

Economic, Social and Environmental Council

REGIONAL DEVELOPMENT MODEL FOR THE SOUTHERN PROVINCES

Concept Note

December 2012

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1. Preamble

1.1 Excerpts from the speech of His Majesty the King on the Green March Day on November 6, 2012:

"I wish to reiterate our commitment to implement advanced regionalization, making sure our southern provinces are given priority in this process. Indeed, there are vast opportunities for the participation of citizens in the management of local affairs, for their contribution to integrated, sustainable human development and for the mobilization of the populations concerned in order to produce new elites, especially among women and young people, in the framework of a transparent, democratic transfer of power..."

In this regard, I call for an integrated, well thought-out regional development model that can be applied extensively. It should help us achieve complementarity between sectoral programs, meet the various challenges facing the region, and set up a regional economic system that stimulates growth, creates wealth and generates jobs, especially for young people.

Given its membership, its mandate and the skills at its disposal, the Economic, Social and Environmental Council is the institution most capable of preparing this ambitious project and of ensuring its success. To carry out its mission, the Council should use a participatory approach that allows for the populations concerned and all interested national stakeholders to be involved."

1.2. Outlines of ESEC mandate

Based on the guidelines of His Majesty King Mohammed VI, the Economic, Social and Environmental Council (ESEC) will prepare a platform for an integrated and sustainable regional development model for the southern provinces. This model must be able to breathe new life into the region and meet the challenges it faces both economically and socially.

It must place the citizens of southern provinces at the center of concerns, by involving them in the design and implementation stages of this project. The aim is to further release the spirit of initiative and creative energies of citizens to allow local population to benefit from the region's assets.

It should promote the establishment of a regional economic system that stimulates growth, creates wealth and generates jobs, especially for young people, by mobilizing all segments of society in the southern provinces, fostering their fulfillment and well-being, and promoting their integration while respecting their cultural specificities.

This model will involve populations living in the recovered provinces but also in other provinces of the Guelmim region because of the historical and social ties and the geographical continuity that have made of it a transition zone. These are the administrative regions of Laayoune-Boujdour-Sakia Al Hamra, Oued Ed-Dahab-Lagouira and Guelmim-Es Smara. They will sometimes be considered as a single set, and sometimes separately where the specificities of each region so justify.

The work to be carried out within this framework will focus on the ESEC areas of competence, namely the economic, social, environmental and cultural fields, even if it will address other aspects it considers closely related to the areas of focus of the ESEC.

To manage the major changes, while taking into account the pressing needs of the local population, the ESEC proposes to work on a realistic time vision spanning between 10 and 15 years.

The ESEC action will be part of the advanced regionalization project, the outlines of which are being defined nationally, and will contribute to enabling this project to come to life in its economic, social, environmental and cultural dimensions. By facilitating the realization and implementation of the advanced regionalization, primarily in the southern provinces, this work could prepare at the same time the way for the success of the Moroccan autonomy initiative, once negotiated in the United Nations framework.

The work of the ESEC is not intended to substitute for the institutional stakeholders responsible for planning and territorial development: government / region / local elected representatives / civil society / social partners. The ESEC ambition is to provide a platform that can facilitate the mobilization of stakeholders around a unifying project.

1.3 ESEC approach

• Presentation of the ESEC

The ESEC is an independent constitutional institution that provides advice to the Government and both Houses of Parliament. It includes 99 members who represent the plurality of civil society organizations, extensively participate in the preparation of reports and adopt its opinions in plenary sessions. The ESEC is, at the same time, an observatory of the economic, social, environmental and cultural situation in Morocco and the weak signals from society, a source of proposals on social issues, and a forum for social and civil dialogue as well as for building up convergence between sensitivities with sometimes conflicting interests. For nearly two years now, the work of the ESEC concretely and effectively reflects this positioning.

In drawing up the platform of the development model for the southern provinces, the ESEC will capitalize on its plural composition, its representativeness of organized civil society and its participatory approach based on listening, dialogue, debate and a methodology where diagnosis, benchmarking and operational recommendations interact.

The ESEC will thus be an active source of proposals, taking into account the views of the various components of local population and societal forces in an objective and independent manner. It will also ensure convergence of positions around the changes and reforms to make in the southern provinces.

• The ESEC Ad-Hoc Committee

Following the Royal speech, the ESEC Bureau decided to create an Ad-Hoc Committee responsible for steering the elaboration of a platform for an integrated and sustainable regional development model for the southern provinces.

