CHAD CONNECTION 2030
RISE WITH US

CHAD CONNECTION 2030

NATIONAL DEVELOPMENT PLAN

Ministry of Finance, Budget, Economy, Planning and International Cooperation

Zakouma National Park

A word from the President of the Republic

Marshal MAHAMAT IDRISS DEBY ITNO, President of the Republic, Head of State

Dear fellow citizens,
Dear development partners,
Dear investors,

Chad is resolutely embarking on a new era of growth, driven by a bold vision and a strong commitment to economic and social progress.

As part of our trajectory towards an inclusive and sustainable development, and as an extension of my social project, I am launching *Chad Connection 2030*, an unprecedented strategic plan that lays the foundations for a modern, open, competitive and attractive Chad. This initiative reflects our aspiration to build a diversified, thriving and forward-looking economy.

My vision for our country, expressed in my political program and broken down into 12 key areas and 100 actions, has always been ambitious and aims at revealing the full potential of our country, which is located at the heart of Africa and is therefore naturally destined to become its logistics hub. In this respect, our ambition is to position Chad as a platform for growth and innovation in Central Africa and the Sahel, by optimizing our infrastructure, harnessing our natural and cultural resources, and strengthening our human capital.

We will create an even more investment-friendly framework, further encourage private initiative, including in the form of Public-Private Partnerships, and stimulate the emergence of growth sectors, notably agriculture, livestock farming, mining, industry, tourism, energy, water and sanitation, and digital technology. Through these actions, we will develop the competitiveness of our economy. We will provide every citizen with healthcare, every child with education commensurate with their potential, and everyone with genuine opportunities for prosperity. Finally, we will provide every entrepreneur and investor, local or foreign, with an excellent living and working environment in which they can trade, invest, innovate and participate in national production.

Chad Connection 2030 is also based on an in-depth reform of public action, with modernized governance that is more transparent and closer to our citizens. We will ensure the digitization of services and improve decentralization to make Chad a country where it is good to live and work. Everywhere.

To ensure the success of this plan, I call for the full mobilization of the private sector, civil society, international partners and all Chadians. Together, we have the opportunity to build a prosperous, inclusive and resilient Chad, ready to meet the challenges of the 21st century. The Chad of tomorrow is being prepared today! Let's build it together.

May *Chad Connection 2030* be the foundation of our common ambition and the driving force behind our future leadership. By pooling our strengths, assets and talents, we will build the Chad of tomorrow, the one for which the people of Chad elected me on May 6, 2024, a land of the future, that puts at its core peace, boldness, solidarity with Africa and openness to the world.

N'Djamena, May 29, 2025

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- Bank of Central African States (BEAC)
- Islamic Development Bank (IsDB)
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- CotonTchad
- OCP
- Société des Hydrocarbures du Tchad (SHT)
- Société Nationale d'Electricité (SNE)
- Société Nationale d'Exploitation Minière et de Contrôle (SONEMIC)
- Sotel Chad
- Société Tchadienne des Eaux (STE)

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Executive summary

Chad Connection 2030 embodies a bold vision for the development of Chad, a strategic crossroads at the heart of Africa. This ambitious Development Plan is based on a central concept: CONNECTION. Connection with its geography, internally and externally, physically and digitally; connection with its heritage as the cradle of humanity; and connection with its potential to build a diversified and inclusive economy. The Development Plan leverages an unprecedented level of private and public investment, both domestic and foreign, of around USD 30 billion, or FCFA 18,000 billion, divided into 268 projects and strategic development reforms. It aims to increase the country's GDP by 60%, lift 2.5 million Chadians out of poverty, and make Chad a model of development in Africa. Combining ambition and pragmatism, Chad Connection 2030 paves the way for genuine economic and social development.

Chad's predominantly young population (19 million inhabitants), a breeding ground for talent, and its vast territory (1.284 million km^2) in the heart of Africa, with its significant agro-pastoral potential - comprising more than 39 million arable hectares and a livestock population of more than 140 million animals - as well as a rich and varied subsoil, represent a formidable lever for development.

Optimizing infrastructure and improving road corridors will stimulate economic exchanges and develop the country's full potential.

The recent decentralization of administration offers the opportunity to develop proximity solutions for education, health, water, energy and digital services, with the private sector wherever possible.

The increasingly attractive investment climate for the private sector, combined with the country's mining potential—highlighted by over 10 tons of gold extracted annually through artisanal methods—alongside its oil resources, points to a promising future.

The political climate has stabilized thanks to the 2022 Inclusive and Sovereign National Dialogue (ISND). The return to constitutional order in 2024, together with the restored macro-economic stability, coupled with structural reforms and renewed support from international partners, as well as the stabilization of debt at around 32% of GDP, represent a unique opportunity to launch an ambitious strategy to develop the economy and society.

Chad Connection 2030 details a coherent and ambitious development model, structured into 17 programs and 268 development projects and reforms, including 133 structural ones.

I. **Priority investment in foundational infrastructure**: Chad Connection 2030 focuses on strategic infrastructure. Its objectives are to:
   a. Guarantee universal access to drinking water for an additional 11 million people
   b. Achieve a country-wide electrification rate of 60%[1] by 2030, and 90%[1] in urban areas, by fully exploiting the country's solar potential in line with the National Energy Pact, signed as part of the ADB/World Bank M300 mission
   c. Position Chad as one of the Sahel's leaders by achieving 80% Internet coverage[1]
   d. Extend and densify the road network, notably through the deployment of critical regional corridors and a mechanism for the long-term management and maintenance of asphalt roads, rural tracks, engineering structures, and ferries. The latter will enable all-season navigation on the Chad Lake (to connect Chad to Nigeria) and the major rivers of Chad,

[1] Of the Chadian population

thereby increasing transportation capacity and substantially boosting trade between or via the two countries, in line with the promises of the African Continental Free Trade Area (AfCFTA)

II. **Efficient social policies**: human capital development is at the heart of the Development Plan's inclusive approach. Regarding education, it aims at achieving an 80% primary school enrolment rate and a 60% secondary school enrolment rate, with priority given to girls and educational white spots, while strengthening vocational training to meet the needs of the job market. The health sector will prioritize universal access to essential services across the country, in order to increase life expectancy to over 60 years by 2030

III. **Economic development and industrial diversification:** the core objective is to reduce the country's dependence on oil and promote the development of value chains. Agricultural productivity will be doubled, while the creation of a livestock export industry will position the country as a regional leader. The mining sector will be structured and developed to account for 5% of GDP by 2030. Trade and industry will aim to triple non-oil exports by promoting Made in Chad. Finally, tourism will be promoted to make Chad an African destination of choice

IV. **A significant improvement in the business environment:** attracting private and foreign investment is the cornerstone of the development plan. In this respect, commercial justice will be strengthened to reduce the time taken to process disputes and ensure fairness in the courts. The tax, social and customs climate will be optimized to make Chad the most attractive business environment in the sub-region, including in terms of labor law and residency conditions for foreign talent

Chad Connection 2030 relies on a cross-cutting strategic shift, refocusing the State on its sovereign and regulatory missions. It aims to strengthen local implementation capacities through effective decentralization, while requiring more transparency, competition and accountability in public action, enabled by digital technology for better resource use and service quality. The Development Plan pays particular attention to social inclusion by reducing disparities, guaranteeing equitable access to public services for vulnerable populations (women, young people, demobilized individuals, disabled people, refugees and host communities) and improving access to housing. It gives a central place to the private sector, not only in financing, but also in risk-taking and project management. This includes stimulating local entrepreneurship and refocusing national water and electricity production companies on their public service missions, with a revised geographical scope of action. Lastly, the Development Plan deploys a climate resilience strategy and strengthens the adaptation of territories, towns and populations to environmental challenges.

With its 133 structural projects and reforms, Chad Connection 2030 aims to generate an immediate economic and social impact. **Overall, 46% of the Development Plan's projects and reforms are eligible for private financing, and the entire Development Plan can be deployed while maintaining a sustainable level of debt**.

The implementation of the Development Plan, with the involvement of national and international private sector players and champions, is built around a competent and agile Delivery Unit to coordinate project execution, in support of the ministries and institutions concerned.

Thus, Chad Connection 2030 represents a historic turning point for the country, and embodies the ambition of a modern, inclusive, resilient and prosperous Chad at the heart of Africa.

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1. Context and guiding principles

1.1 Chad is at a pivotal point in its history, with an unprecedented opportunity to set in motion far-reaching structural changes

The Central African country of Chad boasts a strategic geographical position and abundant natural resources. It lies at the intersection of West Africa, the Maghreb, Central Africa and East Africa, making it a nerve center for trade, logistics and investment, as well as a strategic crossroads for major African road corridors. The Zakouma National Park, one of the last refuges of African wildlife, confirms the country's importance in terms of biodiversity and ecotourism potential. Chad also boasts considerable mining and oil wealth. Its oil reserves, estimated at over 1.5 billion barrels, make it a key player in the African energy market. At the same time, its vast deposits of gold and rare earths, some of which are mined on an artisanal basis, represent first-rate potential for economic development.

A standardized institutional framework following the Inclusive and Sovereign National Dialogue and a stabilizing role in the Sahel region

On the political front, Chad marked a decisive turning point with the Inclusive and Sovereign National Dialogue, which brought together over 1,400 participants from a wide range of political and social backgrounds. This process laid the foundations for more stable governance, notably through a peaceful return to constitutional order in 2024.

On the economic front, the Chadian economy will outperform the average economic growth for sub-Saharan Africa in 2023 and 2024, with 4.0% and 4.1%[2] respectively.

Rich human capital with high-potential youth to fuel long-term endogenous growth

Chad has immense potential in terms of human capital, with a young and dynamic population. With demographic growth estimated at 3% per year, and over 50% of the population under the age of 20[3] , Chad's youthful population is a major asset for the country.

1.2 Chad, a vast country in the center of Africa

Chad, with a surface area of 1.284 million km², is the 5th largest country in Africa, right in the middle of the continent. This position represents an opportunity to develop land, air, river, rail and lake infrastructures, strengthen the country's connectivity and structure intra-African trade corridors, to naturally become the logistics hub of the African continent.

With a population of 19 million[4] , over 50% of whom are young people, **strengthening human capital is a key strategic priority. The country is pursuing its efforts to improve access to basic services, notably education and health, in order to foster the development and skills enhancement of its**

[2] Ministry of Finance, Budget, Economy, Planning and International Cooperation
[3] INSEED
[4] World Bank (2023)

population. With a literacy rate of 42%, including 28% for women[5], broadening the educational offer and developing technical training are priorities to support innovation and talent.

1.3 Many first concrete steps have already set in motion a dynamic of renewal

A commitment to social and economic development anchored in the country's strategy as set out in the presidential program

The institutional renewal that has been underway since 2022 has led to strong government ambitions, embodied by the vision of the Head of State, detailed in his 2024 presidential program "***Tous réconciliés, unis et engagés pour l'émergence du Tchad***" ("***All reconciled, united and committed to the emergence of Chad***"). In particular, the presidential program identifies as priorities for the country "full employment, access to electricity, reduction in the cost of living, education, health, tourism, climate change, development of agro-industry and industrialization". **The present Development Plan, called *Chad Connection 2030*, is consistent with these priorities and articulates them sector by sector**.

Chad has recently made several revisions to organic texts determining the balance of central and local powers within the country. A law of July 26, 2018 and the constitution of December 29, 2023 respectively instituted the 23 autonomous provincial councils and 125 communes, as well as a second parliamentary chamber - the Senate - which carries their voice. New organic reforms initiated in 2024 completed this decentralization of administrative action, to strengthen local democracy and bring public action closer to citizens.

In terms of taxation, Chad has undertaken several structural reforms, some of which have already produced notable results. The Chadian government has set up the E-tax digital platform to facilitate the tax process for taxpayers. Launched in 2022, this platform enables online registration, declaration and payment of taxes. In 2023, additional modules were integrated, notably for tax collection, control, litigation, and the launch of the standardized electronic invoicing system in 2024 and its generalization in 2025 have created a secure digital ecosystem for exchanges between services and businesses.

Major infrastructure projects are helping to make Chad a true regional economic powerhouse, including projects to modernize or build road and lake corridors to Cameroon, Sudan, the Central African Republic as far as South Sudan, Niger, Nigeria and Libya as far as Egypt.

Since 2014, Chad has undertaken meaningful reforms to modernize public finance management and make it more transparent. The adoption of the Organic Law relating to Finance Laws (OLFL) strengthened budgetary discipline and financial transparency, while the Code of transparency and good governance in the management of public finances, adopted in 2016, institutionalized accountability and improved access to public information. In 2023, two major advances were made with the creation of the Court of Auditors and the Independent Anti-Corruption Authority (IACA), a key instrument for preventing and punishing acts of corruption. In 2024, public sector governance was completed with the promulgation of the Code of Good Governance for Public Enterprises, the Law on the Governance of Publicly Owned Companies, the Law on the General

[5] ECOSIT 5 (2024)

Rules for the Creation and Status of Public Establishments, and the Law on the Governance of Independent Administrative Authorities, establishing a coherent normative framework to guarantee the performance, transparency and accountability of public and semi-public entities.

In 2023, Chad attracted USD 913 million in FDI, ranking second in the CEMAC zone. This historic performance underlines the confidence of many international investors in the country's economic potential. Industrialists and investors are showing increasing interest in Chad. In 2024, with a debt-to-GDP ratio of around 32%, Chad received its inaugural rating from Standard & Poor's and Fitch, which gave it B-/B and B- respectively, the highest rating in Central Africa.

The foundations for sustained development have now been consolidated, providing an environment conducive to the mobilization of international partners. The international community is increasingly supportive of Chad, as evidenced by the active return of the World Bank and IMF, and the increased mobilization of donors (African Development Bank, Islamic Development Bank, Arab Bank for Economic Development in Africa, International Finance Corporation, French Development Agency, European Union, Abu Dhabi Fund for Development, EXIMBANK China, AFREXIMBANK, etc.).

Chad is active on the diplomatic front, as demonstrated by diplomatic and economic meetings with officials and/or private individuals from several countries on different continents on cooperation in all fields.

1.4 Chad Connection 2030 marks a shift in approach, driven by ambition, structured around essential reforms and focused on concrete action

A bold and ambitious Development Plan to drive sustainable progress in Chad

Chad Connection 2030 is based on investments on an unprecedented scale, with 268 projects and strategic reforms mobilizing around USD 30 billion, or FCFA 18,000 billion.

A development plan structured to articulate priority areas of intervention

Chad Connection 2030 is based on a rigorously sequenced approach, structured around four strategic areas of intervention for the country. The first area of intervention consists in bridging the infrastructure gap and establishing appropriate institutions to ensure the management and sustainability of services, a prerequisite for any sustainable development. The Development Plan's other areas of intervention focus successively on basic social needs, in particular education and health, economic and industrial development, including tourism, and finally further improvement of the business environment. In support of the above areas of intervention, the Development Plan relies on four transversal programs:

- State reforms and decentralization
- Inclusion of women, vulnerable groups, demobilized individuals, and access to housing
- Public-private partnerships, entrepreneurship, and foreign direct investment
- Climate change resilience and adaptation

A Development Plan focused on immediate action and the deployment of concrete projects

Chad Connection 2030 is based on a requirement for accelerated implementation, reconciling responsiveness to current emergencies with a long-term vision. It favors agile operational mechanisms and rapid execution of priority projects, in order to produce tangible results from the very first years. **However, this speed of execution is accompanied by rigorous management and ongoing monitoring, to avoid the pitfalls of rushed implementation, particularly for the most structural projects**. To enable this rapid deployment, governance reforms will be carried out as a matter of priority to free up regulatory bottlenecks that limit the capacity to absorb new projects, attract private investors and create a strong dynamic for change.

Chad Connection 2030 translates into concrete actions to mobilize all economic players and boost investment. Of the 268 projects and reforms identified, 133 are structuring and will have a knock-on effect on economic activity as a whole and on regional development.

Lastly, this vision complements the global strategy set out in this document (see part 3), as well as detailed sectoral strategies.

Ad hoc governance adapted to the ambitions of the Development Plan and supported by an exceptional mechanism

Chad Connection 2030 is based on an implementation mechanism inspired by international best practice and drawing lessons from past experience. The aim is to ensure efficient and transparent deployment of the Development Plan, based on a delivery unit. This system will enable centralized management, while guaranteeing a strong link with the territories by mobilizing existing steering structures. **Deployment of Chad Connection 2030 will also rely on agile and rigorous management, combining flexibility and close monitoring.**

At the dawn of a crucial moment in its history, Chad must seize this unprecedented opportunity to reshape its territory and elevate it to the rank of regional power. The ambition of Chad Connection 2030 is therefore to set the country on the path of radical, systemic change – one that fosters sustained, sustainable and inclusive growth. Chad's proven economic resilience, outstanding natural heritage and dynamic demographics will enable it to overcome the challenges that lie ahead on this development path.

2. Preliminary macro-economic framework

The macroeconomic and budgetary objectives assigned to *Chad Connection 2030* target a real GDP growth rate of 10% by 2030. The Development Plan's growth plan is based on a macroeconomic framework drawn up according to two scenarios: (i) the status quo scenario; (ii) the pessimistic "Chad in a state of shock" scenario.

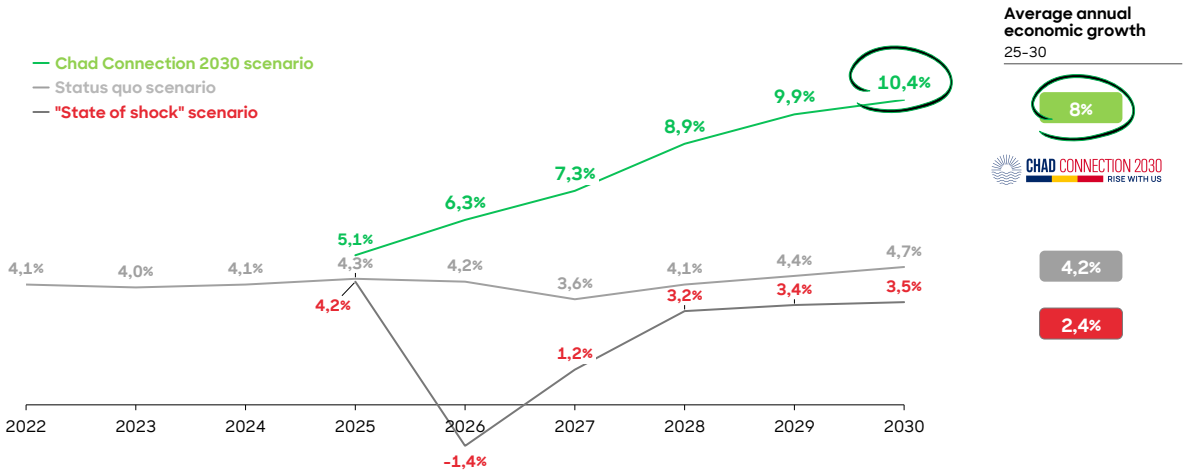


Figure 1: Real GDP growth rates by scenario over the 2025-2030 period

2.1 The status quo scenario

This trend scenario, without implementation of the Development Plan, is based on the following projection assumptions: (i) a slight deterioration in the regional security situation; (ii) no new trade disruptions; (iii) a fall in the price of crude oil from USD 80/barrel to USD 70/barrel in 2025, reaching USD 65/barrel in 2030; and (iv) a stable exchange rate between the dollar and the CFA franc.

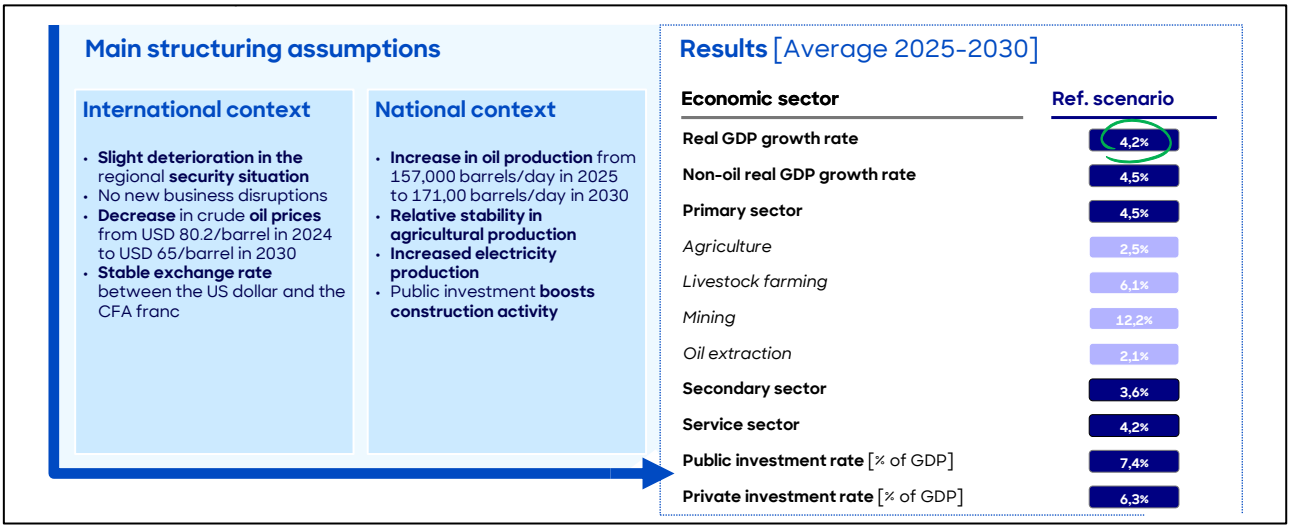


Figure 2: Trends in sectoral growth rates and investment between 2020 and 2030 - Status quo scenario

Over the period 2025-2030, economic growth will be driven by the oil and non-oil sectors, with an average annual growth rate of 4.2%. In terms of sectoral trends, **the primary sector is expected to record an average growth rate of 4.5% over the 2025-2030 period**. **The secondary sector would record an average**

growth rate of 3.6% over the 2025-2030 period. **The tertiary sector is expected to grow at an average rate of 4.2% over the 2025-2030 period**.

