

TOWARDS A NEW DEVELOPMENT MODEL

STRATEGIC REPORT 2019/2020

PRESENTATION

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R OYAL VISION

Since His accession to the Throne, His Majesty King Mohammed VI has endeavored to consolidate the foundations of an open and inclusive democratic society, which promotes citizen development and places citizens at the heart of the development process.

In order to fulfill this goal and remove obstacles to its implementation, on the one hand, and to harness and act on internal and external changes, on the other, a national endeavor is currently underway with the aim of rethinking Morocco's political, economic and social model on the basis of an integrated vision, devised according to a new approach and involving all of the nation's vital forces.

This is a comprehensive and bold vision of development encompassing all areas, aimed at achieving social and territorial justice, providing youth with its rightful place to unleash its full potential and abilities, enhancing public sector efficiency and boosting private investment.

The ambition is to transform mentalities and to rethink development so as to formulate an innovative model for building the Morocco of tomorrow, and whose implementation will enable Morocco to join the ranks of advanced nations, in keeping with His Majesty King Mohammed VI's ultimate wish.

R OYAL VISION (2)

"... In recent years, **our development model has proven to be inadequate in terms of helping us meet the growing needs of a segment of the population, reduce social inequalities and tackle regional disparities.** For this reason, I have called **for revisiting that model and updating it.**

... I have therefore decided to set up an **ad-hoc committee for the development model.** God willing, I will inaugurate that committee in the autumn.

As regards membership, I have seen to it that the committee includes representatives from various fields of knowledge and intellectual currents, including prominent Moroccans from the public and the private sectors **who meet the requirements of competence and impartiality, who are able to feel the pulse of society, who understand its expectations and who have the nation's best interests at heart.**

... It will have to take into **consideration the major reforms introduced-as well as those to come-**in a number of sectors, such as education, health, agriculture, investment and taxation. The committee is expected to make suggestions on how to improve these reforms and increase effectiveness.

... **This is not about a break with the past. Rather, we want to add a new building block to our development agenda, as part of a continuing process.**

R OYAL VISION (3)

... Revamping the nation's development model is not an end in itself. Rather, **it is a gateway to a new era**-one into which, with God's help, I intend to take Morocco.

It is a new phase, whose distinguishing features will be **responsibility and the pursuit of a comprehensive take-off**.

Our main ambition is for Morocco to join the ranks of developed nations.

... Nevertheless, the new era we are about to enter is fraught with internal and external challenges to which we must rise. They include the following in particular :

- ▶ Firstly : **the challenge of enhancing trust and consolidating achievements.**
- ▶ ... Secondly, **the challenge of avoiding isolation.**
- ▶ ... Thirdly, **the challenge of accelerating economic development and enhancing institutional efficiency.**
- ▶ ... Fourthly, **the challenge of social and regional justice."**

Excerpt of the Royal Speech delivered at the 20th Throne Day, July 29th, 2019.

R OYAL VISION (4)

"... By calling for a review of that model, we are seeking more than just isolated sectoral reforms, or a **reshuffle of certain economic projects and social programs**.

In fact, we are aiming for an **integrated vision to shape not only a model for the achievement of the country's political, economic and social development, but also a system for full-fledged central and local governance**, including the legal system underpinning it. This vision should provide strong impetus for the new model, help overcome obstacles hindering its development and address weaknesses and gaps revealed by past experience.

In this regard, all stakeholders should take into account the societal changes occurring in Morocco and, as a result, place the **youth issue at the heart of the desired development model**.

... I firmly believe **that the success of any vision hinges upon a change in mentalities**. This is the only way to continue promoting the development the country is witnessing in various sectors and at the same time **to set the stage for a new culture** based on entrepreneurship, self-reliance and accountability.

R OYAL VISION (5)

With the same resolve, **we need to focus on reforming public administration.** No meaningful economic and social development is possible if public service institutions do not discharge their mission properly in terms of serving the citizen and promoting investment, especially as regions, local governments, investment centers and other parties are playing a growing role in spurring development.

At the same time, we should strive harder **to engage the public and private sectors in innovative, effective partnerships** to promote comprehensive development.

I must insist, once again, that **revisiting the Moroccan development model is an issue which concerns all Moroccans and all of the nation's forces**-individuals, institutions, political parties, trade unions, civil society and professional institutions.

... I expect this collective effort (...) signal **a real break** with practices in which time is wasted, development opportunities are lost, reforms impeded and creativity and innovation stifled."

Excerpt from the Royal Message addressed to the participants in the 3rd Parliamentary Forum on Social Justice, on 19 February 2018

R OYAL VISION (6)

"... I call upon the government, Parliament and all the institutions and organs concerned-each in its respective fields of competence-to reconsider our development model in order to keep abreast of changes in the country.

