

European Bank for Reconstruction and Development

Guelmim-Oued Noun Green City Action Plan

Stakeholder Engagement Plan

| 10 January 2025

This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 305240-00

Arup International Projects Limited
8 Fitzroy Street
London
W1T 4BJ
United Kingdom
arup.com

Contents

Abbreviations and Definitions	1
1. Executive summary	2
2. Stakeholder identification and engagement methods	3
3. Planned engagement activities	10
4. Information disclosure, feedback mechanisms and monitoring	12
Appendix B Stakeholder database	16
Appendix C Organisational structure of RGON	17
Appendix D Composition of the RGON GCAP Management and Steering Committee	19

Tables

Table 1 Abbreviations and definitions	1
Table 2 Engagement and Communication Methods	4
Table 3 Stakeholder Engagement Activities	10
Table 4 Working conditions	12
Table 5 Information disclosure	13
Table 6 Stakeholders database	16

Figures

Figure 1 Current organisational structure of RGON	17
Figure 2 Proposed organisational structure of RGON in 2025 – Not yet live	18
Figure 3 Overview of the RGON GCAP Management Team	19
Figure 4 Overview of the Steering Committee (To be confirmed with RGON)	19

Drawings

No table of figures entries found.

Pictures

No table of figures entries found.

Photographs

No table of figures entries found.

Attachments

No table of figures entries found.

Appendices

A.1	Stakeholder engagement regulatory framework and existing practices	14
A.2	Stakeholder database	16
A.3	Organisational structure of RGON	17
A.4	Composition of the RGON GCAP Management and Steering Committee	19

Abbreviations and Definitions

Table 1 Abbreviations and definitions

Abbreviation	Term in English	Term in French
GCAP	Green City Action Plan	Plan d'action pour une ville verte
EBRD	European Bank for Reconstruction and Development	La Banque européenne pour la reconstruction et le développement
RGON	Guelmim-Oued Noun Region	Région de Guelmim-Oued Noun
KOM	Kick-off meeting	Réunion de lancement
SEA	Strategic Environmental Assessment	Évaluation environnementale stratégique
SEP	Stakeholder Engagement Plan	Plan d'engagement des parties prenantes
-	Joining event	Événement de lancement
-	Approval Process	Processus d'approbation
-	Steering Committee	Comité de pilotage

1. Executive summary

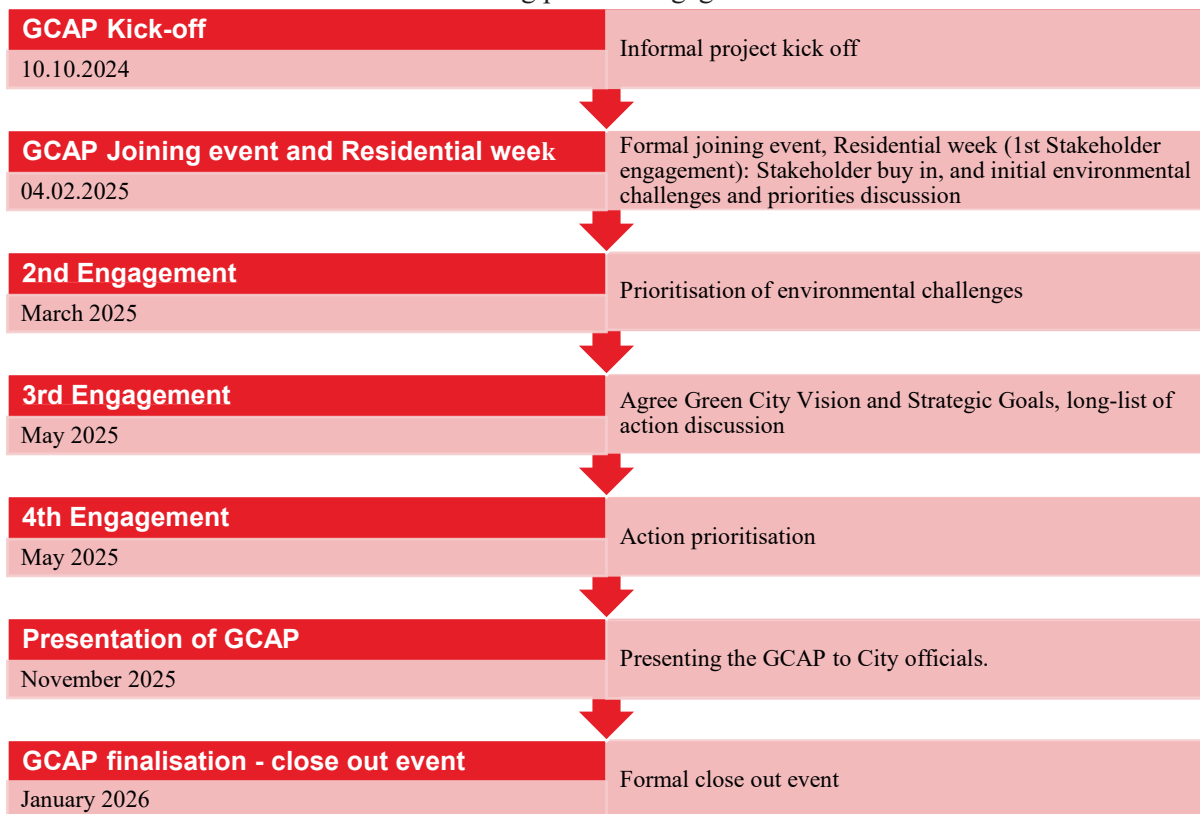
Short project description: A Green City Action Plan (GCAP) is a customised plan for cities to address a wide range of environmental and socio-economic issues. GCAP actions can cover various aspects of urban development, such as water, energy and waste management, transport systems, buildings, and green spaces.

