Amount Granted: 50,000 CFA(76 EUR) for individuals and 1,000,000 CFA (1,521 EUR)for groups
Agence de Financement et de Promotion des PME (AFP-PME) [SME Financing and Promotion Agency]	Mission: offering SMEs financial products in the form of credit and interest rate bonuses coupled with support.
Fonds Burkinabé pour le Développement Economique et Social (FBDES) [Burkinabe Fund for Economic and Social Development]	Mission: Financial support and support for the creation and development of businesses Amount: 5 000 000 - 50 000 000 000 CFA (7,605 - 76,052,291 EUR) Interest rate: 5%. Application fees: 100 000 CFA (152 EUR)

Fonds de Développement de l'Élevage (FODEL) [Livestock Development Fund]	Scope: Financing of livestock sectors and sub-sectors vocational training; support for improving geo-sanitary and public health coverage Amount: 1 000 000 to 10 000 000 CFA (1,521 - 15,210 EUR) Interest rate: 7%
Fonds d'Appui à la Formation Professionnelle et à l'Apprentissage (FAFPA) [Support Fund for Vocational Training and Apprenticeship]	This fund provides grants to organizations that are involved in the implementation of training and capacity building. Supported by several TFPs such as AFD, LuxDev, ADA, Taiwan, etc.)

Corruption in Burkina Faso

Burkina Faso scores 42/100 according to the Transparency International's Corruption Perception Index which indicates that the "country of honest men" still has room for improvement. The government is making efforts to this end, such as the Law of 3 March 2015 on the prevention and repression of corruption. This law prohibits, for example, receiving a gift with a value of more than 35,000 CFA (53 EUR), but is not necessarily honored or enforced. The reason behind this difficulty results in the local tradition of material recognition. In the culture of Burkina Faso, to thank someone for a certain service, a gift is made in order to honor this service. For example, 130 tablets were donated by Huawei Technologies to MPs by the Minister of the Digital Economy. In fact, Huawei was awarded the contract to build Ghana's fiber optic network in Ouagadougou, a €7.3 million contract financed by the World Bank. The MPs returned this gift in the face of popular pressure and outrage.

The Police, customs and transport are reported to be the most corrupt sectors in the country.

Discussions held during this mission revealed that at the government level, administrators are sometimes motivated by their own interests. These personal interests can take the form of family, friends, "mistresses" or projects (in this case, projects desired by a public agent are financed illicitly using another person's name). There is also a lack of maintained standards in the delivery of support to youth by structures such as FAIJ.

There are indeed known cases where young people have been granted a loan to launch their projects and they have used this money to emigrate to the USA or Europe. On several occasions, this structure has been criticized for its lack of oversight in the allocation of loans. The observation made by many entrepreneurs who receive loans is that agents focus more on collection than on monitoring or support.

6. Education, human capital and entrepreneurial capacity development

I. University Programs

Many private universities and colleges offer vocational training courses related to entrepreneurship: IAM Ouaga, the African Institute of Management and Entrepreneurship (IAME), the Higher School of Management and Technology (ESMAT), the University of Aube Nouvelle, the University of Saint Thomas Aquinas (USTA), the Higher School of Business and Management Informatics (ESCO-IGES), Institute of Business and Management Sciences (INSEM), Institut Supérieur des Filières Professionnalisantes de Bobo, Catholic University of West Africa (UCAO), and Institut Supérieur d'Informatique et de Gestion (ISIG). In more detail:

- **Joseph Ki-Zerbo University** offers eight different modules in entrepreneurship seeking to strengthen links to the private sector to provide internships for its students. For this purpose, they have recently launched an incubator, but needs funding. Their Agrinovia Master's program includes a professional practice component in partnership with Wageningen University, among others.
- **The University of Ouaga II** offers training modules in the fields leading to entrepreneurship (UFR Economics and Management and the University Institute of Initial and Continuing Education).
- **International Institute for Water and the Environment - 2ie** offers an "entrepreneurial path" to train engineers-entrepreneurs. It also has an incubator to support the most promising projects.

Generally speaking, university programs are often considered too theoretical with little "soft skills" training and far from the private sector and the labor market. However, the establishment of incubators within universities allows students to have the opportunity to work on concrete projects, and is therefore a step in the right direction. Some *grandes écoles* and institutions also organize either study and visit days to companies and students (example: IST, USTA).

II. TVET Centers

The TVET (Technical and Vocational Education and Training) is a sector that is still underdeveloped in Burkina Faso. In 2009-2010, only 4.5% of the population aged 16 to 64 reportedly received technical and vocational education and training¹⁰. There are private (often religious) and public institutions. Within these we can distinguish formal ones and two informal ones (in Dori, and Coutoura towards Banfora) which have been supported by ADA for nearly ten years and now depend on the state budget. Public TVET centers are currently managed by three ministries: the Ministry of Youth, and the two Ministries of Education. According to some stakeholders interviewed during this study, there is a lack of coherence and clarity as the priorities of these three ministries at times differ and difficult to identify who is overseeing what.

Among the centers in the targeted regions of this study, we can mention the following:

- Sahel Region: Hama Yaya Regional Vocational High School, Dori University Centre, ANPE Regional Vocational Training Centre, and Djomga Agricultural Centre.
- Northern Region: The Higher Institute of Management of Ouahigouya (ISGO) Burkina Faso, the Regional Vocational High School Naba KANGO, and the Technical and Commercial High School Yambdenda.
- Cascades Region: The Collège d'Enseignement Technique et de Formation Professionnelle Béon KONE (civil engineering and electrical engineering), and Lycée privé technique Louis Querbes (Catholic).

Many gaps have been identified in the field of technical training, and it is the gap between training needs and the labor market demand that is commonly cited as the main issue. The private sector is still relatively disconnected from the world of vocational training, according to the model commonly used in France and in the former French colonies, which is traditionally centered on the State. The needs of private companies are therefore not supported by these companies and therefore not taken into account, and vocational training provides few apprenticeship opportunities or internships in companies for young people. In light of this, it is worth noting that a major part of TFPs and the government are willing to increase the private sector efforts in TVET (i.e. Germany, Austria, Switzerland and the Netherlands) in order to make the latter more effective, relevant, and efficient. In the same way, the development of dual educational systems, which includes vocational training in companies and schools at a ratio of

¹⁰ Comprehensive Survey of Household Living Conditions (CISH) in 2009-2010)

between 80% - 20% and 60% - 40% depending on the profession, seems extremely relevant, and several TFPs have joined forces to work on this subject.

