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**National Council for Economic Policies
(CNPE)**

Executive Secretariat



REPUBLIC OF CÔTE D'IVOIRE

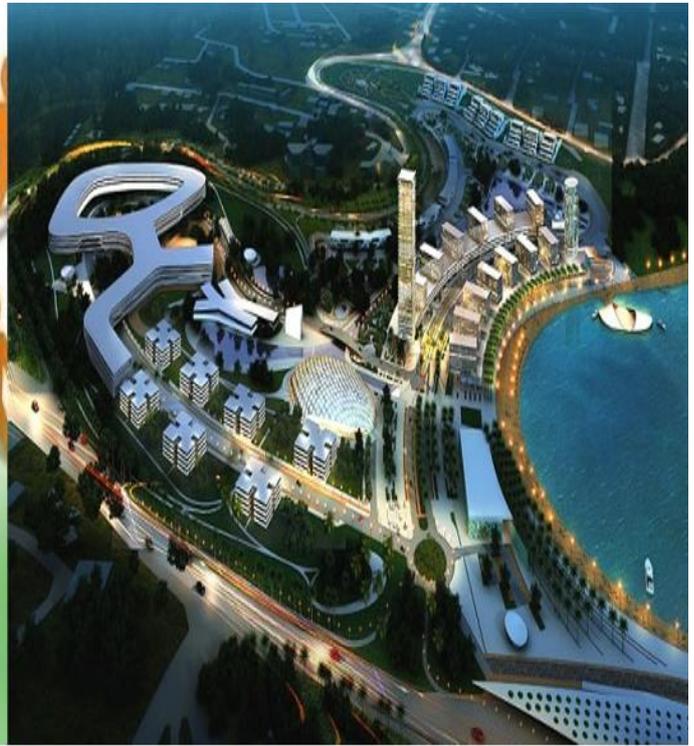
Union – Discipline – Work

Strategic Plan

Côte d'Ivoire 2030

Summary

Abidjan, December 2021



Cote d'Ivoire 2030

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List of acronyms and abbreviations

HCI	Human Capital Index
GDP	: Gross Domestic Product
SME	: Small and Medium Enterprises
NDP	: National Development Plans
PSCI-2030	: Strategic Plan "Côte d'Ivoire 2030"
USD	: United States Dollar

1. Introduction

Côte d'Ivoire seeks to deepen the structural transformation of its economy and the cultural transformation of its institutions and governance in order to accelerate inclusive and sustainable development during the decade of 2020-2030. In order to effectively identify and articulate strategies and programs for achieving this goal, the Ivorian Government has launched a major work program since July 2018 to develop a Strategic Plan called "Côte d'Ivoire 2030" (CI2030). This Plan constitutes a long-term vision document, a reference framework for the action of the entire Government and for its partnership and policy dialogue with its domestic as well as external partners, and indeed with all key state-holders and components of the Ivorian society. As a long term vision document, CI2030 also seeks to inform the strategic choices and priority programs of the operational five-year national development plans (NDP 2021-25 and NDP 2026-2030), and to facilitate the achievement of the Sustainable Development Goals (SDGs) by 2030.

"Côte d'Ivoire 2030" capitalizes on the lessons learned from the country's young history – 1960-2020, but also from the experience of countries that have achieved rapid transformation since the 1960s. This process of self-evaluation and 'cross-country' analysis has helped the Ivorian Government to identify the major development policy options that are best suited to the current situation of the country.

As a matter of fact, *the Ivorian Nation has had a history dotted alternately with decades of glory, disappointment, and hope.* During its *period of glory (1960-1979)*, Côte d'Ivoire experienced a remarkable pace of socio-economic development. Thanks to a combination of favorable international conditions and ambitious and judicious policies choices carried out by a proactive State, the country was able to achieve rapid economic transformation, sustained economic growth (around 7% on average annually) and remarkable social development. As a result, Côte d'Ivoire's *GDP per capita in 1980 was on-par with that of Malaysia, and well above those of countries such as China and Vietnam.*

However, from 1980 onwards, these performances proved fragile and could not withstand the negative impact of a combination of adverse developments, including unfavorable international conditions, excessive State indebtedness, and the onset of political instability and social tensions. As a result, Côte d'Ivoire stagnated and then regressed considerably during three decades - *1980-2010*. As an indication, the Ivorian GDP per capita declined by more than 53% during those three decades - from USD 2,417.3 in 1979 to USD 1,131.4 in 2011.

However, as Côte d'Ivoire has progressively regained and consolidated peace and political stability since 2011, the country has returned to a sustained and robust economic growth - around 8% on average annually. This has rekindled *high hope* of continued and accelerated economic and social development for the next decade.

The country is well aware of the fragility of this economic renewal, mindful of its own past experience, but also recovering from the shock of the COVID-19 pandemic of 2020-2021. The Government is therefore resolute to remain vigilant and diligent and to deploy the most effective policies and actions plan in order to consolidate recent gains and ensure sustained **and inclusive economic transformation and growth that can benefit all Ivorians**. The Present 2030 Strategic Plan is the unique vision document that articulates the strategies and programs for that purpose.