The GCAP approach involves engaging stakeholders throughout the process, as their participation and feedback are essential for the success of the plan.

This Stakeholder Engagement Plan (SEP) outlines the principles and methods of engagement that will be used during the project. The SEP aims to inform stakeholders about the parties involved in the GCAP process, the schedule and format of upcoming engagement events, and the expected outcomes of the GCAP deliverables.

This Plan is a dynamic document, which will be revised as the project progresses.

Timeline including planned engagement activities:



Project deliverables to be made public will be shared on the online website of the Region (<https://rgon.ma/>) as well as on the existing Region’s Facebook/LinkedIn/Instagram (<https://www.facebook.com/Conseil.RegionGuelmimouednoun/>, <https://www.linkedin.com/company/region-guelmim-oued-noun/> and <https://www.instagram.com/cr.guelmim.ouednoun>).

Information disclosure:

The upcoming stakeholder engagement activities will be announced through various channels, depending on the target audience and the type of activity. All the engagement activities will be communicated by email to the relevant stakeholders. Moreover, when the activity is intended to engage a wide audience, it will be announced through the online platforms groups mentioned above with at least a week’s notice.

2. Stakeholder identification and engagement methods

Identification and engagement with stakeholders are an integral part of GCAP preparation. In general, stakeholders include people/groups/organisations:

1. Who can influence the decision making of the GCAP and implementation of actions,
2. Who are likely to be affected by the GCAP and actions (directly or indirectly), and
3. Who have an interest in the GCAP.

A successful GCAP for RGON will follow these principles:

- Implement a process of engagement which will help provide legitimacy to the GCAP when it is adopted,
- Gather information from stakeholders who have valuable information for the GCAP,
- Consider the perspectives of a diversity of stakeholders, including vulnerable and minority groups,
- Continuously review the approach and maintain flexibility as the process unfolds.

With these principles in mind, the Stakeholder Engagement Plan for RGON will:

- Identify a broad range of stakeholder groups to be engaged throughout the development of the RGON GCAP,
- Categorise and prioritise stakeholders,
- Define stakeholders' roles and responsibilities throughout the project development and implementation,
- Describe stakeholder engagement methods for each stakeholder group,
- Outline the method to record the engagement events and their outcome