The **Jobbooster**, **PADEJ-MR**, **TUUMA**, **PAFPA**, and others programs [REDACTED] aim to reduce this inadequacy, which is also considered a priority of the government.

The **PAFPA** project (Programme d'Appui à la Formation Professionnelle et à l'Apprentissage), which promotes the dual approach adapted in Burkina Faso and is supported by the Swiss Cooperation, provides a new public-private partnership between the Ministry of Vocational Training and the CNPB (Conseil National du Patronat Burkinabé). It was launched in February 2019 and currently covers six regions of Burkina Faso (Bobo, Banfora, Dédougou, Manga, Koudougou, and Ouaga). It covers the vocational training for 8,000 young people in two areas: the agro-silvo-pastoral sector and the emerging trades sector (mining, solar energy, construction, and agro-food).

In addition to this disconnect between training and the private sector, there is a lack of financial, human, and material resources suitable for implementation (particularly in public centers), as well as a lack of specific training in entrepreneurship to complement the technical curricula offered. Another important point is that most institutions charge a fee, starting at a few hundred euros per year, but this is an impossible amount for modest families to pay. Apart from programs funded by the government, NGOs, and financial partners, technical training is often more expensive than university training. It is difficult to present precise data on this subject, but this trend has been confirmed by several stakeholders.

The situation of women in TVET is another interesting area of focus. Men outnumber women, i.e. 6.3% of men and 3.1% of women are reported to have benefited from TVET (Comprehensive Living Conditions Survey (LSIC) in 2009-2010 due to the fact that women often do not fulfill the minimum requirements to qualify for these trainings (CEP - Certificate of Primary Studies), and the price of these courses is often too high. It also appears that for women who do have access are often confined to traditionally “female” sectors, such as tailoring, hairdressing, etc., which are generally not very lucrative. The cost/benefit analysis of such trainings is seen as limited for them.

III. Support Structures for Entrepreneurs

Several structures, public or private, exist to support entrepreneurs. [These include](#), in particular, the following:

- The **Chambers of Commerce and Industry of Burkina Faso**, the **Regional Youth Directorates**, and the **ANPE** (National Employment Agency). (These institutions are presented in the "Government Policy" section on page 16.)
- The **Maison de l'Entreprise**, with a presence in seven regions, is renowned for its entrepreneurship training and offers regular but expensive Masterclasses, as well as training for consultants, in various fields related to entrepreneurship (legal, tax, administrative, marketing, etc.). It also organizes monthly information days for entrepreneurs which are free of charge. The Maison de L'Entreprise also has a consulting support service that is full of advisors from companies that are employees of the structure. Their services come with a fee, most of the time with special rates for members.

- **La Maison de la PME de la banque Société Générale**, established in 2018, serves as a place to seek information, to meet, and to work with entrepreneurs.
- **Incubators** (presented below)
- **Local and international NGOs** are increasingly involved in entrepreneurship support. However, the projects, which depend on external financing, are of short duration and each have their own criteria. They are therefore not accessible to all future and new entrepreneurs. [REDACTED]
- **The different professional associations**, such as the Union Nationale des Etuveuses de Riz du Burkina Faso, the Association des producteurs exportateurs de fruits et légumes, the Syndicat des commerçants importateurs et exportateurs du Burkina, and the Association des professionnels du génie civil, de l'élevage et du commerce.

There are also associations of businesspeople (Franco-Burkinabe, German-Burkinabe, etc.) and the CNPB (National Council of Burkinabe Employers), which have more than eighty professional groups and associations with their basic members coming from large, small, medium, and micro enterprises including all sectors of the Burkinabe economy. (These structures are presented in Appendix B: List of Stakeholders for Burkina Faso [REDACTED].)

IV. Incubation Centers and Programs

The incubator trend hit Burkina Faso a few years ago, and they are now flourishing in the capital, and to a lesser extent in Bobo Dioulasso. A French Expertise project is in the process of launching incubators in the regions, particularly in the Sahel.

They also often act as a co-working space, as in the case with **Sira Labs**, **BeoogoLab**, **La Fabrique**, **Jokkolabs**, and offer acceleration programs. Some centers are subject to a financial fee sometimes by deferring payment until the company is launched. Others take shares in future incubated companies through reimbursements (**Sira Labs** or **BeoogoLab**) or integration of their payment into the companies' future cash flow (**La Fabrique**). However, it is difficult to precise information because most of the centers, who are funded by projects, also offer free or low-cost incubations options. As they benefit from these subventions from the government or TFPs, the question of their economic viability can be raised once the financing is completed. Another criticism that has been voiced on several occasions is that the incubation programs are closer to the "business incubator" model, offering training and support, but do not sufficiently provide space for networking integration of young incubates into the real world with mentorship. The mentoring system is still relatively undeveloped, and personal initiative is often the only way to find mentors.

Most of the incubators we met also offer acceleration programs (e.g. Sira Labs, BeoogoLab, and Jokkolabs). However, most of the time these are training courses and not real acceleration programs. The acceleration phase aims to promote the rapid growth of the company through a very intensive short-term program, and in the current state seems to lack concrete networks or funding institutions.

We can therefore question the level of standards of these incubators even if those encountered during this study seem at first sight to offer a rather positive qualitative feedback. **UNDP's** Femmes-jeunes entrepreneurs et

citoyenneté (**PROFEJEC**) selected ten incubators, including **AFP-PME, SiraLabs, OuagaLabs, BeoogoLab, and la Fabrique**, to enable 100 young entrepreneurs to benefit from a free incubation phase. In this sense, it is one of the first attempts at collaboration among these different incubators.

V. Individuals (Experts, Tutors, Mentors and Advisors)

The majority of experts and advisers are located in consultancy firms and offer support services for a fee, at low cost, or even free of charge when these organizations are funded. As mentioned above, the mentoring system is still relatively small and undeveloped in the country. It should be noted that AFP-PME offers a mentoring system in its EZF caravan project.