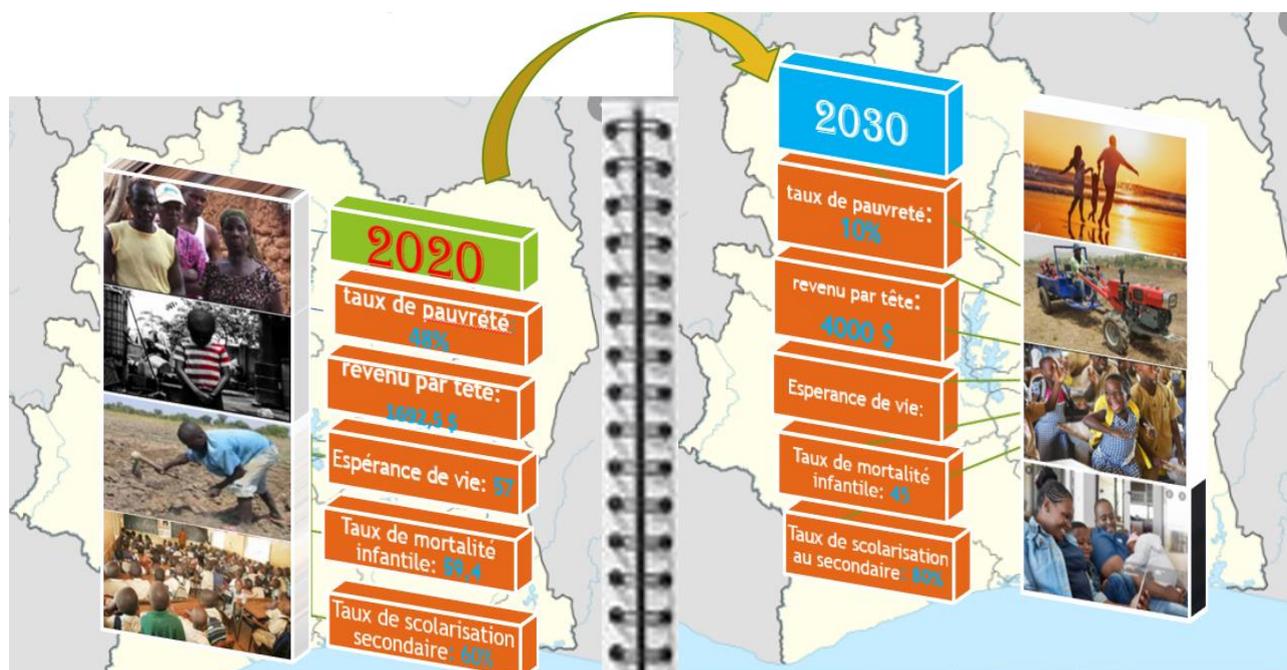
2. Vision for the Decade: Consolidating the Recovery and Accelerating the March towards Inclusive Development

The country's ambition is *to propel Côte d'Ivoire from the low to the middle bracket of middle-income countries and the majority of Ivorians into the middle class by 2030*. This requires a significant increase in per capita income from around \$1,722 (USD-2010) in 2020 to around USD 4,000 in the early 2030s. This means a 7% growth rate of GDP per capita per year and around 10% GDP growth per year over the decade, assuming population continues to grow around 3% per year.

In light of this objective, Côte d'Ivoire's performance in recent years, although very encouraging, remains fragile and would fall short of the country's stated ambition. Moreover and before the onset of the COVID-19 pandemic, the economic recovery was showing signs of slowing down, and the social impacts expected from economic growth in recent years – in terms of employment and poverty reduction - are slow to emerge. To address this crucial challenge and maintain the country on a sustained and inclusive growth path, CIV2030 *proposes a transformative program for the Ivorian economy and society*.

CIV2030 is a unique opportunity as well as a necessity and an urgency. It offers a coherent strategic framework as well as well-designed implementation and monitoring systems that will ensure the effective execution of the proposed action plans.

3. Major challenges to be met



On the path of the vision thus mapped out, there are a multitude of challenges, the main ones being:

- (i) *the weak transformation of the structure of the Ivorian economy;*
- (ii) *insufficient physical capital (in quantity and quality) and weak private sector development still inhibited by an unfavorable business climate;*
- (iii) *insufficient human capital (in quantity and quality);*

- (iv) *insufficient impact of economic growth on job creation and poverty reduction; and*
- (v) *deficiencies in public and private governance that hinder private sector investment and growth.*

Indeed, recent trends indicate that despite the strong growth of recent years, ***the structure of the Ivorian economy has hardly changed***. It remains, as in the past, highly dependent on the primary sector; this makes growth unstable due to the volatility of primary commodity prices. Thus, although a world leader in cocoa and cashew nuts, Côte d'Ivoire processes only 7% and 6% respectively of these products.

