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Royaume du Maroc

THE NEW DEVELOPPEMENT MODEL

*Releasing energies and regaining trust
to accelerate the march of progress and prosperity for all*

Summary of the SCDM's General Report



April 2021

اللجنة الخاصة بالنموذج التنموي

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LA COMMISSION SPÉCIALE SUR LE MODÈLE DE DÉVELOPPEMENT

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A. What is the New Development Model?

The report prepared by the Special Commission on the Development Model (SCDM) responds to the mandate entrusted to it by His Majesty The King. This report outlines a new development model, sets out a national ambition and charts-out a realistic and achievable path for change. The report draws on a candid and clear-sighted diagnosis, on a forward-looking approach and an unprecedented and large citizen consultation, in accordance with the High Royal guidelines. This model also draws on the Kingdom's millennial history, that has shaped the national identity and enriched it with a wide range of cultural influences. This depth in history underpins Morocco's distinctive nature as a crossroads of civilizations and a land of peace, of dialogue and coexistence, and predisposes the country to actively contribute in building the new world that is shaping up.

The proposed development model is no miracle cure for the identified dysfunctions, nor is it a compilation of sectoral policies or an instruction manual for government or party programs. It is in line with the existing constitutional framework. By appointing a commission made up of citizens with different and complementary backgrounds, the Head of State recalls the text and the spirit of the Constitution and thus pursues the objective that Morocco has set for itself in the preamble's first paragraph: "Building a democratic rule of law... (which) resolutely pursues the process of consolidating and strengthening the institutions of a modern State, based on the principles of participation, pluralism and good governance". The NDM is hence in line with the organization of powers as previously defined and backs it by a vision, explicit objectives, a development method, and strategic orientations to help making constitutional promises a reality. The model serves as a frame of reference for stimulating the debate on national development priorities and facilitating the convergence of action by all stakeholders towards shared objectives and approaches, while recognizing the role, responsibility and scope for action of each and every one.

The Development Model is designed by Moroccans, with Moroccans and for Moroccans. It is the result of an extensive interaction with many segments of the population about their realities where they are, most notably in the country's most remote areas. This model embodies a new way of looking at development, one that is more participative, involving all stakeholders, and showing that a frank and responsible debate with citizens and development stakeholders on the country's future is possible. It also shows that this debate can lead to constructive proposals that are adaptable to the realities on the ground. This approach has also uncovered a general thirst for participation, inclusion and empowerment, especially among young people, who hope to be empowered with the necessary means to decide on matters that affect their lives.

In sum, the new model is a proposal of a development path, a call upon all to rally and work jointly to build the Morocco we aspire to, under the enlightened leadership of His Majesty The King. Its success requires a renewed collective organization enabling all Moroccan women and men, in all their diversity and richness, to work together for the same goals and to live in dignity.

B. The New Development Model's analytical foundations and projections: Assessment, citizens' aspirations and prospective

The SCDM drew on three interdependent pillar in designing its proposed new model, highlighting the main issues and priorities that the new model should address. These are: 1) A frank and clear-sighted diagnosis, aimed at identifying bottlenecks accounting for the Kingdom's development slowdown, using current analysis as well as citizen, institutional and economic stakeholder and expert consultations; 2) A highlight of key citizen expectations and aspirations for the future, as identified in the consultation and hearings process; 3) Identifying structural changes, both at the national and international level, to be considered in building the model.

1. A frank and clear-sighted diagnosis to better determine the reasons behind the development slowdown

The SCDM conducted a deep review of the current development model to identify strengths, weaknesses, and improvement areas, and pinpoint systemic bottlenecks impeding national development.

The review of Morocco's recent development trajectory showed a fairly sustained development momentum starting in the mid-1990s, before experiencing a slowdown in the late 2000s. Infrastructure modernization, the launch of a number of ambitious sectoral strategies, and the Kingdom's commitment to an extensive renewable energy program provided sound economic policies and paved the way for the future. Programs including INDH, RAMED, universal schooling, electrification and improved access in rural areas, as well as reducing unsanitary housing all helped mitigate social gaps and significantly reduced the poverty rate. From a societal point of view, implementing bold reforms including the Moudawana, restructuring the religious sphere, and recognizing and institutionalizing cultural plurality were key achievements.

Despite providing encouraging answers to popular and political expectations in the wake of the 2011 MENA region upheavals and in the 2008 financial crisis, a crisis of trust gradually took hold of the country, fuelled by the slowing economic growth and growing social inequalities. Many of the reforms announced at the State highest level (economic transformation, education and training, health and social protection, environmental sustainability, and advanced regionalization, etc.) have been slow to unfold and thwarted by multiple resistance to change. Results have not lived-up to expectations set at the moment where the reforms were announced which fuelled citizens confusion and a gradual loss of confidence in the public action.

A review of this development trajectory in light of the economic, political and social context, along with consultations with all stakeholders and the examination of existing analysis, allowed identifying four systemic main blocks impeding the development momentum:

- 1. The lack of vertical coherence** between the development vision and the announced public policies and the weak horizontal convergence between these policies. The absence of a comprehensive and long-term strategic vision, which is shared and supported by all players. Moreover, reforms designed in silos, with no coordination nor clear frames of reference, prevent overall coherence on a set of priorities that is compatible with actual available resources and effective stakeholder implementation capacities;
- 2. The sluggish pace of the economy's structural transformation**, hampered by high input costs and limited access for innovative and competitive new players. These constraints are due to inefficient regulation, along with sub-optimal economic incentive mechanisms that inhibit risk-taking, fuel rentier undercurrents within traditional sectors and favor narrow self-interest, at the expense of the general interest;
- 3. Limited public sector capacity** in providing and ensuring access to high-quality public services in critical areas for citizen daily lives and well-being. The public sector operates in a centralized, top-down mode, with little regard for results, where it does not build on innovative and emerging territorial alliances that are efficient and co-constructed with the relevant stakeholders; and lacks a strategic vision enabling it to fulfil its role in instigating and supporting transformative projects;
- 4. A sense of legal insecurity and unpredictability** which limits initiatives, because of a perceived disconnect between legal «grey areas» and social realities on the ground, and because of a lack of trust from citizens in the justice system, fussy bureaucracy and ineffective appeals. These problems stem from the perception that systematic control and centralization are optimal ways of managing development, that specific stakeholders (citizens, youth, private sector or civil society) are unreliable and progress and modernity could threaten our traditions and identity.



Dilution of responsibilities, little consistency, convergence between the action taken by stakeholders and the slow pace of reforms

2. Moroccans' expectations and aspirations

The SCDM launched a wide consultation process from the beginning of its work, to collect citizens and institutional stakeholder concerns, as well as their expectations and proposals. This mechanism spanned all regions of the Kingdom and all components of the society, and in so doing, allowed to initiate a national consultation about development. Citizens, political parties, institutional bodies, economic operators, social partners, civil society representatives and major organizations freely expressed their views on obstacles hindering the development process, and shared their expectations and recommendations for the New Development Model (NDM). Over 9700 people interacted directly with the Commission, 1600 through hearings and interviews, and 8000 through broader consultation mechanisms. The Commission also received over 6600 written contributions, of which 270 directly submitted, 2530 via the online platform, and 3800 via a call for contributions from university students, high school students and inmates.

