



REPUBLIC OF CHAD
President of the Republic



Prime Minister
Ministry of the Economy and Development Planning



SYNTHESIS OF THE VISION 2030



JULY 2017



INTRODUCTION

« **(Faire du Tchad une puissance régionale émergente à l'horizon 2030) To make of Chad an emerging regional power by 2030** »¹, is the statement of the Vision of the Head of State, His Excellency Idriss Deby ITNO, President of the Republic of Chad. This statement is in line with the aspirations of the Chadian people and the ambitions of the Government by 2030. It is consistent with the African Union Agenda 2063 «The Africa we want» and the Sustainable Development Goals (ODD 2016 -2030) to which Chad has subscribed.

« Vision 2030, the Chad that we want» reflects the will and decision of the highest authorities of the Republic of Chad to respond to the legitimate aspirations of the Chadian people. It reflects the Government's will and commitment to building long-term development. The vision is stated as follows « **Chad, an appeased nation, united in its cultural diversity, resilient by its transformed economy and providing a pleasant living environment for the well-being of all** ».

Various consultations and surveys on national aspirations among the Chadian populations, as well as retrospective studies (Matrix of Strategic Diagnosis and Structural Analysis, in particular), made it possible to define a Vision of Emergence by 2030. This Vision constitutes the framework of Reference of Chad in terms of national socio-economic development policy until 2030. However, this framework can be updated according to the lessons learned from its implementation and the evolution of the national, regional or global context.

The country's diagnostic and prospective analysis, carried out in a participatory and inclusive manner, highlighted five major challenges that were taken into account in formulating the policy and strategic orientations of the Vision. The first challenge is the consolidation of national unity. The second challenge is that of good governance and the rule of law. The third challenge is achieving inclusive growth and creating decent jobs. The fourth challenge is that of accumulation of human capital. The fifth and final challenge is related to the management of the environment and climate change.

To realize Vision 2030, four strategic axes have been chosen, in order to remove the structural constraints and give an impulse to the major transformations of the sustainable socio-economic development of Chad. This Vision 2030 document is structured into four chapters: Vision 2030 (Chapter I); The Financing of the Vision (Chapter II); Risks and measures to mitigate the materialization of the Vision (Chapter III); The Institutional Framework for Piloting the Materialization of the Vision (Chapter IV). These chapters are preceded by a methodological approach to the development of the Vision.

1 : Extracted from the declaration of the Vision of the Head of State, President of the Republic

II. ELABORATION PROCESS OF VISION 2030

The process of developing the Prospective National Study, «Vision 2030, Chad We Want », was carried out in four phases, namely: (i) preliminary activities; (ii) construction of the basis of the study; (iii) the formulation of the normative and voluntarist scenario of emergence and (iv) the definition and formulation of the new strategic orientations on emergence.

The construction of the study base was supplied by the National Aspirations Survey, Strategic Diagnostic Matrix (MDS) and Structural Analysis (AS) reports. This first analytical step not only made it possible to identify future facts or germs of change, heavy tendencies, invariants, strengths, weaknesses, opportunities and threats of the country, but also to identify the likely issues and future challenges.

La validation technique et l'adoption politique de la Vision ont été faites de manière progressive par différentes instances institutionnelles ou ad hoc. L'adoption de la Vision a impliqué l'ensemble des acteurs des politiques publiques, notamment le Gouvernement, l'Assemblée nationale, le Secteur privé, la Société civile, les organisations religieuses et de producteurs, ainsi que les Partenaires Techniques et Financiers du Tchad.

The technical validation and political adoption of the Vision were made gradually by various institutional or ad hoc bodies. The adoption of the Vision involved all stakeholders in public policy, including the Government, the National Assembly, the Private Sector, Civil Society, religious and producers organizations, as well as the Technical and Financial partners of Chad.