This stagnation is partly due to ***the insufficient quantity and quality of physical and financial capital***. Indeed, Côte d'Ivoire would have to increase its investment rate from 22% to at least 30% of GDP to hope to build up a stock of private capital and productive infrastructure commensurate with the needs and ambitions of modernizing the economy and society. In comparison, China and Ethiopia have an investment rate equivalent to about double that of Côte d'Ivoire (more than 40%!).

The private sector, which should be able to draw domestic as well as foreign investment, faces considerable difficulties assuming its role because it is weakened by an unfavorable business climate and a State that is not very attentive to its needs. Indeed, while the private sector has remained by far the main contributor to economic growth, job creation and the State budget, it does not receive adequate enough attention and support from the State, considering the magnitude of its needs and the burden that it is tasked to carry-out in the ambitious national growth and transformation program. The inadequate attention is the main reason why the Ivorian economy is struggling to promote national champions that are capable of conquering new markets and expanding market shares in the subregion as well as internationally.

The private sector is also handicapped by ***the weakness of the national human capital stock***. The Human Capital Index (ICH) published by the World Bank is very revealing in this respect. Indeed, with a score of 0.35 (2017 value), Côte d'Ivoire ranks below the average of sub-Saharan African countries (0.40), and far behind the average of East Asian and Pacific countries (0.61). The ICH reveals in particular the poor performance of the Ivorian education system, with only 49% in completion rate in lower secondary education (against 98% for Vietnam!); and the low quality of the health and social protection system, as revealed by a life expectancy at birth of only 57 years (compared to more than 67 years for Senegal and over 70 years for Vietnam, Malaysia and China!).

The other major challenge is ***to make Ivorian economic growth more job-creating and poverty-reducing***. Indeed, because of the 'extraverted' nature of a large part of its economy, which is outward-looking and dominated by foreign multinationals, Côte d'Ivoire is failing to create enough jobs despite its strong and sustained growth record. Thus, more than 40% of the Ivorian working population has withdrawn from the labor force, and almost the same proportion of the population (39%) is below the poverty line. CI2030 aims to correct these puzzling 'paradoxes' by making growth more inclusive and prosperity more broadly shared.

Finally, ***the issue of governance remains a most critical challenge***. Governance (in all its dimensions – political, security, judicial, administrative and economic) is the foundation and the catalyst of economic and social development. Poor governance is often the main cause of the persistence and the spread of poverty, inequality, exclusion and socio-economic marginalization. It is also the main cause of the erosion of political consensus, social cohesion and the emergence, the persistence and the gravity of conflicts. Côte d'Ivoire has not yet overcome these handicaps (poverty, inequality, marginalization, lack of social cohesion, etc.). Hence, the centrality of transforming governance in this strategic plan.

4. Strategic Plan Objectives

The central strategic objective of this Plan is *to ensure that by 2030, the Ivorian economy is industrialized, that the Ivorian people are mostly free from poverty and vulnerability, and that they have access to the quality of life of middle class populations worldwide.* The Plan aims at both a profound economic transformation (to generate sufficient resources) and social transformation (to lift as many people as possible out of poverty and maximize the well-being of the greatest number). In other words, it is a **plan of emergence with a human face.**

The plan aims to raise average per capita income from \$1,722 (USD-2010) in 2020 to close to \$4,000 in 2030. It also seeks to intensify economic growth and make it inclusive enough to reduce income poverty from 39% [2018] to less than 20% of the population in 2030. The underlying assumption is that the Ivorian population will continue to grow at a rate of 2,6% per year, which would raise the headcount from 26.9 million in 2020 to 35 million in 2030. The Plan also seeks to strengthen the education system enough to absorb the 17 million [50%] young people under the age of 25 that will need to be educated (30% more than the 2020 level). The workforce will comprise approximately 16 million Ivorians (55% more than the 2020 level) to whom it will be essential to offer motivating and rewarding jobs.

<i>Principaux objectifs stratégiques 2021-2030</i>			
Objectifs/repères	2020	2025	2030
Population (millions d'hab.)	27	31	35
Revenu par tête (\$ 2010)	1 722	2415	3 444
Pauvreté (% population)	39%	27%	< 20%
Emplois (millions)	8	-	16
Espérance de vie (ans)	57	62	67
Education primaire (TNS)	91,3	96	100
Education secondaire (TNS)	51	65	80

To sustain and support the stated economic transformation and inclusive development objectives, it is essential that *all Ivorians be adequately equipped so they can effectively tap into new opportunities, contribute to economic activities and share in the increased prosperity.* This means broadening and facilitating access to productive assets (land, education, health, social protection, housing, water, electricity, internet, transport infrastructure, etc.), especially to the vulnerable groups – women, youth, small farmers, the poor, etc..