During this process, a majority of citizens voiced concerns and expectations in these areas: public service quality, access to economic opportunities and employment, and the effectiveness of good governance principles.

Citizens surveyed aspire to better quality public services, to ensure equal opportunities and individual empowerment, and to nurture a sense of civic-mindedness and common good. These hearings revealed that there is a strong desire for empowerment, that citizens want to take charge of their lives and fulfill their full potential. Four core areas capture citizens' expectations: education, health, transportation, and opportunities for openness and self-fulfillment, particularly through culture and sports. These areas were considered in terms of supply quality and ease of access in favorable conditions.

Moroccans consider it a priority for the national economy to generate higher added value and better quality jobs, that can benefit all territories equally. To achieve this objective, they consider that it is necessary to upscale the national production, to leverage on scientific research and innovation thanks to ties between the industrial sector and the higher education system, a substantial skills improvement, including via ongoing training at the workplace. Citizens and economic stakeholders consider it vital to mobilize the potential of territories and to use them as appropriate spaces to develop alternative economic models (community-based enterprises, cooperatives, social and solidarity-based economy, etc.).

Citizens and operators aspire to see Morocco enhancing its capacity to produce essential goods. This trend has gained momentum with the Covid-19 health crisis. Sovereignty considerations seek to shield the country from international economic disruption, while preserving the domestic market integrity from import competition and ultimately secure domestic jobs. Nonetheless, citizens consider that promoting «Moroccan-made» consumption depends on sound price/quality ratios.

Citizens surveyed call for effective and efficient governance with clearly defined roles and responsibilities. Expectations focus on moralizing the public life and efficient fight against corruption, access to undue privilege and conflicts of interest. Accountability for responsibility is also a top priority for citizens.

Citizens are unanimous on the need for administrative efficiency. Aside from a demand for expertise and technical skills, there was also an exigence for a greater attentiveness and proximity to citizens and private operators, an improvement of transparency and universal access to data and information. Digitization of the administration is essential to improving State-citizen and State-businesses relationship and to therefore restoring trust.

Finally, citizens see a strong tie between development, political freedoms and consolidation of the rule of law. They underscore their patriotic attachment and willingness to contribute to Morocco's development, and demand greater involvement in decision-making that have an impact on them through participatory democracy and consultation mechanisms, greater confidence in civil society on the part of public authorities, and greater inclusion of youth in public affairs.

3. Great upcoming national and international transformations

The New Development Model also takes into consideration domestic and global changes projected by 2035, integrating associated risks and opportunities. Overall, upcoming transformations foretell of a world that is more complex and uncertain, though increasingly networked, with rapid crisis expansion, be they economic, financial or sanitary, as well as an increasing technological sophistication which implications are not sufficiently anticipated. Hence, these changes call for renewed governance models combining agility and anticipative risk management.

At the national level, there are deep demographic, social and environmental changes that are projected. Morocco is progressively witnessing an aging of its population, with additional pressure on health and social protection systems. The active population is increasing, which generates an important increase of young people seeking job opportunities. The adoption of consuming habits with little respect for dietary and ecological balance presents major challenges to health and well-being. **Socially**, greater openness to the world through media and social networks creates new expectations and aspirations, particularly with regard to freedom of expression. Accelerated urbanization and coastal development exacerbate challenges of urban governance, mobility and land development to meet a growing demand for public services. **On the environmental front**, strong constraints linked to climate change continue to weigh on national biodiversity and natural resources, notably water.

At the international level, fundamental changes are also likely to occur, some of which were accelerated by the Covid-19 pandemic. Demographically, the overall population will grow substantially, particularly in Africa, and the population of advanced countries, particularly in Europe, will continue ageing. These trends expose Morocco to two challenges: increased migratory pressure from sub-Saharan Africa, and the flight of Moroccan skills to developed countries.

On the economic front, the world order is likely to undergo major changes as competition between major powers intensifies and multilateralism weakens. The Covid-19 crisis is likely to drive shorter and regionally refocused global value chains, with important opportunities for Morocco. **Accelerating technological transformations**, particularly robotization, networked

organization, and artificial intelligence technologies, will likely greatly reduce the need for labor across a number of sectors. These trends compel countries like Morocco to set human capital, R&D and innovation at the heart of development priorities, and accelerate advanced technological infrastructure in the country. **Morocco's global competitiveness will depend primarily on the quality of its human capital and on its capacities of technology appropriation.**

Environmental and ecological standards have become central to the production and exchange of goods on the international markets. Morocco needs to contain its carbon footprint to avoid constraints on exportable supply. Global energy markets are set for radical reconfiguration, as green energy takes off, supported by programs such as the European Green Deal. This trend reinforces Morocco's priorities in this regard, and calls for consolidating the bet on renewable energies for the future.

Finally, regional and global epidemic risks are set to become frequent. This raises concerns over the capacities of the national health system in anticipating those risks and better managing them. It requires greater effectiveness and efficiency in meeting healthcare needs in normal times as well as in the face of exceptional events. Risks of repeated pandemics, and subsequent disruptions, also call for revising the business models of a number of severely impacted sectors, such as tourism, and for greater sovereignty over key sectors, such as agriculture.

4. The urgency of change

The state of play, the diagnosis conclusions as well as strong citizens expectations, in a national and international context of major transformations highlight the need and the urgency of accelerated progress towards a new development model. The country's current development path can no longer keep up with Moroccans aspirations and proves to be unsuitable to meet the challenges ahead. The status quo contributes to fuel a spiral of distrust that limits value creation perspectives and poses high risks to the country's economic and social stability if left unchecked.

Aspirations of Moroccans reveal the extent of the transformation at hand, to establish a New Development Model that restores both hope and confidence in the future: A change that not only creates greater value, but also ensures fair distribution of wealth amongst all citizens; a change that enshrines the centrality of citizens, both in their rights and duties. Citizens seek high-quality public services and work opportunities, as well as empowerment and emancipation.

Meeting these aspirations is within our reach, given the great, yet largely untapped, potential of the Nation. Harnessing this potential first requires undoing the systemic blocks and altering inhibitory representations. It also means transforming our scattered islands of excellence into the norm rather than the exception, by creating conditions conducive to their emergence, growth and dissemination. Finally, it means anticipating and supporting ongoing and future transformations domestically and internationally, and addressing challenges and uncertainties generated by the Covid-19 crisis.

The Covid-19 crisis fuelled anxiety over the future and exacerbated the urgency of change. The significant economic and social cost of this crisis for our country justifies the urgency of taking action to bridge the gap in a number of sensitive areas, including health, education and social protection, as well as digital technology as a means of maintaining continuity of public services and making the economy more dynamic in the face of a pandemic. Government efforts certainly helped mitigate the crisis impacts. Nevertheless, the effectiveness of these actions is impossible without long-term structural reforms to strengthen the Kingdom's resilience to large-scale shocks.