Using a participatory approach similar to the one we adopt on key issues, such as the amendment of the Constitution or advanced regionalization, I call for all national stakeholders, committed actors and the nation's driving forces to be included in this endeavor.

I also recommend objectivity and calling a spade a spade, without flattery or embellishment. I call for innovative, bold solutions, even if that means going into uncharted territory or causing a political earthquake.

I want this to be a collective national pause to address issues and problems that are troubling Moroccans. I want it to foster awareness of the need to change mindsets that stand in the way of achieving the comprehensive progress to which we aspire"

Excerpt of the Royal Speech delivered at the opening of the 1st session of the 2nd legislative year of the 10th legislature, October 13th, 2017.

F OREWORD

In 2015, the Royal Institute for Strategic Studies (IRES) launched a new series of strategic reports : "Morocco's Panorama in the World". The common feature of these annual strategic reports is that they showcase a given situation as a whole, thus providing a broad perspective.

The first in this series examined major transitions underway at the global level and their impacts on Morocco, in terms of opportunities to be seized, risks to be averted and disruptions to be anticipated. The second edition of Morocco's Panorama in the World was dedicated to the Kingdom's international relations, based on the Guidelines set out in the Royal Message of 30 August 2013, calling on the Institute to devote its efforts to Morocco's external relations and diplomatic matters.

The third Panorama (2017) addressed the crucial issues of climate change and ecological footprint*, in the run-up to Morocco's hosting of the United Nations Climate Conference "COP22". The fourth Panorama (2018) focused on autonomous development in Africa, a view in favor of which His Majesty King Mohammed VI has consistently advocated.

In keeping with IRES' interest in global competitiveness and intangible capital issues, the 2019/2020 strategic report focuses on global systemic issues and their relevance to the reflection on Morocco's new development model. This model, intended to promote the well-being of Moroccans, is a contribution by IRES to the thinking on this issue, in accordance with His Majesty's Guidelines.

In the Parliamentary Opening Speech of October 13, 2017, His Majesty King Mohammed VI called for the renewal of Morocco's development model in view of the "magnitude of (social) shortcomings" and means by which social and territorial justice is to be achieved. In the current context of change, a new direction for the Kingdom of Morocco is required to guide necessary transformations, while breaking with governance practices which have hindered the full implementation of strategic commitments.

F OREWORD (2)

According to the United Nations, a development model is "a blueprint to be followed in order to foster the progress of a people. It is a frame of reference for policy-makers in charge of developing a country's public policies. By formulating or implementing a development model, the government seeks to improve its population's economic and working conditions, ensure access to health and education and provide security, inter alia. The purpose of a development model is to improve quality of life" (1).

Devising a new development model is a major challenge, given the complexity of the matter and diversity of scales of analysis. **IRES' approach in the matter is singular** as the Institute's thinking is not merely national in scope but also reflects ongoing regional and international transformations.

The leapfrog strategy* is central to this reflection, given the urgency of addressing challenges such as climate change, increasing scarcity of natural resources, sharp demographic growth, particularly in Africa, and the severing of the link between economic growth and job creation, which means leapfrogging traditional steps and finding alternative paths ahead.

Several studies have shown strong convergence between purely economic and societal developments. In a volatile, uncertain, complex and ambiguous world, it is no longer possible to design an economic model that fails to meet people's aspirations. Otherwise, social peace could be jeopardized and the very sustainability of economic activity threatened.

Hence the expression "**generic development model**"* to describe a model built on new economic and human fundamentals and based on **four pillars** (two structural and two instrumental) :

- ▶ People at the heart of development ;
- ▶ Humankind's relationship to nature ;
- ▶ Planetarization, i. e. the combination of the local and the global from a new "glocalization*" perspective ;
- ▶ "Exponentiality" in which processes are not so much "adapted" to digitalization* but rather, rethought for the purpose of genuine "digital optimization."

Given the inherent nature of its pillars, the generic development model*, which could be adopted by countries seeking to renew their development model, is a post-globalization model.

Adapting it to the national context results in a **new development model for Morocco**, which incorporates achievements to be consolidated, weaknesses to be addressed and risks to be anticipated.

This new model must be rooted in the vision for the future embodied in the Strategic Guidelines set out in His Majesty King Mohammed VI's Speeches and Messages.

Rather than reproducing an outdated model which has become ineffective given the drastic changes of the past thirty years, it is time for Morocco to seek a new path, capable of ending its difficulties and triggering a new virtuous circle, which, once again, underscores the importance of adopting a leapfrog* strategy.

