Republic of Congo

Plan National de Development

Book 1

CSD

2018 - 2022

Strategic Development Framework:
For stabilization and recovery

STRATEGIC FRAMEWORK DEVELOPMENT :

Document central

Prepared by :

The national commission for the preparation of the national development plan

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PREFACE

The 2018-2022 national development plan reflects my vision centered on an inclusive orientation which places, more than ever, the availability and quality of the human factor at the heart of the government's obligations. This requires from our administration particular attention to the concerns of our fellow citizens and greater efficiency in the services provided to the population. This is a sustained commitment which requires a new culture, based on the values of integrity, dedication and determination as well as an approach to effective decentralization which brings the State closer to the inhabitants of each administrative district of our country. and public services for users.

This is an opportunity for me to recall that despite regular changes in the socio-economic context, I place the Congo's development process in a dynamic approach, materialized by a sequence of multi-year programs.

Thus, in 2002, I proposed New Hope, a renaissance program which allowed us to consolidate peace and security and to undertake the reconstruction of the country after the troubled periods of the 1990s. This This option gave rise to programmatic frameworks including the Poverty Reduction Strategy Paper (PRSP 2008-2010).

Building on the significant achievements resulting from the implementation of the New Hope, I proposed, for the period from 2009 to 2016, a new social project, the Path of the Future, from Hope to Prosperity, to guide and stimulate government action. The latter served as a reference for the first National Development Plan, the PND 2012-2016, and made it possible to lay the foundations for the modernization and industrialization of the Congo.

In the wake of the encouraging performances already recorded, our march towards development continues, despite the gloomy economic situation which persists and affects our country's initiatives since the fall in oil prices in 2014-2015.

As always, our efforts will consist, this time again, of organizing ourselves more to successfully conclude the initiatives undertaken, in particular the intensification of the fight against poverty, unemployment, marginalization and exclusion.

My ardent hope is that this 2018-2022 national development plan, which has already obtained the support of Parliament, will also gain that of all the People, our economic operators, civil society and development partners.

Denis SASSOU N'GUESSO.-

President of the Republic of Congo,

Head of State.

FOREWORD

In 2009, the vision of the President of the Republic, His Excellency Mr. Denis SASSOU-N'GUESSO, to make Congo a modernized and attractive emerging country was expressed in his social project, "The Path of the Future, of hope to prosperity" for the period 2009 to 2016.

This social project served as a reference for the first National Development Plan of Congo, developed for the period 2012-2016 and made it possible to lay the foundations for the modernization and industrialization of the country, while also accelerating the process of opening up the country. the hinterland. This progress is reflected in particular through sustained growth in the non-oil sector, of around 7% on average over the period, although this was disrupted by the recessive impact of the drastic drop in oil prices that occurred. from mid-2014.

The new PND which covers the period 2018-2022 (PND 2018-2022), operationalizes the vision of the President of the Republic "The march towards development, let's go further together". It includes three priority strategic axes, namely, the strengthening of governance, the in-depth reform of the education and training system in the broad sense and the diversification of the national economy, with particular emphasis on agriculture and tourism. .

The rigorous execution of this plan will allow our country to have a broader economic base, capable of creating more jobs, particularly for young people and women, significantly reducing poverty and contributing to the development of human capital. .

This plan is launched in a period of deep economic and financial crisis which affects all CEMAC countries. As part of the implementation of the CEMAC economic and financial reform program "PREF-CEMAC", the Government has worked diligently to translate regional commitments into a national economic stabilization and recovery program, with the support of the International Monetary Fund and other development partners.

Thus, in the second half of 2016, the Government, through the revised budget, made significant efforts to adjust and control public spending, with a view to rebalancing the budget and contributing to the strengthening of the currency.
common.

However, despite the increase observed in the price of a barrel of oil since 2017, combined with the increase in oil production, the Congolese economy has not yet regained its macroeconomic balance.

This situation calls for three challenges to be met to achieve the objectives of the PND 2018-2022. The first challenge is to continue the financial stabilization policy, already initiated, to restore macroeconomic balances. The second is to accelerate the diversification of our economy in order to increase its resilience and support growth in the medium term. The third is to pay increased attention to the social sector and the protection of populations, particularly the most *vulnerable to the effects of the crisis, and strengthen basic social services, which determine the quality of living conditions of the Congolese.*

To this end and in view of budgetary constraints, greater discipline is required. The 2018-2022 PND was the subject of a law which ensures the alignment of the finance law with the provisions of the law relating to the programmatic framework of public policies and programs. This articulation ensures the expected coherence between the major economic, social and environmental development options, recorded in the PND and the budgetary entries in the finance laws during the 2018-2022 period.

In terms of program content, this challenge requires the Government to implement structural and institutional reforms, in order to strengthen governance and improve the quality of services as well as the efficiency of State interventions. These efforts should also focus on improving the business climate and the overall competitiveness of the economy, in order to stimulate the private sector and substantially increase its contribution to the transformation of the economy, the creation of jobs and the pursuit of the strategic objectives of the PND.

The State reforms currently being carried out aim to institutionalize the performance of public action and constitute a legal and institutional framework for operationalizing results-based management. The action of the Government and that of the administration will be sanctioned and regulated in view of the performances achieved.
A new challenge to the performance and accountability of state executives and agents is underway.

Through the PND 2018-2022, we now have a predefined programmatic framework that the Government has chosen to implement as a necessary method of action to get our country out of the economic crisis and thus continue our march towards development. .

I therefore hope that all Congolese, the Government, the institutions of the Republic, the elected representatives of the people, businesses, civil society and development partners take ownership of this new five-year plan, with a view to guaranteeing its full success for the benefit of all Congolese.

Clement MOUAMBA

Prime Minister, Head of Government

PREAMBLE

In a methodical approach to strategic and operational planning, established since the 1980s, the Congo has just adopted, on the eve of its 58th anniversary of independence, a national development plan for the period 2018-2022 (PND 2018 -2022). Adopted on August 13, 2018 by Parliament as a programmatic framework for government action, this new plan concretizes the social project of the President of the Republic, Head of State, his excellency Mr. Denis SASSOU-N'GUESSO "The march towards development, let's go further together."

Building on the achievements and lessons of the 2012-2016 PND, the Government recognizes that much remains to be done in view of the legitimate expectations of the populations. Also, in pursuit of this programmatic approach, the Congolese Government is equipping itself, through this new PND, with an integrating and unifying framework for its international and regional commitments. These include (i) the United Nations Sustainable Development Goals (SDGs) for 2030, (ii) the African Union's Agenda 2063, as well as (iii) the Regional Economic Program (PER) of CEMAC for deepening integration.

Finally, in a context of serious economic and financial crisis, it also serves as an integrated framework to reconcile, on the one hand, financial stabilization policies aimed at rebalancing the State budget, consolidating public finances, strengthening the external position and curb the country's debt, and on the other, economic recovery strategies through diversification to get the Congo out of the crisis and allow it to resume its march towards inclusive and sustainable development.

Through this PND 2018-2022, Congo is determined to transform these moments of gloom and crisis into an opportunity to take control of its destiny. In doing so, the Government intends to avoid the dilution of its administrative efforts and the dispersion of its financial resources, which has hampered the effectiveness of its actions in the past. This is why it made the difficult but relevant choice to concentrate its resources and attention around three restricted areas, namely: (i) strengthening governance in all its dimensions; (ii) development of human capital (education and training); and (iii) diversification of the economy through agriculture, tourism and processing industries, with the dominant role of the private sector.

The first area of attention concerns the strengthening of governance. This is a multidimensional program of structural reforms which aims to substantially improve governance within the Congolese administration and society.
The major strategic objective is to strengthen the state of law and freedom in Congo, to combat anti-values, laxity of all kinds and impunity, to promote a culture of respect for individuals and public affairs, to diligence, accountability, quest for results and performance.

The second area of attention concerns the development of human capital. The Government intends to undertake in-depth reform of the education system and qualifying and professional training. This reform aims to promote human capital in all its dimensions - moral, civic, intellectual and physical - as required to put at the center of development, seasoned women and men both from the point of view of *technical and professional as well as moral and civic view, and to make it the basis of balanced, inclusive and sustainable development.*

The third area of attention concerns the diversification of the economy. This is the structural transformation of the economy based on a few growth-producing sectors, notably agriculture in the broad sense and tourism, coupled with the pursuit of selective industrialization, aimed at supplying the diversification sectors with inputs. and transform the products. The aim of diversification strategies is to densify and transform the economic fabric, and through increased competitiveness, to increase non-oil exports and substitute local products for imported products – food products, construction materials, etc. It is clear that the aforementioned choices are made to respond to the challenges of the moment, but also to take advantage of the Congo's considerable competitive assets.

Beyond the economic aspects, the Government remains concerned about the well-being of the populations and intends to ensure that the process takes into account all social strata, and that the fruits of the efforts are shared by all. The Government also remains attentive to the preservation of the environment as well as decentralization for sustainable and well-distributed development across the national territory.

However, the PND must integrate and accommodate the major constraint represented by the State's overindebtedness, which limits its ability to further stimulate the economy and finance major ambitions. In this regard, by comparing the ambitions of the PND which amount cumulatively over the period to more than 15,000 billion FCFA and the own financing capacities revealed in the macroeconomic framework, it appears that the cost of the ambitions expressed largely exceeds the means of funding identified.

In view of these constraints, the Government has chosen to intensify the matching of needs with State resources, in particular by deploying sustained efforts to contain current expenditure excluding debt service and also to strengthen the quality of investment expenses. To complement its own efforts, Congo intends to mobilize resources from development partners and the private sector, but only under the principle of rationalizing public spending for the benefit of productive and job-generating investments.

It is also important to note that the revival of the economy is based on a paradigm shift on the part of the Government: less State in the commercial sector for more freedom to undertake and trade, therefore for more room to private initiative.
In this, the PND clarifies and circumscribes the role of the State in the economic and social sphere. The State is withdrawing from direct activities of producing goods and services to concentrate on macroeconomic and commercial policies, and on the adequate provision of public goods and services – human capital, infrastructure, social services. This means that the State will continue to directly assume investments and implement reforms to strengthen governance, enhance human capital, and produce public, administrative and social services. Conversely, it will grant direct investment and production in sectors of economic diversification to the private sector. The above-mentioned public efforts will contribute to improving the overall competitiveness of the economy, the business climate, thus motivating the private sector

to play a greater role in the transformation of the economy.

It is therefore clear through this PND that, faced with the difficulties of the moment, the Congo does not intend to give up or fall into wait-and-see attitude or defeatism. Quite the contrary! While remaining well aware of its financial constraints, the Government has resolved to intensify its efforts to correct the major structural constraints which hinder its progress towards development, namely problems of governance, quality of human resources, and extreme dependence on oil resources.

This new PND is the place where the northern evergreen forest meets the blue waters of the Atlantic Ocean, it is the place where every Congolese finds himself!

So, to all those who contributed, through participatory work, to the development of this important tool for planning our development for the well-being of our fellow citizens, receive my warm and sincere thanks and congratulations. I would particularly like to recognize the substantial participation of the directors of studies and planning of the sectoral ministries. They were the true artisans of this very high quality work. I am convinced that this strong involvement of the sectoral ministries responsible for the formulation and implementation of programs, and ultimately, accountable for the results, offers the PND 2018-2022 its real chances of success. I would also like to salute the contribution and quality of the technical supervision of the experts from the Ministry of Planning, Statistics and Regional Integration, as well as the team of national and international consultants. Finally, I would like to express my deepest gratitude to the technical and financial partners, in particular the World Bank and the agencies of the United Nations system, for their sustained and multifaceted support throughout the development of the various tools of the PND 2018- 2022.

To conclude, the Government is delighted to have adopted this new plan as an instrument for articulating its priorities and steering its actions over the period 2018-2022.

For his part, he is well aware that all the challenges facing the Congolese economy cannot be met in five years.

However, he wants to make the National Development Plan (PND) 2018-2022, this shepherd's star, in Lingala "MWETI", which indicates the path to follow, to get the Congo out of the economic and financial crisis and resume the march towards His development.

Ingrid Olga Ghislaine EBOUKA-BABACKAS

Minister of Planning, Statistics and Regional Integration

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CONTENTS

ACRONYMS AND ABBREVIATIONS

AGOA	: African Growth Opportunities Act
APC	: Association of Accounting Professionals
APE	: Economic Partnership Agreement
APEC	: Professional Association of Credit Institutions
APEMF	: Professional Association of Microfinance Establishments
ARABIC	: Downstream Oil Regulatory Authority
ARC	: Insurance and Reinsurance of Congo
ARMP	: Public Procurement Regulatory Authority
BCI	: International Commercial Bank
BEAC	: Bank of Central African States
BUT	: Technical studies office
BIPM	: International Bureau of Weights and Measures
BM	: World Bank
BOP	: Budget by Program Objective
BTP	: Buildings and public works
BVMAC	: Central African Stock Exchange
CADHP	: African Commission on Human and Peoples' Rights
CAMEPS	: Central Purchasing Center for Essential Medicines and Health Products
CBMT	: Medium-Term Budget Framework
CCMB	: Macroeconomic and Budgetary Framework Committee
CCP	: Postal Check Center
CDMT	: Medium-Term Expenditure Framework
ECCAS	: Economic Community of Central African States
SUFFERING	: Education, Training and Learning Center
CEMAC	: Economic and Monetary Community of Central Africa
I caught	: Center for Studies and Evaluation of Investment Projects
CFCO	: Congo – Ocean Railway
CFE	: Business Administrative Formalities Center
CHUB	: University Hospital Center of Brazzaville
UP	: International Insurance Markets Conference
CNC	: National Audit Office
CNC	: National Credit Council
CNEEPIP	: National Center for Studies and Evaluation of Public Investment Projects
CNLCCFC	: National Commission for the Fight against Corruption, Fraud and Concussion
CNSEE	: National Center for Statistics and Economic Studies
CNSS	: National Social Security Fund
CNTS	: National Blood Transfusion Center
CNUCED	: United Nations Conference on Trade and Development
CNDP	: National Public Debt Committee
CO	: Operational Cells
COFFEE	: Central African Banking Commission
COMEG	: Congolese Essentially Generic Medicines
CORAF	: Congolese Refining
CHILD	: Steering Committee
CPCMB	: Permanent Macroeconomic and Budgetary Framework Committee
CRF	: Retirement Fund for Civil Servants
CSI	: Integrated Health Center
CSS	: Socio-Health District

DEP	: Department of Studies and Planning
DGB	: General Directorate of Budget
DGCB	: General Directorate of Budgetary Control
DGCMP	: General Directorate of Public Procurement Control
DGE	: General Directorate of the Economy
DGPF	: General Directorate of Civil Service
DGFQE	: General Directorate of Qualifications Training and Employment
DGGT	: General Delegation of Major Works
DGI	: General Directorate of Integration
DGMC	: General Directorate of Money and Credit
DGPAD	: General Directorate of Development Partnership
DGPD	: General Directorate of Planning and Development
DGT	: General Directorate of the Treasury
DSCERP	: Strategy Document for Growth, Employment and Reduction of Poverty
PRSP	: Poverty Reduction Strategy Paper
ECOM	: Congolese Household Survey for Poverty Assessment
EDS	: Demographic and Health Survey
EESIC	: Survey on Employment and the Informal Sector
ENVR	: National School with Regional Engineering and Works vocation
ETVA	: Survey on the Transition of Young People to Active Life
DO	: Congolese Armed Forces
FIELD	: Economic and Social Action Fund
FASR	: Strengthened Structural Adjustment Facility
FCC	: Common Debt Funds
FEC	: Extended Credit Facility
FEGC	: Fonds d'Equipement de Gnie Civil
PUSSY	: Impulse, Guarantee and Support Fund
FMI	: International Monetary Fund
FOMUC	: Multinational Force in the Central African Republic
FRPC	: Poverty Reduction and Growth Facility
FSA	: Agricultural Support Fund
EVEN	: Results-Based Management
GIE	: Economic Interest Group
GTDR	: Thematic Discussion and Writing Group
GTRS	: Thematic Strategic Thinking Groups
GOD	: Customs Single Window
GOOD	: Single Window for Cross-Border Operations
HCNDPP	: High National Council for Public-Private Dialogue
DO	: High Labor Intensity
ICPN	: Investment Climate Policy Note
GOES	: Foreign direct investment
IGF	: General Inspectorate of Finance
IPHD	: International Partnership for Human Development
INS	: National Institute of Statistics
IUT	: University Institute of Technology
LCB	: The Congolese Bank
LOLFP	: Organic Law on Public Finance Law
LPIC	: Congo Industrialization Policy Letter
MCMB	: Macroeconomic and Budgetary Framework Model

MEPATI	: Ministry of Economy, Planning, Territorial Planning and the integration
MICOPAX	: Peacebuilding Mission in the Central African Republic
MINOCO	: Congo flour mill
NEPAD	: New Partnership for Africa's Development
NIU	: Unique Identification Number
OHADA	: Organization for the Harmonization of Business Law in Africa
OIM	: International Metrology Organization
OMC	: World organization of commerce
OMD	: Millenium Objectives for development
ONEMO	: National Office for Employment and Workforce
NGO	: Non-Governmental Organization
PACADEC	: Institutional Support Project for the Improvement of the Business Climate and Economic Diversification of Congo
MEET	: Economic Diversification Support Project
PAP	: Priority Action Program
PAPN	: Autonomous Port of Pointe-Noire
PARSEGD	: Support Program for the Socio-Economic Reintegration of Disadvantaged Groups
PDCTAC	: Consensus Master Plan for Transport in Central Africa
GDP	: Gross domestic product
PMA	: Less Developed Countries
SMEs	: Small and medium enterprises
PMEA	: Small, Medium Businesses and Artisans
PMI	: Small and Medium Industry
PND	: National Development Plan
PNEA	: National Water and Sanitation Program
PNEE	: National Electric Energy Program
UNDP	: United Nations Development Program
HIPC	: Heavily Indebted Poor Countries
PREF CEMAC	: Economic and Financial Reform Program for the CEMAC zone
PRCTG	: Capacity Building, Transparency and Communication Program Governance
PS	: Social Protection
PUD	: Departmental University Centers
RCA	: Central African Republic
RDC	: Democratic Republic of Congo
REDD+	: Reduction of Emissions Linked to Deforestation and Forest Degradation
RGPH	: General Census of Population and Housing
SADEC	: Economic Community of Southern African States
SGTDR	: Thematic Discussion and Writing Sub-Group
sit down	: Integrated State Expenditure and Revenue System
SNAT	: National Territorial Development Plan
SNPC	: Société Nationale des Pétroles du Congo
SOCOFIN	: Congolese Financial Company
SSPE	: First Echelon Health Service
ST	: Technical Secretariat
TEC	: Common External Tariff
TIC	: Information and Communication Technologies
TCP	: Self-employed workers
TPE	: Very Small Businesses
VAT	: Value added tax

UA : African Union

UBA Congo : Union Bank for Africa Congo

UE : European Union

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INTRODUCTION GENERALE

1. The Republic of Congo, as by tradition, has opted to include government action in a programmatic approach consisting, through a plan, of guiding the country's economic and social development strategy. Following the National Development Plan which covered the period 2012-2016, the Government has developed a new plan for the period 2018-2022 (PND 2018-2022).

2. The PND 2018-2022, the central object of which is the operationalization of the vision of the Head of State included in his social project “The march towards development – Let's go further together”, which outlines the direction of a new development trajectory, inclusive and sustainable, “places men and women at the heart of development” while ensuring the “strategic role of the State in the economic and social sphere”. From this perspective, economic, but also social, development of human resources and the fight against poverty are among the priorities of government action and therefore of the PND.

3. Drawing lessons from the review of the PND 2012-2016, on the one hand, and taking into account the multidimensional nature of development, the Government is focusing its efforts in the PND 2018-2022 not only on the creation of wealth, but also on the construction and enhancement of human capital. This is how the PND 2018-2022 has prioritized the Government's actions towards three strategic axes:

(i) strengthening governance in all its forms, administrative, economic, legal, security and political;

(ii) in-depth reform of the education system and qualifying and professional training, with a view to enhancing human capital in all its dimensions - moral, civic, intellectual and physical - in order to build the foundation of sustainable and inclusive development ;

(iii) diversification of the economy based on growth-promoting sectors, particularly agriculture in the broad sense (agriculture, livestock, fishing, fish farming, agroforestry) with a view to strengthening food security and the inclusion of the poor and women, particularly in rural areas, tourism and industry.

4. The particularly difficult economic context in which the 2018 PND is being developed-2022, marked by a severe economic and financial crisis due to the drastic fall in oil prices and which deepened due to the considerable contraction in public spending, due to the State's overindebtedness which deprives it of means to pursue a *countercyclical fiscal stimulus policy,* imposes three challenges to meet in order to achieve the objectives of this plan. The first challenge of this crisis is the imperative to continue – at least over the next two years – the *financial stabilization* policy already initiated by the Government. The second challenge is the imperative of a well-planned *economic recovery* in the medium

term. Finally, the third challenge is *the urgency of increased attention to the social sector and the protection of populations, particularly the most vulnerable.*

5. In response to the crisis and in support of financial stabilization measures, the Government is adopting, through the PND, an integrated framework through which it intends to consolidate public finances, reduce debt and revive economic development while protecting populations in general and the most vulnerable and deprived in particular, particularly through social services, public health and social protection programs.

FIRST PART: GENERAL CONTEXT YOU PND 2018-2022

A. THE GEOGRAPHICAL AND CLIMATE SITUATION

6. Located in central Africa, the Republic of Congo extends over an area of 342,000 km2
. It has a maritime coastline of 170 km on the Atlantic Ocean and limited to the north by Cameroon and the Central African Republic, to the south by the Democratic Republic of Congo and Angola (enclave of Cabinda), to the southwest by the Atlantic Ocean, to the east by the Congo River and its tributary the Oubangui which separate it from the Democratic Republic of Congo and to the west by Gabon.

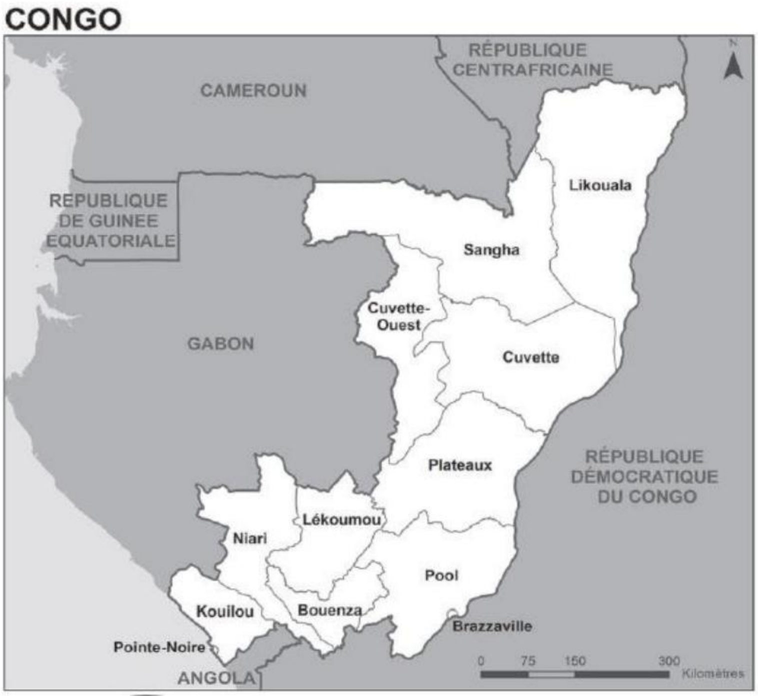
7. Its relief is essentially made up of the sedimentary basin of the Congo River and ancient rocks. Its highest point is Mount Nabemba, peaking at 1,040 m in the Sangha department.

8. The Congo is crossed by two types of vegetation: (i) the forest, which covers almost two thirds of the national territory (65%), is located in the south (Chaillu and Mayombe massifs), in the northeast (flooded forest) and to the northwest (exposed forest); (ii) the savannah, which extends from the Niari valley to the Central Plateau, occupies a third of the national territory.

9. Straddling the equator, the Republic of Congo has a hot and humid climate. The part
The northern part of the country is characterized by an equatorial climate with rain spread almost throughout the year. However, there are two rainy seasons and two dry seasons: a long rainy season between October and December and a small one between April and May on the one hand and a long dry season between June and August and a small one between January and March.
on the other hand. The southwest has a humid tropical climate characterized by a three-month dry season (June to August) while the central part of the country has an intermediate position with a subequatorial climate.

10. Congo has an important hydrographic network. We note, mainly, the presence of the Congo River which, with a flow of 40,000 m3 on average, is the most powerful in the world after the Amazon. In addition, the country is watered by several tributaries of this great river, the most important of which are, in the northern part, the Oubangui, the Sangha, the Likouala-Mossaka, the Alima and the Nkéni and, in the southern part, Léfini, Djoué and Loufoulakari.

Graph 1: Map of Congo



B. LA SITUATION ADMINISTRATIVE

11. Congo is subdivided into 12 departments, namely: Kouilou, Niari, Bouenza, Lékoumou, Pool, Plateaux, Cuvette, Cuvette-Ouest, Sangha, Likouala, Brazzaville and Pointe-Noire. Its main municipalities are: Brazzaville (political capital), Pointe-Noire (economic capital), Dolisie, Nkayi, Mossendjo and Ouesso.

The official language of Congo is French; the national languages are Lingala and Kituba.

C. THE SOCIO-DEMOGRAPHIC SITUATION

12. The Republic of Congo has a population estimated at 3,697,490 inhabitants during the fourth General Population and Housing Census of April 2007. It is estimated at 5,203,073 inhabitants in 2018, including 51% women. With a growth rate of 3%, its population is predominantly young because more than 4 in 10 people (47.7%) are under 20 years old; which constitutes a significant labor asset for the country. The country is sparsely populated, with an average density of 15 inhabitants per km2 and less than 2 inhabitants per km2 outside the two large cities, Brazzaville and Pointe-Noire, which alone concentrate two thirds of the Congolese population.

13. According to estimates, life expectancy at birth still remains at a relatively low level (51.9 years in 2015), close to the average for sub-Saharan African countries.
The maternal mortality rate is 436 deaths per 100,000 live births in 2015, while the neonatal mortality rate is 21 deaths per 1000 live births and the infant mortality rate is 56.40 per 1000 live births according to the Multiple Indicator Cluster Survey (MICS 2014-2015).

14. Congo is a lower middle-income country, and the proportion of the population living below the poverty line fell from 50.7% in 2005 to 46.5% in 2012 according to the Congolese Survey of of Households (ECOM 2012). This encouraging downward trend continued until 2014 when the poverty rate reached 35%.
However, with the economic crisis, poverty has worsened and the rate could return to its level of 2011-2012.

D. ECONOMIC ADVANTAGES

15. Congo is strongly endowed with natural resources. It is largely covered by relatively stable tropical forests benefiting from high rainfall (national annual average: 1650 mm) and vast arable land covering around a third of its territory.

16. The country has a coastline that extends approximately 170 km along the Atlantic Ocean, hosting a deep-water port, and controls a marine zone extending up to 200 nautical miles into the ocean . It opens access to the sea to two landlocked countries in Central Africa (Chad and CAR). This access to the sea gives it a major geostrategic role with regard to the entry and exit of goods.

17. It also has a highly developed hydrographic network, a climate suitable for agriculture, globally significant biodiversity and mineral resources. Its forests represent the third largest area of forest in Africa and constitute an important carbon stock.

18. Congo has always been a major producer of tropical hardwoods. The main forest products include logs, but the country also exports a limited volume of sawn timber and wood-based panels. Forest production also provides fuelwood, charcoal, non-timber forest products, food and medicine. The country therefore has strong growth potential in the food and cash crop sectors.

19. The Republic of Congo is endowed with a great diversity of natural resources which represent enormous potential for economic development. Oil, timber, potash, magnesium, natural gas, peat bogs, hydroelectricity and iron ore are just some of the natural resources Congo can rely on for its
development. The rise of the extractive industry, the discovery of new resources and the

international context have been the determining factors in the evolution of the structure of the Congolese economy.

20. Congo has significant oil reserves. According to the United States Energy Information Administration (EIA, 2014), Congo's proven oil reserves are estimated at 1.6 billion barrels, the fourth largest proven oil reserves in sub-Saharan Africa. The country also holds significant resources of tar sand (sand impregnated with bitumen) in the coastal region of Kouilou.

21. In addition to oil, Congo has proven reserves of natural gas which could be subject to exploitation in the long term.

22. Congo has mineral potential including an iron deposit classified among the most large ones in West and Central Africa. Congo's mining industry also includes the production of cement, potash, diamonds and gold.

23. Generally speaking, Congo's natural wealth is considerable and could help it diversify its economy currently centered on oil (ITIE, 2013). Indeed, the country's stock of natural wealth (estimated at USD 14,679 per capita in 2005) is higher than the average for sub-Saharan African countries (USD 3,900 per capita) and higher than the average for middle-income countries. lower bracket (USD 4,357 per capita).

A. THE VISION: "THE MARCH TOWARDS DEVELOPMENT – LET'S GO FURTHER TOGETHER »

24. Well before the 2012-2016 PND, the President of the Republic, His Excellency Denis SASSOU-N'GUESSO, Head of State, displayed his ambitions to articulate his vision for the progressive transformation of the Congo, through societal projects which have succeeded one another and which have served as benchmarks for strategic planning since the 2000s. Indeed, at the beginning of the 2000s, after the decade of economic and social crises which culminated with the armed conflict of 1997-1998 , the President of the Republic had proposed the "New Hope 2002-2009" as a framework for national reconstruction and organization of government action. The central objectives were to restore national unity, consolidate peace, security and stability, and put Congo back on the path to economic and social development. This vision served as a strategic guiding framework for planning documents during this period.

25. Based on the achievements of peace and political stability, "Le Chemin d'Avenir" was launched and implemented from 2009 to 2016, with the ambition of industrializing and modernizing the country to place it on the path to emergence. . The 2012-2016 PND aimed precisely to operationalize "The Path to the Future – from hope to prosperity" as part of the five-year strategic planning process put in place by the Government to organize and manage its development program.

26. Also, in 2016, "The march towards development - Let's go further together", vision of the President of the Republic for the period 2016-2021, is part of an approach, on the one hand to strengthen achievements, and on the other, continued progress towards this ambition of building a resilient economy and inclusive development. This new vision constitutes an adaptation of the previous one to an adverse international situation and a new particularly difficult economic and social context, particularly since 2015.

27. These different sequences clearly illustrate the importance that the Head of State has always given to strategic, operational and adaptive planning as an instrument for expressing a shared vision and ensuring consistency between development strategies and programs. of the country and steering government action. This attachment clearly reflects his concern to bring together and lead the Congolese under his close supervision, "all on board the boat Congo and towards the same port, that of a Congo developed in harmony and peace, where all count, all give back counted, and no one is left behind." (Cf. speech launching the work to develop the 2018-2022 National Development Plan by the Minister of Planning, Statistics and Regional Integration).

28. "The march towards development – Let's go further together" is organized into six axes: (i) putting women and men at the heart of development; (ii) reinforce the role

strategic of the State in the economy and the social sphere; (iii) consolidate and sustain inclusive economic growth through diversification and economic reforms; (iv) prepare young people for employment through skills training; (v) link Congo to the development of the digital economy; and (vi) continue institutional reforms1 .

29. In view of its axes, objectives and answers to urgent questions, “The march towards development – Let's go further together” clearly addresses the major challenges of the country's inclusive and sustainable development, in particular the combination of economic transformation strategies which have dominated the “Path to the future” with greater consideration of the human and social aspects which are at the heart of the new vision. The new PND clearly reflects these two central concerns through its different pillars, and therefore constitutes a coherent framework for operationalizing this vision.

B. INTERNATIONAL COMMITMENTS

30. The Government intends to make the 2018-2022 PND an integrating and unifying framework for its international and regional commitments. These include (i) the United Nations Sustainable Development Goals (SDGs) for 2030, (ii) the African Union's Agenda 2063, as well as (iii) the Regional Economic Program (PER) of CEMAC for deepening integration.

has. The Sustainable Development Goals (SDGs)

31. The Republic of Congo, together with one hundred and ninety-two other Member States of the United Nations, subscribed in 2000 to the Millennium Declaration to agree to eradicate poverty, improve access of the most vulnerable populations to education, health care, to promote a sustainable environment and to intensify the global partnership for development, through the achievement of eight Millennium Development Goals (MDGs) by 2015. However, at the end of the year, the results revealed that, despite some progress, the objectives set could not be achieved. Many efforts will have to be made to significantly improve the living conditions of people in general, and the Congolese in particular.

32. The major development challenges identified and reflected in the MDGs remain current and call for greater commitment and determination. It is for this purpose that the international community adopted in September 2015, in New York, seventeen Sustainable Development Goals (SDGs), the entry into force of which was effective on January 1, 2016. Congo, Like other States, intends to operationalize these commitments through the PND.

33. In this perspective, the Government of the Republic of Congo started a national appropriation and contextualization exercise of the SDGs on December 12, 2016, with

[1] See the President of the Republic's social project document

the official launch of the 2030 Agenda. This exercise, carried out with the technical and financial support of the United Nations Development Program (UNDP), made it possible to identify fourteen priority SDGs for the PND 2018-2022.

b. African Union Agenda 2063

34. Published in April 2015 by the African Union Commission, Agenda 2063 constitutes a plan for the structural transformation of Africa for the next fifty years, under which African countries will have achieved the status of well-off countries. Agenda 2063, sets out, through the voices of the people of Africa and its diaspora, a sustainable pan-African vision for an "integrated, prosperous and peaceful Africa, led by its own citizens, and representing a dynamic force on the world stage". .

35. In order to operationalize this vision, a ten-year plan 2013-2023 has been developed. This plan, the first in a series of five that will follow one another over the next 50 years, was adopted by the Summit of Heads of State in June 2015 as the basis for the preparation of medium-term development programs of the member states of the Union, regional economic communities and organs of the African Union. The PND offers an integrated strategic planning framework for taking into account Agenda 2063 in the Congolese Government's action plan.

vs. Sub-regional integration

36. Congo is a member of two regional integration organizations in Africa central. The first is the Central African Economic and Monetary Community (CEMAC), created in March 1994. It includes six states, namely Cameroon, Congo, Gabon, Equatorial Guinea, Central African Republic and Chad. These States share a common currency as well as a Common External Tariff (CET). The second is the Economic Community of Central African States (ECCAS), born in December 1981.

37. Despite the myriad of declarations and protocols signed to boost trade intra-regional within CEMAC, results remained far below expectations. As indication, the share of intra-regional trade between CEMAC countries hardly exceeds 5% foreign trade of member countries. Congo's exports to the countries of the CEMAC, mainly intended for Gabon, represent only 3% of intra-trade regional. However, Congo's imports from other CEMAC countries (43%) are more important and mainly concern agri-food products from Cameroon. In the case of ECCAS, intra-community trade is insignificant and has shown a downward trend for several years.

38. CEMAC member states are aware of this situation and determined to reverse trends and scale up trade to accelerate growth and transformation of economies of the sub-region. This is why Congo and its CEMAC neighbors have

adopted an ambitious program of economic and social transformation, namely the Regional Economic Program (PER). The PER aims to “make CEMAC in 2025 an emerging integrated economic space where security, solidarity and good governance reign, in the service of human development”. The PER now constitutes the reference document for community action. It indicates how, by deepening regional integration and cooperation on community and cross-border issues, States will be able to complement national plans and accelerate economic transformation and growth.

39. To do this, it is important that the community program is well reflected in the development plans of each member state. A program for developing a PER-country component for each Member State, was even initiated for this purpose. For its part, the Congo intends to remain faithful to its community commitments and, through the PND 2018-2022, accommodate effectively the PER in its national strategic planning process and operational.

A. LESSONS FROM THE 2012-2016 PND REVIEW

40. The review of the 2012-2016 PND made it possible to draw important lessons on its performance. This review assessed overall performance as well as that of ministries in program execution. She also noted the major institutional problems which hampered the effective implementation of the PND. These lessons helped to inform the Government's strategic choices in the 2018-2022 PND.

41. **The main lesson of the review is that the poor performance observed is due to the quality of choices and the ineffectiveness of interventions, which relates to governance problems.** There are indeed weaknesses in the administrative capacities for executing planned actions and delivering expected services, which has hampered achieving development results. The review also indicates that this situation is attributable to inadequacies in *political ownership of programs, institutional weaknesses and inefficient management of public investments.*

42. **Inadequacies in political ownership.** The deficit in political appropriation of the first PND resulted in the absence of real political will in directing government action towards the implementation of programs whose targeted objectives should necessarily be in line with those defined in the PND. Indeed, many investments made during the plan period responded more to political aspirations than to concerns linked to the objectives of the plan.

43. **Institutional weaknesses.** The successful implementation of the first PND required real coordination between the key players in the execution of the programs and in their monitoring and evaluation. The review noted dysfunctions in the administrative mechanisms for coordination, execution and monitoring of programs. She also noted the absence of a stimulating and motivating framework in favor of diligence and accountability, which are the guarantees of good practices and performance. These inadequacies perpetuate a culture of impunity and passive corruption within administrations, which hinder the effectiveness of actions and the quality of services. Certainly, an increase in resources would help, but only at the margin as long as the quality of policies and the effectiveness of interventions remain limited because of these institutional and cultural problems relating to governance. The diagnosis of the overall institutional system of the first PND and its functioning says a lot about the dysfunctions which marred this system. The absence of texts and poor communication were the major factors involved in these dysfunctions.

44. **Inefficiency in the management of public investments.** The lack of efficiency in the management of public investments has been noted as one of the factors which limits the potential effects of significant public investments made, both on the remodeling of the productive system and on the quality of growth, in particular its non-inclusive nature. . Indeed, based on the public investment management index constructed by the Fund

International Monetary, which measures the performance of public investment management for four dimensions (evaluation, selection, implementation and monitoring-evaluation), the study by Dabla-Norris et al. (2011) showed that Congo has the lowest score among the six countries in the sample. This implies that, within the framework of the 2018-2022 PND, additional efforts must be made to optimize the gains that the productive system can derive from the colossal amounts that will be allocated to public investments.

B. THE ECONOMIC AND FINANCIAL CRISIS

45. **The economic, financial and monetary crisis and the need for an integrated strategy of short-term macroeconomic stabilization and medium-term economic recovery.** The 2012-2016 PND was formulated in a particularly favorable macroeconomic context, following the HIPC debt reduction and the good performance of oil prices which have considerably increased the fiscal space in favor of structuring investments and other development expenditure. It was therefore a period of relative abundance of resources.

46. By contrast, "The march towards development, let's go further together" and the new PND which should operationalize it come in a period of deep economic, financial and monetary crisis for the Congo and its CEMAC neighbors. It is therefore in a context of contraction of State revenues and high public debt that the new PND takes place which ultimately deprives it of the necessary means to carry out a countercyclical fiscal stimulus policy. Indeed, the sudden fall in oil prices in 2014 plunged the Congo into a serious economic crisis which resulted in the slowdown of economic growth, of non-oil GDP from 7.9% in 2014 to 5.3 % in 2015, then its severe contraction in 2016 (- 3.1%) and 2017 (-7.4%) according to the BEAC. The crisis was reflected on the financial level and despite the Government's efforts by the accentuated deterioration of public finances and on the monetary level by the severe contraction of foreign exchange reserves.

47. The crisis was the subject of a concerted regional response within the framework of the "CEMAC Economic and Financial Reform Program" (PREF-CEMAC). Through this program, Congo and its neighbors are committed to implementing regional and national reform and budgetary rebalancing strategies to restore public finances, reduce public debt and strengthen the common external position, particularly foreign exchange reserves. . Progress has been made in the implementation of the regional strategy and the economic and financial recovery of the region. Overall, the economic and financial situation in the region has stabilized, but it remains fragile despite the rise in oil prices. Economic growth has started to recover, reaching almost 1% in 2017 but remains well below its potential.

48. For its part, the Congo has worked diligently to translate regional commitments into a national macroeconomic stabilization program with the IMF. Negotiations with IMF staff recently resulted in consensus on the configuration of the economic and financial program supported by the IMF Extended Credit Facility for the next three years, following the completion of a number of actions. Congo introduced at the same time

several requests for budget support from international donors including that of the World Bank and the African Development Bank.

49. Despite the increase in the price of a barrel of oil combined with an increase in oil production, Congo's public finances are struggling to absorb the imbalances that have arisen following the economic recession and the State's overindebtedness, which deprive it of the means to stimulate the economy. As a result, non-oil GDP continues to contract (-7.4% in 2017 and -5.4% in 2018).

50. This context imposes three challenges on the Government to meet in order to achieve the objectives of this plan. The first challenge is the imperative to continue – at least over the next two years – the *financial stabilization* policy already initiated by the Government, with a view to rebuilding reserves and balancing public finances. The second challenge is the imperative of a well-planned *economic recovery* in the medium term with a view to diversifying the economy and restoring non-oil GDP growth. And finally, the third challenge is the urgency of *increased attention to the social sector and the protection of populations,* particularly the most vulnerable.

51. In summary, the new PND constitutes the integrated strategic and programmatic framework through which the Government intends to combine its short-term macroeconomic stabilization policies with its multisectoral economic recovery and social development strategies, regional integration policies and programs. as well as the intervention of development partners. The PND also guides the state budget in order to align it with national priorities, making the “plan-budget” couple the key instrument for harmonious, inclusive and sustainable development in the Congo.

PART TWO: STRATEGY FOR THE DEVELOPMENT OF CONGO 2018-2022

A. THE GUIDING PRINCIPLES FOR DEVELOPING THE PND 2018-2022

52. The sections below explain how the Government identified, in a context of macroeconomic stabilization constraints, the priority areas and their articulation with the other strategic areas of the PND. Indeed, the two main benchmarks which guided the Government's choices are (i) the priorities of "The march towards development - Let's go further together" of the President of the Republic, which, in the logic of "Planning-Programming-Budgeting -Monitoring-Evaluation (PPBSE)", constitute the vision document for the PND period, and (ii) the specific orientations of the Steering Committee (COPIL) of the National Commission for the development of the PND.

53. As analyzed above, "The march towards development – Let's go further together" reflects the humanist philosophy of the Head of State. It is based on the central vision according to which the Congolese must be both the means and the end of economic, social and environmental development. This guiding idea is reflected through the different strategic axes and essential questions contained in this vision document, and through which the President of the Republic provides a compass and sets the course for public action for the five-year term. It is therefore the very first reference framework for the identification and articulation of the priorities of the PND, the fundamental object of which is the operationalization of this vision through the Government's five-year planning system.

has. The main concerns of "The march towards development – Let's go further together"

54. ***First, the empowerment of Man so that he becomes the actor and promoter of development.*** Concretely, "putting men and women at the heart of" is part of the desire to drive development [2] a change in mentality. It's about of a cultural revolution which aims to promote values conducive to development, and to lead to the emergence of a new type of citizen, more aware of their social responsibilities, working for the national interest and the betterment of being collective, diligent and persevering in effort, accountable and seeking results and efficiency.

55. The PND should serve to operationalize these development values. This means increased attention to issues and reforms in education and training, promoting a culture of responsibility, diligence and accountability. As noted in the PND 2012-2016 review, all these considerations coalesce around a challenge

[2] Strategic axis n°1 of "The march towards development"

major, that of strengthening governance in all its forms, political, legal, administrative and economic.

56. ***Second, the increased responsibility of the State in economic and social development.*** As noted above, the 2018-2022 PND is formulated for this purpose, and will be implemented in a difficult context of shortage of financial resources. This requires the State to strategically withdraw the economic sphere in favor of promoting the private sector.

This withdrawal will in turn allow it to concentrate on its role of defense and protection of the population, and in particular the most vulnerable groups. It is in this sense that "The march towards development" recommended the "strengthening of the strategic role of the State in the economy and the social sphere3 ". This includes not only reforms in the public sector and support for the private sector, but also the development, enhancement and protection of human capital, as the basis of inclusive and sustainable development.

b. The orientations of the Steering Committee

57. In addition to the priorities displayed in the vision document "The march towards development – Let's go further together", the COPIL gave precise orientations as to the areas of concentration for the PND 2018-2022, on the basis of prior analyzes and options proposed by its Technical Coordination.

58. Specifically, the Steering Committee has retained two (02) priority strategic axes for the PND 2018-2022, namely: *(i) in-depth reform of the education system and qualifying and professional training, with a view to enhancing human capital as required to compensate for the low numbers of the Congolese population and take advantage of the demographic dividend in order to build the foundation of sustainable and inclusive development;*

(ii) diversification of the economy based on the following growth-producing sectors: agriculture in the broad sense, tourism, coupled with the continued industrialization of our economy for a short, medium and long-term impact term. In particular, for the agropastoral sector, this involves strengthening food security and the economic inclusion of the poor and women, particularly in rural areas.

59. With these two (02) priority axes, the following accompanying measures have been retained:

- ÿ *Stabilization and economic recovery: the approach accommodates the internal adjustment work carried out by the Government with a view to negotiations with the Bretton Woods institutions;*

- ÿ *Strengthening governance: this involves seeking greater effectiveness of government action and the efficiency of public interventions through more discipline and rigor in economic management, rationalization of expenditure, prioritization in execution of actions. It also means paying attention*

3 Strategic axis n°2 of "The march towards development"

particular to structural reforms and good management for better quality of choices and services;

ÿ *The mobilization of external and domestic financial resources with the aim of improving national financial intermediation: financing the economy requires substantial medium and long-term resources of its own and those requested from international donors, but also the national and sub-regional financial system;*

ÿ *Preserving existing infrastructure and making it profitable: it is essential to safeguard the significant public investments already made in infrastructure and make this existing heritage profitable;*

ÿ *Improving the business climate: it is imperative to strengthen the framework for encouraging private initiative through bold reforms to increase the contribution of the private sector to the development of the national economy.*

vs. The orientations of the Council of Ministers

60. During the examination of the preliminary draft law approving the 2018-2022 national development plan, during the Council of Ministers on Friday, July 20, 2018, the President of the Republic, Head of State, recalled “that investment in human capital must not be limited to teaching, schooling and apprenticeship, but must extend to the integral training of Man which is “is about putting development at the center.” For the President of the Republic, “as ambitious as our national development plan is, as colossal as the resources to be allocated to the three strategic axes will be, such a heavy investment will be in vain if it is not supported by significant transformation work. of Man, in terms of the fight against anti-values, in view of the societal decay in which our country continues to get bogged down.”