The Committee will conduct a diagnosis and a critical analysis of the situation, and propose the appropriate inflections that need to be introduced to public policies in order to achieve the sought objectives. Then, it will identify the target development scenarios, the projects that can fulfill it, and the ways of implementing and managing transition between the current situation and the proposed model, focusing on the key themes.

The Ad-Hoc Committee consists of 25 members, appointed in a democratic manner. The five categories composing the Council and the six standing committees are represented therein. The Committee has established its working bodies (president, vice-president, rapporteurs and working group).

- **Preparing a concept note on the ESEC mission**

The Committee decided to begin its work by preparing a concept note on its mission, which states the first elements of diagnosis, the frame of reference of ESEC's action, the major changes on which the ESEC should focus, and the outcomes expected.

This note also specifies the methodology to be followed in terms of the timing of the study, the approach of listening to and involving the relevant population and institutions, the internal analysis and debate within the ESEC, and finally the adoption and presentation of the Council's findings.

The development of this concept note, which took almost two months, was based on analyzing the main studies devoted to the southern provinces in the economic, social, environmental and cultural areas. It also relied on discussions with the Head of Government and some ministries, and a first series of hearings with institutional stakeholders in the southern provinces, namely the Agency for the Development of the Southern Provinces, the Walis and elected Presidents of the three regions of the southern provinces and the mediation institutions present in the region (the National Human Rights Council and the Ombudsman). Finally, the concept note was widely debated among the Committee members prior to its adoption.

2. Preliminary state of play: a mixed picture

This preliminary state of play is the result of the literature review, the first hearings of the ESEC and the internal debates in the Ad-Hoc Committee. It will be supplemented and refined in the later phases of the study. At this stage, the goal is to help identify key issues to be addressed as part of the ESEC action.

Since 1975, when the southern provinces were reintegrated to the Kingdom, the regained territory received very important national investment efforts in equipment and infrastructure to secure the citizens living there and provide them with the basic social services.

These efforts are organized around three main axes aimed at contributing to the promotion and development of the southern provinces: equipment and infrastructure, economic development, and social development.

However, the results seem mixed: better infrastructure and equipment compared to the Northern provinces, and rates of access to basic services and social indicators higher than the national average. In contrast, the region suffers from real problems of economic takeoff and local value creation, persistent unemployment, particularly among young people and women, and problems of social cohesion and integration driven by the sense of unfairness that result in social tensions.

The state remains the largest investor and employer in the southern provinces. Private investment and individual initiatives are inadequate and do not reflect the extent of efforts made by the government for the region's promotion and development. Despite the use of different tools of social care, the results fall short of expectations.

This first observation questions, without prejudice at this stage, the relevance, effectiveness, efficiency and impact of public policies and the ways and means of improving them.

2.1 Assessment of territorial development

- **Background**

The territory of the southern provinces is large (416,500 km², representing 59% of the national territory) but is home to only 3% of the national population (946,000 inhabitants), with an urbanization rate of 95%, higher than the national average of 74%. The region faces significant climate constraints. Indeed,

this area is one of the driest deserts in the world with limited natural resources (water, arable land, etc.) and a low population density concentrated in a few cities. These constraints influence the region's pattern of development.

The Saharan Morocco is also characterized by a vital complementarity between nomadic and oasis life and a very strong cultural unity. It should be noted that tribal logic prevails in the territory, amplified by the process of identifying the population as part of settling the political problem and the lack of inclusive balanced socio-ethnic diversity.

• Economic assessment of the development path

On the economic front, the southern regions received significant public efforts to develop the territory, boosted by the creation of the Agency for the Development of the Southern Provinces. Indeed, public investment in these areas is very important and is ranked third in terms of per capita investment. The territory also ranks among the top three in terms of infrastructure and equipment.

Regional GDP (RGDP) is around 20 billion dirhams; i.e. a RGDP per capita of 21,400 dirhams as against 19,800 dirhams nationally, ranking in fourth place.

Nevertheless, it is worth noting the absence of a genuine economic takeoff. The region's economy is undiversified and remains highly dependent on two sectors: the government that contributes 36% of RGDP and 27% of jobs, raising the question of fiscal sustainability and territorial equity, and the fisheries sector with 17% of RGDP and 35% of jobs.