F OREWORD (4)

Any necessary changes should not solely rely on the identification of dysfunctions and constraints. Rather, the task is to spell out the content of reforms to be undertaken and devise appropriate solutions.

Far from constituting a business model, Morocco's new development model must be predicated on clearly stated philosophical assumptions, such as the importance of nature and the uniqueness of humankind.

The model is pragmatic and focused on implementing tangible solutions on the basis of an assessment of ongoing changes both nationally and internationally. Moreover, this model should be resolutely forward-looking, as it is rooted in a macro-historical analysis of current developments as a means of shaping the future and not reproducing the past.

In addition to a preliminary chapter which explores the macro-historical, global and national contexts in which the generic development model* is embedded, this report is divided into five chapters. The first chapter highlights the importance of governance, placing it at the heart of this model.

The other chapters outline the four pillars of the generic development model* and highlight how this model can be applied to Morocco in the "Proposing" section.

The methodology used in this report is a foresight meta-method (2) comprised of three stages : **Understanding, Anticipating** and **Proposing**, around which the report is structured.

This report contains a large number of graphical illustrations, special highlights and text boxes. It underscores some best practices in several countries around the world. A list of bibliographical references, a bilingual glossary of technical terms and a lexicon are attached. The lexicon provides a precise definition of the words and concepts marked with an asterisk.

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for Strategic Studies

C ONCLUSION

The 2019/2020 Strategic Report is IRES' contribution to the national debate regarding the renewal of Morocco's development model called for by His Majesty the King in the Royal Speech of October 13, 2017, addressed to members of both Houses of Parliament.

For its preparation, IRES has adopted a unique approach that seeks to construct a new development model for Morocco, which takes into account global systemic issues and responds to its population's aspirations for greater well-being. We have favored the leapfrog* approach as it is the only one likely to bring about major leaps forward, allowing Morocco to join the club of developed countries in the long term while refraining from replicating the model that prevailed during the 20th Century.

IRES uses a prospective meta-methodology that consists of three steps : Understanding, Anticipating and Proposing. These three phases structure the strategic report.

The report presents the macro-historical, global and national context as well as the four major disruptions that are reshaping reality at both the national and global levels :

- ▶ Shifting from material value to intangible values.
- ▶ Revaluing mankind.
- ▶ Ending the predatory economy.
- ▶ Rapid emergence of disruptive technologies.

These various aspects were considered in the process of devising Morocco's new development model, the pillars of which could be summarized as follows :

- ▶ Placing humans back at the heart of development.
- ▶ Taking care of nature.
- ▶ Contributing to planetarization.
- ▶ Firmly committing to "exponentiality".

C ONCLUSION (2)

The four interdependent pillars must be supported by a new governance system, the two main principles of which are justice and ethics, on the one hand, and flexibility and adaptation, on the other hand. Such a new governance, which would constitute a break with past practices, should be based on three fundamental principles: the principle of honesty, new approaches to action and new leadership.

For Morocco to be able to place people back at the heart of development, it is necessary to create the conditions for a human economy, effect a radical change in attitude by training young people, teachers and adults, review spatial planning by making the city more human for its inhabitants and drastically reduce inequalities.

Humans' relationship to nature as a whole must be reconsidered by mainstreaming climate change adaptation and ecological footprint reduction into public policies, successfully transitioning to a low-carbon economy, regenerating highly degraded natural resources and enhancing ecosystem services. The move towards an early regeneration economy should be encouraged. It is also about developing the potential for sustainability by focusing on sustainable agriculture and extending the ecosystem approach to agriculture.

By promoting the link between local and global levels, Morocco's contribution to globalization could consist of consolidating territorial development, improving access to, and dissemination of, global knowledge, creating a Moroccan-style blue economy and accelerating the regional integration of Morocco's economy, by actively participating in the establishment of the continental free trade area.

C ONCLUSION (3)

Morocco must stand ready to face the "exponentiality" of the changes. To do so, it is necessary to transition to future added values, by leveraging advanced digitalization and the potential of sustainability, to focus on people and innovation and to firmly commit to endogenous development. Lastly, the conditions for a new form of emergence for Morocco, based on a leapfrog* strategy, should be created.

A comprehensive agenda must focus on education, research and the other true sources of wealth. It must protect the environment and fight climate change with the same vigilance as the Green New Dealers in the US and Extinction Rebellion in the United Kingdom. And it must provide public programmes to ensure that no citizen is denied the basic requisites of a decent life. These include economic security, access to work and a living wage, health care and adequate housing, a secure retirement, and a quality education for one's children.

Stiglitz, Joseph. «Neoliberalism Must Be Pronounced Dead and Buried. Where next? | Joseph Stiglitz». *The Guardian*, 30 mai 2019, sect. Business

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