7. Current Entrepreneurship Support Projects

There are currently many entrepreneurship support programs, particularly for women and the youth. The emphasis is often placed on job creation in the agricultural and craft sectors, which appear to be promising. Incubators are also in demand and relatively well supported by TFPs who want "innovation". As access to finance is generally considered one of the barriers to entrepreneurship, it is taken into account in many programs which offer loans or connect future entrepreneurs with MFIs.

A negative and important point to note is the lack of relocation of programs, which often target young and educated people in cities, even though most companies (especially SMEs) are located in rural areas. **This trend has several negative effects: it widens the gap between educated and less educated young people, and it amplifies the phenomenon of rural exodus, as young people are convinced that opportunities are in the capital.**

Some of the most notable current projects in the field of entrepreneurship

PROFEJEC (Women, Young Entrepreneurs and Citizenship Project): supported by the **Grand Duché of Luxembourg**, under the supervision of the **Ministry of Youth**, and managed by **UNDP**. Works with ten support structures in innovative entrepreneurship, including **Fablabs**, nurseries and incubators. For the moment, the vast majority of the incubators supported are in Ouagadougou, and some are located in Bobo Dioulasso.

Caravan EZF (Entreprendre à Zéro Francs): set up by **AFP-PME**, currently in pilot phase (The launch in Banfora took place a few days before our on-site visit.). This is a travelling caravan that offers 4-day entrepreneurship training courses in more remote areas. These courses are accessible from BEPC. In each session, 300 young people are trained, and 20 of them are selected and trained to become mentors. Training, meals, and kits are provided. According to the director of AFP-PME, this approach promotes a change in paradigm and mentality, by countering the perceived idea that large amounts of funding are necessary.

Support for employment in border and peripheral areas of Burkina Faso: The objective of this project led by Expertise France is to "contribute to regional stability and better migration management, by addressing the root causes of instability, forced population movements and irregular migration, through improved economic opportunities, equal opportunities, security, and development in the Boucle du Mouhoun, Nord, and Sahel regions". They are setting up incubators in the intervention areas, particularly in the Sahel.

PAPEA set up by **SNV** with **Helvetas**, in partnership with the Ministries of Youth, Women, Agriculture, Business House, Regional Councils of Central, North, Central West, and Upper Basins: A large project, with a strong component at the government level and over the long-term. The objective is to develop agricultural entrepreneurship, generate income, and create employment for rural and suburban populations, especially young people and women. It aims at the economic integration of 12,000 women and 14,000 young people.

2 SCALE: Set up by **SNV**, financed by the **Dutch Ministry of Foreign Affairs** via **IFDC**. The objective is to accelerate the development of agricultural entrepreneurship in Africa. 2SCALE is implemented by four partners including IFDC, SNV, BoP Innovation Center, and PrC. In Burkina Faso and Niger, SNV is the leader. Mangoes, tomatoes, onions, soya, corn, manioc, peanuts, milk, local poultry, and mushrooms will be selected (private companies) and supported.

TUUMA: Support for professional competence, entrepreneurship and employment of youth and women in rural Burkina Faso, funded by **ADA** and supported by the **Regional Councils**. This project promotes entrepreneurship and aims to strengthen local actors.

[REDACTED]

In addition, the **International Labor Office** is in the process of mapping these same programs; the work is ongoing and therefore not currently available. It should be available by September 2019. Consultant in charge of this study:

[REDACTED]

8. Suggestions for actions to support entrepreneurship

The following intervention suggestions are not mutually exclusive. On the contrary, it is quite possible to imagine a scenario in which several of these proposals would be integrated into one solution in order to develop a more holistic approach.

These sections have been removed due to confidentiality. Requests for more detailed information can be sent to io@rvo.nl.



RVO I4Y Scoping Mission in the Sahel: Burkina Faso

List of Acronyms

AfDB	African Development Bank
BADF	Agricultural Bank of Faso
ASP	Agro-Silvo-Pastoral
ADA	Austrian Development Agency
BT	Bacillus thuringiensis (species of cotton)
ABNORM	Burkinabé Agency for Standardization, Metrology and Quality
CQP	Certificate of Professional Qualification
CMA-BF	Chamber of Artisanal Crafts of Burkina Faso
CCI	Chamber of Commerce and Industry
CNBP	Conseil National du Patronat
CSR	Corporate Social Responsibility
EFORD	Education and Training for Endogenous Development
EKN	Embassy Kingdom of the Netherlands
FAFPA	Fonds d'appui à la formation professionnelle et à l'apprentissage
FDA	French Development Agency
DGFP	General Directorate of Vocational Training
GMO	Genetically modified organism
GiZ	Gesellschaft für Internationale Zusammenarbeit
GDP	Gross Domestic Product
GNP	Gross National Product
ILO	International Labor Organization
IOS	International Organization for Standardization
OIF	International Organization of Francophone Countries
MEBF	Maison de l'entreprise du Burkina Faso
MSE	Micro-Small Enterprises
MJFIP	Ministry of Youth, Education and Employment
MODHEM	Mobile data for moving herds management and better incomes in Burkina Faso
MOPSS	Mobilité Pastorale transfrontalière apaisée et Stabilité sociale au Sahel
PMA	Multi-Actor Program
ANPE	National Employment Agency
NIDS	National Institute for Demographic Statistics
PNDES	National Plan for Social and Economic Development
PN-EFTP	National Policy on Technical and Vocational Education and Training
SNPEF	National Strategy for the Promotion of Women Entrepreneurs

PIAF	National Women's Empowerment Policy
CEBNF	Non-Formal Basic Education Centers
CFPNF	Non-Formal Vocational Training Centers
NGO	Non-Governmental Organization
OHADA	Organisation pour l'harmonisation en Afrique du droit des affaires
SPONG	Permanent Secretariat of NGOs
OPA	Professional organization of Artisans
BQP	Professional Qualification Certificate
PAFPA	Programme d'Appui à la Formation Professionnelle et à l'Apprentissage
PAPEA	Programme d'Appui à la Promotion de l'Entreprenariat Agricole
PATECE	Programme d'Appui à la transformation de l'économie et à la création de l'Emplo
PAPSA	Projet d'Amélioration de la Productivité Agricole et de la Sécurité Alimentaire
PADEJ-MR	Projet d'appui à l'emploi des jeunes et développement des compétences en milieu
PAFASP	Projet d'Appui aux Filières Agro-Sylvo-Pastorales
VAFA	Projet de développement de la valeur ajoutée des filières agricoles
PP-ETP	Projet de Professionnalisation des Enseignements Technique et professionnel
PPP	Public-Private Partnership
PPP	Purchasing power parity
PSEF	Sectoral Plan for Technical Education
SME	Small-Medium Enterprises
CSP	Socio-Professional Category
SDG	Sustainable Development Goal
TVET	Technical and Vocational Education and Training
TFP	Technical Funding Partner
TMR	Trade and mortgage register
UNDP	United Nations Development Program
WAEMU	West African Economic and Monetary Union
fCFA	West African Franc