Moreover, companies have de facto exemption of corporate tax, VAT (except on inputs) and local taxes. These incentives aimed to encourage investments have not reached their goals and sometimes induce counterproductive behaviors.

• Social assessment of the development path

The territory's social indicators are among the best in the Kingdom, as evidenced by the regional index of human development, estimated at 0.729 compared with 0.672 nationally, the literacy rate of 63% as against 57% nationally and the poverty rate 6.5% from 10% nationwide. Similarly, the rate of access to electricity (84% versus 70% nationally), drinking water (69% versus 55% nationally) or sanitation are among the highest in Morocco ¹.

However, unemployment is at the heart of the development issue of southern regions and remains the main source of social tension. In fact, the average unemployment rate is around 17%. It unevenly affects certain segments of the local population, especially young people (29%) and women, particularly those with medium and high levels of training.

This situation is the result of direct and indirect subsidies dedicated to the territory, representing nearly 4.6 billion dirhams (National Promotion, food aid, double wage, food and hydrocarbon subsidies, tax exemptions, etc.). These arrangements, in the absence of social safety nets, cover all needs of the territory and do not necessarily target the neediest.

• Assessment of governance

The three regions of the southern provinces include 10 provinces and 87 municipalities, 17 of which are urban.

Like the rest of the country, the decentralization process moves forward, but its translation into reality faces a number of constraints and difficulties impeding its actual implementation. Among them: the lack of skilled human resources, the low number of supervisory staff and weak management capacity of local communities, the limited financial resources of local communities, the lack of articulation between the different levels of planning (local, regional, national) and land development, and the insufficiently clear decision-making and accountability process.

¹ Les statistiques proviennent du rapport sur le développement humain datant de 2008

Moreover, the devolution process remains unfulfilled. Officials of external services often lack motivation (south assignment is sometimes regarded as a sanction) and knowledge of the particular context of the southern provinces. These officials lack managerial and decision-making autonomy, and are often confined in sectoral approaches at the expense of a concerted approach to regional development, which leads to additional administrative costs and delays in decision-making and execution. Local management remains dominated by emergency considerations rather than a medium and long-term vision.

The creation of the Agency for the Development of the Southern Provinces in 2002 has indeed helped support territorial planning (five-year program 2004-2008: 7 billion dirhams), strengthen partnerships between institutional actors (government / region / province / municipality) and converge local development efforts. However, it remains true that governance problems are often still the cause of difficulties in the implementation of certain projects and the lack of economic and social development.

Civil society organizations are proliferating but still dependent on government support. They are witnessing interesting experiences but need support and a framework to ensure respect for their autonomy (regulation, financing, capacity building, etc.) to emancipate them from opportunistic approaches or external manipulation. Once they are more independent and more credible, civil society organizations can contribute to the emergence of local elite able to promote the success of endogenous development of the southern provinces.

The geopolitical context and the governance of the southern provinces have not fostered the emergence of a common culture of the region's development nor a strong involvement of stakeholders and the coherence of public policies implemented.

2.2 Current situation and challenges: development of productive sectors

- **Seafood:** Extending over 1500 km, the southern coast is rich in varied and abundant fishery resources, providing 80% of the national catch and contributing 15% of RGDP and 30% of employment. The valuation of seafood, mainly geared to freezing and fishmeal, and the lack of onsite processing capacity, limits local benefits. The issue of licensing offshore fishing is a recurring theme of tension. In addition, coastal fishing programs for youth and the fishing villages program face many difficulties.
- **Agriculture:** In the agricultural sector, the territory has real potential (oasis, high added-value vegetable gardening, and camel breeding). Utilizable agricultural area (UAA) represents 1.20% of the total area of the southern provinces, and is largely located in the Guelmim-Es-Smara region. Despite a diversified production, the agricultural sector's contribution to RGDP does not exceed 2% and contributes only 5 to 10% to employment. The challenge of mobilizing water resources (knowledge of groundwater, desalination) is the main limiting factor. Livestock farming is predominant in the southern provinces, and involves camels, goats, sheep and, to a lesser extent, cattle for milk production. The camel breeding has great potential for the development of youth employment in the region. It suffers from the absence of a valuation framework for the entire value chain (developing rangelands, organizing breeders, encouraging downstream structured aggregators, modernizing and creating derivatives, and adapting distribution and marketing channels).
- **Tourism:** The southern provinces have a rich natural and cultural heritage. The economic impact of tourism is still low, not exceeding 1.5% of RGDP and 2% of jobs. This is due to several constraints, mostly poor promotion, lack of sufficient air connections, high air travel costs, and the timidity of private entrepreneurs to develop niche products in Saharan/oasis tourism by highlighting local cultural aspects.
- **Mining and extractive industries:** The phosphates sector highly contributes to growth (6% of RGDP) and employment (3,500 jobs). Apart from phosphates, mining prospects seem potentially interesting but need more effort to explore the region's underground by both the government and private stakeholders (provided the institutional framework is clarified).