At the same time, while promoting the inclusion of all in accelerated wealth creation and enhanced distribution, the State will continue to *support all citizens, especially the most vulnerable, by maintaining a system of national solidarity where all enjoy a minimum of coverage against shocks (health, security, economic and environmental).*

Finally, with regard to the overarching issue of governance, the State will profoundly reorganize itself in order to become an effective *partner to the private sector*, leading, supervising and supporting private operators in the conquest of markets in the region and in the world. All the while, the State will transform and modernize itself – its ways and its culture – in order to significantly raise its *performance* to the level required to effectively orchestrate and lead the whole process of economic and social transformation. The improved efficiency will allow the State to optimizing the use of public resources, maximizing the quality of public services for the benefit of the private sectors and the entire populations.

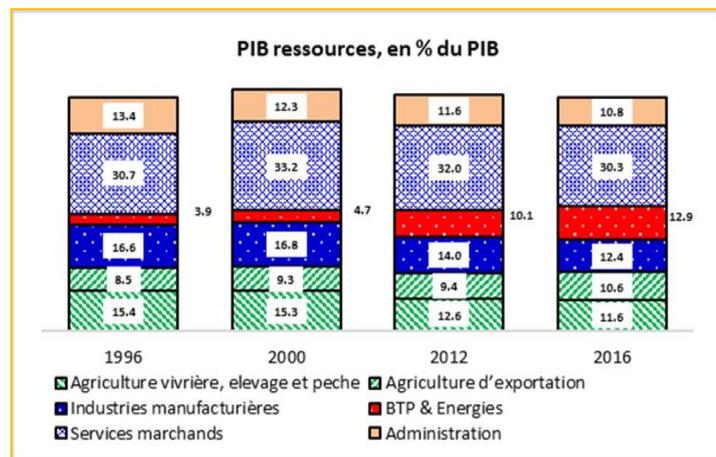
5. Axes and Pillars of the Strategic Plan

The Plan proposes a combination of macroeconomic and sector strategies with priority programs and flagship actions for the decade. These strategies and programs are grouped in **two complementary axes**, namely *1) economic and social transformation, and 2) structural and cultural transformation of administration and governance.*

Axis 1: Economic and social transformation

The first axis aims to accelerate Côte d'Ivoire's economic and social transformation and its rise to middle-income status by 2030. It is divided into five (5) development pillars.

(i) **Pillar I.1: Structural transformation of the economy**, through sustained public attention and intensified partnership with the private sector, which will increase investment in growth-enhancing sectors that generate jobs and decent incomes.



(ii) **Pillar I.2: Strengthening human capital and promoting employment**, in particular by ensuring adequate education for all Ivoirians and young people in particular in order to better equip them to absorb modern technologies, contribute to growth, employment and thus raise incomes and improve living conditions. It also means preserving human capital to ensure its longevity through appropriate health and social protection policies.

(iii) **Pillar I.3: The strengthening of private operators and public and private physical capital**, in order to improve the overall competitiveness of the economy. These include strategies and programs to promote the private sector and investment, develop finance and infrastructure, strengthen the business climate and expand domestic, regional and international markets to increase trade and investment.

(iv) **Pillar I.4: Strengthening the social sector and promoting solidarity and inclusion.** This means promoting the participation of all in economic development and improving access to essential economic and social services. Special attention will be paid to the most vulnerable people (women, young people, disabled, elderly people, etc.).

(v) **Pillar I.5: The development of the regions and the promotion of balanced and sustainable development**, through the optimal allocation of economic activities to all geographic regions and the effective valorization of regional endowments and economic potentials, the protection of the environment, the preservation of the natural heritage and the ecological exploitation of natural resources, with a view to contribute to the fight against global warming and assure a sustainable development.

✚ The structural transformation of the economy.

As the central priority of the Strategic Plan, the structural transformation of the Ivorian economy will be driven by a set of '**clusters**' that constitute growth niches for which Côte d'Ivoire has revealed competitive advantages, and for which the internal, regional and global markets offer good growth prospects. Selected Clusters and areas of concentration for the decade include: (i) agriculture and agroindustry; (ii) textiles and the clothing industry; (iii) the construction and the housing industry; (iv) the transport industry; (v) the digital economy; (vi) tourism and hospitality; (vii) arts and cultural and creative industries; (viii) mining; and (ix) the oil and gas industries. For each of these clusters, the transformation strategies concern both the activities at the heart of the cluster and the upstream and downstream activities.

The success of all production development programs in the different clusters also depends on the strengthening of '**accompanying activities**', i.e. essential common productive goods and services, which determine factor productivity and the competitiveness of all sectors. These key factors include: (i) private investment and the business climate; (ii) public infrastructure; (iii) human capital; (iv) regional development and environmental protection.

✚ Private investment and the business climate.