2.2 The pessimistic scenario of a Chad in a state of shock

In this scenario, economic activity over the period 2025-2030 would be adversely affected by several factors, such as floods and droughts at national level and the worsening security situation in neighboring countries and geopolitical tensions at international level.

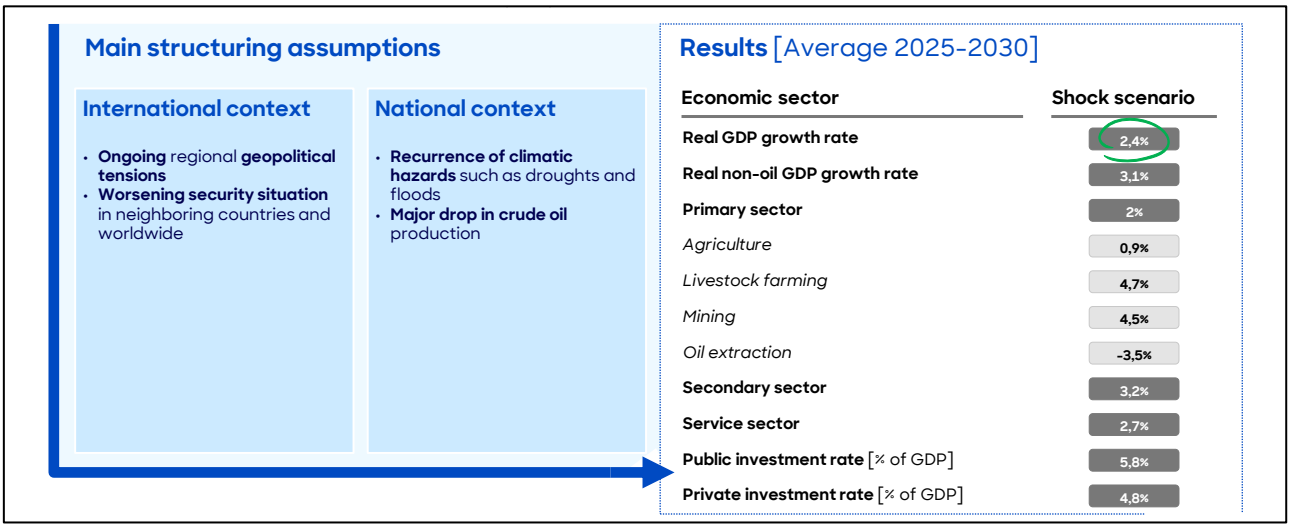


Figure 3: Trends in sectoral growth rates and investment between 2020 and 2030 - Chad in a state of shock scenario

On the demand side, economic growth over the 2025-2030 period would be impacted on average by a drop in exports (1.5%), as well as lower demand for final consumption (3.2%) and investment (0.2%), compared with the status quo. In terms of investment, in the "Chad in a state of shock" scenario, the overall level of investment (public and private) would be FCFA 5,891 billion, including FCFA 2,268 billion in public investment over the 2025-2030 period.

The non-oil tax burden would average around 8.2% of non-oil GDP. Moreover, in this "Chad in a state of shock" scenario, difficulties would arise in attracting foreign direct investment (FDI), depriving the country of the financial resources needed to carry out major public investment projects.

3. Ambition and expected outcomes

3.1 Chad Connection 2030 aims to unlock the country's full potential within six years, increasing its GDP by 60% and lifting 2.5 million Chadians out of poverty

Chad Connection 2030 embodies a strong vision to drive sustainable progress and structural change by 2030. It marks a break with past dynamics and aims to accelerate Chad's economic and social development by modernizing governance and mobilizing unprecedented investment, to the tune of around USD 30 billion, or FCFA 18,000 billion.

The expected impact is considerable: doubling of GDP in the medium term, reduction of poverty by a third and greater socio-economic inclusion. By attracting investment and strengthening the country's competitiveness, Chad Connection 2030 aims to make the country a major economic crossroads in Africa.

3.2 Chad Connection 2030 is structured around 4 key areas of intervention (infrastructure, social policies, economic development and business environment)

Chad Connection 2030 is based on four major areas of intervention divided into 13 programs

I. **Foundational infrastructure** is the first pillar, with massive investment in water, energy, digital technology and transportation to boost the economy and strengthen local communities
II. Secondly, **fundamental social policies** aim to strengthen health, education and employment, ensuring the development of human capital to improve life, in line with the country's economic needs and with an efficiency approach
III. The third pillar, **economic and industrial development**, aims to diversify the economy by reducing its dependence on oil and developing agriculture, livestock farming, industry, mining and tourism
IV. Lastly, **improving the business environment** relies on reforms designed to secure investments, modernize taxation and labor laws, and enhance the efficiency of the justice system to attract private capital

In addition, the Development Plan integrates 4 transversal programs: state reform and decentralization, inclusion of women, vulnerable populations, demobilized individuals and housing, private sector development, and resilience and adaptation to climate change. Chad Connection 2030 thus adopts an integrated and ambitious approach to ensure balanced and sustainable development.

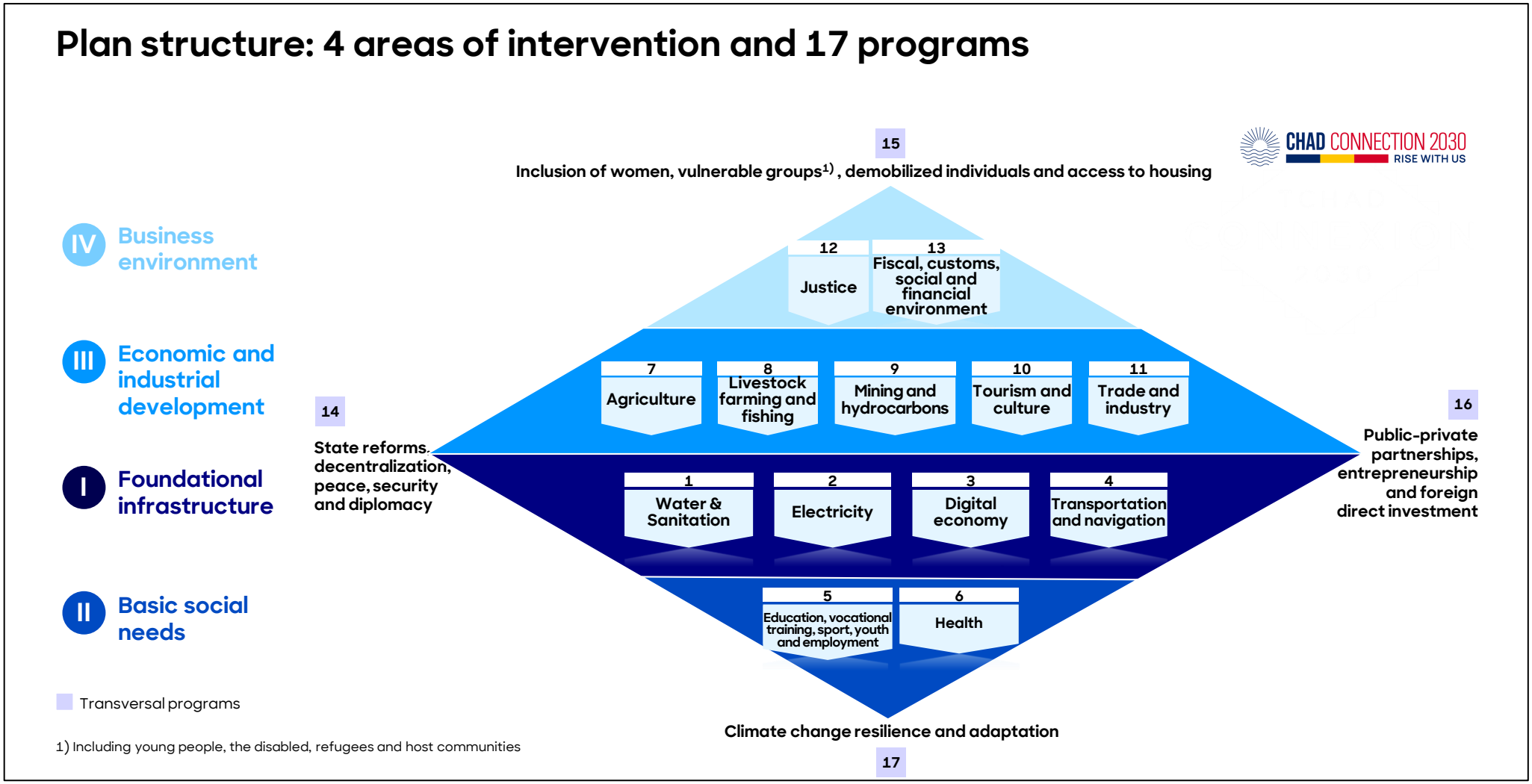


Figure 4: Chad Connection 2030's 4 Areas of intervention and 17 Programs

3.3 Each area of intervention, broken down into several development programs, carries a strong ambition to drive meaningful and lasting change across the country

The deployment of foundational infrastructures is the cornerstone of Chad Connection 2030 to trigger the development dynamic

- **Program n°1 - Water and sanitation**: Guarantee universal access to drinking water and accelerate progress in sanitation to improve the health situation and fuel economic activities, by opening up water management in the provinces to the private sector, in conjunction with development partners
- **Program n°2 - Electricity**: Become a regional model in terms of access to electricity and accelerate the transition to a solar-driven energy mix, in line with the M300 strategy and the National Energy Pact, by opening up electricity management in the provinces to the private sector, in conjunction with development partners and the IFC
- **Program n°3 - Digital economy**: Raise Chad to the top of Africa's digital economies within six years, and extend coverage to connect the majority of Chadians
- **Program n°4 - Transportation and navigation**: Connect Chad to its territory, by developing the road network as a priority, with a mechanism for the long-term maintenance of rural tracks, and to its neighbors through the development of trans-African corridors and navigation on Lake Chad and major rivers

Structural responses to the basic social needs of the Chadian population with a view to efficiency

- **Program n°5 - Education, vocational training, sport, youth and employment**: Broaden access to education and adapting skills to market needs to strengthen human capital and build sustainable growth
- **Program n°6 - Health**: Guarantee all Chadians equitable access to essential health services throughout the country, while enhancing the quality and quantity of local technical facilities

The country's economic and industrial development will be based on diversification of the productive fabric

- **Program n°7 - Agriculture:** Increase agricultural production to achieve food self-sufficiency and pave the way for high value-added exports
- **Program n°8 - Livestock farming and fishing:** Build a leading industrial sector for fresh meat, milk and fish in the region
- **Program n°9 - Mining and hydrocarbons:** Lay the foundations for a dynamic mining sector, consolidating oil production and accelerating gas development
- **Program n°10 - Tourism and culture:** Make Chad a reference African destination for business and leisure tourism
- **Program n°11 - Trade and industry:** Give Chadian businesses, craftsmen and entrepreneurs access to financing and export markets to boost their growth and promote industrialization

Rapidly improving the business environment is a priority for growing the private sector and attracting foreign investors

- **Program n°12 - Justice:** Secure business relations and better protect private players through efficient justice and a transparent regulatory framework

- **Program n°13 - Fiscal, customs, social and financial environment:** Create the most favorable environment in the region to foster business competitiveness and promote growth. In particular, modernize the labor code, facilitate residence and working conditions for foreigners wishing to invest in Chad, and align social and residence charges for national and foreign workers with the best international standards

The country's cross-cutting social, environmental and economic priorities will be fully integrated into Chad Connection 2030

- **Program n°14 - State reforms, decentralization, peace, security and diplomacy:** Build a modern, decentralized State with transparent, efficient governance to deploy development projects and improve access to public services
- **Program n°15 - Inclusion of women, vulnerable groups, demobilized individuals, and access to housing:** Accelerate the socio-economic inclusion of women, vulnerable populations and demobilized individuals to strengthen human capital, in particular by improving access to housing and basic services
- **Program n°16 - Public-private partnerships, entrepreneurship, and foreign direct investment**: Develop a dynamic and innovative private sector in Chad, attractive to foreign investors
- **Program n°17 - Climate change resilience and adaptation**: Build resilience to climate change and sustainably preserving Chad's agricultural resources and natural heritage

Program n°1 - Water and sanitation: guarantee universal access to drinking water and 60% access to sanitation

Σ USD 2.9 billion

Ambition

Ensure universal access to drinking water and accelerate progress in sanitation to improve the health situation and fuel economic activities, by opening up water management in the provinces to the private sector in conjunction with development partners

Strategic priorities

- **Make the country's 22 provinces self-sufficient in water,** particularly the **125 urban communes**, including the 22 provincial capitals
- For **N'Djamena, achieve water availability of 150,000 m³ per day**, with additional treatment plants, boreholes and pipes

Map water reserves to exploit them, such as the Nubian Sandstone aquifer, one of the world's largest

Deploy 25 km of urban roads per year in N'Djamena and **at least 15 km in the other main towns**

Boreholes, rainwater harvesting facilities and **equipment,** and other hydraulic installations to improve pastoral and agricultural productivity

Build a national water and sanitation plan that gives management of water networks in the provinces to the **private sector**[1)]

Structural projects and reforms

- Define a **strategic sector plan** for water and sanitation
- Launch a **plan to provide access to drinking water** in urban, semi-urban and rural areas
- Launch a **plan to deploy sanitation facilities** in urban, semi-urban and rural areas
- Implement **STE**'s **operational and organizational action plan**, to finalize its reform and delimit its territory in N'Djamena
- Set up a **public regulator**
- **Map the** country's **available deepwater reserves**
- Launch **calls for tender** (leasing contracts) in conjunction with the TFPs to open up the operation of drinking water supply systems in semi-urban and urban areas outside N'Djamena to the private sector

Indicators to 2030

11 million more people[1)] with access to drinking water[2)] (universal access)

11 million of additional people[1)] with access to improved sanitation infrastructure improved[3)]

100,000 ha of irrigated land (compared with 46,000 ha in 2024)

Financing requirements

1) With the support of Morocco's National Electricity and Drinking Water Board (ONEE); 2) Water from an improved source, i.e., protected from contamination (domestic networks, protected wells, boreholes, etc.); 3) Installation that enables safe, shared or individual management of wastewater and human excrement

Source: World Bank - *Water and Sanitation Sector Note*, WHO/UNICEF Joint Program, Regional Investment Plan

Program n°2 - Electricity: become a regional model in terms of access to electricity, in line with the M300 vision, thanks to Chad's exceptional sunshine

Σ USD 1.1 billion

Ambition

Become a regional model in terms of access to electricity and accelerate the transition to a solar-based energy mix, in line with the M300 strategy and the National Energy Pact, by opening up electricity management in the provinces to the private sector, in conjunction with development partners and the IFC

Financing requirements

Strategic priorities

- **Increase installed electricity generation capacity** by accelerating the construction of solar, thermal and hybrid power plants in the provinces and completing ongoing construction projects
- **Expand electricity distribution infrastructure in urban, peri-urban and rural areas** by rehabilitating networks and ensuring the implementation of major regional interconnection projects currently underway
- **Reinforce the** medium/low voltage **distribution network**

Attract private investors to boost the sector:

- Open up the electricity market to the private sector for infrastructure construction and management
- Define a strategic sector plan to secure the reforms
- Strengthen the energy regulator to speed up procedures, especially calls for tender
- Implement the organizational transformation of SNE and refocus its geographical perimeter on the N'Djamena conurbation

Refer to projects in the taxation theme

Structural projects and reforms

- Define a **strategic sector plan** for electricity generation, transmission and distribution
- Complete **construction of the various** solar, hybrid and thermal **power plants** currently underway throughout the country
- Implement **rural electrification**
- Complete **construction of various** national and international **power lines and transmission networks**
- Strengthen the **regulator**
- Implement the **organizational overhaul of SNE** and refocus its operations on the N'Djamena conurbation
- Open up the **electricity market by awarding licenses by city** to private concessionaires, in conjunction with the World Bank, other donors and the International Finance Corporation IFC

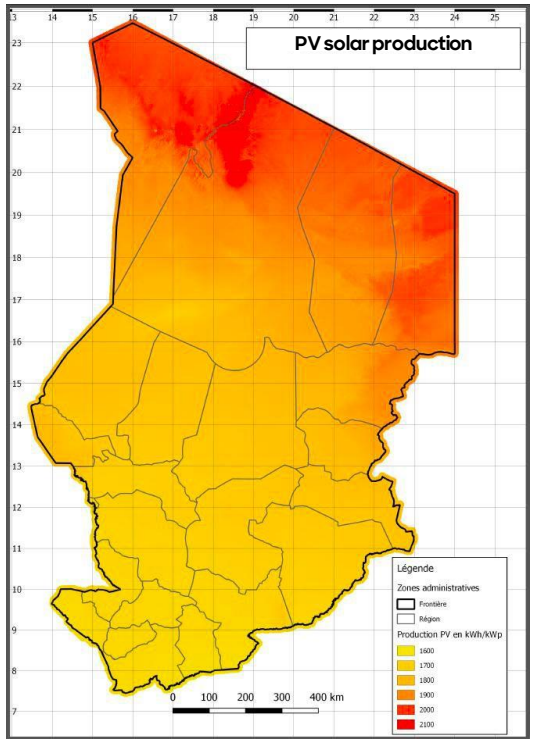
Indicators to 2030

- **~60% electricity access rate and 90% access rate in provincial capitals** (compared with 11% in 2022)
- **866 MW additional installed capacity, including 520 MW of solar power**
- **Between 20% and 30% share of renewable energies in the energy mix** (compared with 9% in 2024)
- **Accelerate access to clean cooking solutions at a rate of 5% per year** to reach 46% by 2030, i.e. 5.5 million additional households equipped

Source: World Bank, National Energy Pact for the Republic of Chad (December 2024), stakeholder interviews, documentation review

Zoom: model for energy production and management in the provinces by the private sector

- **Awarding of licenses by city to private companies following calls for tender**
- **Financing of transportation infrastructure by the State, the World Bank and other partners within the framework of mission M300 of the ADB and the World Bank**
- **Private equity or loan financing for power plants, management and maintenance**
- **Loans and guarantees from development partners, IFC and MIGA**



Source: World Bank, National Energy Pact for the Republic of Chad (December 2024), stakeholder interviews, documentation review

Program n°3 - Digital economy: empower Chadians through digital technology by 2030, with quality Internet access for all

Σ USD 1.5 billion

Ambition

Make Chad one of Africa's leading digital economies within six years, and extend coverage to connect the majority of Chadians

Strategic priorities

- **Open up digital access in Chad by building new regional connection lines** to improve connection quality and availability
- **Strengthen the national fiber backbone** by completing fiber loops in urban and rural areas. **Strengthen national coverage by offering satellite solutions** for major communications routes and isolated areas
- **Lower the digital bill for Chadians** by introducing a 3ème private player from the privatization of Sotel
- **Digitize, interconnect and strengthen the main public and parapublic government services** to provide citizens with a **complete range of e-government services**
- **Accelerate and generalize** e-payment for all basic services
- **Reform the regulator by giving it the means of control and coercion in line with international standards to ensure compliance with operators' coverage obligations**
- **Update the sector strategy** to secure the planned reforms
- **Ensure telephone number portability**

Structural projects and reforms

- Complete the **third international connection via Niger**, comprising a 509 km section from N'Djamena to the Niger border
- Open up the **international connections** to Libya and Egypt to the private sector
- **Privatize Sotel** to introduce a third player into the market and stimulate competition through infrastructure management
- **Complete the inter-city and urban fiber loop in major cities,** and **create a company to manage the high-speed** fiber optic **backbone infrastructure**
- Apply the **decree on telephone number portability** to increase competition
- Deploy **satellite connections** to cover "white zones", particularly in rural areas

Indicators to 2030

- **Halve the telecoms bill for Chadians** (10% of GNI/capita by 2030)
- **Double mobile broadband penetration** (from 16% in 2021 to 30% in 2030)
- **80% cell phone penetration** rate (compared with 65% in 2023)
- **Access to digital services for all Chadians** (reach the top third of African countries)

$ Financing requirements

Source: World Bank, stakeholder interviews, documentation review, Roland Berger

Program n°4 - Transportation and navigation: open up Chad by speeding up national and regional multimodal networks

Σ USD 5.8 billion

Ambition

Connect Chad to its neighbors by developing trans-African corridors and navigation on Lake Chad and major rivers, and by developing the road network as a priority, with a mechanism for the long-term maintenance of rural tracks

Strategic priorities

- **Accelerate the opening up of the various provinces** by extending the domestic road network, giving priority to rural tracks, secondary roads and the main routes between towns for people and goods
- **Set up a permanent mechanism for road maintenance and safety**, with a strengthened AGER and a management plan for the maintenance fund
- Connect **to trans-African road corridors**
- Streamline **freight transportation** with the **construction of dry ports**, **GPS tracking** and **digital toll collection**
- Speed up the modernization **of N'Djamena airport** and **develop the** country's **secondary airports**
- **Develop corridors and navigability on Lake Chad and major rivers**