III. VISION 2030, CHAD WE WANT

III.1. Justification and objectives of the vision

The 2030 vision is mainly in line with a long-term framework of reference that it constitutes for the orientations in terms of economic and social development of Chad. The main advantage of such frame of reference - given its broadly inclusive and participatory process of elaboration and its scientific bases - is, inter alia: to conciliate the commitment and will of the highest political authorities and the aspirations of the Chadian populations; to do a long-term planning and to ensure a certain consistency in the formulation and convergence of development plans.

For this reason, the Government has decided to carry out a Prospective National Study by 2030, on one hand, taking into account the statement of His Excellency the President of the Republic, Head of State Idriss Deby to make Chad « an emerging regional power by 2025, driven by diversified and sustainable sources of growth, creating added value and jobs and ensuring that each Chadian has adequate access to basic social services, decent housing and an adequate supply of training ». On the other hand, by drawing lessons from the project approach as a framework for the design and operationalization of development policies and the absence of a global framework for the coherence of sectoral policies.

1. The overall objective of the Vision is to make Chad an emerging country by 2030. Specifically, the aim is to: (i) consolidate the foundations of good governance and the rule of law while strengthening national cohesion and (ii) creating conditions for sustainable development. To achieve these objectives, four (4) strategic axes have been identified.

III.2. Axes, Sub-axes and Strategic Directions of the Vision

To achieve the objectives assigned to Vision 2030, four (4) Strategic Axes have been defined, namely: (i) strengthening national unity (Axis 1); (ii) strengthening good governance and the rule of law (Axis 2); (iii) developing a diversified and competitive economy (Axis 3) and (iv) improving the quality of life of the Chadian population (Axis 4). Each Strategic Axis is declined in Strategic Sub-axes distributed as follows: 02 for the first Axis; 04 for the second; 03 for the third and 02 for the last. Finally, Strategic Orientations are assigned to each Strategic Sub-Axis (SO).

III.2.1. Strengthening National Unity (Axis 1)

In terms of challenges, Axis 1 will focus mainly on combating the social divide and resolving all forms of discrepancies that could lead to the weakening of national unity in a context that would be damaging to democracy. To this end, ethnic and religious diversity, the cultural and political dimension as well as Chad's international commitments will be exploited. In the long term, it will be a matter of building a united and creative nation enjoying social equity.

The overall objective of Axis 1 of Vision 2030 is to strengthen the national unity that Chadians aspire to. This unity is legitimized by belonging to the Chadian nation and will depend on broad consultations between the different cultural and religious communities. Two specific objectives will be pursued to this end, namely: (i) strengthening national cohesion and (ii) promoting civic education.

This axis is based on two sub-axes: (i) the promotion of a culture of peace, civic values and national cohesion; and (ii) the promotion of cultural values and the re-dimensioning of the role of culture as a lever Development. Eight (08) strategic orientations will achieve the objectives of Axis 1 of the Vision.

Table 1 : Sub-axis and Strategic Orientations of Axis 1.

Sub-axis	Strategic Orientations (SO).
1. The promotion of a culture of peace, civic values and national cohesion.	1. Seek and consolidate peace, social dialogue and socio-political stability in Chad.
	2. Promote intercommunity and inter-religious mixing.
	3. Strengthen the republican principle of state secularism and combat intolerance and religious extremism.
	4. Develop the civic sense of the Chadians.
2. The promotion of cultural values and the re-dimensioning of the role of culture as an inclusive development lever.	5. Promote the cultural foundations.
	6. Revalorize common traditional cultural values.
	7. Promote traditional expertise
	8. Promote national cultural heritage as a factor for sustainable development.

II.3.2. Strengthening good governance and the rule of law (Axis 2)

In terms of challenges, emphasis will be placed on the application of good governance principles at all levels of public administration (local, central and sectoral). Evaluation of public policies and accountability in the public sector will also be institutionalized and significant efforts will be made to improve management of public finances.