To accelerate the formation of the physical production capital needed by the Ivorian economy, the State will put in place all the necessary conditions for the development of the private sector, so that it can fully play its role as the 'engine' of the Ivorian economy. The thrust of the strategy is *to promote the private sector through the development of a fabric of national SMEs* that will gradually become '*national champions*', capable of conquering markets in the sub-region and beyond, and with a dense web of linkages with the other sectors of the domestic economy.



To this end, the Government intends to facilitate the connection of domestic firms to external partners in order to integrate the networks of national companies to international value chains, while also promoting international trade and foreign investment. This process will ensure not only the mobilization of external financing, but also the rapid development of national production and processing capacities, the improvement of methods and technologies through foreign inputs, and the facilitation of access for local products to major international markets. In this spirit, the State will organize or participate in 'joint ventures' for the processing of national products and the development of **national labels**, including, where appropriate, through equity investments in multinationals that are equipped to transform Ivorian products and facilitate their marketing on the international market.

These efforts to promote private investment will be supported by *facilities for the exercise of any economic activity throughout the country*, including the development of a 'Guichet Unique' for both nationals and foreigners investors. This will make Côte d'Ivoire more attractive and competitive for foreign direct investment.

✚ Infrastructure.

Quality infrastructure will be essential to achieve the above objectives of private sector development and accelerated economic and social transformation. A robust infrastructure development program

commensurate with the ambitions of structural transformation of the economy and social development requires joint programs in all areas – transportation, energy, water, telecom, etc.. Indeed, the quality of infrastructure is a major factor in increasing the competitiveness of an economy. It offers a business environment where production and transaction costs are reduced, and where interconnections are ensured between production areas and those of marketing and consumption. Substantial efforts will therefore be made to increase the supply and quality of transport, electrical energy, drinking water and telecommunications infrastructure. This will also include an effective planning and management of land resources throughout the national territory with the aim of developing economic zones while facilitating people’s access to land ownership and preserving the environment.

Human capital.

As the experiences of many countries that have succeeded in their development show, human capital is the main factor of production on which Côte d'Ivoire intends to build its sustainable and inclusive economic and social transformation. Yet, at the dawn of the decade 2021-2030, serious shortcomings in the education and the health sectors still remain. This constitutes a major obstacle to improvements in factor productivity and global competitiveness, and thus to the prospects of rapid transformation of the Ivorian economy.

Indicateurs	Côte d'Ivoire	Asie de l'est et Pacifique	Europe et Asie Centrale	Amérique Latine et Caraïbe	Moyen-Orient et Afrique du Nord	Amérique du Nord	Asie du Sud	Afrique Subsaharienne
composante de l'indice du capital humain 1: Survie								
probabilité de survie à 5 ans	0,911	0,978	0,993	0,98	0,984	0,994	0,957	0,934
composante de l'indice du capital humain 2: Education								
Espérance de vie scolaire	7	11,9	13	11,9	11,5	13,5	10,5	8,1
score de test harmonisé	373	451	495	404	408	530	364	374
composante de l'indice du capital humain 3: Santé								
taux de survie (15-60)	0,614	0,873	0,9	0,861	0,906	0,921	0,841	0,732
prévalence de la malnutrition (moins de 5 ans)	0,784	0,776	0,881	0,859	0,847	0,979	0,645	0,684
INDICE DU CAPITAL HUMAIN	0,35	0,61	0,7	0,55	0,57	0,78	0,46	0,4

Côte d'Ivoire is determined to correct these deficiencies through concerted actions in the different dimensions of human capital development, including education, health and employment. Specifically, the Government intends **to raise the level and quality of its education system** by strengthening in particular: (i) *youngsters' access* to the various cycles, (ii) *the quality* of the education services offered, (iii) *the equity of the system*, especially between girls and boys, between different segments of society, and urban and rural areas, (iv) *the efficiency* of the system – its ability to provide quality education at the lowest cost, and (v) *the adequacy* of training to current and future labor market needs.

Social development and the promotion of solidarity and inclusion.

The other aspect of human capital development is adequate **access to quality health care and social protection**. These are necessary for maintaining and strengthening the accumulated human capital. Moreover, access to quality health care and social protection constitutes the *raison d'être*, the ultimate goal of the country's socio-economic development policy. They provide a human face to the much sought-after economic growth and they constitute the most potent manifestation of public attention to the people and the social sector. This is why health and social protection are the main indicator of inclusive development and of the strategy of shared prosperity.



In this regard, Côte d'Ivoire *intends to improve the health care of the population, to increase the life expectancy of Ivorians and keep them healthy and active contributor to the economic development of the country*. To this end, the State will rekindle efforts to : (i) accelerate the construction and equipment of new health centers and upgrade the equipment and supply in all health facilities – community care centers as well as major hospitals (CHU); (ii) significantly upgrade the human capacities – Drs, nurses, etc., including providing motivating work conditions for care providers; (iii) improve the quality of care across the entire system, including enforcing standards and regulating the private as well as the public health systems; (iii) operationalize the Universal Health Coverage (UHC) system in order to facilitate access to care for all.

