



المملكة المغربية
ⵜⴰⴳⴷⴰⵏⵜ ⵏ ⵍⴻⴷⴰⵢⴻⴳ
Royaume du Maroc

THE NEW DEVELOPMENT MODEL

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

SUMMARY



APRIL 2021

اللجنة الخاصة بالنموذج التنموي
ⵏⵔⵓⵎⵓⵙ ⵏ ⵍⴻⴷⴰⵢⴻⴳ ⵏ ⵍⴻⴷⴰⵢⴻⴳ
LA COMMISSION SPÉCIALE SUR LE MODÈLE DE DÉVELOPPEMENT

Towards a new National Compact

The Nation's development is rooted in a bedrock of symbolic references and occurs over time. As a country with a rich history and a place of crossroads, Morocco has always chosen a path of plurality, inclusion and transmission. Committed to this secular tradition, the nation is determined to achieving civilizational growth in which all dimensions of development - social, economic, political and cultural - are harnessed to promote an ambitious, forward-looking vision that is fueled by a sense of belonging to a single national community.

The Kingdom has made significant progress over the last two decades. These breakthroughs give rise to greater demands and justify new aspirations. In keeping with the spirit of the Constitution, and building on a rich heritage, the national community is yearning for new momentum. It strives to bring together all its components and build a prosperous future based on a strong civic spirit and a sense of solidarity, thus ensuring the well-being of all its citizens.

Its forces are all converging today, centered on the same eagerness and the same desire: to release energies by consolidating citizens' capabilities; to anticipate the world's changes in order to better seize opportunities and reduce risks; to disseminate innovative local initiatives in a country driven by its youth; to protect individual and collective freedoms within a framework of trust and responsibility.

Our country has taken the time to take stock of the situation, to evaluate its strengths and weaknesses, to identify the challenges it faces and the promises it can keep, even before a global health crisis indiscriminately struck the weak and the powerful. In fact, it is not merely addressing this as a temporary crisis, but rather as the revelation of necessary systemic transformations, tied to our territories and our areas of economic, food, energy and digital sovereignty. As has been the case throughout the Kingdom's long-standing history, the time has come to renew the National Compact. One that guarantees both equity and freedom, protection and autonomy, innovation and anchoring, diversity and unity in pursuit of a new ambition. This Compact represents a strong moral, political and symbolic commitment made before His Majesty the King and the entire Nation, and will herald a new chapter in the country's history.

There can be no common future ahead without a common foundation to draw from; there can be no growth without a sense of collective belonging that engages and binds generations, and that mobilizes energies beyond their differences. When Islam is understood and practiced with tolerance and openness, it is a source of strength for the continuation of our national project based on self-esteem and respect for others. In an age of global institutional doubts, identity issues, geopolitical tensions and the emergence of new powers, the Kingdom of Morocco is determined to set its own course for development, driven by the aspirations and expectations of its citizens and heading towards a better world to which it wishes to contribute.

This ambition for the forthcoming decades is rooted in the legacy of the past and the determination of the present. From the recent history of the last two decades, marked by the reform movements of the 2000s and by the constitutional breakthroughs and promises of 2011; from the history of the last century, characterized by the testing and rebuilding of the nation, galvanized by the enthusiasm of independence and reunification, and led by the impetus of the Revolution of the King and the People; and from the millennia-old history of the Nation. Born from the unique melting pot of Arab-Islamic and Amazigh, African and Saharan-Hassani, Hebrew and Andalusian cultures, this historical Moroccan personality blends continuity and plurality. Home to an enlightened and rooted Islam, fueled by spirituality and respect for others, it proudly bears its uniqueness. This sense of pride in belonging to one of the oldest nations in the world is one of the foundations on which our common future stands.

The monarchy as an institution is an emblem of historical continuity and stability and is the cornerstone of this dynamic construct. It lends the nation the strength and audacity to thrive. The King is the guarantor of the balance between a strong and fair State and a strong and dynamic society. He is the symbol of the leadership required to achieve these great historical ambitions, to oversee their implementation and to ensure their continuity.