Appendix B: Stakeholder Mapping - Burkina Faso

City	Name of the Structure	Website
POLICY - Government		
Ouagadougou	Ministère de l'économie, des finances et du développement	
Ouagadougou	Ministère du Commerce, de l'Industrie et de l'Artisanat (MCIA) / Ministry of Commerce, Industry and Handicrafts	
Ouagadougou	Ministry of Higher Education, Scientific Research and Innovation	
Ouagadougou	Ministère de la Jeunesse, et de l'entrepreneuriat des jeunes	
Ouagadougou	Ministère de l'Agriculture et des Aménagements Hydro-agricoles	
Ouagadougou	DGPER General Directorate for the Promotion of Rural Economy (Ministère de l'Agriculture et des Aménagements Hydro-agricoles)	
Ouagadougou	DGIPE Direction Générale de l'Insertion Professionnelle et de l'Emploi	
Ouagadougou	Chambre nationale d'agriculture	
Ouagadougou	Chambre de Commerce et d'industrie	
Ouagadougou	CNPB : Conseil National du Patronat Burkinabé	
Ouagadougou	Direction générale du Foncier de la formation et de l'organisation du monde rural DGFOMR/DECF	
Banfora	Direction Régional de l'Agriculture, de l'Hydraulique et des Ressources Halieutiques - Cascades	
Banfora	Direction régionale de la Jeunesse et de la promotion de l'entrepreneuriat des jeunes - Région Cascades	
Banfora	Direction Régionale de la Chambre de commerce des Cascades	
Banfora	ANPE, direction régionale des Cascades	
Dori	Mairie de Dori	
Dori	Conseil Regional de la Jeunesse du Sahel	
Dori	Conseil Regional des femmes	
Dori	Chambre régionale d'agriculture	
Dori	Direction régionale de l'élevage du Sahel	
Dori	ANPE, direction régionale du Sahel	
Ouahigouya	Mairie de Ouahigouya	
Ouahigouya	Direction Regionale du Commerce, de l'industrie et de l'artisanat, Nord	
Ouahigouya	Chambre régionale d'agriculture, Nord	
Ouahigouya	Direction régionale de l'agriculture, Nord	
Ouahigouya	Direction régionale de la chambre de commerce du Nord	

SERVICE PROVIDERS

Incubators		
Ouagadougou	Beoogo Lab	www.beoogolab.org
Ouagadougou	Agence de Financement et de Promotion des Petites et Moyennes Entreprises AFP-PME	www.afppme.bf
Ouagadougou	Ouagalab	http://ouagalab.com
Ouagadougou	La Fabrique	www.lafabrique-bf.com/
Ouagadougou	2iE	
Ouagadougou	Job Booster	bf.jobbooster-network.com
Bobo Dioulasso	Job Booster	bf.jobbooster-network.com
Ouagadougou	Sira Labs	www.sira-labs.com
Bobo Dioulasso	Sira Labs	http://www.sira-labs.com
Ouagadougou	Jokkolabs	https://www.jokkolabs.net/ouagadougou
Ouagadougou	Burkina Business Incubator (BBI)	http://burkina-business-incubator.com/
Ouagadougou	La Ruche (IRD)	
Ouagadougou	CreaHub (Afrika Tomorrow)	www.afrika-tomorrow.org
Tenkodogo	CIFEA17 (Centre d'incubation féminin en entrepreneuriat agricole)	

NGOs		
Ouagadougou	Helvetas	www.helvetas.org
Ouagadougou	SNV	
Ouagadougou	Plan International	plan-international.org
Ouagadougou	Afrique verte	www.afriqueverte.org
Ouagadougou	HELP - Hilfe zur Selbsthilfe	
Ouagadougou	ICCO	
Ouagadougou	Acting for life	
Ouagadougou	Agribusiness.tv	
	Woord en Daad	
Ouagadougou	PNUD - Projet Profejec	www.bf.undp.org
Ouagadougou	Expertise France	
Ouagadougou	OCADES Caritas	
Ouagadougou	Association Belwet	
Ouagadougou	Centre d'Accueil pour Entreprises de la Mairie de Ouagadougou (CAE)	
Ouagadougou	Agence de Promotion des Exportations (APEX)	www.tradepoint.bf
Ouagadougou	Maison de l'entreprise du Burkina Faso	www.mebf.bf
Ouagadougou	Agence de Promotion des Exportations (APEX)	www.tradepoint.bf
Ouagadougou	Institut de l'Environnement et Recherches Agricoles (INERA)	
Ouagadougou	Programme national pour le volontariat au Burkina Faso (PNVB)	
Ouagadougou	Village Artisanal de Ouagadougou (VAO)	www.artisanat-burkina.com

Ouagadougou	L'Institut Panafricain pour le Développement région Afrique de l'Ouest - Sahel (IPD/AOS)	
Ouagadougou	Maison de l'Aviculture	
Ouagadougou	CNABio (conseil national agri bio)	
Ouagadougou	BIOPROTECT	
Ouagadougou	Humanité et Inclusion	
Ouagadougou	Misereor	
Ouagadougou	PUM	
Ouagadougou	Oxfam	
Ouagadougou	Uniterra	
Ouagadougou	Save the Children International	
Ouagadougou	Action contre la Faim	
Ouahigouya	Conseils diocésains de la jeunesse	
Ouahigouya	AFESODD	
Ouahigouya	AFBO	
Ouahigouya	Association Formation Développement Ruralité	
Ouahigouya	Association "Conseil diocésain de la jeunesse catholique"	
Dori	Al Barka N'djamdi	
Dori	Union fraternelle des croyants	
France	Tech Dev	