61. The President of the Republic therefore calls "for a highlighting in the national plan for the development of the moralization of public life through sustained and combined actions of civic education and repressive justice, so that a definitive end can be put to to various delaying behaviors such as laziness, sinecure, fraud, corruption, extortion, prevarication, and other evils which plague Congolese society.

62. Consequently, priority strategic axis 2 of the PND 2018-2022 is understood as follows: in-

depth reform of the education system and qualifying and professional training, with a view to promoting human capital in all its moral and civic dimensions. , intellectual and physical, as required to, on the one hand, put at the center of the development process, seasoned women and men, both from a technical and professional as well as a moral and civic point of view, on the other hand, to compensate for the weakness in number of the Congolese population and finally, take advantage of the demographic dividend in order to build the foundation of harmonious, balanced, inclusive and sustainable development;

63. Furthermore, the President of the Republic underlined the importance of highlighting the effective operationalization of decentralization with transfer of corresponding powers, as desired by the Constituent, so as to accelerate the implementation of the territorial public service, a guarantee of better accountability for people at the heart of development.

d. The orientations of Parliament

64. During the third ordinary session of Parliament relating to the examination of the bill approving the 2018-2022 national development plan, from August 2 to 13, 2018, Parliament amended the structure of the said plan as follows:
Axis 1: Strengthening governance;
Axis 2: Development and enhancement of human capital;
Axis 3: Diversification, transformation of the economy and growth.

B. THE ARTICULATION OF THE PND: THE SECTORS OF CONCENTRATION AND THE AREAS SUPPORT

65. The COPIL guidelines have made it possible to rework the traditional pillars of sustainable and inclusive development in order to bring programs in all areas into line with those in the areas of concentration. As a reminder, the PND 2012-2016 as well as the strategy documents which preceded it (the PRSPs), were organized around the traditional pillars (strategic axes) which constitute the "nodes" of sustainable development, and therefore the strategic areas of public intervention.

66. The axes or pillars include: (i) governance in all its dimensions – political, security, judicial, administrative and economic; (ii) the economy, including the productive sectors (agriculture, industries and services), the productive actors (farmers, SMEs, industrial operators, etc.), and the public policies which determine the business framework and competitiveness on the markets domestic, regional and global; (iii) infrastructures (transport, electricity and water) which provide services essential to production and determine the competitiveness of the economy, and which also impact the quality of life of the populations; (iv) human resources (education and training, health and social protection), through which human capital is developed, valued and protected; and which, like infrastructure, contribute to the competitiveness of the volume and quality factors of the labor force, as well as to inclusive development; (v) social and inclusive development, which equips all social strata to contribute to and benefit from economic development, and which promotes the inclusion of women and disadvantaged groups; (vi) balanced and sustainable development, including the development of all regions of the country, the protection of the environment and the country's natural resources, and the fight against global warming.

has. Governance: emphasis on strengthening governance

67. **Governance is an 'essential cross-cutting factor'** that will need to be addressed to support programs in areas of concentration. Indeed, **governance constitutes the main determinant of progress in all other pillars of development.** Strengthened governance in all areas – political, legal, administrative and economic – is essential to improving the business climate, public sector reform, the quality of economic and financial management, the quality of policies, investments, public services. It is above all essential for the development of values favorable to economic development, in particular the diligence and accountability of public actors, and the effectiveness of public interventions. This is why the issue of strengthening governance is the subject of increased attention in the new PND.

b. Human resources: emphasis on the development, enhancement and preservation of human capital

68. **Develop human capital at the grassroots.** "There is no wealth except in man," they say. Through the COPIL guidelines, the Government recognizes that the Congo can only effectively lead its "march towards development" and "put women and men at the heart of development" if Congolese of all origins are adequately equipped to do so. take part and benefit from it. This means strengthened human capital, both in volume and in quality/productivity. As COPIL has clearly noted, Congo is already severely limited in 'volume' of human capital due to its small population; it must therefore compensate with greater quality of this capital.

69. This strengthening must start at the grassroots. **It is imperative to improve access for all children to basic education (aim for universal primary and secondary schooling), as well as the performance of the Congolese education system.** The still very low rates of primary completion and transition from primary to secondary and tertiary – which were noted in the review – have called on the Government to pay increased attention to basic education.

70. In addition to the orientations of the COPIL, the Council of Ministers insisted on the imperative of broadening the vision of the development of human capital well beyond the aspects of general, technical and professional education, to cover education of the Congolese person in their entirety, including their moral, civic and physical dimensions. It is specifically about combating anti-values (corruption, illicit enrichment, depravity of morals, etc.), promoting a culture of integrity, public service, respect for individuals and public affairs, and to make the Congolese responsible citizens, aware of their rights and duties, respectful of the rules and rights, to become the true foundation of strengthened and effective governance for the modernization and inclusive development of the Congo.

71. **Enhance human capital by improving the employability of learners.** It is certainly essential to ensure basic education of the highest quality for all Congolese youth. It is just as important to develop this capital by facilitating young people's access to quality jobs in order to resolve the problem of unemployment and underemployment. This imperative is broken down into two major strategic sub-axes which contribute to strengthening the employability of learners. The first consists of **undertaking reforms to better direct learners and equip them with skills towards sectors with high potential for creating quality jobs.** In other words, it is about resolving this major structural problem of the mismatch between education and the needs of employers. This requires the adaptation of the various training programs so that they perfectly respond to the new needs that will arise over the coming decades due to the transformation of the economy.

72. The second consists of emphasizing **vocational training in general, and qualifying training in particular.** Indeed, alongside efforts to promote universal and quality education for all, and to align these programs with the current needs and perspectives of employers, it is important to implement a sustained program of qualifying training, including including work-study programs, which will provide a workforce for the ambitions of economic diversification and the creation of private businesses, and will make it possible to obtain concrete and rapid results during the PND execution period.

73. All these efforts to develop and enhance human resources constitute a major prerequisite – a transversality – for improving worker productivity, intensifying economic transformation, and creating quality jobs. It is also the essential condition for increased participation of young Congolese in the labor market, therefore access to stable and decent income, as well as a reduction in unemployment and underemployment, reduction of poverty and improvement of the living conditions of Congolese households. This is again a response to the very explicit concerns of the President of the Republic through "Question 2" of "the march towards development –
Let's go further together": " ***What can we do, from 2016, for more jobs for young people? ".***

74. **Preserve human capital through health and social development.** Indeed, **there is no point in building if we cannot protect the asset and maintain it in a productive state to enhance its value.** This is true for physical capital – roads, water and electricity production equipment, which must be maintained in good condition so that they remain productive, more particularly in times of economic and financial difficulties, because the possibilities of recovery depends on it. Likewise, it is imperative to protect human capital, particularly in times of crisis and economic and financial stabilization. This is true, for economic reasons, to maintain productive assets in good condition in order to prepare and accelerate the recovery of the economy. But there are also social and 'security' considerations. Indeed, in times of economic or security crisis, the most fragile populations are even more fragile and vulnerable. They need the State more than ever to ensure a minimum

of 'economic and social security', particularly through access to health services and social protection.

75. As noted above, it is important to note that strengthening the social sector and improving the general living conditions of the population has been a central and constant concern of the Government through successive development plans for the Congo. Beyond the question of youth employment mentioned above, concerns relating to sustainable human development again emerged very explicitly in “The march towards development – Let's go further together” through two major strategic objectives to (i) put women and men at the heart of development, and (ii) strengthen the strategic role of the State in the economy and the social sphere.

76. In the context of the PND 2018-2022, these constant concerns for the inclusive development of the Congo have become emergencies because of the economic crisis the country is going through. Indeed, to contain and compensate for the adverse social effects of the crisis and the contraction in public spending within the framework of financial stabilization, the Government is determined to develop an emergency program for the protection of the populations, particularly the most vulnerable groups. poorest and most vulnerable. This means – through the PND – immediate and accentuated attention to issues of public health, nutrition, social protection, and other targeted programs to combat poverty and vulnerability. This is also consistent with the orientations of the COPIL, which recommended “taking into account the constraints and consequences of stabilization” in the PND programs.

vs. The transformation of the economy: emphasis on agriculture, tourism, industry driven by the private sector

77. <u>**Agriculture, tourism and industry as a vector for**</u> **transforming the Congolese economy and fighting poverty, particularly in rural areas.** COPIL has clearly designated diversification through agriculture as one of the two “priority strategic axes” of the PND. This choice is both strategic and timely. Indeed, the oil crisis and its adverse consequences on economic growth and the state budget, as well as the disruptions that this caused in the implementation of development programs, have once again highlighted the imperative to accelerate the diversification of the economy and reduce imports to save foreign exchange.

78. In this respect, agriculture, including agroforestry, constitutes one of the growth-promoting sectors, where the Congo has undeniable competitive advantages, and which is able to generate income for a large part of the population, particularly in the rural world and among women. The growth of this sector would therefore make it possible not only to reduce poverty, but also to save foreign currency by reducing imports (in the case of food products) or by generating them (in the case of cash crops). Thus, the development of this sector

would strengthen the external position, and therefore the currency and the financial system.

79. Overall, diversification centered on agriculture, tourism and industry would increase the resilience of the Congolese economy, improve the stability of budgetary resources and therefore strategic spending, and thanks to this, to strengthen the Government's capacity to continue implementing the plan in a more sustained manner. It would also accelerate inclusive growth, create jobs, reduce poverty, particularly in rural areas, and strengthen Congo's food sovereignty. In other words, resolutely committing to diversification around these sectors would allow Congo to make significant progress towards achieving the main SDGs, including growth in per capita income, reduction of underemployment and monetary poverty, strengthening food security and economic inclusion of the poor and women, particularly in rural areas.

80. **The role of the private sector.** The emphasis on diversification also means increased attention to private operators as real actors of transformation. This also means a refocusing of the role of the State. Indeed, **more than ever and through this new PND, the Congolese State has resolved to make the private sector the real actor in the diversification and transformation of the economy.**

81. The Congolese Government has embraced this paradigm both out of necessity and out of conviction. **By necessity because the State is considerably in debt ;** it therefore has a narrow fiscal space and must reduce spending to rebalance the budget, reduce debt and possibly revive the economy. Maintaining the investment rate at a level adequate (around 30 percent) to support transformation efforts therefore requires an increased contribution from the private sector. In this perspective, the State intends, through reforms, to make the economic space competitive and the business climate attractive in order to encourage national and international private initiative.

82. **By conviction, recourse to the private sector constitutes a real change in development paradigm for the Congolese State.** Indeed, since the era of adjustments in the 1990s, the Congolese State has committed to reducing its involvement in direct production in order to concentrate on its supporting role, in particular through the provision of public goods and services and market regulation/facilitation. For this PND, this paradigm shift means that the State essentially withdraws from the activities of producing goods and services to concentrate on the adequate provision of production factors – human capital, infrastructure mainly, as well as public services, policies commercial, those of strengthening the business framework, and on governance.

This is why, in the PND 2018-2022, most of the strategy for transforming the economy relies directly on the private sector. Consequently, the PND makes strengthening the private sector and the business climate essential strategic sub-axes to support diversification. The same is true and for the same reasons for infrastructure and human resources, which are discussed in the following sections.

d. Cross-cutting: emphasis on strengthening the quality of infrastructure and social services

83. It is also essential to strengthen the quality of infrastructure services, particularly transport, energy and water. The same applies to key development factors such as financial services, land use planning and land management. Health and social development are constant parameters which serve to support the process of diversification according to the logic of the all economic and all social. The essential themes linked to the balanced development of the territory as well as sustainable development also contribute to the substantial support effort for achieving the imperative of economic diversification. Finally, the need to revitalize trade policies and regional integration constitutes an important aspect of economic diversification.

84. It should be noted that the success of the PND 2018-2022 throughout the national territory implies effective decentralization with transfer of corresponding skills, with a view to the involvement of both central, departmental and local authority bodies.

e. Taking into account strategic choices in the operational annexes of the PND

85. Following the guidance of the steering committee, draft outlines were developed for the PND and its operational annexes. These projects served to 'frame' the discussions of the thematic groups and to guide the work of the operational units for the drafting of the draft documents. Thus, in broad terms, the strategic framework and its operational annexes are structured to properly reflect the orientations of the COPIL and the resulting variations in the logic of planning according to the PPBS chain. In particular, the areas of concentration have clearly emerged in the strategic framework (Chapter 4, Title 1), with transversal support. The other strategic areas are covered in Title 2, and their programs aligned with the needs of the areas designated as priority in the PND.

86. Also, the operational annexes of the PND have been structured to reflect the priorities of the PND. In particular, the PPAP (Annex 1) highlights the programs and support needs in the areas of concentration, also for all other ministries the programs aligned with the areas of concentration by clearly distinguishing them from other ministerial programs.

87. Finally, the budgetary framework (Annex 2) is consistent with the objectives and stabilization measures. Also, the medium-term expenditure framework (CDMT 2018-2022), clearly highlights a significant increase in expenditure in favor of the concentration and support sectors, within the limits of the budgetary space available.

after financing the 'first necessity' and 'economic and social security' expenses mentioned above.

88. The definition of precise programs for implementing the strategies and the PPAPs which are their translation, and, above all, the planning of these programs over time in order to respond as best as possible to the complementarities expressed, in particular by the transversalities, must give the 2018-2022 PND the most precise and operational character possible. It is in the definition of the operationalization conditions that this transition from theory to practice will be initiated.

C. COMPONENTS OF THE PND 2018-2022

89. The new PND constitutes the key instrument for organizing, ensuring consistency and steering Congo's inclusive and sustainable development program for the period 2018-2022. As indicated previously, It serves as a five-year and integrated strategic and programmatic framework which operationalizes both the President's vision explained in “The march towards development – Let's go further together”, and aligns the macroeconomic stabilization strategies and financial with recovery and social protection policies. Drawing lessons from the review of the precedent, the new PND also places emphasis on the one hand on the central problem of governance which determines the quality of choices and the effectiveness of actions, and on the other hand on the importance of realism and the operationality of the national plan. The structure and substance of the document as well as its operational annexes reflect these concerns, and are part of the 'PPBS' logic of strategic planning.

has. The PND 2018-2022: Strategic development framework

90. This document constitutes the heart of the PND. This is the integrated strategic framework for the next five years (the 'strategy document' as it is known in the 'PPBS' channel). It is organized into three distinct parts. The first part (chapter 1-3) deals with the general context of the PND. This part presents an overview of Congo, the international vision and commitments as well as the current situation. The second part (chapter 4-8) presents the development strategies and programs over the period 2018-2022 in priority areas as well as support sectors and others. The third part (chapter 10-12) deals with implementation issues which are analyzed in detail in the operational annexes.

b. The operational annexes of the PND 2018-2022

91. In accordance with the 'PPBSE' logic and for the sake of operationality, the PND 2018-2022 is accompanied by four (04) additional documents. Drafts of these documents have

were developed in synchronization with that of the PND following the work schedule which guided the preparation of the PND. They will be reinforced during the operationalization and finalization phase of the PND. The operational annexes of the PND include: (i) the multi-year program of priority actions; (ii) the Medium-Term Macroeconomic and Budgetary Policy and Programming Framework Document; (iii) the Framework Document for monitoring and evaluation of PND programs; and (iv) the Guide to PND implementation processes and procedures.

92. *The multi-year program of priority actions* (Annex 1: PPAP 2018-2022). He consolidates the multi-annual action programs of the ministries for the period and the related multi-annual budgets.

93. *The medium-term macroeconomic and budgetary policy and programming framework document* (Annex 2: DPPMB 2018-2022). It quantifies the cost of the PPAP, recalls the fiscal and budgetary strategies for financing the PND, and projects the medium-term macroeconomic and budgetary framework (CBMT 2018-2022). It includes the Medium-Term Expenditure Framework (MTEF 2018-2022) which allocates resources to sectors according to the sectoral priorities of the PND and the costs of the related programs;

94. *The Framework Document for monitoring and evaluation of PND programs* (Annex 3: DCSE 2018-2022) . It describes the institutional mechanism and the statistical system for monitoring and evaluating performance in the implementation of the PND.

95. *The Guide to PND implementation processes and procedures* (Annex 4: GPP). It describes the major and recurring procedures and processes through which the PND programs are executed annually. This guide identifies the processes concerning sectoral programming, macro and budgetary programming, planning, programming and monitoring of investments. It also describes the implementation processes of particular programs such as diversification, improvement of the business climate, mobilization of financing, etc., which involve non-public actors. For each of these processes, the guide describes the structures, stakeholders, practical arrangements, timetables and products.

D. THE PND 2018-2022 PREPARATION PROCESS

has. The institutional framework

96. In order to ensure strong national ownership, guaranteeing good execution, the PND was prepared with strong involvement of sectoral ministries which are responsible for the formulation and implementation of programs, and accountable for the results. To do this,
the Government has put in place an inclusive, participatory and deliberative institutional framework.

97. This framework was formalized through *Decree No. 2017-127 of May 4, 2017,* establishing the creation, responsibilities and organization of the *National Commission for the Development of the National Plan for*

Development 2017-2021. The organizational framework includes: (i) *the Steering Committee* (COPIL) which ensures the orientation of the process, the appropriation and the political validation of the products, (ii) *the Technical Coordination* which supervises the work according to the orientations of the COPIL, validates the products and transmits them to the COPIL, and (iii) *the operational units* which carry out strategic planning activities (strategic thinking, programming, budgeting, monitoring-evaluation) with teams from sectoral and central ministries.

98. At the same time, due to disparities and inadequacies in the technical capacities of the ministries, the organization and supervision of the PND preparation work was carried out in such a way as to strengthen ministerial capacities both in the review of programs and in strategic reflections as well as in programming, budgeting, implementation and monitoring. The organs of the administrative system for conducting the PND development process are described below.

99. ***The Steering Committee (COPIL),*** political and decision-making body. It guides the work, validates the products, and leads the process of political appropriation of the PND. It is chaired by the Prime Minister and the Minister of Planning, Statistics and Regional Integration in serves as Vice-Presidency. The function of this Committee is to provide general guidelines, adopt/validate the vision, strategy, programming and financing documents of the PND, present and defend them to the entire Government and parliamentary bodies. , and development partners. COPIL maintains a consultation framework with development partners through a Consultative Group.

100. ***Technical Coordination (CT).*** It is the body for supervision and technical coordination of activities, headed by the Minister of Planning, Statistics and Regional Integration (MPSIR). The CT defines the deliverables (the PND documents) and organizes the technical work for their realization. She monitors the progress of the work, organizes the technical validation of the products and presents them to the COPIL for appropriation and validation. This body is assisted by an Operational Unit for Monitoring the Development of the PND (memorandum no. 023-17/MPSIR, dated May 11, 2017) within the MPSIR Cabinet.

101. ***Operational Cells (OC).*** They constitute the linchpins in the process of preparation and development of the PND. They organize and lead the technical work teams, particularly the macro and sectoral units, conduct activities and develop documents. They understand :

- ***The Thematic Strategic Reflection Groups (GTRS),*** a *"think-tank"* comprising experts organized according to the various themes of the PND, and who are responsible for *carrying out sectoral strategic reflections* for the strengthening of sectoral strategies and programs, draft sectoral contributions to the PND and the PND summary document.
- ***The programming teams,*** including: (i) *the sectoral units* comprising the DEPs of the ministries and the MPSIR experts, and (ii) *the macro/ budget units* (the members of the *Macroeconomic and Budgetary Framework Committee (CCMB).*

b. The main stages of the 2018-2022 PND development process

102. The work of the COs was carried out jointly under the supervision of the CT and through the timetable of PND development activities. Most of this work took place in the form of technical programming workshops and exchange, sharing and writing seminars.

103. In a first stage, discussions were organized through GTRS structured according to the pillars raised and their sub-components. Then, a process of *coherence and strategic alignment of programs* was carried out in order to: (i) review and organize sectoral programs over time and highlight cross-cutting needs;
(ii) align these needs with the programs of cross-cutting sectors *(coherence) ;* and (iii) align programs with those of the priority areas of the PND *(strategic alignment).*

104. This process was facilitated by the development of *"logical frameworks for sectoral programming"* for each area (see logical framework for agriculture and education). These instruments have enabled the sectors to: (i) roll out their "internal" programs over time, that is to say the main activities they intend to carry out to implement sectoral strategies; (ii) clearly identify cross-cutting programs, which provide support for the sector (infrastructure, human resources, etc.); and finally (iii) highlight the actions through which the sector in question contributes to the needs of the areas of concentration.

105. The logical framework thus facilitates the *coherence* and *strategic alignment* of sectoral programs. Indeed, the first block makes it possible to plan activities within the sector and constitutes the substance of the sectoral program of priority actions. The second block makes it possible to identify cross-cutting needs – infrastructure, human resources, financing – and to *bring them into line* with the programs of the ministries which produce these fundamentals. The third block makes it possible to series the sectoral activities to highlight as priorities those through which the sector *supports* the programs in the areas of concentration *(strategic alignment of sectoral programs).*

106. This process of coherence and strategic alignment of sectoral programs is of particular importance in the operationalization and implementation of PND action plans. It makes it possible to identify the ministerial departments and private actors with whom each ministry will have to deal closely for the effective implementation of the action plan. This facilitates the conduct and monitoring of programs, reinforces the coherence of all government action, and therefore the effectiveness of interventions.

vs. Technical supervision

107. It is recalled that the process was led by the cells set up by the Minister in charge of the plan. The work was supervised by two (02) Operational Monitoring Units and a team of national and international experts.

108. The team of experts includes two groups:

- *Specialists in strategic planning, review/ development of sectoral strategies and their translation into operational plans.* They were mobilized specifically to supervise the strategic reflection work of the GTRS and the drafting of sectoral contributions to the new PND.

109. *Specialists in macroeconomic and budgetary programming, sectoral programming, and monitoring-evaluation.* These were mobilized to supervise the macroeconomic and budgetary framework work and the preparation of the operational annexes of the PND.

110. Governance is the exercise of public, economic and administrative authority in the management of a country's affairs at all levels. It is based on the complex mechanisms, processes and institutions through which citizens and stakeholders articulate their interests, resolve their differences and exercise their legally recognized obligations and rights. Governance thus concerns several areas of social life, justifying the fact that all of its political, judicial and security, economic, administrative and financial variations constitute the basis of economic and social development[4] .

111. Aware of the role and importance of the challenges represented by good governance In the process of economic and social development, the Government of the Republic of Congo considers the strengthening of governance as an essential pillar to achieve the objectives of the PND 2018-2022. Thus, the Government makes it the first axis among the three around which the 2018-2022 PND is structured.

112. Indeed, as noted in the review of the 2012-2016 PND, the poor performance that the Congo experienced in the execution of this plan was mainly linked to governance problems. Also, within the framework of the 2018-2022 PND, the strengthening of governance concerns the political, judicial, security, administrative and economic fields. This orientation responds to the general objective of implementing new practices in public management based on values, benchmarks and principles known, recognized and accepted by all actors in Congolese society.

A. POLITICAL GOVERNANCE

113. Political governance constitutes the heart of State sovereignty. It involves traditions and institutions through which authority in a country is exercised. This includes the process by which institutions are selected, controlled and replaced, the capacity of government to develop and effectively implement sound policies and respect for citizens and the state.

114. This area also includes the management of public services and its administration, the control of the legislative and democratic process as well as the maintenance and development of relations maintained by the Government, whether from a national or international point of view. Political governance takes into account the administration of the territory (deconcentration and decentralization) as well as democratic, political and associative life.

[4] United Nations Development Program

has. Decentralized administration

ÿ ***Diagnostic***

115. Committing to a policy which aims at the harmonious development of territorial administration, Law No. 3-2003 of January 17, 2003, subdivides the national territory into departments, communes, districts, districts, urban communities, rural communities , neighborhoods and villages. These administrative districts are responsible for ensuring the relay of government action. To date, rural communities have still not been created.

116. The erection of certain urban communities and localities into communes, as well as the creation of new districts, have largely modified the territorial administrative organization. Hence the increase from 139 to 151 seats in the National Assembly.

117. The civil status system in Congo which is governed by Law No. 073/84 of October 17, 1984 on the family code and, which is based on Law No. 3-2003 of January 17, 2003, establishing territorial administrative organization has shown its limits. Although planned, the revision of the legal framework has not yet been finalized. Furthermore, the recommended computerization of civil status is only carried out in the two large cities (Brazzaville and Pointe-Noire).

118. Birth registration in Congo cannot guarantee the reliability of the information due to its manual nature. Its rate is certainly high, i.e. 95%, but requires the use of computerization which is still marginal with a rate of 6.5% in the main civil status centers (Brazzaville and Pointe-Noire) and 0% in the secondary civil status centers.

119. The management of international borders during the period 2012-2017 focused on the implementation of the "African Union borders" program which gave the following results: (i) production of border maps of two countries (Congo-Angola) out of the five planned, i.e. a production rate of 40%; (ii) establishment of three out of five joint border commissions, i.e. 60% completion; (iii) existence of the decree establishing the national border commission.

120. In the context of urban sanitation, waste collection has improved in the two main cities (Brazzaville and Pointe-Noire), but there is still the problem of their treatment. The fight against erosion in the two large cities (Brazzaville and Pointe-Noire) has not had the expected success due to the weaknesses of urbanization policies.

ÿ ***Objectives***

121. The objective set in this aspect of governance is to ensure the representativeness and permanence of the State on the national territory.

ÿ ***Major strategies and programs***

122. The following actions are retained in the area of decentralized administration

Axis 1: Border management. The African Union has confirmed the rule of the intangibility of borders[5] inherited from colonization. An integral part of State sovereignty, national borders must be known and protected in order to consolidate good neighborly relations. There is a national border commission in Congo. The rate of establishment of border maps is 40%. The execution rate of the recommendations of the political consultations on the borders is high, i.e. 87.5%.

123. The Government intends to persevere in supporting the improvement of border governance with the establishment of joint border commissions, the delimitation and effective demarcation of borders, as well as the development of a good neighbor policy.

Axis 2: Modernization of civil status. The Government will first proceed with the revision of the legal framework of civil status based on an in-depth evaluation of the existing one, then with the preparation of more adapted texts and their popularization, and with the computerization of the system of civil status. civil status through the development of a national plan, and finally the acquisition and deployment of IT tools and the interconnection of the different sites. Furthermore, the Government will place emphasis on improving the capacities of human resources for this purpose.

Axis 3: Promotion of prefectural action. The administration of the national territory depends on the effectiveness of prefectural action. Indeed, the national territory is covered by twelve (12) prefectures and ninety (90) operational sub-prefectures. Three priorities are defined by the Government to ensure an integral network of the territory in order to bring the administration closer to those administered, namely: (i) the continuation of the administrative division of the territory with the creation of new administrative units; (ii) continuation of the process of transitioning district capitals into urban communities; and (iii) strengthening administrative infrastructure through the construction of prefectures, sub-prefectures and district town halls.

124. To this end, the Government will ensure the effective transfer of financial resources in order to strengthen the capacities of prefectural agents and improve access and quality of public services at the local level. Thus, the Government intends to continue the construction and equipment of hotels and residences (prefectures and sub-prefectures) initiated within the framework of accelerated municipalization over the next five years (tails of municipalization).

[5] Conference of AU Ministers from June 4 to 7, 2007 in Addis Ababa on the modalities of implementation of the border program.

b. Decentralization and local development

ÿ ***Diagnostic***

125. Drawing on the lessons learned from the long practice of implementing decentralization, with the successes and failures that have characterized it, the Government has paid particular attention to decentralization through the constitutionalization of the transfer of competence of local authorities.

126. This decentralization aims to promote local development. The experience initiated in application of the provisions of the constitution of January 20, 2002 enabled the development and promulgation of nine laws, relating to: (i) the functioning of the organs of representative and participatory democracy; (ii) transfer of skills and resources; and (iii) the implementation of the territorial civil service.

127. Since 2003, departmental and municipal councils have been part of the institutional landscape at the local level and carry out numerous basic social infrastructures. They constitute both an effective means of exercising democracy and an essential link in the fight against poverty.

128. It is important, however, to emphasize that the implementation of decentralization and local development faces several difficulties, namely: (i) the absence of steering bodies for decentralization and local development; (ii) the incompleteness of the legal framework for decentralization and local development; (iii) non-appropriation of the principles of decentralization by all state and non-state actors; (iv) difficulties in the transfer of resources; and (v) the lack of competent personnel in the implementation of public policies in the departments and also to support local authorities in the implementation of the decentralization policy and local development.

129. This is the reason why, with the constitutionalization of the powers of local authorities, new challenges must be taken up to stimulate a new dynamic of decentralization and local development based on the national policy of decentralization and local development and of its action plan.

ÿ ***Objective***

130. The objective pursued is to promote local development through optimal mobilization of actors and resources with a view to a qualitative transformation of the living areas of grassroots communities for better satisfaction of the needs of the populations.

ÿ ***Major strategies and programs***

131. To achieve the set objective, the Government plans to implement programs which revolve around the following axes:

Axis 1: Redefinition of the organizational framework for decentralization and strengthening of deconcentration. A socio-political and economic feasibility study will be carried out to determine the relevant level of decentralization and reformulate the administrative organization of the State in line with the objectives assigned to decentralization and local development.

132. The transfer of skills will be accelerated by organizing interministerial consultations on each area of expertise with the ministerial sectors concerned.

133. A general code will be drafted on the basis of the conclusions of the work relating to the redefinition of the level of decentralization of the State and the type of decentralized administrative entities. This code will be accompanied by an orientation text on deconcentration which will redefine the coverage of the territory by the decentralized State services.

134. The law relating to the territorial civil service will be revised with a view to establishing a professional and employment territorial civil service capable of carrying out the new missions of local authorities. Training programs will be organized to strengthen the capacities of local elected officials.

Axis 2: Promotion of dynamic, coherent and balanced local development. National local development programs will be formulated and implemented. Based on the diagnosis of local taxation, legislative and regulatory texts will be developed with a view to consolidating the tax base of local authorities to improve the performance of local finances.

135. A Support Fund for decentralization and local development and a Guarantee Fund for the benefit of local authorities will be established to ensure the financing of productive activities at the local level.

Axis 3: Strengthening the institutional framework for implementing decentralization and local development. The implementation of the national decentralization policy will be done through periodic plans which will specify the actions, activities and timetables accompanied by budgets. A first three-year implementation plan must be developed and adopted. Structures will be put in place to coordinate and manage the national policy of decentralization and local development.

136. Strengthening the capacities of all actors in charge of decentralization is envisaged through the implementation of training programs on the one hand and the computerization of structures in charge of local development on the other hand. The policy of construction and equipment of the headquarters of community councils, administrative districts and social action districts initiated under accelerated municipalizations will continue.

Axis 4: Promotion of political and social appropriation of decentralization and local development. This will involve promoting and supporting the organization at all levels of seminars and workshops dedicated to state actors with a view to appropriating decentralization and local development.

137. As part of strengthening the appropriation and intervention capacities of non-state actors, training and information seminars/workshops will be organized on the themes of decentralization and local development.

138. A mass communication strategy will be implemented by identifying the different target groups in relation to content, language, communication media and channels, and deploying this communication in the short and medium term.

139. It is envisaged the development of lobbying around the national policy of decentralization and local development with Congo's technical and financial partners, actors of decentralized cooperation, with a view to mobilizing resources.

vs. Democratic and associative life

ÿ ***Diagnostic***

140. As part of electoral governance, the elections were organized according to constitutional deadlines. The new Republic came into being with the organization of the constitutional referendum on October 25, 2015, promulgated on November 6, 2015.

141. Congo is among the average of countries in the sub-region in terms of democratic governance. According to Freedom House, the scores are relatively low, 5 out of 10 for civil rights, 6 out of 10 for political rights, 36.73 out of 100 for freedom of the press. The disaffection of the Congolese population with regard to politics is reflected in the drop in the electoral participation rate. The participation rate in the 2016 presidential election is 68.96% compared to 72% in 2009 and 84% in 2002. This reflects the expression of the depression of electoral democracy.

142. Furthermore, the question of gender still arises in terms of participation in political and administrative life. Indeed, women represent 51% of the population but they are underrepresented in decision-making bodies and are often confined to roles subordinates in the political, administrative, economic and social sphere.

143. Nevertheless, the Congo has made a major qualitative leap through constitutionalization of the national advisory councils which are: (i) the National Dialogue Council; (ii) the Advisory Council of Elders and Traditional Notabilities; (iii) the Women's Advisory Council; (iv) the Advisory Council for People Living with Disabilities; (v) the Youth Advisory Council; and (vi) the Advisory Council of NGOs and Civil Society.

144. Furthermore, the Congo has strengthened its democratic system enshrined in the constitution, notably with: (i) Law No. 20-2017 of May 12, 2017 relating to the organic law relating to the conditions of creation, existence and financing modalities of political parties ; and (ii) Law No. 28-2017 of July 7, 2017 determining the status of the political opposition; and (iii) decree

No. 2018-234 of June 13, 2018 establishing the benefits and protection measures for the Leader of the political opposition.

ÿ ***Objective***

145. The main objective is to promote democratic freedoms in Congo. This involves guaranteeing the rights of association, freedom of expression and exercise of political and social activities, the protection of political actors and press organs, as well as the freedom of movement of people and information.

ÿ ***Major strategies and programs***

146. The strategy to be implemented to achieve the objective pursued relates to the different axes below.

Axis 1: Improvement of the electoral process. With a view to future elections, the improvement of the electoral system and the quality of political competition are subject to the implementation of the recommendations resulting from the various consultations between national political forces and civil society organizations.

147. The Government will strengthen the electoral system by directing its intervention towards legislative reform, so as to take into account actions which contribute to better credibility of the national electoral system. It is important to strengthen this process and the capacities of actors and institutions in order to promote a modern, competitive and vibrant democracy for the benefit of economic development and social peace.

148. Furthermore, the Government also intends to complete the series of recommendations resulting from the various national political consultations with: (i) the introduction of biometrics for voter identification; (ii) the continuation of the overall administrative and electoral division; (iii) the adoption of the law on the financing of electoral campaigns; and (iv) strengthening the competence of the territorial administration during electoral periods.

Axis 2: Strengthening political parties. The Government intends to continue the efforts already underway in the financing of political parties in order to ensure their territorial opening and their presence in the political landscape. For political parties to fully assume their civic function and contribute effectively to civic education, it is important that they constitute themselves as lasting social organizations, capable of proposing appropriate solutions to the major challenges facing the national community, in particular that of credible alternation. To this end, the Government will ensure the effective application of the law on the financing of political parties.

Axis 3: Strengthening parliamentary institutions. The Government will support efforts to strengthen the independence and autonomy of parliamentary institutions. It will particularly support strengthening the skills of parliamentarians, so that they can carry out their missions, particularly in terms of evaluating public policies, controlling and monitoring government action.

Axis 4 : Promotion of citizen participation. The Government is committed to developing an operational program to promote the involvement of civil society in the management of public affairs. This involves encouraging, on the one hand, a greater “demand” for democracy among citizens and, on the other hand, promoting democratic “surveillance” institutions, such as the press and civil society organizations. . The Government intends to promote the use of new information and communication technologies to strengthen citizen participation.

Axis 5. Improvement of women's participation in decision-making spheres. The constitution of October 25, 2015, in article 17, establishes gender parity: “women have the same rights as men. The law guarantees parity and ensures the promotion and representation of women in all political, elective and administrative functions.”
To this end, the Government will ensure the application of this constitutional provision.

B. JUDICIAL GOVERNANCE

149. The sovereign missions of the State, in matters of judicial governance, consist of ensuring the rule of law, guaranteeing and protecting individual freedoms and property, sanctioning violators of the laws and regulations of the republic, making institutions public more efficient, and ensure access to justice for all.

ÿ ***Diagnostic***

150. Analysis of the functioning of Congo's judicial institutions highlights a certain number of weaknesses which characterize its system of governance. These weaknesses are linked to organic and human capacity, the inadequacy of the texts with social developments and the cost and complexity of legal procedures, and other difficulties of access.

151. Concerning organic capacities, we note the weakness of the judicial map which does not correspond with the administrative and territorial organization of the Congo. In fact, the judicial map only has 5 courts of appeal (Brazzaville, Pointe-Noire, Dolisie, Owando and Ouesso) instead of 12 to cover all the departments in accordance with the texts. Likewise, it only has 23 district courts (instead of 90 to cover all districts of the country).

152. Furthermore, regarding infrastructure, it should be noted that prison overcrowding caused by the low internment capacity of remand centers and their non-existence in many localities remain enormous challenges to be met to strengthen its governance. Indeed, of the 10 existing remand centers throughout the national territory, only 5 are operational (Brazzaville, Pointe-Noire, Dolisie, Impfondo and Owando).

153. The insufficiency of judicial staff (780 magistrates, 366 clerks) and judicial officers (162 lawyers, 69 notaries and 136 bailiffs) is the reason for the holding of hearings

fairgrounds, often random, and generally a lack of diligence in handling cases.

154. Concerning the inadequacy of the texts with social developments, it is characterized by the obsolescence of the latter in the commercial, social, environmental, cultural, technological and economic fields. Furthermore, the coexistence of modern texts with customary law, particularly in land and matrimonial matters, constitutes a source of conflict in the exercise of justice.

155. Users' access to justice services remains hampered by high costs due in particular to parafiscal practices, by a lack of information on procedures and by a lack of confidence in justice.

ÿ ***Objectives***

156. Strengthening judicial governance aims to improve the efficiency of the judicial system and more specifically guarantee the independence and strengthen the accountability of justice with a view to promoting the rule of law.

ÿ ***Major strategies and programs***

157. The Government is committed to implementing a reform program which guarantees the exercise of independent and credible justice, accessible to all, restorative and protective of human rights, particularly those of vulnerable groups. To this end, the actions to be carried out concern the following areas.

158. ***Axis 1: Strengthening the rule of law.*** For the Government, this involves providing integrated support to the justice sector and accountability institutions and stakeholders through: (i) improving access to justice; (ii) revitalization of the functioning of the criminal justice chain and coordination between sectors; (iii) support for accountability institutions including Parliament as well as bodies and actors in the fight against corruption, fraud and embezzlement so that they have legal frameworks, capacities and tools to consolidate their role and effectively fulfill their mandate.

159. ***Axis 2: Promotion of human rights.*** To mark its attachment to the dynamic driven by the Charter of the United Nations and the African Union in terms of the protection of human dignity and the Universal Declaration of Human Rights, the Congo has integrated in its legislation6 , the provisions relating to the protection of human and peoples' rights. This inscription took on particular significance with the promulgation of the law of June 14, 2010 on the protection of children and the law of February 25, 2011 on the promotion and protection of the rights of indigenous populations.

160. The Government is committed to deepening this dynamic by promoting the culture of human rights through: (i) the continuation of rights education operations

[6] Preamble to the Constitution of Congo of October 25, 2015

civic and citizenship; (ii) capacity building of the National Human Rights Commission and its departmental directorates; (iii) intensification of information and awareness campaigns on human rights; (iv) the fight against all forms of violence against women; (v) the development of legislation favorable to the protection of defenders of the rights of indigenous peoples; (vi) the protection of human dignity in the prison environment through the improvement of the management and control of penitentiary establishments; (vii) improving the living conditions of prisoners and promoting justice for children; and finally (viii) the strengthening of judicial patrols.

161. ***Axis 3: Protection of private property and promotion of freedom of enterprise.*** The country's economic freedom index is in constant decline according to the Heritage Foundation. It is 40% in 2016, while in 2009 it was 45.40%. To reverse this trend, improving the business climate will be continued through the multiplication of courts specializing in business litigation and the development of legislation favorable to alternative methods of dispute resolution.

162. ***Axis 4: Acceleration of the modernization of justice.*** To modernize justice, the Government has adopted important precepts consisting of: (i) increasing the efficiency of justice by strengthening its legal and organizational framework; (ii) improve access to law and justice by bringing justice services closer to the population; (iii) improve the credibility of justice by strengthening its human resources through continuing training, particularly in business litigation; (iv) humanize prison conditions by building and rehabilitating infrastructure; (v) strengthen the participation of non-state actors in the development of the justice sector and finally; (vi) intensify the interventions of development partners to broaden and diversify the cooperation platform with justice.

163. ***Axis 5: Contribution of justice to the transformation of the economy.*** Justice will contribute to the transformation of the economy through its program of social reintegration and the fight against recidivism. This is how an effort to promote penal labor will be structured around the creation of prison farms, the contractualization of penal labor, and finally the popularization of work of general interest or of collective utility.

C. SECURITY GOVERNANCE

164. Initially focused on the defense of territorial integrity, the Congo's defense and security system is gradually moving towards the management of new threats of internal and external origin, in particular the appearance of armed groups, illicit circulation small arms and light weapons, organized crime, fundamentalism and religious fanaticism, transnational crime, cybercrime, armed conflicts in neighboring countries, destabilizing attempts of other countries, terrorism and trafficking in narcotics.

has. Internal security

165. The purpose of internal security is to identify and counter threats and risks of all kinds, not directly related to (military) defense, which may weigh on the national territory and which justify State intervention, to the free exercise of rights and freedoms, the security of people and property, the protection and preservation of the environment, scientific and economic potential and cultural heritage. It encompasses all public security and civil security actions (maintenance and restoration of public order, prevention and response to natural and humanitarian disasters) which take place within the territory.

166. Internal security missions are carried out by the police forces who must maintain an attitude of constant monitoring and innovation because the potential for crime seems inexhaustible.

ÿ ***Diagnostic***

167. Developments in the current context are marked by globalization in economic, commercial and cultural relations between States and communities of States. This has led to new threats such as cybercrime, the essential vector of which is the development of new information and communication technologies.

168. The uncontrolled increase in migratory flows has had a strong impact on the border security system, the permeability of which remains until now the source of several scourges, notably terrorism, uncontrolled urbanization, poverty, organized crime, drug trafficking. All these scourges are likely to destabilize the internal security of Congo and the States of the sub-region.

169. In view of all these developments, the national security tool is trying to adapt to the threat. For this, an increase in human and financial resources and modern technical means of intervention have been mobilized, but these remain insufficient in the face of the challenges.

170. Civil peace, so vital for the integral development of the social body, is guaranteed on almost the entire national territory thanks to the constant effort to modernize police structures and the commitment of personnel qualified to watch over it. However, this achievement, although essential for social balance, remains fragile, because it is dependent on socio-economic conditions which tend to deteriorate and constitute a source of threat.

171. The coverage rate of the national identity card of 51% must be improved in order to facilitate the investigative work of the police services. The resurgence of phenomena such as "black babies" and drug consumption have become evils to contain and curb.

172. The rapid development of society is inevitably accompanied by a significant expansion of risks and disasters. To this end, the civil security services have developed a rapid and effective response strategy with a view to protecting populations from these

disasters. Thus, two new emergency centers were built in Brazzaville and emergency units were positioned in the departmental capitals, which made it possible to slightly reduce the response time from twenty (20) minutes. at fifteen (15) minutes.

ÿ ***Objectives***

173. The objective of the internal security strategy is to guarantee public order in order to promote the integral development of the social body through the constant effort to modernize the internal security forces.

ÿ ***Major strategies and programs***

174. The Government's internal security policy emphasizes the following strategic axes.

175. ***Axis 1: Strengthening police human resources.*** To achieve the main objective of security governance, the Government intends to increase the police/population ratio from 4 to 6 police officers per 1,000 inhabitants by 2022 and ensure better spatial distribution. To this end, the recruitment of 1,000 police officers per year is planned. In order to to increase the operational capacities of the police forces, the Government will continue to strengthen the professionalization of police officers by organizing training courses. As part of career management, particular attention will be paid to the scheduling of training to strengthen human resources, and to the adequacy of profiles with the tasks.

176. ***Axis 2: Development of police equipment and infrastructure.*** The rise of security services requires the modernization of equipment as well as the construction and rehabilitation of infrastructure. These include the construction of barracks, police stations, border police posts and rescue centers.
The acquisition of specific intervention, policing and rescue equipment, using new technologies, will contribute to strengthening the operational capabilities of the security tool.

177. ***Axis 3: Improvement of the condition of police officers.*** This involves improving support for police forces through the acquisition of clothing, sleeping, barracking and furnishing items (HCCA). Support for the forces also includes feeding police personnel which will be provided throughout the national territory. Particular emphasis will be placed on the systematization of preventive medicine.

178. ***Axis 4: Transversal governance policy.*** The need to increase the power of police services requires the adaptation of services to new developments in the international security environment. In this perspective, bilateral and multilateral cooperation will be encouraged. The PND will take into account the financial impact of exchanges of experience and the payment of contributions to international organizations to which the Congo is affiliated.

179. **Contribution to the transformation of the economy.** The Government intends to take advantage of the strengthening of specialized police forces to increase their contribution to the process of transforming the economy by securing economic activity zones. Police force personnel will have to participate in the facilitation of business immigration in priority areas of economic diversification, notably tourism, securing investors, the fight against business crime through partnership with the chambers of professions.

180. In the social sector, civil security forces contribute to prevention and treatment activities for major endemics and they provide health services necessary to maintain the physical and psychological balance of troops, and generally, of users.

b. National Defense

181. As mentioned previously, in the Congo, national defense has, in the past, been focused on the integrity of the national territory. But, with the current sub-regional context, the need to take into account, in the defense and security system, the management of new threats is essential.