Structural projects and reforms

- Update the **strategic transportation sector plan**
- Develop and complete **domestic roads in the east, center, west, north, south-south-east and south-west**, as well as secondary roads and rural tracks
- Set up a **sustainable maintenance mechanism for rural roads and tracks**
- Modernize and complete **international road corridors**
- Build **6 dry ports throught PPPs** for international trade, including one at Toukra to relieve congestion at Ngueli
- Accelerate **construction of the new international airport** at N'Djamena as a PPP
- Develop **navigability on Lake Chad** and major rivers
- Strengthen **tax incentives** to stimulate private investment in the transportation sector, in particular for the import of vehicles for urban cabs and intercity buses
- Develop **railroads** through Public-Private Partnerships (PPP)

Indicators to 2030

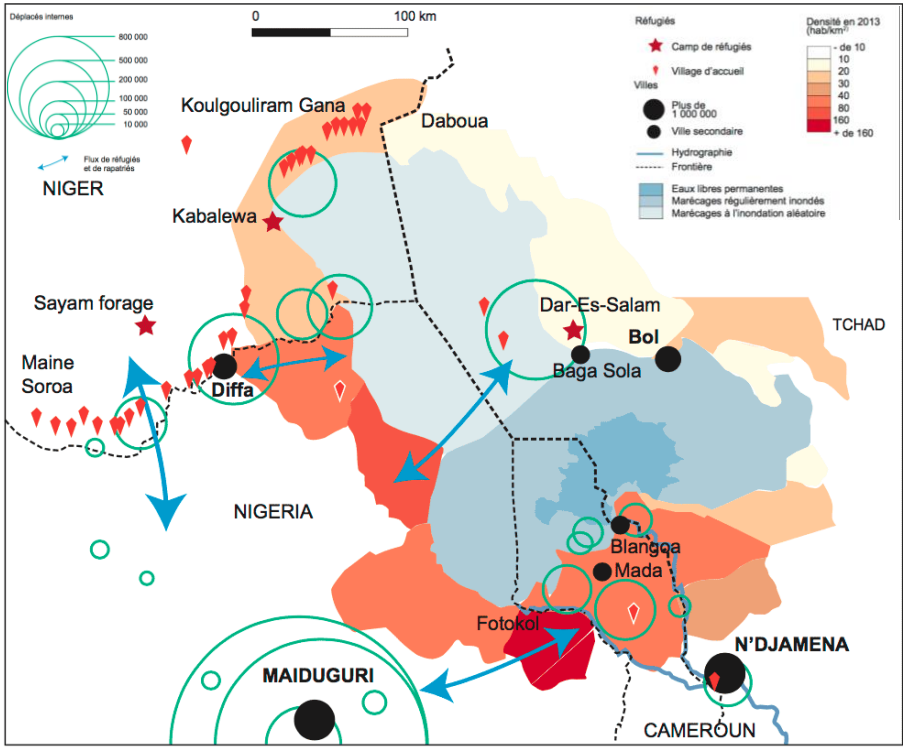
- **+7,000 km** of **roads built** in **five years** (40,000 km to date, +18%), including **+3,000 km of rural tracks**
- **80% of** road **maintenance needs** covered
- **Extent of paved roads x2** (from 2,400 to 4,800 km)
- **5** dry ports operational
- **3** cross-border roads upgraded
- **Number of passengers x9** at the country's airports
- **1** operational **lake link** to Nigeria

$ Financing requirements

Source: World Bank, Ministry interviews, Documentation review, Roland Berger

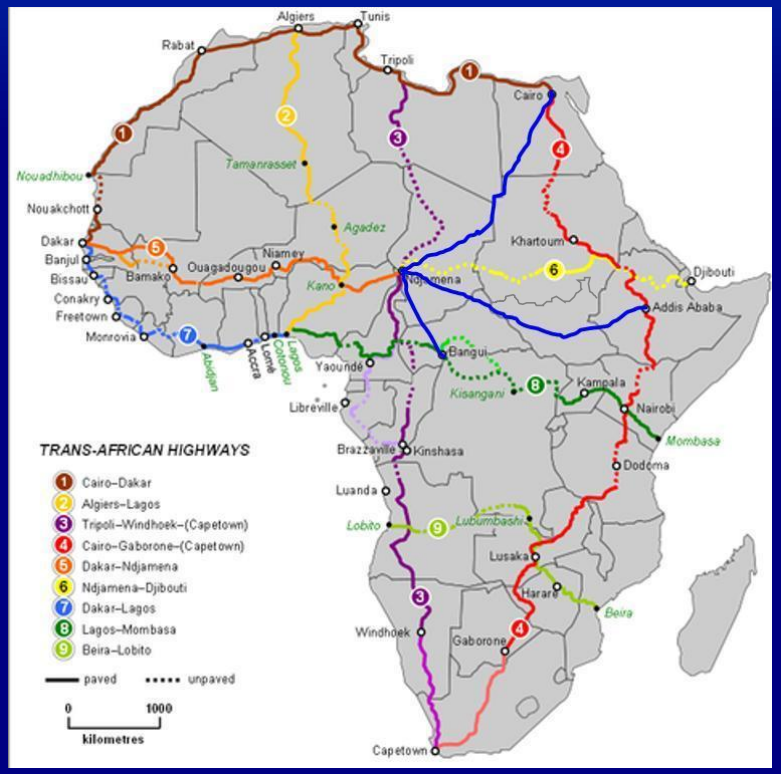
Chad Connection 2030 aims to connect the country to regional corridors

View of the Lake Chad area



Source: *Le Tchad des lacs* (Chap. 16, G. Magrin et J. Lemoalle)

Chad's central position on trans-African road corridors



Source : Wikimedia Commons, *Carte des autoroutes transafricaines*

Program n°5 - Education, vocational training, sport, youth and employment : guarantee access to primary and secondary education for all, and adapt vocational training to the country's needs

Σ USD 2.2 billion

Ambition

Expand access to education and adapt skills to market needs to strengthen human capital and build sustainable growth

Strategic priorities

- **Guarantee inclusive education** by adapting policies for access to educational infrastructure and building educational facilities for girls and young women
- **Accelerate the construction of primary and secondary schools, canteens and higher education establishments in the provinces**, to guarantee access to education and sustainable, quality infrastructure to ensure the safety of students
- **Make the quality of education a priority for the system** by improving teacher training, digitizing textbooks and modernizing curricula in line with the country's priorities
- **Adapt higher education training to the realities of the job market** and promote technical and commercial training to combat youth unemployment
- **Set up a system for tracking national education expenditure, with digitized and regionalized monitoring of** teaching staff, including local recruitment of teachers.
  Establish a regulator for private education to monitor application of the standards defined by the Ministry

Structural projects and reforms

- Define a **strategic plan** for education
- Accelerate the **school infrastructure program**, targeting the least endowed provinces
- Build **educational infrastructure for girls**
- Set up **school canteens** on Lake Chad islands, for nomadic children, children with special needs and educational deserts
- **Train all teachers**
- Digitize all **school textbooks** and make them accessible via an application
- Allocate **resources to vocational training**, develop a 10-year national strategy and create guidance structures for technical professions
- Strengthen **scientific and technical higher education** and increase intake capacity
- Continue to **build the skills of young Chadians**
- Regionalize and digitalize recruitment and **management of teaching staff**
- Set up a **regulatory agency** for private training and education organizations
- Promoting **entrepreneurship** and youth **empowerment**

Indicators to 2030

- **80% net enrolment rate in primary education, evenly distributed across all provinces** (compared with 43% in 2023)
- **30% completion rate for girls living in rural areas** (compared with 13% in 2023)
- **70% secondary school completion rate** (compared with 47% for girls in 2023 and 53% for boys)
- **60% net enrolment rate in secondary education** (compared with 35% in 2022)
- **8.3 years of schooling on average per child** (compared with 5.3 years in 2022)
- **100% of teachers with the required teaching qualification** (compared with 64% in 2022)

$ Financing requirements

Source: Ministry of Education and Civic Promotion, World Bank, Roland Berger

Program n°6 - Health: strengthen health infrastructures and quality of care to ensure equitable access to health services throughout the country

$ Σ USD 1.8 billion

Ambition

Guarantee all Chadians equitable access to essential health services throughout the country, while enhancing the quality and quantity of local technical facilities

Strategic priorities

- **Deploy more and better-trained human resources, recruited and managed locally**, with incentive mechanisms for hard-to-reach areas and the health of nomadic populations
- **Provide each provincial capital with a provincial hospital, each department with a district hospital**, and **each sub-prefecture with a health center** with at least one health center offering a complete package of health activities
- **Digitize the management of care centers and hospitals** to improve system performance with financial incentives
- **Secure access to medicines and vaccines for all** by overhauling and digitizing the management of the CPA, setting up production capacities with an effective monitoring mechanism, and turning to the private sector for the distribution of medicines in rural areas
- **Break down barriers to access to healthcare** by rolling out a Universal Health Coverage program with revised governance, improving the quality of service provision and ensuring free delivery and natal care
- **Deploy preventive actions**, particularly in the areas of contraception and vaccination coverage, with improved stock management
- **Strengthen governance of the health sector** by establishing a regulatory authority for private hospitals and pharmacies, and by stimulating the private sector

Structural projects and reforms

- Strengthen **sector governance** by giving the private sector a greater role and setting up a regulatory authority
- Strengthen **emergency medical care capacity** with the deployment of Public Health Emergency Operation Centers in each province
- Revitalize community participation bodies to increase **recruitment of community health workers**
- Digitize **hospital and health center management**
- Finalize **the construction and operationalization of the Sheika Fatima Bint Mubarak hospital** and dialysis center
- Digitize **the drug supply, monitoring and distribution chain** to make medicines and other health products available
- Facilitate the creation of an **industrial unit for drug and solution production**
- Launch **the distribution of medecines in rural areas through PPPs**
- Strengthen the **vaccination capabilities of provincial teams**
- Guarantee **free childbirth and natal care**
- Accentuate the **roll-out of malaria vaccination** among children
- Promote community health through the OneHealth program
- Modernize **IRED's vaccine production laboratory** under a PPP agreement

Indicators to 2030

- **+8 years of life expectancy** (61 years versus 53[1]) to date)
- **-25% lower malaria incidence rate** (150 new cases per 1,000 inhabitants at risk versus 207 to date)
  - **100%** coverage rate for impregnated mosquito nets
  - **50%** coverage rate with vaccines
- **Divide maternal, neonatal and infant mortality rates by 2**
- **Reduce hospital-acquired infections by a factor of 2**
- **35% of the population covered by Universal Health Coverage**

$ Financing requirements

1) Revaluation work in progress - Value at date potentially around 55 years

Source: Ministry of Health and Prevention, World Bank, Roland Berger

Program n°7 - Agriculture: diversify and increase agricultural production to ensure food self-sufficiency and develop value-added exports

$ Σ USD 1.7 billion

Ambition

Double agricultural production to achieve food self-sufficiency and pave the way for high value-added exports

Strategic priorities

Double agricultural production of all crops by increasing productivity and crop resilience to meet food needs, prioritizing sorghum, millet, corn, rice, wheat and cassava

Develop the industrial processing of cash crops for which Chad has strong comparative advantages, in order to increase the added value of exports and develop local employment through tax and customs incentives

Structure the agricultural sector by reforming the land tenure framework, facilitating access to financing, modernizing storage and marketing infrastructures, strengthening cooperatives and enhancing the value of local products through certification

Structural projects and reforms

- Draw up a **sectoral strategic plan** for agriculture, with sub-components by production - Cf. details below
- Encourage **irrigation,** including on existing polders
- Facilitate the construction of a **fertilizer production and blending plant, as well as a pesticide and phytosanitary product production unit**
- Create a **national seed fund**
- Reform **SIMATRAC** to provide work tools adapted to agricultural modernization based on a PPP model
- Facilitate the introduction of sugarcane into the Lac province and the construction of **sugarcane processing plants**
- Facilitate the **construction of tomato processing plants**
- Promote and enhance **honey production**
- Set up a **financing mechanism** dedicated to access to fertilizers, seeds, pesticides and agricultural equipment
- Promote **agricultural cooperatives**
- Promote the **construction of silos** for fertilizer and grain storage
- Promote **agricultural supervision** with partners and NGOs

Indicators to 2030

1.6 t/ha yield (vs. 0.78 t/ha[1]) in 2023)

Target cereal production in 2030 [m tons]

	2030	2023
Sorghum	1,03	0,88
Mil	1,02	0,63
Corn	0,8	0,4
Rice	1,62	0,22
Refined sugar	0,2	0,04
Gum arabic	0,1	0,05

Sustainable coverage of cereals deficit of ~0.4 m t/year[2] through increased production

< 10% of the population undernourished (vs. 31% average for 2020-2022)

$ Financing requirements

1) Yield estimated using a weighted average based on harvested areas and specific yields for each crop; 2) In 2024 according to SISAAP

Source: National agricultural statistics (government, 2023); report analyzing constraints and opportunities for the development of the agricultural sub-sector (World Bank, 2022), Chad Compact for food and agriculture (AFDB, 2023), national roadmap on the transformation of food systems to support the 2030 agenda (government, 2021)

Program n°8 - Livestock farming and fishing: become a reference supplier of fresh meat, milk and fish in Central Africa, by building on a competitive processing industry

$ Σ USD 0.8 billion

Ambition

Build a leading fresh meat, dairy and fish industry in the region

Strategic priorities

- **Optimize governance of the livestock sector** in order to structure state agencies, professional cooperatives and grant fiscal facilities in agreement with partners
- **Modernize the pastoral sector while** securing community income and livestock practices (hydraulic structures, securing transhumance corridors)
- Build infrastructure for **processing animal products** (poultry processing plants, dairy plants, tanneries, etc.)
- **Strengthen animal health and meat quality management:**
  - Systematic health checks to limit the spread of disease
  - Local production of veterinary products: vaccines, medicines and animal feed
  - Genetic improvement of livestock breeds
- Strengthen veterinary services, **train** players throughout the value chain and **launch extension programs**
- **Develop a sustainable fishing industry,** in particular to enhance the value of national resources in Lake Chad
- **Operationalize the Special Industrial Zones project**

Structural projects and reforms

- Draw up a **sector plan**
- Construct **pastoral stations, ponds and wells** in breeding basins
- Promote the cultivation and use of **forage plants for livestock feed**, in particular marafalfa and alfalfa
- Coordinate and ensure **access to quality veterinary medicines** across the country
- Facilitate the construction of a **veterinary pharmaceutical plant**
- Promote **cooperatives**
- Complete the construction of **modern industrial slaughterhouses**
- Facilitate the construction of **feed mills**
- Facilitate the installation of **milk production units**

Indicators to 2030

- **560 kT (~31 kg/capita) of carcasses consumed locally per year** (compared with 340 kT or ~19 kg/capita/year in 2021)
- **1,600 kT of carcasses produced per year** (compared with 1,150 kT in 2021)
- **280 kT of meat exported per year** (compared with 0 kT in 2021)
- **1 m tons of milk produced per year** (compared with 477,111 tons in 2023)
- **500 vets** (compared with 220 in 2017)
- **100 hydraulic structures built or modernized** (113 in the first phase of the PRAPS)[2]

$ Financing requirements

1) The infrastructure requirements necessary for the development of the ZIS are covered by the "Foundational infrastructure" theme and correspond mainly to the development of the North, North-West, South and South-West road corridors, as well as the Amdjarass-Assouan corridor, the Abéché and Ati airports, the Moundou, Ati, Abéché and Amdjarass power plants, the electrical connections, boreholes and water towers in each ZIS and the development of maritime terminals at Port Kribi and Port Soudan; 2) Regional Support Program for Pastoralism in the Sahel

Source: AAZES, Arise, Government of Chad, World Bank - *Report on marketing opportunities for livestock and livestock products* (2022)

R

Program n°9 - Mining and hydrocarbons: become an African reference in mining, while remaining a key player in the exploitation of hydrocarbons

Σ USD 2 billion

Ambition

Lay the foundations a dynamic mining sector, consolidate oil production and accelerate gas development

Strategic priorities

- **Modernize the mining sector's regulatory system by revising the legal framework**, integrating environmental issues, securing land tenure, clarifying the separation between regulatory and commercial functions, building institutional capacity, and training new talent
- **Accelerate and deepen the comprehensive geological inventory**, to showcase the strengths of our mineral resources
- **Organize mineral exploration and allocate mining exploration permits by block**
- **Industrialize mining production,** with priority given to **gold refining**
- **Renew** and **intensify oil exploration campaigns** by organizing tenders with international oil companies
- **Modernize and facilitate the expansion of petroleum product production and distribution infrastructures** to achieve energy self-sufficiency
- **Build gas infrastructures**

Structural projects and reforms

- Draw up **sectoral strategic plans for mining and petroleum**
- Reform **mining laws and regulations** to make the sector more attractive, drawing on best practices.
- Carry out a **geological mining inventory** and **map** areas of the territory with mining potential
- Organize **mining exploration** by launching **block bids**
- Organize **gold panning activities** at all mining sites in Chad
- Privatize **SONACIM** to improve its governance, increase its cement production capacity, and launch new production units
- Award **new oil exploration licenses** to eventually reach 250,000 b/d with private partners
- Facilitate the construction of a **second refinery by the private sector, ensuring access to crude at market conditions**
- Commission the **Djermaya oil depot** and promote the **construction of other depots in the provinces**
- Make the **Sedigui** field operational in partnership with the private sector

Indicators to 2030

- **5% of nominal GDP from the mining sector** (compared with 1%[2]) in 2023)
- **250,000[3]) barrels of crude oil produced per day** (compared with 148,000 in 2024)
- **Complete geological survey and mapping of target areas (371,200 km²)** (against preliminary work not completed by 2024)
- **Doubling of refined petroleum product production capacity to 40,000 barrels/day**
- **At least 10 mining exploration permits awarded**

$ Financing requirements

1) The infrastructure needs required for the development of the mining and hydrocarbons sector are addressed in the founding infrastructure themes (water, electricity, digital economy, transportation); 2) Macroeconomic and budgetary framework 2024-2027; 3) Ambition of the presidential program

Source: Economic Memorandum (World Bank, 2022), Mining Sector Diagnostic Report (World Bank, 2023), Chad Extractive Industries Transparency Initiative 2021
US geological survey 2022, OPEC, Finance Bill 2025, Presidential Program

Program n°10 - Tourism and culture: become a unique destination in Africa thanks to its specificity and the uniqueness of its natural heritage

Σ USD 0.9 billion

Ambition

Make Chad a reference African destination for business and leisure tourism

Strategic priorities

- **Become a destination for business tourism** by organizing at least two major conferences a year, supplemented by others with a local or regional scope
- **Develop an attractive tourism offer** combining nature and culture-friendly ecotourism, by promoting the country's cultural, archaeological and natural heritage
- **Develop accommodation infrastructures to welcome additional tourists**, in partnership with tour **operators** and **hotel operators** for promotion and construction
- Revitalize **Chad's image through strategic diplomatic actions, targeted promotional tours (Western Europe, Gulf countries and China) and an international "VisitTchad" campaign**
- **Implement a national tourism development plan** focusing on planning and training key players in the tourism chain in order to make Chad the reference destination in the Sahara

Structural projects and reforms

- Develop a **differentiating national tourism strategy** to attract investors
- Launch a **campaign to promote tourism** in Chad in the target regions: Middle East, Europe and Southeast Asia
- Attract **international tour operators** and **hotel chains** through annual roadshows in target countries
- Organize at least **2 international conferences** a year to develop business tourism

Indicators to 2030

- **~500,000 annual visitors** (compared with 63,442 in 2024)
- **3% share of tourism in GDP** (compared with < 0.5% in 2024)
- **7 upgraded sites with over 50,000 annual visitors each** (compared with 2 upgraded sites in 2024)
- **30% share of domestic tourism** in overnight stays in classified hotels

Financing requirements

Source: World Bank, Ministry of Cultural Affairs, Historical Heritage and Tourism, NDP 2024-2028, document review

Program n°11 - Trade and industry: accelerate SME development and create a business-friendly environment through industrialization and economic diversification

$ Σ USD 0.2 billion

Ambition

Give Chadian businesses, craftsmen and entrepreneurs access to financing and export markets, and facilitate foreign direct investment to boost growth

Strategic priorities

- **Give impetus to industrial development** by articulating a Grand Plan for Industry, and by reinforcing the effectiveness of the public players involved in its implementation
- **Facilitate access to bank guarantees** and financial education **for Chadian (micro-)entrepreneurs and SMEs. At the same time, restore confidence in the regulation of the banking system** by strengthening banking secrecy
- **Highlight the country's production** by promoting local consumption, and supporting exports through a promotional campaign and a strengthened "Made in Chad" export desk

Structural projects and reforms

- Draw up a **major industrial plan**
- Review the **organizational structure of** the **Approved Management Centers**, by co-managing them with the private sector, in order to extend and develop them in all 23 provinces
- Launch a **national and international promotion campaign for "Made in Chad"**
- Strengthen the **governance** and restructure the **activities of** economic and industrial **development agencies**
- Draw up and implement the **start-up act**
- Revise the **investment code** to make it more incentive-based
- Promote the emergence of a **modern cosmetics industry** featuring "chebe", shea butter, spirulina, dilké, henna, perfume blends, essential oils and incense under the "Made in Chad" label
- Facilitate the installation of **cooking salt production units** for private players
- Identify and support **promising SMEs** in conjunction with the IFC**'s Local Champions Initiative** and other partners
- Operationalize the **national chamber of women entrepreneurship**

Indicators to 2030

- **Credit to the private sector representing 1/3 of the economy** (versus 12% in 2021)
- **55% access rate to retail financial services, including mobile money** (versus 24% in 2022)
- **15%+ industrial contribution to GDP** (compared with 3% at present)
- **USD 3 billion in non-oil excluding oil** (versus 1 billion in 2024)
- **Complete industrial value chains** in: cement, pharmaceuticals, veterinary products, fresh meat, milk, fish, cash crops (including cotton and gum arabic), textiles and gold refining