A more complex and unpredictable world, a mature and demanding diverse society, and a dynamic citizenship now require a change in collective action to quickly implement necessary reforms, overcome multiple resistances to change, release energies and unleash our country's full potential.

C. Model structure and content: Ambition, cross-cutting reference framework and strategic orientations

The new model suggested by the SCDM consists of three interconnected and complementary components, which together form a coherent and integrated system, conducive to expediting Morocco's transition to a new equilibrium, where it generates greater material and immaterial wealth:

- **An ambition** that sets the course, provides the direction and rallies all stakeholders around a common unifying project with clear and achievable objectives;
- **A development framework, as a core transformative element for the new model**, founded on a new organizational doctrine for the role of the State and clarification of interactions, operating principles and responsibilities of all stakeholders. This framework also includes strategic steering and change management mechanisms to ensure implementation and the coherence of the action with the objectives;
- **Choices and strategic orientations** to achieve the desired ambition, in coherence with the new development reference, in areas of economy, human capital, inclusion, and territorial development. Some of the orientations are backed by more detailed proposals that are developed in the report's second annex. These proposals aim at setting a reference framework for the new model's kickoff.

The New Development Model adopts the Constitution as a normative framework, striving to render its principles as development drivers, and its values as action methods. **Development is apprehended as a global and multidimensional process:** It is seen as a virtuous dynamic of wealth creation and human development, benefiting all citizens and takes into consideration the obligation to value and preserve resources for current and future generations. Development is also embedded in national history, seen as a collective journey towards a common future, and in support of social and societal change.

1. What Morocco by 2035? A shared ambition within our country's reach

The Kingdom of Morocco enjoys outstanding development potential, that is fully appreciated by all citizens and stakeholders, as expressed by all during SCDM's consultations. With its strong unity around His Majesty The King, guarantor of the Nation's higher interests, stability and democratic principles, Morocco is capable of rallying its population and all its resources to collectively project itself towards a new development ambition.

The NDM defines an ambition by 2035, providing the direction and helps mobilizing the Nation's living forces. Both strong and achievable, the NDM's proposed ambition is as follows:

*«In 2035, Morocco is a **democratic** country where everyone can fully **take control** of their future and **realize their potential**, and live with **dignity** in an **open, diverse, just and equitable** society. It is a country that creates **value**, which develops its potential in a **sustainable, shared and responsible** manner. Capitalizing on its significant progress at the national level, Morocco has established itself as an **exemplary regional power**, at the forefront of the major challenges facing the world.»*

This vision essentially calls for harnessing the country's full potential by putting people at the heart of public policy priorities, both as bearers and beneficiaries of development initiatives. It is aligned with pressing citizens' expectations in search of participation, empowerment and recognition. It matches the Nation's fundamental choices and its constants, as well as the constitutive values of the national identity, and encompasses orientations projecting Morocco into the future:

- The attachment to democracy and the rule of law;
- Valorization of the human capital through the reinforcement of citizen capacities as the main driver of equal opportunities, effective inclusion, exercise of citizenship and access to well-being;
- Attachment to what makes the Kingdom unique: its historical depth, its rich national identity with all its components, and its cultural and religious values;
- The attachment to gender equality and to the recognition of women's place and role in the economy and society;
- The choice of an inclusive value generation mode, allowing all potentialities to flourish and ensuring equitable sharing of wealth created;
- The necessity to a value creation mode that preserves the environment and natural resources;
- Finally, the commitment to a Morocco that is open and pioneer, and actively engaged for the well-being of its citizens and the global progress.

To achieve this ambition, the new development model sets out to focus on 5 major objectives, namely:

- A prosperous Morocco, creating wealth and quality jobs to match its potential;
- A skilled Morocco, where all citizens have the capacities and well-being enabling them to take charge of their lives and contribute to value creation;
- An Inclusive Morocco, offering opportunities and protection to all, where social ties are consolidated;
- A Sustainable Morocco, where resources are preserved across all territories;
- A Bold Morocco, as a regional leader in promising areas such as: research-training-action, low-cost and low-carbon energy, digital technology, capital markets and the Made in Morocco that is fully integrated to global value chains.

These goals translate into ambitious but achievable quantitative targets, where the Kingdom is to rank in the upper third of global national rankings on areas with strong impact for the development process by 2035.

Table 1 : The NDM's Indicators

ECONOMY		2019 or latest data available	Target 2035	Source
1	GDP per capita (in dollars ppp) (Projected annual average growth >6%)	7826	16000	HCP
2	Index on participation in world value chains (2 sub-indicators, upstream and downstream)	43%	60%	OECD
3	Average and high tech industrial added value	28%	50%	ONUDI
HUMAN CAPITAL				
4	Human capital index	0.5	0.75	WB
5	Concentration of healthcare workers per 1,000 inhabitants (ODD)	1.65	4.5	MS
6	Students skilled in basic reading, mathematics and the sciences at the age of 15 years	27%	75%	OECD
INCLUSION				
7	Percentage of employed women	22%	45%	HCP
8	Share of formal jobs in the total number of jobs	41%	80%	HCP
9	Gini index	0.395	0.350	HCP
DURABILITY				
10	Share of desalinated water and treated wastewater in total water consumption (2 sub-indicators, desalinated and treated)	0%	15%	New
11	Multi-dimensional local development index (MLDI)	0,7 (national average 2014)	0.85	ONDH
12	Share of renewable energy in total energy consumption	11%	40%	WB
GOVERNANCE AND ADMINISTRATION				
13	Gouvernement Effectiveness Index	-0.12	1	WB
14	Online Services Index (OSI)	0.52	0.9	UNGS
15	Satisfaction rate among citizens on public services	-	80%	New

2. How do we get there? A new development framework, based on an organizational doctrine and a framework of trust and responsibility

Assessing the development trajectory on the recent period showed that Morocco's slower pace of development is primarily the result of systemic factors. While the Kingdom did achieve some notable successes in recent years, all the strategies failed to produce anticipated structural transformations, despite substantial interest and resources allocated.

The increased complexity of global challenges facing Morocco urges for renewed responses that mainly call for a new development method. Key structural projects considered in the NDM are largely, complex and crosscutting, including for example, the regulation of economic sectors in constant technological evolution, such as energy and digital technology, upscaling of industrial processes, risk management, effective quality of public services, and implementation of integrated and generalized social protection systems. These projects require ongoing and sustained monitoring over the long term. Effective implementation requires new skills and abilities, both technical and organizational, effective steering and support mechanisms, and a shift in conceptions and representations.

To better face this complexity, the NDM recommends adopting a new development frame of reference that focuses on improving the country's systemic capacity to address challenges, accounting for time and appropriate pace to meet pressing expectations. This change of reference framework and «method» is crucial to achieving the proposed NDM ambition, and will facilitate the transition to a less polarized, more just and more prosperous society. This new development framework, while expliciting our common choices, focuses more on ways of doing things, conducting development, and on the capacities and means to do things better.

This framework revolves around two main concepts: a new organizational doctrine, and a framework of trust and responsibility.