Regional development and the protection of the environment.

The aim of this essential component of the strategic plan is to ensure that all citizens, wherever they live within the territory, enjoy adequate, viable and environmentally compatible living conditions. Ivorian of all regions must have equal opportunities to find and experience well-being throughout the country. This critical component of the plan is meant to correct worsening regional disparities that arose from natural conditions but were exacerbated by past public policies. Effectively tackling this issue will also resolve the perennial problem of over-crowding and congestion in Abidjan, the country's economic capital. The present plan provides a coherent strategy for boosting economic and social development while also advancing decentralization and to achieve territorial balance, in particular between rural and urban areas.

Indeed, a regional balance requires targeted efforts and programs for improving the living conditions of both rural and urban populations. This is indeed an area of great urgency, as glaring disparities still remain among regions - in living conditions, access to basic social services and to jobs - despite past Government efforts. In this regard, CI2030 priority programs will focus on: *(i) spatial planning, with particular emphasis on the development of inland cities and regional capitals; (ii) the economic valorization of the potentials of each region and the development of social services and basic infrastructure; and (iii) environmental protection and sustainable development.*

Axis 2: Structural and cultural transformation of administration and governance.

This second strategic axis seeks a real revolution in administration and governance in all sectors of public and private life, through the strengthening of institutions and the promotion of values, cultures and practices that favor inclusive development.

This axis is divided into three (3) pillars as follows.

- (i). **Pillar II.1: Strengthening political, security and judicial governance**, which aims to intensify efforts to consolidate peace, ensure security, justice and social harmony.
- (ii). **Pillar II.2: The structural transformation of the State**, to effectively conduct economic and social development. The State will thus play a more active role in the organization and supervision of the productive sectors and private actors, ensure the development of public economic and social services, and strengthen the process of planning, programming,



budgeting, implementation and monitoring of development programs.

(iii). Pillar II.3: The cultural transformation of the Administration and private institutions.

The Plan aims to transform culture and practices within the administration and private institutions in order to foster values and attitudes that are conducive to rapid development. The aim is to raise the level of national and social awareness through a real cultural transformation, rooted in the education system as well as in public administration and in private places of work and worship, associations and non-governmental entities.

🏗️ Strengthening political, security and judicial governance.

The crises experienced by Côte d'Ivoire in recent years have seriously deteriorated the political and security climate. The decade of 2011-2020 has seen a return to peace, security and political stability, and to sustained economic growth. However, the scars of the past crisis are still palpable among the Ivorian population. As a result, the country continues to suffer from the persistence of social discord, polarization, excessive fracture and fragmentation of the political body and society as a whole. This ‘Ivorian malaise’ is partly due to the lukewarm implementation of *post-conflict reconciliation programs* from 2000 to 2020.

The Strategic Plan seeks to correct these shortcomings in ***order to achieve strengthened social cohesion, a stronger national unity, which in turn will enable the authorities to more effectively stimulate the development of the country and involve all citizens in the construction of the Ivorian Nation.*** Doing so will go a long way to remake Côte d'Ivoire as a united country, with model citizens, driven by a surge of patriotism, national pride and love for the Nation. To achieve these objectives, the Government will initiate reforms to: (i) hold public servants accountable; (ii) ensure the participation of all stakeholders in the planning and performance monitoring and evaluation process; (iii) strengthen democracy and the rule of law; (iv) ensure the transparency of procedures in the management of public resources and their traceability; (v) take equity into account and implement equal opportunities; and (vi) value professionalism and strong ethics.

The strategy to strengthen social cohesion will also be based on ***mechanisms for conflict prevention, management and resolution.*** In this sense, the socio-security dialogue will be strengthened through the establishment and revitalization of ethics advisory committees, as well as the implementation of activities to bring together security forces and the population in the different regions of the country. Also, community and individual care and compensation for the damage caused by past crises will be pursued. Post-conflict reconstruction and community development projects will be developed and resolutely implemented, particularly in the Mountain District and in the Woroba, Zanzan and Denguelé regions.

🏗️ The structural transformation of the state.

To effectively and effectively support the private sector in the structural transformation of the economy, the State of Côte d'Ivoire must strengthen governance. The Government will undertake programs to: (i) *digital transformation of the administration;* (ii) *intensifying the fight against impunity and corruption;* and (iii) *cultural transformation of governance through extensive decentralization.*

The digital transformation of the administration is not only a necessity for economic growth, but also a key means for upgrading the quality, the efficiency of many public services that benefit the entire Ivorian population. By devoting less time to



management activities, public officials can focus on the core of their responsibilities, namely connecting with and representing the citizens. To this end, the Government will accelerate the implementation of actions aimed at both equipping state agents with digital services relevant to their business activities, and providing them the necessary training and knowledge to make full and effective use of digital tools. In this regard, all ministries and State agencies will have a regularly updated website compatible with all modes of consultation and will be actively present on social media. These initiatives will create a dynamic ecosystem to combat red tape and reduce corruption.