Moroccan men and women around the world are the bearers of a living heritage and a memory that is open to the future, and are committed to sowing, nurturing, and fulfilling their dreams, both for themselves and for the sake of history. They pledge that their values, their diversity, and their heritage will continue to be nurtured by their roots; that their aspirations will grow into a rich foliage that breathes life into the world and contributes to the future of humanity; and that their nation will uphold its commitment to peace and shared prosperity.

Review of the CSMD's mandate and development approach of the proposed Model

This report is the culmination of the mandate entrusted by His Majesty the King to the Special Commission on the Development Model. It lays down the parameters of a new model for a national ambition and proposes a credible and feasible path towards change. It is based on the Kingdom's assets and on a unique approach of dialogue and consultation, unparalleled in scale and nature.

The proposed model is **neither a quick fix for the dysfunctions identified**, nor a compendium of sectoral policies, and even less an instructions manual for a governmental or partisan program. It is enshrined within **the existing constitutional framework**, in line with the organization of powers which it defines, and thus brings forth a development vision that seeks to deliver on the promises laid down in the Constitution.

This model also draws on the Kingdom's long history and its sense of national identity. As a land of peace, dialogue and coexistence, at the crossroads of many civilizations, Morocco stands prepared to take part to shaping a new world post-pandemic.

The development model **is designed by Moroccans, with Moroccans and for Moroccans**. It is the outcome of a broad and inclusive process of consultation and interaction with citizens and communities across the country, including in the most remote areas. The way the model has been designed speaks for a novel approach to development, one that is inclusive and based on the active participation of all stakeholders. It shows that the country can lead **candid and responsible discussions on its future** and identify, through this process, relevant solutions with high relevance to the country's ground reality. The consultation process led by the Commission has allowed it to gauge the yearning for participation, inclusion and empowerment, as expressed especially by Morocco's youth who aspire for more agency and ownership over their destinies.

This process has resulted in the new development model, a proposed **path for development**, a general call for mobilization and dedication to build, **under the enlightened leadership of His Majesty King Mohammed VI, May God Assist Him**, the Morocco that we collectively want to see. Its success requires a **new form of collective organization** allowing all Moroccan men and women, in all their diversity and richness, to work together in pursuit of the same goals, and to live **with dignity**.

EXECUTIVE SUMMARY

An ambition for 2035

Morocco's potential for development is tremendous. The nation stands strong and united as His Majesty the King safeguards its higher interests, its stability and its democratic choices. As such, Morocco is able to mobilize its population and all of its energy to take on a collective journey towards achieving a new development ambition.

Leveraging its geography, its history, its unique immaterial capital and the potential of its population, the Kingdom has all it takes to become a pioneer nation and emerging power devoted to the well-being of its citizens. A nation committed to shaping a better world, one that promotes dialogue and cooperation, that safeguards human dignity and preserves nature and biodiversity.

On this basis, the ambition set forth by the new development model is one of a Morocco that **is thriving and prosperous, skilled, inclusive, and sustainable**. The ambition also aspires to a **bold Morocco** willing and prepared to take on new challenges and opportunities and build leadership in new areas and sectors.

In essence, this ambition requires harnessing the country's full potential, placing people at the heart and center of priorities, both as actors and beneficiaries of this development process. This ambition lives up to the burning expectations expressed by citizens that are yearning for participation, empowerment and recognition.

The new model translated this ambition into targeted development objectives, that are ambitious yet realistic, and that would elevate the Kingdom up to the top third of the various global rankings by 2035, and would enable it to further confirm its vocation to be a regional role-model. These objectives include doubling the GDP per capita by 2035, ensuring that more than 90% of pupils master elementary skills and competencies by the end of primary school, increasing the number of doctors per inhabitant to reach WHO standards, bringing the informal employment rate down to 20%, boosting the participation rate of women from 22% in 2019 up to 45%, and achieving a more than 80% satisfaction rate among citizens with respect to the administration and public services.