- **Renewable energy:** Renewable energy (of wind and solar origin) is a resource for the future. The issues of funding, connection to the national power grid, qualifying potential sites and training qualified human resources should be dealt with.
- **Trade and services:** Trade has experienced steady growth through the development of many facilities. It is now a major sector of the territory's economy, contributing 32% to RGDP and 20% to employment. This sector remains unstructured, dominated by the informal sector and suffers from a lack of modern logistics services. Similarly, the lack of visibility in the business environment, particularly with regard to land and tax status, and certain cumbersome procedures hinder the establishment of modern national actors.
- **Crafts:** In the three southern regions, the rich traditions have nurtured varied crafts with a strong identity and cultural component (weaving, tapestry, leather goods, jewelry, etc.). However, there are still delays, attributed to the lack of training and support for artisans, the lack of promotion and the inadequate adaptation to market needs and marketing channels.

2.3 Current situation and challenges: development of infrastructure and social sectors

- **Transport infrastructure:** Thanks to the massive government investment, the territory's transport infrastructure is above the national average (despite some persisting bottlenecks, such as the trunk road 1 at Guelmim and the Dakhla Atlantic Port project). Air transport remains largely insufficient, and constitutes a handicap for the region and its development.
- **Water Policy:** The territory is experiencing a major water stress combined with very limited water resources. These limited resources (180 mm³ per year) are strongly dedicated to drinking water (e.g. 63% of the total consumption in the Saharan basin versus 4-9% elsewhere). This situation hinders the agricultural potential in Dakhla and Guelmim to protect deep groundwater in over-pumping. The resolution of this problem faces difficulties relating to the insufficient exploration budget, the high cost of financing dams in Guelmim, and the constraints to setting up a desalination plant.
- **Housing and land development:** The area of land development and housing has received massive investment (3 billion dirhams were devoted to housing between 2008 and 2011). This has led to a large movement of urbanization, mainly in the coastal cities, and significant slum clearance (three cities were declared cities without slums). Nonetheless, several challenges remain, relating to the remediation of land, the policy of supporting access to housing, mixed neighborhoods, and the existence of urban development plans that meet the cultural specificities.
- **Health:** The region has benefited from significant investment in health infrastructure (11.4 beds per 10,000 inhabitants versus 9.8 at national level). However, the sector suffers from insufficient medical human resources (4 doctors per 10,000 inhabitants as against 6.1 at national level) with a lack of specialized medical coverage. This affects the quality of services and results in a deterioration of basic health indicators.
- **Education and training:** The territory is generally well equipped in schools and vocational training centers, leading to an improvement in the rate of school completion (56% as against 21% nationally). Nevertheless, several factors impede the sector's effectiveness, namely:
 - The poor quality of pre-school and secondary education due to the lack of adequate human resources and student counseling problems;
 - The lack of supply of quality university education, restricting access to higher education;
 - The mismatch between vocational training and the job market.

- Culture and heritage: The territory is located at the intersection of two major cultures (Amazigh and Hassanya). It boasts a strong cultural identity that is unique in Morocco and that is the culmination of African, Amazigh and Arab influences. However, the territory's cultural traditions are threatened by the loss of their age-old know-how, the lack of enhancement of the living cultural heritage (oral and intangible heritage, crafts, culinary arts), and the degradation of the architectural and archaeological heritage or the little attention given to the cultural dimension in development projects.

3. Core principles and objectives of the projected development model

It appears from the initial thoughts of the Ad-Hoc Committee that the ESEC could recommend a gradual but profound reform of the concepts and methods of southern provinces development. It will combine the established position of these provinces in the national frame of reference and the respect for the region's identity. The objective would be to create a sustainable and attractive local economy through a governance that fully respects the fundamental rights of the region's citizens, secures their individual and collective freedoms and protects their legitimate interests.