ÿ ***Diagnostic***

182. In its recent development, national defense has experienced a significant moment punctuated by the promulgation of a legal reference framework, in this case the law on the orientation and programming of the **modernization of the public force.** The dividends of this modernization policy concern in particular the construction or rehabilitation of barracks and other military infrastructure, **the construction and equipment of ENVR Génie-Travaux,** improving the mobility of troops and the surveillance capabilities of the national navy, and finally the involvement of defense forces in joint maneuvers to develop the concept of collective security.

183. The Government, while in line with its vision of a country, a haven of peace and security and a republican army, assuming its sovereign mission of defending the integrity of the national territory, will contribute the forces of national defense to achieve the central objective of consolidating peace and the stability of institutions.

ÿ ***Objectives***

184. The objective of defense policy is to ensure the integrity of the national territory against external threats.

ÿ ***Major strategies and programs***

185. ***Axis 1: Strengthening the professionalization of the defense forces.*** The objective of strengthening the professionalization of the public force will materialize, as far as

concerns national defense and after the development of a modernization and military programming law, by the development of its counterpart which is the prospective study on the defense strategy. The traditional missions will be renewed, namely defending the integrity of the territory and consolidating peace, developing the capacities of military justice as well as cooperation in defense matters, modernizing the gendarmerie to allow its adaptation to the context of urban and rural threats.

186. ***Axis 2: Development of infrastructure and equipment.*** The government intends to continue the development and international standardization of the Congolese armed forces and the national gendarmerie by highlighting the construction of barracks, the acquisition of specific effects and the maintenance of equipment. In the same sense, it will boost the structures of the ministry in order to improve the management of defense tools.

187. ***Axis 3: Participation in economic and social life.*** Taking into account the know-how of the defense forces in other areas, the Government will further involve national defense personnel in the areas of health and military engineering professions, by participating in disaster management and opening up of the hinterland and the production of water and energy. Also, to combat the idleness of young people and encourage their civic participation, the Government will experiment with appropriate forms of civic service with a view to strengthening the Army-Nation bond. This new direction assigned to the defense and security forces will make it possible to strengthen their contribution capacities to the national health development plan, road infrastructure works and the production of water and electricity in rural areas.

D. ADMINISTRATIVE GOVERNANCE

188. The reform of public administration, set out in the vision of the Head of State, “The march towards development – Let's go further together”, is also part of the convergence of the principles and values of the administration and public service defined in the Charter of the African Union, ratified by Congo7 in 2012. This Charter is a tool for promoting a new ethic of public service which reconciles traditional values, namely the sense of interest general, solidarity and respect for authority and the public good, with modern values such as integrity, responsibility, accountability, competence, independence of mind, sense of initiative, creativity and innovation, merit and excellence.

ÿ ***Diagnostic***

189. The situation of the Congolese public administration is relatively worrying: (i) the number of state agents is difficult to estimate due to the non-completion of the census process; (ii) the absence of the interministerial directory of professions and skills (RIMEC) does not allow the rational and forward-looking management of jobs and the

[7] African Charter on the Values and Principles of Public Service and Administration

training of executives for public administration professions; (iii) the archaism of the central physical file does not allow direct access to the documentary collection; (iv) the dilapidation, the inadequacy of administrative buildings and the low level of computerization have harmful effects on the quality of services and the performance of the public service.

190. This table reveals the persistence of the challenges that the Congolese public administration must meet to increase the effectiveness of public interventions in favor of development.

191. In summary, the Congolese public administration has demonstrated various weaknesses, including: (i) a low level of diligence and efficiency in the conduct of public policies and actions; (ii) the absence of a transparent administrative system that encourages individual and collective performance; (iii) the weakness of policies and mechanisms for promoting the quality of services; (iv) low credit disbursement rate; (v) the virtual absence of coordination structures between ministries; (vi) the lack of communication planning; (vii) the weak operationalization of laws through implementing texts. These are a set of weaknesses which deserve to be corrected through substantial reforms to improve the performance of the Congolese administration in the service of development.

ÿ ***Objectives***

192. As part of the PND 2018-2022, the strengthening of administrative governance aims to increase the performance of the Congolese administration. More specifically, it is a question of improving the performance of civil State agents and therefore the quality of public service.

ÿ ***Major strategies and programs***

193. To meet these challenges relating to the establishment of a development administration serving the user-client, the Government intends to rationalize public administration and promote a culture and administrative values favorable to development through the following axes: After.

194. ***Axis 1: Promotion of a culture and administrative values favorable to development.*** The economic development of Congo is closely linked to the quality of its administration and its human resources. The implementation of essential values such as respect for authority, diligence, responsibility, accountability, sense of proportion,
monitoring and results, does not only aim to guarantee performance, but it helps to improve the administration's relationship with service users, in particular private operators and populations. To do this, the Government intends to implement the following actions: (i) ensure compliance with the texts governing the functioning of public administration; (ii) continue the reform of public administration.

195. In this, the Congo intends to develop a citizen and professional administration which integrates as a priority the satisfaction of the user-client in conformity with the letter and the spirit of the Charter of the Civil Service in Africa of February 5, 2001, adopted in Windhoek.

Indeed, according to this charter, “the administration must serve users by respecting the following criteria: proximity and accessibility of services, participation, consultation and mediation, quality and efficiency, evaluation of services, transparency and information, speed and response times , reliability and confidentiality of information”.

196. ***Axis 2: Modernization and rationalization of the public sector.*** This involves modernizing and better organizing public administration in order to make it more efficient. In this context, the Government plans to: (i) completely computerize public administration; (ii) to ensure control and forecasting of the number of civil agents of the State; (iii) improve the management of infrastructure and equipment; (iv) improve the strategic management of the administration in order to reduce the processing time of files; (v) better develop human resources by promoting an increase in the rate of operationalization of the Interministerial Directory of Professions and Skills (RIMEC); (vi) strengthen decentralization and promote local development. Through this reform program, the Government aims to raise the quality of services so as to increase the satisfaction rate of public administration users.

E. ECONOMIC GOVERNANCE

197. Economic governance includes the different institutions and operating rules that relate more directly to the economic and financial sphere in areas such as taxation, ethical practices of public administration, budgetary management, control of public resources , trade policy, the business climate, the management of public enterprises and national heritage, etc. It is with this in mind that the strengthening of economic governance is considered within the framework of this plan as an imperative necessity for the economic and social development of the Congo.

ÿ ***Diagnostic***

198. In terms of economic governance, it should be noted that the Government has taken numerous initiatives in this area. Thus, for more than ten years, the Government's efforts in this area have been translated into a certain number of flagship measures including the adoption of the public procurement code (decree 156 - 2009 of May 20, 2009), amended in 2012, the establishment of the Court of Auditors and Budgetary Discipline (2005), various measures in the field of public financial management such as the medium-term expenditure framework (MTEF), including the creation of the single treasury account, the transparency law of 2017 (law 10 of March 9, 2017), the establishment of specialized institutions in the fight against corruption (CNLCCF, OAC) and regulatory bodies in several sectors of the national economy (telecommunications, hydrocarbons, energy and hydraulics, etc.). Concerning the business climate, the Government has also initiated a series of reforms as shown by the developments in Chapter 8 (See below).

199. Despite these initiatives which demonstrate the Government's commitment to strengthening economic governance, significant challenges persist and constitute

major conditionalities to clean up and revitalize the economic system. According to the recent diagnostic report on governance, carried out by the Congolese authorities with the support of the IMF in June 2018, studies and evaluations carried out by the Government as well as by independent national and international entities highlight the fact that serious difficulties persist in the different areas of economic governance.

200. It is particularly clear from this report that the comparative indicators reflect these difficulties to the extent that, in most areas, the Congo displays a lower level of performance compared to most countries in Africa south of the Sahara. . These indicators highlight Congo's poor performance in the main areas of economic governance (public finance management, rule of law, financial sector surveillance, business climate, fight against money laundering) as well as in the area of the fight against corruption.

201. The 2018 diagnosis confirms that of the PEFA Report (2014) which highlighted the fact that the Action Plan for the Improvement of Public Finance Management (PAAGFP) and the Public Investment Management Support Project (PAGIP) implemented in Congo resulted in progress that remained below the Government's objectives and the expectations of its technical and financial partners.

202. Furthermore, the evaluation carried out on the achievements of the 2012-2016 PND highlighted weaknesses at the regulatory, institutional level and in the management of revenues and expenditures, particularly those relating to public procurement and the payroll. . Congo's competitive position has barely improved according to *Doing Business* indicators , ranking Congo 174th out of 190 countries in 2015 and 177th out of 190 countries in 2017.

203. The diagnostic report on economic governance resulted in the observation that The Government has made limited progress in building institutions conducive to a market economy, thereby hampering the economic diversification agenda and slowing market-driven growth.

204. Weaknesses in the governance system do not make it possible to effectively combat corruption, a problem that undermines the national economic system. Hence the need to implement the necessary reforms to establish an effective economic governance system, capable of ensuring both the resilience and prosperity of the Congolese economy.

ÿ ***Objectives***

205. Strengthening economic governance aims to create an environment favorable to macroeconomic stability as well as social and economic conditions for development.

ÿ ***Major strategies and programs***

206. To achieve the objectives assigned to strengthening economic governance, the Government intends to carry out actions centered around the following areas concerning public finance management, public sector management and private sector management.

207. ***Axis 1: Strengthening macroeconomic management.*** This central objective remains relevant despite the poor performance recorded during the 2012-2016. Furthermore, it was redefined and profiled in "The March towards development – Let's go further together", a vision of the Head of State who assigns the Government the orientations essential.

208. ***Macroeconomic stabilization.*** Drawing lessons from the past, the Government intends to effectively pursue a countercyclical budgetary policy by putting in place mechanisms for the constitution and management of budgetary reserves in order to strengthen macroeconomic stability in the medium term (sustained economic growth, controlled inflation, budget deficit controlled and sustainable debt).

209. ***Budget anchoring.*** The Government intends to anchor the most incompressible expenses, in particular operating expenses, to the most stable resources, in this case tax revenues. Thus, the Government intends to ensure budget stability by: (i) broadening the tax base; and (ii) raise the tax rate to 33% of non-oil GDP.

210. ***Improvement of the tax system.*** This involves increasing the performance of tax administrations. The objective is to explore new tax niches while respecting the community convergence criterion of 21% of GDP, to ensure better security of tax revenue (in particular, through the automation of the tax system) and to reduce expenditure. tax (rationalization of exemptions). The tax strategy therefore aims to diversify the sources of taxation thanks in particular to the expected product of the increase in the share of the non-oil sector in the national economy with a view to reaching a contribution of 15% to GDP in 2022. In short , the promotion of development taxation will be one of the main levers for increasing resources in the State budget.

211. ***Rationalization of expenses.*** The Government also intends to continue rationalizing operating expenses and improving the efficiency of investment spending, a guarantee of the credibility of its budgetary policy. This concerns in particular the rationalization of transfers to loss-making state enterprises and consequently increasing the expenditure allocated to supporting growth-promoting sectors. Loss-making state enterprises should be transferred to the private sector for reasons of reducing the state budget and improving the quality of public services.

212. ***Strengthening budgetary control.*** Internal controls will not only be intensified but they will further integrate the requirements of three-dimensional accounting for public finances. This effort will continue with the reactivation of the judicial bodies

control of public finances and control of administrative order. Ultimately, this will involve ensuring compliance of the public finance control system with regional and international conventional commitments in this area. External control bodies such as Parliament and the competent courts will need to be strengthened.

213. ***Strengthening debt management.*** Given the country's overindebtedness, the Government intends to pursue a resolute debt reduction policy as part of its economic and financial reform program. Thus, it will pursue a policy based primarily on the use of the country's own resources to finance development,
and the search for donations and external assistance, especially on concessional conditions. Furthermore, the Government will continue its efforts with creditors to restructure the debt. It also intends to pay particular attention to the settlement of the domestic debt with a view to injecting liquidity into the national economy.

214. ***Axis 2: Strengthening strategic and operational planning and execution capacity.*** The Government intends to improve strategic planning by strengthening the capacities of the ministry in charge of planning. To do this, it will be necessary to: (i) have sectoral policies; (ii) develop departmental development plans (iii) carry out PND reviews; (iv) carry out basic statistical operations; (v) contribute to the formulation of regional and sub-regional policies and ensure compliance with international, regional and sub-regional economic commitments; and (vi) guide the interventions of development partners and ensure their alignment with the PND.

215. Furthermore, the Government is committed to undertaking sustained efforts to strengthen the quality of public investments and maximize their effects on development. Economic and Social. These efforts will focus on the following actions to be carried out in the four main dimensions that determine the performance of public investment management. These are: (i) the rigorous selection of investments to be made; (ii) sound evaluation of the costs and results of the projects to be financed; (iii) the rational implementation of investments and; (iv) effective monitoring and evaluation of the investments to be made.

216. To do this, the Government intends to strengthen the roles and skills of administrations in the planning, programming, budgeting and monitoring-evaluation (PPBSE) chain, in particular the CNEEPIP, the DGPD, the DGB, the DGCB, the Regulatory Authority Public Procurement (ARMP), the General Directorate for Public Procurement Control (DGCMP), the General Finance Inspectorate (IGF), the State General Inspectorate (IGE) and the Court Accounts and Budgetary Discipline (CDDB) which are all competent to exercise a posteriori controls on the physical and financial execution of public investment projects.

217. ***Axis 3: Improvement of public portfolio management.*** Optimal management of the public portfolio has a considerable impact on public finances, private sector development and the quality of public services. This involves accelerating the program of

reforms, strengthen the management of public enterprises and encourage private sector participation.

218. The Government is committed to accelerating its reform program to disengage from certain sectors to better concentrate on others. Also the management of companies forming part of the public portfolio must be part of the framework of economic governance which guarantees both the profitability of the State's financial efforts and the opening of a space for the private sector.

219. Taking this need into account, the Government intends to carry out actions appropriate to improve the governance of public enterprises. These recommended actions to modernize and improve the governance of public enterprises concern: (i) strengthening the role of the General Directorate of Public Portfolio to make it a strategic orientation body for public enterprises and an external control mechanism; (ii) the appointment of members of the Board of Directors on the basis of skills and independently of political constraints; (iii) the appointment of managers of public companies using the management market.

220. The ambitions reflected by the six axes around which the social project of the President of the Republic is structured “The march towards development – Let's go further together” can only be realized if the Congo has a stock of capital sufficient and quality human resources. The in-depth reform of the education system envisaged within the framework of the PND 2018-2022, aims to offer all components of the community the opportunity to equip themselves with the necessary means to assert themselves in a society which ensures equal opportunities and in which everyone can contribute to national development.

221. In September 2015, the Government adopted an Education Sector Strategy (ESS) for the period 2015-2025, the vision of which is part of that constructed in “The Path to the Future (2009-2016)” where it It is indicated that an educated population, a part of which is well trained in different fields such as those of science, technology and techniques, is a population prepared to accelerate the development of its country.

222. Thus the PND 2018-2022 strategy in terms of human capital development aims to implement programs to strengthen moral, civic, intellectual and physical education for all. To do this, the Government's strategy is structured around four axes, namely (i) promoting moral, civic and physical education and the fight against anti-values; (ii) provide quality education for all; (iii) adapt the education system and its products to the market needs of an emerging economy; and (iv) improve the governance of the education system.

A. MORAL, CIVIC, PHYSICAL TEACHING AND FIGHT AGAINST ANTIVALUES

223. The implementation of the 2018-2022 PND will constitute an important temporal sequence which must ultimately guarantee the availability and placement at the center of the development process of seasoned women and men, both from a technical and professional point of view, as moral and civic.

224. Already, in his social project, “The march towards development - Let's go further together”, the President of the Republic specifies that “putting the Congolese at the heart of development is the convert to the adoption and good use of values that promote development. These values are, in particular, work, rigor, discipline, responsibility, conscience, entrepreneurial spirit, the desire to succeed, the taste for sustained effort and love of the country.

225. In their dual capacity as fundamental actors and major beneficiaries of the achievements of growth and progress, the Congolese must be placed at the heart of the

sustainable development of their country. The PND must guarantee ownership of the targeted objectives and the scale of expected performance. For the people of Congo, it is a question of integrating new behaviors and meeting, in solidarity, tolerance and commitment, the challenges of contemporary times which fall to our country, the demands of current changes and the necessary adjustments for beneficial progress. In their role as creators of wealth and drivers of the future, the Congolese must distinguish themselves by example and the internalization of the founding values which underpin hope and structure the country's march towards development, in this case ethics, a taste for effort, the quest for excellence and a job well done.

226. Therefore, to support the operationalization of the PND 2018-2022, actions to transfer moral values and adequate civic education will be implemented to encourage the emergence of new behaviors, concrete emanations of the fight against anti-values . Also, moral and civic education, as well as the fight against anti-values will accompany, as part of the implementation of the PND 2018 - 2022, programs to strengthen the education system, to build a society in which the values of Ethics, probity, a taste for effort, compatible with development, will be values shared by all.

has. Moral, civic and physical education

ÿ ***Diagnostic***

227. The population of Congo is young, approximately 80% of individuals are under 30 years old (RGPH 2007). This demographic structure according to age induces numerous constraints, mainly in terms of employability and integration of young people. In addition, rapid urbanization and increasingly pronounced openness to various influences are leading to the multiplication of multifaceted anti-values in the country.

228. Weaknesses are still noted in the promotion of sport and physical education due to the insufficiency of sports platforms in the districts, districts, villages and in schools and universities. The practice of sport in these entities is neither organized nor supported. The involvement of local authorities in the organization of sporting activities is very weak; hence the difficulties in opening up the practice of sport to the majority and the lack of interest in sports by the population.

229. To enable effective moral, civic and physical care for young people, the Government is reviewing the related policy and instituting a national policy for civic instruction and physical education. Other initiatives have been undertaken, notably the institutionalization of civic service and the youth corps
volunteers. These advances are important. But they remain insufficient and must be strengthened. As part of the 2018-2022 PND, the Government plans to implement a vast moral, civic and physical education program likely to provide a real political response.

ÿ ***Objectives***

230. The instruction in moral education and civic education aims to undertake the in-depth readjustment of the education system in conjunction with the system of education and socialization of younger generations, in line with the training of the citizen
new.

231. Specifically, through awareness-raising, education and communication, it will be a question of helping Congolese citizens acquire a moral conscience adapted to the requirements of the present context, allowing them to understand, respect and share values of solidarity and responsibility.

232. To meet the various challenges that remain in the sports sector, the Government intends to focus its action on the two areas of 'intervention' which are: the development of sport and the promotion of physical education and school and university sport.

ÿ ***Major strategies and programs***

233. In this regard, the Government will develop and implement programs adapted to different segments of the population in order to prepare them for socio-economic integration and citizenship. These programs will be structured around two axes below:

234. ***Axis 1: Promotion of moral and civic culture.*** The actions that the Government intends to take to develop a moral and civic culture among the Congolese will focus on: (i) the promotion of moral awareness; (ii) understanding the place and role of the rule of law; (iii) the exercise of critical judgment; (iv) apprehension of the meaning of commitment; and (v) the dissemination of the culture of citizenship and peace.

235. ***Axis 2: Development of sport as an anchor point for moral and civic education.*** Physical and sporting education must fully contribute to the objectives of moral and civic education through: (i) mutual aid and proximity favored by interactions between young people in the physical and sporting education process; (ii) the propensity to carry out common projects resulting from the development of feelings of responsibility and reciprocal solidarity towards each other; (iii) confrontation with a system of social regularization like the situations of sporting interactions structured and made functional by a system of explicit rules.

b. The fight against anti-values

ÿ ***Diagnostic***

236. Malicious administrative, economic, political and financial practices and atypical social phenomena contrary to the overall and specific frameworks of community life are capable of lastingly compromising development opportunities.

the various existing supervision and control mechanisms as well as repression mechanisms do not fully exercise their prerogatives of social regulation.

237. For more than a decade, the Congo has equipped itself with instruments to combat anti-values, mainly corruption, fraud and extortion. The promotion of good governance now constitutes an essential lever intended to guarantee strict compliance with the legal and regulatory provisions in force, in the face of reprehensible behavior capable of annihilating the efforts made for better distribution and efficient use of national wealth.

238. In this context, the objectives of structural transformation of the Congolese economy cannot be achieved if a fierce fight against anti-values is not waged.

ÿ ***Objectives***

239. As part of the program to combat anti-values, the main objective of the Government in implementing the 2018-2022 PND is to achieve a change in mentalities and behaviors, with a view to building a just society. , equitable, respectful of the rules of law and favorable to development.

ÿ ***Major strategies and programs***

240. To combat anti-values and achieve changes in mentalities and behavior, the Government intends to emphasize sanctions capable of re-establishing the rule of law. To this end, two major axes constitute the implementation framework.

241. ***Axis 1: Develop the culture of sanction.*** The culture of sanction will help to improve the quality of governance in all spheres of State life and to transform mentalities and behaviors. As a result, it will have to encourage the population to respect standards, if it is perceived, as a mechanism of social control, as the price to pay in the event of incrimination. With this in mind, the Government will work and ensure the effective application of the principle of non-impunity and the taking of urgent measures so that the standards and sanctions provided for are better known, integrated into all repressive-sounding reference systems. and applied without complacency.

242. ***Axis 2: Intensify the fight against corruption and anti-values in general.*** Corruption being the mother of vices in governance, its prevention and repression constitute the first battlefield where the desire of public authorities to irreversibly take the path which leads to good governance will be judged.

243. Congo has put in place an institutional system to combat corruption and impunity. This system includes the National Commission to Fight Corruption, Fraud and Embezzlement, the National Anti-Corruption Observatory and Ministerial Anti-Corruption Units. Convinced of the importance of this system, the Government intends to initiate the reform of these organizations to correct the weaknesses which have been observed and

effectively organize the fight against corruption, embezzlement, fraud and other similar offenses.

244. In terms of prevention, the Government is committed to rectifying the national strategy by first conducting a study to identify the phenomenon of corruption (active and passive), the implementation of codes of ethics and codes of ethics, both within the administration and in public services and procurement, the implementation of specific mechanisms such as the obligation to report (responsible obligation), the declaration of goods and assets and the protection of whistleblowers, and finally the recognition of the status of specialized judicial police officers for judicial and penitentiary inspectors.

245. In terms of repression, the Government will work to reform criminal justice to guarantee equality for all before the law, substantially improve financial investigation in order to better combat all forms of crime, including cross-border crime.
organized, intensify the controls carried out by judicial and penitentiary inspections, implement the mechanism of rapid results initiatives by targeting and prioritizing activities to detect and eradicate corruption.

B. GENERAL EDUCATION

has. Basic education

ÿ ***Diagnostic***

246. **Preschool.** The preschool education cycle is rapidly emerging and is characterized by a low national coverage rate (20% in 2015) which is still below the target of 30% set for 2024. Indeed, progress quantitatively significant have been achieved in recent years. From 2003 to 2012, the number of preschool centers increased 4.07-fold, from 13,256 children to 53,920 (Congo, 2015)[8] . This education cycle, which has a girl/boy parity index of 1.18, is also much more developed in urban areas than in rural areas because 83% of establishments are in urban areas compared to 17% in rural areas. According to the EDS II (2011-2012), the proportion of children following a preschool education program increases significantly with the mother's level of education and the level of household well-being: by 5%. for children whose mother has no level of education, the proportion increases to 43% when she has a 2nd cycle secondary level or higher; In households classified in the poorest quintile, only 2% of children attend a preschool program compared to 47% in households located in the richest quintile.

[8] Education sector strategy 2015-2025

247. Two major constraints undermine preschool education, namely: (i) insufficient infrastructure, equipment and teaching materials and, (ii) insufficient qualified teaching staff, particularly in rural areas.

248. **Primary.** The gross enrollment rate is quite high, it is 172.09% (INS, 2014), with a net enrollment rate of around 80%. However, these rates hide efficiency problems which result in very high repetition rates of around 17%, early and late entries. The gross admission rate in this cycle is 104.20%, while the completion rate is 76%. With a transition rate from primary to secondary school of 42%, it should be noted that the losses in primary education are significant. In 2015, data available from the ministry in charge of primary education showed that despite the liberalization that occurred following the national conference in 1991, the State retained leadership in this area because public schools represented 63.70% of establishments, secular private schools 26.60% and approved schools 9.70%. This demonstrates the weight of responsibility of public authorities in basic training.

249. As in pre-school education, the problem of girl/boy parity does not arise in primary education, given that the parity index is 1. But other difficulties such as insufficient tables-benches, overcrowded classes, the shortage of qualified teachers and the quality of teaching remain major constraints. Indeed, the results of the latest study of the *Confemen's Education Systems Analysis Program (PASEC 2014)* indicate that only 43% of primary school students have the required level in reading and 34% in calculation. Moreover, while Congolese students were ranked 2nd when they entered primary education in both disciplines out of the 10 countries participating in the program, according to the study they found themselves in 6th position in reading and 7th in calculation. These results suggest that, compared to other program countries, learning gains during the six years of primary school are very limited in Congo.

250. **Literacy.** It also experienced an increase in the number of learners who went from 8,906 in 2012 to 16,220 in 2015, an increase of 82.12% in 3 years. Of these numbers, 58.11% attend public establishments and 41.89% private establishments.
Literacy facilitators are mainly volunteers (90.22% in 2015). Which constitutes a matter of concern regarding the viability and sustainability of this system heavily dependent on uncertain resources.

ÿ ***Objectives***

251. The strategic objectives for basic education are defined in the education sector strategy. Thus, as part of the implementation of the 2018-2022 PND, the objectives to be achieved are: (i) providing quality basic education to all; (ii) meet the human resource needs of an emerging economy; (iii) improve internal efficiency in basic education.

ÿ ***Major strategies and programs***

252. With regard to general education, the Government intends to direct its actions around the following three axes (1) Improvement of access and retention in all cycles; (2) Improving the quality of education; and (3) Improved governance.

253. ***Axis 1: Improvement of access and retention in all cycles.*** The government intends to (i) develop infrastructure and equipment at all levels (preschool education, primary education, lower secondary education, upper secondary education, and literacy); (ii) generalize and sustain school feeding; and (iii) continue the free policy and offer boarding scholarships to disadvantaged students.

254. ***Axis 2: Improving the quality of education.*** The Government intends to focus on (i) the development of human resources through the initial and continuing training of teachers, (ii) the provision of textbooks and teaching materials and (iii) the improvement of school programs.

255. ***Axis 3: Strengthening institutional capacities.*** The Government intends to: (i) strengthen the steering and management capacities of the ministries responsible for general education in order to ensure proper implementation of programs and improve the effectiveness of interventions; (ii) strengthen the system of strategic planning, programming, budgeting and monitoring and evaluation of actions; (iii) put in place a motivating system to encourage diligence and good performance; (iv) strengthen the capacity to mobilize public and private financing; (v) strengthen cooperation and coordination of actions with other ministries and actors, particularly those identified in the areas
transverse.

b. Secondary education

ÿ ***Diagnostic***

256. **The college.** Access to college has expanded in recent years, with a gross enrollment rate (GER) which increased from 68.4% in 2012 to 94.71% in 2015, a positive variation of 26 percentage points. The girl/boy parity index, also improving, is 0.73. Over the past five years, the admission rate to BEPC has seen some improvements, having evolved from 47.64% in 2013 to 55.55% in 2017 according to statistics from the ministry in charge of education. But this level of admission rate, slightly above average, reflects low internal efficiency in the college cycle. As in other education cycles, the problem of infrastructure and equipment is one of the challenges to be overcome because the overstaffing in the establishments of this cycle is also the reflection of poor study conditions. Added to this is the problem of insufficient qualified teachers and the use of volunteer teachers, both in public and private educational establishments. Statistics from the 2015-2025 Education Sector Strategy show that the transition rate from primary to lower secondary education was 64.3% in 2011-2012. The number of students enrolled in colleges has increased to reach the level

of 253,984 students in 2013, including 73,429 in the private sector (28.9%). Girls represent 49.1% of those enrolled in college (gender parity index of 0.96). These students are welcomed in 1033 colleges, including 303 public and 730 private.

257. **In high school.** At this level, the coverage rate also increased from 2012 to 2015, going from 30% to 41.18%. This increase is due to a large construction program of public high schools in the period 2012-2015. However, the baccalaureate admission rate remains very low (less than 35% between 2012 and 2016). The parity index at the high school level is also appreciable and stands at a level of 0.81.

258. Overall, the problems in this cycle mainly relate to insufficient infrastructure, equipment, teaching materials, laboratories and qualified personnel. Which consequently affects the quality of teaching.

ÿ ***Objectives***

259. In terms of objectives, the actions that the Government will seek to carry out aim to: (i) improve internal efficiency in the secondary cycle; (ii) improve reception capacities and equipment in secondary schools, (iii) achieve a critical mass of qualified teachers.

ÿ ***Major strategies and programs***

260. ***Axis 1: Improvement of access to the secondary cycle.*** Around this program, the Government plans to: (i) develop infrastructure and equipment in middle and high schools; (ii) rehabilitate and equip educational establishments in rural areas.

261. ***Axis 2 : Improving the quality of secondary education.*** The government intends to: (i) develop human resources through initial training, advanced training, retraining and continuing education of teachers; (ii) have teaching materials; (iii) improve school programs; (iv) strengthen regulations, standards and monitoring of the private education sector; (v) ensure the availability of trained and qualified human capital; (vi) ensure training/employment adequacy; and (vii) link Congo to the development of the digital economy.

262. ***Axis 3 : Strengthening institutional capacities.*** The Government intends to: (i) strengthen the steering and management capacities of the ministries responsible for general education in order to ensure proper implementation of programs and improve the effectiveness of interventions; (ii) strengthen the strategic planning and programming system, budgeting and monitoring and evaluation of actions; (iii) put in place a motivating system to encourage diligence and good performance; (iv) strengthen the capacity to mobilize public and private financing; (v) strengthen cooperation and coordination of actions with other ministries and actors, particularly those identified in the areas transverse.

vs. Higher Education

ÿ ***Diagnostic***

263. Mainly provided in the past at the Marien NGOUABI University which has 11 establishments located in Brazzaville, higher education has expanded in recent years with the creation of 31 private establishments concentrated in Brazzaville and Pointe-Noire.
The number of students increased significantly between 2013 and 2014, going from 37,069 to 44,659 (respectively 23,860 to 29,572 for Marien NGOUABI University and 13,209 to 15,087 in private establishments).

264. The Denis SASSOU-N'GUESSO University of Kintélé currently being completed, will come, through its scientific and technological vocation, contribute to diversifying and improving the offer of higher education.

265. The most important dysfunctions in the public higher education sector are: (i) low reception capacity; (ii) dilapidation and insufficiency of infrastructure and equipment; (iii) the concentration of all training structures in Brazzaville; (iv) insufficient teaching staff; (v) low internal yield with high repetition and dropout rates; (vi) the inadequacy between the training offer and the needs of the
labor market; (vii) weak governance capacity (viii) non-existence of an adequate guidance and support framework for students with a view to their socio-professional integration; (ix) the low computerization of the sector; (x) the absence of appropriate sector financing strategies.

266. The creation of private higher education establishments was approved by the Sovereign National Conference in 1991. These establishments are characterized by: (i) the absence of harmonization of their programs with those of public higher education establishments ; (ii) the shortage of permanent teachers and the low qualifications of many of them; (iii) the low reception capacity and (iv) the unsuitability of the premises of certain establishments to standards.

267. The challenges of higher education are: (i) the completion of the construction and equipment of the Denis SASSOU-N'GUESSO University of Kintélé, (ii) the rehabilitation and equipment of the establishments of the Marien NGOUABI University meets international standards; (iii) the development of programs to meet the country's needs for executives in line with the labor market; (iv) strengthening medical sectors; (v) teacher training; (vi) harmonization of training programs of public and private establishments; (vii) improving the governance of sector management; (viii) the creation of departmental university centers (PUD) and academies.

ÿ ***Objectives***

268. In the field of higher education, the objectives targeted in the 2018-2022 PND are part of the responses to the challenges of new requirements of a

context of globalization, namely, (i) improving the relevance of the higher education system; (ii) improving its quality and; (iii) improving its management.

ÿ ***Major strategies and programs***

269. In order to achieve the development objectives of the higher education sub-sector, the Government intends to develop an integrated strategy combining internal efficiency and external efficiency of the system through governance adapted to the context of international competition in terms of acquisition and production of knowledge.

270. To meet the various challenges that remain in the sub-sector, the Government intends to target priority actions with strong direct and rapid impacts on the main development indicators of the sub-sector. The interventions will be organized around the following axes.

271. ***Axis 1: Improving access to higher education.*** This program includes: (i) the completion of the construction and equipment of the Denis SASSOU-N'GUESSO University of Kintélé; (ii) the rehabilitation and equipment of the Marien NGOUABI University; (iii) the construction and equipment of the establishments and headquarters of the Inter-State University in Ouesso; (iv) the construction and equipment of the Pointe-Noire Polytechnic Institute; and (v) the creation of departmental university centers.

272. ***Axis 2: Improving the quality of programs through continued reform of teaching programs and staff training.*** As such, training programs will be designed and implemented to train high-level executives (engineers, senior technicians) in sectors linked to areas of diversification of the economy (agriculture, fishing, livestock breeding, forestry, manufacturing industry). wood) as well as in the medical field in order to ensure the control of departmental hospitals nearing completion and finally by favoring access to digital technologies and equipment for students as well as teachers.

273. ***Axis 3: Strengthening institutional capacities and governance.*** This involves strengthening governance within ministries in the sub-sector in order to facilitate program management and improve the effectiveness of interventions. The programs include: (i) strengthening the planning system – system, instruments, information base, reports – development of the sectoral strategy, programming, budgeting, execution and monitoring of actions; (ii) the establishment of a motivating system to encourage diligence and good performance; (iii) strengthening the management of human and financial resources, infrastructure and equipment; (iv) strengthening capacities to mobilize public and private financing; (v) strengthening regulations, standards, and monitoring and support for the private education sector; (vi) strengthening cooperation and coordination of actions with other ministries and actors, particularly those identified in cross-cutting areas.

274. ***Axis 4: Improvement in the quality of services and support for students.*** This program includes: (i) the establishment of quality assurance; (ii) the creation of guidance offices in all higher establishments; (iii) the creation of Information and Orientation Centers (IOCs) in large cities; and (iv) the establishment of professional integration structures for students and finalists.

d. Scientific research and technological innovation

ÿ ***Diagnostic***

275. Congo's national system of scientific research and technological innovation relies on a wide range of research and research support institutions reporting either to the Ministry of Scientific Research and Technological Innovation , either from Marien NGOUABI University, or from the private sector. However, according to Law 15/95 of September 7, 1995 on the orientation and programming of scientific and technological development, the Ministry of Scientific Research and Technological Innovation has, among other missions: (i) coordinate, promote and control the activities of scientific research and technological innovation in general and the research action of other ministries; and (ii) contribute, through the results of scientific discoveries, to the multidimensional resolution of the vital problems of the national community.

276. During the implementation of the 2012-2016 PND, some positive actions were taken to improve the efficiency of this sector. These actions focused, among other things, on reforms of the legal and regulatory framework which led to the creation of four specialized research institutes, through the construction, rehabilitation and equipment of some research structures.

277. Despite the progress made, many major problems still arise in this sector. These include: (i) the degradation and obsolescence of infrastructure and equipment; (ii) the weak connection between research and the productive world; (iii) the pronounced aging of the body of researchers; (iv) the lack of status of the researcher; (v) the deficit in international scientific cooperation relations; (vi) the shortage of high-level researchers; (vii) lack of readability and visibility of research; (viii) the absence of sectoral policy and research and innovation strategy.

278. This situation results in a scarcity of successful research work. Indeed, only four (4) research patents were obtained between 2012 and 2016 instead of the eight (8) which were expected, and only 18 publications were effective instead of 30 expected.

ÿ ***Objectives***

279. In order to respond to the challenges set out above, the Government has defined the following strategic and operational objectives: (i) increase the capacity of service provision; (ii) increase production capacities for useful scientific and technical knowledge;
(iii) increase the number of researchers; (iv) strengthen institutional capacities.

ÿ ***Major strategies and programs***

280. To meet the strategic objectives set out above, the Government intends to implement the following strategies: (i) better align research with the needs of national development, particularly that of the agro-pastoral sector, (ii) increase visibility of research, particularly through its relevance and results, (iii) improve research conditions, and (iv) and adopt a national research and innovation policy and strategy. These strategies will be organized around programs including the priority areas below.

281. ***Axis 1: Strengthening the capacities of the service offering.*** This program will include the following actions: (i) build, rehabilitate and equip research infrastructures; (ii) build and equip innovation support infrastructure (technopoles, incubators, etc.); (iii) acquire equipment and scientific materials from research laboratories; and (iv) train and recruit researchers.

282. ***Axis 2: Capacity building in the supply of scientific and technical knowledge.*** This program will include actions to promote research to: (i) improve seeds and planting materials; (ii) improve soil fertility, cultivation techniques and the productivity of food crops; (iii) fight against the main harmful insects; (iv) develop livestock feed formulas based on local inputs; (v) produce animal, fish and avian breeding subjects; (vi) characterize and promote non-wood forest products; (vii) carry out phytochemical and pharmacological investigations of medicinal and aromatic plants used in the Congolese pharmacopoeia; (viii) support monitoring of the marine and coastal environment; (ix) modernize the national mapping system and produce maps of tourist areas in Congo; and (x) develop production and management strategies for plantation forests.

283. ***Axis 3: Strengthening the institutional capacities of the ministry.*** This program will include the following actions: (i) develop the strategy and sectoral policy document for scientific research and technological innovation; (ii) develop the information and communication system; (iii) restructure research and research support centers; (iv) adopt the special status of research and innovation.

C. TEACHINGTECHNICAL, PROFESSIONAL AND THE SKILLS TRAINING

284. To ensure the employability of learners, the Government intends to place emphasis on professional technical training, and more particularly qualifying training. Technical and vocational training aims to equip young people with the technical capabilities to absorb modern technologies in order to be able to contribute to the transformation of the economy. Qualifications training allows you to acquire the expertise and skills necessary to meet the immediate needs of the labor market, particularly in the sectors of economic diversification. This strategy makes it possible to correct the problems of training/ employment mismatch.

285. Technical, vocational and qualifying training establishments welcomed approximately 28,261 students in 2015, or 13% of the total secondary education population. The completion rate in this sector remains low (50% on average) and the BAC success rate which was 40.54% in 2015 remains below the objectives of 70% set in the 2012-2016 PND. On the other hand, at the level of professional exams such as the Certificate of End of Studies of Normal Schools, the success rates, which are much better, are all above 90%.

has. Technical and vocational education

ÿ ***Diagnostic***

286. **Technical education** is faced with the following problems: (i) inadequacy of teaching programs to socio-economic needs and non-completion of programs; (ii) absence of a trainer training policy; (iii) absence of trained inspectors; (iv) high number of unqualified teachers in the different disciplines taught; (v) training provision not very diversified and unsuitable for employment needs; (vi) insufficient reception facilities and obsolescence of workshop equipment; (vii) under-equipped with teaching materials; (viii) weak partnership with the productive sector; (ix) low academic level of students; and (x) shortage of teaching staff.

287. **Vocational education** prepares learners to acquire a profession, a qualification and professional training. In 2015, this sector had 11 vocational schools and 448 teachers (mostly temporary) for an enrollment of 2,599 students, i.e. an average ratio of one teacher for 6 students. However, this apparently favorable ratio conceals significant disparities between large urban centers such as Brazzaville and Pointe-Noire where classroom numbers are larger and other areas where numbers are significantly lower. Boys outnumber girls in most training series and sectors.

288. The problems encountered in vocational education are the same as those listed in technical education, in particular the lack of specialized teachers.

289. At the higher level, ETP baccalaureate graduates are received in the establishments of the Marien NGOUABI University and those of the private sector. But it should be noted that the low diversification of training in higher education limits their access to Marien NGOUABI University.

290. Overall, technical and vocational education faces several major challenges relating in particular to: (i) the insufficiency of reception structures, equipment and teaching materials; (ii) the need to adapt educational programs to the demands of the labor market; (iii) insufficient quality of trainers; and (v) the weakness of partnership with the productive sector.

291. As for qualifying training, the major challenges concern: (i) the weakness of the training system; (ii) lack of training for specialized trainers and (iii) weakness of partnership with the productive sector.

292. The challenge to be taken up at the level of higher technical and professional education consists of opening training courses for teaching staff and educational supervision at the Marien NGOUABI University.

ÿ ***Objectives***

293. Over the next five years, the Government's efforts in technical and vocational education will focus on the strategic objectives as defined in the 2015-2025 education sector strategy, namely: (i) Providing education basic quality for all (10-year cycle); (ii) Meet the human resource needs of an emerging economy; (iii) Make the steering and management of the education system effective.

ÿ ***Major strategies and programs***

294. To achieve the objectives set during the 2018-2022 period, the Government intends to organize its interventions around the following five axes:

295. ***Axis 1: Strengthening supply capacities in technical and professional.*** The Government intends to: (i) rehabilitate, build and equip technical and vocational education establishments; (ii) transform agricultural technical high schools into vocational high schools; (iii) establish professional pathways at middle and high school levels.

296. ***Axis 2: Development or strengthening of skills training sectors in professions linked to the diversification of the economy*** (agriculture, livestock breeding, fishing, forestry, timber industry, tourism) as well as medical executives (nurses): In this respect, the Congo intends to (i) transform agricultural technical high schools into agricultural professional high schools with a view to strengthening the practical training of learners and improving the relevance of the system, (ii) transforming trade centers into Education Centers, of Training and Apprenticeship (CEFA).

297. ***Axis 3: Improvement of access and quality of provision in the ETPFQ*** through (i) construction, rehabilitation and acquisition of school equipment in accordance with the school map, (ii) teacher training and (iii) the reform of training standards through the acquisition of teaching materials adapted to the new programs.

b. Qualifications training

ÿ ***Diagnostic***

298. The field of qualifying training is organized in public and private structures. In addition to the 36 existing trade centers, qualifying training currently benefits from a new system for promoting continuing training which currently has 7 education, training and apprenticeship centers (CEFA) spread across Brazzaville (3) , Pointe-Noire (3) and Dolisie (1). The CEFAs aim to provide training for formal qualifications in several fields: oil, agriculture, mining, wood, mechanics, construction, hospitality and arts and crafts for the social integration of young people.

ÿ ***Objectives***

299. Over the next five years, the Government's efforts in terms of qualifying training will focus on the strategic objectives as defined in the 2015-2025 education sector strategy, namely: (i) offering quality basic education to all (10-year cycle); (ii) meet the human resource needs of an emerging economy; and (iii) make the steering and management of the education system effective.

300. More specifically, qualifying training aims to provide the labor market with qualified personnel. To meet the immediate needs of employers. This also makes it possible to ultimately resolve the problem of training/employment mismatch.

ÿ ***Major strategies and programs***

301. To achieve the objectives set during the period 2018-2022, the Government intends to organize its interventions around the following axes:

302. ***Axis 1: Strengthening reception capacities in qualifying training structures.*** To this end, the Government intends to rehabilitate, build and equip qualifying training establishments, particularly in the fields of agriculture, tourism and industry, notably Technical Education Colleges (CET) and Education Centers. , training and learning (CEFA).

303. ***Axis 2: Development or strengthening of skills training sectors in professions linked to the diversification of the economy*** (agriculture, livestock breeding, fishing, forestry, timber industry, tourism). This involves strengthening the practical training of learners and improving the relevance of training, particularly by transforming the Centers

of Technical Agricultural Education (CETA) in Education, Training and Apprenticeship Centers (CEFA).

304. ***Axis 3: Improving the quality of teaching in qualifying training.***
This program includes: (i) the acquisition of learning equipment, (ii) the training of teachers and (iii) the reform of training standards through the acquisition of teaching materials adapted to the new programs.

305. ***Axis 4: Establishment of a ten-year emergency skills training program for rural professions, tourism and the construction sector.*** This program will be developed specifically to respond to business creation planning implemented as part of the execution of this PND 2018-2022 and then the next PND.

ÿ ***Cross-disciplinary programs***

306. ***Axis 5: Strengthening institutional capacities and governance.*** This involves strengthening governance within the ministry and affiliated structures in the sub-sector in order to facilitate program management and improve the effectiveness of interventions. The programs include: (i) strengthening the planning system (device, instruments, information base, reports), development of the sectoral strategy, programming, budgeting, execution and monitoring of actions; (ii) the establishment of a motivating system to encourage diligence and good performance; (iii) strengthening resource management (human, infrastructure and equipment, financial); (iv) strengthening capacities to mobilize public and private financing; (v) strengthening regulations, standards, and monitoring and support for the private education sector; (vi) strengthening collaboration with other ministries and cooperation with the private sector, civil society and technical and financial partners.

CHAPTER 7: DIVERSIFICATION AND STRUCTURAL TRANSFORMATION OF THE ECONOMY (AXE 3 OF PND 2018-2022)

307. The problem of diversifying the Congolese economy is an old question that remains at the heart of the Government's concerns. The objective of diversifying the economy which was stated in the 2012-2016 National Development Plan did not translate into tangible signs of structural transformation of the Congo's productive system.

308. Indeed, the Congolese economy has remained heavily dependent on the oil sector.
This dependence is the main cause of macroeconomic and fiscal instability.
The imperative of diversification is therefore an emergency and a necessity to increase the resilience of the economy, improve the country's external position and ensure development.
It is to achieve these overall objectives that the PND 2018-2022 is structured around three areas of concentration: agriculture, tourism and industry, which are considered the main levers of diversification of the Congolese economy.