Donors / multilateral agencies		
Ouagadougou	UE	
Ouagadougou	UE	
Ouagadougou	World Bank	
Ouagadougou	GIZ	
Ouagadougou	DANIDA	www.burkinafaso.um.dk
Ouagadougou	Coopération Suisse	
Ouagadougou	AFD	
Ouagadougou	Enabel	
Ouagadougou	LuxDev	
Ouagadougou	ADA (Austrian Cooperation)	www.entwicklung.at
Ouagadougou	ILO	
Ouagadougou	UNDP	
Ouagadougou	BAD/AfDB	

Hubs		
Ouagadougou	SPONG (Secretariat permanent des ONGs)	
Ouahigouya	Association professionnelle des maraichers du Yatenga	
Banfora	Association Munyu des femmes des cascades	www.burkina-munyu.org
Ouahigouya	Groupement Naam (6S)	
Ouahigouya	AFBO (association des femmes burkinabés de Ouahigouya)	
Ouagadougou	Conseil Bukinabé des Chargeurs (CBC)	www.cbc.faso.net
Dori	Coordination regionale des organisation féminines du Sahel	
Ouagadougou	Réseau des Transformatrices de Céréales du Faso (RTCF)	
Ouahigouya	Arbre à Palabre pour le Développement au Burkina Faso (APABUFAD)	

Ouahigouya	APSM Association pour la Promotion de la Spiruline et du Moringa	
Ouahigouya	Coordination programme Coopération Chambéry-Ouahigouya	
Ouagadougou	Fédération des Industries Agroalimentaires du Burkina FIAB	
	Confédération paysanne du Faso	
	Association des artisans handicapés	
	CIC-B (umbrella pour cowpeas)	

MARKETS

Private companies

Ouagadougou	Agribusiness Shop	https://www.facebook.com/pg/AgribusinessShop/shop/
Ouagadougou	Zinbiss Yaar	https://zinbiss-yaar.com/
Ouagadougou	SOFITEX	
Banfora	SOTRIA-B	
Banfora	Ben Nafa séchage	
Orodara	Dafani SA	
Yako (Nord)	Société Faso Tomate (SOFATO)	
Loumbila	Centre ADER	
Ouagadougou	Agrodev	
Ouagadougou	Innofaso	
Dori	Sahel Naye Kossam	
Ouahigouya	Yam Leende	
Ouahigouya	FASO RISONGO	
Ouahigouya	Ceprofem- Association CEPROFEM (Circle of Awakening and Promotion of Women)	
Ouagadougou	BIOPROTECT	
Ouagadougou	SALGATECH	
	OTC Organics	
Ouagadougou	FreshCo	https://web.facebook.com/freshcoburkina/?_rdc=1&_rdr
Ouagadougou	organisation Ke du Burkinabè	

FINANCE

Microfinance institutions (more than 32 MFIs in Burkina Faso)

Most of them are at national level	YIKRI	
	APFI	
	UCEC (union des caisses d'épargne et de crédits)	
	Réseau des Caisses Populaires du Burkina Faso (RCPBF)	
	PAMF	
	PRODIA	
	Finance communautaire	
	COPEC GALOR	
	CODEC	
	LSK (Lafi Sira Kwiego)	
	SOFIGIB	
	Centre Financier aux Entreprises (CFE)	

	Micro-Start	
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Traditional banks		
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	Réseau des Caisses Populaires du Burkina (RCPB)	
	BACB Banque Agricole et Commerciale du Burkina	
	BCB	
	UBA	
	BICIAB	
	BOA	
	CBAO	
	ORABANK	
	BSIC	
	IB Bank	
	CORIS Bank	
	Ecobank	
	SGBF (Maison de la PME)	
	Banque ATLANTIQUE	
	BADF	
	Attijawarifa Bank	
	Wend Kuni Bank	
	Union des Caisses d'Epargne et de Crédit	
	Baobab Burkina	

Financial Institutions		
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	SOBCA	
	SBE	
	FIDELIS Finance	
	ALIOS Finance	
	Synergie Burkina	
	SOFIPE	

Financial funds		
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	Fonds d'Appui à l'Initiative des Jeunes (FAIJ)	
	Fonds d'Appui au Secteur Informel (FASI)	
	Fonds d'Appui à la Promotion de l'Emploi (FAPE)	
	Fonds d'Appui aux Activités Rémunératrices des Femmes (FAARF)	
	Agence de Financement et de Promotion des PME (AFP-PME)	
	Fonds Burkinabé pour le Développement Economique et Social (FBDES)	
	Fonds de Développement de l'Elevage (FODEL)	
	Fonds d'Appui à la Formation Professionnelle et à l'Apprentissage (FAFPA)	
	Burkina Start Up	

Knowledge institutions

Universities focusing on entrepreneurship

Bobo-Dioulasso	Université Nazi Boni	
Ouagadougou	Universités Joseph KI ZERBO et Ouaga II	
Ouagadougou	Institut Panafricain pour le Développement région Afrique de l'Ouest - Sahel (IPD/AOS)	
Ouagadougou	Institut Supérieur Privé de Technologies	
Dori	Centre universitaire polytechnique	

Vocational training providers / Education professionnelle

Banfora	Frères des Ecoles Chrétiennes (Lasalle)	
Banfora	Collège d'Enseignement Technique et de Formation Professionnelle Béon KONE	
Banfora	Collège Moderne et Technique de la Comoé	
Banfora	Lycée Privé Technique le Paysan Noir	
Banfora	Lycée Privé Technique Louis Querbes	
Banfora	Centre de formation informelle de Koutoura	
Ouahigouya	Centre de Production Agricole CPA de l'association formation développement ruralité (AFDR)	
Ouahigouya	Lycée Technique et Commercial Yambdenda	
Ouahigouya	Lycée Professionnel Naba KANGO	
Ouagadougou	Lycée Professionnel Yennega	
Ouagadougou	Lycée Technique Amical Cabral	
Ouagadougou	Lycée Technique National Général El-Hadj Aboubacar Sangoulé Lamizana	www.lto.bf
Ouagadougou	Collège d'Enseignement Technique Féminin	
Ouagadougou	Lycée Professionnel Bruno Buchwieser	
Ouagadougou	Lycée Professionnel Régional du Centre	www.ceto.africa-web.org
Dori	Lycée professionnel Hama Yaya	
Dori	CEBNF	
Dori	Centre universitaire de Dori	
Dori	Centre régional de formation professionnelle	