Organizational Doctrine: Strong State and Strong Society

The Commission advocates for a new organizational doctrine, that of the complementarity between a strong democratic State and a strong responsible Society. This doctrine calls for:

- **A strong State refocused on priority development issues: a rule of law that is led by democratic institutions.** A **strategist** State that initiates a vision for the country and its citizens and ensures its implementation. A **protective** State, which guarantees the security, dignity and freedoms of Moroccans, and protects them in the face of fragility and crises. A protective State which provides a framework to channel all energies on developing the country and promoting the common good and the general interest.
- An **efficient** State, capable of implementing public policies and maximizing their results for the citizen. It is not a matter of less State but rather of better State. This requires substantial strengthening of State capacities to fulfill those core functions, to act in partnership with other stakeholders, and to drive change.

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- **A strong, fully mobilized Society:** A diverse, mobilized and responsible Society that fosters individual and group autonomy and unleashes their energies. A society actively engaged for the general interest, working to promote citizenship values and respect for others. A Society that is better able to meet the world's increased complexity, the interweaving of development challenges, the preservation of natural ecosystem balances, including resource scarcity, with water at the top of the list.

In short, this doctrine calls for a Society that takes its fate in hand with responsibility, in partnership with a State that is vigilant about the direction and the respect of the rules. It is about creating a creative balance between national policies carried out by the State over the long term and regional and local dynamics offering greater scope for action, experimentation and innovation.

The doctrine embodies the concept of «**responsibility and development**», developed by His Majesty The King in the 2019 Throne Speech. It is an operational reflection of the Kingdom's distinctive institutional model where the monarchy is the cornerstone of the State, the symbol of the National unity, guaranteeing the balance of power and bearer of the long-term strategic vision. It is consistent with the principles enshrined in the Kingdom's Constitution and the organization of powers defined therein in its first and second articles¹. It emphasizes the need for convergence and synergy among stakeholders within an open partnership engagement approach and a State organization that enshrines the regionalization as a driver for progress and a lever for our country's assets, in all their diversity.

This new doctrine implies new operating principles for all stakeholders, guaranteeing an effective and systematic implementation of the proposed doctrine and ensuring joint progress towards the development objectives. These principles of action enable the unleashing of potential, autonomy and empowerment in tangible steps. This is the «How» of the New Development Model. It is, in fact, about focusing the action on citizen impact, adopting a systemic and collaborative approach, developing stakeholder capacities, encouraging subsidiarity and ensuring environmental and financial sustainability of development projects.

The principle of balance between strong State and strong Society has also implications on the place and the role of key stakeholders across public, private and third sectors. It consolidates the legitimacy and representativeness of these actors. It also broadens their scope of intervention and contribution to the creation of material and immaterial wealth. It makes them responsible for implementing the new model and encourages synergies and complementarity among stakeholders. Finally, it helps supporting major 'top-down' public policies, through new

1 Article 1: Morocco is a constitutional, democratic, parliamentary and social Monarchy. The constitutional regime of the Kingdom is founded on the separation, the balance and the collaboration of the powers, as well as on citizen and participative democracy, and the principles of good governance and of the correlation between the responsibility for and the rendering of accounts. The Nation relies for its collective life on the federative constants, on the occurrence of moderate Muslim religion, the national unity of its multiple components, the constitutional monarchy and the democratic choice. The territorial organization of the Kingdom is decentralized. It is founded on an advanced regionalization.

Article 2: Sovereignty belongs to the Nation which exercises it directly, by way of referendum, and indirectly, by the intermediary of its representatives. The Nation chooses its representatives from among the institutions elected by way of free, honest and regular suffrage.

development dynamics and ‘bottom-up’ territorial alliances that are essential to understanding the abundance and complexity of development issues.

A framework of trust and responsibility

This doctrine also calls for a **framework of trust and responsibility** that ensures everyone is able to act according to clear rules that apply to all, enshrining the principles of the rule of law, good governance and respect of freedoms.

While the new doctrine on the role of the State expands the scope and autonomy of action of stakeholders, this framework should also raise their responsibility. The autonomy of decision-making, the reinforcement and enlargement of freedoms, clearer leadership and traceability of action should go hand in hand with assumed duties and accountability of all. Such a framework should ensure the autonomy of various stakeholders and safeguards respective commitments, by forging a bond of trust between citizens and institutions, between political and economic, and between the State and civil society. Grey areas, pockets of corruption, corporatism undermining the general interest, ambiguities sapping the autonomy of individuals and political or economic actors, cannot be resolved without increased accountability of decision-makers towards their missions, of citizens towards the law and institutions, of the civil society towards its commitments and of the private sector towards its social and environmental duties.

This framework, essential for unleashing energies, consists of five main elements, which challenge values, norms and the quality of institutions, and which directly or indirectly largely address systemic nodes identified by the assessment. It includes:

- **A justice system that is efficient and honest, protects freedoms and inspires security**, following: i) An entire justice system overhaul to improve performance and execution speed, and fight corruption, which is a source of abuse and insecurity for citizens, at all system levels; ii) The harmonizing and enhancing of legal and regulatory consistency, regular assessment of law effectiveness and relevance, and accelerated legislative texts production; iii) The strengthening of individual and public freedoms and their protection by the judicial system.
- **Stronger emphasis on ethics and probity, and fighting conflict of interest, collusion and undue influence.** This requires a full and complete moralization of the public life, with strong actions including expanded declarations of interest and rules of incompatibility, the exemplarity of public officials, reinforcing access to information, transparency, evaluation and public policy monitoring, and the strengthening of independent and credible media.
- **Independent and effective economic governance institutions, with transparent rules applicable to all.** Economic governance needs seamless vigilance, including the strengthening of independent regulatory functions to ensure transparent market operations and encourage fair competition. Freeing-up initiative also requires removing unfair barriers and unjustified rent-seeking behavior, reducing bureaucracy, authorizations, licenses and approvals, which frequently generate corruption and public-private collusion, and substituting

them whenever appropriate with standard declarations and specifications. Lastly, it requires greater transparency in the granting of tax exemptions and public aid and in the awarding of public contracts.

- **Stakeholder accountability through reporting, evaluation and access to information.** Strategies, public policies and programs are to be reviewed systematically, to hold decision-makers accountable, and improve and adjust actions in light of results. Improving assessment calls for open, reliable and regular access to information, with due regard for personal data protection.
- **Strengthened representative and participatory democracy and open public debate.** In light of commitment of all to democracy, political participation needs to be expanded and strengthened to support public policy effectiveness and full citizen engagement. To this end, intermediary bodies, notably political parties as pillars of the representative democracy, should be revitalized. Concurrently, the participatory democracy ought to be strengthened through increased mediation channels, both traditional and innovative. Independent media and a Parliament capable of carrying out its legislative, executive and investigative functions are essential to foster civic-minded public debate and promote a spirit of belonging of all citizens to a common project.

This framework is essential to fully express the determination to contribute to our nation's development, reflecting the commitment of all Moroccans to our nation's future, and to the notions of citizenship and civic duty.