The overall objective of this axis is to promote good governance and the rule of law in order to ensure the sound management of public and private affairs in order to promote socio-economic and cultural development. Specifically, it will be to pursue the following objectives: (i) make public administration efficient; (ii) promote good economic governance; (iii) strengthen the democratic culture as a mode of governance; (iv) anchor decentralization as a model for local development; and (v) ensure security as a development factor. Fifteen (15) Strategic Orientations (SO) have been selected to optimize the expected results of the implementation of Axis 2 of the Vision.

Table 2 : Sub-axes and Strategic Orientations of Axis 2

Sub-axes	Strategic Orientations .
1.Promotion of performance and motivation in public administration.	Ensure that citizens have equitable access to public services.
	To provide quality public services adapted to the needs of citizens.
	Improve working conditions in the public sector.
	Ensure the independence of the judiciary and ensure its effectiveness.
2. Promoting good economic governance.	Ensure the sustainability of public finances and the effectiveness of public spending.
	Improve the business environment.
3. The strengthening of a genuine democratic culture as a mode of governance.	Pursue the implementation of decentralization.
	Ensure the conditions of alternation and a transparent management of powers.
	Strengthen the anti corruption mechanism.
	Increase the capacity of civil society organizations in their role of counter-power.
	Strengthen local development policies that promote good resource management.
	Ensure the freedoms of the public and private press, individual and collective.
4. Strengthening security as a development factor.	Pursue the reforms of the defense and security forces (army, gendarmerie, police, national and nomad guard, etc.).
	Support private security companies.
	Contribute effectively to regional and sub-regional stability and revitalization of integration institutions.

III.3.3. Development of a diversified and competitive economy (Axis 3)

The main challenge facing Chad is the achievement of sustainable and strong growth by exploiting all possible niches in the non-oil sector to offset a likely slowdown in oil GDP over the period covered by the Vision. Other specific challenges remain optimizing the social outcomes of economic growth, reducing the high dependence on oil of the Chadian economy, creating sustainable and decent jobs for young people, a better distribution of the fruits of economic growth.

The overall objective of Axis 3 is to diversify the economy to make it competitive. Specifically, the aim is to proceed to a structural transformation of the Chadian economy through the identification of growth poles on one hand, and the valorization and exploitation of the supply chains on the other. Three (03) sub-axes and eleven (11) medium- and long-term strategic orientations were selected to achieve the objectives of Axis 3.

Table 3 : Sub-axes and Strategic Orientations of Axis 3

Sous-axes	Orientations stratégiques.
A diversified and fast-growing economy.	Promote sustainable economic growth.
	Ensure energy self-sufficiency and make it accessible.
	Develop regional growth hubs.
	Developing the value chains.
Un financement de l'économie assuré majoritairement par l'épargne intérieure et les capitaux privés étrangers.	Financing of the economy mainly through domestic savings and foreign private capital..
	Revitalize and develop the financial system.
	Promote the emergence of new national private shareholders.
	Promoting foreign trade.
Infrastructure as a lever for sustainable development.	Develop transport's infrastructure.
	Develop infrastructure to support economic activity.
	Improve the conditions for development and access to ICT.

III.3.4. Improvement of the quality of life of the Chadian population (Axis 4)

The challenges to be addressed in Axis 4 relate to the preservation of environmental resources in a Sahelian country such as Chad, adaptation and mitigation of the effects of climate change. Deficits in the areas of access to health, education and social protection will have to be addressed. Improved vocational training and the quality of learning should contribute to a significant reduction in youth unemployment. The final challenge is to involve all layers of the population in the development process outlined in the Vision.

The overall objective of Axis 4 is to improve the living conditions of the population and to reduce social inequalities while ensuring the preservation of natural resources and adapting to climate change..

On the social and demographic aspects it will mean: (i) to build, On the social and demographic fronts, it will be necessary to: construct, furnish social, health and educative infrastructures and make them operational; (ii) to improve the technical set up of health facilities; (iii) to establish a more effective epidemiological research system and an enhanced communication mechanism; (iv) reduce the rate of chronic and acute malnutrition; (v) establish an intergenerational dialogue for behavioral change; (vi) to achieve parity between girls and boys in the education system; (vii) promote women's access to decision-making bodies and (viii) implement sustainable social protection strategies.