In addition, there are more than 81 private technical and professional establishments in the municipality of

Mentors, trainers and experts

	Fondateur de Beogolab	https://www.jeuneafrique.com/emploi-formation/632510/mahamadi-rouamba-un-sociologue-qui-entrepren-dans-le-numerique/
	Consultante Agriculture / Femmes au Centre d'Appui, de Recherche, de Renforcement des compétences et d'Etudes (CARRE)	
	Consultante économie, développement organisationnel - Agence KN	
	Consultant Agriculture	
	Consultante Entrepreneuriat - Formation d'Etudes de Management d'Assistance et de Conseil (FEMAC)	
	Consultant Entrepreneuriat - ESPERANCE Conseils & Formations (ECF)	



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b. List of Interviews conducted that contributed to the reports:

Meeting #	Organisation	Location	Interviewee’s function
1	Coopération Chambéry Ouahigouya	Skype	
2	EKN	Skype	
3	Mairie N°1 Banfora	Banfora	
4	Mairie N°2 Banfora	Banfora	Protocole du Maire
5	Direction consulaire régionale de la chambre de commerce	Banfora	Directrice régionale consulaire
6	Centre régional de formation professionnelle	Banfora	Directeur Régional
7	Consultant	Skype	

8	Centre social UFC	Dori	
9	Coordination de l'UFC	Dori	
10	Mairie de la commune	Dori	Chargé des relations publiques et Assistante du 1er adjoint au maire
11	Chambre régionale d'agriculture	Dori	Président de la CRA
12	Direction régionale de l'ANPE/ Centre régional de formation professionnelle	Dori	Chef d'atelier
13	Mairie de la commune	Ouahigouya	Chargé de la communication et des relations publiques
14	Coopération Ouahigouya-Chambéry	Ouahigouya	Chargé de programme
15	Chambre régionale de commerce	Ouahigouya	Assistante du Directeur régional
16	Association Femmes Entreprenantes du Yatenga	Ouahigouya	Focus group avec Femmes membres de l'association
17	Direction provinciale de l'agriculture	Ouahigouya	Directeur provincial
18	Fédération des unions des groupements Naam	Ouahigouya	Assistante du président
19	Association professionnelle des producteurs maraichers du Yatenga	Ouahigouya	Animateurs de l'association
20	Conseil diocésain de la jeunesse	Ouahigouya	Aumônier de la jeunesse
21	EKN	EKN	
22	SNV	SNV	Directeur
23	SNV	SNV	2Scale
24	Jobbooster	Jobbooster	Senior Project Manager
25	Mairie de la commune	Dori	1er adjoint au maire et 2ème adjoint au maire
26	Coordination régionale des femmes du Sahel	Dori	Coordinatrice régionale des femmes
27	Chambre régionale d'agriculture du Sahel	Dori	Président de la CRA; SG CRA et animateur CRA
28	Mini Laiterie Sahel Naye Kossam	Dori	Responsable de l'unité de transformation

29	Association Al Barka N'Djamdi	Dori	Président de l'association et responsable suivi et évaluation
30	Direction Régional de l'Agriculture, de l'Hydraulique et des Ressources Halieutiques - Cascades	Banfora	Directeur provincial de l'agriculture
31	Direction régionale de la Jeunesse et de la promotion de l'entrepreneuriat des jeunes - Cascades	Banfora	Directeur régional
32	SOTRIA-B	Banfora	Chargé des relations extérieures
33	Maison des jeunes de la Comoé	Banfora	Président
34	Ben Nafa	Banfora	Chef de production
35	Association Munyu des femmes de la comoé	Banfora	Secrétaire exécutive
36	Direction régionale du commerce, industrie et artisanat	Banfora	
37	Lycée Privé Technique Louis Querbes	Banfora	Directeur
38	Centre de formation informelle de Koutoura		Directeur
39	Direction régionale ANPE	Dori	Directeur Régional
40	Lycée professionnel régional HAMA Yaya	Dori	Chef des travaux et intendant
41	Centre universitaire de Dori	Dori	
42	Mini Laiterie Sahel Naye Kossam	Dori	les femmes de l'unité de transformation
43	Conseil régional de la jeunesse	Dori	Membres du bureau exécutif
44	Association Munyu des femmes de la comoé	Banfora	Focus group avec Femmes membres de l'association
45	Maison des jeunes de la Comoé	Banfora	Focus group avec jeunes
46	Sira Labs	Banfora	Directeur national et Responsable accompagnateur projet à Bobo Dioulasso
47	Jobbooster	Bobo Dioulasso	Coordonnateur Régional Hauts Bassins

48	SNV	Bobo Dioulasso	Spécialiste entrepreneuriat des femmes
49	ILO	Ouagadougou	Chargée de projet
50	Helvetas	Ouagadougou	Conseiller Régional Economie Rurale
51	ILO	TBD	
52	Fédération des unions des groupements Naam	Ouahigouya	SG FUGN et deux membres du bureau
53	Direction régionale du commerce, de l'industrie et de l'artisanat	Ouahigouya	Chef de service PME-PMI
54	Direction régionale de la jeunesse	Ouahigouya	Assistante du Directeur régional
55	Association Formation Developpement Ruralité/ Centre de formation agricole	Ouahigouya	Chargé des projets
56	Association professionnelle des maraichers du Yatenga	Ouahigouya	Secrétaire général
57	Conseil diocésain de la jeunesse	Gouinre	Aumônier de la jeunesse
58	jeunesse de Ouahigouya	Ouahigouya	Groupe informel de jeunes
59	CEPROFEM	Ouahigouya	Présidente
60	Ambassade de France	Ouagadougou	Conseiller régional santé
61	Ministère de l'Agriculture et des Aménagements Hydro-agricoles	Ouagadougou	Directrice de la transformation de la promotion des normes et de la qualité nutritionnelle des produits agricoles
62	CIFEA17 (Centre d'incubation féminin en entrepreneuriat agricole)	Tenkodogo	Directeur du centre
63	Afrique Verte Burkina	Ouagadougou	Directeur
64	AFP-PME	Ouagadougou	Directeur RH
65	KN Assistance	Ouagadougou	Consultante et entrepreneure agricole
66	Beoogo Lab	Ouagadougou	Promoteur et Directeur
67	DANIDA	Ouagadougou	Coordinatrice du secteur privé et agricole
68	UNDP	Ouagadougou	Responsable Profejec
69	UE	Ouagadougou	Responsable développement rural
70	ICCO	Ouagadougou	