3. Transformative choices for strategic development areas

The NDM sets out four transformation pillar to realize its ambition and fundamental objectives. These pillars are capable of triggering a new dynamic of value creation that structurally includes all citizens and territories, and sustainably harnessing the country's potential and seizing available opportunities. **A number of strategic priorities emerge from these four intended transformations.** Some are new and break with past, e.g. centrality of culture, universal social protection for all vulnerable populations in accordance with His Majesty The King's Guidelines, while other strongly reaffirm existing priorities in their urgency, e.g. basic education, regionalization and consolidating SMEs. A number of these options consolidate current practices and accelerate ongoing reforms, while others break with the past, at least in method if not in direction, and require fundamental changes in mentality and approach.

Table 2 : Overview of the strategic choice proposals broken down by transformation priority areas

Transformation priority area	Priority area 1 Economy	Priority area 2 Human capital	Priority area 3 Inclusion and solidarity	Priority area 4 Territories and sustainability
		Towards a productive and diversified economy that creates value and quality jobs	Towards enhanced human capital that is better prepared for the future	Towards opportunities for inclusion for all and a stronger social bond
Strategic choices	<ol style="list-style-type: none"> 1. Make the entrepreneurial initiative secure 2. Steer economic stakeholders towards productive activities 3. Achieve a competitiveness shock 4. Establish a macroeconomic framework dedicated to growth 5. Emergence of the social economy as an economic sector in its own right 	<ol style="list-style-type: none"> 1. Quality education for all 2. A system of university education, vocational training and research centered on performance and spurred by autonomous governance that promotes responsibility 3. Quality health services and health protection as fundamental rights of the citizens 	<ol style="list-style-type: none"> 1. Empower women and ensure gender equality and participation 2. Promote the inclusion of young people and their fulfilment by multiplying opportunities and means of participation. 3. Build on cultural diversity as a lever for openness, dialogue and cohesion 4. Develop a common base for social protection that enhances resilience and inclusion and gives substance to solidarity among citizens 	<ol style="list-style-type: none"> 1. Bring forth a prosperous, dynamic «Morocco of the Regions». 2. Ensure an innovative re-engineering of the territorial hierarchy 3. Promote integrated territorial organization, improve the housing and the living environment and improve connectivity and mobility 4. Preserve natural resources and enhance the resilience of territories to climate change 5. Safeguard water resources through better use of the resource and more rigorous management of its scarcity

These orientations require adherence to principles and approaches promoted by the development framework and the organizational doctrine presented in the previous section. They call on common drivers, which underscore the need for change in development method and conception, beyond specific technicalities of each field:

- Putting as much emphasis on service and benefit quality for targeted beneficiaries, as on infrastructure availability as well as its equitable distribution at the territorial level;
- Rehabilitating and enhancing the quality of public services, drawing on win-win partnerships with the private sector;
- Structuring and enhancing all forms of stakeholder collaboration, harnessing collective intelligence and skills;
- Moving from a resource-based management approach to an autonomous management approach based on results and accountability, putting quality and equity indicators at the forefront, and granting stakeholders managerial autonomy in accordance with agreed-upon guidelines;
- Encouraging risk-taking, audacity and experimenting innovative solutions;
- Valuing intangible capital and promoting research and innovation across all sectors;
- Moving from inclusion through palliative and remedial solutions to inclusion through policy design, empowering individuals, companies and associations by building capacities;
- Using digital technology as a crosscutting transformative lever for equitable and transparent access to services.

Below is a summary of those four transformative pillars and their proposed strategic choices. These are expanded upon in the general report, as well as in the appendix of thematic notes that provides an overview, an assessment and detailed orientations on key development issues, as well as concrete projects and bets for the future, in support of implementing the suggested transformation projects.

Pillar 1 - A productive and diversified economy that creates added value and quality jobs

The Kingdom's economy needs to transition from a low-value-added economy, with limited productivity and narrow rentier sheltered niches, to a diversified competitive economy, supported by a vibrant fabric of innovative and resilient enterprises. The economic transformation needs to generate higher growth and quality jobs to boost value creation and ensure the workforce integration, especially for women and youth, as well as generate resources to finance the country's social development projects.

As the foundation for a **Prosperous Morocco**, our economic structural transformation requires: i) freeing up private initiative and entrepreneurship via an open, secure, and predictable business environment, streamlined and simplified regulations, healthy competition and independent regulation, thereby significantly fostering the emergence of new and innovative players; ii)

improving productive competitiveness by significantly reducing factor costs, particularly energy and logistics; (iii) directing private sector investment, both from large corporations and SMEs, towards growing and promising sectors and towards the upscaling of the productive system, using a suitable incentive framework, a broader access to various financing mechanisms and support for businesses in upgrading managerial, organizational and technological capacities; and (iv) enhancing the social economy and establishing it as a pillar of development and a source of decent job creation in the territories. Greater emphasis should be placed on building the national economy's resilience and adaptability to shocks induced by the ongoing Covid-19 crisis as well as other crises that could be more frequent and intense in the future.

While stressing the need to move toward a systemic and silo-free approach, the Commission closely examined a number of sectors deemed critical to the national economy, **where the imperative of sovereignty and resilience was revealed by the Covid-19 crisis**, including agriculture and tourism. In agriculture, the ongoing health crisis highlighted issues of food sovereignty and developing a modern, high value-added, inclusive and responsible agriculture. Beyond greater value chain integration, moving closer to local value creation, and greater attention to the sustainability of natural resources, particularly in terms of water, sovereignty requires stronger research and innovation capacities and a systemic, better coordination of the sector's governance within the territories. As for tourism, the sanitary crisis effects call for re-thinking its development scheme following a resilience and sustainability perspective. A new lease of life for the sector in the medium to long term is attainable by better valorizing territorial assets, both to boost domestic tourism and attract new segments of global demand.

Pillar 2 - Enhanced human capital that is better prepared for the future

Human capital should be consolidated to enable all citizens, driven by their skills, to shape their own future, to realize their potential in full autonomy, and to contribute to their country's development and its integration into the global knowledge-based economy. It is also essential to **jump-start the social elevator, ensure equal opportunity for young Moroccans**, and thereby strongly mitigating the weight of the economic and social inequalities. The Covid-19 crisis exacerbated profound vulnerabilities in Morocco's human capital development policies, particularly in the areas of health, education and training.

The Commission considers that building our country's human capital requires urgent reforms to the health systems, education and higher and professional education systems.

For the education sector which is a primary concern for citizens and society, the NDM's ambition is to launch a genuine Moroccan educational renaissance. Moroccan schools should enable every student to acquire fundamental skills to promote its academic and professional success and to ensure its socioeconomic integration. By 2035, over 90% of students should have acquired these fundamental academic skills by the end of the primary school, compared to under 30% in 2020. Moroccan schools also need to focus on transmitting humanist values and civic-mindedness, to ensure young Moroccans are open-minded, have agility abilities as well as being able to adapt in a rapidly changing world, through renewed civic and religious education based on our national history and cultural diversity, including our attachment to an Islam that is rooted in harmony, solidarity and mutual respect.