$ Financing requirements

1) Proportion of population with a bank account or access to formal financial services

Source: World Bank (interviews, company survey, Global Findex Database), IMF, Ministry of Trade and Industry, Ministry of Finance, Budget, Economy, Planning and International Cooperation

Program n°12 - Justice: ensure a transparent, efficient and fair legal framework to attract investors and promote economic development

Σ USD 0.1 billion

Ambition

Secure business relationships and better protect private players through efficient justice and transparent regulatory framework

Strategic priorities

Strengthen transparency in the judicial system and its ethical framework

Digitize the judicial system to speed up, simplify and improve the transparency of procedures, using 3 levers:
- The possibility of taking legal action online
- Digital file management
- Online publication of court decisions

Guarantee fair, rapid and efficient access to justice, by strengthening its infrastructure with the completion of the new Palais de Justice in N'Djamena and the gradual creation of commercial courts in the country's provinces

Structural projects and reforms

- Modernize the **legislative and regulatory framework** to enhance **investment** attractiveness, by ensuring effective enforcement of legislative texts
- Implement the provisions of the Judicial Organization Act aimed at ensuring **transparency and accountability in the judicial system**
- Set up a **specialized commission within the Independent Anti-Corruption Authority**
- Create **an arbitral disciplinary tribunal attached to the mediation chamber within the Chamber of Commerce**, dedicated to transparency within the judicial system, with a specialized team and the participation of independent observers in the disciplinary process
- Accelerate the construction of the new **Palais de Justice in N'Djamena**
- **Digitize judicial procedures** to enable online referrals to the courts, modernize case management and publish court rulings online

Indicators to 2030

5th /50 in the Be-Ready ranking for **dispute** resolution in 2030, compared with 38th /50 in 2024

600 days on average for a court decision in a contractual dispute[1], (compared with 743 in 2020 and an OECD average of 590)

Financing requirements

1) The World Bank's 'Enforcing contracts' indicator, which takes into account several phases: i) the filing of a claim and the hearing, ii) the final judgment or arbitration, iii) the enforcement of the legal decision

Source: World Bank, Ministry interviews, UNDP, African Development Bank, Documentation Review, Roland Berger

Program n°13 - Fiscal, customs, social, and financial environment: continue to improve the tax, customs and financial environment to encourage investment and stimulate growth

Σ USD 0.1 billion

Ambition

Create the region's most favorable environment to foster business competitiveness and promote growth

Strategic priorities

Make the tax framework more attractive and clearer by...:
- Targeted incentives to attract investment
- Targeted tariffs to protect agricultural and livestock products
- Measures to promote tax compliance and broaden the tax base

Further simplify tax procedures and accelerate digital transformation to modernize public finance management and boost tax and customs revenues

Modernize the labor code, make it easier for foreigners wishing to invest in Chad to stay and work, and bring social security and residence charges for national and foreign workers into line with the best standards

Improve the public procurement system by finalizing and deploying e-procurement

Refer to access to finance projects related to the 'Trade and Industry' theme

Structural projects and reforms

- Accelerate the **deployment of tax and duty exemptions** on inputs, materials and equipment required for industrial production in priority sectors
- Continue to **make tax policy more attractive** to investment by setting a 25% corporate tax rate by 2030 for non-oil and non-mining sectors, reforming VAT and introducing customs duties
- Modernize the **labor code**, facilitate the residence and working conditions of foreigners wishing to invest in Chad, and reduce social and residence charges
- Extend **the use of the Computerized Integrated Public Finance Management System** to all government departments
- Extend the use of the **E-Tax system** through the deployment of tax telecenters, while enhancing its functionalities
- Accelerate **the digitization of toll payments and goods customs clearance**
- Continue the **roll out of the digital invoicing system for businesses**
- Enhance transparency and traceability in **public procurement**

Indicators to 2030

10th /50 in the Be-Ready **tax** ranking in 2030 compared with 42th /50 in 2024

15th /50 Be-Ready ranking for **business location** in 2030, versus 48th /50 in 2024

12th /50 in the Be-Ready ranking for **business start-ups** in 2030, compared with 44th /50 in 2024

x2 *minimum* tax revenue - Increase from 11% of GDP in 2022 to 20% in 2030

Financing requirements

Source: World Bank, Ministry interviews, UNDP, African Development Bank, Documentation Review, Roland Berger

Program n°14 - State reforms, decentralization, peace, security and diplomacy: build decentralized, high-performance public action, supported by a modern administration

Σ USD 0.4 billion

Ambition

Build a modern, decentralized state with transparent, efficient governance to deploy development projects and improve access to public services

Strategic priorities

Strengthen the capacity of the investor, pilot and regulator state through the following actions:
- Steer economic sector strategies, particularly within a framework of public-private dialogue
- Optimize the regulatory framework in key sectors
- Strengthen public investment management and budget planning

Refer to the sectoral governance projects linked to the various themes of the Chad Connection 2030 plan

Accelerate decentralization by gradually transferring powers and financial resources to the new provincial and communal authorities, while consolidating their capacities

Implement a public action management system focused on results, performance and greater citizen participation

Strengthen urban governance, review property taxes and improve land use planning

Strengthen the civil service by creating a territorial civil service

Structural projects and reforms

- Create **industrial clusters** in each of Chad's provinces to develop the potential of all the country's regions
- Revitalize the **donor committee** to effectively coordinate dialogue between the government and financial partners
- Strengthen the **management capacities of provincial and communal councils**
- Encourage the **creation of bank branches** in every province and department
- Develop and deploy **digital tools dedicated to new local authorities**
- Establish **digital cadastral plans** in the country's 125 urban communes
- **Map** all provincial **capitals**
- Reform **land tenure laws and taxes** to consolidate the land tenure system and bring it into line with the best international standards

Indicators to 2030

80% satisfaction rate among users of government public services

Improve B-Ready indicator score [score /100]

	2030	2024
Business location" indicator	60	41
Public services pillar	50	24

100% coverage of provinces by decentralized government services

125 cadastral plans drawn up (in 125 urban communes)

20 new local development plans drawn up

Financing requirements

Source: Ministry interviews, Chad Business Ready Report (World Bank, 2024), presidential program, literature review

Program n°15 - Inclusion of women, vulnerable groups, demobilized individuals, and access to housing: strengthen social and economic inclusion by reducing gender inequalities and improving access to decent housing for all

$ Σ USD ~3.5 billion

Ambition

Accelerate the socio-economic inclusion of women and vulnerable populations[1] to strengthen human capital, notably by improving access to housing and basic services

Strategic priorities

- **Empower poor and vulnerable populations** by establishing emergency mechanisms adapted to crisis management
- **Ensure the economic inclusion of poor and vulnerable populations**, by strengthening the national solidarity fund and simplifying access to civil status documents

Strengthen the role of women by guaranteeing equal opportunities for all:
- Access to education, with the development of dedicated educational and professional schools and maternity wards
- Inclusive conflict management mechanisms

Refer to projects in the education, water & sanitation and health themes

- **Improve access to housing** by strengthening the regulatory framework and housing financing, significantly increasing supply while making the business model profitable through public-private partnerships and condominiums

Structural projects and reforms

- Implement a **national program of adaptive and productive social safety nets**
- Strengthen **women's role in peace, decision-making, protection, prevention and post-conflict recovery** through **inclusive mechanisms**
- Reserve **at least 30% of land** for women and girls who have reached the age of majority and are first-time buyers when land is allocated by the State
- Defiscalize **mortgages** for households whose transferable portion is less than or equal to CFAF 100,000 under the Finance Act
- Develop and implement **the policy for the empowerment and inclusion of women**
- **Develop and implement** the national child protection policy
- Promote the **financial inclusion of rural women**

Indicators to 2030

- **30%** poverty rate (compared with 45% in 2024)
- **67%** female participation rate in the workforce (versus 49% in 2023)
- **70%** primary and secondary school completion rate for girls (compared with 47% in 2023)

$ Financing requirements

1) Youth, refugees, vulnerable persons, demobilized persons and host communities

Source: UN-Habitat, Human Development Report (World Bank 2024), Staff report (IMF, 2024), UNDP, Ministry of Women and Early Childhood, Center for Affordable Housing Finance in Africa (CAHF), National Action Plan for Women, Peace and Security in Chad

Program n°16 - Public-private partnerships, entrepreneurship, and foreign direct investment: boost private-sector investment and strengthen PPPs through an attractive environment conducive to economic development

Σ USD 0.9 billion

Ambition

Develop a dynamic and innovative private sector in Chad, attractive to local and foreign investors

Strategic priorities

- **Review the framework for action of public companies** by strengthening the application of the existing regulatory framework, their steering and management capacities by creating a State shareholding agency and restructuring companies in difficulty, while proceeding with privatizations where appropriate
- **Strengthen the regulatory framework and management of public-private partnerships** by incorporating specific facilitating provisions into the public procurement code and creating a support mission dedicated to monitoring and coordinating these partnerships
- **Revitalize public-private dialogue** with political impetus, in-depth technical dialogue and public-private co-piloting
- **Attract direct investment,** by making special economic zones (SEZs) operational and restructuring the Agence Nationale des Investissements et des Exportations (ANIE) (National Investment and Export Agency) in order to give concrete form to its action
- **Create a framework conducive to the development of local entrepreneurship, especially among women, and the emergence of national champions**, with a focus on supporting private companies with potential, and increasing the number of local incubators in conjunction with the IFC through its "Local Champions Initiative" program

Structural projects and reforms

- Bring the **regulatory, legislative and management framework of public entities** into line **with the Code of Good Governance for public enterprises and the Law on the governance of publicly-owned companies**, to ensure free competition
- Set up a **PPP support mission** to strengthen partnership management and monitoring capabilities at central government level
- Revitalize **public-private dialogue**
- Create a **fund for growth entrepreneurship with the support of partners**

Indicators to 2030

- **x3-5 annual FDI flows to Chad's non-extractive sectors** (compared with a total of USD 913 m in 2023)
- **600 start-ups incubated and at an advanced stage of growth**

Financing requirements

Source: World Bank, Support for Chad's PPP program (CPCS), IFC interview, UNCTAD

Program n°17 - Climate change resilience and adaptation: build robust resilience to climate change and anticipate its impact on Chad

Σ USD 4.4 billion

Ambition

Strengthen resilience to climate change, sustainably preserving Chad's agricultural resources and natural heritage

Strategic priorities

Ensure Chad's climate and food resilience by:
- Training farmers in more sustainable practices to combine productivity and sustainability
- Attracting climate financing, including carbon credits, by setting up an investment plan with climate funds
- Integrating reforestation and anti-desertification initiatives in the country
- Continuing to deploy major multilateral financing plans

Guarantee sustainable waste treatment and pollution control by defining a national waste management strategy

Preserve the natural heritage and agricultural production factors by implementing policies to safeguard ecosystems and preserve biodiversity

Flood control

Structural projects and reforms

- Strengthen **food security and the resilience of vulnerable households by** developing rural value chains, access to basic services and sustainable resource management in the face of climate change
- Develop a **strategy for managing human-wildlife conflicts** *

Indicators to 2030

Impact of climate change on GDP limited to less than 2%

60% access to electricity for Chadians by 2030, including 90% in the main towns (compared with 11% in 2024)

Enable a majority of households to have access to clean cooking solutions over the next 30 years (compared with 16% of households in 2024)

-2 million units of solid waste generated per year (compared with 2.8 million units in 2021)

Develop 5 protected community grazing areas

Financing requirements

1) Ambition expressed in the 2023 National Adaptation Plan (NAP)
Source: World Bank, African Development Bank, Ministry of the Environment

3.4 The ambition and priorities of Chad Connection 2030 are anchored in the reference development frameworks

Chad Connection 2030 is aligned with major international frameworks, such as the Sustainable Development Goals (SDGs) of Agenda 2030, the African Union's Agenda 2063 and the Paris Climate Agreement. This strategic convergence strengthens its legitimacy and facilitates global partnerships to mobilize resources and tackle economic and climate challenges. Faced with the growing impacts of climate change, Chad Connection 2030 also incorporates an environmental resilience strategy. Finally, Chad Connection 2030 is a vehicle for regional and continental integration. In line with the objectives of the African Union's Agenda 2063 and CEMAC priorities, it focuses on economic diversification, infrastructure development and local industrialization.

4. Review of development projects and reforms

Chad Connection 2030 is based on 4 areas of intervention, which articulate 17 strong programs for the country**. Each of these programs stems from an ambition and strategic priorities, broken down into 268 development projects and reforms with monitoring indicators.** The deployment of these indicators is key to creating a development dynamic.

In particular, 133 out of 268 structural projects and reforms are highlighted, due to their significant intrinsic economic and social impact, as well as their major knock-on effect on economic activity and regional development. 4 criteria were used to identify these projects and reforms:

- **Founding effect on development dynamics, enabling other projects and reforms to follow suit**
- **Strategic alignment with the country's national priorities**
- **Socio-economic impact**
- **Feasibility within the timeframe of Chad Connection 2030**

These structural projects and reforms are detailed below, and will form the core of implementation to create a tangible impact on the lives of Chadians.

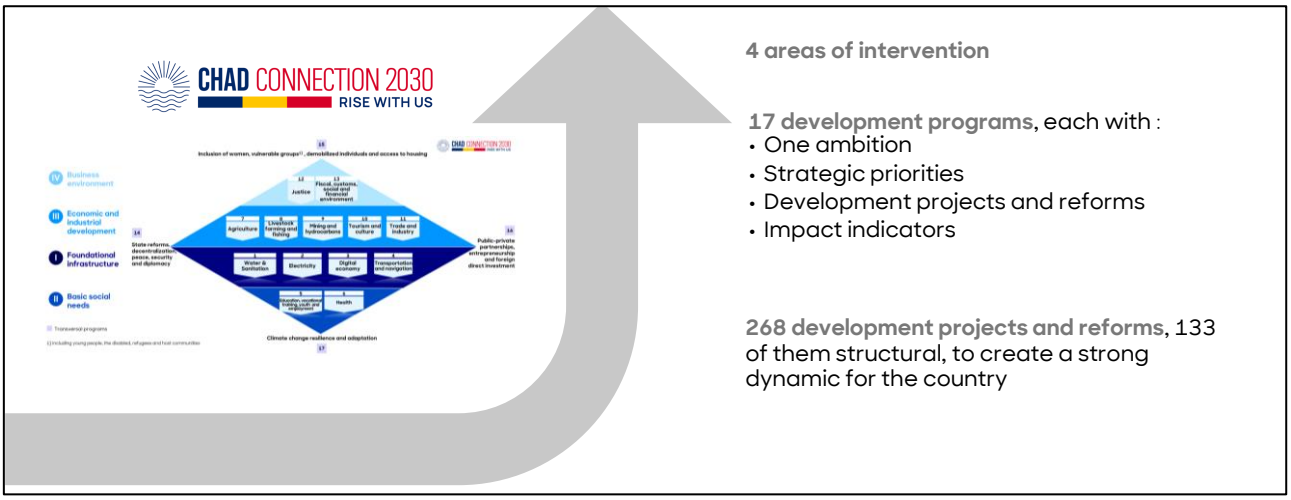


Figure 5: Detailed Chad Connection 2030 structuration

I

Foundational infrastructure

Water & Sanitation (1)

- Define a **strategic sector plan** for water and sanitation
- Launch a **plan to provide access to drinking water** in urban, semi-urban and rural areas
- Launch a **plan to deploy sanitation facilities** in urban, semi-urban and rural areas
- Implement **STE**'s **operational and organizational action plan**, to finalize its reform and delimit its territory in N'Djamena
- Set up a **public regulator**
- **Map the** country's **available deepwater reserves**
- Launch **invitations to tender** (leasing contracts) in conjunction with the PTFs to open up the operation of drinking water supply systems (AEP) in semi-urban and urban areas outside N'Djamena to the private sector

Electricity (2)

- Define a **strategic sector plan** for electricity generation, transmission and distribution
- Complete **construction of the various** solar, hybrid and thermal **power plants** currently underway throughout the country
- Implementing **rural electrification**
- Complete **construction of various** national and international **power lines and transmission networks**
- Strengthen the **regulator**
- Implement the **organizational overhaul of SNE** and refocus its operations on the N'Djamena conurbation
- Open up the **electricity market by awarding licenses by city** to private concessionaires, in conjunction with the World Bank, other donors and the IFC

Digital economy (3)

- Completion of the **third international connection via Niger**, comprising a 509 km section from N'Djamena to the Niger border
- Open up the **international connections** to Libya and Egypt to the private sector
- **Privatize Sotel** to introduce a third player into the market and stimulate competition through infrastructure management
- **Complete the inter-city and urban fiber loop in major cities,** and **create a company to manage the high-speed** fiber optic **backbone**
- **infrastructure**
- Apply the **decree on telephone number portability** to increase competition
- Deploy **satellite connections** to cover "white zones", especially in rural areas

Transportation and navigation (4)

- Update the **strategic transportation sector plan**
- Develop and complete **domestic roads to the east, center, west, north, south-south-east and south-west**, as well as secondary roads and rural tracks
- Set up a **sustainable maintenance mechanism for rural roads and tracks**
- Modernize and complete **international road corridors**
- Build **6 dry ports through PPPs** for international trade, including one at Toukra to relieve congestion at Ngueli
- Accelerate **construction of the new international airport** at N'Djamena as a PPP
- Develop **navigability on Lake Chad** and major rivers
- Strengthen **tax incentives** to stimulate private investment in the transportation sector, in particular for the import of vehicles for urban cabs and intercity buses
- Develop **railroads** through Public-Private Partnerships (PPP)

Figure 6: Structural projects and reforms of Chad Connection 2030 (1/6) - Foundational infrastructure

II

Basic social needs

Education, vocational training, sport, youth and employment (5)

- Define a **strategic plan** for education
- Accelerate the **school infrastructure program**, targeting the least endowed provinces, in particular by strengthening technical and commercial high schools and building specialized vocational high schools
- Build **educational infrastructure for girls**: 1 school for girls in each provincial capital in each department, as well as two STEM high schools for girls in N'Djamena, in conjunction with development partners
- Set up **school canteens** on Lake Chad islands**,** for nomadic children, children with special needs and educational deserts
- **Train all teachers** by specializing teachers in technical high schools, strengthen the training of community teachers, and equip elementary school with teaching aids
- Digitize all **school textbooks** and making them accessible and downloadable via an application
- Allocate **resources to vocational training,** develop a 10-year national strategy and create guidance structures for technical professions in private training centers
- Strengthen **scientific and technical higher education** and increase higher education intake capacity
- Continue to **build the skills of young Chadians** to improve their employability and professional integration
- Regionalize and digitalize the recruitment and **management of teaching staff** and introduce a bonus and penalty system for rural areas
- Set up a **regulatory agency** for private training and education organizations to limit abusive practices
- Promoting **entrepreneurship** and youth **empowerment**

Health (6)

- Strengthen **sector governance** by giving the private sector a greater role and setting up a regulatory authority
- Strengthen **emergency medical care capacity** with the deployment of Public Health Emergency Operation Centers in each province
- Revitalize community participation bodies to increase **recruitment of community health workers** (CHWs)
- Digitize **hospital and health center management**
- Finalize **the construction and operationalization of the Sheika Fatima Bint Mubarak hospital** and dialysis center, financed by the Emirati Agency for International Aid
- Digitize **the drug supply, monitoring and distribution chain** to make medicines and other health products availableFacilitate the creation of an **industrial drug and solution production unit**
- Facilitate the creation of an industrial drug and solution production unit
- Launch **drug distribution in rural areas through PPPs**
- Strengthen **the vaccination capabilities of the provincial teams** by improving stock management, monitoring and communication
- Guarantee **free childbirth and natal care**
- Accentuate the **roll-out of malaria vaccination** among children to help eradicate the disease and reduce its impact on health
- Promote community health through the OneHealth program
- Modernize **IRED's vaccine production laboratory** under a PPP agreement

Figure 7: Structural projects and reforms in Chad Connection 2030 (2/6) - Basic social needs

III

Economic and industrial development

Agriculture (7)

- Draw up a **sectoral strategic plan** for agriculture, with sub-components by production :
  - Cereals: sorghum, millet, berbere, corn, rice, wheat
  - Market garden crops: onions, garlic and shallots, grapes, figs, mangoes, olives, fava beans, mangosteen, guava, eggplant, chili peppers, carrots, oranges, avocados, cabbage, lettuce, arugula, radishes, other fresh vegetables, tomatoes
  - Tubers: cassava, sweet potato, taro, potato, yam
  - Protein crops and other legumes: cowpeas, potato peas
  - Other food crops: date, citrus, cashew, moringa
  - Cash crops: gum arabic, refined sugar (sugar cane), cotton, sesame, peanuts, shea, spirulina
- Encourage **irrigation,** including on existing polders
- Facilitate the construction of a **fertilizer production and blending plant, as well as a pesticide and phytosanitary product production unit,** in conjunction with development partners and OCP
- Create a **national seed fund** with bipartite governance in conjunction with development partners
- Reform **SIMATRAC** to provide working tools adapted to agricultural modernization based on a PPP model
- Facilitate the introduction of sugarcane in the Lac province and the construction of **sugarcane processing plants** in Barh Sara and Lac
- Set up a **financing mechanism** dedicated to access to fertilizers, seeds, pesticides and agricultural equipment, including leasing
- Facilitate the construction of **tomato** processing plants
- Promote and enhancing **Chadian honey production**
- Promote **agricultural cooperatives**
- Promote the **construction of silos** for fertilizer and grain storage in major production basins
- Promote **agricultural supervision** with partners and NGOs

Livestock farming and fishing (8)