Table 1: Evolution of the share (in %) of the oil sector in GDP from 2012 to 2017

	2012	2013	2014	2015	2016	2017
GDP at current price						
PIB global	100	100	100	100	100	100
Non-oil GDP	33,02	36,91	40,66	60,73	63,04	54,41
Oil GDP	66,98	63,09	59,34	39,27	36,96	45,59
GDP at constant price						
PIB global	100	100	100	100	100	100
Non-oil GDP	73,44	76,92	77,65	79,70	79,42	75,50
Oil GDP	26,56	23,08	22,35	20,30	20,58	24,49

Source : CCMB

A. L'AGRICULTURE

309. Although considered a priority among priorities, Congolese agriculture is still underdeveloped because it is dominated by small farmers within the framework of peasant agriculture,
often subsistence. Agricultural workers represent a workforce of 514,358 farmers out of a population estimated at 4,801,684 inhabitants in 2015. Of these workforce, 65% are women.
contribute to 70% of food production according to the General Agricultural Census carried out in 2016.

310. The Government intends to place particular emphasis on this sector with high growth and employment potential by developing the different value chains it contains.

ÿ ***Diagnostic***

311. Congo's agricultural sector is full of considerable assets linked to natural conditions (climatic, soil, plant, favorable to agriculture

hydrographic…), and above all to vast arable lands covering around a third of its territory, or around 10 million hectares.

312. Despite these considerable assets, the agricultural sector fails to meet national food demand, the supply deficit of which is covered by the use of massive imports of foodstuffs estimated in 2017 at more than 600 billion francs. CFA.

313. Furthermore, the contribution of agriculture to GDP represents on average only 3.6% while it constituted 30% of national wealth in the 1970s. This low contribution is explained in particular by: (i) the sudden and unplanned disengagement of the State from the productive sector following structural adjustment programs ; (ii) insufficient financing of the sector; (iii) the absence of financing mechanisms adapted to the needs of small farmers; (iv) the almost total absence of infrastructure for processing, conservation and storage of agropastoral and fishery products; (v) the absence of cultural and scientific promotion of local products; (vi) the isolation of several production basins; (vii) the unfavorable business climate; (viii) weak human and institutional capacity resulting from inadequacies in supervision and support for operators; (ix) the disconnection of agricultural research from the needs of agropastoral producers; (x) the inadequacy of the education system to the needs of the sector; and (xi) the weak organization of agricultural entrepreneurship.

314. Due to these constraints, agriculture, which should be the basis of agro-industrial development, has not been able to play its role. The major challenge in the context of the implementation of the PND 2018-2022 is to reverse this trend to make this sector the main link in growth and socio-economic development.

ÿ ***Objectives***

315. The main objective of the Government in the context of the implementation of the PND 2018-2022 is to make agriculture one of the main pillars of diversification, growth, competitiveness and sustainable job creation. Specifically, the Government plans to: (i) increase agricultural production capacities for performances favorable to the dynamics of diversification of the economy; (ii) ensure food and nutritional security and (iii) participate in the fight against poverty.

ÿ ***Major strategies and programs***

316. The strategies are grouped into two essential components, namely on the one hand, the integration of all sectors in the production value chain through the climate-smart approach, and on the other hand, the institutional support for the private sector to bring about the transformation of agriculture with a view to boosting economic development.

317. ***Axis 1: Integration of production sectors.*** The agricultural sector development strategy is based on an integrated approach to the development of production sectors. She

is oriented towards the development of value chains in the fields of agriculture, livestock, fishing and aquaculture.

318. The programs that will be implemented under the 2018-2022 PND are listed below. The widest range was retained to serve as a basis for the search for technical and financial partners. The integrated and simultaneous development strategy of various sectors was preferred to the concentration of resources on a few sectors in order to: (i) avoid disrupting buyer markets by excessively sudden increases in certain production; (ii) give potential entrepreneurs a wider range of choices; and (iii) to give technical and financial partners a real perception of the country's potential.

319. As a reminder, the implementation of the proposed productive programs will be considered through three types of production structures which are: (i) **family farming,** articulated around the family nucleus marked by production oriented towards self-consumption, increasingly expected to evolve further towards commercial agriculture; (ii) **semi-industrial agriculture** organized around agricultural entrepreneurship which provides national food and nutritional security; and (iii) **large agri-food companies made up of national and foreign investors** with their means own investment and controlling their marketing, processing and storage networks.

(i) Sub-Axis 1.1: Increase in agricultural production capacity.

320. This strategic axis will focus on: (i) the establishment of appropriate local credit mechanisms geared towards innovative financing systems for actors involved in the agricultural sector; and (ii) advisory support through two national agencies responsible for carrying out various actions for the benefit of the entire sector or each of the sectors. Beyond the significant number of jobs that this strategic axis is likely to generate, it will also allow a significant reduction in food imports and will therefore have a significant impact on Congo's trade balance. In addition, numerous agricultural productions expected will constitute the raw material capable of supplying processing agro-industries, thus joining an important concern with the objectives of diversification of the economy which governs the development of the PND 2018-2022.

321. ***Food crops.*** These include cassava, plantain, potato, yam, rice, peanut and sweet potato. Increasing the production of these crops will ensure an important food base for populations. Significant areas will be devoted to it, while scientific research deployed in transversal activities will focus on supplying production with strains that are more productive and more resistant to climatic risks and various diseases which affect these crops, in particular cassava mosaic and cassava. Sigatoka of plantain.

322. ***Fruit crops.*** This is an important axis of the strategy deployed to promote rural areas. Indeed, beyond the fact that fruits constitute an important part of a balanced human diet, the establishment of orchards makes it possible to: (i) fight against

erosion; (ii) protect fields against violent winds; (iii) develop agroforestry through fruit growing; (iv) to create the shade areas necessary for animals, particularly ruminants and certain agricultural crops such as cocoa and banana; (v) to capture nighttime precipitation in high altitude areas and on the coast; and finally (vi) to actively participate in the fight against global warming. In addition, fruits make it possible to fuel numerous processing activities that create employment and added value and to balance the balance of payments.

323. ***Market gardening.*** This will involve creating, developing and securing market gardening areas in the peri-urban areas of Brazzaville, Pointe-Noire and eleven major centers in the interior of the country in partnership with local authorities. Measures to support marketing, notably the creation of cold chains, will be considered in these localities. This axis will also make it possible to maintain partnerships already developed through support for market gardening networks with the Agri-Congo Center and approved NGOs.
A synergy of the Government will be carried out with the municipal, territorial administrations, urban communities and urban communities in the context of peri-urban agriculture and urban food policies.

324. ***Cereal crops.*** This axis will be marked by the experimentation and popularization of rice cultivation in flood-prone areas, like Asian rice cultivation techniques which allow the development of vast areas of this type (flood-prone). Particular attention will be paid to the cultivation of floating rice species. Beyond the nutritional contribution of rice, rice straw constitutes an excellent material for the creation of bedding that can be used for intensive livestock breeding activities in stalls. Corn and sorghum, for their part, constitute an excellent basis for the production, artisanal or industrial, of livestock and poultry feed.

325. ***Legume crops.*** Legumes made up of oilseed and food crops (soybeans, peanuts, beans, pigeon peas, etc.), but also fodder crops,
play a major role in defining dietary strategies. It is also important to remember the importance of the protein intake of legumes which should make them a future food base for food and nutritional security.

326. Furthermore, because these crops enrich the soil through the production of nitrogen, they are an important link in the definition and application of sustainable agriculture methods. In certain specific contexts, notably family farming, the techniques of
Combined crops, consisting of cultivating several different species simultaneously (for example corn, soya, beans and zucchini), will be encouraged to the extent that they allow a clear improvement in yields and therefore a substantial increase in farmers' income.

327. ***Fodder crops.*** They will be developed to support the development of the beef, goat and sheep sectors. The implementation of a strategy to increase animal production presupposes above all the improvement of natural pastures by

the implementation of fodder species with high nutritional value but also by the production of fodder that can be preserved by drying or ensiling.

328. ***Cash crops.*** Congo intends to diversify the economy through agriculture, with particular emphasis on activities linked to agroforestry. This essentially concerns the production of cocoa, oil palm and sugar cane as well as the marketing of essential oils (eucalyptus, teak, etc.) which are speculations whose profitability as well as the demand on the International markets are likely to attract significant capital. These sectors therefore require significant investments to enable both the cultivation of large areas (several thousand hectares) and the creation of industrial processing tools. Regulation of access to land and control of buyer markets are also essential to the success of these investments.

The cultivation of rubber trees, coffee and cashew trees are all other profitable speculations that the PND 2018-2022 intends to encourage.

329. However, the Government intends to couple this strategy with a policy of preserving and promoting the country's natural assets, in particular its vast expanses of savannah and forest. This allows it to contribute to the global fight against global warming, the mobilization of related international resources and more generally to balanced and sustainable development. In this perspective, the Government intends to continue and strengthen PRONAR, in particular through the following projects: (i) territorial planning and land security; (ii) the Pool-Plateaux community agroforestry and wood energy project; (iii) support for the implementation of the contribution determined at the level of the Republic of Congo in the areas of land and forest use; (iv) the sustainable management project for assamella in savannah areas and periscopsis elata (Afrormosia) in forest areas; (v) the project to develop marketing channels for eucalyptus citriodora essential oils.

330. ***Sub-Axis 1.2: Strengthening agricultural production capacities.*** This is strategic support organized by the Department of Agriculture for private operators involved in agricultural production and associated services. This support will focus on strengthening the capacities of Technical Support Centers (CAT) to rehabilitate, equip and reorganize in order to develop various actions for the benefit of producers and the entire sector in relation to the selected sectors. These include the Agricultural Techniques Extension Centers (CVTA), National Center for Improved Seeds (CNSA), Agricultural Techniques Demonstration Centers (CDTA), National Center for the Control of Crop Diseases (CNLMC), Center d technical support and professional resources (CATREP), National Center for Regulation and Price Setting (CNRFP) and National Center for Soil Studies (CNES).

331. ***Sub-Axis 1.3: Increasing livestock production.*** This constitutes the second part of the production development strategy in the agro-pastoral sector. This component includes the establishment by the Department of Agriculture of various structures aimed at improving techniques and health supervision of livestock farms. It is

thus, in addition to the creation of the essential quarantine parks at the entry points of livestock into Congolese territory, a second Center for the Popularization of Livestock Techniques (CVTE) will be created as well as two National Centers for the Control of Epizootics (CNCE) located in Brazzaville and Pointe-Noire.

332. The establishment of private veterinary practices in large breeding areas will be encouraged while the opportunity to create a compensation fund for breeders will be examined to enable a response to possible health crises often leading to massive slaughters. .

333. As a general rule, the development of livestock farming does not only aim to increase the production of meat foods, but it is above all an essential link in the integrated, renewable rural farming method which maintains the crop-crop link . breeding. The renewable nature of the promoted production methods is essentially marked by a constant improvement in the qualities of the soil during exploitation. Such a perspective implies (i) the strict application of crop rotation plans depending on the nature of the nutrients taken by each crop, (ii) the improvement of the nutritional qualities of the soil by the introduction of natural amendments from breeding, (iii) the rectification of the physicochemical characteristics of soils by the addition of natural reagents such as limestone or peat.

334. ***The cattle industry.*** Its development base will be the creation of five new Technical Support Centers (CAT) located in livestock farming areas. Accelerating the cattle breeding process will involve the purchase of breeding stock from the Ndama breed, recognized for its tripanoresistance qualities, or from the Zébu breed, which would rather be described as tripanotolerant. The development of the cattle sector will involve, on the one hand, the organization of sharecropping networks in favor of the peasant world and, on the other hand, the creation by private promoters of SMEs of intensive or extensive breeding of cattle. imported and selected.

335. ***The sheep and goat sectors.*** The development of these two sectors will be organized around the three new Technical Support Centers (CAT) for sheep breeding. The djalonke breed will be bred as a priority because of its tripanoresistance, but other species will also be tested. Imports of broodstock are planned to enable a rapid increase in the herd and annual sheep meat production. The promotion of sheep breeding will also be considered from the dual angle of sharecropping and the encouragement of SME promoters, particularly women producers, to ensure intensive or extensive sheep breeding.

336. ***The pig industry.*** Its development will be organized around the three new Technical Support Centers (CAT) which will be distributed between the departments. The productivities of various species will be assessed and selected breeding strains will be imported to enable the increase in pork production both through sharecropping and the creation of commercial farms.

337. The poultry and pig sectors are of capital importance in the strategy of increasing animal production capacities, due to the availability of products in a very short time. To support these sectors, the Government will place particular emphasis on supporting the development of the livestock feed and feed production sector.

338. ***The poultry industry.*** The development of this sector will also be based on the three CATs created. We will encourage the creation, by the private sector, of four incubation centers distributed between Madingou, Ngo, Owando and Ouesso in order to guarantee the supply of chicks of various species to the farms. These incubation units will be supplied with eggs from breeding farms located in these same localities. In the short or medium term, the regular importation of eggs from various origins for the renewal of breeding stock will make it possible to avoid too much inbreeding. However, the importation of eggs from parents or parents themselves will offer the possibility of producing breeding stock in Congo. The development of the poultry industry will favor breeding methods in outdoor spaces rather than “above ground” breeding techniques. Such an option will have the double advantage of reducing health risks and mitigating the influence of the availability of poultry feed, especially in remote districts. Specific markets for the sale of chicks and live breeders will be created in various parts of the territory and alongside cross-border markets. The species subject to development in the poultry sector are broilers, laying hens, turkeys, guinea fowl, quails and various species of duck.

339. ***Secondary breeding sectors.*** The development of beekeeping, grasscutter farming and rabbit farming will also be considered. Regarding beekeeping, its role in pollination is particularly strategic within the framework of strategies for increasing and diversifying fruit and plant production in general.

340. ***Hunting sectors.*** Their development will make it possible to support certain sport hunting activities envisaged as part of tourism development without endangering wild animal stocks. They will make it possible to respond to the Congolese population's strong taste for bush meat while fighting against poaching.

(ii) Sub-Axis 1.4: Increasing fishery production capacities.

341. It will aim at both the growth of production and their better valorization. It will affect: (i) maritime fishing; (ii) aquaculture in maritime and lagoon areas, (iii) inland fishing in lakes, rivers and flooded areas; and finally (iv) aquaculture in fresh water, ponds or cages.

342. ***General management of fisheries production sectors.*** It implies that various research and experiments are carried out under the responsibility of the Department of Agriculture. The techniques developed will then be popularized among producers.
The PND 2018-2022 envisages the creation of a Center for research and popularization of maritime and inland fishing and aquaculture techniques which could be established in

Tchiamba Nzassi where the various natural contexts are present. A foreign organization specializing in the subject will ideally be associated with the creation and operation of this Center in order to accelerate its usable results. Extensions of the Center will be erected in Makabana, Mossaka and Ouesso in order to guarantee its influence over the entire Congolese territory.

343. ***Sea fishing.*** In this area, it will first be necessary to initiate a review of the legislation and the process of granting fishing licenses, with increased means of control, in order to avoid excessive exploitation of the resource. Penalties in the event of fraud must be sufficiently dissuasive to protect the resource but also to reserve part of it for artisanal exploitation. The development of landing beaches for artisanal fishing, the equipment of artisanal fishermen and the creation of a Congolese armament will be among the priorities of the maritime fishing industry. Adequate financial tools must be created and their accessibility guaranteed to Congolese fishermen and entrepreneurs in the sector.

344. ***The coastal aquaculture sector.*** This sector will be promoted on the one hand, by the creation of companies specializing in the cage breeding of local maritime species, on the other hand by, the establishment of fishponds or various livestock in lagoon areas. A hatchery and rearing unit managed by private investors will be established in Tchiamba Nzassi alongside the Center for Research and Extension of Fishing and Aquaculture Techniques. The production of feed for aquaculture will be encouraged throughout the territory, alongside the production of feed for livestock. It will make it possible to recycle by-products or waste from agriculture and livestock which do not compete with human consumption.

345. ***The inland fishing industry.*** Its development will be encouraged by the creation of several inland fishing landing centers in the main production centers located on the banks of rivers suitable for fishing. As a reminder, the FAO had estimated the production potential of inland fishing at 100,000 tonnes per year. The development of the inland fishing sector will take place through (i) equipping artisanal fishermen with boats and fishing gear (ii) creating, alongside landing centers, fishponds and refrigerated storage infrastructure as well as by (iii) the commissioning of small processing activities, in particular by salting, drying and smoking of products which cannot be marketed live or consumed fresh.

346. ***The inland aquaculture sector.*** The development of this sector will be based on the establishment of seven hatchery and rearing centers spread across the entire territory.
In addition, five fish feed production units will be distributed to enable the supply of ponds and aquaculture operating structures. An aquaculture support center will be created on the Léfini. It will radiate across the entire Congo River valley from Mpouya to Stanley Pool.

(iii) Sub-Axis 1.5: Governance and management of the Ministry of Agriculture, Livestock and Fisheries.

347. Through this axis, the department will essentially aim to create a favorable context for the creation of businesses in the agriculture, livestock, fishing and aquaculture sectors. This management must also be expressed through the programming, coordination and monitoring of essential cross-functional actions. Depending on whether they are prior to the development of productive actions or whether they take place in parallel with specific sectoral programs, they will fall under prerequisites or accompanying measures.

ÿ ***Cross-disciplinary programs (1)***

348. The Department of Vocational Technical Education and Qualifications Training must implement an emergency qualification training program for personnel likely to either create SMEs or work in them. To do this, the Government will proceed with the creation of six rural professions training CEFAs respectively in the Districts of Louvakou (Niari), Madingou (Bouenza), Kinkala (Pool), Ngo (Plateaux), Owando (Cuvette) and Ouesso (Sangha). The training program for these CEFAs will be established in cooperation with the Ministry of Agriculture, Livestock and Fisheries as well as with representatives of the private sector concerned by these activities and will take into account human resources dedicated to the specificity of “emergency” qualifying training.

349. As part of the same emergency skills training program, this department will also have to pilot the creation of four CEFAs for training in construction professions respectively in the Districts of Louvakou (Niari), Kinkala (Pool), Ngo (Plateaux) and Owando (Cuvette). These CEFAs will ensure the availability, in the departments, of a competent workforce in the various construction trades, thus guaranteeing the capacity to construct the various components of rural productive activity programs as well as housing and social infrastructure enabling to welcome workers in production areas. The installation and operation of these CEFAs will be monitored by (i) the departments of Tourism and Environment, (ii) Agriculture, (iii) Construction, as well as (iv) by various representatives of construction companies likely to operate in these departments.

350. The creation of construction companies and brigades, subcontractors mastering the various construction trades as well as various prefabrication units will guarantee cascading effects on departmental economies. The investments made to generate rural production will themselves generate jobs in the construction sector. In addition, the use of local structures should guarantee lower work costs than those resulting from the use of foreign companies.

351. The production in the various departments, by a few large-scale industrial companies, of sandy and stony materials, compressed earth or terracotta materials, will increase the local added value generated by the investments. It will limit

transport costs, thus helping to reduce the cost of works and reducing the carbon footprint of the implementation of programs.

352. The Department of Land Affairs will refine the general legislation on access to land as well as the related tax constraints. It will guarantee the provision of spaces allocated to the programs.

353. The Department of Mines and Geology, in collaboration with that of the Economy in charge of industrial development, will encourage industrial operators producing cement to make available the quantities of crushed limestone necessary for the regulation of the PH of the land and the irrigation water and for the manufacture of livestock feed. Investors will be sought for the exploitation of peat deposits and their transport to agricultural areas in order to improve the capacity of soils to conserve infiltration water.
Particular attention will be paid to direct compensation for the release of CO_2 from peat deposits and by planting sufficient numbers of trees.

354. The Department of Economy and Industrial Development will seek technical and financial partners with a view to establishing (i) a mineral fertilizer production plant (NPK of various types) and (ii) a production unit for various fence meshes and other barbed wire or electric fences and an agricultural equipment assembly unit. Furthermore, the vast eucalyptus plantations in the Kouilou department will be enhanced by (iii) the production of eucalyptus fence posts treated with salts in an autoclave, in order to protect them against fungal attacks or by xylophages. Poles intended for public lighting or electrical distribution will also be produced. A 20-year planning of the needs for these various products will serve as a basis for a possible program of renewal of plantations alongside their exploitation.

355. The SME department will support promoters in the operations of creating companies and administrative structures. An Investment Code specific to artisans and SMEs will be implemented. It will be accompanied by the creation of a support window for SMEs which will support these structures in various administrative procedures, in particular in order to guarantee the application of the advantages provided for by this specific Investment Code.

356. Various breeding units for breeding stock and hatchers will be created in order to guarantee the regular supply of fish farms and farms. As for sheep, pigs and cattle species, the importation of breeding stock from various origins, as well as genetic selection and breed crossing operations will create a context conducive to a significant increase in the herd during the next PND. . The private sector will be closely involved in the creation of breeding farms as well as in the management of hatcheries and hatchers.

357. The carpentry workshops which, as part of the creation of the capacity to execute investments, will be set up throughout the territory, will produce the various materials for handling and moving products. These are essentially pallets and various boxes for transporting fruit and vegetables or live animals. Some

workshops will be equipped for the production of waste packaging intended for export. Parallel to the creation of this sector, we will seek to improve and equip the artisans making baskets and baskets by weaving lianas or plant fibers and stems. Certain more elaborate products, combining semi-precious wood and braided stems, will be intended for the packaging of luxury fruits intended for export in order to make them more attractive on buyer markets. The carpentry workshops actively participate in the implementation of the rural housing program. These workshops will ensure the local prefabrication of frames, doors and frames.

358. Three workshops for the production of galvanized sheet containers will be established respectively in Dolisie and in the special economic zones of Oyo and Brazzaville. They will allow the production of feeders and waterers intended for various livestock activities as well as containers and watering cans intended for agriculture. These business creations will be based on the development and equipment of artisans who already carry out this activity informally.

359. Three rope making and net production workshops will be encouraged to set up in the special economic zones of Pointe-Noire, Oyo and Brazzaville in order to produce the catching gear necessary for the fishing sector. They will also be able to produce floating cages which will be used in the development of fish farming. These workshops will also be able to manufacture various products from galvanized wire mesh produced in Congo as planned previously.

360. A factory producing woven polypropylene bags intended for packaging agricultural products will be encouraged to set up in the Pointe-Noire special economic zone. It will produce bags of various capacities, from a few kilos to 2 tonnes.
The study and experimentation of the manufacture of plant fiber bags will also be carried out, and, where appropriate, promoted, including with regard to the production of plant fibers.

361. Three companies specializing in the construction of fixed or mobile fishponds, including their filtration and oxygenation installations, will be encouraged to set up in the special economic zones of Pointe-Noire, Oyo and Brazzaville. Their activity will support the good marketing of fishery products but they will also be able to find various profitable applications in domestic and garden developments.

362. Encouraging the creation, in rural departments, of several large-scale industrial companies, for the production of stony and sandy construction materials, will in no way exclude the exploitation of scattered resources by SMEs or even in an artisanal way. Indeed, the valorization of scattered resources, in particular by dredging of river beds, is likely to guarantee the supply of construction sites.

363. The areas where the strategy of transformation of the Congolese economy through agriculture, livestock breeding and fishing will be applied, will be selected on the basis of the comparative advantages they present in terms of accessibility, provision of resources in water and proximity to energy sources. Indeed, accessibility to these areas must be possible, even

in a context of limiting the creation of road infrastructure. Connection of the production zone to existing electricity transmission networks must be possible despite the limitation of budgets allocated to this type of infrastructure. Likewise, supplying the area with drinking water and irrigation water should only require limited investments, in particular thanks to the presence of rivers or natural rainwater drainage which can be developed. Despite the weakness of the financial resources which could be devoted to investment in the coming years, the community hydro-agricultural work techniques mastered by producer groups could also be encouraged to evolve towards arrangements for integrated management of efficient and inclusive water resources (IWRM).

364. The fact remains that: (i) the creation of an access track to the production area; (ii) the construction of internal distribution routes in this area; (iii) energy supply to the area; (iv) the distribution of electricity within this zone; (v) drinking water supply; (vi) irrigation over the entire extent of the production area; as well as (vii) basic education and primary health care services,
constitute all prerequisites for the economic development of the agricultural, livestock and fishery production resources of a production area. The perfect coordination of the supervisory ministries for the completion of this work and of the Ministry of Agriculture, Livestock and Fisheries which will lead the creation of productive activities will be the major key to the success of the transformation strategy of the Congolese economy through the development of Congo's rural resources.

ÿ ***Cross-disciplinary programs (2)***

365. The valorization of resources and the efficiency of the productive activities created will involve the use of modern production methods guaranteeing the profitability of the activities, and which will nevertheless respect the preservation of biodiversity and the environment, the context of the fight against global warming and the achievement of the Sustainable Development Goals (SDGs). Such a challenge supposes the involvement in this process of the scientific research department for the organization of research programs aimed, for example, at the improvement of plant strains, the selection of breeding animals or the production of fry of various species. to produce. Taking into account the scale of the task and the need to obtain rapid results, synergies and collaborations with foreign institutions specializing in scientific research will be sought.

366. The construction of housing in rural areas will be one of the major determinants of the success of the strategy of transforming the economy by promoting rural production. Indeed, the first stage of this strategy will have the main objective of convincing young people to register in these programs, as entrepreneurs or as simple workers, by registering for the emergency qualifying training cycles which are envisaged. Moreover. The prospect of being able to have modern housing in the short term is obviously an essential argument for this life decision.

367. The process of creating housing in rural areas will be based on the total involvement of the beneficiary in the acquisition of their own housing rather than on the construction of vast housing programs by third parties. In addition to the qualifying training from which they will benefit, the aspiring rural operator will have access to mortgage financing repayable in 20 years. In this context, he may: (i) be allocated land which he will acquire in full ownership; (ii) have the freedom to choose your accommodation from several approved models; And
(iii) choose the contractor or construction brigade who will be responsible for the construction of their accommodation.

368. Having already treated the supply of water and electricity as a prerequisite for the development of a production zone, the department of energy and hydraulics will support the ramp-up of production zones by organizing wastewater treatment measures, particularly with a view to their use as irrigation water.

369. The manufacture of insulated containers and refrigerated containers of different sizes will ensure a seamless cold chain for the transport and marketing of various products. Other means and techniques of preservation, namely drying, smoking and salting, are for certain products sufficiently mastered to be validated and popularized.

370. The department of economy and industrial development will pay particular attention to the promotion of the sugar cane sectors (sugar, alcohol, molasses), oilseeds for the processing of palm nuts, peanuts or soy in oil and soap. The recovery of crop residues and operational waste into livestock feed will also be a major concern.

371. The SME department will have to ensure the promotion of production activities of various strategic inputs used in the various rural productions envisaged. This promotion will aim to: (i) identify entrepreneurs interested in developing one of these activities; (ii) the possible search for technical partners who master the activity; (iii) seeking the financing necessary for the implementation of activities; and, finally (iv) the training of personnel likely to carry out the activity. The transformation and conditioning of organic manure from livestock activities, the production of potting soil by composting waste from plant production, nursery activities, both through the production of seeds and through the preparation of seedlings and shrubs for transplanting, the manufacture of licking stones, the production of litter for animals raised in stables, as well as the production of feed for livestock or fish farming, are all activities that should be promoted on the basis of a vast decentralization program, so that all the production zones created can find these inputs at a reasonable distance from the consuming activity.

372. In the same way, it will be considered to promote conservation and processing activities for small and medium-sized products distributed throughout the territory,
preferentially to large industrial structures which would have to source their production inputs from too vast regions of primary production. Certain small product conservation or processing activities will be positioned in each production area.

production, others can be positioned in strategic locations to group together products from several production areas. The profitability threshold of each processing activity will determine its level of decentralization.

373. With regard to the preliminary treatment of products and their basic conservation, we will consider the creation of units for (i) ice production, (ii) drying of products and ginning, (iii) cleaning of grains, (iv) rapid cooling, (v) packaging in bags, (vi) toasting the grains, (vii) freezing, (viii) drying the products, (ix) salting the products or (x) smoking the products. These will generally be small capacity units intended to absorb the processing of products from 1 to 3 production areas, often directly at the place of production by mobile units.

374. SMEs which will operate more sophisticated processing processes for meat products, requiring specific equipment as well as mastery of more complex technicalities, in particular, the production of (i) preserves, (ii) soups, (iii) charcuterie or (iv) prepared meals, will be grouped around the animal slaughtering infrastructures which will be located in central positions of the breeding areas. There will also be found all activities for the valorization of by-products such as (v) tanning of hides, (vi) treatment of tanned hides, (vii) transformation of slaughter waste into feed for livestock and fish or even (viii) crafts made from animal horns and bones.

375. Many companies will find in agricultural production sources of products to be transformed, in particular through (i) the production of fruit juices, (ii) the production of jams, (iii) the production of preserved fruit and sterilized vegetables, (iv) preservation of vegetables in oils and vinegars and (v) distillery and alcohol production in general.
Some of these activities may be itinerant in order to adapt to the seasonal nature of fruit production. Local microbreweries will make it possible to respond in a decentralized manner to the significant demand for beer.

376. The organization by the two agencies (dedicated to agriculture, livestock breeding, fishing and aquaculture) of commercial networks for the sale of production certainly constitutes a key to the success of the transformation strategy. of the economy through the development of production, particularly in rural areas. The department of trade and consumption, one of whose functions is to ensure qualitative monitoring of food production, will pilot the construction of five food halls (morning markets) in each of the four Special Economic Zones (Brazzaville, Pointe-Noire , Oyo, Ouesso) and in Dolisie. Around each of these five infrastructures, various processing activities already mentioned will be implemented in order to open a final outlet for products which could not find a commercial outlet in fresh products. The five halls will form a complementary network

making it possible to best exploit the Congo's position on the equator, which ensures an alternation of production between the southern hemisphere and the northern hemisphere.

377. The construction of Cross-Border Markets in Nyanga, Mayoko, Kimongo, Mindouli, Bambama, Lekety, Sembe, Ouesso, Betou, Impfondo, Liranga, Mossaka, Bokouele, Bouemba,

Ngabé will be coordinated with the primary network of morning markets in order to guarantee the best exposure to export markets.

378. The organization of regional markets, mainly in the departmental capitals and in the main rural centers, will guarantee the supply of urban centers through production areas. The organization of the markets will not be pyramidal but rather in multipolar networks, with regional markets not playing an intermediate role between the production zones and the morning markets of large urban centers.

379. On the fringes of each breeding area, the construction of markets for the marketing of live animals will guarantee the sector's farms better exposure for the flow of possible overproduction of animals to the world.

peasant.

380. The transport department will encourage the creation of ferry lines to improve accessibility to major consumption centers in the DRC. This will essentially involve promoting the entry into service of new commercial lines dedicated to passengers, vehicles and goods. These ferries, whose frequency must be regular, will be operated by the private sector. Where appropriate, the participation of investors from the DRC in the management of these transport companies will be encouraged. The lines which will be operated as a priority are (i) Oyo - Mossaka - Loukolela - Liranga – Mbandaka; (ii) Ngabé -

Kwamouth ; and (iii) Bouemba – Makotipoko - Bolobo.

381. The creation of interdepartmental transport companies will be likely to guarantee the smooth movement of products between production areas and places of consumption.
Certain aspects of these networks will be more specifically adapted to the organization of transport within the departments themselves.

382. ***Axis 2: State support for the private sector.*** By necessity, as more and more by conviction, the Congolese State has gradually withdrawn from production activities for the benefit of the private sector. We still need to support and strengthen operators so that they can invest in the sectors of their choice. In the following sections, an analysis of what needs to be done to motivate increased private participation in wealth creation is made. This analysis can be subdivided according to the types of operators, from farmers and small operators in villages and towns, to medium formal operators (SMEs), to 'industrial' operators in all areas (agroforestry, industries and services), this ,

as following :

383. The search for foreign investors in the agro-industry is very likely the main vector for accelerating the transformation of the Congolese economy. Indeed, beyond the financial aspects of this approach, investors generally have their own means of investment, master the planned activity and have personnel capable of transferring technology to Congolese personnel.

In addition, the planned investments towards new production areas are justified by a demand not satisfied by the supply, which guarantees good marketing of the products.

384. One of the major functions of the Congolese State in this new sharing of responsibilities with the private sector will undoubtedly be the information and mobilization of technical, commercial and financial partners with a view to convincing them to develop agri-food production projects in Congo.

385. Nevertheless, it should be recognized that the attraction of private investments to the Congo comes up against numerous limiting factors as indicated by the treatment devoted to good governance; the systematic classification of the Congo by specialized journals as one of the least interesting destinations in the world, in terms of private investment, is certainly not likely to encourage investors to massively create productive activities in Congo.

386. Subsequently, a second function of the State will be to support these new companies in order to guarantee them the advantages which will have been promised to them, in particular by the investment code, to convince them to settle in the Congo and to invest in it. The requirements of the investment code must also be compared with those of the African countries most courted by investors, and, if necessary, adapted to make the Congo destination more attractive for investors.

(i) Sub-Axis 2.1: Support for the creation of national SMEs

387. The second category of rural production structures is made up of national SMEs whose activity can generate from a few jobs to a few dozen direct jobs. These can sometimes be family activities that have evolved into a business structure. SMEs will be able to simultaneously operate various activities in agriculture, livestock or fish farming, related services and trading, thus making it possible to make the most of the synergies existing between these sectors and which are in fact the guarantee of profitability.
The different actors who will be at the basis of the creation of SMEs are:

- young people who have benefited from professional training in rural professions, and whose theoretical training acquired in vocational high schools will be supplemented by practical qualification courses;
- unemployed and unqualified young people who will be able to benefit from work-study qualifying training with a view to accelerated integration into working life;
- current producers in the rural world, including a majority of women, whose professional development will be promoted by specific supervisory measures at the production sites;
- civil servants and retirees who would like to become activity promoters rural productivity;
- State creditors;
- the Congolese diaspora.

388. To materialize its support, the Government intends to: (i) strengthen the support structure that is the Single Window for business creation formalities; (ii) create a similar structure to support active SMEs.

(ii) Sub-Axis 2.2: Supervision of the rural world and farmers in particular

389. The peasant world currently has a majority of women. Generally having responsibility for the family, it is appropriate to consider for this category of actors a mode of training through support allowing them to evolve towards better productivity, taking into account the problem of distance from home and the duration of the training.
Supervision of the peasant world will also constitute an essential function of the State. They could be organized by outreach from each of the CEFAs dedicated to qualifying training, rural professions as well as from the agropoles which will be created.

390. Through this framework, the Government intends: (i) to change the structure of the activity of certain producers in the farming world, including a majority of women towards crafts or even SMEs, and; (ii) thus promote its transformation from a subsistence activity into a commercial activity.

391. The flagship actions of the agricultural sector within the framework of the 2018-2022 PND are as follows:

392. ***Axis 1: The program to increase plant production capacities***
will include the following actions : (i) promotion of agricultural cooperative entrepreneurship; (ii) capacity building of agricultural assets; (iii) capacity building of production support structures.

393. ***Axis 2: The program to increase animal and fish production capacities*** includes the following actions: (i) strengthening the capacities of support structures for animal and fish production; (ii) development of the cattle, pig, sheep and goat sectors; (iii) development of the poultry sector; (iv) repopulation of livestock farms through the sharecropping development program; (v) development of maritime and inland fishing value chains; (vi) promotion of fish farming in floating cages; (vii) development of the aquaculture sector; (viii) development of management plans for maritime and inland fisheries.

394. ***Axis 3: The institutional capacity building program*** will include the following actions: (i) improvement of the legal framework; (ii) establishment of the appropriate financing system for agricultural projects; (iii) creation of two support and advisory support agencies.

B. TOURISM

395. The Congo is a vast, relatively virgin natural garden of great biodiversity, located in the heart of the Congo Basin. Its relief and its climate have endowed it with various ecological zones whose fauna and flora constitute an exceptional potential for tourist exploitation. Its varied hydrography, made up of rivers, lakes and lagoons, also constitutes an important tourist asset.

396. Due to its natural assets, the Congo has enormous potential in the tourism sector. Indeed, the country is full of numerous natural sites of obvious tourist interest, namely: the Loufoulakari Falls; the Diosso gorges; the Nkila-Ntari caves;
the cliffs of Inoni; the sacred hand of Sembé; the mangroves of Conkouati and Lake Nanga; the major reserves of Nouabalé Ndoki, Odzala Kokoua, Conkouati Douli and Tokou Pikounda; as well as the Dimonika and Léfini biosphere reserves.

397. As a result, tourism raises a lot of hope regarding its capacity to create jobs and to intervene alongside the hydrocarbon, agriculture and industry sectors in the formation of Congo's GDP. In order to develop this potential, the Government, through the PND 2018-2022, intends to carry out actions likely to make this sector a factor in the diversification of the national economy.

ÿ ***Diagnostic***

398. In Congo, tourism has not yet been the subject of a real policy of promotion and development of activities relating to this sector. Indeed, in 2017, the contribution of tourism to GDP is estimated at 2.4%. Statistics from the ministry in charge of tourism indicate that the number of visitors recorded during the period 2012-2016 was only 1,270,448 individuals with approximately 100 thousand arrivals and 200 thousand overnight stays per year. Most hotels do not meet international tourism standards. This situation demonstrates that the level of tourism activity has not reached the objectives set in the 2012-2016 PND (10% of GDP).

399. Furthermore, despite the undeniable attraction of tourist sites, they are for most of them inaccessible and undeveloped. The infrastructure that should support the development of the sector is insufficient. Telephone and internet networks, for example, do not cover the majority of sites located inside the country. Likewise, modes of transport remain poorly operational apart from air transport which was the most used by travelers with a rate of around 58% in 2012-2016.

ÿ ***Objectives***

400. The Government intends to make the Congo destination an attractive tourist hub across Africa. Specifically, this will involve: (i) increasing the tourist offer; (ii) diversify and structure the tourist offer in order to promote the Congo-Brazzaville destination.

ÿ ***Major strategies and programs***

401. With the implementation of the PND 2018-2022, tourism will be a means of promoting growth, creating jobs, fighting poverty, preserving the environment and the cultural influence of the country. To achieve this, the Government
plans to implement a strategy based on the following axes: (i) the development of tourism and leisure infrastructure; (ii) promotion of cultural activities; (iii) modernization of the legal framework of the tourism sector.

402. Obtaining the expected results, namely increased participation of the tourism sector in the formation of GDP as well as the creation of numerous jobs, will involve the coordinated implementation of the following four major programs: (i) the development exploitable tourist resources, (ii) the creation of an accommodation capacity adapted to the expectations of the targeted tourist clientele, (iii) the commissioning of means of transport for tourists between airports, places of accommodation and usable tourism resources, and, finally, (iv) a strategy for promoting tourism products through the various existing means of communication

ÿ ***Cross-disciplinary programs (3)***

403. Alongside these four major tourism programs, various cross-cutting actions will make the programs feasible under the qualitative conditions expected by tourists. They will aim to: (i) secure sites and ease the conditions for issuing tourist visas, (ii) train young people in the hotel and tourism professions, (iii) provide agricultural products premises, with regard to their organic character, (iv) the transport of water and electricity in the sites, (v) the creation of small ports and boat docking equipment, (vi) the promotion of the main points access to the Republic of Congo (Brazzaville and Pointe-Noire airports, Brazzaville Beach) as well as inter-state roads.

C. THE INDUSTRY

404. In the current context of globalization, industrial development is at the heart of government policy issues, as a nation's participation in the global value chain depends on it. The deindustrialization of the Congolese economy, reflected in the gradual decline in industrial employment, as well as the share of the manufacturing sector in GDP, is the consequence of the absence and/or weakness of political responses to the challenges. industrialization of the Congo. Indeed, based on the main lines of the industrialization policy defined in the social project of the President of the Republic, “The path to the future”, the ministry in charge of industry produced in 2010, a “Congo industrialization policy letter” and is in the process of developing a national industrialization strategy. Through this project, the Government intends to base the industrialization strategy on the transformation of local raw products and the valorization of natural resources.

405. While essentially validating this industrialization strategy, we must today take into account on the one hand, that the State no longer has the financial means as in 2010 and on the other hand, that the The establishment of special economic zones and industrial zones did not necessarily follow the logic of the sectors. Aware of the issues, the Government, as part of the imperative of diversification and the process of modernization of the economy, plans to support the transformation of the productive structure through industrialization. It is important to underline, in the industrial field, the coexistence of two sub-sectors: modern industry and crafts, almost traditional and with low technologica

a. L'industrie moderne

ÿ ***Diagnostic***

406. The modern industrial sector in Congo is still embryonic. It is dominated by the extractive industry and logging as well as some food industries. In recent years, it should be noted that the cement industries have contributed significantly to expanding the industrial sector with the entry into production of five cement plants on the national territory. The industrial sector in Congo is also the business of a few SMEs/SMIs which for the most part belong to the informal and craft sectors.

407. However, it should be emphasized that the Congolese industrial sector is characterized by a structural imbalance which hinders the development of other activities upstream and downstream of the sectors. This underdeveloped sector faces enormous problems linked to an unfavorable business climate, poorly developed infrastructure (energy, water, telecom, etc.) and difficulties in supplying raw materials and goods. of equipment.

408. Furthermore, the sector is characterized by: (i) a dominant oil sector (more than 60% of GDP, more than 90% of export revenues) with very weak knock-on effects on other sectors of the economy. economy ; (ii) a poorly expanded and poorly diversified productive base; (iii) industries poorly integrated with each other in their sector, as well as with other sectors of the national economy; (iv) an industry largely dependent on foreign sources for its supplies of raw materials and capital goods; (v) an uncompetitive industry, essentially manufacturing final consumer products intended for the local market and exporting very few manufactured products; (vi) an imbalance in the territorial distribution of industrial activity with a high concentration of industrial units in Pointe-Noire and Brazzaville; (vii) a weak presence of agri-food industries; (viii) a low volume of investments and a lack of financial support for industrial companies; (ix) a low capacity for processing natural resources because the majority of resources in Congo are not valued, the natural resource processing chain is not developed; (x) a low-skilled local workforce.

ÿ ***Objectives***

409. Faced with the numerous challenges to be met in this sector, the main objective pursued in the PND 2018-2022 is the transformation of the productive system through industrialization, that is to say, the creation of viable industrial structures, capable of generate jobs and qualitatively improve the living conditions of populations. The main challenge is to move the Congo from the stage of "primary producer" to that of "producer of manufactured goods".

410. More specifically, the Government intends to pursue the following strategic objectives: (i) increase the share of the industrial sector in GDP; (ii) increase the volume of private and public investments in the industrial sector; (iii) create at least one industrial unit for processing local resources in each department, while ensuring interdepartmental complementarity of local productive systems; (iv) create the conditions for the emergence and development of growth and competitiveness poles; (v) improve the trade balance; (vi) make the institutional and legal framework favorable to foreign investments; (vii) promote true "captains of industry", particularly in the management of SMEs and SMIs.

ÿ ***Major strategies and programs***

411. Congo's industrialization strategy for the period 2018-2022 will revolve around industrialization through import substitution and industrialization through export promotion. It will be based on the global strategy defined in "The path to the future" by specifying that it must be based on the transformation or valorization of natural resources and local raw products: (i) promote activities to valorize agricultural and fishing products; (ii) revitalize the construction industry, a sector of opportunity for the transformation of the economy; (iii) strengthen wood-based industries and especially further processing of wood.

412. This strategy will also capitalize on the experience of special economic zones considered as a complementary modality for the industrialization of the country.

413. In order to implement these two important strategies, the following programs have been defined as a priority. These are: (i) industrialization program through the transformation of natural resources; (ii) industrialization program through the creation of industries for the production of inputs and the processing of local raw products; (iii) industrialization program through specialization in SEZs; (iv) industrialization program through "clusters" in SEZs.

414. ***Axis 1. Industrialization program through the transformation of natural resources.*** The Government intends to do everything possible so that natural resources (millions of hectares of arable land, thousands of km of waterways, etc.), soil (18.4 million hectares usable with marketable wood species) and of the subsoil (60 billion tonnes of limestone, 25 billion tonnes of proven iron reserves, 1.8 billion tonnes of

proven potash reserves, 34 billion cubic meters of proven gas reserves, 7.6 billion proven oil reserves) which the country abounds are transformed into semi-finished, finished products and valorized by industries.

415. We will ensure that the industrial segments corresponding to the different stages of transformation of natural resources are taken care of by the industrial companies created for this purpose. We will give importance to segments with high added value and high job creation capacities (or high labor intensity). In other words, public incentive measures will preferentially support investments which will be deployed in industrial activities relating to the transformation of wood into semi-finished products (pieces or plates of wood) and finished products (furniture, parts of decoration, etc.) extraction,
and transformation of mines into semi-finished and finished products, in response to demand on international markets.

416. ***Axis 2. Industrialization program by creating industries for the production of inputs and processing of local raw products :*** The Government will promote large agricultural and livestock operations as well as fishing businesses at the same time as we will encourage the creation of industries processing products from agriculture, livestock and fishing, particularly agri-food industries. In terms of industrialization, it will be a question of encouraging the emergence of private Congolese companies and attracting foreign companies specializing in agro-industry. The industries to be favored are those which are capable of transforming the products supplied regularly and in sufficient quantity in order to make industrial activity viable and sustainable.

417. The State will endeavor to encourage industries producing capital goods or intermediate consumption necessary for large-scale agriculture, fishing and livestock farming. This will be the case, among others, for industries producing machines, agricultural, fishing and livestock tools and equipment, spare parts for these machines, fertilizers and other inputs of different types used in these sectors.

418. ***Axis 3. Industrialization program through SEZs.*** It is important to remember that SEZs are companies grouped together in specific places, having a particular status and whose production is intended to satisfy external demand. These zones are intended to accommodate foreign direct investments in the field of export-oriented industry.

419. The experience of SEZs serving the industrialization of Congo should be organized in a specific way in order to achieve the expected results. Any industry that is not harmful to health, meets the specifications, and which does not represent any danger, should be authorized to set up in an SEZ precisely in the industrial park, within the limit of available places. The Government will make choices taking into account the country's assets to guide the activities of the SEZs. So from the perspective of its industrialization, it is preferable to favor for each SEZ, industries relying both on local natural resources and assets as well as on the geographical position of the area.