This ambition requires full-fledged mobilization of Morocco's talents, who should be empowered and whose capacities need to be strengthened in order to be geared to tackle the country's development challenges, especially in a world of increasing complexity and uncertainty.

A candid and clear diagnosis

To reach the 2035 ambition, the Special Commission on the Development Model has diligently and rigorously analyzed the current development model and has mapped out the achievements, weaknesses and potential areas for improvement.

Morocco experienced a wave of reforms in the mid-1990s, accelerated in the 2000s, which set the country in a dynamic and virtuous development path. The modernization of infrastructure, the launch of several sectoral strategies and Morocco's commitment to a vast renewable energy program all contributed to strengthen the economy, support growth and prepare the future. In addition, programs such as INDH and RAMED, mass generalization of access to education, improved access to electricity and road infrastructure in rural areas, and reduction of sub-standard housing have helped to reduce social disparities and significantly lower the poverty rate. At the societal level, the implementation of bold reforms such as the Moudawana or the recognition and institutionalization of cultural pluralism have marked significant progress.

Within the upheaval that the region has seen in 2011, the Kingdom was able to offer hopeful answers to popular and political expectations. However, as economic growth slowed down and inequalities continued to rise, a climate marked by deteriorating trust has since prevailed in the country.

Many reforms announced at the highest level of the State (economic transformation, education and training, healthcare and social protection, preservation of natural resources or regionalization ...) are lagging behind as resistance to change slows down the pace of progress. As a result, these reforms fail to produce the level of impact that is expected of them, leaving citizens' hopes disappointed and feeding growing mistrust towards public action.

The Commission has identified four systemic issues as being the root causes of the current model's loss of momentum: (i) first, **the lack of vertical coherence** between a vision for development and subsequent public policies, and weak horizontal alignment of these. There is no comprehensive and long-term strategic vision, shared and supported by all public players. Public policies and reforms are developed in silos, with no common frame of reference. As a result, public efforts seem diffuse and do not converge towards a set of priorities that are compatible with the country's resources and capabilities.; ii) second, **the sluggish pace of structural transformation** of the economy, which is impeded by high factor costs and an environment that is not conducive to the entry of new players, thus restricting competition and innovation. These obstacles are associated with inefficient regulation, and a flawed system of economic incentives that does not encourage risk taking and favors rent-seeking behaviors in traditional sectors and helps preserve particular interests, at the expense of the general interest; iii) third, **the limited capacity of the public sector** to design and implement accessible and quality public services that cover the essential needs for citizens' well-being and everyday life. The public sector operates following a centralized and top-down approach, with little attention to end-results, and no strategic vision that would otherwise enable it to initiate and drive structural development projects; iv) and finally, **a sense of judicial insecurity and unpredictability** which inhibits appetite for taking initiatives.

This is due to multiple “gray zones” or discrepancies between certain laws and the reality of social practices, a judiciary system that suffers from mistrust, as well as red tape and ineffective avenues for appeal. These issues also stem from distorted but persistent representations that consider systematic control and centralization to be the best ways for managing development, that see certain stakeholders (citizens, young people, the private sector and civil society) as unreliable partners, or that believe traditions to be incompatible with progress and modernity.

During consultations, citizens have emphasized the necessity to **accelerate the transition towards a new development model**. Need for change is all the more urgent as new trends and realities, both at the national and global levels, are underway. The changes brought forth by the Covid-19 crisis have stressed the need for immediate action, especially as strongly held on globalization are now being questioned. This new international context highlights the risk of high frequency and increasingly complex health crises, thus requiring great capacity for anticipation and effective and efficient means of action to address their multidimensional effects.

Based on its broad-based multidisciplinary analytical work, the Commission believes that **the new development model will be able to achieve the 2035 ambition, if it puts in the necessary means and capacity efforts to successfully implement revised strategies and structural reforms in a systemic and coherent manner, in all consistency with the vision**, and if it optimizes the impact of these reforms for citizens and communities across the country, in a spirit of solidarity and equity.