- Draw up a **sector plan**
- Construct **pastoral stations, ponds and wells** in breeding basins
- Promote the cultivation and use of **forage plants for livestock feed**, in particular marafalfa and alfalfa
- Coordinate and ensure **access to quality veterinary medicines** across the country
- Facilitate the construction of a **veterinary pharmaceutical plant**
- Promote **cooperatives**
- Complete the construction of **modern industrial slaughterhouses**
- Facilitate the construction of **feed mills**

Figure 8: Structural projects and reforms in Chad Connection 2030 (3/6) - Economic and industrial development

III

Economic and industrial development

Mining and hydrocarbons (9)

- Draw up **sectoral strategic plans for mining and petroleum**
- Reform **mining laws and regulations** to make the sector more attractive, drawing on best practices
- Carry out a **geological mining inventory** and **map** areas of the territory with mining potential
- Organize **mining exploration** by launching **block bids**, with 10 blocks awarded by the end of 2025 and 27 by the end of 2026
- Organize **gold panning activities** at all mining sites in Chad
- Privatize **SONACIM** to improve its governance, increase its cement production capacity, and launch new production units
- Award **new oil exploration licenses** to eventually reach 250,000 b/d with private partners
- Facilitate the construction of a **second refinery by the private sector, ensuring access to crude oil on market terms** to double the country's current refining capacity
- Commission the **Djermaya oil depot** and promote the **construction of other depots in the provinces**
- Make the **Sedigui** field operational in partnership with the private sector

Tourism and culture (10)

- Develop a **differentiating national tourism strategy** to attract investors
- Launch a **campaign to promote tourism** in Chad in target regions: Middle East, Europe and Southeast Asia
- Attract **international tour operators** and **hotel chains** through annual roadshows in target countries
- Organize at least **2 international conferences** a year to develop business tourism

Trade and industry (11)

- Draw up a **major industrial plan**
- Review the **organizational structure of Approved Management Centers**, by co-managing them with the private sector, in order to extend and develop them in all 23 provinces
- Launch a **national and international promotion campaign** for **"Made in Chad**
- Strengthen the **governance** and restructure the **activities of** economic and industrial **development agencies**
- Draw up and implement the **start-up act**
- Revise the **investment code** to make it more incentive-based
- Promote the emergence of a **modern cosmetics industry** featuring "chebe", shea butter, spirulina, dilké, henna, perfume blends, essential oils and incense under the "Made in Chad" label
- Facilitate the installation of private **cooking salt production units**
- Identify and support **promising SMEs** in conjunction with the IFC**'s Local Champions Initiative** and other partners
- Operationalize the **national chamber of women entrepreneurship**

Figure 9: Structural projects and reforms in Tchad Connection 2030 (4/6) - Economic and industrial development

IV

Business environment

Justice 12

- Modernize the **legislative and regulatory framework** to enhance **investment** attractiveness, by ensuring effective enforcement of legislative texts
- Implement the provisions of the Judicial Organization Act aimed at ensuring **transparency and accountability in the judicial system**
- Set up a **specialized commission within the Independent Anti-Corruption Authority**
- Create **an arbitral disciplinary tribunal attached to the mediation chamber within the Chamber of Commerce**, dedicated to transparency within the judicial system, with a specialized team and the participation of independent observers in the disciplinary process
- Accelerate the construction of the new **Palais de Justice in N'Djamena**
- **Digitize legal procedures** to enable online referrals to the courts, modernize case management and publish court rulings online

Fiscal, customs, social, and financial environment 13

- Accelerate the **deployment of tax and duty exemptions** on inputs, materials and equipment required for industrial production in priority sectors
- Continue to **make tax policy more attractive** to investment by setting a 25% CIT rate by 2030 for sectors excluding mining and oil, by reforming VAT (introducing a reduced rate for the tourism industry and mass retailing with a view to broadening the tax base and improving the collection rate) and by introducing customs duties on local products and certain imports to protect local production and industry
- Modernize the **labor code**, facilitate the residence and working conditions of foreigners wishing to invest in Chad, and align social and residence charges for national and foreign workers with the best standards
- Extend **the use of the Computerized Integrated Public Finance Management System** to all government departments, in order to better manage tax revenues and strengthen the prevention of fraud and tax evasion in transactions between the government and citizens
- Extend the use of the **E-Tax system** through the deployment of tax telecenters, while enhancing its functionalities (statistical and tax declarations, transaction security, technical assistance, interfacing with other applications, etc.)
- Accelerate the **digitization of toll payments and customs clearance of goods** through enhanced deployment of the Sydonia World system
- Continue **the roll out of the digital invoicing system for businesses**
- Enhance transparency and traceability in **public procurement** by improving the digital system, including electronic bid submission, online management and evaluation, as well as notification and monitoring modules

Figure 10: Structural projects and reforms in Tchad Connection 2030 (5/6) - Business environment

Transversal programs

State reforms, decentralization, peace, security and diplomacy (14)

- Create **industrial clusters** in each of Chad's provinces to develop the potential of all the country's regions
- Revitalize the **donor committee** to effectively coordinate dialogue between the government and financial partners
- Strengthen the **operating capacities of provincial and communal councils**
- Encourage the **creation of bank branches** in every province and department
- Develop and deploy **digital tools dedicated to new local authorities** to simplify and harmonize local administrative procedures
- Establish **digital cadastral plans** in the country's 125 urban communes
- **Map** all provincial **capitals**
- Reform **land tenure laws and taxes** to consolidate the land tenure system and bring it into line with best practice

Inclusion of women, vulnerable groups, demobilized individuals, and access to housing (15)

- Implement a **national program of adaptive and productive social safety nets**
- Strengthen **women's role in peace, decision-making, protection, prevention and post-conflict recovery through inclusive mechanisms**
- Reserve **at least 30% of land** for women and girls who have reached the age of majority and are first-time buyers when land is allocated by the State
- Defiscalize **mortgages** for households whose transferable portion is less than or equal to CFAF 100,000 under the Finance Act
- Develop and implement **the policy for the empowerment and inclusion of women**
- **Develop and implement** the national child protection policy
- Promote the **financial inclusion of rural women**

Public-private partnerships, entrepreneurship, and foreign direct investment (16)

- Bring the **regulatory, legislative and management framework of public enterprises** into line **with the Code of Good Governance for Public Enterprises, the Law on the Governance of Publicly Owned Companies and the laws on public establishments and administrative and independent authorities**
- Set up a **PPP support mission** to strengthen partnership management and monitoring capabilities at central government level
- Revitalize **public-private dialogue**
- Create a **fund for growth entrepreneurship with the support of partners**

Climate change resilience and adaptation (17)

- Strengthen **food security and the resilience of vulnerable households by** developing rural value chains, access to basic services and sustainable resource management in the face of climate change
- Develop a **strategy for managing human-wildlife conflicts ***

Figure 11: Structural projects and reforms of Tchad Connection 2030 (6/6) - Transversal programs

5. Sequencing of Chad Connection 2030

5.1 The sequencing of Chad Connection 2030 actions is based on 5 key guiding principles

The logical sequencing of actions and investments within the framework of Chad Connection 2030 is based on a vision, aimed at maximizing synergies between the various development programs, to achieve initial results by 2026 and lay the foundations for sustainable, inclusive and resilient development over the 2027-2030 horizons. In summary, the Development Plan is structured around 5 key guiding principles:

1. Adopt a structured and progressive approach
2. Pursue a systematic search for short-term results
3. Ensure flexibility and agility depending on funding
4. Apply the principle of economic viability
5. Capitalize on projects that have been operationally initiated or whose feasibility has been studied

5.2 In the short term, the first structuring results will be achieved in all areas of intervention and development programs in order to create a strong momentum

Among the structural projects and reforms of Chad Connection 2030, the first results will be observable in the short term. They will create a strong development dynamic capable of accelerating the mobilization of players, particularly industrialists and private investors. What's more, these achievements will constitute the first fundamental and significant building blocks in achieving the ambitions of the Development Plan, and will be tangible signs of change for the people of Chad.

I Foundational infrastructure	• Deployment plans for drinking water and sanitation facilities in urban, semi-urban and rural areas • Strategic sector plans for water and sanitation, electricity and transportation	• Map the country's available deepwater reserves • Organizational overhaul and reorganization of SNE's scope of activity • Sustainable maintenance mechanism for roads and rural tracks	• Third international fiber optic via Niger • Privatization of Sotel • Application of the decree on telephone number portability
II Basic social needs	• Strategic plan for education • Digitization of textbooks available on app	• Agency for the regulation of private training and education organizations • Strengthen governance in the healthcare sector	• Accelerate the roll-out of malaria vaccinations to children
III Economic development	• Strategic plan for agriculture, with sub-components by production • Strategic sector plans for mining, oil, livestock and tourism	• Set up a national seed fund • First ZIS with modern industrial slaughterhouses • Promote cooperatives	• Geological inventory and mapping of areas with mining potential • Industrial Plan • Start-up act
IV Environment business	• Complete digitization of court proceedings • New courthouse in N'Djamena	• Acceleration of tax and duty exemptions on priority inputs, materials and equipment	• Extend the E-Tax system • Improve the digital system for submitting and tracking public tenders
Transversal programs	• Digital management tools for local authorities • Map of provincial capitals	• State allocation of 30% of plots to first-time female buyers	• Mission to support public-private partnerships (PPP)

Source: Chad Connection 2030 Plan, document review, stakeholder interviews

Figure 12: A selection of the first results of Chad Connection 2030

5.3 Chad Connection 2030's territorial development dynamic will irrigate the entire territory

The spatial dynamics of the Development Plan illustrate a planning vision based on connecting the territory on several scales. Chad is structured around trans-African transportation corridors and digital backbones linking the country to its neighbors: Libya, Egypt, Sudan and South Sudan, Central Africa, Cameroon and Nigeria. These infrastructures are designed to improve regional integration and gradually open up the various provinces. The entire territory will be linked by a road network under development, supported by an increase in energy infrastructure (225 KV lines) essential to industrialization. Agro-ecological zones define the region's agricultural specialties, while certain areas offer strong geological potential for mining and oil production. Targeted tourism hubs and structural projects for livestock farming will also be added. This combined base of infrastructure and economic activities will go hand in hand with a more equitable deployment of social services, particularly in health and education, to connect every Chadian to the opportunities and dividends of national development.

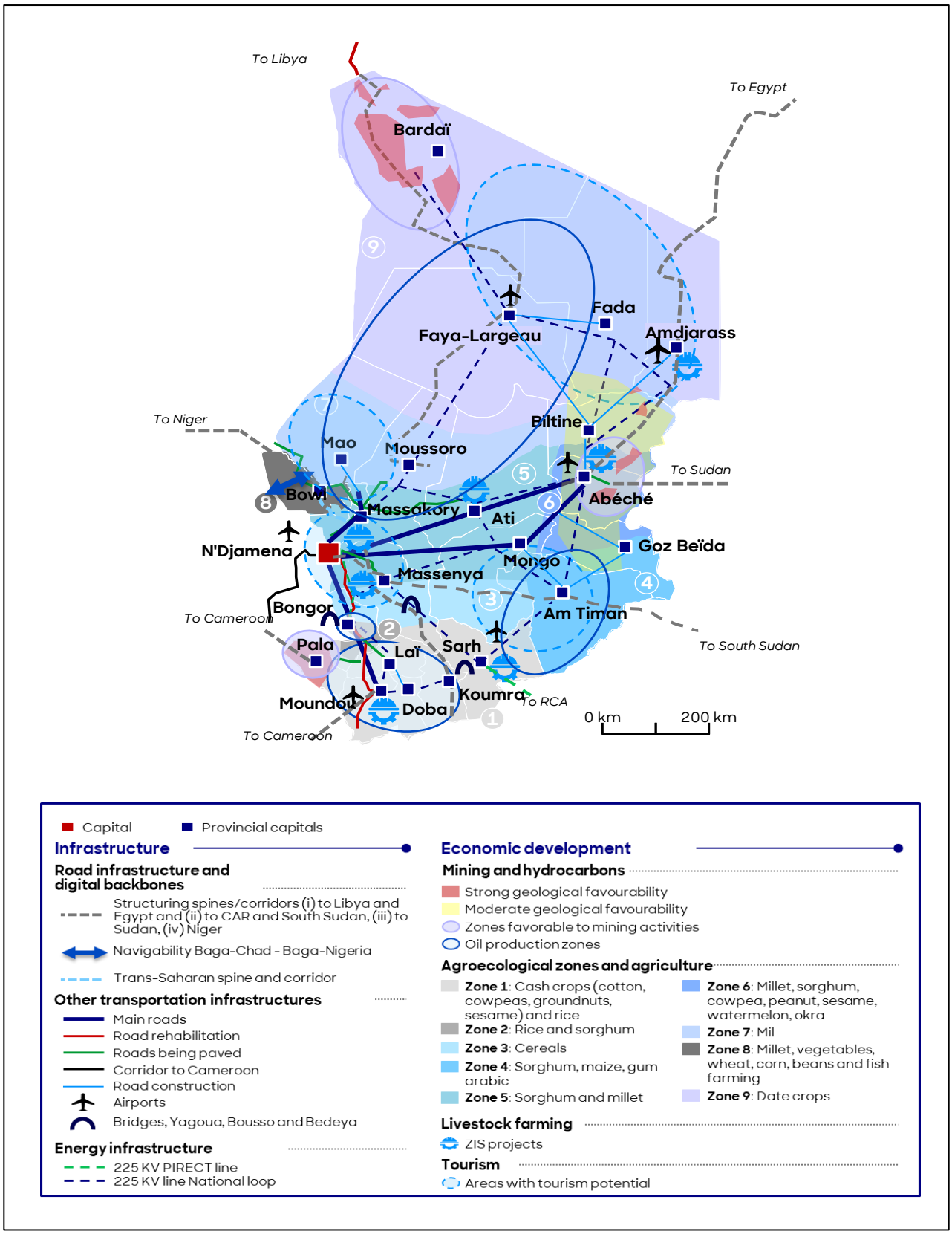


Figure 13: Mapping spatial development dynamics

6. Socio-economic impact

6.1 The impacts will be social and economic, and will massively improve access to electricity, water and education

Over the deployment period of Chad Connection 2030, Chad will double its average annual growth rate - from 5% to 10% per year between now and 2030, compared with 4% to 5% in recent years - in order to generate a near doubling of GDP in the medium term and pave the way for long-term development. This growth ambition will be fueled by a significant demographic dynamic - more than 3% per year over 2025-2030.

This ambition translates into improved living conditions for Chadians, with another key objective being to **lift 2.5 million Chadians out of poverty, reducing the poverty rate from 45% today[6] to 28% in 2030, as a** direct impact of development projects and reforms on living conditions.

6.2 Impact indicators report on the progress of major infrastructure and human capital development projects

Improved access to basic infrastructure

Program	Indicator	Reference year	Reference year value	Target 2030
1. Water & Sanitation	Access to drinking water	2022	65 %	100 %
2. Electricity	Population access to electricity	2022	12 %	60 %
	Rate of access to electricity for the urban population	-	-	90 %
3. Digital economy	Cell phone penetration rate	2022	65 %	80 %
4. Transportation and navigation	Size of domestic road network	2023	40,000 km	47,000 km

[6] World Bank (2022)

Enhanced human capital through the provision of social, educational and healthcare services

Program	Indicator	Reference year	Reference year value	Target 2030
5. Education, vocational training, sport, youth and employment	Net enrolment ratio in primary education	2023	43 %	80 %
6. Health	Life expectancy at birth	2022	53 years old[7]	61 years old

Economic development of the primary and secondary sectors

Program	Indicator	Reference year	Reference year value	Target 2030
7. Agriculture	Prevalence rate of undernourishment	2022	31,40 %	Less than 10
	Agricultural yield	2023	0.78 t/ha	1.6 t/ha
8. Livestock farming and fishing	Annual carcass production	2021	1,150 kT	1,600 kT
	Annual milk production	2023	477 111 T	1 million T
9. Mining and hydrocarbons	Share of nominal GDP generated by the mining sector	2023	1 %	5 %
10. Tourism and culture	Annual visitors	2024	63 442	500 000
11. Trade and industry	Industry's share of GDP	2024	3 %	15 %

Business environment and climate

Program	Indicator	Reference year	Reference year value	Target 2030
12. Justice	B-Ready ranking on dispute resolution	2024	38th	5th
13. Fiscal, customs, social, and financial environment	B-Ready tax ranking	2024	42th	10th

[7] Revaluation work in progress - Value at date potentially around 55 years

Transversal programs

Program	Indicator	Reference year	Reference year value	Target 2030
14. State reforms, decentralization, peace, security and diplomacy	Satisfaction rate of users of government public services	-	-	80 %
15. Inclusion of women, vulnerable groups, demobilized individuals, and access to housing	Female labor force participation rate	2023	49 %	67 %
16. Public-private partnerships, entrepreneurship, and foreign direct investment	Public-private partnerships operational in the country	-	-	13 partnerships
17. Climate change resilience and adaptation	Share of renewable energies in national electricity production	2024	9 %	30 %

6.3 Chad Connection 2030 will make the country an international reference for development, enabling it to double its GDP and become a middle-income economy

An ambition to double GDP in the medium term and lift 2.5 million Chadians out of poverty for Chad Connection

Chad aspires to join the group of middle-income economies during the 2030 decade. To meet this ambitious goal, Chad Connection 2030 will double economic growth, targeting 10% per year by 2030[8].

By stepping up investment in health, education and basic infrastructure, Chad will be able to significantly improve the living conditions of its population, aiming for significant progress and enter the top 10 African countries in terms of HDI (Human Development Index). In terms of the fight against poverty, Chad Connection 2030 could have a real and significant impact for millions of Chadians. GDP growth of 60% over 5 years could boost GDP per capita by 34%, while integrating demographic growth of 3% per year[9]. With a poverty-growth elasticity estimated at -1.1[10], Chad could reduce poverty by 37%, or 17

[8] Given the lead times for certain projects, it was considered that the full effects of the Development Plan would be felt in Chad's economy from 2026-2027.
[9] United Nations population projections
[10] A. Épaulard - Growth and poverty reduction in developing and transition countries. Reflets et perspectives de la vie économique (2003) - pp. 9-20

percentage points. Such a scenario would lift around 2.5 million Chadians out of poverty in the medium term, as indicated above: from 45% to 28%[11].

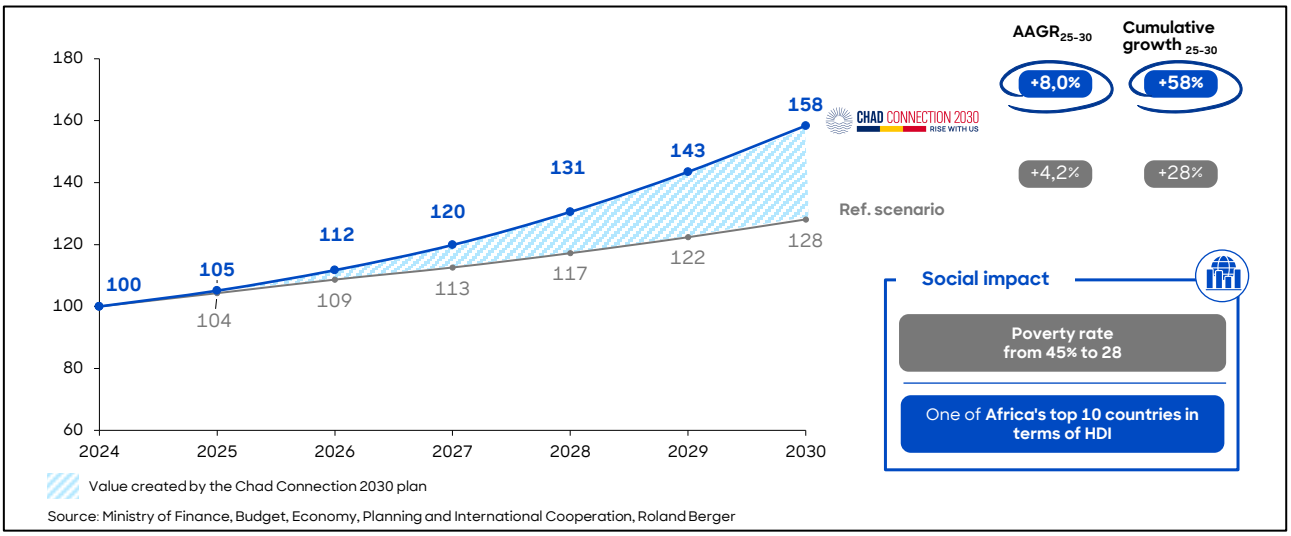


Figure 14: Comparison of growth scenarios

International comparisons underline the massive and proactive nature of Chad Connection 2030

The performance achieved by several African countries over the past two decades is an essential benchmark for defining Chad's macroeconomic ambitions within the framework of Chad Connection 2030. In view of Chad's development potential and the size of the Development Plan, an average annual economic growth target of 8.0% has been set.

One of the most ambitious development plans on the African continent to meet the country's major development challenges

Many African countries have implemented ambitious development plans over the past few years: with a budget of around USD 30 billion, or FCFA 18,000 billion over six years - or USD 279 per capita per year - Chad is rolling out Africa's 4th most ambitious development plan.

[11] This value is based on an assumption of demographic growth of 3% per year over 2025-2030.