420. In the Pointe-Noire SEZ, for example, priority should be given to petrochemical industries and those transforming ores exploited in the environmental localities of the zone into semi-finished or finished products, with a view to increasing the range of exported products. To these industries, we can add shipbuilding, maintenance and repair services for maritime transport as well as port logistics services.

421. In the SEZs of Brazzaville and Ouesso, the establishment of capital goods and current household consumption industries would be encouraged. We would target the consumer markets of the sub-region (CEMAC/CEEAC) and Africa in general.
Export would take place from the rivers (Congo or Sangha) on the banks of which the SEZs of Brazzaville and Ouesso will be located, or by land for the CEMAC or ECCAS countries connected to the Congo by a paved road.

422. In the central SEZ (Ollombo-Oyo), the State will encourage the installation of agro-food industries, with the aim, among other things, of exporting fresh products by air freight from the international airport of Ollombo.

423. ***Axis 4. Industrialization program through "clusters" in SEZs.*** The government would like, based on the experience of SEZs, to create networks or clusters bringing together energies, developing synergies, promoting the emergence of common innovation projects and constituting, ultimately, competitiveness clusters. In other words, with a view to sustainable industrialization of the country, the Government will encourage and ensure that companies operating within an SEZ in the same sector, in the same niche or in the same field of activity , cooperate to share logistics, set up research laboratories, training establishments, purchasing and sales centers together. These gatherings of companies – clusters – will be likely to reduce production costs, to bring out production at competitive sales prices, to support innovation and competitiveness in the long term, to conquer new markets and sustain industrial activities.

ÿ ***Cross-disciplinary programs***

424. The implementation of all these programs clearly shows the need to conduct a well-considered, gradual industrialization policy, carried out step by step by laying down all the related fundamentals. Indeed, as for all developing countries, the bases of industrialization are almost the same. These are: (i) financial resources (private, public, national, multinational or foreign); (ii) well-trained human resources, mastering technologies (skilled workers, engineers and other technicians); (iii) a business climate favorable to national and foreign investment in the industrial sector and guaranteeing investment security; (iv) targeted support for small operators through an integrated assistance program for project leaders, the promotion of micro, small and medium-sized industrial enterprises and the implementation of an action plan aimed at lifting the all administrative and technical constraints; and (v) quality infrastructure services.

b. Crafts and SMEs

ÿ ***Diagnostic***

425. The craft and SME sector stands out from other sectors by its transversal nature. Indeed, crafts and SMEs operate in almost all sectors, including agriculture, construction materials manufacturing industries and services.

426. In Congo, it is considered one of the driving sectors of economic growth, but it is characterized by its low involvement in the production of agricultural inputs, in the manufacturing of construction materials and contributes only a small amount. level in the achievement of GDP. The related statistics are poorly maintained and this sector remains weighed down by inertia of various origins.

427. The SME subsector is marked by: (i) a low birth rate and business survival rate, respectively 10% and 25%; (ii) low effectiveness of financial support structures; (iii) the absence of an incubator capable of training a cohort of national entrepreneurs; (iv) poor access to bank credit; (v) a low registration rate of SMEs and Artisans (5%) and (vi) low external visibility due to the virtual non-existence of SME exports. This constitutes a bottleneck for the growth of this sub-sector.

428. This sector faces a certain number of constraints, including: (i) low production capacity; (ii) difficulties in accessing means of production (raw materials, financing, infrastructure services); (iii) the absence of an adequate policy for the protection of artisanal works; (iv) non-implementation of the existing legal framework; (v) a low level of structuring of artisans into professional organizations and (vi) the absence of social protection for artisans.

ÿ ***Objectives***

429. Increase the contribution of crafts to wealth creation, economic transformation, job creation and poverty reduction. More specifically, it involves increasing production capacities, by facilitating access to financing and new technologies, by strengthening the regulatory framework to improve the efficiency of operators and facilitate the marketing of artisanal products.

ÿ ***Major strategies and programs***

430. To achieve the objectives set out above, the various programs will be focused on the following priority actions:

431. ***Axis 1: The program to strengthen the institutional and managerial capacities of the ministry.*** This will involve the continued construction of administrative infrastructure and the organization of training for players in the sector.

432. ***Axis 2: The program to support the creation of viable and sustainable businesses.*** It will be about the establishment of business incubators and the provision of SMEs and crafts with viable production and promotion infrastructures.

433. ***Axis 3: The national entrepreneurship promotion program.*** This will involve: (i) the creation of technical/financial organizations to support SMEs and crafts; (ii) the removal of technical obstacles to the marketing of artisanal products
And ; (iii) the promotion of entrepreneurship among young people out of school, in school and the elderly.

A.LE REINFORCEMENT OF THE SERVICES INFRASTRUCTURE

434. The development of infrastructure constitutes one of the main concerns of the State to create the conditions for the modernization of the country. Quality, accessible and inexpensive infrastructure constitutes the competitive basis of the modern economy and an essential factor for its transformation. Consequently, the emphasis that the Government places in this PND on improving the quality of human resources and diversifying the economy implies particular attention to the quality and availability of infrastructure. Generally speaking, the development of human capital as well as the improvement of the quality of life of the Congolese require strengthening the capacities of basic social services, namely education, health, energy, transport, ICT and housing.

435. In terms of strategic planning, infrastructure constitutes a cross-cutting area that both economic operators and populations collectively need.
Significant efforts have been made, but the results achieved are mixed, so that in this context of crisis, choices in terms of infrastructure will no longer have to favor massive construction as in recent years, but maintenance and proper functioning installed capacities. The emphasis will also be placed on the completion and operationalization of works in progress rather than the initiation of new projects.

has. Road transport

436. The main challenge to be met over the next decade in terms of road infrastructure is maintaining the existing one in good working order. The second priority will be given to the completion of inter-state roads. This will allow Congo to contribute to the strengthening of sub-regional integration and the definitive affirmation of Congo as a pivotal country in the integration of the CEMAC/CEEAC/SADEC area.

437. To do this, the 2018-2022 PND will be used to complete the construction of the major CEMAC integration roads, the financing of which is already partially assured. At the national level, the action will consist of strengthening the interconnections of the country's departments and the unification of the territory.

438. Priority will therefore be given to maintaining and maintaining existing roads. The backbone made up of national roads 1 and 2 will be the subject of particular attention to the extent that it will make it possible to drain rural production from production basins towards consumption cities. The sub-regional integration roads and other axes will also be subject to a maintenance program in the dry season.

439. Consequently, the Government will have to strengthen governance to avoid rapid deterioration. Indeed, the rapid deterioration of road infrastructure discourages the most proactive ambitions in terms of equipping the country. Furthermore, examination of certain roads shows that technical standards, particularly layer thicknesses, are not respected, so that sustained attention will have to be paid to monitoring the work. Finally, the control of truck loads on the axles is only carried out occasionally. This control should be generalized and the circulation of trucks whose axle load exceeds the tolerated standard should be systematically prohibited.

b. River transport

440. Congo has a dense and high-quality river network that would be better exploited. Given the limited nature of the investment resources that can be devoted to this sector during the 2018-2022 PND, efforts will focus mainly on the preparation of technical and financial files allowing the search for financing, particularly within the framework of the various bodies advocating the promotion of the Congo River Basin in the fight against global warming.

441. Despite this significant potential, river infrastructure is neglected due to lack of adequate investment, even though river transport can contribute significantly to the growth of tourism and the sustainable development of the Congo. To ensure regular navigability on the Congo River and its tributaries, the Government must pay particular attention to the viability of river infrastructure and encourage programs undertaken with multinational navigation management organizations in the Congo River basin.

442. The construction of the Liranga port will be considered a priority. It is in fact a project which contributes both to the affirmation of the transit role of the Congo and to the inclusion of the Likouala Department in the national space. Likewise, the development of the Libreville/ Franceville/Lekety/Oyo axis will allow the river port of Oyo to fully play its role as a major river port in the Congo River basin. Light port developments, mainly through floating docks and access ramps, will therefore be undertaken in Ngabe, Bouemba, Mossaka, Loukolela and Liranga.

443. The creation of a port in Maloukou, an obligatory crossing point as part of the creation of the Special Economic Zone of Brazzaville, is essential for the valorization of the production tools which will be established there as well as for the production factories of the construction materials already operational in these places.

vs. Rail transport

444. Keeping the CFCO in service remains a major priority for the Congo. Despite the commissioning of the Pointe-Noire/Brazzaville road, transport by rail to

Brazzaville of goods imported via the Port of Pointe-Noire, and the transfer to Pointe-Noire of exported timber, arriving by river or land, remains very important.

445. The destruction of the viaducts, which unfortunately occurred in 1998 and then in 2016, seriously affected CFCO traffic. A certain number of repair and maintenance actions for the tracks and the carriage will have to be implemented. Thus, the Government intends to undertake programs to repair and maintain the railway tracks on the Brazzaville/Pointe-Noire and Mbinda/Mont Belo lines which will be extended, as well as those relating to transport. These programs should allow the Congo to fully play its role as a pivotal transit country throughout the sub-region, allowing good integration of the CEMAC, CEEAC and SADEC zones.

d. Electricity

446. Congo has a strong hydroelectric potential estimated at around 22,000 MW, and also significant gas reserves. It has a national power generation park consisting of dams and thermal power stations, with a current production capacity of approximately 610.7 MW.

447. Despite this potential, the sector diagnosis reveals, among other things, that: (i) electricity demand (450 MW in 2017) is on a relatively stronger growth trajectory; (ii) approximate maintenance of existing assets and recording losses of more than 50%; (iii) an energy mix dominated by non-renewable energies; and (iv) a low rate of access to electricity.

448. The main objective in terms of electricity is to improve access to electricity, the stability and regularity of services to the final consumer. As a target, the Government intends to increase the access rate for the Congolese population from 44% (2016) beyond the threshold of 60% by 2022.

449. To do this, the Government intends to implement two major programs, namely: (i) reform of the sector; and (ii) the development of electricity infrastructure.

450. Given the urgent need to modernize distribution networks in large cities and extend them to take into account the creation of new neighborhoods, the ongoing deep reform, both institutional and regulatory, must continue.

451. In the absence of hydroelectric potential, the energy supply of agropoles which are too far from HT or EHT lines will be envisaged partly by solar energy, partly by thermal groups. For each agropolis, a specific electricity and drinking water management structure will be created to ensure the permanence of local services. A study of wind energy application areas will also be undertaken in order to program possible applications of this energy, particularly in coastal areas and in high altitude areas.

452. The systematic inventory of the country's hydroelectric resources being available, the Government intends to continue their development in the medium and long term, through specific studies for the construction of hydroelectric power stations of all sizes. In the short term, the Government will increase electricity production from gas-fired power plants, with an addition of more than 250 MW planned for 2019.

e. The water

453. Barely 56.5% of the Congolese population currently have direct access to drinking water. The actions to be undertaken during the 2018-2022 PND will aim to increase this access rate to 90% in 2022. In fact, significant investments have been made to guarantee the production of drinking water necessary for the needs of the populations, but the distribution network has, for the most part, remained very degraded with significant technical losses.

454. Just as in the area of energy management, the clear distinction between the problems specific to cities and those relating to villages, especially with regard to management structures, should prevent the importance of the problems posed in large cities do not eclipse village equipment programs. It is in this context that the Government has initiated a reflection on the decentralization of the management of drinking water supply systems (SAEP).

455. As with electricity, a profound institutional reform is necessary for better management of the sector.

f. Telecommunications and the digital economy

ÿ ***Diagnostic***

456. Today, the digital revolution is underway. It will probably succeed the industrial revolution as the paradigm of the productive system. Digital technology could then represent the new frontier of development. As part of the national coverage policy, Congo has made significant investments in heavy infrastructure. Mobile operators have also invested in infrastructure. As an impact, the number of fixed lines has once again experienced a considerable rate of increase. Mobile phone subscriptions are steadily expanding, particularly because of competition between operators. Mobile communication costs remain the lowest in sub-Saharan Africa. However, two important challenges remain. These are: (i) access for the greatest number of people to information and communication technologies. This access remains limited by the excessive costs of supplies and services; and (ii) the redeployment of the post office across the country.

ÿ ***Objective***

457. To remedy this situation, the Government will restore and modernize the postal sector and continue to strengthen and maintain existing telecommunications infrastructure with a view to aligning Congo to the development of the digital economy.

ÿ ***Major strategies and programs***

458. Through the deployment of tight regulation, the Government will aim to: (i) reduce internet access costs; and (ii) develop the high-speed internet market.

459. Thanks to the two programs relating to: (i) the completion of the WACS optical fiber connection; and on the other hand (ii) national telecommunications coverage intended to replace local radio bands. The Government will intensify: (i) the digitization of administration archives and the creation of technopoles and innovation centers; but above all (ii) the construction of media libraries and pilot internet classes; without neglecting (iii) the rehabilitation of post offices.

B. PROMOTION OF THE PRIVATE SECTOR AND IMPROVING THE BUSINESS CLIMATE

460. Generally speaking, the development of a country's private sector results from local entrepreneurial dynamics, combined with foreign direct investment that the country is able to attract. This requires not only favorable framework conditions for entrepreneurship[9] , but generally a business climate conducive to both the start-up and growth of businesses, and attractive to foreign direct investment.

has. Promoting the private sector

ÿ ***Diagnostic***

461. The Congolese private sector, whose major role in growth, job creation and socio-economic development has only really been taken into account in public policies in the recent past, notably following the running out of steam in the dominant state model in the post-colonial period, presents the characteristics of an underdeveloped and not very dynamic sector. Indeed, having recorded a relatively low investment rate during the 2012-2016 period (below 10% of non-oil GDP), the private sector

[9] In the terminology of Global Entrepreneurship Monitoring (GEM) the framework conditions for entrepreneurship encompass a set of environmental factors that are of major importance for the start-up and growth of businesses. These factors relate to financial conditions and institutional infrastructure, including individuals' trust in the rules of society.

Congolese participate weakly in the creation of wealth, and as a result are not dynamic in job creation.

462. According to the results of a survey relating to the census of companies and artisans in Congo (2017), the private sector, except the oil, telecommunications, wood and more recently cement companies segments, presents the following characteristics: (i) it is essentially made up of small businesses, because they are essentially either very small businesses or small businesses[10] ; (ii) 95.2% of individual businesses; (iii) 93.8% of production units in the Congolese private sector develop service activities and mainly commercial activities.

463. Analysis of the dynamics of the Congolese private sector shows that this sector is hampered by a series of constraints, the most important of which are: (i) difficulties in accessing credit; (ii) the high level of the cost of production factors; (iii) poor quality of economic infrastructure; (iv) the absence and/or weakness of support structures; (v) weak incentive for entrepreneurship; (v) the insolvency of the State vis-à-vis local companies; and (vi) the low level of qualification of the workforce.

ÿ ***Objectives***

464. The Congolese private sector development program that the Government intends to implement for the period 2018 - 2022 aims to: (i) increase the contribution of the private sector to GDP, particularly the non-oil private sector; (ii) boost the private sector so that it is the source of sustainable and inclusive growth; (iii) make the private sector the main provider of jobs.

ÿ ***Major strategies and programs***

465. To achieve the objectives assigned to the development of the Congolese private sector, the Government's strategy consists of providing the necessary support both for the creation of businesses, their development and the creation of an environment conducive to business. The Congolese private sector development strategy will be built around the following priority axes:

466. ***Axis 1 : Improvement of access to credit for businesses and small producers.*** In relation to this axis, the Government intends to carry out the following urgent actions: (i) the effective creation of a guarantee fund for private investments; (ii) accelerating the implementation of measures to correct problems related to legislation, property rights and documentation to promote access to financial services; (iii) the

[10] According to Congolese legislation, a very small business is one that employs no more than nine permanent employees and achieves an annual turnover excluding taxes of twenty-five million CFA francs maximum. And the small business is one which has a minimum share capital of one million CFA francs at its creation, which employs between ten and twenty employees and achieves an annual turnover excluding taxes of more than twenty-five million francs. CFA, but not exceeding one hundred million CFA francs

continued efforts to create an enabling environment for microfinance and mobile banking.

467. ***Axis 2: Strengthening economic infrastructure.*** Access to quality infrastructure is a major factor in increasing the competitiveness of an economy because it provides a business environment that ensures the growth and development of businesses. Urgent actions to be taken in this area are as follows: (i) rehabilitation of electricity networks in large cities; (ii) increase in broadband Internet penetration rate; (iii) Completion of connectivity of departments and localities through the development of access roads.

468. ***Axis 3: Support for the private sector.*** Support for the private sector is imperative for the Government which intends to carry out the following actions: (i) strengthening the support structure for business creation, which is the Single Window for business creation formalities, (ii) creation of a structure similar to the CFE to support operating SMEs; (iii) promotion of public-private partnership.

469. ***Axis 4: Support for very small businesses and small and medium-sized businesses.*** This program should integrate both financial and non-financial support. Non-financial support must concern in particular: (i) the supervision of project promoters and potential entrepreneurs in areas such as information in decision-making; (ii) assistance in the development of business plans, feasibility study, technical support and training on management and development.

470. ***Axis 5: Promotion of entrepreneurship.*** The Congolese entrepreneurial culture and the weakness of the entrepreneurial spirit are major constraints in the development of the Congolese private sector. The promotion of entrepreneurship, a guarantee of private initiative and creativity, requires a commitment from the Government which intends to carry out the following actions: (i) introduction of introductory entrepreneurship modules into high school programs; (ii) create the conditions for growth that generates investment opportunities through a diversified economy that mobilizes and energizes Congo's entrepreneurial potential; (iii) promote opportunity entrepreneurship which ensures the sustainability of the businesses created and the remodeling of the productive system.

b. Improving the business climate

ÿ ***Diagnostic***

471. Overall, Congo's competitive position does not appear to have improved during the 2012-2016 period. Indeed, between 2011 and 2017, Congo's ranking in the World Bank's *Doing Business* report remained the same (177th out of 182 countries). Also, indicators of the quality of infrastructure, policies and the macroeconomic environment show that there have been no substantial changes in the business climate according to operators' perceptions.

472. If the share of FDI increased by 2.9 points over the period (from 4.0 percent in 2012 to 6.9 percent in 2015), it should however be noted that almost all (95 percent) is intended for oil and mining sectors, which can thrive even in an unfriendly business climate. In view of the picture painted by the country's competitiveness indicators, it is clear that it is not yet easy to do business in the Republic of Congo, despite a series of reforms undertaken by the Government.

473. Indeed, the Government has initiated a series of reforms with a view to improving the business climate. The Government's initiatives mainly focused on: (i) seven reform texts as part of the simplification of administrative procedures relating to business creation; namely: Decree No. 2014-243 of May 28, 2014 simplifying business creation formalities and Order No. 9924 /MPMEA-CAB setting the operating conditions of the information and documentation space of the formalities center
administrative regulations of companies, Decree No. 2017-41 of March 28, 2017 establishing the statutes and constitution of the capital of the limited liability company, Law No. 16-2017 of March 30, 2017 establishing a public establishment of administrative agency called the Congolese agency for the creation of businesses, Decree No. 2018-154 of April 23, 2018 centralizing formalities for the creation and various modifications of businesses, Decree No. 2018-155 of April 23, 2018 establishing the electronic signature at the Congolese agency for the creation of companies, Decree No. 2018-280 of April 30, 2018 relating to the domiciliation of the company at the personal address of the manager; (ii) Law No. 16 - 2013 of July 19, 2013 establishing the one-stop shop for cross-border operations; (iii) Law No. 34-2013 of December 30, 2013 relating to the 2014 Finance Law, which creates in its article 27: the window for the completion of all formalities for import operations in Congo (customs single window) ; (iv) Decree No. 2014-245 of May 28, 2014 establishing the unification of the declaration and payment of taxes and tax contributions on salaries with a view to minimizing administrative hassles linked to the payment of taxes and duties; (v) Order No. 9925/MEH-CAB of June 26, 2014 setting the deadline for processing requests for
connection to the public electricity network; (vi) Decree No. 2014 – 242 of May 28, 2014 modifying and supplementing certain provisions of Decree No. 2011 – 548 of August 17, 2011 establishing the terms and conditions for controlling land management; (vii) Decree No. 2017-42 of March 28, 2017 establishing, responsibilities and organization of the interministerial committee for improving the business climate.

474. But the fact remains that many constraints relating to the business climate still constitute major challenges to be met, as they hinder both the attractiveness of the country with regard to foreign direct investments, and the development of entrepreneurship capable of driving structural changes leading to sustainable and inclusive growth. The most serious constraints relate to: (i) difficulties relating to business creation; (ii) difficulties relating to the granting of building permits; (iii) problems relating to electricity connection; (iv) difficulties in obtaining loans; (v) problem in the execution of contracts; and (vi) high country risk.

ÿ ***Objectives***

475. The objectives assigned to efforts to improve the business climate within the framework of the 2018-2022 PND are: (i) create a competitive economic environment; (ii) facilitate business creation; (iii) attract foreign direct investment; (iv) reduce the risk-
pays.

ÿ ***Major strategies and programs***

476. The strategy that the Government intends to implement consists of creating the conditions for an economic space in which the major factors of competitiveness and attractiveness are constantly improved, and which adapts to the current context of globalization, where competition territories is at the heart, both of the location of activities, and generally of the orientation of foreign direct investments. Also, to achieve this, the Government's strategy is structured around the following priority areas:

477. ***Axis 1: Development of the tax and regulatory framework of the business environment.*** In this context, it is a question of carrying out the following actions: (i) accelerate the establishment of the Single Window for Land (GUF) by adopting the implementing texts of Law No. 34-2013 of December 30, 2013 establishing the law Finance 2014; (ii) set by regulation the notarial fees relating to land transactions; (iii) carry out a study on parataxation to reduce the costs attributable to businesses; and (iv) the implementation of a balance sheet center in order to strengthen the quality of accounting data.

478. ***Axis 2: Improvement of the institutional system for the business climate.*** In this area, the Government has already undertaken several initiatives which need to be strengthened or made operational. To achieve this, in the 2018-2022 period, the priority actions focus on: (i) strengthening the capacity of the Business Administrative Formalities Center (CFE) to shorten business creation times and provide the necessary support to investors ; (ii) make operational the institutions responsible for implementing the private sector promotion policy (ADPME, the Impulse, Guarantee and Support Fund, the National Crafts Agency, the Fund intervention and promotion of crafts); (iii) strengthen the role of the Permanent Conference of Chambers of Commerce, Industry, Agriculture and Trades; and (iv) implement the Congo Regulation project.

479. ***Axis 3: Implementation of reforms linked to the stabilization of the macroeconomic framework.*** The debt policy experienced by the Congo until 2016 significantly reduced the Government's room for maneuver in mobilizing debt resources at the risk of leading the economy into a state of over-indebtedness which is harmful to the macroeconomic outlook. To this end, during the period 2018-2022, the Government intends to develop a prudent and controlled debt policy through: (i) the reduction of public debt in relation to the capacity of the economy; (ii) the rehabilitation of public finances; (iii) restoration of debt sustainability; and (iv) the reconstitution of reserves and the revival of growth.

vs. The development of financial services

ÿ ***Diagnostic***

480. As indicated in the PND 2012-2016 review, the evaluation of the performance of the Congolese financial system showed an overall improvement, in terms of *depth, accessibility, efficiency and solidity.* Indeed, Congo has a banking network considered stable, with commercial banks which were over-liquid before the economic downturn of 2014.

481. However, the economic crisis has seriously weakened the entire financial system. This is far from responding to the specific requests of companies (national private sector) which lack appropriate resources capable of supporting the development of their businesses (medium and long term credit). In other words, this system is not made, or does not function, to finance growth and development, but rather short-term speculative and commercial activities.

482. We also note a very sharp increase in overdue debts resulting from domestic arrears accumulated by the State in favor of private operators, which results in a drastic drop in liquidity induced by the reduction in deposits. Added to the economic difficulties are the quasi-structural constraints of banks in the context of financing Micro, Small and Medium Enterprises (MSMEs), more particularly investments necessary for business creation or business development. The conditions attached to the rare granting of short or medium-term credit to companies cannot generally be met by applicants so that the vast majority of projects die out for lack of financing.

ÿ ***Objectives***

483. For the financial system (banking and non-banking) to effectively support the transformation of the economy through the private sector, it must remain *solid* and *deep.* In one case, the banking financial system in particular must remain solid in its fundamentals (balance sheet cleaned of bad debts and other "toxic assets"), and therefore capable of ensuring liquidity for the economy. Beyond that, the system will need to be deepened with innovative instruments, particularly for financing SMEs, in agriculture and in construction and housing.

ÿ ***Major strategies and programs***

484. A new financial sector development strategy must be implemented. It will be a question of starting from what already exists to encourage a specialization of banks with a vocation to support diversification projects. This includes creating local banking establishments, specializing in financing agricultural SMEs and SMIs carrying out their activities in rural areas. The creation of these banks requires, in the current context, a significant financial contribution from the State to guarantee all possible risks in the form of guarantee funds or interest rate subsidies.

485. The State may establish a guarantee fund specialized according to the agricultural, tourist and industrial sectors, which will be housed in various existing credit establishments in the Congo, to protect against the risks of non-repayment of credit by certain beneficiary companies. It will be necessary to invite credit establishments operating in Congo to be more committed to answering the question of financing for the development of businesses and SMEs-SMIs, that is to say, to better support the State in its efforts to diversification of the economy.

486. ***Axis 1: Consolidation of the financial system as a whole.*** The strengthening of the financial sector will come from the need to intensify consultations between the BEAC and the rest of the financial system with a view to increasing the capacity of the latter to consistently support the development of the private sector, the engine of growth and the creation of employment and the main player in diversifying the sources of this growth. However, strengthening the solidity of the financial sector as a whole is mainly the scope of action of the central bank (BEAC) and the supervisory structure (COBAC) through monetary policy.

487. Strengthening programs include:

- Modernization of the liquidity management system and simplification of monetary policy instruments with a view to: (i) improving the transmission of monetary policy impulses to the rest of the financial system; (ii) develop the money market; and (iii) the determination of interest rates by the markets;
- The revitalization of the interbank market and the proposal of an action plan for 2018 aimed at strengthening the legal framework for repo, reducing transaction costs, and expanding the publication of financial information concerning financial institutions. credit ;
- The establishment of a framework for access to emergency liquidity for banks, in order to assist those which are in liquidity difficulty, but deemed solvent;
- The upgrade by the BEAC of the risk center with a new efficient IT tool before the end of 2018;
- In compliance with current exchange regulations, the BEAC will ask resident economic operators to repatriate assets held abroad and the necessary justification establishing compliance with exchange rules by these operators.
  In the same vein, it will encourage States to repatriate all foreign currency assets;
- Implementation of important provisions for the application of measures renewable resources recommended in the safeguards assessment.

488. At the initiative of Member States, the continued measures to restrict liquidity which contrast with the weakness of financing the development of national and sub-regional economies must immediately raise profound reflections on this contrast, while respecting the missions devolved to the BEAC and the deposit banks as well as their

instruments. Furthermore, current monetary policy instruments are not likely to make the interest rate a channel for transmitting the impulses of production activity: the solution lies in the diversification of the sources of growth using Micro , Small and Medium Enterprises (MSMEs) as levers.

489. ***Axis 2: Long-term financial innovations to support diversification.***
The transformation of the economy through the sectors of concentration selected for the next five years requires supporting financial strategies and coordinated actions on three levels: (i) strategies and direct actions to stimulate the agricultural sectors and tourism, in particular by guaranteeing access to credit in the short and medium term; (ii) public investments - infrastructure (electricity, water and transport) and human resources - necessary to reduce factor costs and improve the competitiveness of the economy, but which we unfortunately know will be limited in the coming years ; and (iii) strategies and actions to support economic operators to improve the business environment and encourage investment.

490. These strategies will be subject to specific treatment described in the chapter devoted to the operationalization of the PND. A roadmap will be developed and a timetable of measures to be implemented established in coordination with the stakeholders concerned. These measures will focus on promoting better access to credit.

491. The efforts made by CEMAC countries to facilitate, through the Central African Stock Exchange (BVMAC), the diversification of long-term financing instruments, contribute to the adaptation of their financial system in the context of private investments. A framework for undertakings for collective investment in transferable securities (UCITS) has been adopted and is now only awaiting candidate operators. In this context, the creation of Common Debt Funds (FCC) for the benefit of categories of State creditors, potential operators of economic diversification, will be one of the avenues to explore.

492. Strengthening external financing mechanisms through the provision of counterpart funds. The *Caisse des Dépôts et des Consignations* is a public financial institution entrusted with missions of general interest in support of public policies conducted by the State and local authorities in terms of development. The deposit and consignment fund is notably responsible, on behalf of the State, for granting and guaranteeing loans to businesses, and for managing the capital of the various guarantee, solidarity and insurance funds.
Through it, the Government intends to strengthen its credibility with partners and the effectiveness of its interventions because it thus has an appropriate instrument for mobilizing its counterpart within the framework of joint financing agreements for eligible projects.

493. ***The need to put in place a financial process to support diversification.*** The desire expressed many times by the Government to place financing at the heart of the economic transformation policy has given rise to the creation of multiple national funds, including the national investment fund, the agricultural support fund, the forestry, the national housing fund, the road fund, the scientific research fund, the sports recovery fund, the tourism fund, the economic development fund

and social. Furthermore, the Government has implemented, with the help of technical and financial partners, multi-sectoral projects to accelerate the diversification of the economy, such as the Forest and Economic Diversification Project (PFDE), the Diversification Support Project of the economy (PADE), and particularly the Commercial Agriculture Development Project (PDAC) which encourages initiatives in the agricultural field extended to rural roads.

494. The review of these funds reveals performance well below expectations. The reasons are institutional, organizational, financial and governance weaknesses. These weaknesses resulted, among other things, in problems of debt recovery, supervision and monitoring of beneficiaries in the field.

495. The diversification of the economy, which is among the Government's major priorities, and the promotion of the private sector associated with it, imply the emergence of a class of Congolese entrepreneurs capable of carrying out creative projects. productive activities in the sectors concerned. The increase in fishery, agricultural or livestock production as well as the supply of quality services expected in the tourism sector, which have been retained as the basis for the diversification of the economy, will only really emerge if mechanisms financing of investments by the
banking system are accessible to promoters.

496. The implementation of the programs proposed by the PND, and, above all, the emergence of a national private sector currently embryonic and lacking financial means, require the establishment of specific facilities to complete the financing system for the diversification of the economy.

497. A fund which will be intended to implement the Economic Diversification Plan and whose design will be refined as part of the PND operationalization studies. Its objective will be to invest in promising sectors, and more particularly in all segments of the food and agri-food sectors on the one hand, and the tourism sector on the other. It will also be able to participate in financing the housing to be created alongside these programs.
This fund will aim to improve the provision of financial services to producers and promoters as well as other actors involved in the value chains of so-called areas of concentration. It will, among other missions, stimulate entrepreneurship and support SMEs.
by supporting them further throughout the entire process of carrying out their projects, to ensure that they generate solid business projects that promote sustainable development. As means of action, the fund will be supplied by the State budget through the investment budget. It could be housed in an Economic and Social Action Fund (FAES) bringing together the various funds that the Government had set up in the past.

498. The principles which must govern both **(i)** the main parameters such as the mechanisms for implementing the Fund's intervention, the definition of the amount of Fund intervention, the release mechanisms which, a priori, will be conditioned by equity contributions from promoters and through the contribution of banking organizations; that **(ii)** the choices of investments, as well as the management methods of the Fund will be the subject of the work to be undertaken in

the framework of PND operationalization studies. The Fund's management principles will determine the relationships it will maintain with the banks which will be its preferred contacts.

499. ***The Common Debt Funds*** constitute a method of organization adapted to the Congolese situation in that, organized in co-ownerships holding private claims on the State, it is easier for them to transform part of these claims into securities, then to group them together with a view to issuing representative shares for various purposes, including subscribing to private investment financing programs. The source of financing could consist of an issue of long-term government bonds to be included in the budgetary programming for future years and financing to be negotiated between the Congo and various specialized organizations. Note that this provision had already been envisaged in the 1997 budgetary programming, to clear the arrears of salaries of civil servants from 92-93, in the Enhanced Structural Adjustment Facility (FASR) signed between the IMF and the Congo in 1996, which could not start, due to the outbreak of the war of June 5, 1997.

500. ***Common Investment Funds for the Congolese Diaspora.*** The same approach applies to the last category identified above, the Diaspora, for which another UCITS product, notably Mutual Funds, corresponds perfectly to the context that concerns us. The Congolese Diaspora represents a potential for active external investors in that it already contributes to the economic life of the country from abroad, through various economic and commercial activities. The Government is concerned with the organization of this diaspora so that it can play the role it claims.

501. The creation of an investment fund such as the Mutual Fund type is the most flexible form of organization, because it is easy to organize with regard to the approximation of the financial supervision legislation of COSUMAF in consistency with that of the 'European Union. The objective is to promote an incentive framework for the constitution of these funds, co-ownership of portfolios of securities and sums placed and intended for investment, in order to enable this category of Congolese living abroad, owners of shares invested in this type of financial product, to actively participate in the economic diversification of the country.

Box 1: Cameroon Cocoa and Coffee Sector Development Fund **(FODECC)**

The Cocoa and Coffee Sector Development Fund was created in 2006. Its purpose is to finance and pay for support and revival services for these sectors, to support research applied to these products, and to promote of their local processing and consumption.

A dual initiative of a State-private sector partnership, the FODECC has the status of a public administrative establishment of a particular type. The role of this organization is also to finance the rehabilitation and expansion of orchards and the provision of improved seeds and plants to the producer. To support the sustainable increase in productivity, FODECC has notably undertaken to bring improved seeds closer to professional nurseries with a view to their multiplication and systematic treatment of the orchard. Indeed, diseases and predators contribute to the loss of 30 to 40% of cocoa and coffee production, affecting the increase in production. This organization is also leading a vast campaign to raise awareness among producers of good agricultural practices covering both pre-harvest and post-harvest operations which bring added value to the producer and the product.

Among the projects currently being implemented include the production of high-performance basic plant material, its large-scale multiplication, and the modernization of the information system for good decision-making. The Agricultural Research Institute (IRAD) carries out research with a view to developing new varieties. The implementation of these projects aims, by 2020, to achieve the annual production objective of 600,000 tonnes of cocoa, 125,000 tonnes of robusta coffee and 35,000 tonnes of arabica coffee.

FODECC resources come from an export royalty and the national budget.
Also, cocoa and coffee exports are subject to a fee, the total amount of which was set at 54 FCFA per kilogram during the 2012-2013 campaign, by order of the minister in charge of trade. The fee is distributed between the different beneficiary organizations as follows: 7 FCFA per kilogram for the Interprofessional Cocoa and Coffee Council; 10.5 FCFA per kilogram for the National Cocoa and Coffee Office; 1.5 FCFA per kilogram for pre-inspection and quality control; 30 FCFA per kilogram for FODECC; 5 FCFA per kilogram for the Cocoa Development Company intended for the production of plant material.

Thanks to this integrated system, producer prices have taken an upward curve. The highest price in 2013 was 1515 FCFA for cocoa compared to 1275 FCFA during the previous campaign.

Axis 3: Development of inclusive finance to support small operators. The various limitations on access to credit constitute a major obstacle to the development of the activities of Congolese companies, particularly SMEs, and therefore to economic growth. In addition, the Congolese financial system being characterized by a deficit of specialized financing institutions, it is up to the Government to encourage, in collaboration with primary banks and microcredit organizations, the improvement of a credit offer adapted to the categories of targeted populations as actors in the transformation of the economy, namely:

- young people who have benefited from professional training in rural professions, and whose theoretical training acquired in vocational high schools will be supplemented by practical qualification courses;
- unemployed and unqualified young people, candidates for work-study qualifying training with a view to accelerated integration into working life;
- current producers in the rural world.

502. As primary banks intervene only with little enthusiasm in the financing of businesses created, or require guarantees which operators do not generally have, the Government will have to resort to various actions to secure primary banks such that they remain in compliance with the rules of stability and balance decreed by the Central African Banking Commission (COBAC). We will consider the establishment of a process of financing economic operators through the granting, by primary banks, of loans at subsidized rates, by drawing on credit lines at concessional interest rates that the State will seek from development financial organizations or investment funds. This financing process should also mobilize certain own resources of the banks responsible for implementing it.

503. These special loans will be granted by banks and microfinance organizations which will be selected by the State, and which will have signed an agreement with it for their implementation. The State will cover part of the interest on the loan (subsidy) for a period to be determined.

504. Furthermore, a credit insurance type guarantee fund must also be set up in collaboration with the insurance sector. Such a process will aim to reassure both primary banks and COBAC, and will be likely to encourage the mobilization of liquidity in the national financial sectors.

505. Among the financial institutions already willing to favorably consider these loans at concessional rates, are various international organizations, including the African Development Bank (AfDB), as part of its “Enable Youth–Empowering Novel Agri-Business-Led Jobs” program . » – which this development bank finances and which shows that with access to agro-industry, young people can be the driving force in the transformation of the economy, more particularly in rural production sectors.

d. Land management

ÿ ***Diagnostic***

506. Land is a key factor in the economic development of a country. It is essential to agriculture, housing and other sectors of production. As proof, land constitutes one of the cross-cutting sectors most in demand by other sectors. This involves developing a strategy and programs to meet the expectations of these sectors and populations.

507. With an area of 342,000 km2, and a small population of 5,203,073 inhabitants in 2018 according to estimates from the National Institute of Statistics (INS), Congo has immense assets in terms of land. However, with the revitalization of production sectors, demand is now strong and pressure on land is beginning to be felt, so that the question of land management so that the sector meets the needs of this diversification, respect for The environment and the requirements of the habitat are imperative.

508. Land management faces a series of problems. These fall into two categories: access to land and the insecurity of land rights and titles and the irregular occupation of the public domain. These problems constitute major challenges to be addressed for the adequate functioning of the land market, the protection of rural populations and the mobilization of private investments for diversification.

ÿ ***Objectives***

509. To meet these challenges, the Government intends to pursue the major objective of (i) securing land rights with a view to promoting good land management. (ii) master the domain of the State and local authorities; and (iii) strengthen institutional capacities.

ÿ ***Strategy and major programs***

510. To achieve these objectives, the strategy will consist of targeting actions with strong direct and rapid impacts on the main development indicators of the sector and which are grouped into the following programs:

511. ***Axis 1: The land rights security program.*** This will involve implementing land reform in order to facilitate the acquisition of land titles and develop a real land market for both national and foreign investors.

512. ***Axis 2: The program masters the domain of the State and local authorities.*** It will be about the constitution, reconstitution and protection of the domain of the State and local authorities; promotion of concerted management of cross-border areas.

513. ***Axis 3: The institutional capacity building program.*** It is about: the application of results-based management; improving the contribution of land to GDP; taking into account environmental sustainability in land and property management; creating conditions for institutional sustainability; the regulation of the allocation of State land reserves.

C. EMPLOYMENT PROMOTION

514. The stock and quality of a country's human capital are the major determinants of both the competitiveness of the economy and its capacity to generate jobs, distribute income, reduce poverty and strengthen social and inclusive development. This is why the Government intends to make concerted efforts through the PND to align the products of the education system with the needs of the productive system. This ensures that once well trained, young Congolese can have opportunities to showcase their qualifications and skills on the job market. This targeted strategy for improving the employability of young people thus constitutes essential support for strategies for developing human capital and diversifying the economy.

ÿ ***Diagnostic***

515. The Congolese Household Survey (ECOM 2011) for the assessment of poverty shows that unemployment particularly concerns first-time job seekers (79.4%). The situation has worsened in recent years for all categories of job seekers with the crisis in the oil sector which has seen a sharp contraction in the volume of jobs (12,107 layoffs recorded in 2015 and 4,098 over the first six months of the year 2016) and whose chain effects on other related private sectors are perceptible.

516. The latest employment surveys, notably the Survey on the Transition to Active Life (ETVA 2015), reveal that the unemployment plaguing the Congo is mass and long-term unemployment, reflecting the incapacity of the system productive in providing sufficient jobs. This survey also shows that the Congolese productive system is characterized in terms of job offers by the significant weight of informal jobs (89%). If this sector seems to be an alternative to unemployment, the EESIC11 -2009 and ETVA-2015 surveys reveal that informal employment constitutes an insufficient response to the problem of social integration. The persistence of youth unemployment illustrates not only the limited capacity of the Congolese productive system to create jobs, but also the contradictions between productive dynamics and training dynamics. It constitutes a factor of vulnerability among this segment of the population.

517. Indeed, with reference to the ILO Decent Work Agenda which is a global framework based on the four strategic objectives of job creation, guarantee of rights at work, expansion of social protection and equality between men and women, precariousness and low pay which characterize informal jobs in Congo are far from contributing to social cohesion and development.

[11] Survey on employment and the informal sector in Congo

518. The fight against rising unemployment, affecting indiscriminately first-time job seekers and workers who have lost their jobs due to current economic difficulties, constitutes one of the major challenges for the Government.

ÿ ***Objectives***

519. In the area of employment, the PND targets three strategic objectives, namely: (i) the promotion of productive, decent and remunerative employment through economic diversification and transformation strategies; (ii) improving the employability of young people; and (iii) improving the functioning of the labor market. These objectives decline along three central axes.

ÿ ***Major strategies and programs***

520. ***Axis 1. Promote the offer of decent productive jobs.*** Government efforts will be focused on the development of value chains in the areas in which lies the strategy of diversification of the economy. The Government intends to promote job creation and the development of human capital, particularly in the areas of agriculture, tourism and forestry. Indeed, the Congo has enormous potential in forestry, agricultural and tourist resources, which will need to be exploited by developing all activities from upstream to downstream to make them real production sectors that generate jobs. direct and indirect.

521. To promote productive and decent employment in these three areas of strategic concentration of the PND, the Government intends to create an economic environment conducive to individual initiatives and the development of entrepreneurship. To do this, the Government intends to initiate actions aimed at encouraging private initiatives and strengthening the entrepreneurial spirit through quality lifelong training programs, supervision of SMEs and facilitation of creation. of companies.

522. To increase the employment supply, the Government intends to increase job creation opportunities through the development of private entrepreneurship and self-employment. This involves: (i) popularizing entrepreneurship training; (ii) create business incubation and accommodation centers in the main cities of the country; (iii) ensure the promotion of VSEs/ SMEs; (iv) alleviate the constraints that hinder the development of private businesses, in particular legal and regulatory constraints; (v) accelerate the improvement of the business environment; and, (vi) put in place mechanisms to facilitate access to financing.

523. ***Axis 2: Strengthen the employability of young people.*** The rigidities of the labor market linked to the contradictions between the logics of the education system and those of the productive system will be resolved within the framework of this PND through targeted actions that the Government intends to implement in five priority areas: (i) evaluation of the external effectiveness of training programs and the adjustment between the needs of the economy and the available offers; (ii) the establishment of a consultation framework favoring the involvemen

stakeholders in the productive sector in training and the establishment of incentive mechanisms to direct learners towards promising sectors; (iii) capacity building of the National Workforce Office (ONEMO); (iv) optimization of the operation of existing training structures, namely the Education, Training and Apprenticeship Centers (CEFA); and (v) the promotion of innovation in the production processes of goods and services.

524. ***Axis 3. Strengthen the transparency and functioning of the labor market.*** The Government intends to correct the dysfunctions of the labor market by strengthening its transparency and lifting certain constraints relating to the legal framework. The ETVA 2015 and EESIC-2012 surveys show that imperfect information is a major factor in the rigidities of the labor market in Congo. Likewise, certain provisions of labor market regulations appear to be restrictive with regard to hiring.

525. Hiring is increasingly conditioned by the possession of social capital. Indeed, the ETVA 2015 survey revealed that the main obstacle to finding a job remains the lack of sponsorship. The Government has opted for improving intermediation in the labor market as part of an action program which aims to: (i) strengthen the intermediation role of ONEMO; (ii) rehabilitate and ensure regular functioning of the human resources commission; (iii) ensure human resources planning in the public service by transparently rationalizing recruitment and ensuring better spatial distribution of public service agents.

526. As part of institutional modernization, Government action will be focused on reforming the legislative and regulatory framework of the labor market. It therefore intends to improve the organization of the labor market through the following measures: (i) improve the regulatory and legislative framework of the labor market by updating legislative and regulatory texts while ensuring more flexibility in relations between employers and employees; (ii) define incentives for job creation for the benefit of businesses; (iii) improve the labor market information system.

D. IMPROVEMENT OF HEALTH AND SAFETY SERVICES SOCIAL PROTECTION

has. Health

527. Human capital, that is to say human resources imbued with their knowledge and know-how, constitutes the greatest asset of a nation for its emergence. Investment in the constitution of human capital is an expensive operation for both households and the State, hence the need to preserve it once it is acquired, through coherent health and protection policies. social and employment.

528. The protection of human capital is a requirement for economic and social development, particularly in times of crisis and financial stabilization. Indeed, during such circumstances, populations, particularly the most deprived, are also the most exposed and weakened.

529. It is therefore more necessary than ever for the State to assume its sovereign role of economic and social protection and promoter of national solidarity. In practice, this means ensuring and strengthening access to health care, social protection and other essential social services.

530. Thus, through the PND, the Government intends to pay immediate and increased attention to issues of public health, nutrition, social protection, and other targeted programs to combat poverty and vulnerability.

531. In the field of health, the State has invested considerably in recent years in the construction of hospital centers across the country. Taking into account the financial situation and in accordance with the principles of prioritization and rationalization of interventions stated above, it is therefore no longer a question of constructing new buildings, but rather of making the health districts operational, and also of reforming the health system. public in order to substantially improve the availability and quality of care.

ÿ ***Diagnostic***

532. The analysis of the state of health of the Congolese (2015 and 2016 health statistical directories) highlighted at first glance that the Congo recorded a drop in the number of annual deaths per 1000 people from all causes. This rate increased from 17.09‰ in 1960 to 7.56‰ in 2015. That is to say a decline in overall mortality of 56% in 55 years. The mortality rate is slightly higher among women (5.4‰) compared to men (4.4‰).