3.1 Drawing on the principles laid down in the Constitution

The fundamental principles enshrined in the Constitution of July 1, 2011 provide a normative framework that, if well implemented, constitutes in itself an important lever for a successful and sustainable overhaul of the southern region's development policies. The ESEC report will highlight the significance of these principles and make recommendations to implement the constitutional principles below:

- The respect and promotion of fundamental human rights as part of civic responsibility (the protection of human rights in the broad sense as a fundamental principle of economic and social governance);
- The choice of the social market economy (where the state provides regulation and strategies, ensures compliance with market rules, fosters the development of private initiative, promotes corporate social responsibility toward long-term projects, and develops social and solidarity economy);
- Extended regionalization, devolution, interregional solidarity and subsidiarity (giving responsibility to local levels in the design and implementation of development projects, and territorializing the social policies focused on development);
- Governance: participatory democracy, transparency and accountability;
- Sustainable development (strategic levers for development would be environmental protection, rational exploitation of water resources and fisheries, and the development of wind and solar energy).

3.2 Achieving the objectives set out in the ESEC Social Charter and allowing their benefits to accrue to the southern provinces

The ESEC adopted, on November 26, 2011, a Social Charter defining the foundations for a new pact of social cohesion and economic growth, based on reference principles and objectives derived from universal public standards (this significant achievement was made on the instructions of His Majesty the King to the ESEC on February 21, 2011). This frame of reference includes 94 clear and realistic goals, together with 250 indicators to measure their progress. The sustainable fulfillment of these targets would boost the development of the southern provinces and harmonize its processes and benefits for the people with public universal standards on fundamental human rights. The ESEC report will highlight the operational meaning of the Charter for the southern provinces, and make specific recommendations focused on the following six areas of action:

- Ensuring access to basic rights and services, and promoting social well-being;
- Developing knowledge, training and culture;
- Preventing marginalization and promoting inclusion and solidarity;
- Enhancing social and civil dialogue and partnership for progress;
- Protecting the environment and stimulating the green economy;
- Consolidating responsible governance and economic security, encouraging private initiative, and entrenching social democracy.

3.3 Involving local population in conceiving the development model

The ESEC will continue hearing the economic and social stakeholders and will collect their views. It will also review the work of experts devoted to the economy of the southern provinces and the issue of development. It will make recommendations on the balance that needs to be built between the requirements of a development model based on endogenous resources and dynamics as well as on government support and articulation with other provinces of the Kingdom and, ultimately, with the regional subgroup of the great North West Africa. The country can cherish the legitimate ambition of making its southern provinces, in harmony with their history, a bridge with Africa and a regional hub for cooperation, prosperity and peace.

The framework of the development model should reflect the essential choices of stakeholders and strike balance between different approaches and ambitions. The framing parameters that have been defined include:

- Strong national integration of sectoral strategies, or the implementation of subsidiarity rules to reflect a development that is better adapted to the needs of the region.
- Standardization of governance rules (tax status, social support and economic incentives), or the adoption of a regionalized approach that takes into account the region's history and geopolitical context.
- Development driven by social and solidarity economy or by major projects and foreign investment. The intensity of the desired economic development (growth objectives, the kind of sectors to promote and the content of jobs to be created) has implications for the model of society and the emergence of new elites. The human (education, training and knowledge) and cultural aspects must be in all cases at the heart of these choices.
- Respective roles of the state, the decentralized region and the devolved region, the private sector and civil society.
- The region's own resources compared to the national equalization resources.

3.4 The development project's ambitions and key indicators

The future assessment of the success of the proposed development model requires defining, since the design stage, the monitoring indicators. In this regard, particular attention will be devoted to the definition of these key indicators in connection with the model's purposes in terms of respect for human rights, the type of planned growth, job creation, social protection, and the choices to be adopted in favor of the principles of sustainability (environmental sustainability and social acceptability, inequality reduction, macroeconomic and financial stability, the need to lay down rules to ensure the model's resilience, and the sustainable management of natural resources).

4. The challenges of change: major shifts are required

The first elements of diagnosis suggest the need for a major shift in the development model applied so far in the region. This model appears to have reached its limits and seems no more able to meet the goal of development set forth above. To succeed in this change requires identifying the structural issues plaguing the current development as well as those that release energy and stimulate mobilization. The ESEC work will not directly address issues related to the Advanced Regionalization Project, currently under preparation. However, issues linked to the future local governance in its representation mechanisms of the population, in its decentralized competence and powers as well as in its operation mode and its own financial resources are closely related to the design and implementation of the regional development model.