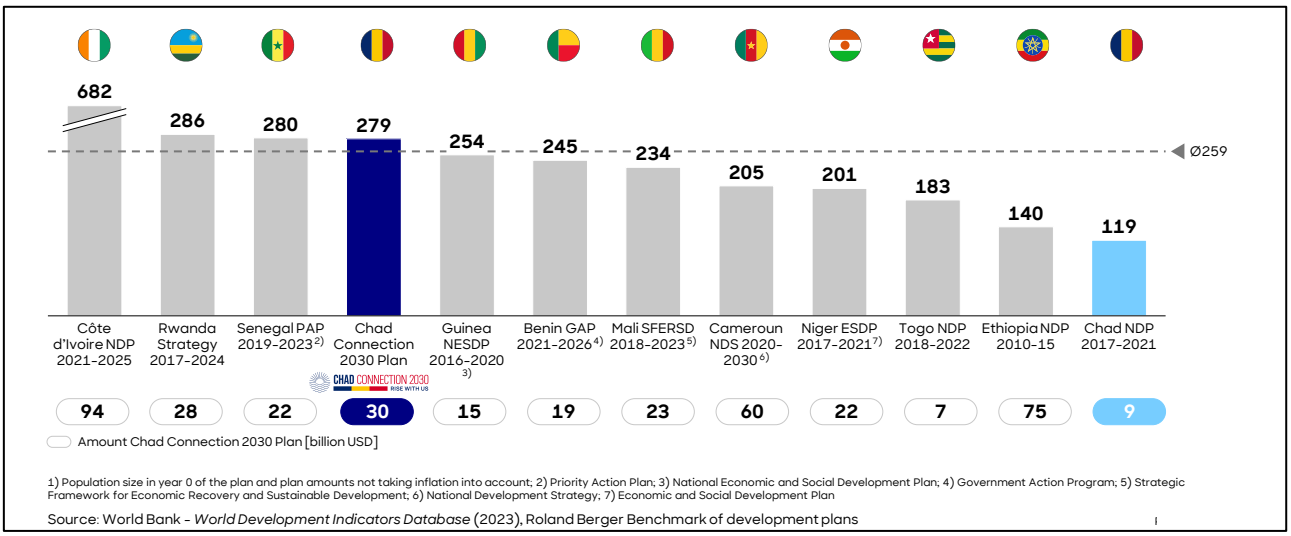


Figure 15: Benchmark of the main Development Plans in Africa

Notable examples of rapid growth in Africa over the past two decades

Among the many cases analyzed, three in particular stand out: Rwanda, Côte d'Ivoire and Ethiopia

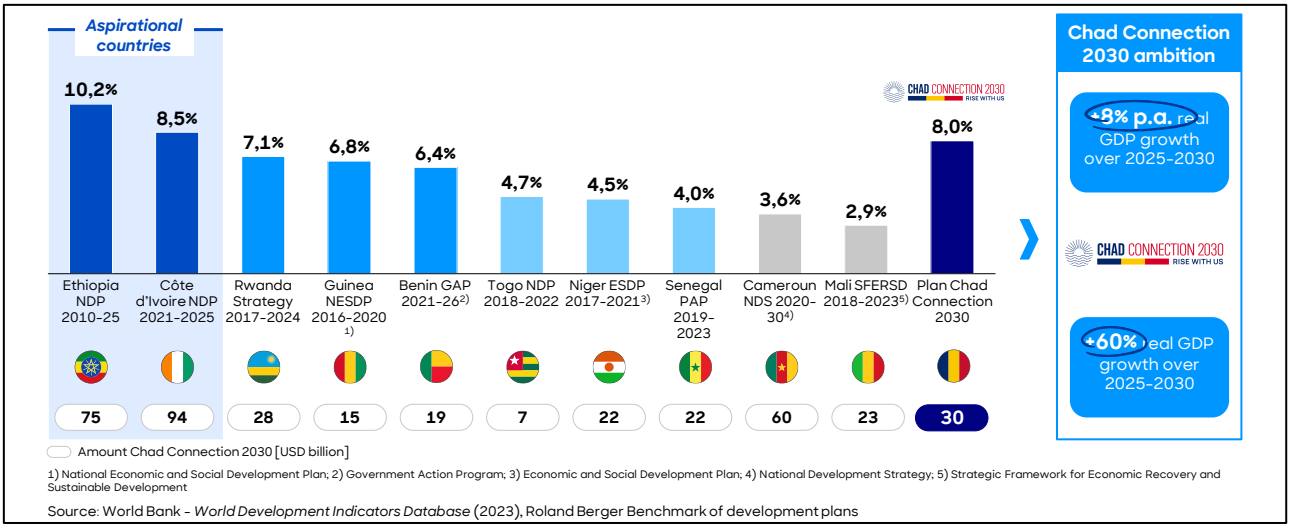


Figure 16: Benchmark of growth rates in countries with a Development Plan

With an ambition of 8% annual economic growth, Chad Connection 2030 aims to place the country among the most significant and successful economic trajectories of the 21st century. By mobilizing around USD 30 billion, or FCFA 18,000 billion, this program positions Chad as one of the leaders in terms of investment per capita in Africa, rivalling the continent's most ambitious initiatives, such as those led by Côte d'Ivoire and Rwanda.

7. Financing needs

7.1 A Chad Connection growth scenario that will double the growth rate by

The "Chad Connection 2030" scenario reflects the macroeconomic and budgetary objectives set out in the Development Plan. This scenario takes into account the current economic and financial situation, as well as sectoral strategies, notably the public finance reform strategy and the national energy pact. The objective of the public finance reform strategy is to achieve a non-oil tax ratio of 12% of GDP by 2027.

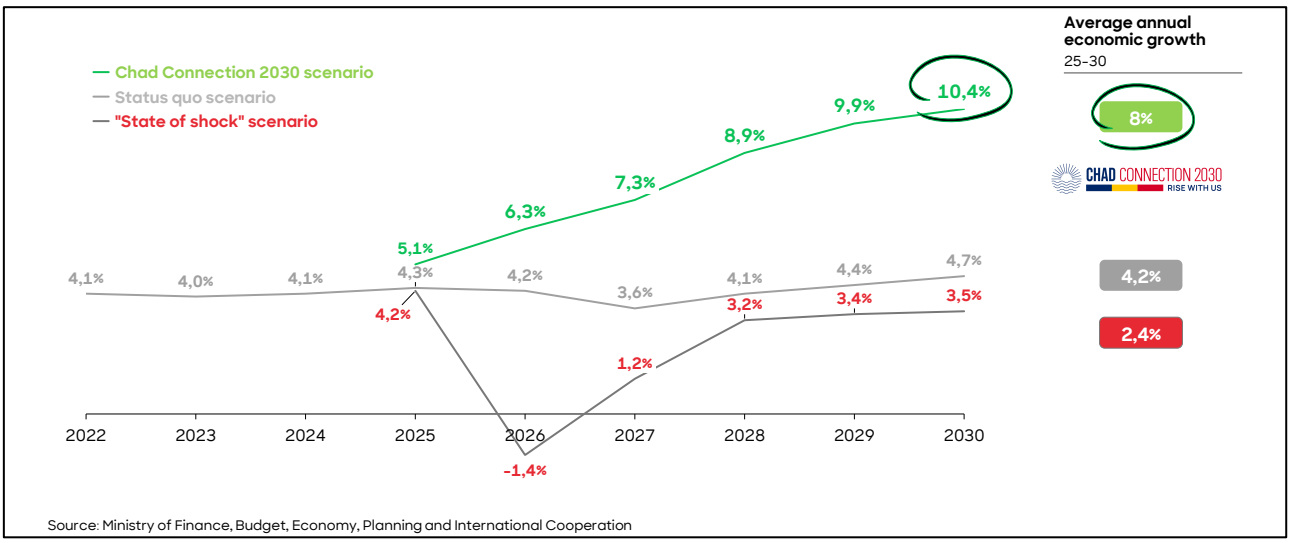


Figure 17: Presentation of economic growth scenarios for Chad

This scenario reflects the structural shift envisioned by the Development Plan, driven mainly by productivity gains in the primary sector and the expanding contribution of manufacturing and exports to GDP.

Economic growth is expected to be sustained by the dynamism of all sectors over the 2025-2030 period. The primary, secondary and tertiary sectors would see average growth of 7.1%, 11.4% and 8.4% respectively. This performance in the various sectors would contribute to an average annual economic growth rate of 8.0% over the 2025-2030 period.

In terms of sectoral development, average growth in the primary sector over the 2025-2030 period will be sustained by the contribution of industries such as non-oil mining, notably gold and antimony (37%), livestock (8%) and agriculture (7%), as well as cement production following the privatization of SONACIM.

The secondary sector is expected to record an average growth rate of 11.4% over the 2025-2030 period, thanks to the positive effects of the economic and financial governance reforms to be implemented. **The tertiary sector is expected to enjoy sustained growth overall, with an average increase of 8%.**

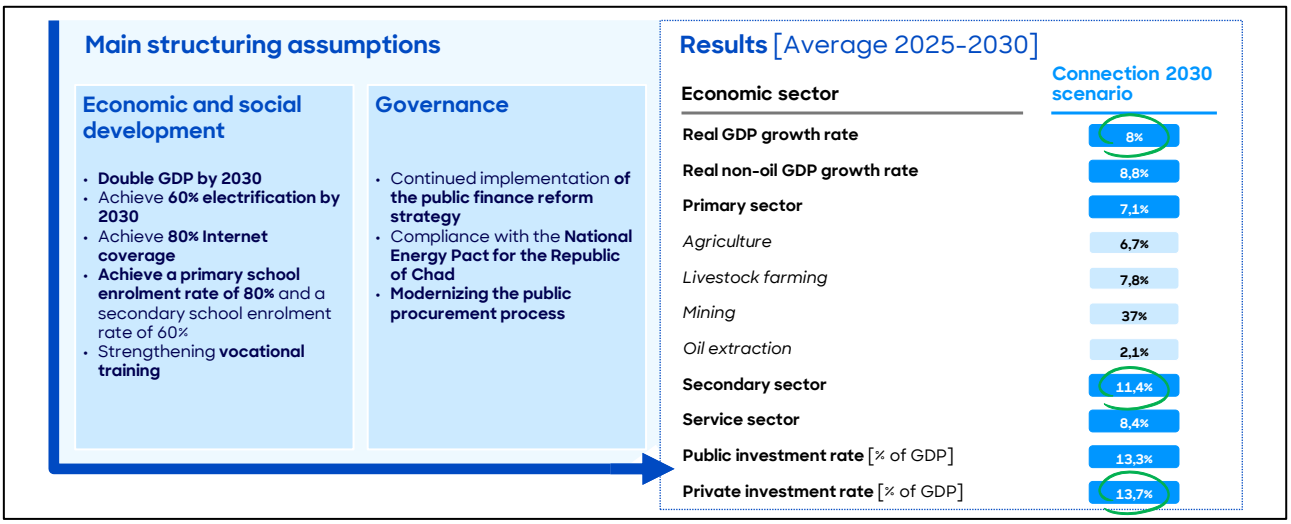


Figure 18: Trends in sectoral growth rates and investment between 2020 and 2030

7.2 USD 30 billion in financing to be mobilized for 268 development and reform projects, 37% of which will involve infrastructure deployment

To enable the country's economic and social take-off, Chad Connection 2030 calls for a total investment of around USD 30 billion[12] , or FCFA 18,000 billion. Around USD 19 billion, or FCFA 11,000 billion, are earmarked for structuring projects.

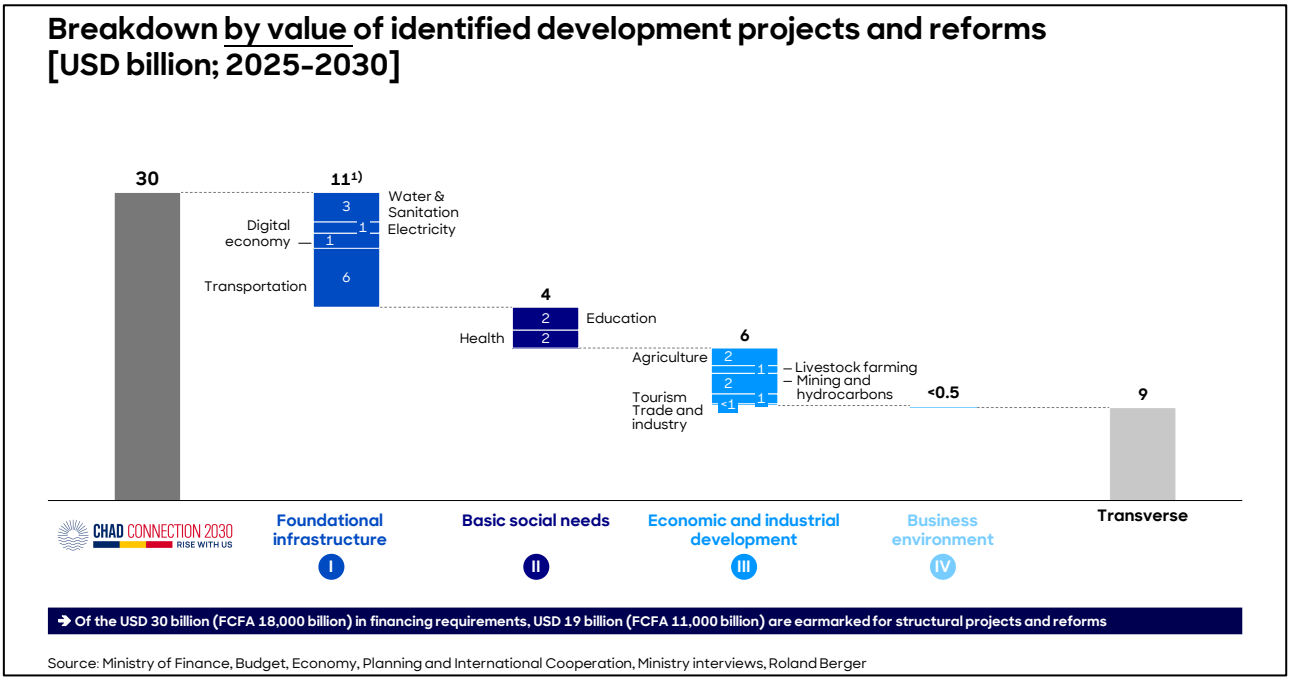


Figure 19: Breakdown by value Chad Connection 2030 development projects and reforms [USD Billion].

[12] Conversion rate communicated by the Central Bank of West African States on January 13, 2025

This investment allocation targets promising sectors of the economy, such foundational infrastructure, basic social needs, economic and industrial development, the business environment and transversal development programs.

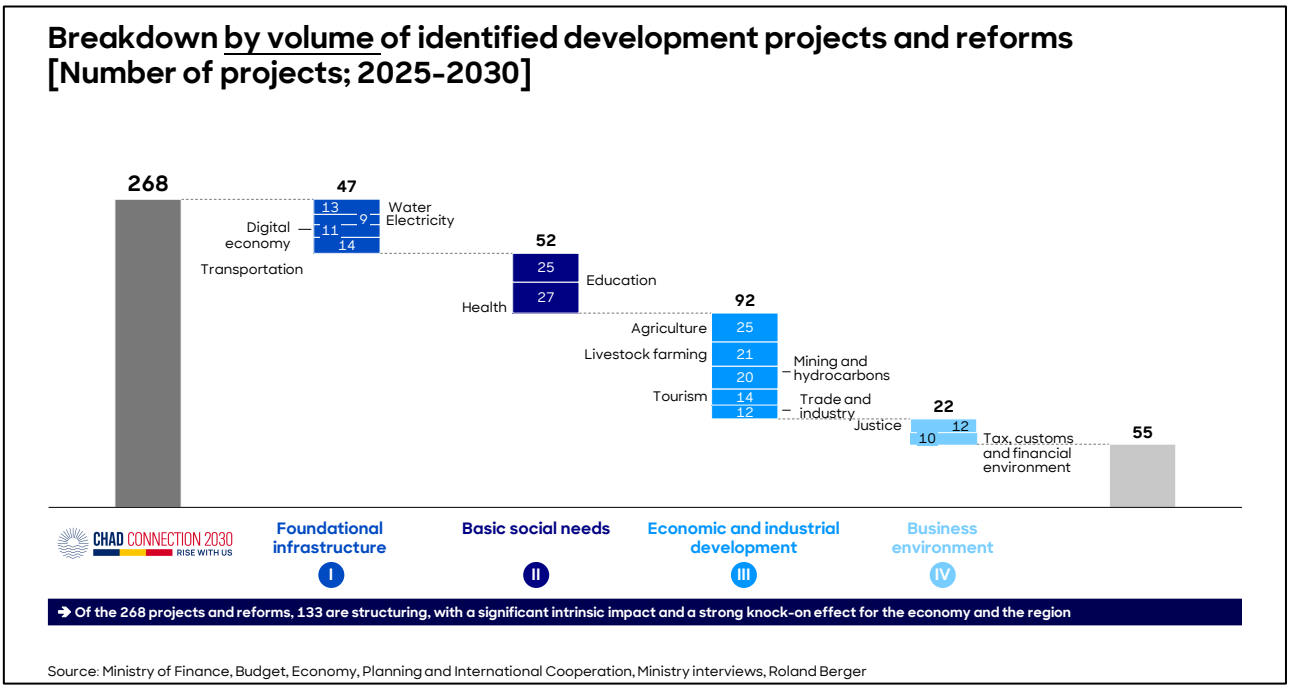


Figure 20: Number of Chad Connection 2030 development projects and reforms [Number of projects].

This investment plan comprises 268 development projects and reforms, representing an average of around USD 112 million, or FCFA 67 billion per project.

7.3 46% of Chad Connection 2030's investments are eligible for private sector financing, as donors are the main catalyst of the Development Plan

Chad Connection 2030 aims to structure the private sector, make extensive use of international investors and accelerate the contribution of development partners. The sources of financing earmarked illustrate this ambition.

Indeed, 46% of Chad Connection 2030 investments, i.e. around USD 14 billion, equivalent to FCFA 8,000 billion, have an intrinsic economic model and may therefore be eligible for private financing. For the majority of projects, international lenders can provide support to improve profitability and facilitate investor involvement, particularly within the framework of public-private partnerships. Priority is given to projects in the following areas:

- Infrastructure, such as electricity, water, the construction of a new airport for the capital or the deployment of regional rail routes
- Economic development, such as the structuring of fertilizer production and mining capacities, or the deployment of processing plants for fresh meats or cash crops (e.g. gum arabic, refined sugar, cosmetics industry)
- Privatization of long-established state-owned companies, to boost their efficiency in market sectors and mobilize the best sector expertise available internationally, notably SOTEL and SONACIM

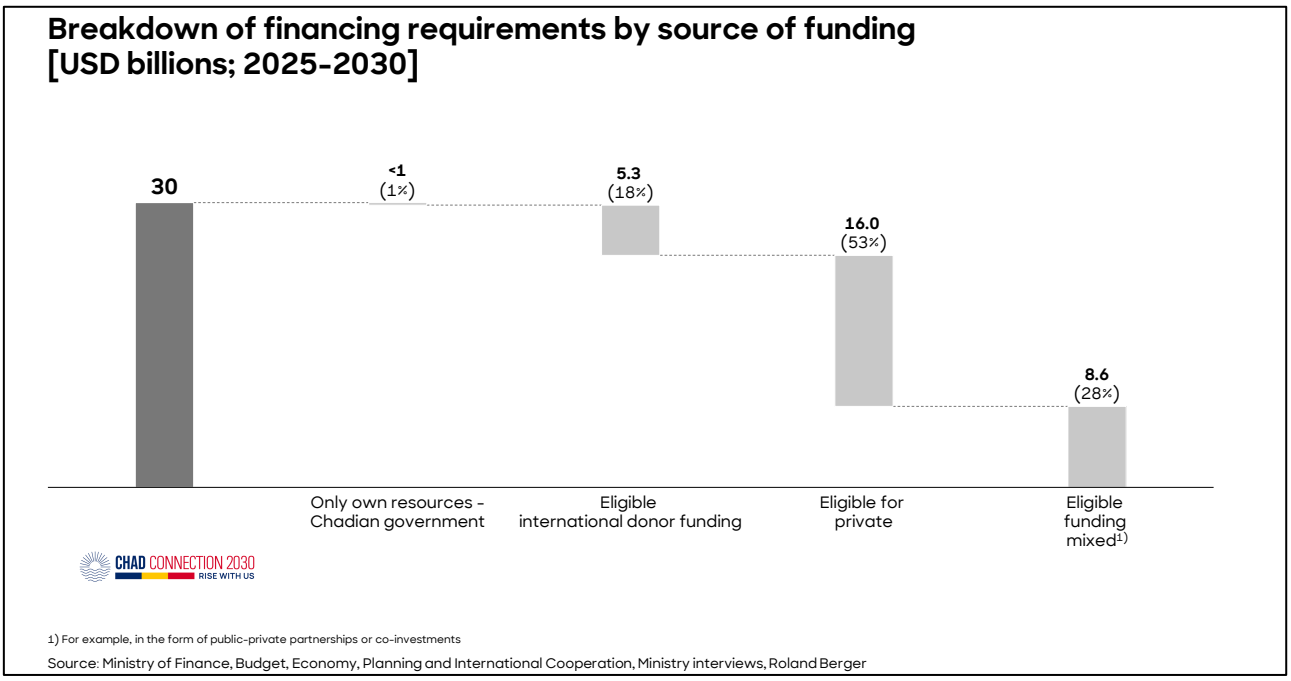


Figure 21: Breakdown of financing requirements by source of funding [USD billion]

7.4 Financing strategy

The Chad Connection 2030 financing strategy will be based on three key orientations:

- Attracting more private capital, especially capital
- Diversify its public financing, giving priority to concessional resources, facilitated by its top sovereign rating and the program with the International Monetary Fund
- Maintain fiscal sustainability with a moderate debt level of 32% of GDP at the end of 2024

7.5 Achievement of the Chad Connection 2030 scenario should ensure debt sustainability, thanks in particular to an increase in the 's own resources

The macroeconomic and budgetary framework of Chad Connection 2030, which is the "Chad connection" scenario, forecasts a total investment of around USD 30 billion, or FCFA 18,000 billion, including FCFA 8,300 billion from the private sector, i.e. 46% of total investment. Revenue and expenditure forecasts are based on an average real GDP growth rate of 8 %.