533. Regarding maternal mortality, the mortality rate recorded a significant reduction between 1990 and 2012, going from 890 maternal deaths per 100,000 live births to 426 in 2012. However, this mortality rate experienced a slight increase between 2012 and 2015, increasing from 426 to 436. Neonatal mortality remained stationary between 2012 and 2015 (22‰ to 21‰ live births) despite the decline observed between 2005 and 2012 (33‰ live births in 2005 to 22‰ births). alive in 2012).

534. Infant mortality recorded a slight decline between 2012 and 2015 (39‰ to 36‰ live births) compared to the sharp decline observed between 2005 and 2012 (75‰ in 2005 to 39‰ in 2012). Child mortality was reduced between 2012 and 2015 from 30‰ to 17‰ live births between 2012 and 2015, thus confirming the trend observed in previous years.

535. With regard to morbidity, the following various findings emerge from this analysis: Malaria still constitutes a real public health problem in Congo, since it constitutes the leading cause of consultation (54%), hospitalization (40%) and

mortality (42%). The proportional morbidity of malaria increased from 47.9% in 2012 to 54% in 2016 and the mortality attributable to malaria also increased from 18% in 2012 to 42% in 2016. The HIV seroprevalence rate in the general population in 2009 was 3.2% with disparities from one department to another. At the lower end of this prevalence, there are estimated to be around 76,030 people living with HIV, including 28,997 in need of antiretroviral treatment.

536. The number of tuberculosis cases per 100,000 inhabitants recorded a slight decline from 382 in 2014 to 379 cases per 100,000 inhabitants in 2016. The overall prevalence of high blood pressure (hypertension) and cardiovascular diseases excluding stroke is of the order of 32.5%. As for strokes, they represent the leading cause of admission to the neurology department, with an estimated prevalence of 40% between 2014 and 2017 and a lethality of 27.72%. Prostate and breast cancers remain the leading cancers in men (43.1%) and women (50.5%) respectively. Regarding diabetes, the prevalence rate was around 16.2% in 2017.

537. Behaviorally, alcohol consumption is 61.7% among men compared to 47.0% among women in 2015. During the same year, the prevalence rate of smoking in the population was estimated at 8%, tobacco consumption among 15-49 year olds was 2.7% among women and 18.7% among men.

538. Note that in recent years, the Government has undertaken, as part of improving universal health coverage, a series of actions and initiatives. For this, significant financial efforts have been made to network the country with infrastructures, in particular those of the third level of the health pyramid. Also, free initiatives for the populations, care for certain pathologies have been taken.

539. Concerning the deficiency in human resources for health, the State has also made significant efforts to overcome this challenge. Indeed, the Republic of Congo has concluded medical cooperation with the Republic of Cuba and Egypt, in the availability of medical teams in Congo. Furthermore, 2,108 students benefited from scholarships in Cuba for health professions during the period from 2013 to 2015. Congo does not form average 45 doctors per year while almost half of the five hundred civil servant doctors will exercise their retirement rights by 2019.

540. With regard to financing, the budget allocated to the health sector and the level of disbursement remain well below the commitments made in April 2001 by the heads of state at the summit of heads of state and OAU Government in Abuja, Nigeria, on HIV/AIDS, tuberculosis and other related infectious diseases. Indeed, the Heads of State have committed to increasing the health sector budget to at least 15% of the overall budget. In Congo, the budget allocated to health certainly increased between 2011 and 2015, going from 6.47% to 13.7%. However, it has experienced a drastic fall since 2016, reaching 5.46% in 2017.

541. In summary, significant challenges still remain to strengthen the health system in Congo and therefore improve the health situation of the populations in all its dimensions. Among which: (i) the persistence of the high level of maternal mortality; (ii) the high level of neonatal, infant and child mortality; (iii) the persistence of high mortality linked to communicable diseases; (iv) the high frequency of risky behaviors among adolescents and young people; (v) the increasing prevalence rate of non-communicable diseases; (vi) the persistence of neglected tropical diseases.

ÿ ***Major strategies and programs***

542. The Government intends to strengthen efforts devoted to universal health coverage, with the aim of promoting the development of human capital and therefore the socio-economic development of the Congo. The major strategic objective stated is to improve the state of health of the population throughout the territory. The actions to be implemented in this framework fall under the following 4 axes.

Axis 1: Strengthen governance and management of the health sector.

543. This program aims: (i) the coordination and monitoring of the implementation of the sectoral development strategy, (ii) the operation of health structures (All health facilities and other support structures), (iii)) health sector reform, (iv) mobilization and securing of financing, (v) development and implementation of the health human resources development strategy, (vi) development of the national system health information including computerization of the sector, (vii) cooperation, (viii) operationalization of universal health insurance and (ix) production of data on cost-effective multi-sectoral policies and actions /efficiency.

Axis 2: Improve equitable access of populations to packages of essential and quality services with a view to achieving Universal Health Coverage.

544. This program aims to: (i) improve the availability of medicines, including vaccines, blood products, other health products as well as health technologies, (ii) revitalize health districts, (iii) prevention and management of nutritional aspects, (iv) continuing the construction of 14 general hospitals in the different departments and maintaining the standards of other general hospitals, (v) implementing the community approach in the availability of health care and services, (vi) promotion of person-centered care and (vii) improvement of the quality of care at all levels, particularly the health of mothers, children and adolescents.

Axis 3: Health security and management of emergency situations according to the approach encompassing all threats.

545. This program aims to: (i) strengthen the country's capacity to prepare to deal with health emergencies and prevent them in accordance with the international health regulations (IHR), (ii) improve the availability of services and systems essential health services in conflict and/ or fragile departments and (iii) strengthening epidemiological surveillance

diseases and public health events at all levels including diagnostic capacities (laboratory).

Axis 4: Promotion of a better state of health and well-being of the population

546. This program aims: (i) the development and implementation of national strategies to combat communicable diseases, neglected tropical diseases and promotion of the multisectoral approach in the fight against non-communicable diseases, including health mental health and palliative care, (ii) the development and implementation of communication plans for the acquisition of health-promoting behaviors, (iii) the development and implementation of strategies to reach marginalized and disadvantaged populations , (iv) improving the participation and commitment of the population in favor of reducing risk factors through health promotion and education on human rights and (v) the commitment of private actors and related sectors in reducing risk factors.

b. Social security

ÿ ***Diagnostic***

547. In the Republic of Congo, the right of access to the CNSS and the CRF is acquired through contributions based on the beneficiaries' salaries. The benefits of these plans include: (i) health care; (ii) family benefits; (iii) work accidents and occupational diseases; (iv) disabilities, old age and death. However, these two funds experience enormous difficulties in meeting their obligations, because administrative expenses represent a significant part of their management costs.

548. To compensate for these inadequacies, the Government has been working since 2011 to reorganize the social security system in general through reforms (Law No. 31-2011 of July 15, 2011, establishing the social security system by extension of the scope application of social security aimed at making its benefits available to the vast majority of the population).

549. These are: (i) Law No. 10-2014 of June 13, 2014, reforming the social security system, which provides for (1) the dissolution of the National Social Security Fund (CNSS) and (2) the creation of two new funds: the Fund for Professional Risks and Pensions for Workers in the Private Sector (CRPP) and the Fund for Families and Children in Difficulty (CAFED). (ii) Law No. 11-2015 of August 31, 2015, establishing the State Employees' Pension Fund (CPAE), replacing the Civil Servants' Pension Fund (CRF), will entrust the management of pensions state agents to this new institution. (iii) Law No. 12-2015 of August 31, 2015 creating the Universal Health Insurance Fund (CAMU) institutionalizes the Universal Health Insurance Scheme (RAMU) through this public establishment with financial autonomy placed under the supervision of the ministry responsible for social security and will have the mission of (1) managing the scheme and (2) providing healthcare. The financing of this scheme will be ensured by contributions

employers and workers in the private sector, self-employed workers, state employers and state agents, pension holders.

550. In summary, the analysis of recent trends in income and expenditure of the social security system in Congo suggests that significant challenges must be met to make these systems more efficient and more equitable. These challenges relate in particular to: (1) the increase in CNSS assets that can generate greater revenue; (2) the efficient and transparent management of the two funds of the system; and (3) the inclusion of all forms of work in the social security system.

ÿ ***Major strategies and programs***

551. Beyond the projects already underway, translated by the various laws which intend to reorganize the social security system in Congo, the Government will implement within the framework of the PND 2018-2022 a strategic plan which is structured around three axes below:

552. ***Axis 1: Affiliation of all private sector workers to the CNSS.*** This axis aims not only to raise the level of assets contributing to this fund, but also to ensure social protection for self-employed workers who represent a significant segment of workers.

553. ***Axis 2: Organizational and managerial reform of the social security system.*** The objective of this axis is to establish sound management as well as the effective implementation of reform measures which require reliable tools and statistics to plan and control the activities of the various organizations. This area also involves reducing system management costs to less than 15%.

554. ***Axis 3: Revitalization of the productive sector.*** To the extent that affiliation to the social security system is based on contributions from work income, the objective sought in this area is to increase the potential of contributors in financing the system.

E. INCLUSIVE DEVELOPMENT

has. The inclusion of women

ÿ ***Diagnostic***

555. In Congo, women represent more than half of the population (51.7%, according to the RGPH 2007). They are particularly involved in the social life of the family (basic education, health, childcare, etc.) and take a decisive part in production, particularly, food security in both rural and urban areas.

556. Since its accession to independence, the Congo has participated in all regional and international initiatives for the advancement of women and ratified the conventions and

the most important agreements relating to or having an implication on equality between women and men. He integrated some of them into the national legal arsenal and the 2015 Constitution.

557. Despite these efforts, in reality, gender equality as a basis for balanced and sustained economic development, and as a condition for human and sustainable development, is not effective. Furthermore, recognition of their contribution to national development and their presence in decision-making positions and influence in political and social life are insufficient and are not reflected either in their economic status or in their political status. within Congolese society.

558. As part of the implementation of the 2012-2016 PND, some actions (support missions for the benefit of agricultural and market gardening groups, training in professions such as hairdressing and sewing, etc.) were carried out to improve the socio-economic situation of Congolese women.

559. With regard to access to education, the girl/boy parity index favors girls in preschool (1.05%). In primary school this index is 1. In the secondary cycle it is 0.96 at the first level (middle school), and 0.78 at the second level (high school). Despite these encouraging ratios, keeping girls in school continues to pose a problem, especially in rural areas due to the combination of several factors, notably the decline in parents' purchasing power, sexual harassment and early pregnancies.

Table 2: Some indicators linked to the inclusion of women

Indicateurs	2005	2008	2012	2015
Indice de Parité entre filles et garçons dans l'enseignement primaire	0,93	0,92	0,98	1
Indice de Parité entre filles et garçons dans l'enseignement secondaire	0,99	0,99	0,85	0,80
Indice de Parité entre filles et garçons dans l'enseignement tertiaire	0,51	0,65	0,67	0,66
Sièges occupé par les femmes au parlement (%)	12	8,6	6	

560. In terms of health, the condition of women remains worrying: the maternal mortality rate remains high (436 deaths per 100,000 live births), the prevalence rate of HIV/AIDS is twice as high among women as among men in the age group of 15-24 years, access to reproductive health services is low in rural areas.

561. Economically, women in the informal sector are the most exposed to the consequences of the economic crisis. The majority in the entire cycle of food production, processing and marketing of agricultural and fishing products (nearly 70%), they do not benefit from any social protection and cannot claim any coverage to alleviate the effects of economic crises.

562. The distribution of political decision-making positions is unequal at the legislative, executive and judicial levels. For illustration, women represent 13.5% in Parliament, 23% in Government. In summary, the gaps between men and women persist: (i) economically (access to land and financial capital); (ii) at the political level (low representation in Government, in constitutional institutions, among elected officials and in public and private decision-making spheres, etc.).

563. The Government and civil society are increasingly aware of this situation which limits the Congo's capacity to promote inclusive development commensurate with its full human potential and true shared prosperity. This is why the Government has decided to pay particular attention to women, children and families in its development program. As for women's civil society, it shows dynamism and carries out multifaceted actions to eradicate these inequalities.

564. In summary, improving the situation of women faces various obstacles, in particular: (i) the weak appropriation by “politicians” of the gender dimension which does not allow its effective consideration in policies, development programs and projects, despite the adoption, in 2008, of a national gender policy accompanied by a 2009-2013 Action Plan; (ii) the low representation of women in decision-making spheres; (iii) the persistence of acts of violence against women and the impunity of their perpetrators; (iv) the weight of retrograde habits and customs due to women's lack of awareness of their rights; and (v) women's limited access to resources and means of production and their control.

565. Overall, the major challenges linked to the objective of gender equality relate to: (i) improving the political, economic, social and cultural status of women; (ii) protection and preservation of the family; and (iii) strengthening the capacities of family promotion institutions and host households for orphans and vulnerable children.

ÿ ***Major strategies and programs***

566. The strategies to be adopted aim to (i) improve the access of women and girls to social services; (ii) increase the civic and political participation of women and girls; (iii) facilitate the socio-professional integration of women and girls; (iv) make constitutional parity effective; and, (v) strengthen the technical capacities of women in politics and public life. To achieve these objectives, the Government intends to take the following actions:

567. Concerning the economic sphere, provisions are recommended aimed at: (i) supervision and support for rural, indigenous and urban women organized in groups; (ii) promotion of female entrepreneurship; (iii) accelerating literacy and strengthening their managerial capacities through targeted training programs.

568. Concerning the legal sphere, the Government is considering revising the legal framework, in order to ensure gender parity and improving the land code in order to

facilitate women’s access to land ownership. Emphasis will also be placed respectively on the establishment of an adequate and repressive national legal framework against gender-based violence. In the political and administrative fields, it is a question of: (i) increasing the number of women in the country's governing bodies, (ii) promoting their access to elective functions, and (iii) providing direct support to women's associations.

b. The inclusion of indigenous people

ÿ ***Diagnostic***

569. Faced with poverty, indigenous populations represent the most vulnerable segment of the population. Their vulnerability is manifested by a prevalence rate of monetary poverty twice that of the rest of the population. Their very limited access to social services, particularly in the areas of health and education, as well as to the labor market, is a factor in aggravating their level of vulnerability and therefore poverty.
Representing 1.2% of the Congolese population according to the RGPH of 2007, indigenous peoples experience the highest degree of deprivation because 9 individuals out of 10 of them are poor.

570. It is to address this thorny problem of poverty among indigenous peoples that a National Action Plan for Improving the Quality of Life of Indigenous Populations, covering the period from 2009 to 2013, was adopted in 2009. by the Ministry in charge of Social Affairs in partnership with the National Network of Indigenous Peoples of Congo (RENAPAC) and UNICEF. Despite this desire of the Government, major challenges relating to improving the situation of indigenous peoples remain.

571. The main challenges to be met to improve the living conditions of Indigenous Peoples relate to two fundamental dimensions, namely: (i) the discrimination to which they are subject and, (ii) the strong vulnerability which characterizes them from the point of view of view of poverty in all its dimensions.

ÿ ***Major strategies and programs***

572. The Government's strategy consists of: (i) promoting and facilitating access to primary education and literacy for children and adolescents who are not in school or have dropped out of school; (ii) access to quality health and nutrition services, HIV-AIDS prevention and care services, drinking water and hygiene and sanitation services; (iii) the defense of the cultural identity of indigenous populations, access to land and natural resources to ensure the participation of indigenous populations in sustainable forest management and the protection of their usufruct rights; (iv) access to microcredits to promote income-generating activities and employment; (v) raising awareness among Bantu populations with a view to changing social norms and reducing discriminatory attitudes and actions.

vs. Capacity building and inclusion of people living with disabilities

ÿ ***Diagnostic***

573. People living with disabilities represent approximately 1.4% of the Congolese population according to the RGPH of 2007. Their vulnerability to poverty is due to the strong disadvantages and discrimination of which they are victims, particularly with regard to schooling and employment. The socio-cultural environment is often unfavorable to them due to the prejudices of which they are victims, making them appear in many cases as people of lower status or, because of their need for special assistance. This excludes them to a certain extent from socio-economic activities and exposes them to poverty. Furthermore, people living with disabilities have inadequate access to basic social services and therefore find themselves marginalized in employment.

574. The Government's efforts with regard to the situation of people living with disabilities were reflected in the adoption in 2009 of a National Action Plan for People with Disabilities. This plan is based on four guiding principles: (i) equality of opportunity; (ii) the full participation of people living with disabilities (in school, in social life, in employment, in decision-making); (iii) rehabilitation preferably in a community setting and (iv) mobilization of the partnership and the community.

575. The challenges to be met in the fight against poverty for people living with disabilities are still immense and concern more generally the institutionalization and implementation of measures aimed at equal opportunities in all areas of life. social life.

ÿ ***Major strategies and programs***

576. In terms of the fight against poverty, the actions that the Government intends to take in favor of people living with disabilities aim to strengthen their capacities and ensure their inclusion in all areas of social life, in order to reduce their vulnerability.

577. In this context, the planned strategy is structured around the following axes: (i) better consideration, in the operation of specialized institutions, of the needs and available means of people living with disabilities within the framework of a vision resolutely focused on rehabilitation in an open environment; (ii) greater opening of education services to the specific needs of disabled children through better adaptation of programs, teaching tools, physical accessibility and psychological care; (iii) greater involvement of associations of people living with disabilities and NGOs working on their behalf in professional integration projects and the promotion of self-help and (iv) the implementation of a legal system promoting, at the level of labor administrations and justice services, respect for labor rights for people with disabilities.

F. ACCESS TO DECENT HOUSING (HABITAT)

ÿ ***Diagnostic***

578. Housing refers not only to housing, but also to sanitation, water supply, electricity, the development of roads serving housing, community facilities, etc. In Congo, individual houses remain the most common type of housing. Difficulties in accessing housing fuel a very high demand for housing. In addition, the results of the study carried out by UNICEF in 2008 on multidimensional poverty in Congo revealed that in the area of housing, poverty affects 58% of the population. The strong urbanization of the country and the anarchic occupation of spaces poses a major problem in terms of housing.

579. To meet the demand for housing and put an end to uncontrolled construction for the purpose of improving urban space, several initiatives have been undertaken by the State in recent years through plans, programs and strategies based on ambitious goals. These include the urban renovation and densification program of the old districts of the main cities, the creation of a new real estate company (SOPRIM) to replace the Real Estate Promotion and Management Company (SOPROGI), numerous projects real estate projects which were launched by both the State and the private sector, and the creation of a housing bank. The land reform undertaken since 2009, an important part of which concerns the development of urban space through the establishment of subdivisions before any construction, and the restructuring of anarchic neighborhoods, is part of these initiatives. The accelerated municipalization program implemented in recent years has also contributed to improving the urban living environment.

580. But constraints of several kinds limit the scope of these initiatives, both in terms of access to housing and in terms of the development of urban space. These constraints relate to: (i) the absence of a coherent housing policy, (ii) non-compliance with town planning and construction rules, (iii) the high cost of construction materials and difficulties linked to land ownership.

ÿ ***Major strategies and programs***

581. The Government intends to implement, for the period 2018-2022, a vast decent housing program focused on facilitating access to housing. The major objective of the Government's strategy within the framework of this PND is to ensure, in the long term, access for all to decent housing, either by accessing property or by accessing rental under conditions decent. The methods of implementing this strategy are broken down through the following axes:

ÿ ***Axis 1: Implementation of the provisions of the land reform*** relating to the development of both urban and rural areas through the establishment of subdivision before any construction. This axis aims to approach the housing problem in all its fullness by integrating questions of housing into the housing problem.

sanitation, water supply, electricity, development of roads serving housing, community facilities.

ÿ ***Axis 2: Adoption of a new master plan for the main cities of Congo*** to which All constructions must comply.

ÿ ***Axis 3: Development and sanitation of village areas.*** The Government's efforts in the field of housing must also be oriented in rural areas, and in particular villages, through the financing of territorial development which can be included within the framework of the decentralization policy.

ÿ ***Axis 4: Creation of a housing fund*** dedicated to facilitating access to housing credit for young workers wishing to access property.

ÿ ***Axis 5: Refocusing the missions of the Housing Bank around real estate projects,*** to make it an effective tool for government housing policy, by involving more the private sector.

G. LA DECENTRALISATION

582. The Government opts for effective decentralization in order to bring public services closer to the population and transfer resources to departments for local management.

583. "Every effort will be made to give body and meaning, in towns and villages, to the provisions of article 210 of the Constitution of the Republic, which determines the main areas of decentralization", insists in its social project "The march towards development, let's go further together" the President of the Republic.

584. ***Axis 1: Strengthen decentralization and promote local development.*** Decentralization is the pillar of good governance at the local level. It brings the State and public services closer to the populations and involves the latter more effectively in the management of services. Greater participation and empowerment of populations in the design and implementation of policies and programs "that affect them" is a key factor in the accountability of governments and the effectiveness of services.

585. ***Axis 2: Ensure the representativeness and permanence of the State throughout the national territory.*** The Congolese State is the place of impulse, the nerve center of national life. Guarantor of the general interest, it holds the levers for the transformation of the country through its capacity to define the national strategy for effective administration of the territory.

H. BALANCED AND SUSTAINABLE DEVELOPMENT

586. The Government opts for balanced development of the departments in order to enhance the economic potential of each department so that everyone contributes to the development of the country and benefits from it.

has. The economic development of the departments

ÿ ***Diagnostic***

587. The process of economic and social development in Congo reveals disparities between departments. Indeed, certain departments, due to their natural endowments, display a faster pace of development compared to others. Furthermore, post-independence development policies have not integrated the specific potential of each department in order to highlight them within the framework of balanced development.
This spatial imbalance in terms of development could explain the high concentration of the population in the two large cities.

588. The challenges ahead are enormous. Overall, it is a question of undertaking the integrated and balanced development of the Congo in all its dimensions by giving the best value to the different departments.

ÿ ***Major strategies and programs***

589. The Government intends to: (i) develop currently under-exploited spaces, starting with accessible areas equipped with communication infrastructure; (ii) make special economic zones (SEZs) platforms for interrelation between rural and urban areas; (iii) create agropoles with a defined specialization depending on the ecosystem in which they will be established (livestock breeding in grazing areas, fish farming and rice farming in flood-prone areas, etc.) and housing of appropriate size and cost accessible to workers.

b. Rural and urban development

ÿ ***Diagnostic***

590. The current divide between rural areas and urban areas is obvious in terms of living conditions, access to basic social services, job offers, etc. The policy of Accelerated Municipalization implemented by the Government, despite some significant progress, has not succeeded in correcting these disparities in a satisfactory manner to the extent that it has not integrated the development of productive activities, therefore the creation of jobs and the general improvement of the living conditions of the populations.

591. The challenges to be met remain in the area of (i) the development of economic centers, (ii) exchanges between the rural environment (place of production) and cities (places of consumption), (iii) the strengthening of public services and the installation of leisure structures in rural areas.

ÿ ***Major strategies and programs***

592. The ways and means to initiate these rebalancing measures call for the implementation of a strategy based on the following four priority axes:

ÿ ***Axis 1: strengthening decentralization mechanisms*** with a view to establishing the transfer of skills to local authorities and operationalizing territorial economic centers.

ÿ ***Axis 2: the revitalization of the village fabric,*** an effective mechanism for slowing down the rural exodus or even the return of urban populations to rural production areas.

ÿ ***Axis 3: spatial planning of cities and rural areas,*** in particular through: (i) the development and implementation of departmental development plans, (ii) the updating of the National Territorial Development Plan, (iii) the adaptation of the Departmental Territorial Development Plans to the economic and social options promoted by the PND 2018-2022, (iv) the adaptation of the Urban Planning Master Plans of the cities of Brazzaville and Pointe-Noire to these same options, (v) the development and rigorous implementation of development master plans of departmental capitals and urban centers, and finally (vi) the development of urban master plans.

vs. Sustainable development and environmental protection

593. In Congo, the problem of sustainable development suggests a correlation between global warming and the environment it destroys, so that addressing sustainable development leads to examining the problems of the environment and climate change.

1. Environmental protection

ÿ ***Diagnostic***

594. In Congo, as in many other countries, human action contributes to the degradation of living space and the ecosystem. The immediate environment is thus destroyed by erosion, rainwater, air pollution, the destruction of fauna and flora, poor waste treatment, the proliferation of insects, etc.

595. The challenges facing the Government are therefore as follows: (i) sanitation, (ii) the fight against pollution, and (iii) better town planning.

ÿ ***Major strategies and programs***

596. The strategy envisaged by the Government is based on the following three axes: (i) cleaning up cities and precarious neighborhoods; (ii) fight against pollution through, in particular, the adoption of a lifestyle favoring, among other things, public transport using clean energy and the treatment of waste; and (iii) promote eco-construction.

2. The fight against global warming

ÿ ***Diagnostic***

597. The Congo cannot remain on the sidelines of the fight against global warming which is devastating everything and endangering the planet, despite its natural resource potential (forests, hydrocarbons, wildlife and floral diversity).

ÿ ***Major strategies and programs***

598. Faced with this global challenge, the Government is considering the following actions: (i) promoting changes in the lifestyle of populations through the implementation of appropriate institutional, legislative and regulatory measures; (ii) design new forms of production that integrate environmental protection; (iii) invest in the green economy by ensuring the implementation of the REDD+ process; (iv) promote protected areas and eco-tourism; (v) rationalize the use of energy and especially the flaring of hydrocarbon gas; (vi) mobilize funding relating to the global green climate funds, African green funds and Congo Basin blue funds.

I. THE DYNAMIZATION OF COMMERCIAL POLICIES AND REGIONAL INTEGRATION

has. Trade policies

ÿ ***Diagnostic***

599. Trade, national and international, constitutes an important source for the diversification and growth of the Congolese economy. Recent trends clearly show the dynamism of the sector. We note that trade has experienced regular growth for almost a decade, with an average annual rate of almost 10%. In the internal trade sub-sector, with regard to supplying the national market, there is an insufficient supply of products on the market, accompanied by a low capacity of product conservation and storage structures. This situation provokes speculation on the market, especially since Congo's supplies are mainly ensured by imported products. It should also be noted that the unsuitability of commercial infrastructures, or even the insufficiency of the national supply, are all traits

characteristics of the Congo's trading system, the improvement of which would have a global impact.

600. The Government is well aware of the physical, regulatory and administrative obstacles to trade. It is determined to implement a set of programs to liberalize and facilitate trade in order to increase its contribution to the transformation and growth of the Congolese economy. Congo is a member of a large number of organizations dedicated to promoting global and regional trade. The big challenge for the Government is the operationalization and rigorous execution of commitments made within the framework of these organizations.

ÿ ***Major strategies and programs***

601. ***Axis 1: Clean up the national commercial environment.*** Cleaning up the business environment is one part of the national strategy for improving the business climate. The main objective is to create the institutional, legislative and regulatory conditions to support and protect the activities of production, distribution and consumption of market goods.

602. Congo's strategy for cleaning up national trade includes the following four programs, aimed respectively at:

- improve the conditions of access to the profession of trader. The planned action aims to simplify registration procedures and reduce the costs of the formalities to be completed. The 2017 Doing Business ranking gives Congo a score of 40.58/100, a regression of -1.19 compared to 2017;
- put in place legislation to promote competition and protect consumers. With a view to greater opening of the Congolese market to external investment and the continuation of the policy of privatization of public companies, it is planned to strengthen the legislation of June 1, 1994 regulating prices, commercial standards, observation and Fraud. As part of the development of the new laws, a regulatory authority, the National Competition and Consumption Council, an autonomous body responsible for supervising the implementation of the laws, was established;
- liberalize prices and lift import restrictions. The blocking of prices for products manufactured in Congo and the restriction on imports of widely consumed products are often sources of repeated misunderstandings between the administration, local producers and importers;
- facilitate trade. Trade facilitation involves streamlining and simplifying procedures for moving goods across borders.

603. **Axis 2: *Strengthen the instruments of national trade policy.*** To do this, the Government intends to consolidate its approach, the fundamentals of which consist of:

- implement the export development strategy and better support the company in its conquest of foreign markets; The export development strategy is therefore structured around the following four areas of intervention: (i) adopt a continuous and modulated support approach, (ii) strengthen services for exporters, (iii) establish export partnership networks intended to facilitate groupings, in order to increase exports and (iv) develop public/private sector consultation to promote exports.

- Implement trade defense instruments such as anti-dumping, anti-subsidies, quotas, trade barriers to ensure fairness and transparency of its trade with the outside world. These measures against dumping and subsidies will be special “countervailing” duties, aimed at neutralizing subsidies and emergency measures temporarily limiting imports, to “safeguard” domestic production branches;

- enable the quality control laboratory to carry out its mission, namely: implement internationally recognized metrology; develop closer collaboration between stakeholders in work concerning standards;
improve the quality of metrological services and make them accessible to users; ensure the management of a national directory of manufacturers, approved repairers and importers of measuring instruments; encourage companies to put in place instruments adapted to their needs;

- ensure effective participation of Congolese experts in the work of international standardization and metrology organizations: Codex Alimentarius, Bureau International Weights and Measures (BIPM), International Metrology Organization (OIM) ;

- set up standards and metrology certification structures: One of the challenges facing the Congo consists of developing technical, sanitary and phytosanitary standards and bringing them to internationally recognized levels, in order to place products on the market. safely consumable food products; - build more storage and conservation structures for products because the
Congo still faces a notable insufficiency in food storage and conservation infrastructure, necessary for proper market regulation;

- revitalize the chambers of commerce: until now, only the Departments of Brazzaville, Pointe-Noire, Niari and Sangha have a chamber of commerce and the Department of Likouala, a consular delegation;

- build exhibition centers because Congo lacks facilities that can host commercial events, such as fairs and other exhibitions. To support the industrialization of the Congo and offer national companies the opportunity to promote their products, the entire policy of organizing fairs needs to be rethought;

establish specialized exhibition fairs on a long-term basis to enable the development of branches of activity already mastered by the populations.

604. The implementation of these different strategies would help stimulate national trade, investment and economic growth. This will also better position Congo to take advantage of the opportunities offered in global trade and regional integration.

605. ***Axis 3: Strengthen the management of commercial policy.*** The design, implementation and evaluation of trade policy are the responsibility of the Ministry responsible for trade. He is competent to deal with issues relating to Congo's participation in the World Trade Organization (WTO), as well as regional and bilateral trade bodies. A representative of the Ministry serves as the Executive Secretariat of the National Committee for monitoring and coordinating trade negotiations, including multilateral ones.

606. Other ministries are involved in the development and implementation of trade policy, notably the Ministries in charge of the economy, finance, planning, foreign affairs, international cooperation, agriculture, tourism, transport, and justice. The private sector (in this case the Chamber of Commerce, Industry, Agriculture and Trades (CCIAM), the Employers' and Interprofessional Union of Congo (UNICONGO), one of the main employers' associations in the country; the Conseil Congolais des Chargeurs (CCC); consumer associations; civil society, are associated with it, and participate in particular in the National Committee for monitoring and coordinating commercial and multilateral negotiations. Apart from the legislative power, no national body is responsible of the evaluation of Congo's trade policy.

607. ***Axis 4: Take advantage of other global or bilateral agreements.*** The Congo benefits from the trade preferences of other developed countries according to their national preference schemes, in particular the Generalized System of Preferences. The Congo intends to take better advantage of these agreements.

608. **Within the framework of the World Trade Organization.** Congo is an original member of the WTO. However, he experienced difficulties in honoring his commitments and complying with the directives of the Organization. As an indication, between 2010 and 2012, Congo was targeted by "administrative arrangements" relating to sanctions against countries having maintained arrears in contributions, which limited its participation in WTO decision-making bodies.

609. Also, due to limited human resources at the Permanent Mission of Congo in Geneva, the country participates on an irregular basis in activities organized by the WTO. Between 2006 and 2012, Congolese officials participated in 85 activities (all categories combined) organized as part of trade-related technical assistance, 70 of which were organized by the WTO. The highest participation was recorded in 2010 (35 activities). Trade-related training programs and activities relating to trade facilitation are the most attended (30 and 20 participations respectively).

Several of its executives are also taking online courses from the WTO.

610. Congo encounters serious difficulties with regard to notifications to the WTO, having provided only five since its accession. Therefore, trade policy

of the Congo is little known to WTO members. To remedy this, the Congolese Government requested technical assistance to enable the country to fulfill its reporting obligations. In this context, an independent firm collects and publishes the declared tax revenues collected by the State from companies in the sector, as well as the declared payments made by these companies to the State. The reports published to date cover the period of
2006 to 2010.

611. According to the authorities, the areas which concern the Congo the most in terms of the implementation of the agreements are those relating to Technical Barriers to Trade (TBT); import licenses and prohibitions; sanitary and phytosanitary (SPS) measures and questions relating to copyright and related rights. Congo's needs in terms of technical assistance also concern the harmonization of national laws and regulations with the principles and rules of the WTO; the training of personnel and the establishment of the necessary institutional structures; and/or the formulation of policies to increase benefits and minimize potential costs linked to the implementation of the agreements.

612. Congo seeks capacity building in order to align its regime of sanitary and phytosanitary measures (SPS) with WTO provisions in this area. It envisages the establishment of a national framework for standardization and that of a quality control system to promote better access of its exports to regional and international markets. Technical assistance from the WTO is also requested for this purpose.

613. **In the context of relations with the EU.** The European Union is Congo's leading trading partner, both for exports and imports of goods and services. With the other CEMAC countries, Congo is participating in the negotiations of the Economic Partnership Agreement (EPA) between the ACP States and the European Union, within the framework of the CEMAC configuration extended to Sao Tome and Principe and the Republic Democratic Republic of Congo.

614. **African Growth Opportunities Act (AGOA).** Since 2004, in fact, Congo has been eligible for AGOA, which constitutes an example of opportunities from which it can take advantage. This African Development and Opportunity Act is an American federal law adopted in May 2000 by the United States Congress and signed by President Bill Clinton. Its goal is to support the economy of African countries by facilitating their access to the American market if they follow the principles of the liberal economy. This union represents a mutual interest for both parties, African countries thus having the possibility of gradually asserting themselves on the world stage by entering into globalization, and the United States thus benefiting from a new source of supply, in particular in oil. The law has been renewed by successive presidents for a fixed period, currently until 2025.

615. **Within the framework of the Organization for the Harmonization of Business Law in Africa (OHADA).** With the entry into force of the OHADA Treaty in 1995, the legal framework for business is in principle governed by various OHADA Uniform Acts. In reality, the compliance of national laws with these provisions is not yet complete. Indeed, the Uniform Acts contain multiple provisions referring to rules of national law, such as the mention of referral to "the competent court". These provisions must be

supplemented both in matters of criminal law and in the field of civil procedure and jurisdictional organization by internal legal or regulatory provisions, in order to avoid, as far as possible, any difficulty of application or conflict of jurisdiction. Thus, the Congo plans to adopt draft laws designating the competent jurisdictions and procedures applicable to each of the uniform acts. These draft laws could be accompanied by a circular relating to the application of the uniform acts of OHADA in Congolese law.

616. **Within the framework of the African Union free trade agreement.** Signed in Kigali, Rwanda during the African Union summit on March 28, 2018, by forty-four (44) members out of fifty-five (55), the commercial free trade area is one of the cornerstones of Agenda 2063. The free trade zone aims to create a common market of 1.2 billion inhabitants whose GDP would be around 2,500 billion dollars. The African Union believes that the implementation of the free trade zone
trade will make it possible to increase the level of intra-African trade by almost 60% by 2022. Currently, only 16% of African countries' trade is with other countries on the continent. The target for entry into force of the Agreement is January 2019.
The free trade zone will help the diversification of African economies and the industrialization of the continent, while providing a unique platform for negotiating better trade agreements with the outside world.

b. Regional integration in CEMAC and ECCAS

1. At the CEMAC level

ÿ ***Diagnostic***

617. Congo is a member of numerous regional and sub-regional organizations, notably the African Union, the Economic Community of Central African States (ECCAS), and CEMAC. Congo has also concluded trade facilitation framework agreements with several countries. In both cases, despite the plethora of rules and commitments, the level of regional integration remains embryonic, as evidenced by a level of intra-community trade that is among the lowest among regional organizations in the world.

618. The weakness of integration with regard to commitments in CEMAC as in ECCAS is due to a set of factors. The first and most limiting is the timidity of efforts to respect commitments by Member States and to implement community rules in national policies and programs. This results in: (i) failure to respect treaty obligations; (ii) the persistence of national selfishness with the corollary of numerous administrative controls which obstruct the movement of people, goods and services and thus make access to the markets of Member States difficult; and (iii) inadequate attention to cross-border or integrating infrastructure (road corridors, electricity, etc.); (iv) the tendency of States to engage in

low-scale strategies and investments that duplicate each other, contradict each other instead of complementing each other, and as a result, become generally non-competitive (e.g. everyone wants to build their refineries, create their own factories and airlines, while they simultaneously engage in regional equivalents).

619. In addition to these factors, which reflect a weak effective political will for integration, there are purely economic factors and explanations for the weakness of intra-community trade in the CEMAC zone. This is the weakness of the diversification of the economy and the industrial fabric.

620. To accelerate integration and benefit from it, the Congo intends to intensify cooperation and collaboration with its partners to strengthen the integration mechanisms already in place and the political resolve to implement them, both in national actions than community.

ÿ ***Major strategies and programs***

621. **At the CEMAC level,** this involves : (i) harmonizing the customs duty rates actually applied by each member state, also taking into account exemptions; (ii) combat double taxation; (iii) remove tariff and non-tariff barriers; (iv) harmonize trade standards in the CEMAC zone; (v) create common markets by product (case of the OCM-SUCRE CEMAC), to promote cooperation between industries in the sub-region.

2. At the ECCAS level

ÿ ***Diagnostic***

622. The Economic Community of Central African States (ECCAS) brings together Angola, Burundi, Cameroon, Congo, Gabon, Equatorial Guinea, Central African Republic, Democratic Republic of Congo, Sao Tome and Principe and Chad. In 2015, ECCAS represented a market of 142 million inhabitants, or a GDP of 224 billion dollars. The region is characterized by the great similarity of its economic activities. Indeed, the Member States each have their own timber industry; its textile factories, oil mills, a sugar industry, brewing factories, a cigarette factory or a shoe factory. It is clear that the existence of such poorly complementary industries is not conducive to the development of community trade.

623. The commercial cooperation instruments put in place in 2004, as part of the creation of the free trade zone, function less than optimally. In addition to the lack of political will of States, the absence of a reliable mechanism for compensating for losses in customs revenue also explains this situation. It was planned to move to the stage of a customs union in the ECCAS zone in 2008.

ÿ ***Major strategies and programs***

624. Despite these handicaps, the Congo intends:

- take advantage of the ECCAS market: it is necessary to reactivate and effectively apply the 2004 free trade agreement, combining it with the actions retained for CEMAC concerning the harmonization of customs tariffs, the removal of non-tariff barriers and tariffs, the fight against double taxation and the question of commercial standards;

- continue the intensification of commercial relations with the DRC, notably due to the latter's membership in the SADEC zone, which will give Congo access to the booming market of southern Africa. These are the two determinants of the Government's “corridors” policy.

625. ***Axis 1: Stimulate regional integration by developing cross-border markets.*** Cross-border markets aim to open external markets for Congolese production and improve supplies to remote rural areas. This market network will therefore have an obvious sub-regional integration function. The development of trade that will result from its creation will have a positive effect on the income of rural producers.
The organization of cross-border markets, which will be linked together by a regular periodic transport system, is envisaged at two levels: (i) in cities near the borders, and (ii) in other “strategic” sites.

626. **In border areas.** Markets will be located near the borders and easily accessible by land or river both on the Congo side and in the border country.

627. **In other strategic locations.** Regional cluster markets will be established in a few strategic locations. They will have larger infrastructures, the characteristics and size of which will be defined according to the types of products and quantities. They will supply border markets. These two “poles” will be connected by a regular transport system to guarantee the proper evacuation of products. This organization will, as much as possible, call on the private sector, but it is likely that the public authorities will have to get involved, particularly for river transport, in order to guarantee good conditions for transporting goods. In this context, the Government will implement an investment program for the creation and operation of markets in Ouesso, Impfondo, Oyo and Dolisie.

628. ***The regional consolidation market of Ouesso.*** The regional consolidation market of Ouesso will be interconnected to the border markets of Souanké, NGbala and Kabo. Its purpose will be to centralize products intended to be exported to Cameroon and the Central African Republic.

629. ***Impfondo regional consolidation market.*** The regional cluster market of Impfondo will be interconnected to the border markets of Bétou and Dongou. Its purpose will be to present products intended to be exported to the Central African Republic and the DRC.

630. ***Oyo Regional Cluster Market.*** The Oyo regional cluster market will be connected to the Congo River border markets located in Liranga, Loukolela, Mossaka, Bouemba, Mpouya and Ngabé, on the border with the DRC. It will also be connected to the Lékety border market, towards the border with Gabon.

631. ***Dolisie regional consolidation market.*** The Dolisie regional cluster market will be connected to the border markets of Mindouli, on the border with the DRC, Bambama, Mbinda and Nyanga on the border with Gabon as well as Nzassi and Kimongo, on the border with Cabinda and in communication with the Bas-Congo in the DRC. Its aim will be to drain the important productions of the Niari and Bouenza valleys and make them available for export to the DRC, Gabon and Angola.

632. ***Axis 2: Intensify integration through infrastructure.*** To benefit from integration, Congo must: (i) improve the energy sector by being part of the regional integration of energy markets; (ii) improve the navigability of the Congo River, in particular its tributaries, the Sangha and the Oubangui within the framework of the corridors policy; (iii) completely rehabilitate the CFCO to control the traffic potential with the DRC and the CEMAC countries and take full advantage of the opportunities offered by the modernization and extension of the autonomous port of Pointe-Noire.

633. Congo should place particular emphasis on the following main areas of intervention to fully play its role as a “transit country” and take advantage of the competitive advantages that result from its positioning in transport. Thus, the Congo will have to reduce the obstacles linked to the low level of development of physical infrastructure by erecting various corridors:

- the most interesting corridor from an investment point of view is the one which starts from Pointe-Noire and connects the timber concessions of North Congo, thanks to the improvement of river and rail routes;
- the road corridor from Brazzaville to Ouesso is also a very interesting investment if it is associated with the development of rural roads;
- investment along the Pointe-Noire-Brazzaville corridor will be significantly enhanced if it extends into the DRC (including the bridge) and/or the CAR (including the river);
- the restructuring of public services (water, electricity, telecommunications, etc.) should reduce factor costs and attract FDI. Investments in the field energy will be all the more profitable, if they are done in coordination at the regional level with Cameroon;

- Congo must do everything possible to improve its management capacities and make the most of all the opportunities offered by public-private partnership in infrastructure management;

- the simultaneous implementation of these interventions in the transport and electricity sectors should considerably improve Congo's positioning in terms of regional integration.

A. FORESTRY ECONOMY

ÿ *Diagnostic*

634. The surface area of Congo's forests is approximately 22 million ha, of which 5.6 million are in swampy or flood-prone areas. In addition, around 3.7 million ha of forest areas are classified or protected.

635. **The forestry sector has long been the driving force of the Congolese economy.** Logging was the main source of foreign exchange until 1974, contributing up to 85% of export earnings and around 10% of GDP. Today, the country's second largest sector, forestry contributes only 5.6% to GDP and represents 10% of the country's foreign trade, with nearly 11,000 direct jobs and around 5,000 induced jobs. This sector generates an export turnover of approximately 13,512 billion CFA francs per year and contributes 20 billion FCFA to the State's tax revenue.

636. **However, the country does not earn enough income from its forests,** due to an insufficient processing rate and poor control of the added value chain. The vast majority of wood is exported in the form of logs and exploitation involves a small number of species (around ten including OKOUME and SAPELLI, the most exploited species, MOABI, PADOUK, SIPO, AKUMINATA and WENGE) recognized for their value on the international market.

637. Congo has abundant fauna and flora characterized by significant biodiversity. However, the exploitation of non-wood products (Gnetum, marantaceae, lianas, rattans, bark, honey, etc.) still falls within the domain of the informal sector (DSRP 2008-2010). In doing so, logging in Congo practices a sort of skimming of the forest, leaving unexploited the majority of its woody wealth (between 200 and 300 species), the value of which remains largely unknown.

638. The wood industry, of limited size, is focused on primary processing (sawing, slicing, peeling, plying, etc.) which is essentially intended for export to the international market. It involves large groups holding permits covering large forest areas, engaged in a sustainable development process.

639. The Congolese Government adopted a new Forestry Code in 2000 requiring foresters to process at least 85% of production, without going so far as to completely ban the export of logs.

[12] Franc Zone Annual Report 2010: Balance of Payments

640. Generally speaking, this reorientation is necessary for all tropical forest timber sectors, given the context of climate change and the need to protect them. This involves reconciling two different but now linked issues: i) the protection of the major “carbon sink” activity of tropical forests; ii) the right of countries and their peoples to exploit the resources of their forests and more specifically to export tropical timber to world markets in order to provide resources to populations. Such conciliation is only possible with optimal organization of the exploitation of tropical forests, respectful of the principles of sustainable and effective management against practices of massive deforestation, degradation and illegal trade in timber, wildlife and other non-timber forest products (NTFP).

641. Forest management constitutes one of the priority areas and is being developed in most forest concessions on the basis of multi-resource inventories and ecological and socio-economic studies, within the framework of a partnership between the administration in charge of forests, forest companies and development partners (donors, civil society organizations).