The NDM advocates for action on four fundamental levers of educational quality for an Educational Renaissance, complementing Vision 2030 and subsequent legislation: i) Investing in teacher training and motivation to enable them to become guarantors of learnings; ii) Reorganizing the school curriculum and assessment system to ensure the success of every student; iii) Renovating academic content and methods for an effective and fulfilling teaching; iv) Empowering schools to become drivers of change and stakeholder engagement. Achieving this educational renaissance demands the establishment of specific steering and implementation systems, supported by strong political will and commitment to partnership among all stakeholders, aligning resources with objectives, as well as enhancing stakeholders' capacities and the autonomy of local stakeholders, as well as academies and schools.

The quality of higher and vocational education and the development of scientific research are also essential to speeding up Morocco's development and establishing it as a competitive nation in the long term.

The Commission therefore recommends an in-depth modernization of public and private higher education institutions and faster development of vocational training courses and hybrid and work-study learning methods, with the primary objective of providing young Moroccans with the means to acquire skills and improve their job market prospects. Accordingly, the Commission advocates for four policy proposals: i) Ensuring the autonomization of higher education institutions and review their governance to improve their performance; ii) Placing the student at the center of reforms and performance metrics in higher and vocational education; iii) Valorizing professional training and establishing fluent gates with the universities system; iv) Supporting excellence in university research through independent funding and evaluation mechanisms and the training of a new generation of doctoral students.

In the area of health, the Commission stresses the need to ensure access to quality health services and health protection as a fundamental right of citizens. The Covid-19 crisis highlighted the importance of efficient and resilient health systems.

To this end, the Commission puts forward major policy proposals to: i) Accelerating universal access to basic medical coverage; ii) As a consequence of this, substantially strengthening the overall supply and quality of care, specifically through investing in human resources, upgrading of health professions, enhancing public hospitals, and optimizing patient care; and iii) Strengthening the overall system efficiency by overhauling health system governance so as to make all public and private actors accountable, overseeing and normalizing operations, including at the territorial level, by digitizing all health system management processes; and iv) More transparent and rigorous regulation of the pharmaceutical sector so as to promote a competitive local industry, particularly for generic drugs.

Furthermore, new challenges raised by the Covid-19 crisis and the risk of future health crises require urgent measures to strengthen the health system monitoring, prevention and resilience. It is essential to ensure that, in the future, the country can have a sanitary system that is capable of preventing, detecting and responding to public health emergencies and minimizing their scope and impact on citizens. Strong action is needed to build health sovereignty through pharmaceutical and medical industries capable of producing necessary medicines and equipment.

Pillar 3 - Opportunities for inclusion for all and a stronger social bond

The third transformation pillar, that of inclusion, aims at enabling everyone to contribute to the national development effort. All populations and all territories need be included in the collective effort, mainly through access to economic opportunities, through social protection, openness and acceptance of Morocco's diversity. Discriminatory social norms and skill deficits, which cause exclusion, must give way to an inclusion dynamic through growth, work, citizen mobilization, and the tightening of social bonds.

The inclusion of all, in dignity, is essential to promoting a harmonious and peaceful life, which is the base for social ties and guarantees the accessibility of all to participate. An inclusive Morocco primarily requires deliberate action to empower and involve women; foster youth inclusion and fulfillment; ensure basic social protection that builds resilience and inclusion for the most vulnerable, promote solidarity among citizens; and harness cultural diversity as a lever of openness, dialogue and social cohesion.

Gender equality and the political, economic and social participation of women are major challenges for modern Moroccan society, as both are essential conditions for an open, cohesive and supportive Society. The new model seeks to substantially raise women levels of participation in economic, political and social spheres. Three priority drivers allow for greater participation and empowerment: i) Removing social constraints and discriminatory measures that limit women's participation; ii) Strengthening education, training, integration, support and financing mechanisms for women; iii) Promoting and developing greater understanding of equality and parity values and enforcing a zero tolerance for all forms of violence and discrimination against women. Beyond broadening female participation, the new model aims to bolster women's rights in accordance with the principles of the Constitution and according to a contextualized reading that is respectful of the ultimate goals of the religious precepts (Ijtihad). To this end, the entire legal and judicial corpus needs to be aligned with Constitutional principles of equal rights and parity.

Morocco's development hinges on a free, fulfilled, competent and enterprising youth. Morocco's youth aged 15 to 34 account for 33% of the population, of which over 4.5 million are inactive, neither in school, nor in training, nor in employment (NEET). Additionally, young people are the most exposed population to the Covid-19 repercussions, notably in terms of access to employment. **Providing young people with the skills and opportunities to improve their future prospects, and the space for expression, civic participation, and initiative taking, thereby strengthening their civic-mindedness and attachment to the Nation's fundamentals, as well as actively involving them to serve their country's development, are all critical challenges for Morocco. For this purpose, the Commission suggests three main drivers.** These are as follows: i) Strengthening the youth workforce integration systems via new approaches of guidance and support to succeed in accessing jobs opportunities; ii) Elaborating an integrated national youth program, managed in the territories by professional entities under performance contracts; iii) Establishing a national civic service to strengthen civic participation and spirit among young people and consolidate their skills and employability.

Morocco is fortunate for its diversity and cultural plurality, its historical depth, and its heritage, both tangible and intangible. The NDM calls for more resolute leveraging of these assets to bolster social ties, openness, dialogue and cohesion, as well as the soft power to boost the country's international positioning. To this end, the Commission suggests the following actions: i) strongly integrating culture into the educational ecosystem; ii) supporting the media as vectors of information and public debate and assisting in their digital transformation; iii) encouraging the development of innovative cultural initiatives through the professionalization of the cultural sector and improved access to public funding as well as quality support; iv) promoting and energizing innovative cultural and media production that contribute to the debate, raise awareness, and drive Morocco's international outreach; and finally: v) deploying and stimulating cultural life in the territories, enhanced and driven by local civil society.

For a more inclusive Morocco, the NDM calls for accelerated build-up of a broad social protection foundation, resting on a social contract that holds citizens and the State accountable and that enshrines social solidarity. This social protection foundation consists of universal basic protection for all citizens, as well as specific targeted protection for the most vulnerable (the helpless, people with disabilities, etc.). Such a protective commitment from the State requires reciprocal commitment from citizens to formalize professional activities, and equitably contribute, via taxes and other contributions each according to its capacities, to the financing of public services and social protection.

To achieve this goal while ensuring the quality of social protection services and financial sustainability, the Commission recommends four major actions: i) accelerating the formalization and fighting social fraud to create the necessary conditions to expand the social coverage; ii) establishing a basic social protection base that includes universal health coverage, universal family allowances, and a guaranteed minimum income; iii) modernizing the system's governance and ensuring the effectiveness of operations (cf. Morocco Inclusion Project); and iv) ensuring sustainable overall financing of the social protection system.

Pillar 4 - Resilient territories, anchorage points for development

The NDM brings about a new vision on the role of territories, as spaces for the co-design and implementation of public policies alongside the State. This vision enshrines **the centrality of territories as sources of tangible and intangible wealth creation, the emergence of participatory democracy and the rooting of resource sustainability** and resilience to climate change effects. The Commission recommends the following strategic choices to foster the emergence of prosperous, resilient and sustainable territories.