Public revenues

Taking into account the national and international economic environment, **total revenues, including grants, are projected to average 23.6% of GDP over the 2025-2030 period, compared with 15.over 2020-2024**.

Expenses

There will be two types of public expenditure: one-off capital expenditure, and recurring expenditure to finance the long-term ramp-up of our systems. The forecasts for public and private spending set out in this section are based on the assumption that the projects and reforms detailed in this document will be implemented. They are forecast to average 23% of GDP over the 2025-2030 period, compared with an average of 14% of GDP over the 2020-2024 period.

Public debt sustainability

This analysis of Chad's debt sustainability indicators, based on the medium-term macroeconomic assumptions of the Chad Connection 2030 scenario, aims to assess debt sustainability for the Development Plan period. **In 2024, the ratio of the present value of debt to GDP is 19.2%, below the critical threshold of 30%**.

8. Implementation and operational modalities

8.1 The implementation of Chad Connection 2030 draws on international best practices and lessons learned from previous development plans

Chad Connection 2030, with an investment envelope of around USD 30 billion, or FCFA 18,000 billion by 2030, represents a structuring opportunity for the country's development. Its success hinges on rigorous governance, based on internationally proven principles: effective coordination, transparent monitoring and evaluation, mobilization of partners around common objectives, and strategic steering by national authorities.

The experience of other African countries, notably Rwanda (NST1) and Côte d'Ivoire (Development Plan 2016-2020), highlights the impact of specialized structures (Delivery Units) in the success of national plans. This would make it possible to avoid any difficulties that may arise as a result of imprecise objectives, unreliable data, the absence of a well-resourced monitoring-evaluation mechanism, insufficient coordination or dilution of responsibilities.

The Chad Connection 2030 implementation and monitoring framework incorporates these lessons and is based on seven fundamental principles:

1. Set up an agile and responsive operational unit to implement the plan, inspired by international best practices, on the model of *delivery units* ("Delivery unit of the Côte d'Ivoire Development Plan 2016-2020, Operational Monitoring Office of the Senegal Emerging Plan, ...)
2. Ensure regular public communication on project progress
3. Monitor disbursements from budget lines with precision
4. Conduct detailed and regular audits of the use of disbursed funds
5. Establish a realistic implementation schedule and rigorously monitor results, with structured operational timelines, clear milestones, and realistic deadlines
6. Review and update Chad Connection 2030 on a regular basis
7. Establish accountability mechanisms to report to political authorities

This framework is based on **two complementary levels**:

- **An operational level, responsible for the effective implementation of actions at all levels**
- **A level of monitoring and evaluation, guaranteeing results-based management and capable of initiating the necessary adjustments**

The overall aim is to ensure coherent, controlled execution in line with national priorities.

8.2 The implementation of Chad Connection 2030 is based on the deployment of a Delivery Unit in close collaboration with the Interministerial Steering Committee

The implementation of Chad Connection 2030 is based on four guiding principles:

1. Ensure respect for existing governance systems
2. Structure the governance around three key bodies: the High-Level Strategic Steering Committee, the Interministerial Steering Committee, and the Delivery Unit, supported in particular by the Investment Board and the Financing and Cooperation Committee

3. Assign a central role to the Delivery Unit
4. Preserve the attributions of sectoral ministries

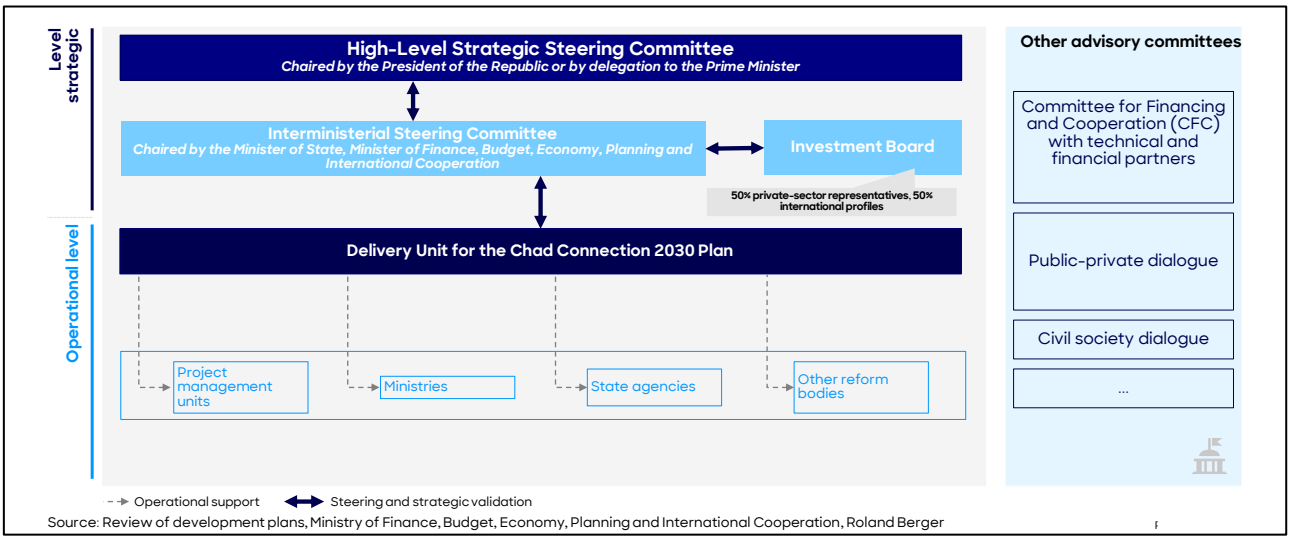


Figure 22: Organization of the implementation of Chad Connection 2030

The High-Level Strategic Steering Committee is the political reference body for the Development Plan. Chaired by the President of the Republic (or, by delegation, the Prime Minister), it ensures political support at the highest level, and validates major orientations, results and deadlines. Its members include members of the government.

The Interministerial Steering Committee translates strategic priorities into concrete priorities, validates resource allocation, approves performance reports, and proposes any necessary adjustments in the event of underperformance. It also ensures coordination between all stakeholders. Coordinated by the Minister in charge of the Plan, it brings together representatives of the government, technical and financial partners, the private sector, civil society and national institutions.

The Delivery Unit assists, monitors and supports project implementation, coordinates actions between sectors, anticipates bottlenecks and provides technical support to reform structures. Placed under the Interministerial Steering Committee, to which it reports, the Unit mobilizes and coordinates sectoral experts and relies on two dedicated teams: one in charge of resource mobilization and the other in charge of monitoring reforms, contracts, tax and customs protocols, etc.

In addition, the **Investment Board**, whose permanent secretariat is provided by the Support Unit, is responsible for supporting the mobilization of financing and enhancing Chad's attractiveness to investors. It reports to the Interministerial Steering Committee and the High-Level Strategic Steering Committee whenever necessary. It contributes to the credibility and promotion of the country in the eyes of investors and financial backers, proposes innovative financing instruments and facilitates the establishment of private investors. It is made up of equal numbers of Chadian and international public and private sector representatives.

8.3 Chad Connection 2030's implementation methods are based on reliable, regularly updated data, offering maximum flexibility to adjust actions in real time

Data management will be critical to the implementation of Chad Connection 2030

Firstly, a national data agenda will be set up to ensure rigorous monitoring of Chad Connection 2030 reforms and projects. It will aim to strengthen statistical capacities, relying on INSEED to consolidate macroeconomic and sectoral data. Sectoral statistics departments will also be created or strengthened to guarantee the quality, reliability and relevance of the data collected.

In addition, a centralized aggregation and reporting system will enable real-time monitoring of project progress, integrating geo-referencing and territorial dynamics. This system, interoperable with partner tools, will ensure regular dissemination of results via a digital platform managed by the Delivery Unit.

Finally, monitoring and impact indicators will be defined for each strategic project, reform and program. Two to five results indicators per project will be used to measure the progress of actions, while socio-economic impact indicators, monitored annually, will assess long-term effects. All data and results will be accessible on a dedicated website, ensuring transparency and accountability.

9. Next steps

The deployment of Chad Connection 2030 will be structured around four decisive stages: present the Development Plan to national and international stakeholders, structure and deploy the governance framework, implement economic and financial steering mechanisms, and mobilize the human and technical resources needed for implementation. Each of these stages is an essential lever in guaranteeing the success of the Development Plan, and ensuring that its actions are effective, transparent and have a lasting impact.

Firstly, communication for Chad Connection 2030 will be organized in several phases. A preparatory phase will identify key stakeholders, design communication materials and plan logistics. The first presentation sequence will take place in N'Djamena, mainly with national stakeholders, followed by a series of international events, including African economic forums and roundtables. High-level bilateral meetings will also be held with major donors. Finally, an engagement mechanism with the press, complemented by a digital strategy, will ensure transparency and dissemination of the Development Plan's priorities.

Furthermore, the success of the Development Plan depends on the ability to structure and deploy clear, functional and coherent governance. An implementation framework will be drawn up for each project, defining governance, the resources to be mobilized and deadlines. The various bodies envisaged - the High-Level Strategic Steering Committee, the Interministerial Steering Committee, the Investment Board and the Delivery Unit - will be set up as soon as possible.

At the same time, the implementation of economic and financial steering will be a central component of the plan. Financial commitments from development partners and the private sector will be consolidated and allocated to priority projects, with an adaptation of the State's multi-year investment trajectory for the period 2025-2030. An accelerated contractualization of financing will be put in place.

Last but not least, the mobilization of skilled human resources will be a decisive factor in ensuring effective implementation. The skills available within government departments will be fully mobilized, while external support will reinforce governance capacities and support technical reforms, particularly in key sectors. A dedicated technical assistance budget may be requested from development partners to support this strategic accompaniment.

Appendix - Detailed list of development projects and reforms

(*: structural project or reform)

Program n°1 - Water and sanitation: guarantee universal access to drinking water and 60% access to sanitation

- **Reform R1: Define a strategic sector plan for water and sanitation, based on the master plan currently being prepared by the African Development Bank and the UNICEF, and set up a public regulator and coordination mechanism to strengthen ***
- **Project P1:** Rehabilitate and extend the drinking water supply network for the city of N'Djamena, with the construction of boreholes and water towers, and the construction of water collection and purification stations for the Chari river
- **Reform R2: Implement the action plan resulting from STE's operational and organizational audit, to finalize its reform and delimit its territory to N'Djamena ***
- **Project P2: Deploy drinking water access facilities in urban areas** *
- **Project P3:** Reinforce the use of solar energy in rural and semi-urban areas to reduce the cost of operating water supply systems and extend access to water
- **Reform R3: Launch calls for tender (leasing contracts) in conjunction with TFPs to open up the operation of drinking water supply systems in semi-urban and urban areas outside N'Djamena to the private sector ***
- **Project P4: Map the country's available deepwater reserves and provide the technical training and institutional support needed to exploit them (ResEau) ***
- **Project P5:** Study the feasibility of exploiting deepwater reserves in the Nubian sandstone reservoir in collaboration with Libya, Egypt and Sudan
- **Project P6: Construct drinking water access facilities in rural areas in the country's various provinces ***
- **Project P7:** Supply drinking water to semi-urban and rural areas in the country's provinces
- **Project P8:** Continued construction of boreholes and water towers as part of the LAHAM project to develop the meat industry
- **Project P9:** Provide sanitation infrastructure to semi-urban and rural areas in eleven regions - PAEPA Phase I & 2
- **Project P10: Launch a plan to deploy sanitation facilities in urban, semi-urban and rural areas ***

Program n°2 - Electricity: become a regional model in terms of access to electricity, in line with the M300 vision, thanks to Chad's exceptional sunshine

- **Reform R4: Define a strategic sector plan for electricity generation, transmission and distribution ***
- **Project P11: Complete construction of the various solar, hybrid and thermal power plants currently under construction throughout the country ***

- **Project P12: Complete construction of various national and international power transmission lines and networks (including interconnection with Cameroon) ***
- **Reform R5: Implement the organizational overhaul of the SNE and refocus its geographic scope on the N'Djamena conurbation ***
- **Project P13: Implement rural electrification ***
- **Project P14:** Deploy off-grid electricity access facilities
- **Reform R6:** Establish a monitoring mechanism for projects financed and under
- **Reform R7: Open up the electricity market by awarding licenses by city to private concessionaires in conjunction with the World Bank and other donors, as well as the International Finance Corporation IFC ***
- **Reform R8: Strengthen the technical capacities of the Energy Sector Regulation Agency and ensure its independence ***

Program n°3 - Digital economy: empower Chadians through digital technology by 2030, with quality Internet access for all

- **Project P15: Complete the third international connection via Niger, comprising a 509 km section from N'Djamena to the Niger border ***
- **Project P16: Open up the possibility of an international connections to Libya/Egypt to the private sector ***
- **Project P17:** Build an international connection to the Central African Republic and Nigeria
- **Reform R9: Privatize Sotel to introduce a third player into the market and stimulate competition through infrastructure management ***
- **Project P18: Complete the inter-city and urban fiber loop in major cities, and create a company to manage the high-speed fiber optic backbone infrastructure ***
- **Project P19:** Accelerate studies and deployment of the fiber optic loop within N'Djamena
- **Project P20:** Deploy 500 telecom towers with solar panels in rural areas and provide digital training for isolated populations
- **Reform R10: Apply the decree on the portability of telephone numbers to increase competition ***
- **Reform R11:** Update and enforce financial services regulations (interoperability via a SWITCH system, liberalization of the USSD channel)
- **Project P21: Allocate licenses for satellite network operators to cover white zones, particularly in rural areas ***
- **Project P22:** Finalize and commission the new data center in agreement with Eximbank China

Program n°4 - Transportation and navigation: open up Chad by speeding up national and regional multimodal networks

- **Reform R12: Update the strategic sectoral plan for transportation ***

- **Project P23: Develop and complete domestic roads in the East, Centre, West, North, South, South-East and South-West, as well as secondary roads and rural tracks ***
- **Project P24:** Develop N'Djamena's urban road network
- **Reform R13: Set up a sustainable maintenance mechanism for rural roads and tracks ***
- **Reform R14:** Operationalize the Active Road Safety Brigade and driver's license preparation centers, while stepping up axle load and driver's license checks to improve road safety
- **Reform R15:** Develop a model with the private sector to liberalize technical inspection services
- **Project P25:** Build bus terminals as PPPs or through transportation cooperatives
- **Project P26: Modernize and complete international road corridors ***
- **Project P27: Use PPPs to build 6 dry ports for international trade, including one at Toukra to relieve congestion at Ngueli and relocate goods handling to ports granted abroad (including Benin, Sudan, Cameroon) ***
- **Project P28: Accelerate the construction of the new international airport at N'Djamena as a PPP***
- **Project P29: Develop navigability on Lake Chad and the major rivers (including the Chari and Logone) ***
- **Reform R16: Strengthen tax incentives to stimulate private investment in the transportation sector, particularly for imports of vehicles for urban public transportation (cabs) or intercity public transportation (buses) ***
- **Project P30: Develop railroads through Public-Private Partnerships (PPP) ***
- **Reform R17:** Develop a strategic road safety plan

Program n°5 - Education, vocational training and employment: guarantee access to primary and secondary education for all, and adapt vocational training to the country's needs

- **Reform R18: Update the strategic plan for education ***
- **Project P31:** Build pre-school care facilities and school canteens in the country to encourage early entry into the school system and reduce educational deserts
- **Project P32: Accelerate the school infrastructure program, targeting the least endowed provinces, in particular by strengthening technical and commercial high schools and building specialized vocational high schools ***
- **Project P33:** Implement a pilot program for the inclusion of people with disabilities, including: equipping schools, training teachers, providing scholarships for students, deploying specific equipment (motor, visual, hearing, etc.), building regional centers for people with disabilities and providing free education for people with disabilities
- **Project P34: Build educational infrastructure for girls: 1 school for girls in each provincial capital in each department, as well as two STEM high schools for girls in N'Djamena, in conjunction with development partners ***

- **Project P35: Set up school canteens on the islands of Lake Chad and in educational deserts, in conjunction with development partners ***
- **Project P36:** Roll out the supply of digital tablets for teachers and pupils as part of the Chad connected program, with priority given to primary school teachers
- **Project P37:** Introduce conditional cash transfers for parents of children in poverty in order to increase school attendance and attendance rates, while ensuring that the costs of deploying are contained
- **Project P38: Allocate resources to vocational training, develop a 10-year national strategy and create guidance structures for technical professions in private training centers ***
- **Project P39: Digitize all school textbooks and make them accessible and downloadable via an application ***
- **Project P40: Strengthen scientific and technical higher education and increase enrolment capacity in higher education ***
- **Reform R19:** Accelerate reforms of higher education programs to promote strategic fields of study
- **Reform R20:** Systematically and reliably produce statistical indicators on employment and skills shortages, in order to identify needs and the sectors that provide them
- **Reform R21:** Accelerate e-learning for students in higher education: increase from 9.5% of HEIs with Internet access to 50% of HEIs
- **Project P41:** Continue the IDB-funded project to build and equip universities across the country
- **Project P42: Complete construction of universities using state resources ***
- **Project P43: Continue to build the skills of young Chadians to improve their employability and professional integration by structuring partnerships with the private sector ***
- **Reform R22: Regionalize and digitalize the recruitment and management of teaching staff and introduce a system of bonuses and penalties to encourage them to move to rural areas ***
- **Reform R23: Set up a regulatory agency for private training and education organizations to limit abusive practices ***
- **Reform R24: Promote entrepreneurship and youth empowerment ***
- **Project P44:** Develop sports and youth facilities and supporting young talent
- **Project P45:** Develop amusement and leisure parks and cultural venues
- **Project P46:** Develop women's sport and supporting talent
- **Reform R25:** Promote school and university sports
- **Project P47:** Build a third sports stadium in N'Djamena

Program n°6 - Health: strengthen health infrastructures and quality of care to ensure equitable access to health services throughout the country

- **Reform R26: Strengthen sector governance ***

- **Reform R27:** Strengthen the system for developing qualified healthcare staff (motivation and retention), by recruiting and managing locally according to needs, and deploying incentives for remote areas
- **Reform R28: Revitalize community participation bodies to increase recruitment of community health workers (CHWs) ***
- **Reform R29:** Operationalize the National Institute of Public Health and modernize university training curricula
- **Project P48:** Accelerate the construction of health infrastructures in order to deploy a provincial hospital in each capital, a district hospital in each department and a health center in each sub-prefecture, improve the maintenance and cleanliness of the infrastructures and provide the medical-health facilities with appropriate technical equipment
- **Project P49: Finalize the construction and operationalization of the Sheika Fatima Bint Mubarak hospital and dialysis center, financed by the Emirati Agency for International Aid ***
- **Project P50:** Accelerate construction of the national cancer treatment center in N'Djamena
- **Project P51: Strengthen emergency medical care capacity by deploying Public Health Emergency Operation Centers (COUSP) in all provinces and building the capacity of emergency teams ***
- **Project P52:** Build capacity to detect and respond to epidemics and public health events, in particular by developing dedicated laboratories
- **Project P53: Digitize hospital and health center management ***
- **Reform R30: Digitize the drug supply, monitoring and distribution chain to make drugs and other health products such as medical consumables available ***
- **Reform R31: Facilitate the creation of an industrial unit for the production of drugs and solutions ***
- **Reform R32:** Strengthen national drug sales control capabilities
- **Reform R33: Launch the distribution of medicines in rural areas through PPPs ***
- **Project P54: Strengthen the vaccination capabilities of provincial teams, focusing on improving stock management and patient follow-up and communication ***
- **Project P55:** Improve the quality of services in health facilities and mother & child health and deploy 3.0 caravans to reach rural populations for detection and awareness-raising
- **Reform R34:** Improve the care of people suffering from mental illness by providing more training for doctors
- **Reform R35: Guarantee free childbirth and natal care***
- **Project P56: Accentuate the roll-out of malaria vaccination among children to help eradicate the disease and reduce its impact on health ***
- **Project P57:** Ensure the distribution of long-acting insecticide-treated nets (LLINs), considering selling some of them at a low price to promote their use
- **Reform R36:** Deploy prevention capabilities through communication initiatives and the strengthening of screening programs, particularly for contraception
- **Reform R37:** Deploy Universal Health Coverage (UHC) to cover 1/3 of the population by 2030 by reviewing the structure's governance rules in line with international best practices and with the help

of awareness-raising campaigns, the implementation of a robust information system and the operationalization of bodies and schemes

- **Reform R38:** Develop a program to professionalize hospital management by managers
- **Reform R39:** Implement digital health (e-Health)
- **Reform R40:** Set up the Emergency Medical Service
- **Project P58:** **Promote community health through the OneHealth program to reduce nomadic mortality ***
- **Project P59:** **Modernize IRED's vaccine production laboratory as a PPP ***

Program n°7 - Agriculture: diversify and double agricultural production to ensure food self-sufficiency and develop value-added exports