Table 3: Situation of logging

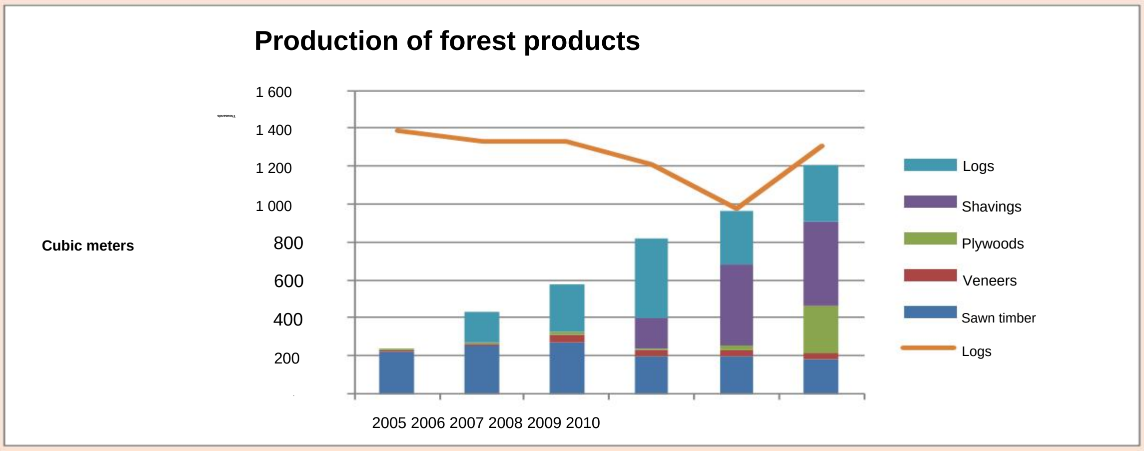
PAYS	Forestry concessions awarded			Developed concessions		Certified dealerships	
	Surface (ha)	Name	Moyenne surface (ha)	Area (ha)	%	Area (ha)	%
Cameroon	6 281 212	105	59 821	5 522 682	88%	3 609 931	57%
Congo	13 913 699	50	278 274	5 555 629	40%	3 211 003	23%
North Congo	8 891 773	19	467 988	4 410 557	50%	3 211 003	36%
South Congo	5 021 926	31	161 998	1 145 072	23%	0	0%
Gabon	14 197 038	97	146 361	9 469 504	67%	2 033 627	14%
Equatorial Guinea	740 122	48	15 419	0	0%	0	0%
RCA	3 698 531	14	264 181	3 023 880	82%	0	0%
RDC	10 762 055	57	188 808	775 713	7%	0	0%
Total	**49 592 657**	**371**	**247 063**	**24 347 408**	**49%**	**8 854 561**	**18%**

Source: TIBT Annual Report, 2016

642. **Production level and potential.** The volume of log production is on average around 1.4 million cubic meters per year (of which approximately 85% is transformed). With the application of the Code and the 2007/2008 crisis, logging was reduced to existing processing capacities. Thanks to the support measures provided by the State, production has resumed its rise, the 85% processing obligation having been quarantined due to the crisis.

643. Artisanal cutters are distributed throughout the Congolese territory. They exploit certain forests informally, often illegally. The wood from this artisanal felling is cut into planks at the felling site by mobile sawmills. It is intended to supply the domestic market and is sold at prices well below the price charged by industrial sawmills. Wood from industrial sawmills is generally poorly available on the domestic market, with operators generally preferring to export it.

Graph 2: Production of forest products



ÿ *Objectives*

644. The vision advocated by the National Forest Policy (PFN) consists of ***"Making Congo one of the world leaders for certified tropical wood, supported by an industry fully exploiting the resource and exploited from a forest under management sustainable, fully playing its role as a "Carbon Sink" and biodiversity sanctuary, in the service of humanity."*** The objective of sectoral policy is to **implement everything so that the forestry sector fully participates in the objectives of economic diversification, foreign exchange generation, job creation, and inclusive and sustainable development.**

645. To provide adequate responses to these persistent problems, the sector aims to: (i) strengthen institutional capacities; (ii) conserve biodiversity and promote the wildlife sector; (iii) promote sustainable management of forest resources and fight against changes

climate change and (iv) support the organizations under supervision and the private sector. The specific objectives consist of: (i) strengthening the legal and institutional framework of the sector; (ii) manage production forests; (iii) economically enhance the timber sector; (iv) reforest and regenerate forest resources; (v) conserve biodiversity by developing wildlife and protected areas. The Government intends to pursue its objectives through the programs announced in the following sections.

ÿ *Major strategies and programs*

646. ***Axis 1: Institutional capacity building program.*** The implementation of this program will enable the strengthening of governance and the improvement of the institutional and legal framework of the sector;

647. ***Axis 2: Program for reducing greenhouse gas emissions.*** This program will enable the continued implementation of the investment plan of the national REDD + strategy relating to: (i) improving governance; (ii) sustainable forest management; (iii) improvement of agricultural systems; (iv) rationalization of the wood energy sector; (v) the development of a green mining sector.

648. ***Axis 3: Forest economy development program.*** The main strategies of this program will consist of: (i) strengthening the industrial and logistical infrastructures of the timber sector and support for the private sector, in order to develop the value chains of the timber sector to generate more added value in the sector ; (ii) support the development of SMEs/SMIs in the commercial sector of artisanal wood and non-wood forest products (NTFP); (iii) strengthen public/private consultation; (iv) develop and enhance protected areas; (v) develop production forests and add value to forest products; (vi) continue the development of forest concessions and the development of forest plantations and agroforestry. This sub-component is covered in detail in the “Agroforestry” section in chapter 6.B.

B. EXTRACTIVE INDUSTRIES: NATURAL GAS

ÿ ***Diagnostic***

649. The hydrocarbon sector, through oil, is the fuel of the Congolese economy and largely the cause of the volatility of economic growth. The diversification strategy consists precisely of developing other sources of growth, particularly in non-oil sectors. However, Congo can still take advantage of the mining and hydrocarbons sector to accelerate the transformation of the economy. In this respect, natural gas seems to offer good prospects.

650. It is true that natural gas has been marginalized for a long time in the national economy. However, we note that gas already contributes to more than 50% of the country's electrical energy production and according to estimates from international sources, Congo is among the

African countries which have comfortable reserves, although not developed. Through the PND, the Government intends to intensify the valorization of natural gas as a vector for transforming the economy.

651. **The Congo holds significant reserves which must be better exploited.** In 2011, when the 2012-2016 national development plan was drawn up, Congo's gas reserves were marginal compared to other countries on the continent. However, since the start of production of the Litchendjili gas field and the discovery of Nené Gaz, the country can consider projects of national scope and beyond. In fact, this gas is already used to power two thermal power plants built since then (Djéno and CEC). Already in 2011, the gas produced until then was essentially associated with crude oil and largely reinjected into the fields in production or consumed on site, in particular at Nkossa which produced 87% of the total. The only natural gas field, Litchendjili, had already been discovered. Even if the full assessment had remained pending, a significant reserve of 73 billion Nm3 was already announced

652. **However, the development of this wealth remains very embryonic**
Today, despite strong potential in reserves and significant gas production (mainly associated gas) of around 4 billion Sm3 per year (or 388 million cubic feet per day), 61% is reinjected into the fields. oil, 23% is flared into the atmosphere and only 16% intended for marketing. This is all the more true since gas is the component of hydrocarbons that most induces notable direct and endogenous development, with a positive impact on factor costs, inclusive economic growth and improvement of the living environment of populations. .

653. Just as the marketing of gas domestically is marginal, the “Local Content” in the sector still remains as low as in 2011, since the support activities of the Hydrocarbons cluster – suppliers, subcontractors and service providers are still mainly carried out by expatriates, an under-representation which confirms the absence of a “national integration” strategy for the hydrocarbon value chain.

ÿ ***Major strategies and programs***

654. **Natural gas can be developed as a vector for transforming the economy.** Indeed, gas can serve as an energy source that could even transform Congo into a net energy exporter, contribute to lowering factor costs and improve the country's overall competitiveness. It can also be used as a source of domestic energy to power households in urban centers through the extraction and marketing of LPG. Natural gas can also be used as a raw material for the manufacture of fertilizers, thus contributing to processing in agriculture.

655. According to the latest developments in oil news in Congo, gas, often considered as a secondary product because of its commercial marginality, seems to have made its mark with significant new discoveries.

Box 2: Republic of Congo, PND 2018-2022 Evolution of natural gas reserves

Evolution des réserves de gaz naturel au Congo en millier de milliard de pied cube (Tcf)

Références	Années				
	1990	1996	2012	2015	2016
Energy Information Administration (US)	88,2	151,8	113	-	-
British Petroleum	-	4,31	3,2	-	-
New African Global Energy (Society)	-	-	-	9	-
CIA World Factbook	-	-	3,2	-	-
Direction Générale des Hydrocarbures au Congo	-	-	-	-	5,9

656. It is on the way to propel the country to a now respectable rank, and even more if we consider the high probability of encountering other deposits in the areas still under exploration announced as promising. Currently, proven reserves of natural gas alone according to official reports are of the order of 104 billion Sm3 (3.7 trillion cubic feet, Tcf). If we add associated gas, according to a conservative approach they stand at 167 billion Sm3 (5.9 Tcf), a doubling compared to 2010.

657. Given that gas is not ordinarily stored, unlike crude oil, it goes without saying that according to usage, it must be consumed continuously as much as it is produced, especially as gas associated with production of crude oil, otherwise it is flared at sea, if it is not reinjected into the deposits. This is often the case when it lacks a national outlet or its marketing is not economically viable.

658. Available in very large quantities, it can be liquefied for export as a raw material. Furthermore, as an associated product, it can also be injected for storage in an underground reservoir, easy to access, for later use, at the end of the life of marine deposits. In any case, gas can constitute a national development factor in several respects.

659. Gas marketing can be regulated by production sharing contracts with regard to the Government - joint venture partnership, by association agreements between gas sellers and buyers, by “TAKE or PAY”.

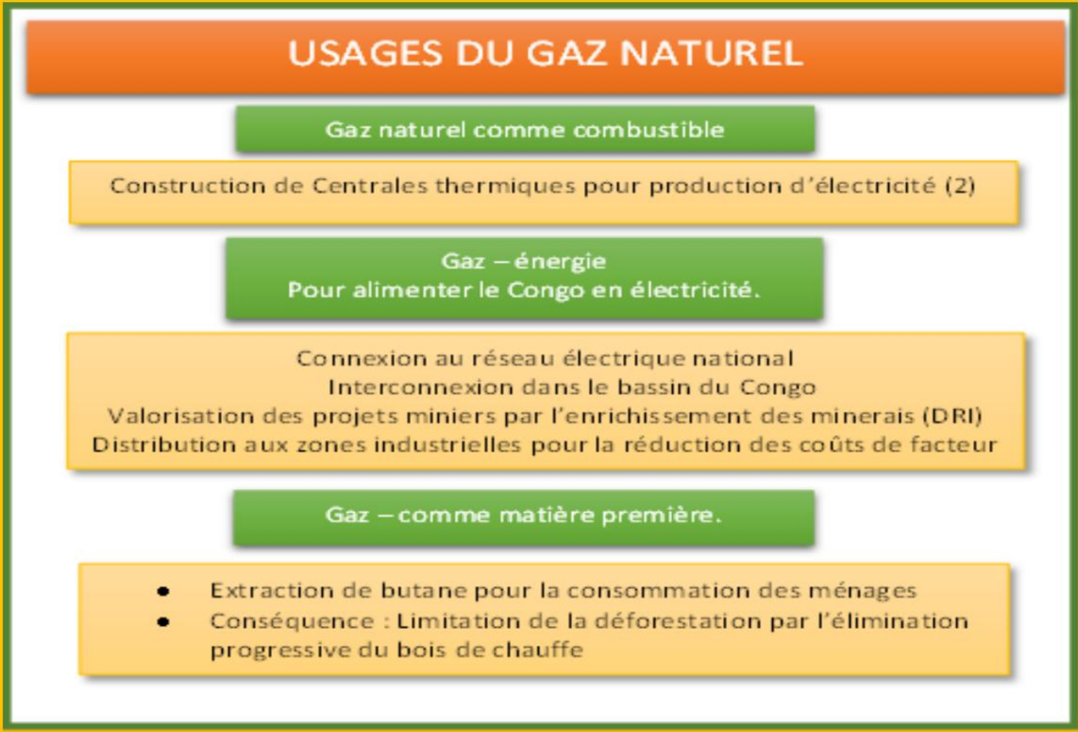
660. Gas flaring has been prohibited in Congo since 2012 (in Côte d'Ivoire since 1995). In compensation, sales priority is given to associated gas. Obviously, this category of gas which has a marginal cost is in principle less expensive than natural gas. This is the reason why natural gas supplements associated gas, in sufficient quantity to ensure its economic viability.

661. In Congo, even at the start of its use, natural gas in the territory already produces electricity, through the gas-fired power plants of Djéno and CEC, to the tune of more than

50% of national consumption. The quantities of gas burned at sea are equivalent to a contributing electricity production capacity (as fuel of course) of around 80% of this consumption, a waste. A butane and other propane extraction unit exists at sea at TOTAL EP Congo. Everything can be done to ensure that marketed natural gas is thus pretreated in order to optimize butane production.

662. **The development of natural gas for the production of electricity.** While in the 1970s, natural gas was introduced into the residential and industrial sectors to replace oil, it was its use in the production of electricity that marked its real takeoff[13] .

Box 3: Republic of Congo, PND 2018-2022, Uses of natural gas



663. Indeed, at the beginning of the 1980s, the first combined cycle power plants were built in Asia before spreading throughout the world. Their economic and environmental advantages make gas the preferred fuel for electricity production. In the 2000s, however, this expansion was limited by the rise of coal, mainly in the emerging Asian economies of China and India.

664. In 2010, the electricity sector represented 40% of global gas consumption, the industrial sector 19%, the residential/tertiary sector 22%, transport 3%, the energy sector 11% and other uses (use of gas as raw material mainly) 4%. By taking an overview of the main industrial consumers of natural gas14, at a time when this energy is experiencing unprecedented growth, the supply of natural gas has become

[13] *Alexandre ROJOY / Gas industrial sector*

[14] *Ludovic Dupin, Published on 09/28/2011*

a strategic issue for the largest consumers, electricity producers and chemists.

665. The primary consuming industrial sector is the production of electricity and heat. These are essentially operators of combined gas power plants, mainly in France (EDF, GDF Suez, etc.). Today, 5.3 GW of electricity are installed in the region and 4 GW of electricity will be put into service by 2020, a sector where growth will be the most significant in France.

666. This is why the Congo does not intend to be left behind, and the country intends to turn its natural gas reserves to advantage, namely to significantly increase its use in the production of electricity with a view to eventually establishing itself as a a sub-regional energy hub.

667. **Natural gas as an input in the production of nitrogen fertilizers.** In a modern factory, nitrogen fertilizer is produced from natural gas. After several stages of transformation, the natural gas, essentially methane, is enriched by combination with nitrogen from the air, to form ammonia. 80% of the natural gas is used as raw material to manufacture this fertilizer, while 20 % is used to produce heat supporting the reaction as well as electricity. By combining one of the two main types of fertilizers, ammonium nitrate and urea, with other elements such as phosphorus and potassium, NPK complex fertilizers are formed.

668. Furthermore, the Congo has significant deposits of potash and phosphates. So it is good to know that 95% of potash is used by agriculture, and the rest is consumed for detergents, soaps and glass. Fertilizers account for about 95% of global potash consumption, and small quantities are used in the manufacture of soaps, glass, ceramics, chemical dyes, medicines, synthetic rubbers, de-icing agents.

669. Potash, like nitrogen or phosphorus, is one of the major elements essential for plant growth. Fertilizers have three basic elements called NPK: nitrogen (N) for plant development, phosphorus (P) for resistance and potassium (K) for yield, quality and resistance

670. The Congo therefore has, due to the advantages of its subsoil, natural predispositions favorable to embracing a medium-sized fertilizer manufacturing industry. So we could say that from the manufacture of nitrogen fertilizers, “there is real oil and gas on our plates !” »

671. **Butane and propane produced from natural gas will be used for household consumption.** A noble application of the uses of natural gas in a social and environmental context, for individuals or professionals, is the butane and propane which are extracted from it. The dry gas that results from this process is ready for other uses. These butane and propane by-products are interesting because they develop local content through

purchasing, storage, packaging, transportation, distribution and sales activity. In this way, it is an activity which ultimately allows us to reach the greater interior of the country for inclusive development.

672. Butane gas has its uses inside premises. These are: the gas cooker, the stove or a mobile heating device which can be locally manufactured (like the "KIGNON" in Ivory Coast). Propane gas, for its part, has more outdoor uses ("soukouya" barbecue, stoves, etc.). Propane gas tanks supply domestic gas installations, both for individuals and professionals. Used for warehouses, manufacturing facilities, hospitals, communities, religious establishments, public buildings, town halls, propane gas in tanks is reliable and efficient.

673. Overall, the intensive use of butane on Congolese territory will help to relieve housewives and curb the use of firewood and charcoal, which are more toxic. This will also limit deforestation and atmospheric pollution and thus consolidate sustainable development.

674. **In summary, a bold policy of "butanization" on site, by systematic extraction of LPG from all wet natural gas effluents intended for the local market, will significantly reduce the current consumption deficit of approximately 75% of this product to high social significance.** We must, in fact, take into account the fact that domestic needs are growing strongly, directly linked to the modernization of the economy and to demographic pressure which is growing by 3% per year, and this not only to requalify the two existing filling centers, but also increase packaging capacities.

675. **Gas also constitutes an energy solution for industries.** The use of natural gas also provides energy solutions for industries such as metallurgy, papermaking and the food industry. So many industrial sectors, using boilers and ovens, but also the heating of residential and tertiary buildings, all accounting for around 29% of the gas consumed worldwide in 2007, according to GTR Gaz. For the industrial zones of Congo, Pointe-Noire in particular, the supply of natural gas to industrial units as an internal energy generator will contribute to reducing production factor costs.

676. In total, the strong potential in natural gas available to the country as a raw material is an important asset for covering all kinds of energy (electricity), domestic (butane gas), industrial (fuel, energy), and agricultural needs. (fertilizers) and petrochemicals. From this point of view, the creation of Special Economic Zones (SEZs) is an additional opportunity to see the Congo carry out its transformation in terms of economic diversification and job creation. With the investigation and gradual establishment of tailor-made petrochemical units (fertilizers, plastic industries), the SEZs which will be supplied with them will open up good employment prospects, especially for young people.

677. **Finally, the use of natural gas in transport, with "NGV" or Natural Gas vehicles.** In 2015, 22.4 million natural gas vehicles were on the road worldwide, particularly in Iran, China, Pakistan, Argentina, Brazil, India and Italy. THE

GNV associations predict that in 2020, there will be 65 million vehicles of this type in the world, or 4 to 5% of the market. Of the 20,000 household waste bins (BOM) in service in Europe's large cities, 3,000 are NGV-powered, or 15% of the fleet.

678. The combustion of natural gas has the advantage of being much cleaner than that of conventional fuels, with 25% less CO2 compared to gasoline, no particles, and 80% less carbon dioxide. 'nitrogen. In addition, engines running on CNG are quieter. CNG can be used, with slight adaptations, in gasoline or diesel engines. Thus, in Europe, the range of vehicles running on CNG covers light vehicles, light utility vehicles, special and cleaning machines, trucks, buses and household waste skips.

679. Brazzaville is a fairly clean city, where automobile traffic has been smoke-free for years, unlike several other large African capitals. It is therefore already in a good position to further establish itself as a “Green City”, by adopting natural methane gas as an automobile fuel. This would, however, require careful regulation, user discipline, especially on the part of public transport, and that butane, already insufficient for social use in homes, is not diverted from its main objective which is to modernize firstly the living environment of households and consequently slow down deforestation.

680. In summary, gas constitutes an important vector of transformation of the economy. The Government intends to better exploit its gas assets. To this end and through the PND, it intends to: (i) diversify the economy and make it competitive through the valorization of Natural Gas whose use opportunities will contribute to the industrialization and diversification of the national economy, (ii) initiate and deepen feasibility studies to develop petrochemicals, build a fertilizer production plant and, if indicated, a manufacturing unit for products derived from petrochemicals, and (iii) strengthen policy development capacities and regulation of gas and related activities.

C. OTHER SOCIAL FIELDS: CULTURE AND ARTS, SPORT AND LEISURE, YOUTH

681. Through the programs already proposed above, the Government intends to improve the living conditions of the Congolese and aggressively pursue the fight against poverty, precariousness and marginalization. But he intends to refine these programs through better targeted actions. To do this, major projects were launched by the INS to collect information, including the agricultural census, the private sector survey, the RGPH and surveys on poverty and the living conditions of Congolese households. . These initiatives aim to better understand both the poverty profile of each target group and the potential to be exploited in terms of job creation, within the framework of economic diversification and inclusive development.

has. Culture and the arts

ÿ ***Diagnostic***

682. Culture and the arts have always marked the international influence of the Congo. By way of testimony, we can cite: (i) the place occupied by the Poto-Poto School of Painting, (ii) the crowning of certain writers with prestigious literary prizes, including the Renaudot prize in 2006, (iii) the recent participation of artists in the world festival of black arts, in Dakar in December 2010; (iv) the biennial organization of FESPAM since 1996; and (v) the erection of several "monuments that bear witness" to the political history of the Republic, which constitutes progress in the affirmation of national cultural identity by the sector.

683. In the momentum of economic transformation through diversification (especially towards tourism) in which the Congo intends to engage for the next five years, culture and the arts can constitute an important asset, generating income for many citizens , and a strategic sector of opportunities. The central challenge for the Government will be to lay the foundations of a true "art industry" based on the talents of Congolese creators.

ÿ ***Major strategies and programs***

684. To respond to this challenge, the State intends to base its action on the organization of a public-private partnership with a view to promoting cultural and creative industries, and strengthening the operational capacities of technical structures for the production of goods and services. existing cultural services. It will also place particular emphasis on (i) the protection of national heritage (natural, cultural and artistic), (ii) the promotion of cultural and artistic industries (support for endogenous cultural industries, the national ballet and the national theater …), (iii) the development of partnerships at the national and international level.

b. Sport and leisure

ÿ ***Diagnostic***

685. The sports and physical education sector has seen major progress in Congo over the past five years. Indeed, thanks to the implementation of the rotating "accelerated municipalization" policy, the Government has provided each departmental capital with new sports infrastructures including modern stadiums. Furthermore, on the occasion of the organization in Brazzaville of the 11th African Games (Fiftieth Anniversary Games) held in 2015, the Government launched a vast investment program aimed at strengthening high-level sports facilities in Brazzaville.

686. This is how the country has modern and good quality infrastructure, including the Concorde sports complex in Kintélé, the Maxime MATSIMA gymnasiums in Makélékélé, Nicole OBA in Talangaï, Henri ELENDE at the MASSAMBA-DEBAT Stadium, Etienne MONGHA of Mpila and that of the Michel D'ORNANO stadium. Some structures

public education institutions, including the Lycée Chaminade, the Lycée Technique Industriel du 1er mai and the National Institute of Youth and Sports have also benefited from sports platforms. In total, Congo has 11 sports complexes with a total capacity of nearly 160,000 places, 8 modern gymnasiums with a total capacity of nearly 22,000 places, 20 sports platforms, sports equipment in 24 schools and two Olympic swimming pools.

687. Despite these achievements, efforts are still required to provide districts, districts, villages, schools and universities with sports platforms. It should also be noted the weakness of training and supervision of trainers, and the lack of working resources and financing of sports competitions. This situation makes it difficult to identify talents and has an impact on the performances recorded by Congolese athletes in international competitions. In summary, with all these structures, the major challenge for Congo is to make them profitable so that they can contribute to economic diversification.

ÿ ***Major strategies and programs***

688. To meet the various challenges of this sector, the Government intends to continue its project to develop sport, physical education and the development of all sports infrastructures. Operationally, this will involve (i) completing ongoing projects initiated since the 2012-2016 PND, (ii) maintaining, maintaining in good condition and making profitable the sports facilities built during the 2012-2016 PND, (iii) intensify the training of trainers and their retraining.

PART THREE: FINANCING AND IMPLEMENTATION OF THE PND 2018-2022

A. THE COST OF THE STRATEGY AND THE PROSPECTS OF FUNDING

has. The methodology for calculating the cost of the strategy

689. The methodological approach adopted for determining the cost of the 2018-2022 PND is based on three principles:

(i) taking into account all public actions (in operation and investment) over the period, specifically for sectoral actions which are well aligned with the priorities of the PND, and which are therefore recorded in the
Multi-annual program of priority actions (PPAP 2018-2022);

(ii) the distinction between public actions falling within the strategy and the responsibility of the State – to be included in the cost of the strategy – and the induced effects of these actions in terms of private investment – to be recorded as results and non-cost of the strategy (such as private investments resulting from the Plan - case of agricultural plantations, creation of private tourist sites, construction of private hotels or construction of factories by private investors);

(iii) and the distinction between the cost of public action and the financing methods – from own or external budgetary resources, or public-private partnership (PPP) arrangements.

690. While the second principle makes it possible to exclude from the cost of the strategy, private investments which will be induced following the implementation of the actions, the third principle makes it possible to count the costs of the projects which will be financed by Partnership mechanisms. Public-Private (PPP) as part of the overall cost of the strategy.

b. The overall cost of the PND 2018-2022

691. The overall cost of the ambitions of the PND 2018-2022 corresponds to the accumulation of needs expressed by the sectoral ministries to finance all the actions 'certified in conformity' with the strategic objectives and orientations of the PND, and which are therefore recorded in the Multi-annual Program Priority Actions (PPAP).

692. It appears from the table below, which summarizes the costing of the entire PPAP 2018-2022, that the overall cost of the 2018-2022 PND is estimated at **15,693.687 billion FCFA,** excluding public debt services, including 11,666.33 billion FCFA (74.36%) in current expenditure (excluding public debt service). debt) and 4,023 billion FCFA in capital expenditure (25.64%).
On an annual average over the period, these costs are equivalent to 3,139 billion FCFA, of which

2,334 billion FCFA in current expenditure and 805 billion FCFA in capital expenditure.

Table 4: Distribution of the overall cost of the PND 2018-2022

Rubriques	Cumul 2018-2022 en milliard de FCFA	Moyenne annuelle en milliard de FCFA	Pourcentage
A. Besoins ministériels exprimés (PPAP)	**15 693**	**3 139**	**100**
Fonctionnement	11 670	2 334	74,36
Investissement	4 023	805	25,64
B. Dotations budgetaires aux ministères (CDMT)	**5 795**	**1 159**	**100**
Fonctionnement	4 441	888	76,64
Investissement (PIP)	1 354	271	23,36
Ressources intérieures	*679*	*136*	*50,15*
Ressources extérieures	*675*	*135*	*49,85*
C. Gap de financement (Besoins - dotations)	**9 898**	**1 980**	**100**
Fonctionnement	7 229	1 446	73,03
Investissement	2 669	533,8	26,97
D. Taux de couverture (dotations/besoins)	36,93%		
Fonctionnement	38,05%		
Investissement	33,66%		

vs. The financing gap

693. The forecasts of the macroeconomic and budgetary framework of the Government's economic and financial program indicate a total of 10,162 billion FCFA of planned expenditure cumulatively over the period, including 6,037 billion FCFA (around 60%) of current expenditure excluding interest debt, 1,354 billion FCFA (13%) of capital expenditure, and 2,771 billion (27%) for debt service (cumulative interest: 576 billion, cumulative amortization: 2,195 billion). It should be noted that, excluding debt services, planned expenditure amounts to 7,391 billion FCFA cumulatively over the period, including 4,441 billion FCFA (60%) of current expenditure allocated to ministries, 1,596 billion FCFA (22%) of current expenditure under special management (transfers, subsidies and common charges), and 1354 billion in capital expenditure (18%), which are also allocated to ministries. The latter are financed half by own resources (679 billion) and half by external resources, that is to say debt (675 billion).

694. By comparing the needs expressed in the PPAP and the capacities revealed in the framework, it appears that the cost of the ambitions of the PND largely exceeds the financing means identified due to a gap of 9,898 billion FCFA, of **which** 7,229 billion FCFA for operation and 2,669 billion FCFA for investment. In other words, the programmed resources only cover approximately 37% of the total needs expressed, i.e. 38% regarding operations and 34% regarding investments.

d. The actions

695. Efforts to match needs with means will have to focus on current expenditure excluding debt service, which consumes more than two thirds of the budget and is proving increasingly incompressible. The Government is determined to persevere in its efforts to control operating expenses in order to free up space for debt reduction and investment.

696. Rationalization efforts also affect capital expenditure. In this regard, it should be noted that these expenditures have already been severely reduced, from 1,400 billion FCFA on annual average over the period 2014-2016 to 270 billion FCFA over the period 2018-2022, in the internal adjustment process initiated by the Government.

697. Ultimately, for operations as for investment, the Executive intends to persevere on the path of **strengthening governance** for more frugality in its spending, quality in its choices and efficiency in its interventions. All of this will give credibility to the PND and encourage the mobilization of additional resources to finance its ambitions.

Table 5: Budget allocations by strategic axes of the PND 2018-2022, (Total expenditure)

Forecast envelopes - Current and investment expenditure Strategic shares (in %)	2017	2018	2019	2020	2021	2022	Total
I. PND - 2018-2022: Areas of Concentration	80,0%	80,3%	79,4%	78,9%	78,7%	78,5%	79,2%
Strategic Axis 1: Strengthening Governance Strategic Sub-	55,0%	54,3%	52,0%	50,8%	49,9%	48,8%	51,2%
Axis 1.1: Strengthening political governance Strategic Sub-Axis 1.2:	14,1%	13,9%	14,0%	13,9%	13,5%	13,5%	13,8%
Strengthening judicial and security governance Strategic Sub-Axis 1.4: Strengthening	26,5%	26,2%	26,8%	26,5%	25,9%	25,8%	26,2%
administrative governance Strategic Sub-Axis 1.5: Strengthening of economic	2,0%	2,4%	2,5%	2,5%	2,5%	2,5%	2,5%
governance	12,4%	11,8%	8,7%	7,9%	8,0%	7,0%	8,7%
Strategic Sub-Axis 2.1: Promotion of civic and moral Education Strategic Sub-	23,6%	24,6%	25,9%	26,4%	26,9%	27,5%	26,3%
Axis 2.2: Promotion of general education Strategic Sub-Axis 2.3: Promotion of	0,5%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%
technical, vocational education and qualifying training Strategic Sub-Axis	18,4%	19,2%	20,2%	20,5%	20,8%	21,2%	20,4%
2.5: Promotion of scientific research	4,3%	4,4%	4,7%	4,9%	5,1%	5,2%	4,9%
Sub-Axis 3.1: Development of the agricultural sector Strategic	0,4%	0,4%	0,4%	0,4%	0,4%	0,5%	0,4%
Sub-Axis 3.2: Development of tourism Strategic Sub-Axis 3.3: Industry Development	1,4%	1,4%	1,5%	1,7%	1,9%	2,2%	1,7%
	1,1%	1,1%	1,1%	1,2%	1,2%	1,3%	1,2%
	0,1%	0,3%	0,4%	0,5%	0,7%	0,8%	0,5%
	0,2%	0,0%	0,0%	0,0%	0,0%	0,1%	0,0%
II. PND - 2018-2022: Support Sectors	16,3%	16,2%	17,1%	17,4%	17,6%	17,9%	17,2%
Sector 2: Strengthening the private sector and Business Climate Sub-	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
sector 2.1: Strengthening the private sector and Business Climate	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
Infrastructure development Sub-sector 3.1:	1,4%	1,3%	1,4%	1,4%	1,4%	1,4%	1,4%
Development of transport infrastructure and public works Sub-sector 3.2: Development of	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%	0,6%
Telecommunications and ICT infrastructures Sub-sector 3.3: Development of electrical and hydraulic	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
infrastructures Sub-sector 4.1: Strengthening the	0,7%	0,6%	0,7%	0,7%	0,7%	0,7%	0,7%
health system Sub-sector 4.2: Strengthening	12,7%	14,4%	14,9%	14,9%	14,8%	14,8%	14,8%
social protection	10,1%	12,3%	12,7%	12,6%	12,6%	12,5%	12,5%
	1,3%	1,1%	1,1%	1,1%	1,0%	1,0%	1,1%
Sub-sector 4.3: Promotion of housing and sanitation of the living environment	1,1%	0,7%	0,8%	0,9%	0,9%	1,0%	0,9%
Sub-sector 4.4: Inclusive Development and Promotion of Women	0,2%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%
Sector 4: Balanced and sustainable development	2,1%	0,4%	0,7%	1,0%	1,3%	1,6%	1,0%
Sub-sector 4.1: Land use planning and local development 1.8% Sub-sector 4.2: Sustainable development, environmental		0,4%	0,7%	1,0%	1,3%	1,6%	1,0%
protection and climate change 0.3%		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
III. PND - 2018-2022: Other sectors	3,7%	3,5%	3,5%	3,7%	3,7%	3,6%	3,6%
Other sectors 1: other sectors of Diversification and structural transformation of the economy 1.7%		1,7%	1,6%	1,8%	1,8%	1,6%	1,7%
Other sub-sector 1.1: Development of the forest economy Other sub-sector	0,7%	0,8%	0,6%	0,8%	0,9%	0,7%	0,8%
1.2: Development of extractive industries Other sub-sector 1.3: Development	0,6%	0,6%	0,6%	0,6%	0,5%	0,5%	0,6%
of services	0,4%	0,3%	0,4%	0,4%	0,4%	0,4%	0,4%
Other sectors 3: Sport, Culture and Art	2,0%	1,8%	1,9%	1,9%	1,9%	2,0%	1,9%
Sub-sector 3.1: Promotion of sport and culture	2,0%	1,8%	1,9%	1,9%	1,9%	2,0%	1,9%
TOTAL	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Table 6 : Budget allocations by strategic axes of the PND 2018-2022, (investment)

Forecast investment envelopes Strategic shares (in %)	2017	2018	2019	2020	2021	2022	Total
I. PND - 2018-2022: Areas of Concentration	64,5%	67,7%	69,0%	69,3%	69,9%	70,1%	68,4%
Strategic Axis 1: Strengthening Governance Strategic Sub-	42,4%	44,0%	42,3%	41,8%	41,4%	40,7%	42,1%
Axis 1.1: Strengthening political governance Strategic Sub-Axis 1.2:	10,3%	10,9%	11,0%	11,1%	10,9%	10,8%	10,8%
Strengthening judicial and security governance Strategic Sub-Axis 1.4: Strengthening	20,6%	20,6%	21,2%	21,2%	21,0%	20,9%	20,9%
administrative governance Strategic Sub-Axis 1.5: Strengthening of economic	1,5%	1,9%	2,0%	2,0%	2,0%	2,0%	1,9%
governance	10,0%	10,6%	8,1%	7,5%	7,5%	7,0%	8,5%
Strategic Sub-Axis 2.1: Promotion of civic and moral Education Strategic Sub-	19,1%	21,0%	22,4%	23,0%	23,7%	24,4%	22,3%
Axis 2.2: Promotion of general education Strategic Sub-Axis 2.3: Promotion of	0,4%	0,4%	0,5%	0,5%	0,5%	0,6%	0,5%
technical, vocational education and qualifying training Strategic Sub-Axis	14,6%	16,2%	17,1%	17,5%	18,0%	18,4%	17,0%
2.5: Promotion of scientific research	3,8%	4,1%	4,4%	4,6%	4,8%	5,0%	4,4%
Sub-Axis 3.1: Development of the agricultural sector	0,3%	0,3%	0,4%	0,4%	0,4%	0,4%	0,4%
	3,0%	2,7%	4,3%	4,5%	4,8%	5,0%	4,1%
	2,1%	2,3%	3,3%	3,3%	3,7%	3,7%	3,1%
Strategic Sub-Axis 3.2: Development of tourism	0,2%	0,3%	0,9%	1,1%	1,0%	1,2%	0,8%
Strategic Sub-Axis 3.3: Industry Development	0,7%	0,1%	0,1%	0,1%	0,1%	0,1%	0,2%
II. PND - 2018-2022: Support Sectors Sector 2: Strengthening	32,2%	29,0%	27,9%	27,5%	26,9%	26,7%	28,4%
the private sector and Business Climate Sub-sector 2.1: Strengthening	0,3%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
the private sector and Business Climate	0,3%	0,1%	0,1%	0,1%	0,1%	0,1%	0,1%
Sub-sector 3.1: Development of infrastructure	14,2%	8,7%	8,5%	8,5%	8,4%	8,6%	9,5%
transport and public works Sub-sector 3.2: Development of telecommunications and ICT	9,2%	3,5%	3,9%	4,3%	4,6%	5,1%	5,1%
infrastructure Sub-sector 3.3: Development of electrical and hydraulic infrastructure	1,2%	0,7%	0,7%	0,6%	0,6%	0,6%	0,7%
	3,8%	4,5%	3,9%	3,6%	3,2%	2,9%	3,7%
	14,9%	19,1%	18,1%	17,5%	16,8%	16,2%	17,1%
Sub-sector 4.1: Strengthening the health system	10,2%	13,0%	12,8%	12,6%	12,3%	12,0%	12,2%
Sub-sector 4.2: Strengthening social protection Sub-sector 4.3:	1,3%	3,2%	2,6%	2,4%	2,2%	2,0%	2,3%
Promotion of housing and improvement of the living environment	3,1%	2,6%	2,4%	2,2%	2,0%	1,9%	2,4%
Sub-sector 4.4: Inclusive development and promotion of women	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%	0,3%
Balanced and sustainable development Sub-sector	2,8%	1,1%	1,2%	1,4%	1,6%	1,8%	1,7%
4.1: Territorial planning and local development Sub-sector 4.2: Sustainable	2,6%	1,1%	1,2%	1,4%	1,6%	1,8%	1,6%
development, environmental protection and climate change	0,2%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
III. PND - 2018-2022: Other sectors	3,3%	3,3%	3,1%	3,2%	3,2%	3,2%	3,2%
Other sectors 1: other sectors of Diversification and structural transformation of the economy	1,8%	1,8%	1,6%	1,6%	1,6%	1,6%	1,7%
Other sub-sector 1.1: Development of the forest economy	1,0%	0,9%	0,8%	0,8%	0,8%	0,8%	0,9%
Other sub-sector 1.2: Development of extractive industries Other sub-sector	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%	0,5%
1.3: Development of services	0,3%	0,4%	0,3%	0,3%	0,3%	0,3%	0,3%
Other sectors 3: Sport, Culture and Art	1,5%	1,5%	1,5%	1,6%	1,6%	1,6%	1,6%
Sub-sector 3.1: Promotion of sport and culture	1,5%	1,5%	1,5%	1,6%	1,6%	1,6%	1,6%
	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

B. PND FINANCING STRATEGIES

has. Strategies for mobilizing internal resources

698. There are several potential sources of domestic financing that could provide significant additional resources for development financing. However, the general policy measures taken so far to increase the total amount of resources have not enabled the Government to mobilize significant domestic resources. Indeed, a number of public finance reforms implemented with a view to increasing public revenue have relied on basic measures such as the introduction of broad-based consumption taxes, mainly in the form of value added tax, the effect of which on public revenue has remained limited.

699. During the 2018-2022 period, internal resource mobilization strategies will focus on the performance of assessment and collection services, the increase in certain taxes hitherto neglected, the strengthening of governance management services for more motivation and performance incentives for all staff, as well as the promotion of risk analysis and anti-fraud services. Efforts will focus on both domestic and domestic taxation.

700. **Improvement in the mobilization of customs resources.** Reforms

Significant efforts have been made to increase performance in the mobilization of customs revenue. We note, among other things, the establishment of counters (GUD, GUOT) at the Port of Pointe-Noire. However, the economic crisis linked to the fall in the price of a barrel of oil has not spared Congo's customs activities. Import-export customs revenues without VAT and levies on behalf of sub-regional organizations (CEMAC, CEEAC and OHADA) have started to decline since 2015. To reverse this trend and increase the mobilization of door taxes, the actions will focus on: (i) the rationalization of controls through risk management; (ii) the organization of the services involved in the procedures; (iii) strengthening computerization to support procedures and controls; (iv) the continuation of the reform projects initiated during the previous regional program and (v) the strengthening of the administrative capacities of Customs in the implementation of incentives and motivations for performance.

Tableau 12 : Programmes et actions majeurs de l'administration fiscale

Objectifs stratégiques	Actions majeures à mettre en œuvre
Maîtriser les flux	Informatiser toutes les étapes de la procédure douanière à l'importation, en vue de la traçabilité de toutes les opérations de la chaîne de dédouanement avec le renforcement des outils techniques et statistiques de la direction générale des douanes Renforcer l'appropriation par les douaniers du système informatique, en vue d'une utilisation optimale des fonctionnalités des applications informatiques par les douaniers Suivre le respect des délais légaux fixés pour l'accomplissement des formalités douanières, l'accélération des opérations, la sécurisation et le paiement des droits et taxes
Rationaliser les contrôles à travers la gestion des risques	Exiger l'envoi préalable des manifestes électroniques (déjà opérationnel), en vue de la sécurisation de la prise en charge et la réduction des délais de passage Cibler les envois à risque sur la base du manifeste, en vue de l'accélération des formalités de passage en douane par une meilleure sélection des envois à vérifier Renforcer les capacités en matière d'évaluation en douane, en vue de réduire les minorations de valeurs et respecter les règles de l'organisation mondiale du commerce Instituer et développer les renseignements contraignants en matière tarifaire et d'origine, en vue de réduire les irrégularités en matière d'espèce et d'origine pour une prévisibilité et une fluidité des contrôles Renforcer la gestion des exonérations en vue de réduire les détournements de bénéfice du privilège et augmenter les recettes Identifier et traiter les opérations à risque en matière de transit pour sécuriser les recettes en cause sur ces marchandises Déployer l'application de gestion informatisée du contentieux (GESAC) pour un meilleur suivi du contentieux et de son produit, une meilleure gestion des risques et un meilleur suivi de la performance des service en matières du contentieux
Organiser les services impliqués dans les procédures	Poursuivre l'élaboration et la diffusion des instructions cadre sur la répartition des rôles dans le traitement et le suivi de la prise en charge des déclarations, question de préciser les responsabilités et des rôles dans l'organisation Elaborer et diffuser des manuels de procédures pour assurer la mise en œuvre des changements organisationnels dans le but de rationaliser le cadre de travail et l'exécution des tâches conformément aux instructions Elaborer un barème transactionnel d'amendes sur les infractions pour l'amélioration de la conformité volontaire
Renforcer l'informatisation à l'appui des procédures et des contrôles	Elaborer un plan d'actions prioritaires de réformes nécessitant un appui informatique dans le but d'identifier les solutions informatiques en fonction des objectifs de réforme Mettre en place des équipes de projets dirigées par des fonctionnels et comprenant des informaticiens, pour la mise en œuvre des solutions informatiques intégrées et une meilleure appropriation des outils par les douaniers
Renforcer les capacités administratives de la douane dans la mise en œuvre des incitations aux motivations à la performance	Elaborer les contrats de performances entre la tutelle et l'administration, en vue d'instaurer l'émulation entre les agents, insuffler une culture de diligence, de redevabilité, de la culture de résultat Obtenir l'adoption du statut particulier des agents des douanes, en vue d'inciter les agents à la diligence Mettre en œuvre la médaille d'honneur de la douane

701. Improvement in the mobilization of internal tax resources. As for customs, a series of reforms aimed at improving the mobilization of tax resources and strengthening tax administration were implemented, among others, the reform which resulted in the broadening of the tax base and allowed the tax administration to register all taxpayers and create a single file of them, namely: the introduction of the SYSTAF and the Unique Identification Number (NIU). However, major challenges still exist that the tax administration must overcome to mobilize significant resources.

702. This is why, to achieve an optimal and satisfactory level of mobilization of tax revenues, capable of contributing significantly to the financing of development policies, the actions of the tax administration, for the next five (5) years, will focus on: (i) improving the business tax environment; (ii) continued reorganization of services; (iii) rationalization and control of tax expenditures and finally (iv) strengthening the broadening of the tax base and securing revenues.

