Management response to the evaluation of UNDP engagement of the Direct Budget Support in Burkina Faso (Evaluation de l'engagement du PNUD Burkina aux paniers communs, 2016)

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| **Recommendation 1.** Systematize the provision of technical assistance in the arrangements for participation in common baskets or budget support. |
| **Management response**Given the first attempt of UNDP Burkina Faso to participate for DBS pilot experience from 2008-2012, there was no referential guideline or standard template articulating the inclusion of the provision of technical assistance in common baskets or budget support. The newly adopted Burkina Faso Development Plan, PNDES 2016-2020, offers an important opportunity for scaling up DBS pilot experience, especially in key areas over the Development plan timeframe. Due consideration will be given to the elaboration of a guideline taking into account lessons learnt from the DBS scheme piloted since 2008. |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking\*** |
| **Status** | **Comments** |
| 1.1. Conduct review on lessons learnt came out of DBS experience in Burkina Faso piloted since 2008. This includes consultation with Government and various development partners.  | By June 2017  | UNDP and Government of Burkina Faso | Not initiated |  |
| 1.2. Elaborate a standard agreement for participation in common baskets or budget support  | By December 2017 | UNDP and Government of Burkina Faso |  Not initiated |  |
| **Recommendation 2.** Consider the importance of dialogue at technical and political levels and a policy of good communication between project stakeholders in the common basket arrangements. This dialogue should be conducted in a formalized framework, be maintained permanently and capture the experiences of the Financial Committee and Steering Committee. |
| **Management response** UNDP welcomes the recommendation to emphasize the dialogue at both technical and political level. DBS Burkina Faso evaluation report 2016 captures the value added contribution of UNDP from 2008-2016 as a catalyzer to enhance the policy and also the efforts for lobbying of donors to participate in the common basket arrangements. |
| 2.1. Review current framework and consider the most effective way to capture various dialogues both technical and political taken place relevant to the management of common basket fund.  | By December 2017 | UNDP and Government of Burkina Faso  | Not initiated |  |
| **Recommendation 3.** For greater efficiency and sustainability, avoid using management units (project) in the provision of resources from the common basket funds, in order to ensure the optimal effect in terms of utilizing national procedures. |
| **Management response** This recommendation is partially applicable to Burkina Faso DBS pilot experience led by UNDP. For the HIV/AIDs and IST, in order to optimize the effects, the basket fund was managed by the Permanent Secretariat of National Council of the fight against HIV/AIDS and IST.  For the Platform Multifunctional Programme, the basket fund was implemented by MFP National Project Coordination Unit. After the successful implementation of phase 1 started in 2004, MFP became a national programme. MFP as a multi-sectoral programme covered dimensions such as energy, education, women’s empowerment, micro-finance etc. This particular nature of MFP required specific institutional arrangements not tied to a single Minister/Sector in order to optimize the project outcome.  |
| 3.1. UNDP will consult with Government leading the coordination of MFP  | By July 2017 | Government of Burkina Faso | Not initiated |  |
| **Recommendation 4.** For all decisions related to the common basket funds or direct budget support and in order to achieve better coherence, it is necessary to take into account their institutional anchoring and alignment with the relevant sectoral policy.  |
| **Management response** This recommendation is partially applicable to Burkina Faso DBS pilot experience led by UNDP. For the HIV/AIDs and IST, in order to optimize the effects, the basket fund was managed by Permanent Secretariat of National Council of the fight against HIV/AIDS and IST. DBS evaluation report 2016 positively appreciates the institutional arrangement utilized to pilot basket funds established for HIV/AIDS and IST and illustrates well how it contributed to the improvement of sectoral policy. For the Platforme Multifonctionel Programme, the basket fund was implemented by MFP National Project Coordination Unit. After the successful implementation of phase 1 started in 2004, MFP became a national programme, responding to multi-sectoral dimension and covering sectors such as energy, education, women’s empowerment, micro-finance etc. This particular nature of MFP required specific institutional arrangements not tied to a single Minister/Sector in order to optimize the project outcome.to optimize the project outcome. |
| 4.1. UNDP will consult with Government in charge of coordination mechanism  | By July 2017 | Government of Burkina Faso | Not initiated |  |
| **Recommendation 5.** Avoid mixing sources of funding in pooled funding arrangements or budget support, to allow for optimal harmonization of procedures and overall alignment.  |
| **Management response**UNDP welcomes the recommendation. According to the DBS guideline revised in 2015, there is no modality to authorize the use of “project” for UNDP to participate in a pooled funding scheme managed by Government. The technical team of BPPS and RBA will initiate the discussion with the Board to explore possibility to incorporate this practical modality to facilitate UNDP participation in DBS at country level. |
| 5.1. UNDP will review 2015 guideline and revise if necessary taking into recommendation and evidence-based DBS practice piloted in Burkina Faso | By December 2017 | UNDP  | Not initiated |  |
| **Recommendation 6.** The technical assistance jointly provided in the arrangement of basket funds or direct budget support must strengthen the capacity of ministry and institution. |
| **Management response**Given the first attempt of UNDP Burkina Faso to participate for DBS pilot experience from 2008-2012, there was no referential guideline or standard template articulating the inclusion of the provision of technical assistance in common baskets or budget support. The newly adopted Burkina Faso Development Plan, PNDES 2016-2020, offers an important opportunity for scaling up DBS pilot experience, especially in key areas over the Development plan timeframe. Due consideration will be given to the elaboration of a guideline taking into account lessons learnt from the DBS scheme piloted since 2008. |
| 6.1. Conduct review on lessons learnt from the DBS experience in Burkina Faso, piloted since 2008. This includes consultation with Government and various development partners. | By June 2017 | UNDP and Government of Burkina Faso | Not Initiated |  |
| 6.2. Elaborate a standard agreement for participation in common baskets or budget support | By December 2017 | UNDP and Government of Burkina Faso  | Not Initiated |  |
| **Recommendation 7.** Systematize the development and implementation of management tools agreed by all stakeholders in joint funding programmes.  |
| **Management response** UNDP concurs with the recommendations from the evaluation. In both cases, the absence of standard tools resulted in additional transaction costs in the management of basket funds. |
| 7.1. UNDP will develop tools in consultation with partners participated I basket fund.  | By December 2017 | UNDP | Not initiated |  |