On the environmental front, the specific objectives are: (i) to promote spatial planning; (ii) developing mixed energy sources; (iii) preserve natural resources and fight climate change; And (iv) preventing and managing crises and natural disasters. Two sub-axes and nine (09) strategic orientations have been defined.

Table 4 : Sub-axes and Strategic Orientations of Axis 4

Sub-axes	Strategic Orientations.
A healthy environment with preserved natural resources.	To update and implement the national land use planning scheme.
	Facilitate public access to mixed (new and renewable) energy sources.
	Implement a participatory and inclusive policy for the fight against climate change, the control and management of natural resources and the safeguarding of the Lake Chad Basin.
	Implement a system for the prevention, management of natural hazards and disasters and other humanitarian crises
A framework propitious to the development and well-being of the population.	Control population growth to reverse the current trend.
	Implement the national policy on employment and vocational training while taking into account urban employment.
	Improve quality, equitable access and provision of basic social services.
	Develop and implement a gender policy.
	Implement and monitor national strategies for social protection and universal health coverage.

IV. FINANCING THE ACHIEVEMENT OF VISION 2030

Two potential sources of funding have been identified to materialize the Vision 2030. These are internal and external sources. The main internal sources of financing are tax and non-tax revenues, export earnings, investment income, government borrowing, national savings, the banking system, public-private partnership and the sub regional financial market.

The main external sources are the Official Development Assistance (ODA) - Loans and Grants -, of regional and international financial markets, of South-South cooperation and public-private partnerships.

The implementation of the Vision will be achieved through three National Development Plans, the first of which will be implemented over the period 2017-2021. However, there are risks in the implementation context that need to be mitigated.

V. RISKS AND MITIGATION MEASURES FOR THE ACHIEVEMENT OF THE VISION.

At the international level, the major risk remains the strong dependence of the economy on oil, which price volatility has a significant impact on the level of the country's revenues. There is also a humanitarian risk linked to the mass influx of refugees, following the security crises rampant in the countries bordering Chad, a potential source of threats to peace and social cohesion. This latter risk contributes to the contagion of conflicts in the sub region

At the national level, risks relate to the difficulties in operationalizing the bodies responsible for the effective implementation of measures and actions to promote a modern administration, with a culture of results-based management and accountability. In addition, there are risks linked to the weak mobilization and inefficient management of domestic and external resources in the face of the need to increase public spending linked to social investments. Finally, Chad is a Sahelian country very vulnerable and exposed to climate shocks.

The findings resulting from the analysis of these risks made it possible to highlight a certain number of conditions to be met in order to reduce significantly the risks likely to endanger the sustainable implementation of Vision 2030. These measures mainly concern the improvement of efficiency of public action through a culture of « reporting » and performance contracts and the consolidation of institutional and democratic governance.

VI. THE INSTITUTIONAL FRAMEWORK FOR THE STEERING OF THE ACHIEVEMENT OF THE VISION.

The institutional framework for the steering of the Vision makes it possible to monitor and analyze the results obtained throughout its implementation. It provides the various actors involved with the opportunity to appreciate the progress made towards achieving the Vision 2030 results and to provide the necessary guidance for its proper implementation.

The institutional steering framework is structured at the central and decentralized level. At the central level, the main organs are: (i) the High Inter-Ministerial Orientation Committee (HIOC), the supreme organ of said framework; and (iii) the Technical Steering Committee (TSC) under the authority of which several sub-organs are located (State/Partner Committee, Civil Society and Private Sector, Technical Ministries, etc.). At the decentralized level, the framework integrates in hierarchical order: (i) the Regional Monitoring Action Committees (RMAC); (ii) the Departmental Committees of Action (DCA); And (iii) Local Action Committees (LACs) and Monitoring Committees (MCs).



Implemented with the support of the United Nations Development Program
BP 906, Ndjamena-CHAD