A new frame of reference for development

To achieve this ambition and the associated objectives, the Commission advocates for a new organizational doctrine based on **the complementarity between a strong State and a strong Society**. A State that is the bearer of a vision for the country and its citizens and sees to its implementation. A State that guarantees the security, dignity and freedoms of Moroccans, that offers due protection, and that offers an environment conducive to mobilization of all actors in favor of the country’s development and the common interest. The aim isn’t to have a “lesser” State but a “better” State. A plural, dynamic and responsible Society that empowers and fosters the autonomy of the individuals and groups. A Society that is able to cope with the growing complexity of the world, the systemic nature of development challenges and the preservation of natural ecosystems and resources, particularly water.

This means a responsible society that is able to take its destiny into its own hands, with the support and partnership of the State that sees to the respect of the overall vision and the rule of law. The aim is to strike a creative balance between long-term nation-level policies by the State, and regional and local-level efforts with a greater margin for action, experimentation and innovation.

This doctrine reflects the concept of «**responsibility and development**», advanced by His Majesty the King in the 2019 Throne Day Speech. From an operational viewpoint, this doctrine

reflects the singularity of the Kingdom's institutional model whereby the Monarchy is the centerpiece of the State, the symbol of the Nation's unity, the guarantor of the balance of power and the bearer of the long-term strategic vision.

This doctrine is consistent with the principles enshrined in the Kingdom's Constitution and the organization of the powers it lays down. It emphasizes the need for **convergence and synergy among stakeholders through an open mobilization of partnerships** and an organization of the State that enshrines regionalization as an optimal lever for tapping into our country's many assets, in all their diversity.

The doctrine is translated into **principles of action**, making it possible to give a concrete expression to this process of unleashing potential, empowerment and accountability. These guiding principles have to do with: focusing action on citizen outreach, adopting a systemic approach, developing capacities of all development actors, applying subsidiarity, and ensuring environmental and financial sustainability.

To unlock energies, this doctrine also calls for a **framework for building trust and accountability**, in order to strengthen the legal and moral security of all stakeholders and ensure the primacy of common interest. The building blocks of this framework are strengthened justice, clear laws, transparent rules applicable to all, stakeholder accountability through regular performance reviews, and strict compliance with values of ethics and morality. This framework is necessary to guarantee an open and constructive space of expression for all those willing to contribute to the country's development, and to strengthen the sense of citizenship and civic duty.

This balance between a strong State and a strong society has ramifications as regards to the place **and role of key stakeholders**: public, private or third sector players. It reinforces the legitimacy of these players and enshrines their representativeness. It broadens their scope of intervention and their contribution to value creation. It holds them accountable for the implementation of the new model and promotes synergy and complementarity between their interventions.

Strategic choices and ambitious bets for the future

Drawing on this doctrine, the Commission recommends strategic choices that can unleash a new dynamic of value creation that is structurally inclusive of all citizens and territories and that sustainably harnesses the country's potential and seizes opportunities. Some of these choices are consolidating the existing programs or accelerating ongoing reforms, while others represent a disruption, either in direction or methodology, and will require in-depth changes in mindset and approach.

At the economic level, the Commission believes it is essential to accelerate the transformation of the economy with a view to making it more dynamic, diversified, and competitive, creating added value and decent employment, and generating resources to finance social needs. As the foundation for a **Thriving and prosperous Morocco**, the structural transformation of the economy requires, in particular i) unleashing private initiatives and entrepreneurship through a

transparent, secure and predictable business environment, streamlined and simplified regulations and independent regulation, promoting the entry of new and innovative players; ii) improving the competitiveness of the productive fabric by significantly reducing input costs, particularly energy and logistics; (iii) directing private sector investments, from large corporations and SMEs alike, towards growth and high-potential sectors and towards the upgrading of production systems through a suitable incentive framework, greater access to diversified financing mechanisms and support for enterprises to strengthen their 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 across regions.