71	Atelier avec Agricprofucs	Ouagadougou	40 représentants du secteur privé, ONGs, PTF et gouvernement
72	AgriBusiness TV	Ouagadougou	Représentant
73	Tech-Dev	Ouagadougou	Président et Cheffe de projet
74	Jokkolabs	Ouagadougou	Représentant
75	Plan International	Ouagadougou	Représentant Résident
76	ADA	Ouagadougou	Chef de bureau
77	Expertise France	Skype	Responsable programme Emploi en zone frontalière
78	Mairie de Ouahigouya	Chambéry, France	Chargé des projets et programmes Mairie de Ouahigouya
79	CNPB	Skype	Coordonnatrice PAFPA
80	OXFAM	Skype	

Appendix H: Methodologies - Entrepreneurship

Research Design and Implementation

Our six-person team of experts has over 45 years of combined experience in program assessment and design on economic empowerment, education for women and youth, and social empowerment, including extensive experience in the Global South. Drawing on our past experiences, we developed a methodological approach based on previous assessments conducted for a wide range of international development clients, including Stichting SPARK, ActionAid International, and Caritas Kosovo on the topics of youth employment, technical and vocational education and training (TVET), and women's empowerment.

Onset Interviews and Fine-Tuning the Scope of Research

Before beginning our mission, our team sat down with various divisions of the Dutch Ministry of Foreign Affairs in order to understand the wide range of focuses as well as current and potential programs planned for both the focus countries and the region as a whole. In coordination with RVO, we narrowed down the scope of our mission and created outlines for our two main lines of research, as well as a detailed set of centralized criteria for recommendation analysis and identification.

The following is the specific terms of research for the resulting report on Youth Entrepreneurship:

Our Deliverables

A. A Report per country detailing:

- a. The overarching economic and entrepreneurial context, with particular focus on the criteria of the areas of **culture, finance, markets, policy, human capital, and support structures** (detailed below).
- b. A how-to guide on how an entrepreneur would go about registering a business and accessing finance
- c. A list of at a minimum 8 influential individuals over entrepreneurship in each country
- d. Overview of programs and projects that promote entrepreneurship (see criteria below).
- e. A list of recommendations for programs and policies which we believe the Dutch have a specific niche and opportunity to be involved in or undertake.

C. Appendix B: Comprehensive List Serv

- E. Recommendations, follow-up mission itinerary with specific focus for Orange Corners entrepreneurial site-specific visits.

Our Research Specifics

Our overview of programs that promote Entrepreneurship dove into national government led initiatives, academic programs, international NGO-run projects, and grass-roots incubator spaces. We have highlighted programs based on our understanding of their effectiveness, having conducted interviews and reviewed reporting when possible in order to assess:

- How well they promote youth entrepreneurship (not self-employment) based on the number of successful businesses started.
- Ability of the program to provide startup funding.
- Program focus on sectors that can help boost the rest of the economy, with an emphasis on programs that promote entrepreneurship and “giving back” to improve local communities and support the SDGs (for example, technology for agricultural innovation; production methods that promote ethical working conditions).
- Programs that have a gender specific or sensitive design
- Programs which aim to provide coverage to our geographical areas of focus outside of the major cities (or would be willing to do so).

Recommendations: We have limited our list of recommendations to a concise selection of mixed policy and program suggestions which keep in mind the constraints of Dutch presence on the ground, impact potential over short, medium, and long terms, as well as impact at local and national levels. There is no specific order to our recommendations in terms of hierarchy of importance or need. Using the criteria set out by and agreed upon with RVO, we have based our final recommendations on the following:

A. Culture: entrepreneurial norms, trends, success stories, failures, various ambitions, social status (gender-segregated), drivers of entrepreneurship, and the role of media and local role models in informing these factors.

B. Financial: financial instruments and pathways available for entrepreneurs to borrow and raise capital, including but not limited to: micro-loans, loans from family and friends, Angel Investment opportunities, Zero Stage Venture Capital, Venture Capital Funds, Private Equity, Public Capital Markets, government initiatives, multilateral programs (WB, AFDB, EU etc.).

C. Markets: the relationships and interconnectedness between the private sector, SMEs, start-ups, knowledge and educational institutions, gov, financial instruments, investors, and entrepreneurs, what governs them, their rules of practice (such as CSR), and how they affect specific markets.

D. Policy: the governmental entities responsible for impacting entrepreneurship, corporate organizations investing in entrepreneurship and enterprise development groups, such as but not limited to: ministries and gov institutions for entrepreneurship, entrepreneurship programs, financial support structures, fiscal regulatory bodies.

E. Human Capital: insights into knowledge centers and educational institutions which provide professional or academic training and/or degrees on entrepreneurship including: incubator spaces, TVET centers, hubs or programs affiliated with universities and educational

institutions that promote dynamics of entrepreneurship--as well as the international and national programs that support them.

F. Support Structure: the infrastructure, systems, and spaces that support entrepreneurs such as but not limited to: incubation centers and programs, legal institutions, individuals (experts, tutors, mentors, and advisors) accelerator centers and programs, coworking spaces and business plan contests and hackathons organized by and programs, conferences, social network, NGOs (multinational and bilateral)organisation. As well as the specific budgets, and geographical location and area of focus of these specific stakeholders.

We believe all the actions recommended should be assessed by the Dutch governmental audience and cross-referenced with internal knowledge and focus. Additionally, our list is not exhaustive. There are various points of information and recommendations throughout each of the country reports in addition to our general recommendations. In particular, in the cases of specific subject being omitted (such as the creation of financial lending mechanisms), this decision has been made after much consideration, due to constraints which are clearly indicated in the body of the reports. Our recommendations are based on our field-informed findings and our extensive experience promoting youth employment and entrepreneurship in the Global South. However, the choice remains with the Dutch government in making a final decision on the implementation of any or all of these suggestions.