Tableau 13 : Programmes et actions majeurs de l'administration fiscale

Objectifs stratégiques	Objectifs spécifiques	Actions majeures à mettre en œuvre
Accroître la mobilisation des ressources de la fiscalité intérieure	Renforcement des capacités techniques et administratives pour une administration fiscale plus efficace	**L'amélioration de l'environnement fiscal des affaires, à travers notamment :**
		La mise en œuvre de la télé déclaration et du télépaiement
		La refonte des imprimés et formulaires de déclaration
		L'institution et l'application des indicateurs de qualité de service
		L'amélioration de la gouvernance et de l'information des contribuables
		Accélération de la réorganisation des services, à travers notamment :
		La redéfinition et la reprécisions des missions des services centraux en vue d'une séparation des missions de pilotage de celles opérationnelles
		L'intégration au sein des unités opérationnelles de toutes les fonctions fiscales et la configuration, sous le modèle des unités de moyennes et des grandes entreprises, celles des très petites et petites entreprises
		La poursuite de la gestion spécialisée par type de contribuable et par secteur d'activité : cette approche managériale déjà éprouvée au niveau des grandes entreprises et des moyennes, s'est révélée d'un intérêt et d'une efficacité certains. Renforcer les capacités des gestionnaires afin rentabiliser les recettes provenant des secteurs d'activités spécifiques (télécommunications, mines…) au sein des unités des grandes et moyennes entreprises.
	Accroissement des performances dans la collecte des ressources d'impôts	**La rationalisation et la maîtrise des dépenses fiscales, en se focalisant sur :**
		La suppression des mesures incitatives non pertinentes
		L'encadrement de l'octroi des avantages fiscaux accordés aux entreprises dans le cadre des régimes fiscaux particuliers
		Le suivi et le contrôle de conformité des avantages fiscaux
		L'évaluation systématique des dépenses fiscales consenties
		Poursuite des actions d'élargissement de l'assiette fiscale, à travers :
		Le renforcement de l'informatisation et de la gestion de l'information fiscale
		L'exploitation et la valorisation des liaisons informatiques avec la Douane (maîtrise du fichier des importations) et le Budget et Trésor (maîtrise du fichier des fournisseurs de l'Etat)
		L'amélioration du système d'identification et d'immatriculation des contribuables
		L'élimination des sources d'évasion fiscale et de niches fiscales qui génèrent d'importants manques à gagner pour le Trésor public
		La refonte des régimes d'imposition dans l'optique d'inciter les acteurs du secteur informel à regagner le secteur formel

Tableau 14 : Administration fiscale, réformes en cours et Etat de mise en œuvre des actions

Objectifs stratégiques	Objectifs spécifiques	Actions	Etat de mise en œuvre
Renforcement de la politique fiscale	Renforcer la mobilisation des recettes non pétrolières	-Imposer tous les revenus - Maitriser l'assiette fiscale des impôts foncier ; -Collaborer étroitement avec le cadastre (installation d'un réseau); -Doter des moyens à l'administration fiscale (techniques et formations) dans la perspective d'une maîtrise du secteur foncier; -Inciter les propriétaires à immatriculer leur propriété. -Promouvoir et développer la fiscalité foncière.	En cours Les termes de référence pour le recrutement d'un consultant individuel international pour l'élaboration d'un plan stratégique sur les impôts fonciers sont en cours avec l'appui de la Banque mondiale.
		-Supprimer les mesures incitatives non pertinentes ; -Encadrement l'octroi des avantages fiscaux accordés aux entreprises dans le cadre des régimes fiscaux particuliers ; -Suivre et contrôler la conformité des avantages fiscaux ; -Evaluer systématique les dépenses fiscales consenties.	Travaux amorcés avec le Pôle stratégies de développement (PNUD Dakar), uniquement sur les entreprises de Brazzaville. A étendre sur tout le pays
	Renforcer l'efficacité de l'administration fiscale	-Renforcer l'informatisation et de la gestion de l'information fiscale ; -Exploiter et valoriser les liaisons informatiques avec la Douane, le Budget et Trésor ; -Améliorer le système d'identification et d'immatriculation des contribuables ; -Refondre le code général des impôts et intégrer en son sein tous les codes sectoriels et toutes les mesures incitatives. Initier un livre de procédures fiscales.	Encours sous le pilotage de la direction des systèmes d'information du cabinet du ministre en charge des finances
		-Mettre en œuvre la télé déclaration et le télépaiement ; -Refondre les imprimés et formulaires de déclaration et réduire le nombre des documents à fournir accompagnant les déclarations et le nombre des échéances de paiement des impôts ; -Instituer et appliquer les indicateurs de qualité de service ; -Améliorer la gouvernance et l'information des contribuables.	L'imprimé unique de déclaration est disponible depuis 2016. Le reste est en étude
		-Redéfinir et repréciser les missions des services centraux en vue d'une séparation des missions de pilotage de celles opérationnelles ; -Intégrer au sein des unités opérationnelles toutes les fonctions fiscales et configurer, sous le modèle des unités de moyennes et des grandes entreprises, les unités des très petites et petites entreprises; -Poursuivre la gestion spécialisée par type de contribuable et par secteur d'activité. Forcer les inspecteurs dans les domaines spécifiques tels les télécommunications, les mines, les hydrocarbures et autres.	Une équipe de reformes est en place à la DGID depuis 2015. Elle a déjà rédigé les projets de décret et d'arrêté de réorganisation de la DGID qui sont en examen actuellement au niveau de la DGID.

703. In addition to domestic taxation and domestic taxation, efforts will also be made in the oil and mining sector to increase the mobilization of public revenue in these sectors. To this end, the Government's actions will focus, in particular: (i) strengthening transparent revenue management; (ii) certification by an independent firm of the transferred oil revenues; (iii) the strengthening of oil cost audits in accordance with the application of Production Sharing Contracts (PSC) and (iv) the establishment of a system for prohibiting payments for cargo sale proceeds.

b. Strategies for mobilizing external resources

704. In this context of crisis and where the Government is seeking funding to finance the PND, the PPP constitutes an important lever for mobilizing external financing. It offers the advantage of encouraging the immediate financing of public works and possibly risk sharing. However, a poorly defined PPP surreptitiously encourages opportunistic behavior, cheating and conflict which unfortunately will have serious consequences for the community, and even future generations. Aware of this state of affairs, the Congolese Government will mobilize all possible levers (regulatory framework

attractiveness, taxation, reliability of the business environment, labor costs, free zone, etc.) in order to avoid significant social costs.

vs. Debt strategies for financing the PND

705. Congo's debt rate has accelerated, reaching around 25% in 2010 to more than 100% in 2016. From 2010 to 2016, despite a prudent debt policy, the country experienced rapid growth in its public debt. Public debt increased from 1,565.5 billion FCFA to 6,131.9 billion at the end of 2016. More alarming, the Congolese Government's debt strategy was to the detriment of loan instruments at concessional and semi- concessional, especially from 2015, thus increasing the risk of insolvency in the medium term. Furthermore, the contraction in public revenues following the oil crisis, combined with the choice of debt instruments, has generated a "debt crisis" which results in a strong accumulation of arrears.

706. This situation has greatly reduced the Government's room for maneuver in mobilizing debt resources at the risk of pushing the economy into a state of over-indebtedness again. This is why, during the period 2018-2022, the Government intends to deploy a prudent and controlled debt policy. To do this, the debt strategy that will be deployed will aim to: (i) reduce public debt in relation to the capacity of the economy, (ii) rehabilitate public finances, (iii) ensure debt sustainability and (iv) rebuild reserves and revive growth.

707. This long and medium-term debt management strategy 2018-2022 will be based on debt instruments that will best meet financing needs.
In addition, this strategy will take into account, on the one hand, the significant financing needs which will be used to relaunch investment for growth-promoting projects and in pro-poor sectors and, on the other hand, the constraints linked to the reduction in concessional resources while ensuring debt sustainability.

708. New financing for the 2018-2022 period will be sought first from traditional external creditors (multilateral and bilateral). Then, the Government will turn to concessional borrowing, and to a lesser extent to non-concessional borrowing for high value-added projects and finally, to borrowing on the sub-regional domestic market.

d. Debt Service Management Strategies

709. The debt service management strategy (amortization and interest) includes two components: (i) restructuring of the external debt; and (ii) domestic debt service.
Regarding external debt, the Government is working with partners to restructure the debt.

710. At the same time, the Government intends to give priority to servicing the domestic debt - amortization and interest included - with a view to clearing it, but also to reinject resources into the private sector to boost investment and revive the economy.
Note in fact that the interest on the debt alone (146 billion in 2018 and 121 billion in 2019) is of the same order as the investment expenditure financed with own resources (131 billion and 134 billion). What's more, interest on domestic debt only represents a tiny part (around 17%) of total interest, i.e. 25 billion out of 146 billion in 2018 and 21 billion out of 121 billion in 2019. While respecting its commitments vis-à-vis external creditors, the Government intends to prioritize servicing the domestic debt with a view to financing the diversification of the economy.

711. The Government has already initiated an audit of the domestic debt in order to establish the eligibility of debts and determine the payment terms. In the interests of fairness, part of these payments could be made in proportion to the debts. Other tranches may be scheduled to encourage creditors to invest in diversification and financial institutions to support them.

e. Strategies for rationalizing public spending and budget savings

712. The State budget constitutes the main instrument for financing the economy. However, the 2018-2022 PND will be implemented in an unfavorable context marked by extreme budgetary frugality. Its adequate financing is therefore dependent on the capacity of public authorities to resolve the difficult equation of the scarcity of resources and the constant increase in needs. This paradox of Congolese public finances requires the Government to carry out a vigorous operation to rationalize public spending in favor of development spending and at the same time control the tax pressure. Indeed, taxation will remain during this period the main lever for mobilizing public resources.

713. This requires the Government to adopt “budgetary seriousness” as a categorical imperative to manage its finances, particularly in terms of consumption of public credits, in order to better benefit from the restrictive efforts to mobilize public resources.

714. Aware of the scale of the challenge it must meet, the Government is committed, better than in the past, to improving the effectiveness of public action, to substantially reducing the operating costs of services and of its interventions to increase tax margins in favor of development spending. By taking advantage of the resulting efficiency gains, it will allocate more resources to programs and projects dedicated to transforming the economy.

715. To this end, actions aimed at improving public finance management will focus in particular on: (i) strengthening the alignment of the budget with the priorities of the areas

concentration of the PND; (ii) strengthening transparency in public management; (iii) tightening spending to avoid unnecessary costs; (iv) increasing the effectiveness and efficiency of tax administration.

716. More specifically, the Government intends to take measures to contain the increase in operating expenses in order to increase tax savings for the financing of public investment. Among other things, it plans to take measures to encourage certain state agents to engage in diversification activities. Likewise, efforts are still necessary to rationalize public investments in order to increase their quality and efficiency.

C. RESOURCE ALLOCATION STRATEGIES

has. Public resource allocation strategies

717. The PND sets as its main objectives the diversification and transformation of the economy for sustainable and sustained growth. The sectors highlighted in the PND would free Congo from the influence of the oil sector in order to bring more attention and resources to agriculture, tourism (commerce, restaurants and hotels) and 'industry. Resources are also prioritized to improve infrastructure services in support of the planned sectoral development. In addition, priority is also given to the strengthening and development of human capital through the Education and Health sectors, as well as to the improvement of the living conditions of the populations with a view to the continuity of the fight against poverty which still affects a significant segment of the population.

718. As a guiding principle for budgetary allocations during the 2018-2022 period, the Government intends to finance projects in a predictable manner and above all to have targeted interventions to bring them to fruition quickly, thus avoiding encompassing a field of actions too wide, source of dispersion. With this in mind, and in order to maximize the impacts of its interventions, the Government intends to use the budgetary process to target certain sectors from year to year according to emergencies, PND priorities and performance. It is this principle and the priorities as defined in the PND which guided the distribution of budgetary envelopes for the 2018-2022 period.

b. The profile of sectoral budget allocations

719. Although hampered by budgetary constraints, budgetary allocations are made taking into account the choices and priorities contained in the Government's action program. Thus, for the period 2018-2022, the Government's efforts will be focused on the priority sectors of the PND, namely: (i) strengthening governance; (ii) strengthening the education system as a whole and; (ii) the

development of agriculture, tourism compiled with the continued industrialization of pays.

720. The relative shares of resources devoted to transversal support activities are also increasing to meet the imperative of developing human resources, improving infrastructure services and strengthening governance, in the economic and financial aspect. The Government's objective is to improve overall production conditions and particularly in the concentration sectors of the period, in order to attract significant external private financing and relieve the State Budget in the quest for diversification of the economy.

721. It should however be noted that, even without being established as areas of concentration for the period 2018-2022, certain crucial issues for which the Congo has made regional and international commitments are not relegated to the background. This is particularly the case for issues related to climate change. This is also the case for certain issues which contribute to social stability such as improving the living environment of populations, the integrated and harmonious development of the national territory and the consideration of target groups such as young people, women or disadvantaged people, with a view to inclusive development where no one is left behind, where everyone counts.

722. **Reform of the education system, qualifying and professional training.**
Overall, the credits allocated to this axis will record an increase in resources over the period 2018-2022. The share of sector credits will record a net increase of 5.1 points, proof of the efforts that the Government will make to improve the education system. This increase will result in particular from credits which will be allocated to general education, technical, vocational education and qualifying training, the training of which will now be more focused on the needs of the economy, and to research to respond to the challenges of the production sectors . It should be noted, however, that quality gains in the education system cannot be obtained through budgetary leverage alone. Indeed, improving the quality of education and training mainly involves four levers: (i) the teaching staff, their relationships with learners and the quality of teaching materials; (ii) learners: their relationships with the teaching staff and their willingness to learn; (iii) educational infrastructure and their quantity/quality and (iv) the financing of the system which involves the Government, the private sector, parents of learners and society in general, also assuming the roles of financiers, controllers and guidance.

If through the granting of budgetary credits, the Government assumes its role as financier, courageous actions also deserve to be taken to improve “educational governance” and “morality in the system” which put the teaching profession at the center, their relationship with learners and the quality of the training provided.

723. **Diversification, economic transformation and growth.** Overall, the credits allocated to this axis will record an increase in credits of 2% over the period 2018-2022.
This growth will result in particular from credits which will be allocated to the agricultural sector, to the development of the tourism sector, to the development of industries as well as to support

private sector development activities. In these production sectors, State interventions will mainly aim to improve sectoral performance and competitiveness. This is why the increase in credits concerns both operating expenditure (to carry out reforms) and investment expenditure (to carry out structuring investments such as the development of certain areas to facilitate access
or increase attractiveness). Furthermore, in addition to the credits granted to ministries to carry out actions falling within their competence, a diversification fund will be set up with a cumulative provisional allocation of nearly 80 billion over the period 2018-2022 to support private diversification initiatives.

724. **The development of infrastructure services.** The Government intends to support agricultural communities by developing production, transport and marketing infrastructure. Furthermore, to support the tourism development policy, credits will be allocated to the development of access infrastructure to tourist sites and the intensification of transversal development work on these sites. The activities that will be financed in this axis will complement those whose funding has been directly placed in the diversification axis. The credits also contribute to improving electricity and water services as well as telecommunications infrastructure. However, taking into account the significant efforts already made in these sectors in recent years and the budgetary constraints, in terms of investments, the relative share of this sector has been readjusted with the aim of rebalancing the budget towards the production sectors. . This readjustment is consistent with the directions expressed by the Government in this PND, which consist of improving existing infrastructure services rather than undertaking new projects. In this logic, the shares of credits in operating expenses are stabilized. In total, the relative share of credits that will be allocated to this strategic axis will remain around 8.5% of the total budget, as is already the case in 2018, compared to 15% in 2017. As a result of the policy choices of the Government for the period 2018-2022, the resources that will be allocated will be primarily devoted to the rehabilitation and improvement of existing infrastructure.

725. The health and development axis will absorb 18.0% of State budget resources on average over the period 2018-2022. The Government will continue its efforts to modernize the country's hospital infrastructure and strengthen governance in health and hospital environments. To this end, resources will continue to be allocated for the finalization of priority construction work on general hospitals already underway as well as the start of equipment activities in order to make them effectively operational. The funds allocated to this area will also be used to support actions in favor of vulnerable populations and disadvantaged groups to ensure that everyone benefits from the fruits of the common effort. Thus, actions will be oriented towards the inclusion of women, young people, the disabled and indigenous populations; improving the living conditions of populations through the promotion of decent housing and sanitation policies; and strengthening social security systems.

726. Although not listed as areas of concentration, other sectors are not relegated to the background. Also, credits are allocated to them to allow the continuation of programs and actions as well as the normal functioning of its sectors. These include the forestry economy, extractive industries and services sectors, which remain important providers of resources for financing the strategy.
The political governance and national defense sector also continues to benefit from significant funding to take into account current emergencies. A relatively constant share of credits will also continue to be granted for the promotion of sport, culture and the arts to enable the continuation of actions which contribute to social well-being and also to the image of the country.

727. These allocations reflect the ambitions that the PND displays to translate into reality the social project of the Head of State: “The march towards development – Let's go further together” in a context of macroeconomic and budgetary stabilization.

A. THE MACROECONOMIC OUTLOOK 2018-2022

has. Growth, inflation and macroeconomic stability

728. The oil crisis continues to strongly shake all the countries of the CEMAC zone. Therefore, Governments have decided to provide a structured response by adopting measures both at the sub-regional level and at the level of each member country. They are supported in these efforts by the services of the International Monetary Fund. In Congo, as part of responses to the crisis and its effects at the macroeconomic, social and financial level, the Government has identified a set of measures and reforms which will make it possible to return to stabilization and ultimately revive the economy. The implementation of these policies and reforms combined with the main programs contained in the PND more broadly, will result during the 2018-2022 period in an average growth of 1% of GDP.

However, it should be noted that the period will be characterized by two distinct moments. During Over the first two years, the economy will record average growth of 2.9% driven by the oil sector (+17%), in relation to production from the Moho Nord field. While over the same period, the non-oil sector will continue to decline with an average annual rate of -2%. Over the last three years of the period (2020-2022), the economy will generally show a decline at an average rate of -1% per year, inherent to the sharp declines in oil production (-10% on average annually). Although the efforts will bear fruit during this period and will allow an upward reorientation of the non-oil sector (+3.5% average growth per year), this will remain insufficient to compensate for the poor performance of the oil sector.

b. Foreign trade and the strengthening of foreign exchange reserves

729. Externally, the level of foreign exchange reserves will show a clear increase. Thus, estimated at less than one month of imports in 2017, they will rise quickly to reach an average equivalent to four months of imports at the end of the 2018-2022. However, an analysis of the structure of the Balance of Payments shows that this reconstitution of reserves will essentially result from the relative increase in oil prices and external financing which will be mobilized over the period both at the level of the private sector and at the public sector level. Furthermore, the structural instability of the current account also shows that significant risks of imbalance persist.

B. PUBLIC FINANCES AND THE REBALANCING OF THE BUDGET

730. In terms of public finances, the efforts that will be made, particularly at the level of financial authorities, will result in a clear improvement in the rate of tax pressure. The ratio of non-oil resources to non-oil GDP will increase from 27.6% in 2017 to 33.6% by 2022, an increase of 6 points, thus reflecting a sharp increase in non-oil revenues. Oil revenues, for their part, after the significant increase in 2018, will experience a decreasing trend inherent to the drop in production. Overall, revenues will show an upward trend at an average annual rate of 7% over the period 2018-2022. However, the Government has decided to continue its efforts aimed at restoring the balance of public finances and above all to reconstitute external assets. Achieving these objectives will constrain the evolution of public spending. As results, over the period 2018-2022, current expenditure will show an average drop of 1.5% per year to stand at 43% of GDP excluding oil by 2022 compared to 52% in 2018 and 49% in 2017. .

In terms of investment spending, the Government will continue its tightening started since 2015 (rising to 39% of non-oil GDP compared to 77.5% in 2014) to average 10% of non-oil GDP over the 2018 period. -2022. In terms of level, public investments will thus increase from around 2,200 billion in 2014 to 1,200 billion in 2015 and then to 400 billion in 2017 to stabilize around 270 billion over the period 2018-2022.

731. Aware of the financing constraints, the Government has made the choice, as part of its overall development strategy, to reorient its public investment policy choices. It is now opting for more profitability of public investment by placing emphasis on the rehabilitation and improvement of services of existing infrastructures rather than the continued commitment of new prestigious projects that consume large amounts of credit. From now on, the Government intends to redefine a more rigorous framework for the selection, programming and budgeting of public investments.

It also intends to strengthen actions to monitor the execution of its expenditure to ensure control of budgetary impacts while maximizing the impact on economic development.

732. Efforts to restore macroeconomic and financial balances will bear fruit. Internally, the overall primary balance will see a clear improvement to become structurally in surplus again from 2018. The overall budget balance (commitment basis and donations included) will also be in surplus and will be above 10% of GDP excluding oil while it is estimated at -32% and -14% respectively in 2016 and 2017. If at first glance these results seem encouraging, it is important to note the significant risks which still weigh on the Congolese economy. Indeed, the primary and overall balances excluding oil will remain structurally in deficit, reflecting the fragility of the internal balance obtained at the cost of significant sacrifices in public spending. Furthermore, their downward trend foreshadows a fragility in the public finance situation. Furthermore, the strong

Contraction of public spending could jeopardize the achievement of economic recovery objectives and the achievement of forecast results, if the expected reforms and rigor in management are not effective.

C. EXPECTED DEVELOPMENT EFFECTS

has. Growth in per capita income

733. At the social level, developments will be affected by changes in both revenues (oil and non-oil) and public spending. Income growth remains insufficient to bring about a reduction in poverty and a clear improvement in the living conditions of the population. Indeed, with population growth of around 2.6% per year, real economic growth of 1% on average per year over the period 2018-2022 will result in a decline in real per capita income of of the order of one and a half points per year. Which, instead of an improvement in the living conditions of the populations, will manifest itself, on the contrary, in a deterioration. However, the effects on populations will be more contained due to the fact that poor performance is mainly inherent to oil production. The non-oil sector, more anchored in social development, will show an increase above 2.5% from 2021 and will reach 4% by 2022, which means a return to improvement in real per capita income. .

b. Employment

734. Although in the absence of data, employment is not projected by the tools used. It is expected to evolve in line with performance in non-oil activities.
Thus, the average growth of 1.3% which will be recorded over the period in terms of non-oil GDP will be accompanied by job creation. In addition, this growth will be driven by the agricultural sector and the development of services related to tourist activities (hotels, transport, restaurants) which are very labor intensive. This would then result in a reduction in unemployment.

vs. Poverty reduction

735. Over the period of implementation of the PND, taking into account the weakness of growth resulting from both budgetary constraints which limit State interventions and revenue contractions inherent to the poor performance of the oil sector, the rate of Poverty estimated at 37.2% in 2016 should experience a slight increase before beginning to decline over the last two years (2021-2022) following recovery efforts.

d. Human development

736. At the level of human development, despite the efforts that will be made by the Government to increase the resources devoted to it, due to the already very limited budgetary margins, it will be difficult to achieve convincing results. At the very least, by including these sectors among its priorities, the Government will limit the deterioration of the social situation that began in 2014 with the drop in income.

737. In terms of health, on the other hand, the efforts made by the Government over several years, with the improvement of the technical platform and the increase in the provision of care, should produce some results. Indeed, in this sector, many large investments have been made. Efforts will now focus on the operationalization of certain investments through completion activities. As a result, the infant and child mortality rate estimated at 68 per 1000 live births will show an improvement.

D. RISKS

738. The profile of the Congolese economy described above reflects hypotheses formulated around adjustments to expenditure with a view to budgetary rebalancing, the rigorous implementation of reforms and action plans at the level of financial authorities which will make it possible to make significant gains in performance, which translates into a clear improvement in the rate of tax pressure. It also reflects the rigorous implementation of reforms aimed at significantly improving the quality of public spending, in particular public investments to increase their impact on economic growth, as well as other more general reforms which will contribute to improving the climate. business for more private investment. These hypotheses result in non-oil GDP growth which would reach 4% by 2022. However, if budget cuts (expenditure profile) can be obtained overnight by a simple decision of the budgetary authorities, experience has shown that the implementation of reforms, especially profound reforms, takes time and often encounters resistance because in many cases it is accompanied by changes in habits, upheavals in the balance of power, and sometimes involves the taking of unpopular decisions. Even without any spirit of complacency and lack of rigor, the authorities can be confronted with dilemmas which lead to delaying certain reforms, which are nevertheless crucial and trigger significant effects, especially when these can undermine the well-being of the populations. already in pain. Also, it is appropriate to question the profile that the economy would have if the hypotheses linked to reforms, to the significant improvement in the quality of public management and to the significant gains in the performance of financial authorities do not come true. .

739. Furthermore, in addition to the country's capacity to carry out reforms, the hypotheses remain dependent on the absolute rigor in the implementation of the PND 2018-2022 and key programs on the one hand, and on the evolution of the environment international economic situation and the internal socio-political situation on the other hand. In any event, any notable change in

the evolution of its main assumptions could have an impact on the growth rate, the evolution of public finances, social developments (the reduction of poverty as well as other social indicators).

740. This is why the Government will make the necessary efforts to respect the priorities it has defined. With this in mind, it will implement certain measures and actions aimed at increasing resource mobilization. Efforts will focus in particular on non-oil resources to partly compensate for the low level of oil resources, but also actions to monitor the mobilization of oil resources will also be strengthened to mobilize the maximum possible resources, despite the drop in the level of oil resources. production and keeping prices low.

741. Furthermore, it will ensure greater rigor in the allocation of resources mobilized with reference to the priorities defined in the PND to: (i) support development in the agriculture and tourism sectors; (ii) improve economic and social infrastructure services (roads-electricity-water-education-health); (iii) enable the implementation of actions aimed at substantially improving economic and financial governance with a view to encouraging the private sector to make more investments, particularly the external private sector.

742. In terms of public debt, the Government is well aware that Congo's debt rate is already quite high. This is why, during the 2018-2022 period, it will define and implement a prudent and controlled public debt policy favoring debt at concessional rates given the already high debt rate.
But above all, the Government will observe great rigor in the use of debt resources which will be mobilized for allocation to social and/or economically profitable expenditure.

743. Drawing lessons from the implementation of the 2012-2016 PND, the Government will observe such rigor and avoid falling into the same errors, namely: (i) budgetary allocations not aligned with the priorities of the PND and therefore a significant portion of the budget over the period devoted to “non-PND” actions; (ii) underperformance in budget execution (significant gaps between forecasts and achievements) exposing public finances to slippage; and (iii) an accelerated rate of debt and a lax use of debt resources coupled with an ineffective debt level monitoring and alert mechanism.

744. Simulations were carried out around two main scenarios based on the major risks surrounding the implementation of the reforms and the PND. The first “business as usual” trend scenario is based on heavy implementation of the main reforms and key programs/projects of the 2018-2022 PND. The second scenario relates to the requirements that the hypotheses must meet, in particular the profile of public expenditure, to strengthen the resilience of the economy and make it possible not to move away from the growth objective of the non-oil sector, even in the event of occurrence of certain major risks.

745. **The first trend scenario** indicates that, under the assumptions of the reference framework, in particular the profile of public expenditure, and with the current conditions of the economy, the level of growth of the non-oil sector of relative "robustness" would oscillate around 2.5% over the period 2018-2022. The sustainability of this growth is tested with the ICOR which would be around 7, consistent with the results recorded during 2014 and 2015.

746. **The second scenario, relating to the requirements that the hypotheses should meet, in particular the profile of public expenditure, to strengthen the resilience of the economy and make it possible not to move away from the growth objective of the non-oil sector (4 % in 2022),** indicates that a non-oil investment rate of around 40% is required. Knowing that the private investment rate excluding oil over the period would be 12% on average, the public investment rate should be around 30%, i.e. the same conditions as in 2014. This investment rate would correspond at a level of spending which would increase from 1,500 billion (in nominal terms) in 2019 to reach 3,000 billion in 2022, and would make it possible to make up for the delays accumulated between 2014 and 2018, after the drastic cuts in investment spending (compared to 270 billion on average projected in the referen

747. Furthermore, resilience tests in relation to the hypotheses linked to the rigorous implementation of the PND on macroeconomic and social developments indicate that it is necessary to observe rigorous implementation of the PND to obtain stronger growth. , even if it still remains insufficient to inject real momentum into improving the living conditions of populations. Furthermore, analyzes have shown that the solution that would guarantee macroeconomic and financial stability in Congo is the expansion of its productive base and the reduction of dependence on oil. However, this cannot be done without a strong contribution from the private sector, through increased mobilization of external investment. This is why the Government must persevere in respecting its commitments to ensure rigorous implementation of the PND and create the necessary conditions to attract external private investment. This will relieve the State budget in financing the economy on the one hand, and on the other hand the activities which will be undertaken by the private sector will generate resources to increase the Government's room for maneuver which will thus be able to concentrate and quickly fill the gaps in sovereign areas.

748. In order to prepare for the effective implementation of the PND, the Government intends to organize consultation with all stakeholders concerned to put in place structures and procedures for a certain number of key processes for the annual execution and revisions of strategies and action programs. This consultation will aim to produce a manual of procedures for planning, programming, budgeting and execution of actions.

749. The main processes include: (i) the preparation and strengthening of sectoral strategies, operationalized by PPAPs; (ii) investment planning, identification, economic and social evaluation, programming in a PIP, budgeting, and monitoring of the execution of investment projects; (iii) budgetary programming ensuring alignment of the budget with the priorities of the PND, and the preparation of the budgetary orientation document (DOB); (iv) mobilization of international public resources through cooperation; and (v) the organization of the implementation of diversification strategies for the sectors retained in the PND.

750. In each case, the main actors – public and private, processes, products and timetables will be identified. The details of these processes are recorded in operational annex 4 of the PND, namely the Processes and Procedures Manual.
The sections below provide an overview of these processes.

A. PREPARATION OF SECTORAL STRATEGIES AND THE PREPARATION OF PPAPs

751. The review noted that the absence or weakness of sectoral strategies constituted one of the weak links in the Congo's strategic and operational planning system. It is also what most hinders the quality of choices and therefore the effectiveness of action programs. This weakness means that a large part of the projects proposed by ministries during budgetary discussions or during the development of five-year plans are ad hoc projects, often initiated by the ministerial authorities of the moment, without sectoral strategic anchoring, let alone global. . This also means that projects are often roughly costed, poorly sequenced in time, poorly informed in terms of prerequisites or accompanying measures, etc., because they do not clearly fit into a strategic, logical and chronological framework. This also poses considerable monitoring problems. Indeed, the weakness or absence of a sectoral strategy results in difficulties in securing

projects have clear strategic and operational objectives, and therefore to set targets and clearly identify monitoring indicators.

752. The Government is determined to correct these essential problems which undermine the quality of the national development plan projects. To this end, it intends to define a study program with the sectors in order to assist them in preparing or revising their sectoral strategies and operationalizing them through PPAPs. In practice, the Government intends to designate a few important sectors each year to prepare or revise sectoral strategies and PPAPs. We will start with areas of concentration, notably human resources and diversification.

These studies will be financed by the study fund which is already in place at the Ministry of Planning.

753. To facilitate this project, an operational unit will be set up during the operationalization phase of the PND. Its mission will be to:

- *identify each year the candidates for studies for the preparation of sectoral strategies;*
- *propose a procedural guide for the preparation of sectoral strategies and their translation into PPAP through logical planning and programming frameworks;*
- *propose the outline of the sectoral strategy document, placing emphasis on the diagnostic study, strategies, programs, transversal programs and flagship projects.*
- *develop a job training program to support the Plan teams and sectoral ministries in the preparation of sectoral strategies.*

B. PLANNING AND EXECUTION OF INVESTMENTS

754. Public investment planning constitutes the complement and endorsement of that of the preparation of sectoral strategies and their translation into programs and projects. The projects constituting the PPAPs are broadly of two kinds: (i) specific measures or reform programs not requiring significant investment; or (ii) investment projects – studies, construction, rehabilitation and equipment.

755. ***For policies and reforms.*** A special committee for monitoring policies and reforms is more than desirable. Among other things, it would allow for better discussion and

formulate policies, particularly macroeconomic and commercial, to prepare reforms, such as in public finances, in administration, in social services – education, health, etc. Finally, it would make it possible to monitor the implementation of measures and reforms. An operational unit must be set up for this purpose.

756. ***For public investment projects.*** Equally essential is the strengthening of the entire public investment planning chain. The PND review 2012-
2016 noted that the weakness of the investment planning chain is a major cause of problems with the quality of choices and also of their low financial efficiency. Indeed, the lack of rigorous studies prior to programming often means unripe projects, which are only 'ideas', whose relevance with regard to sectoral or global strategic objectives is difficult to assess, whose costs cannot be be only roughly estimated, and therefore funding is rarely identified, and therefore implicitly borne by the State's own resources.

757. The result of these weaknesses is that even when budgeted, the execution of projects is subject to significant delays, due to the need to undertake additional studies, refine costs, identify and secure additional financing, etc. This is also one of the causes of the low execution rates of investment budgets.

758. ***Strengthening the investment planning chain means ensuring that project ideas go through the traditional stages of evaluation and programming.*** This involves ensuring that projects broadly meet the following criteria:

- *projects are studied according to the criteria of strategic relevance and economic and social profitability;*
- *projects are recorded within each ministry in a bank projects validated by the ministry in charge of the plan;*
- *the projects have identified funding;*
- *programming and budgeting rules are clearly defined;* • *all projects with identified and strategically aligned financing are recorded in a Multi-annual Public Investment Program for the years of the PND;*

- *only projects recorded in the PIP are eligible for the programming in the annual investment budget.*
- *all projects which are in execution must be monitored through a monitoring software package developed for this purpose, which makes it possible to know at any time the state of execution of the projects, until their delivery.*

759. A system is already in place through the Ministry in charge of Planning for the effective planning of investments. However, as in many other cases, the system is not very functional due to lack of resources, which is the consequence of a lack of attention from the authorities. The Government is determined to remedy this, recognizing that strengthening investment planning is an essential condition for improving their quality and reducing their budgetary impact.

760. The operational unit will have the mission of proposing the strengthening of the chain, procedures and processes for identifying studies and their validation. She will also be in charge of identifying investment programming and monitoring tools. Finally, it will ensure the strengthening of the PIP, specifying the programming criteria, the links with the PPAPs and the annual public investment budget, as well as the timetable for the preparation and annual review of the PIP in line with the rest of the programming process and annual strategic budgeting.

C. STRATEGIC BUDGETING

761. The objectives of the PND cannot be achieved if adequate financial means are not allocated to the sectors according to the priorities of the PND and the needs of the sectoral programs, particularly in the areas of concentration as well as in the areas and measures of accompaniement. Ensuring this marriage between the national plan and the annual state budget constitutes the major challenge for the effective implementation of the PND. This involves transforming the budget into a key instrument for the economic and social development of Congo.

762. To ensure this alignment of the budget with the PND, the process of preparing the budget must be reformed to bring it into line with that of programming PND actions. In practice, this involves synchronizing sectoral programming activities (PPAP and PAP processes) with those of budget preparation – sectoral discussions, macroeconomic and budgetary framing, pre-conferences and budgetary conferences, etc.

763. An operational unit will be set up for this purpose, bringing together the key players in this process, notably the Plan, the Budget and the Economy, as well as the sectoral DEPs. We will then define the calendars, processes, products for this interaction between planning and budgeting throughout the year. We will specify in particular:

- *the schedule of conferences on action plans, challenges and needs relative;*
- *the format and timetable for the production of the Guidance Document Budgetary (DOB), which is used to develop the overall macro and budgetary framework,*

and to profile the preliminary drafts of sectoral allocations of envelopes, for the preparation of budgetary conferences;

- *the format of budget discussions – advocacy documents, and summary documents for facilitating arbitrations;*
- *the format and timetable for the production of the annual macroeconomic and budgetary programming report (RPMB), which accompanies the finance law of the year, and explains the strategic, contextual and financial contours of the budget;*
- *the format and timetable for the development of the annual tranche of the PPAP into a program of budgeted actions (the Annual Performance Project);*
- *the alignment of the planning, programming and strategic budgeting processes according to the PND, the PPAP and the CDMT, with the new program budgeting procedures that the Government has adopted and is in the process of institutionalizing.*

764. This work will make it possible to produce a procedures manual for the strategic alignment of the budget, including schedules for the budget preparation processes, annual review and revision of the PPAP and preparation of the PAP, and the preparation of macroeconomic framework documents. and budgetary, in particular the DOB at mid-term during the period and as a preliminary to budgetary conferences, and the RPMB as an analytical report on the strategic contours, macroeconomic and financial constraints and sectoral priorities of the annual budget.

765. The implementation of the PND 2018-2022 and its success include essential imperatives, including the establishment of a permanent and effective information system for monitoring and evaluation with a view to: (i) providing in reasonable deadlines, to national authorities, appropriate information on progress in achieving development objectives; and (ii) understand the changes induced by the implementation of priority projects and programs of the PND 2018-2022 for a real improvement in the living conditions of the Congolese populations. To this end, it is necessary to have an adequate monitoring and evaluation system, which is operational, capable of influencing political decisions and guiding the strategic choices of economic and social policies.

766. As a reminder, the review of the institutional and statistical system for monitoring and evaluation of the 2012-2016 PND revealed that it did not really work. Some monitoring and evaluation activities were carried out in a scattered manner without effective national coordination in relation to all groups of development actors. The analysis of the operation of the said system led to the following main conclusions: (i) the weakness of the National Statistical System (NSS); and (ii) institutional problems hampered implementation and therefore reduced the performance of the plan.

767. To compensate for these shortcomings, monitoring and evaluation will: (i) monitor the programs and actions of the PND 2018-2022; and (ii) the periodic evaluation of the performance of the implementation of the PND.

A. MONITORING PROGRAMS AND ACTIONS

768. Monitoring is a continuous process of systematic collection of information, according to indicators chosen to provide managers and stakeholders of an ongoing development action (intervention) with information on the progress made, the objectives (results) achieved and the use of allocated funds.

769. Monitoring PND programs and actions consists of monitoring the execution of actions programmed in the PND, in all ministerial departments. This involves observing that the planned actions are carried out and assessing the level of achievement of the targets through performance reports and statistical indicator tables.

770. Since monitoring activities are based on the collection, storage, processing and analysis of data, the National Institute of Statistics (INS) is at the heart of the monitoring system.

771. Monitoring of PND programs is carried out through five blocks of activities: (i) monitoring of ministerial action programs (monitoring of annual performance projects), (ii) monitoring of the public investment program (PIP), (iii) monitoring of the macroeconomic program

and financial resources of the Government, (iv) monitoring of the governance program, and (v) monitoring of the co-financing public investment program.

772. This work is essentially the responsibility of the ministry in charge of Planning in collaboration with sectoral ministries.

B. EVALUATION DES PERFORMANCES

773. The evaluation of the performance of the implementation of the PND is the other major activity of the PND monitoring and evaluation system. Its aim is to evaluate the progress made towards achieving the overall objectives of the PND, to assess the impact of actions on the target populations and actors (private actors, gender, young people, etc.). It also makes it possible to raise awareness among all stakeholders on the progress of the implementation of the national plan, to demand accountability from the various public actors and to make timely adjustments mid-term, in order to strengthen the performance of the entire PND. Performance evaluation can be done on an ad hoc or periodic basis. This activity is coordinated by the Prime Minister and fueled by the results of monitoring programs led by the Minister in charge of Planning.

774. The institutional framework for evaluating the performance of the PND includes a National Evaluation Council (CNE) of the PND 2018-2022 organized at five levels: the steering committee, technical coordination, the permanent technical secretariat, the directorates of studies and planning and departmental coordination.

775. The Steering Committee. It is the decision-making body and the highest instance of the PND 2018-2022 evaluation system. He is responsible for providing strategic guidance for coordinating the implementation of the evaluation. It constitutes a framework for national consultation and political dialogue between the Government and its partners on development issues organized around the PND. The Steering Committee is chaired by the Prime Minister, Head of Government assisted by the Minister in charge of Planning. It also includes the minister in charge of finance, the minister in charge of the economy, the minister in charge of state reforms, the minister in charge of justice, the minister in charge of decentralization and the minister in charge of land use planning.

776. Technical coordination. This is the second instance of the device. It operationalizes the decisions and strategic orientations of the steering committee (COPIL). Its missions are to ensure the functioning of the evaluation mechanism, the effectiveness of the implementation of administrative and technical monitoring activities and the availability of the various products expected to animate the CNE. The minister in charge of planning serves as president, the minister in charge of finance serves as vice-president, and the other members are representatives of the ministers in charge respectively of the economy, state reforms, justice, decentralization and territorial planning.

777. Technical coordination relies on the expertise of member structures in their areas of expertise, however, it may use any other structures or external expertise deemed necessary to achieve the monitoring and evaluation objectives of the PND.

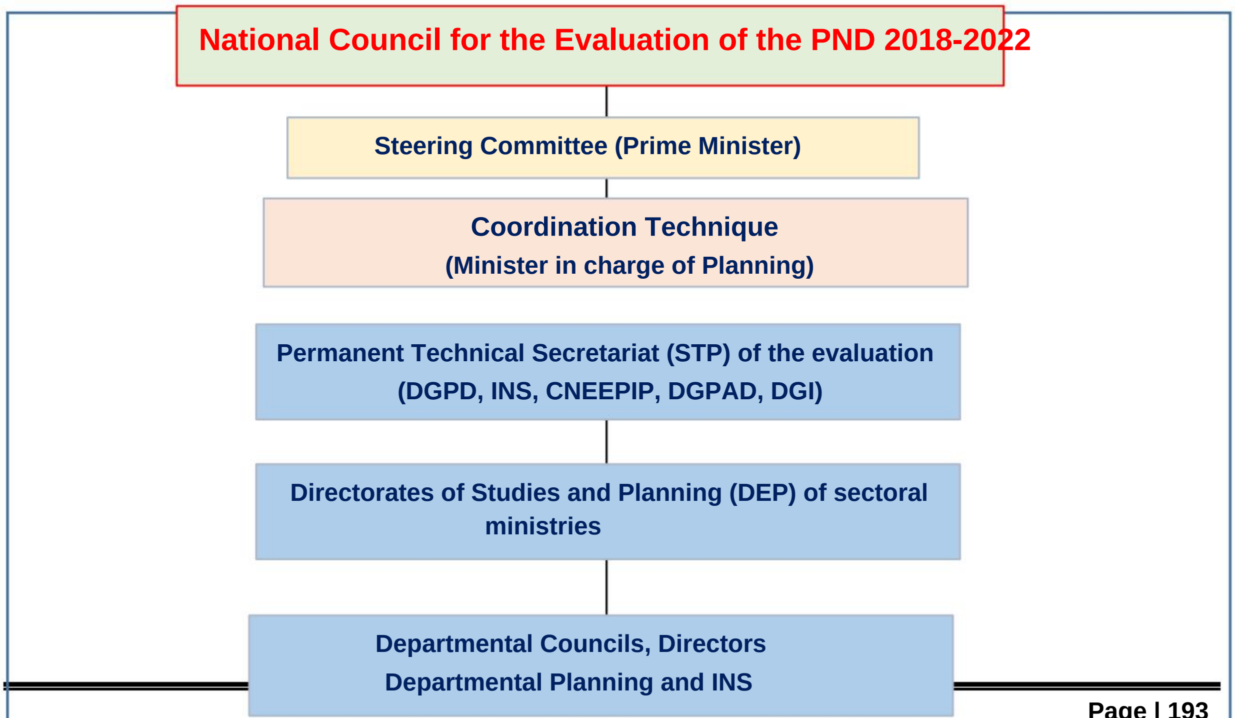
778. The permanent technical secretariat (STP). Technical body, placed under the supervision of the General Directorate of Planning and Development (DGPD), it is assisted by the General Delegation for Major Works (DGGT), the General Directorate of the Budget (DGB), the General Directorate of the Economy (DGE), the National Institute of Statistics (DG/INS), the National Center for Studies and Evaluation of Public Investment Projects (CNEEPIP), the General Directorate of Budgetary Control (DGCB), the Inspectorate General Directorate of Finance (IGF), the General Directorate of Public Procurement Control (DGCMP), the General Directorate of the Treasury (DGT), the General Directorate of Integration (DGI), the General Directorate of Development Partnership (DGPAD) etc. .

779. The STP is the linchpin of the evaluation system. Its main mission is to coordinate the technical activities to evaluate the performance of the implementation of the PND 2018-2022 and to assist the Technical Coordination. The STP is the rapporteur of the steering committee.

780. The Departments of Studies and Planning (DEP). They are the focal points of the monitoring and evaluation system within the ministries and their missions are in particular to ensure the consistency of the strategy, the action plan and the implementation across the projects.

781. Departmental Coordination. It is led by the departmental planning director supported by the departmental statistics director. Its mission is to coordinate the carrying out of the performance evaluation of the implementation of the PND 2018 – 2022 at the departmental level.

Box 4: Diagram of the institutional system for evaluating the PND 2018-2022



CONCLUSION

782. The PND 2018-2022 scenario reflects the strong ambition of the Government!

783. All the hypotheses expressed throughout the PND 2018-2022 file remain dependent on the absolute rigor in the implementation of the plan and key programs on the one hand, and on the evolution of the international economic environment and the internal socio-political situation on the other hand.

784. With drastic and sustained execution, the options retained would make it possible to stabilize public finances, redress the country's external position, initiate State debt reduction, and revive non-oil GDP growth.

785. On a social level, as the growth of non-oil GDP would exceed that of the population from 2021, the incidence of poverty would experience a slight decline over the last two years of the plan. The same would apply to social indicators, particularly in education and health.

786. Experience has shown that the implementation of reforms takes time and often encounters resistance because in many cases they are accompanied by changes in habits and sometimes this involves taking unpopular decisions. The implementation of such reforms may be confronted with dilemmas which lead to delaying some of them, even though they are crucial and trigger significant effects, especially when they can undermine the well-being of populations already suffering.

787. In terms of public debt, the Government is well aware that Congo's debt rate is already quite high. The Government will define and implement a prudent and controlled public debt policy favoring debt at concessional rates. But above all, the Government will observe great rigor in the use of debt resources which will be mobilized for allocation for the benefit of social and/or economically profitable expenditure.

788. Furthermore, the Government will ensure greater rigor in the allocation of resources mobilized with reference to the priorities defined in the PND to: (i) support development in the sectors of agriculture, tourism and the industrialization of our economy; (ii) improve economic and social infrastructure services (roads-electricity-water-education-health); (iii) enable the implementation of actions aimed at substantially improving economic, financial and judicial governance with a view to encouraging the private sector to make more investments, particularly the external private sector.

789. Drawing lessons from the implementation of the 2012-2016 PND, the Government will avoid falling into the same mistakes, namely :

- budgetary allocations not aligned with the priorities of the PND and therefore a significant part of the budget over the period devoted to “non-PND” actions;

- underperformance in budget execution (significant gaps between forecasts and achievements) exposing public finances to slippage;

- an accelerated rate of debt and a lax use of debt resources coupled with an ineffective debt level monitoring and alert mechanism.

790. Going in the direction of greater budgetary discipline, the law seals the useful linking of the finance law, of an annual nature, to the provisions of the law relating to the programmatic framework of public policies and programs, of a five-year nature.

791. This articulation establishes the expected consistency between the economic, social and environmental development options recorded in the PND and the budgetary entries in the finance laws during the 2018-2022 period.

792. Thus, the law provides in its articles 2 and 3 that the national development plan 2018-2022 guides regional integration policies and programs and the intervention of development partners. In addition, it establishes (i) the inclusion of programs, projects and actions, constituting the national development plan in the finance law of each year during the period 2018-2022 and (ii) their financing as a priority.

793. The Government is aware that all the challenges facing the Congolese economy cannot be met in five years. However, he wants to demonstrate his political will to move resolutely towards the development of the Congo, to go further together and therefore make the National Development Plan (PND) 2018-2022, this shepherd's star which indicates the path to follow.

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