While stressing the need to move towards a systemic approach free of silos, the Commission has also looked closely at specific sectors, such as agriculture and tourism, given their importance to the national economy and the increasing need to ensure sovereignty and resilience in the aftermath of the Covid-19 crisis. The epidemic has highlighted the challenges of food sovereignty and the imperative to develop a modern, high value-added, inclusive and responsible agricultural sector. This will require increased integration of agricultural value chains, especially for downstream transformation, increased attention to sustainability and natural resources particularly water, stronger research and innovation efforts and a more systemic and coordinated governance of the sector at the local level. As for tourism, the effects of the health crisis call for building more resilience and sustainability into the sector. In the medium to long term, efforts should be directed towards promoting and supporting the diversity and richness of assets across the country, both to boost domestic tourism and to attract new segments of the global demand. To achieve this, it is necessary to develop attractive touristic ecosystems including both accommodation and a diversified and high-quality offer of activities and experiences. It is equally important to support entrepreneurship in tourism, increased professionalization and digital transformation of the sector, as well as better coordination at the strategic and operational levels.

Investing in a **Skilled Morocco**, where human capital is strengthened and empowered to face the future, is an imperative to dynamize social mobility and enable the country to significantly improve its position on global rankings related to human capital development.

With regard to health care and education, which are the foundation for improving human capital, it is recommended to i) substantially strengthen the provision of public services throughout the country and ensure fair and equal access to them, in partnership with the private sector, acting as a responsible and ethical partner ; ii) pay specific attention to the quality of services, as measured by the achievements of pupils, by the proficiency level of students and their access to jobs, and by improved health coverage and health outcomes for the population; iii) invest in human resources and strengthen their capacities, particularly teachers, researchers, doctors and other healthcare professionals.

In both sectors, improving the performance and quality of services will require efficient governance at the local level and greater autonomy for schools, universities and hospitals. This must all be achieved within a framework of accountability centered on results, performance-based commitments and regular evaluation mechanisms.

More specifically, the Commission believes that schools must be vectors for the transmission of values, in addition to their fundamental role of training and developing skills. This can be done through civic and religious education based on our country's long history, the richness and diversity of our culture and our commitment to a practice of Islam based on concord and solidarity. This can strengthen citizenship values, promote tolerance and respect of diversity, strengthen the sense of common good and the primacy of the general interest, encourage citizen participation, and foster the feeling of belonging to the national community and the commitment to the pillars of our nation.

In health, the new challenges raised by the Covid-19 crisis and the risks of future health crises make it necessary and urgent to strengthen the health system's capacity for surveillance, prevention and resilience. This should be done in parallel with efforts aimed at addressing structural problems and accumulated delays in the health sector, and at fighting the current epidemic. In addition, strong action is needed to support health sovereignty through a pharmaceutical and medical industry capable of producing drugs, vaccines, tests, medical equipment and other critical consumables to meet both Morocco's own needs and those of partner countries in Africa.

Inclusion and preservation of dignity are essential to promote a harmonious and peaceful society, one that supports strong social ties and ensures equal participation and opportunities for all citizens. An **Inclusive Morocco** requires, as a priority, (i) supporting, in a proactive and deliberate effort, women's empowerment and participation; (ii) promoting the inclusion and participation of youth, particularly the 4.5 million young people who are currently unemployed, through civic and cultural engagement, sports and professional integration; (iii) providing social protection to all citizens especially the most vulnerable in order to strengthen resilience and inclusion and consolidate solidarity and equity ; and (iv) mobilizing cultural diversity as a driver of openness, dialogue and social cohesion.

In line with the recommended doctrine, the Commission believes that in order to achieve a **Sustainable Morocco**, it is necessary to strengthen the role of regions and local ecosystems, being the ground where development dynamics take place, where citizens' quality of life can be improved, and where natural resources can be protected. To this end, it is necessary i) to accelerate decentralization and deconcentration with effective transfers of powers, and to ensure that Regions are able to fully carry out their functions and prerogatives; ii) to review the administrative organization at the local level and leverage respective synergies across territorial units to improve the quality of services delivered to citizens; iii) to simplify the governance of urban development and adopt a housing policy and approach to urbanization that promote social diversity within cities, support socioeconomic inclusion, and improve the quality of life through better access to social services, mobility solutions and improved connectivity; iv) to strengthen the protection of natural resources and biodiversity, and reform the water sector in support of more efficient uses given the scarcity of this vital resource.