The fight against corruption. Whether passive or active, corruption is a pernicious gangrene that seriously hampers the performance of administrations. First, the fact that many public servants do not thrive to perform on the job for which they are regularly paid, constitutes ***passive corruption*** to the extent that one receives public resources that one has not earned. This is a most widespread and pervasive form of corruption as it raises the cost of public services – to the State budget – while lowering its quality to the people. CI2030 proposes the development of a merit-based administration – with performance contracts, regular evaluations and performance-based sanction and compensation – designed to stimulate productivity within the administration and improve the quality of services.

With regard to ***active corruption***, several specific measures are recommended, including: (i) the establishment of exemplary sanctions against acts of corruption in everyday life in the Administration; (ii) the adoption of a code of ethics and professional conduct; (iii) the establishment of transparent public procurement rules to ensure open and competitive tendering; (iv) the teaching of the ethics of public action and administrative deontology in all training structures for public officials; (v) the disclosure of service standards so that users of the public service can be informed of the normal time to obtain an administrative document, the amount required, the procedures to be followed to avoid unnecessary returns that favor corrupt practices.

The acceleration of decentralization. More than a simple rapprochement of the administration to the citizens, the decentralization strategy seeks to involve citizens more directly in the management of public affairs. It also goes beyond simple one-off relocations of certain government events – Councils of Ministers or celebrations of certain holidays. Emphasis will be placed on the accelerated development of the regions through specific programs that periodically bring the attention of the entire Government to a given region, with a view to becoming more aware of regional realities and disparities, but also to laying the foundations for the strengthening of local infrastructure. Successful implementation of such a program requires the preparation of regional and local versions of all national and sector development programs. National Development Plans and sector strategies will therefore be systematically 'territorialized'.

The implementation of these regional programs will mobilize Government's efforts for effective support on the ground. For instance and following the example of Vietnam, the supervisory structures for the development of agropastoral activities will have to be relocated in each village and department, with support from teams of technical experts from the central ministries. This will assure that the State as a conductor and animator of the transformation process, will be practically and physically present in each village through a team of experts able to advise operators in the production areas – assistance in the use of inputs and machines, marketing, etc. – in the maintenance of infrastructure, in the management of schools and health centers. This is how the top-down implementation of the economic, social and governance transformation strategy will 'meet' the bottom-up component at the regional and local levels.

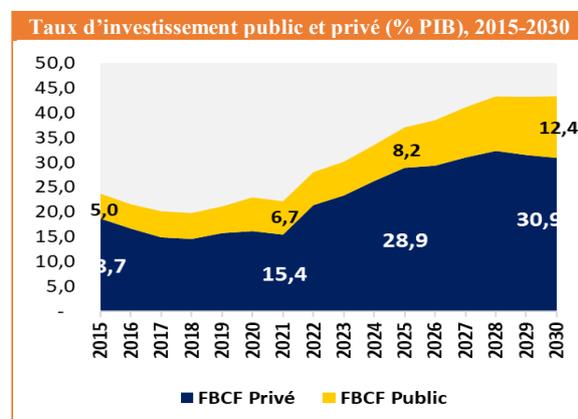
Cultural transformation in governance.

The Government is well aware that even the best plans and programs can be effective if only they are executed and monitored with resolve and rigor. This is why the Government seeks to initiate a great revolution in governance to promote a culture of diligence and excellence, and the quest for results in all action. This agenda requires a profound transformation of the administration in order to equip public agents with a reinforced culture of responsibility and accountability. In particular, **Performance contracts** will be instituted at all levels of government, with incentives, accountability, evaluation and sanctions mechanisms.

6. The cost and financing strategies of the Plan

Cost of the Strategic Plan.

To achieve the stated growth targets, and approach the performance of aspiration countries in terms of capital productivity, it is estimated that the investment rate **will have to be significantly raised from its current level (23% in 2020) to around 40% in 2030.** Following ‘common trends’ in high-performing middle income countries, CI2030 suggests that the public/private contributions to aggregate investment evolve from 5.5%/18% of GDP in 2021 to 12%/30% in 2030. This corresponds roughly to the benchmark of 1/3 and 2/3 in public and private contributions to investment.



At the sector level, a set of projects contributing to the achievement of the Plan's objectives have been identified and quantified. With the resource constraint provided by the macro-budget framework, projects were prioritized and recorded in a Priority Action Programme (PAP) for the implementation of the Plan. The PAP will be further detailed and operationalized in the current five-year national plan (PND 2021-2025) and its future edition (PND 2026-2030).