In accordance with the Constitution, the NDM advocates for a «Morocco of Regions» to ensure the convergence and efficiency of public policies at the territorial level. The Commission recommends a State territorial reform and enhancing the capacities of territorial stakeholders to assume their responsibilities. The Commission calls for an accelerated advanced regionalization with effective de-concentration and overcoming any reluctance holding it back. De-concentration master plans need to be proactively implemented, with genuine transfers of powers and resources. Achieving the advanced regionalization requires accelerating the transfer to the regions of own or shared competences as well as consolidating the local authorities financial

resources, diversifying and mutualizing them at the inter-municipal level, in addition to human resource capacity building. The NDM also advocates for an innovative territorial reorganization to provide a efficient access to public services closer to the citizens. This reorganization is based on the Douar as the basic territorial unit, and capitalizing on the Circle's administrative level for coordinating and optimizing public services in an inter-municipal approach. Putting participation at the forefront of the New Development Model priorities, the Commission recommends the creation of regional economic, social and environmental councils to promote territorial stakeholder contribution to public development policies.

The Commission also calls for integrated territorial planning, focused on improving the living conditions (housing, connectivity and mobility). To do so, it is necessary to: (i) Focusing urban planning on living environment quality and social and functional diversity, breaking with the current mode of management by derogation; (ii) Positioning public transport as a basic public service and as the preferred mode of transport, and strengthening its national and local public funding accordingly; (iii) Improving access to housing with a housing policy that promotes social diversity, strengthens socio-economic inclusion, and ensures an efficient use of public resources; (iv) Accelerating territorial digital inclusion to bolster participation and improve access to public services, particularly in remote areas, by expanding basic infrastructure to all territories as soon as possible.

The sustainability of territories also requires the conservation of natural resources, particularly water, and enhancing resilience to climate change. The Commission considers it necessary to strengthen the governance of natural resources, by monitoring the consistency of actions of the various stakeholders. Protecting biodiversity and forest ecosystems is essential to sustainability. In particular, the valuation of natural capital must also be understood in light of the opportunities that it conceals for developing both domestic and international tourism. In addition, the full potential of the green economy and the blue economy should be mobilized, to strengthen value creation in all territories. In the same perspective, the water-energy couple should get special attention, by promoting the use of renewable energies, in particular for seawater desalination and wastewater treatment, which would allow supplying coastal areas in drinking water and irrigation water at better cost, and to reduce pressure on water availability. Public-private partnerships should be encouraged and promoted, through an appropriate incentive system.

Water scarcity continues to worsen in the Kingdom, and is among the most pressing issues we face. This calls for fully accounting for scarcity and optimizing its use for current and future generations. It is essential to reform the sector and improve cost transparency at every level of the resource mobilization, to implement a pricing system that reflects the true resource value and incites rational utilization and management, and to ensure proper sector regulation among various stakeholders.

Finally, the Commission calls for consolidating efforts aimed at developing a modern, socially and environmentally responsible agriculture, that fully recognizes sustainability constraints. Solidarity and family farming need greater support and development, through more efficient support mechanisms for small-scale farming, to address the strong duality between commercial and solidarity farming, with a view to consolidating rural resilience. Water use in agriculture needs to be optimized, with a priority for national food security and a fair use of water

in exportable offer. Finally, modernizing agriculture requires the mobilization of technology for sustainability, strengthening human skills in the sector, and investing in research and innovation in agriculture and agribusiness.

D. Meeting the challenge of launching and implementing the NDM

Implementing the NDM's structural transformations requires substantial technical, human and financial capacities, particularly in the start-up phase. For this purpose, the Commission deems it essential to focus on four principal levers for the model's initiation and implementation: i) Making the public administration and the digital technology as the two levers to accelerate change; ii) Securing the necessary resources to finance the new model's priority projects; iii) Mobilizing the Moroccans of the World as full players in the implementation of the suggested transformative projects; iv) Leveraging on international partnerships to serve the country's new ambition. In parallel to these important levers, a strong action should be deployed in terms of mobilizing all national players around a National Development Compact as well as establishing a monitoring and steering mechanism to follow up on the NDM's transformative projects and the change leading process.

1. Activating levers of change to accelerate the implementation: the administration and digital technology

The Commission recommends that the **administrative apparatus** be updated in skills and methods to accelerate change, and that **digital technology** be used as much as possible, considering its quick transformative potential.

The new model's deployment requires a **renewed and modern administrative apparatus**, committed to the general interest and at the service of citizens. The Commission recommends that a distinction be made between the strategic-level public policies, which is the responsibility of the political sphere, and the regulatory-level public policies, which is the responsibility of the permanent administration, and the operational-level of implementation and monitoring, which is the responsibility of public or private stakeholders that are active in the territories. This implies a skilled administration, empowered and performance and results-oriented; a transparent administration that is accountable for its actions and is able to take initiatives and support change. More specifically, the regular renewal of senior national and local civil servants and managers of strategic public enterprises and establishments is a challenge to be addressed through mechanisms to enhance its attractiveness, and to identify and select a pool of skills and develop leadership skills. Improving the administration's performance also requires simplifying and streamlining of internal management procedures (governance rules in line with international standards: composition of boards of directors, accountability procedures, frequent evaluation) enabling the administration to focus on crosscutting missions and objectives, making authorizing officers accountable and encouraging the emergence of territories as focal points for public action.

Finally, the administration must place greater emphasis on citizen and enterprises service quality by expediting administrative process simplification and full digitalization, and granting access to public data to allow users to assess the quality of service and have recourse in case of dispute or abuse.

The Commission believes that digital technology is crucial for change and development and that Morocco can aim to be an e-Nation by 2025. Indeed, digital technology is likely to unleash energies, restore trust between the citizen and the State, reduce corruption and promote economic, social and territorial inclusion of large segments of the population. Simplified and clarified procedures and better quality services will make the State-citizen and State-business relationship more fluid and transparent.

The country's digital transformation requires swift upgrading of digital infrastructure, broadband connection throughout the country, extensive skills training and completion of the legislative and interoperability framework to enable end-to-end digitization of public services and boost digital confidence.

2. Securing the model financing in a structural and sustainable manner

The Covid-19 crisis affected government resources and priority budget spending. It demonstrates how the NDM's success hinges on sound financing. The Commission believes that the NDM's transformational reforms will generate growth and substantial return on investment and ensure long-term financial sustainability, especially if properly sequenced, prioritizing high-impact, quick-impact reforms generating resources to finance long-term projects that require high and recurrent budgets.

However, the NDM's initiation still depends on **significant additional resources**. Structural reforms, particularly those related to human capital and social development, can draw on credit from capital markets, partners, international donors provided that the proposed development paths are credible and that the allocated resources are specifically intended to transformational projects designed to boost economic growth and social stability.

Additional resources are needed from national and international investors, both institutional and private, for economic development and infrastructure projects. Mobilizing these funds, thereby optimizing budgetary resource allocation, requires creating a space for public-private partnership investment and foreign direct investment. This implies the identification and preparation of a pipeline of bankable projects with an acceptable level of institutional risk.