The Commission has identified five ambitious bets for a **bold Morocco**. These bets would make Morocco one of the most dynamic and attractive economic and knowledge hubs in the region. These include: training-research-action at the service of the territories; low-cost and low-carbon energy; digital platforms and high-speed broadband coverage; diversified mechanisms for financing the economy; the "Made in Morocco" as a driver for enhancing the Kingdom's assets and moving to a greater integration of global value chains.

The strategic choices mentioned above are backed up by concrete proposals and operational projects, which the actors could appropriate to initiate the change in the direction of the chosen course.

Levers of change

To accelerate change, the Commission calls for modernizing **the country's administration** in terms of skills and methods and to leverage **digital** solutions to accelerate the change needed.

The new model requires **a modern and efficient administration**, dedicated to the public interest. The Commission highlights the need to differentiate between strategic and public policy aspects that fall within the political sphere, regulatory aspects that are within the realm of permanent administration structures and finally, the operational aspects of implementation and monitoring that are under the responsibility of public or private players operating at the local level. To this end, the administration needs to be competent, accountable, focused on performance and results; transparent and accountable for its actions and its ability to take initiative and drive change. In particular, the regular renewal of senior national and regional civil servants and managers of strategic state-owned enterprises and public institutions is a key issue that must be addressed through mechanisms to enhance attractiveness of these roles, identify and select a pool of skilled talent. Improving performance of the country's administration and state-owned enterprises will also require simplification and streamlining of internal management procedures (governance rules in line with international standards: composition of boards of directors, control procedures based on accountability, regular evaluations).

Finally, the administration must place greater emphasis on the quality of the services delivered to citizens by speeding up the simplification of administrative procedures and fully digitalizing them, and by providing citizens with access to public data enabling them to regularly assess the quality of services and to have means for appeal in the event of disputes or misuse.

The Commission believes that digital technology is an essential driver of change and development and that Morocco can aim to be a digital Nation by 2025. Indeed, digital technology is likely to unlock energies, increase trust between the citizen and the State, curb corruption and promote economic, social and territorial inclusion. Simplified and clarified procedures and better-quality services will make the State-citizen and State-enterprise relationship more seamless and transparent.

The country's digital transformation requires a rapid upgrade of the digital infrastructure, with high-speed broadband connection of the entire territory, the training of a large number of skilled workers, and the completion of the legal and interoperability framework to digitalize end-to-end public services and strengthen digital confidence.

Financing the model

The Covid-19 crisis has had repercussions on the State's resources and on the nature of urgent budgetary expenditures. It has revealed to what extent the successful implementation of the new development model depends on an adequate financing strategy. The Commission believes that the transformational reforms of the development model will generate growth and a substantial return on investment and ensure the financial sustainability of the model in the long term, particularly if they are properly sequenced, prioritizing those with a strong and rapid impact, allowing for resources to be generated for the financing of long-term projects that require significant spending on a recurring basis.

However, the initiation of the new development model is dependent on **significant additional resources**. For structural reforms, including those related to human capital and social development, debt can be mobilized from capital markets, international partners and donors, provided that the proposed development path is credible and that the resources mobilized are specifically targeted to transformational projects aimed at spurring economic growth and social stability.

For economic development and infrastructure projects, additional resources should be mobilized from national and international, institutional and private investors seeking investment in highly profitable sectors of vital importance for the future. The mobilization of these funds, which would optimize the allocation of budgetary resources, requires the creation of space for public-private partnership investment as well as foreign direct investment. This implies the identification and preparation of a pipeline of bankable projects with an acceptable level of institutional risk.