3. Limitations and Adaptations in Methodology

Due to limited quantitative and quantitative data available to answer our central research questions directly, our team utilized an approach of research triangulation to help support and lead our research and final findings. Our three-part methodology: **1) desk-research** (including meeting with foreign-based stakeholders), **2) field missions** (conducted by Catalystas field researchers and partnered local consulting researcher(s) per-country, centralized by the HQ Research Coordinator and Technical and Logistical Coordinator), and **3) final formulations** of our research, triangulated cross each country to ensure capture, verification, and substantiation of our findings. ¹



¹ As previously noted, we have made a clear indication in each report where, due to lack of data, time, or scope of work, we were limited in substantiation capacity (particularly with regards to in-depth assessments of INGO programs, which fell outside the scope of our study).

a. Desk Research:

Our research began with extensive desk-based literary research to understand the framework for understanding the ecosystem of entrepreneurship as laid out by RVO (see six-points of criteria for assessing the entrepreneurship ecosystem, above). Based on these specific focuses, our team also conducted further literary research to begin planning each field mission and to onboard each local consultant ahead of departure in early June 2019.

After initial methodology design, primary research, and review, our team recruited 1-2 local consultants per country based on a profile of expertise in women and youth economic empowerment, agricultural value chains, and localized contexts in each scoping location. Once hired, each local consultant was onboarded by the relevant Catalystas field team member in order to ensure familiarity with the scope of the mission, methodologies, and needs. Each country team worked closely to verify desk-research findings, make logistical plans, and initiate local contacts in the field. The teams coordinated while in field, with local consultants working alongside our field researchers to schedule and conduct meetings, conduct additional research, identify new and important persons and institutions of interest, and hold focus groups. Our local partners also provided extensive insights into navigating the complex security situations in each country. Field visits were made on a case-by-case basis, with the security context, accessibility, and approachability of specific stakeholders determining whether a visit was made by a Catalystas field researcher, a local consultant, or both.

b. Field Missions:

During the field missions, each Catalystas field researcher deployed to their respective country and met their local consultant(s), who assisted them in preparing for the pre-planned itinerary developed together before departure in order to meet with various stakeholders. The itineraries were designed specifically to allow the local consultant(s) to accompany their Catalystas partner at the beginning of the mission in order to gain hands-on training, experience, and insights into our approach and methodology for each interview and meeting. During the first few days of the field mission, our Catalystas team member(s) provided hands-on training for their local consultant on topics relating to organizing focus groups, categorizing data, transferring information securely, and/or other areas on an ad hoc basis. This hands-on experience and training made it possible to ensure the quality of our research throughout the mission, including when the local consultants conducted certain location visits on their own due to their inaccessibility to the Catalystas team members (including Dori, Burkina Faso, and Gao, Mali). Any location visits conducted solely by the local consulting partners were held in the second half of the field missions, ensuring that each Catalystas-local researcher team would have the opportunity to conduct at least one visit together before a local researcher was sent to a location alone.

In-field, our team gathered information categorized as essential and secondary in regards to developing a full market analysis on the agricultural food processing sector respective to each country, as well as the greater value-chains surrounding these processes and the factors and stakeholders which influence them. We also conducted a definitive and deep ecosystem scope and analysis to capture the current status needs and opportunities for youth entrepreneurship in Niger, Mali, and Burkina Faso.

c. During Field Mission:

i. Focus Group Discussions (FGDs): In order to gain in-depth insights from the future potential beneficiaries'

sides, several FGDs were organized during the field missions. Between five and nine persons were invited to participate in each FGD, and Catalystas ensured that the participants were representative of the target population(s). The FGDs were carried out in an open, participative, and respectful way, in order to create a safe space for the participants, where they could freely share their thoughts and feelings. The objective was to capture the challenges and obstacles that stand between them and the job market, as well as their wishes and expectations for the future. The exact composition and location of each focus group was decided during the desk study phase; including at least one FGD with women only (so as to gain a deeper understanding of their specific challenges), and at least one FGD in each city targeted by the study.

ii. Centralized reporting and reformulation of agenda: During the field missions, each field researcher sent a daily recap of their findings to the centralized Research Coordinator based in the Netherlands. This process allowed for the field researcher to make the best use of field time, utilizing video conferencing and voice and audio recordings in order to send information to the Research Coordinator and Technical and Logistical Coordinator, who worked to formulate and cross-examine findings between all three missions. This process allowed for increased data collection as well as rapid triangulation, eliminating time normally wasted in writing multiple reports while in-field. This process also allowed for the central researcher to provide feedback to each field team member on a daily basis. Based on these feedback meetings, the agenda of each field mission remained flexible and able to adapt in order to meet the most pressing and newly identified needs and challenges. Furthermore, this system ensured that the final analysis and formulation of deliverables was time sensitive, effective, and conducive to the short timeline of delivery request for this scope of research.

4. Formulated Findings

Following the return of our field teams to home-base, Catalystas assessed both the documented paper findings collected by the researchers in-field, as well as the triangulated data centralized by the research coordinator. Based on a thorough review of these materials in combination with additional desk research and validated assumptions, Catalystas triangulated the findings for our reports. The final documents consisted of a per-country entrepreneurial ecosystem mapping of young entrepreneurs (report + Map), Google Map of ecosystems as identified by RVO, Stakeholder Listserv pertaining to each focus, comprehensive summary analysis which makes fully transparent our methodologies for data collection and formulation of findings, as well as final recommendations and a draft of a recommended itinerary for follow-up visits to each country for i4Y staff (with a specific focus for Orange Corners differing from PSD-Toolkit teams). Final report findings have been substantiated, when necessary, with the local consultants contracted in each country as well as with other relevant stakeholders met throughout the scope of this study. This has resulted in an individualized assessment of each country and an overarching Sahel-focused strategic approach that the Kingdom of the Netherlands can (re)formulate around their Multi-Annual Regional Strategy (MARS), Year Plans, and i4Y framework programs for the Sahel.

Finally, with the help of our local consultants, we have developed draft follow-up mission plans for the i4Y team in each country. Our local consultants, now familiar with the objectives and scope of research as well as with the stakeholders visited during the field missions, will be excellent support staff for i4Y's team, should they require local assistance for their visits to each country during the follow up mission.

We have also mapped out the existing national and international youth-oriented education, job training, and entrepreneurship programs as well as public, private, INGO, and civil society stakeholders, assessed their

effectiveness and shortcomings, and provided market-driven insights into how the Dutch can contribute to strengthening existing projects while simultaneously developing new programs to improve economic empowerment for youth across the Sahel Region through closing the gaps identified in our assessment.

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