By addressing these issues, the ESEC aims to create conditions for greater convergence and wider acceptance and facilitate the emergence of relays for the implementation of the development model. Critical themes that need to be addressed can be grouped into five areas:

4.1. Economic sphere

- How to extend the efforts of the state and local authorities in favor of economic and social development through greater and proactive involvement of the regional / national / international private sector (a productive and wealth-creative private sector versus a rentier private sector)? What are the prerequisites and the necessary measures to encourage the emergence and sustainability of a vibrant private sector (quality of administrative services and authorizations, fiscal framework, free zones, land, etc.)? What public and private funding needs to be leveraged?
- How to lay the foundations of a social and solidarity economy able to generate employment, income and social protection, and based on the best international standards and the local traditions and know-how?
- What transparent methods should be adopted in the management of natural resources (fisheries, mining and hydrocarbons) to attract foreign direct investment in the exploration and promotion of natural resources, taking into account the nature and importance of investments, the time required for their completion and the need to influence the development and the living conditions of the local population? How to integrate the management of these resources in the context of regional solidarity and national balance?

4.2 Social and cultural sphere

- How to consolidate social cohesion, build up local peoples' capacities, starting with vulnerable groups (women, children, the elderly, persons with disabilities, the unemployed, etc.), and strengthen social safety nets? How to increase the diversity as well as cooperation ties and trust between the different segments of the population and prevent social tensions? How to make transition from an assistantship model to an integration model focused on the empowerment and dignity of persons by encouraging productive activity?
- What positive steps can be taken in favor of the local population in economic and social areas (preference/support for local operators/investors, and mechanisms to stimulate the employment of certain unemployed segments of the population)?
- What policies can be implemented to promote a dignified return and a successful integration of the Sahrawi population living in Tindouf camps, in line with the rules of social justice and equity?
- How to promote the region's cultural heritage as a constituent element of its identity and a vehicle for wealth creation?

4.3 Human development

- What priority should be given to health, education, training, anti-poverty, anti-exclusion, anti-marginalization and social protection programs in order to achieve a sustainable human development that ensures social welfare and dignity for the local population?

4.4 Territorial development and the environment

- What policy should be followed in city management: between the development of existing towns (defining architectural style, clear vocation of districts, quality public services) and the creation of new towns as part of a policy focused on urban planning and the control of the rapid growth of major cities, in connection with the territorial development of economic activities?
- How to build cities that are sustainable in their functions, planning and infrastructure?
- What policy should be adopted to safeguard endangered ecosystems and natural sites in the region and ensure the sustainable development of existing natural resources (fisheries, phosphate and water)? What contingency plan could be put in place with prior focus on protecting the Dakhla Bay, which is a unique site in the world and that is threatened by uncontrolled exploitation?

4.5 Governance and implementation

- What long-term implementation mechanisms for the southern provinces' future development model? What institutional framework to back up and steer this program to a successful conclusion, both technically (robustness of decisions) and programmatically (lasting rigor and energy)?
- How to ensure an effective participation of the local population and active forces, and how to achieve coherence between public policies focused on the southern provinces? How to establish and promote confidence in institutions and mediation actors? What policy should be put in place to promote and support the regional elite? How to make sense of a positive conception of subsidiarity, based on the complementarity of competence between the national and regional levels?
- Territorial development funding cannot be envisaged without sustainable local financial resources and an innovative financing scheme, along with national equalization resources. What sort of balance is required between these types of resources?
- The transition from the current situation to the targeted development model requires a progressive transition approach to reach tangible progress. It is important to define the key principles underlying the transition management as well as the change management approaches in order to minimize risk and promote high-impact quick-wins for stronger commitment and trust.

5. The methodology of the ESEC study

5.1 Phasing of the study and definition of deliverables

For a more efficient participatory approach, the work of the Ad-Hoc Committee responsible for this task will be carried out in stages. At each stage, a deliverable will be produced to consolidate the phase's results and further structure the work trend for the next stage. The main stages scheduled are as follows:

- Development and validation of the concept note: This note is intended to define the broad lines that will guide the work of the Committee in charge of laying down the platform for a regional development model of the southern provinces. The concept note also specifies the selected frame of reference, determines the methodology to be applied to ensure a participatory approach, and proposes the Committee's work schedule.