Sustainable financing of the development model calls for accelerating the amendment of the State's shareholding policy through the establishment of the State Investments Agency (Agence des Participations de l'État - APE), the restructuring of certain institutions and commercial state-owned enterprises by transforming them into public limited companies, making the best use of their assets and opening up, whenever possible, their capital to public participation to finance their development. This work must be carried out alongside the implementation of certain key sectoral reforms (power, water, logistics, financial sector) of the economy, so as to ensure quality and low-cost services to citizens and to boost the competitiveness. These reforms, along with independent regulatory bodies that meet international standards, are vital to increase private investment and support uptake of financial instruments with high leverage potential.

Implementation mechanisms

The implementation of the new model requires strong leadership to create the conditions for buy-in by all stakeholders and to monitor its implementation. It is based on the unique nature of the Kingdom where the Monarchy is the bearer of the long-term development vision and strategic projects as well as the monitoring of their implementation. As such, two mechanisms are proposed by the Commission:

The first is a **National Compact for Development** that would cement the commitment of the country's forces to a shared vision and frame of reference. This Compact would serve as a moment of consensual commitment to collectively define a new ambition for the country and a common frame of reference that guides and directs the action of development players in their plurality. It would set the overall framework for coherence and synergy among all stakeholders, as well as the framework for defining the strategic priorities that govern the allocation of resources. It would focus on the fundamental choices for development, a bedrock common to the entire nation, to make room for the plurality of partisan choices in the roll-out of public policies. By creating the conditions for making the country's major development choices clear in the medium and long term, the Compact would also contribute to the Kingdom's international outreach and its attractiveness.

This Compact could be solemnly adopted by all relevant stakeholders involved and would mark **a strong moral and political commitment before His Majesty the King and the Nation as a whole**. It would enable the renewal of the State's relations with development stakeholders and would pave the way for a new historical milestone in the country's development process, both symbolically and in its strategic vocation and functionality.

The second is a **mechanism to monitor the new development model under the authority of His Majesty the King, to give impetus to strategic projects and to drive change**. This mechanism would ensure overall coherence and strategic alignment with the ambition and recommendations of the development model, drive and support transformational reforms, strengthen overall performance, and hold stakeholders in charge of implementation accountable.

This mechanism placed under the authority of His Majesty the King could have the following missions: i) to communicate and raise awareness about the new development model and to ensure the widest possible dissemination; ii) to design and provide methodological instruments to facilitate the coherent and effective implementation of the development model; iii) to ensure that the strategies and reforms proposed for the implementation of the model are consistent with the frame of reference and the National Compact for Development prior to their adoption by the relevant authorities, through the formulation of opinions and recommendations; iv) to monitor the implementation of the strategic projects conducted by the relevant authorities and share progress reports with him His Majesty the King; v) to drive change management by contributing, on the basis of Royal Instructions, to the development of strategic projects in support of the relevant authorities and entities, to the experimentation of innovative projects and to the development of executive training courses in the relevant fields for change management within the public sector.

The Commission's report includes appendices that present a summary of the contributions received and the consultations as well as a series of thematic notes and flagship projects which, while by no means exhaustive, elaborate on certain topics regarded as important by the Commission.

It is thus a shared ambition and a path towards achieving it that the development model suggests. By leveraging on its numerous strengths and by mobilizing its women and men's capacities, the Kingdom is entirely in a position to enter, under the leadership of His Majesty the King, a new stage in its development trajectory. A stage, like the great moments of the Kingdom's millennial history, capable of triggering a virtuous dynamic, generating confidence, positive and tangible benefits for the prosperity and well-being of all Moroccan women and men. Moroccans, united in their diversity, offering an example of dialogue and peace, co-building with other nations a better world.



اللجنة الخاصة بالتموج التنموي
ⵎⴰⵔⵓⵏ ⵏ ⵏⵓⵎⵓⵔ ⵏ ⵏⵓⵎⵓⵔ ⵏ ⵏⵓⵎⵓⵔ
LA COMMISSION SPÉCIALE SUR LE MODÈLE DE DÉVELOPPEMENT



WWW.CSMD.MA/RAPPORT-FR