- **Reform R41:** **Draw up a sectoral strategic plan for agriculture, with sub-components by production:**
  - **Cereals: sorghum, millet, berbere, corn, rice, wheat**
  - **Market garden crops: onions, garlic and shallots, grapes, figs, mangoes, olives, fava beans, mangosteen, guava, eggplant, chili peppers, carrots, oranges, avocados, cabbage, lettuce, arugula, radishes, other fresh vegetables, tomatoes**
  - **Tubers: cassava, sweet potato, taro, potato, yam**
  - **Protein crops and other legumes: cowpeas, potato peas**
  - **Cash crops: gum arabic, sugarcane, cotton, sesame, peanuts, shea, spirulina, dates, citrus, cashew, moringa ***
- **Project P60:** **Encourage irrigation, including rehabilitating existing polders ***
- **Project P61:** Draw up a soil suitability map covering the whole country (fertility analysis, water potential analysis, identification of crops best suited to each agro-ecological zone), integrating a localized analysis by region in order to effectively guide agricultural policy and practices adapted to local specificities, in conjunction with the World Bank and OCP
- **Project P62:** Set up an itinerant support system for farmers with mobile teams travelling to provide technical advice, training, diagnostics and demonstrations
- **Project P63:** Establish and equip three agronomic research laboratories (plant pathology, entomology, biotechnology, seed control and certification), in particular to improve seed certification and crop performance, in line with CILSS standards and with the support of universities, research centers and specialized NGOs, in areas to be defined in conjunction with the World Bank and OCP
- **Project P64:** **Facilitate the construction of a fertilizer production and blending plant, as well as a pesticide and phytosanitary product production unit, in conjunction with development partners and OCP ***
- **Project P65:** Import fertilizers to supplement local production, in partnership with OCP, to reach a total consumption of around 68,000 tons per year, or 18 kg per hectare
- **Project P66:** Install 4 improved seed conditioning lines to produce certified seeds in Chad, with the aim of using them on a massive scale (90,000 tons in 5 years)
- **Reform R42:** **Create a national seed fund with bipartite governance (State and private seed companies) to structure and develop the seed industry ***

- **Reform R43:** Develop the use of improved seeds based on the CILSS (Permanent Inter-State Committee for Drought Control in the Sahel) catalog of improved seeds
- **Project P67:** **Reform SIMATRAC to provide work tools adapted to agricultural modernization with a PPP model ***
- **Project P68:** Rehabilitate and equip the Fianga agricultural equipment manufacturing center as a PPP
- **Project P69:** Promote the construction of industrial peanut and/or sesame processing units
- **Project P70:** Promote the construction and operation by the private sector of industrial units to add value to groundnuts, cotton, shea butter, gum arabic and other products
- **Project P71:** **Facilitate the introduction of sugarcane in the Lac province and the construction of sugarcane processing plants in Barh Sara and Lac ***
- **Project P72:** Facilitate the installation of dehydration units for onions and other agricultural products in production basins
- **Reform R44:** **Set up a financing mechanism dedicated to access to fertilizers, seeds and agricultural equipment, including leasing ***
- **Reform R45:** **Promote agricultural cooperatives ***
- **Project P73:** **Facilitate the construction of tomato processing plants ***
- **Project P74:** **Promote and enhance Chadian honey production ***
- **Project P75:** **Build silos and other storage facilities for fertilizers and cereals in major production basins, as well as drying facilities (bays, tarpaulins) for fruit and vegetables ***
- **Reform R46:** Encourage agricultural leasing
- **Reform R47:** Set up a system to promote the "made in Chad" label and guarantee the conformity of crops on the market
- **Reform R48:** Strengthen and expand the system for producing, disseminating and monitoring agricultural statistics, with regular publication of production and market data
- **Reform R49:** **Promote agricultural supervision in conjunction with partners and NGOs ***

Program n°8 - Livestock farming and fishing: become a reference supplier of fresh meat, milk and fish in Central Africa, by building on a competitive processing industry

- **Reform R50:** **Draw up a sector plan ***
- **Project P76:** **Facilitate the construction of a veterinary pharmaceuticals plant ***
- **Project P77:** **Construct pastoral stations, ponds and wells in breeding basins ***
- **Project P78:** Structure resilient pastoral development, through mobile animal vaccination campaigns, concerted local water management and local economic inclusion initiatives (including the restoration of civil status)
- **Reform R51:** **Promote the cultivation and use of forage plants for livestock feed, in particular marafalfa and alfalfa ***

- **Project P79:** Encourage and facilitate the creation of industrial dairy complexes by the private sector to add value to cow's, camel's, ewe's and goat's milk
- **Project P80:** Encourage and support the development of industrial tanneries
- **Reform R52:** Reinforce traceability and controls to combat clandestine slaughter and ensure export compliance
- **Reform R53:** Reactivate the REPIMAT epidemio-surveillance network by ensuring the maintenance of buildings, vehicles and small equipment, and the presence of government employees at their posts
- **Project P81:** Build and equip a breeding center and gene bank
- **Project P82:** Set up a mobile support system for livestock farmers, with mobile teams traveling throughout the country to provide technical advice
- **Reform R54:** Reform and diversify the range of vocational and technical training courses available in the livestock sector (integration of health management and animal product processing issues)
- **Reform R55:** Simplify the regulatory framework to open up the livestock trading profession more widely (reduce the patente (tax) to increase the number of wholesalers authorized to export)
- **Reform R56:** Renovate the Animal Health Department of the Livestock Research Institute for Development (in particular for priority analyses of the sanitary disease surveillance program and research on animal health and breed improvement) and set up a funding mechanism enabling it to be more autonomous vis-à-vis the State
- **Reform R57:** **Coordinate and ensure access to quality veterinary medicines throughout the country ***
- **Project P83:** Assess fish stocks in various lakes and rivers and develop a cold chain for transporting and storing fresh fish based on the PPP or cooperative model
- **Project P84:** Build a fish market in N'Djamena including refrigerated storage to standard with the support of development partners
- **Reform R58:** Set up a resource development plan for the fishing industry, including agronomic research capabilities
- **Reform R59:** **Promote cooperatives ***
- **Project P85:** **Complete the construction of modern industrial slaughterhouses ***
- **Project P86:** **Facilitate the construction of feed mills ***

Program n°9 - Mining and hydrocarbons: become an African reference in mining, while remaining a key player in the exploitation of hydrocarbons

- **Reform R60:** **Define a ten-year strategic plan for the oil and mining sector ***
- **Project P87:** **Carry out a geological inventory and map the 371,200 km²of target areas ***.
- **Project P88:** Expand and equip two chemical and geochemical analysis laboratories to act as assessment, appraisal and certification centers for precious and semi-precious mineral substances, in order to analyze and certify merchant mining products and optimize their value on international markets
- **Reform R61:** **Organize mining exploration and allocate mining exploration permits by block ***

- **Project P89: Organize gold panning activities at all mining sites in Chad ***
- **Project P90:** Operationalize the one-stop shop for the sale and purchase of precious metals and its 8 provincial purchasing centers
- **Reform R62:** Secure and monitor mining activities to ensure compliance with current legislation and payment of mining duties and taxes owed to the State via specific monitoring mechanisms
- **Project P91:** Promote the construction of gold and metals smelters and refineries
- **Project P92:** Promote the construction of tile and ornamental stone manufacturing units
- **Project P93:** Promote the construction of natron processing units
- **Project P94:** Promote the construction of kaolin harvesting units
- **Project P95:** Promote the construction of iron ore mines
- **Project P96: Privatize SONACIM to improve its governance, increase its cement production capacity, and launch new production units ***
- **Project P97:** Facilitate the construction of paint and lime production units
- **Reform R63: Reform mining laws and regulations to make the sector more attractive, drawing on best practices ***
- **Project P98: Award new oil exploration licenses to eventually reach 250,000 barrels / day with private partners ***
- **Reform R64:** Make Chad's oil sector more attractive to private investors by (i) modernizing and accelerating block allocation procedures and (ii) relaunching intensive modern seismic data acquisition campaigns in strategic basins to better map hydrocarbon potential
- **Project P99: Facilitate the construction of a second refinery by the private sector by ensuring access to crude oil on market terms, in order to double the country's current refining capacity ***
- **Project P100: Commission the Djermaya oil depot and promote the construction of other depots in the provinces ***
- **Project P101: Make the Sédigui field operational in partnership with the private sector ***

Program n°10 - Tourism and culture: become a unique destination in Africa thanks to its specificity and the uniqueness of its natural heritage

- **Reform R65: Develop a differentiating national tourism strategy to attract investors ***
- **Project P102: Organize at least 2 international conferences a year to develop business tourism ***
- **Project P103:** Develop an exceptional cultural site based on heritage and archaeology, particularly the Toumaï, in the Djourab desert
- **Reform R66:** in place the means and administrative arrangements to improve and perpetuate existing cultural festivals (FICSA, Dary, Film Festival, etc.) while launching new regional-scale events, such as a music festival, with the ambition of organizing at least one major cultural event per quarter
- **Project P104:** Develop national sites with tourism potential to protect biodiversity and heritage and develop their infrastructures: Ennedi massif, Tibesti massif, Ounianga Lakes, Zakouma Nature Park, Zah Soo Nature Park and site

- **Project P105:** Create a major national museum of Chadian history and heritage
- **Project P106:** Create accommodation facilities near tourist sites, including locally managed lodges, with a capacity of around 5,000 rooms, to support the annual visitor target (~500,000 visitors)
- **Project P107:** **Launch a campaign to promote tourism in Chad in the target regions: Middle East, Europe and South-East Asia, but also within the country among pupils/students, civil servants and expatriates ***
- **Project P108:** Train all players in the industry (hoteliers, travel agencies, guides, restaurateurs, etc.), in particular by building a tourism school to provide certified professional training (hospitality, multilingual guides) in conjunction with industry professionals
- **Project P109:** **Attract international tour operators, airline charters and hotel chains through annual roadshows in target countries (Western Europe, Asia-Pacific and Middle East) ***
- **Project P110:** Undertake reputational diplomacy with key tourist reservoir countries to improve Chad's security image
- **Project P111:** Identify and develop premium transportation solutions (helicopters, high-end all-terrain vehicles), to facilitate access to tourist sites while offering tourists a unique and luxurious experience
- **Reform R67:** Promote the creation of artisan cooperatives
- **Reform R68:** Implement Chad's cultural policy

Program n°11 - Trade and industry: accelerate SME development and create a business-friendly environment through industrialization and economic diversification

- **Reform R69:** **Draw up a Grand Plan for Industry ***
- **Project P112:** **Review the organization of the Approved Management Centers, by co-managing them with the private sector, in order to generalize and develop them in the 23 provinces to train entrepreneurs in management and support them in their search for financing ***
- **Reform R70:** Set up a system of access to guarantee funds for VSEs, SMEs and entrepreneurs to facilitate their access to financing on advantageous terms, in conjunction with the FSA, FAGACE and the Women and youth entrepreneurship fund and other partners
- **Project P113:** **Launch a national and international promotion campaign for "Made in Chad" ***
- **Reform R71:** **Strengthen the governance and restructure the activities of economic and industrial development agencies ***
- **Reform R72:** **Draw up and implement the start-up act ***
- **Reform R73:** **Revise the investment code to make it more incentive-based ***
- **Project P114:** **Promote the emergence of a modern cosmetics industry using "chebe", shea butter, spirulina, dilké, henna, perfume blends, essential oils and incense under the "Made in Chad" label ***
- **Project P115:** **Facilitate the installation of cooking salt production units for private players ***
- **Reform R74:** **Identify and support promising SMEs in conjunction with the IFC's Local Champions Initiative and other partners ***
- **Reform R75:** **Operationalize the national chamber of women entrepreneurship ***

- **Project P116:** Privatize the Nouvelle Société Textile du Tchad

Program n°12 - Justice: ensure a transparent, efficient and fair legal framework to attract investors and promote economic development

- **Reform R76: Modernize the legislative and regulatory framework to enhance investment attractiveness, by ensuring effective enforcement of legislation, particularly in the revision of the Labor Code to cap redundancy payments and simplify the use of overtime ***
- **Reform R77:** Simplify procedures for managing legal files by defining new rules (standardization of format, establishment of a timetable) and simplifying procedures (single point of contact to avoid the multiplication of steps, reduction in the number of documents required)
- **Reform R78:** Reform the bodies in charge of mediation at the Chamber of Commerce to develop alternative dispute resolution mechanisms, such as mediation, conciliation or arbitration, and adjust the regulatory framework to recognize these new conflict resolution methods
- **Reform R79: Implement the provisions of the Judicial Organization Act aimed at ensuring transparency and accountability in the judicial system, including minimum sentences and disqualifications for convicted magistrates and civil servants ***
- **Reform R80: Set up a specialized commission within the Independent Anti-Corruption Authority ***
- **Reform R81: Create a disciplinary tribunal attached to the mediation chamber of the Chamber of Commerce, dedicated to transparency within the judicial system ***
- **Project P117: Digitize judicial procedures in order to:**
  - **Enable online access to the justice system, facilitating access for businesses and remote citizens**
  - **Modernize case management to improve communication and reduce processing times**
  - **Online publication of court rulings for greater transparency**
- **Project P118: Accelerate the construction of the new Palais de Justice in N'Djamena ***
- **Project P119:** Build local courts in provincial towns lacking the necessary infrastructure to strengthen the presence of the justice system throughout the country
- **Project P120:** Gradually build commercial courts in the country's 23 provinces to decentralize business justice
- **Project P121:** Strengthen the capacity of the judiciary through a structured continuing education program, including practical modules in commercial law and sessions on new legislation, for Chadian magistrates, court clerks and lawyers.

Program n°13 - Fiscal, customs, social, and financial environment: continue to improve the tax, customs and financial environment to encourage investment and stimulate growth

- **Reform R82:** Accelerate Chad's fiscal and commercial integration within the framework of the CAFTA, by simplifying cross-border trade and negotiating new bilateral tax agreements with a targeted list of partner countries beyond the CEMAC
- **Reform R83: Accelerate the implementation of tax and duty exemptions on inputs, materials and equipment required for industrial production in priority sectors ***

- **Reform R84: Continue to make tax policy more attractive to investment by setting a 25% corporate tax rate by 2030 for non-oil and non-mining sectors, reforming VAT (introducing a reduced rate for the tourism industry and mass retail to broaden the tax base and improve the collection rate) and introducing customs duties on local products and certain imports to protect local production and industry ***
- **Reform R85:** Make the national bank debt collection agency (SNRC) operational
- **Reform R86:** Strengthen banking secrecy by improving existing legislation
- **Reform R87: Modernize the labor code, facilitate the residence and working conditions of foreigners wishing to invest in Chad, and align social and residence charges for national and foreign workers with the best standards ***
- **Project P122: Extend the use of the Computerized Integrated Public Finance Management System to all branches of the State, in order to better manage tax revenues and strengthen the prevention of fraud and tax evasion in transactions between the State and citizens ***
- **Project P123: Extend the use of the E-Tax system through the deployment of tax telecenters, while enhancing its functionalities (statistical and tax declarations, transaction security, technical assistance, interfacing with other applications, etc.) ***
- **Project P124: Accelerate the digitization of toll payments and goods clearance through the deployment and interconnection of the Sydonia World system ***
- **Project P125: Continue the roll out of the digital invoicing system for companies (Standard Electronic Billing) ***
- **Project P126: Enhance transparency and traceability in public procurement by improving the digital system (e-procurement), including electronic bid submission, online management and evaluation, as well as reporting and monitoring modules ***

Program n°14 - State reforms, decentralization, peace, security and diplomacy: build decentralized, high-performance public action, supported by a modern administration

- **Reform R88: Create industrial clusters in each of Chad's provinces to develop the potential of all the regions ***
- **Reform R89: Revitalize the donor committee to (i) effectively coordinate dialogue between the government and financial partners and (ii) monitor the use of funding received for development projects ***
- **Project P127:** Pursue integrated community development projects
- **Project P128: Develop and deploy digital tools dedicated to new local authorities ***
- **Reform R90:** Draw up communal and provincial Development Plans with the support of central government departments
- **Reform R91: Strengthen the managing capacities of provincial and communal councils ***
- **Project P129: Encourage the creation of bank branches in every province and department ***
- **Project P130: Establish digital cadastral plans in the country's 125 urban communes ***
- **Project P131: Digitally map all provincial capitals in detail and in high resolution ***

- **Reform R92: Reform land tenure laws and taxes to consolidate the land tenure system and bring it into line with international best practice ***
- **Reform R93:** Interconnect land registry computer systems (GIRAFE) with those of the Land Registry (e-Conservation)
- **Reform R94:** Update the national land use plan (SNAT), finalize regional land use plans (SRAT) in the 23 provinces, urban reference plans (PUR) and urban development master plans (SDAU)
- **Reform R95:** Reform the 2001 law on the general status of the civil service to create a territorial civil service and enable civil servants to be recruited and managed in the provinces
- **Project P132:** Encourage the creation of private real estate development companies, facilitating foreign direct investment
- **Reform R96:** Promote economic diplomacy
- **Reform R97:** Promote French-Arabic and Arabic-French bilingualism
- **Reform R98:** Develop and implement a national policy to strengthen the skills of government employees
- **Reform R99:** Promote and encourage peace and security initiatives
- **Reform R100:** Maintain and strengthen democracy and social dialogue
- **Reform R101:** Promote military, peace and security cooperation, as well as economic, health, cultural, trade, fiscal and monetary cooperation
- **Reform R102:** Strengthen ties between the army and the population through participation in humanitarian and development initiatives
- **Reform R103:** Provide the army and police with the means to protect our borders and internal security

Program n°15 - Inclusion of women, vulnerable groups, demobilized individuals, and access to housing: strengthen social and economic inclusion by reducing gender inequalities and improving access to decent housing for all

- **Project P133:** Strengthen access to essential infrastructure such as schools, health centers, civil registries, water points and electricity sources to support the reintegration of underserved populations
- **Project P134:** Improve access for refugees, displaced persons and host communities to essential basic services and infrastructure, livelihoods and social safety nets, while strengthening national management and support systems dedicated to refugees and communities.
- **Project P135:** Strengthen livelihoods and develop refugee sites and host communities into economic hubs by developing agriculture, livestock farming and trade, in order to stimulate local economic growth
- **Project P136:** Implement the Disarmament, Demobilization and Reintegration (DDR) program
- **Reform R104: Implement a national program of adaptive and productive social safety nets, in particular by strengthening the unified social register, reinforce the national solidarity fund and/or restructuring the national food security office to better target populations, and setting up three-year integrated productive packages for extremely poor and vulnerable households, in conjunction with the World Bank ***

- **Reform R105:** Facilitate access to civil status documents for refugees in order to give them access to basic services (education, health, banking).
- **Reform R106:** Update the climate change strategy and set up an emergency action mechanism to address the country's climate priorities, drawing on climate funds
- **Reform R107: Strengthen women's role in peace, decision-making, protection, prevention and post-conflict recovery through inclusive mechanisms ***
- **Reform R108: Reserve at least 30% of land for women and girls of legal age and first-time buyers when land is allocated by the State ***
- **Reform R109: Develop and implement the policy for the empowerment and inclusion of women ***
- **Reform R110: Develop and implement the national child protection policy ***
- **Reform R111: Promote the financial inclusion of rural women ***
- **Reform R112: Defiscalize mortgages for households with a transferable portion less than or equal to 6 licenses**
- **Project P137:** Install geodetic markers in the main towns of the 23 provinces

Program n°16 - Public-private partnerships, entrepreneurship, and foreign direct investment: boost private-sector investment and strengthen PPPs through an attractive environment conducive to economic development

- **Reform R113:** Operationalize a State shareholding agency or a Deposit and Consignment Office to strengthen transparency, accountability and efficiency in the management of companies and support those destined to leave, based on the State's shareholding policy
- **Reform R114: Bring the regulatory, legislative and management framework of public companies into line with the Code of Good Governance for public entities, the Law on the governance of companies with public shareholdings, as well as with the Law on Public Establishments and independent administrative authorities, in order to ensure free competition ***
- **Reform R115: Set up a PPP support mission to strengthen partnership management and monitoring capabilities in central government ***
- **Reform R116: Revitalize the public-private dialogue ***
- **Reform R117:** Rethink the financing and restructuring of ANIE, prioritizing the complete digitization of its processes, in order to facilitate administrative procedures, strengthen collaboration with international partners, target growth sectors and support the "Invest in Chad" promotional campaign
- **Reform R118:** Promote Special Economic Zones as a key economic model for stimulating investment
- **Reform R119:** Restructure and revitalize the Business Climate Observatory
- **Reform R120: Create a fund for growth entrepreneurship with the support of partners ***
- **Reform R121:** Promote the green economy

Program n°17 - Climate change resilience and adaptation: build robust resilience to climate change and anticipate its impact on Chad

- **Project P138: Strengthen food security and the resilience of vulnerable households by developing rural value chains, access to basic services and sustainable resource management in the face of climate change ***
- **Project P139:** Train farmers in more sustainable farming practices (use of improved fertilizers, fertilizers, irrigation)
- **Project P140:** Strengthen the resilience of communities around protected areas in the Chadian Sahelo-Saharan savannah by promoting sustainable natural resource management, integrated agro-sylvo-pastoral production systems, access to drinking water and sanitation, and income-generating activities, while supporting biodiversity conservation and combating the effects of climate change
- **Reform R122:** Set up a mechanism for the prevention and management of risks and natural disasters, with risk assessment, deployment of an early warning system, training and damage management mechanisms
- **Project P141:** Continue deployment of the urban resilience project in N'Djamena (PILIER project)
- **Reform R123:** Draw up and implement a national waste management strategy
- **Project P142:** Safeguard wetland ecosystems and protected areas
- **Project P143:** Preserve Lake Chad: Protecting the banks, desilting the beds of Lake Chad tributaries and combating water hyacinth
- **Reform R124:** Implement biodiversity preservation policy (information programs, preservation of community pastures, capacity building for research and observation centers)
- **Reform R125: Develop a strategy for managing human-wildlife conflicts ***

Chébé from Chad

The chébé is a shrub native to Chad. The chébé powder, oil and cream obtained from its seeds are traditionally used by Chadian women for hair care, notably to nourish, moisturize and strengthen the hair.

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