- **Identification and analysis of existing studies:** In order to capitalize on the work of the various actors involved in the development of the southern provinces, the ESEC will carry out a critical review of this work to push forth diagnosis and identify areas requiring further attention, both during hearings and meetings and through more studies.
- **Diagnosis and analysis of major shifts:** By conducting literature reviews, studies, hearings and meetings with stakeholders and representatives of the affected population, the ESEC aims to deepen the diagnosis of regional development in the southern provinces, in order to identify its limits and how it impacts key indicators.
- **Proposals for development scenarios and risk analysis:** Starting from the development achievements already made in the southern provinces, with due consideration of the strengths of each region, the ESEC will propose a platform for a development model that breaks with the rent-based economy and opens the way for a new phase of development. This will rest on the productive private investment that generates wealth and stimulates employment and welfare for the population, bolstered by public investment and public-private partnership. The options chosen will increase the participation of local actors in this new dynamic. They will therefore need to be assessed with regard to feasibility, as well as acceptability and associated risks, in order to propose measures likely to ensure that they are well controlled.
- **Major thrusts of the development program:** The development vision and model will be detailed by defining a project-selection method based on their impact on development, as defined in Section 3.4 above, the emergence of competitive hubs in each region and their long-term feasibility. Thus, the final report will identify major productive projects able to drive growth and make full use of social and solidarity economy. To ensure a harmonious and sustainable human development, special attention will be given to development programs in the areas of education, training, health and urban development.
- **Implementing the development and governance model:** The ESEC aims to accompany the development model by sketching the broad lines of an organization model capable of ensuring a successful implementation in light of the current situation (development, roles and responsibilities of stakeholders, constraints, interests, etc.), the projected standardization revolving around development areas, and the necessity to manage transitions. To this end, the ESEC will identify implementation and integration bodies and instruments for stakeholders and target populations (e.g. executive agency, steering, devolution, and financial and human resources).

5.2 Participatory approach

- It is intended to listen to the widest possible persons, by integrating different sensitivities to assimilate the economic and social reality of the southern provinces and grasp the legitimate expectations as well as the proposals and intentions of stakeholders to move toward a new model of economic organization and sustainable development. To this end, the ESEC will hold activities of various forms (hearings, meetings, focus groups, workshops, institutional gatherings, exchange forums and panel discussions) with the participation of government stakeholders, parliamentarians, elected representatives (regional and local), tribe sheikhs, economic operators (professional chambers, regional and national private sector), various civil society organizations (political, social, cultural, etc.), along with local opinion makers and others. These stakeholders will be selected on a concerted and rational basis. The meetings would be conducted both during the diagnostic and analysis phase of major shifts and the design stage of major development areas, the aim being to promote discussion and interaction and prepare for the future ownership of the implementation axes of the development model. In sum, fifty activities (meetings, workshops, forums, etc.) are expected to be held during the preparation of the ESEC report. Furthermore, the ESEC citizen forum "Al Moubadara Lakum" (The Floor is Yours) will allow collecting input from researchers and citizens.

- The progress of the Committee's work will help identify, at various stages, specific studies to be conducted to complement or advance the information material gathered by the ESEC on the subject, through literature review, interviews and other meetings. These studies will touch on such various areas as the region's economy, demography and sociology, women's entrepreneurship, natural resources management, development financing, sustainable territorial management, etc. For comparison purposes, the ESEC may use international/national benchmarking to benefit from experiences with similarities with the situation of our southern provinces.
- As the work progresses, the Ad-Hoc Committee will hold discussions and release documents to consolidate its findings and contribute material to interim reports and the final report.
- The Committee's report will be submitted, in accordance with the ESEC rules of procedure, to the Council's Bureau to set a schedule for presentation, discussion, amendment and approval by the General Assembly.
- Alongside this work, the ESEC will undertake sound communication to inform the public of the progress of the study and the implementation status of the approach sought. Limited disclosure will nevertheless be provided about the content of the development model, pending final approval thereof by the Council. Following the approval of the report by the ESEC, it will be presented to the relevant stakeholders at the central and territorial levels.

5.3 Timetable and interim reports

The ESEC has set a goal to release the final report before the end of October 2013. In this context, the concept note will be completed before the end of December 2012, and the first interim report on the diagnosis and analysis of major shifts will be finalized in March 2013. A second interim report that includes the findings of studies and benchmarking and fine-tunes the major development axes will be released in June 2013, prior to the production of the final report in October 2013.

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