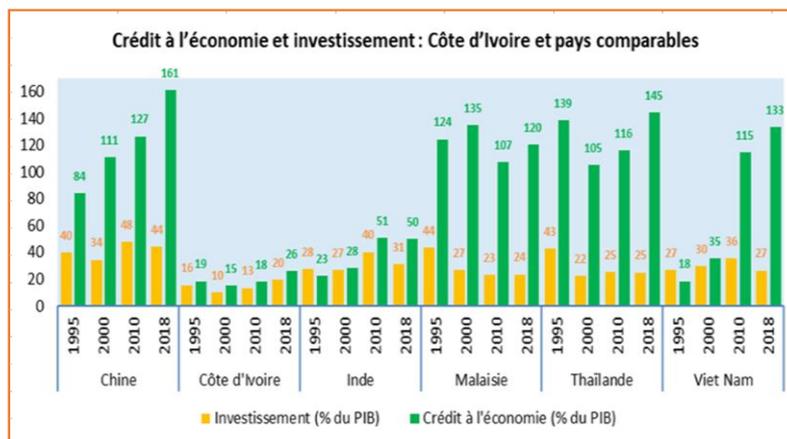
Strategies for financing the Strategic Plan.

Financing public investment. Raising public investment from its current level (5.5% of GDP in 2020) to 15% of GDP in 2025 to stabilize it at 12% in 2030 requires considerable efforts in terms of domestic resource mobilization and external indebtedness. **The most important component is taxation to raise own resources.** To this end, programs to broaden the fiscal base and increase the yields of the revenue mobilization agencies are envisaged to gradually raise the level of own resources. The target is to raise the tax revenue to GDP ratio from the current 12% in 2020 to 22-24% in 2030. Combining these efforts with the rationalization and control of current expenditure, the Government intends to increase the fiscal space as required to finance its ambitions.

Thanks to the increased fiscal effort and the improved efficiency, **the residual gap will be reduced considerably and can be financed on domestic and external borrowing without the risk of over-indebtedness.** Specialized structures will be responsible for raising additional funds from local private individuals, international financial markets, and bilateral and multilateral partners. In particular, public-private partnerships will be called upon to absorb a large part of the structuring investments.

Financing private investment.

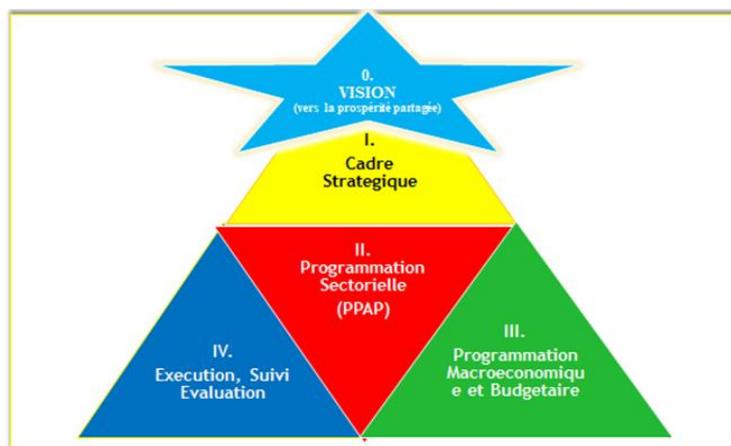
Given the expected strong contribution of the private sector to investment, mobilizing resources for private investment is arguably the biggest challenge in the implementation of the program. Specific actions are therefore envisaged in two complementary directions. The bulk of private financing will be channeled through *the mobilization of domestic savings and the increase of credit to the private sector, and its allocation to sectors that generate inclusive growth.*



As of now, credit to the economy has remained well below the international benchmarks for private sector-driven and sustainable growth. To increase the rate of private investment as envisioned in the strategic plan, it is essential to develop creative saving and credit mechanism that are accessible to small entrepreneurs in rural as well as in urban areas. To this end, the State will encourage the emergence of specialized funds with the aim of inducing financial structures to increase loans to all operators. The other source is *foreign direct investment*. The Plan envisages a set of measures to attract foreign investment in the targeted sectors, and foster partnerships between multinationals and local groups, especially with the promotion of national champions.

7. Operationalization and effective implementation of the Plan

Through its program of structural and cultural transformation of the administration, the State will organize itself to effectively play its role as supervisor of development and monitoring of the implementation of programmed actions. Among other things, it will organize specialized delivery units, which will oversee the implementation of major reform and investment projects, thus enhancing the effectiveness of government action.



8. Conclusion: Cote d'Ivoire Can and Will.

There is no doubt that by combining all these efforts and acting in a concerted and resolute manner through all the above pillars, Côte d'Ivoire will be able to give itself a real chance to transform its economy, its society, and its governance, commensurate with the expectations of its people and its ambitions for accelerated, inclusive and sustainable development. *With the effective implementation of this Strategic Plan, the Ivorian people of the 2030s will certainly become a prouder, more educated, productive and healthier. Most Ivorians will have ascended to a middle-class status, and will be assuming their social responsibilities and exercising their civil rights and duties. Most will be free from extreme poverty, and flourishing in a state of law, imbued with the values of diligence, competition and empathy.*