This also calls for accelerating the revision of State shareholding policies by operationalizing the State Holdings Agency, the restructuring of a number of marketable public establishments and companies by transforming them into joint stock companies and optimizing their asset values by opening up to public equity participation whenever possible to finance development. This process should be carried out alongside key sectoral reforms (energy, water, logistics, and financial sector) of the economy to ensure the provision of quality services to citizens at a lower cost and to boost the productive fabric competitiveness. These reforms will prepare the economy for

private investment through the establishment of independent regulators that meet international standards, thus providing an attractive governance framework for investors and enabling rapid deployment of leveraged financial instruments.

3. Allowing the Moroccans of the World to contribute to priority development projects

The NDM gives pride of place to the Moroccans of the World and makes them key players in change and development. Beyond the transfers they make to the country and which represent a strategic financial windfall, the large-scale use of their skills would certainly constitute a powerful lever to strengthen the quality of the Kingdom's human capital.

Four major orientations have been identified by the Commission to facilitate and promote the contribution of the Moroccans of the World and capitalize on their skills. First of all: (i) strengthening the efficiency and effectiveness of the institutional mechanism intended for the Moroccans of the World, with all that this implies in terms of developing a common vision shared between the actors concerned, that can promote enhanced inter-institutional coordination. It also requires strengthening the representation of the MDMs in the structures dedicated to them and setting up a reliable information system on the MDMs to better understand them and improve the targeting of policies dedicated to them; (ii) mobilizing the skills of MDMs in the service of Morocco's influence through the transfer of knowledge and skills (scientific research, R&D, innovation), the use of highly qualified profiles in development projects and connection to international networks given their role as a bridge between Morocco and the world; (iii) broadening the accessibility of MDMs to investment opportunities in Morocco, through proactive communication on the regulatory and procedural framework in connection with business opportunities and the encouragement of Moroccan start-ups established abroad as well as through an incentive and support system for MDM's investments and a range of financial products adapted to the investment needs of the MDMs, in particular for new generations.

In addition to these decisive proposals for attracting the MDMs and having them contribute to the new development dynamic that is emerging, special attention should be paid to the consolidation of intangible ties, through a renewed cultural offer adapted to the needs of the generations born and socialized in the host countries (films and series on the history of Morocco, etc.), the use of digital tools including e-learning platforms for courses in Arabic and Amazigh languages and cultural heritage and the multiplication of socio-cultural events aimed at young MDMs. In this regard, the creation of a Moroccan agency for cultural action abroad would be relevant to federate the stakeholders efforts and mobilize their synergies in mobilizing the MDMs.

4. Mobilizing international partnerships and strengthening the Kingdom's soft power

The NDM enshrines the irreversible choice of Morocco's openness to its regional and international environment, and its continued commitment to defending multilateral causes and provide responses to global challenges. It thus contributes to Morocco's outreach by leveraging

on the Kingdom's specificities and its constants, in particular with respect for its sovereignty and its territorial integrity.

While reaffirming Morocco's attachment to spaces of solidarity as identified in the Preamble of the Constitution, the SCDM is betting on Morocco as a player in the African continent development, in view of its historical ties with this part of the world and the potential it holds in economic, human or cultural terms. At the same time, the Commission reiterates the importance of Morocco's commitment to promoting an area of enhanced cooperation with the European Union and the Euro-Mediterranean neighborhood as well as of Morocco as a key player in the Euro-African relationship. It also calls for pursuing the strategy of diversifying alliances and partnerships with other regions of the world, in this case the American continent and Asia, to make it a lever for broadening its external outlets and strengthening its attractiveness for Foreign Direct Investments. These alliances constitute an additional milestone to establishing Morocco's position as a regional hub, between Europe and Africa, between the East and the West.

In order to mobilize the full potential of Morocco's international partnerships for the purpose of strengthening its competitiveness and attractiveness, it is recommended to adopt an integrated Label Maroc strategy, that can federate efforts and pool resources of players involved in the economic promotion abroad.

The use of the NDM as a lever for strengthening the Kingdom's soft power also makes it necessary to ensure an active presence within multilateral fora on global issues, particularly in relation to migration, security, climate change and cultural and cultural dialogue.

5. The NDM's implementation tools: The National Development Compact and the steering, monitoring and change leading Mechanism

Implementing the new model requires a steering system that enables all stakeholders to take ownership of the project and monitor its implementation. It relies on the Kingdom's singularity, whereby the Monarchy carries out the development vision and long-term strategic projects and monitors their implementation for the benefit of citizens. The Commission suggests two tools in this regard:

The first is a **National Compact for Development** to seal commitment to a course and a frame of reference shared by all. This compact would provide a forum for collectively defining a new ambition for the country and a common frame of reference to guide and direct stakeholder development actions in their diversity. It would constitute a comprehensive framework for coherence and synergy among stakeholders and setting strategic priorities to guide resource allocation. It would focus on fundamental development choices, as a common base for the Nation, leaving scope for the plurality of partisan choices in the deployment of public policies. By creating clear conditions for major national development choices over the medium and long term, the Compact would also contribute to the Kingdom's international outreach and attractiveness.

This compact could be adopted in a solemn manner by relevant stakeholders and would constitute **a strong moral and political commitment before His Majesty The King and the entire Nation**. It would be an instrument for renewing State relationships with development actors and would pave the way for a historic new stage in the country's development trajectory, as much in its symbolism as in its strategic vocation and functionality.

The second tool is **a mechanism, under the authority of His Majesty The King, devoted to the NDM monitoring, driving strategic projects and supporting the implementation of change**. While ensuring the overall coherence and strategic alignment with the chosen course, and driving and supporting transformational reforms, this mechanism would hold stakeholders accountable and strengthen the overall performance.

This mechanism, placed under His Majesty The King, could perform the following tasks: i) Publicizing the New Development Model and ensuring that it is disseminated as widely as possible; ii) Designing methodological instruments to facilitate coherent and effective NDM implementation and making them available to relevant authorities; iii) Ensuring that the proposed strategies and reforms for the NDM's implementation are consistent with the reference framework and the National Development Compact before its adoption by relevant authorities, by formulating opinions and recommendations; iv) Ensuring follow up on the implementation of strategic projects conducted by the authorities in charge and providing advancement report to His Majesty The King; v) Supporting change management by contributing, on High Royal Instructions, to the preparation of strategic projects in support of relevant authorities and bodies, to the testing of innovative projects, and to the development of executive training/action and change management programs in universities and specialized training schools.

The development model thus proposes a common ambition and path towards its achievement. By making the most of its multiple assets and harnessing the capacities of its women and men, the Kingdom is fully capable of embarking on a new development stage under the leadership of His Majesty The King. A stage, similar to the great moments in the Kingdom's millennial history, that is capable of triggering a virtuous dynamic, generating confidence, positive and tangible benefits for the prosperity and well-being of all Moroccan men and women, united in their diversity, offering an example of dialogue and peace and co-building a better world in partnership with other nations.

The SCDM's general report includes appendices that provide a synthesis of multiple rich contributions received and consultations held, as well as a series of thematic notes and projects that go into greater depth on a number of subjects deemed important by the Commission's members.



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