Table 2 Engagement and Communication Methods

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>The Region Relevant departments/units:</p> <ul style="list-style-type: none"> • Directorate of Territorial Affairs <ul style="list-style-type: none"> ○ Department of Regional Development Affairs ○ Department of Territorial Planning and Rural Development • Directorate of Financial Affairs and Equipment <ul style="list-style-type: none"> ○ Department of Equipment and Regional Installations ○ Department of Legal and Financial Affairs • Regional Directorate of Environment • Regional Directorate of Culture • Regional Directorate of Water and Forests • Regional Directorate of Handicrafts • Regional Directorate of Agriculture (DRA) • Regional Directorate of Equipment (DRE) • General Secretariat of Regional Affairs (SGAR) • Regional Inspection of Territorial Planning • Regional Inspection of Urbanism, Architecture, and Territorial Planning for the Guelmim-Oued Noun Region • Regional Directorate of the High Commission for Planning in Guelmim • Regional Inspection of Education and Training (SIRED) 	<p>As the ultimate owner of the GCAP, the Region has an extensive internal structure of departments and offices, that manage specific elements of the life in the region. Engagement of the Region’s Departments throughout the project is crucial in terms of obtaining data, expressing their needs, and responding to the Consultant’s recommendations. Organisational structure of RGON is presented in the Appendix A3.</p> <p>The Region is also responsible for stakeholder engagement in the region.</p>	<p>RGONs responsibility is to support the Consultant with delivering data, sharing knowledge regarding the environmental and climate policy, providing feedback for the ideas presented by the Consultant, supporting communications and organisational matters, and approving the final document.</p> <p>To manage the RGON GCAP, two teams are proposed to be created within the city:</p> <ol style="list-style-type: none"> 1. GCAP Management Team, 2. Steering Committee, <p>The GCAP management team includes the Green City Officer, and the GCAP project manager, and other project members, all of whom represent RGON. Their role is to manage the project and ensure efficient and constant contact between the Region, EBRD, and the Consultant.</p> <p>The Steering Committee will be a group of senior regional staff who guide the policy and approve the key milestones of the GCAP. The Steering Committee will include individuals (including experienced staff from municipal/regional departments, public service providers, and external experts) with expertise in various environmental aspects and regional systems within the GCAP scope. Their roles and responsibilities will be to:</p> <ul style="list-style-type: none"> • Oversee the GCAP development strategically. • Approve the selection of Green City priorities, GCAP Actions, and final GCAP document. • Engage in the stakeholder workshops and the strategic objectives for the region. • Review and comment on deliverables and proposed GCAP actions to ensure technical soundness <p>The composition of each of the group is presented in the Appendix 4.</p>

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>National Government</p> <p>Relevant ministries and directorates:</p> <ul style="list-style-type: none"> • Ministry of Agriculture, Fisheries, Rural Development, Water and Forest • Ministry of Industry and Trade • Ministry of Energy Transition and Sustainable Development • Ministry of National Territorial Planning, Urbanism, Housing, and Urban Policy • Ministry of Youth, Culture, and Communication • Higher Planning Commission • Directorate of Industry and Commerce – Tiznit • Directorate of Environment <p>Relevant regional provinces and municipalities:</p> <ul style="list-style-type: none"> • Governorate of the Four Provinces <ul style="list-style-type: none"> ○ Province de Sidi Ifni ○ Province de Tan Tan ○ Province D'Assa Zag ○ Province de Guelmim • Communal Councils of the Involved Municipalities, such as: <ul style="list-style-type: none"> ○ Commune Sidi Ifni ○ Commune Lakhsas ○ Commune de Tan Tan ○ Commune El Outia ○ Commune d'Assa ○ Commune de Zag ○ Commune Bouizakarne ○ Commune Guelmim <p>Relevant provincial organisations:</p> <ul style="list-style-type: none"> • Provincial Center for Agricultural Mechanization (CPMAC) • Provincial Directorate of Equipment and Environment (DPEE) 	<p>The participation of national government depends on the completion of a Strategic Environmental Assessment procedure that aims to prevent environmental harm, incorporate environmental protection into various policies, and cover all aspects of environmental protection.</p>	<p>The final GCAP document, after approval by the Region and EBRD, if required, will be submitted to a dedicated unit for Strategic Environmental Assessment (SEA) procedure evaluation.</p> <p>Officially ministries are difficult to involve, because of top-down government structure and in most cases, they should be only informed (not involved).</p>

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>Public Companies/Entities Relevant regional and provincial (and local where present) utility (energy, water, waste) owners and operators.</p> <p>Preliminary list:</p> <ul style="list-style-type: none"> • Caisse de Dépôt et de Gestion (CDG) • Al Omrane • Urban Agency • Hydraulic Basin Agency • National Ports Agency (ANP) • National Airports Office (ONDA) • National Office of Electricity and Drinking Water (ONEE/BE/BO) • Moroccan Agency for Tourism Development (SMIT) • Regional Agency for the Execution of Projects of Guelmim-Oued Noun (AREP GON) • Office for the Development of Cooperation (ODCO) • Regional Investment Center (CRI) • Agency for the Promotion of the Economic and Social Development of the Kingdom's Southern Provinces 	<p>The Regional Council and Regional Departments formulate and implement the regional policies and identify the region’s needs and areas for improvement. Public companies and other entities, as well as external utility companies, execute and manage the region’s policies. They may be important stakeholders in preparing and in future executing the Green City Action Plan.</p>	<p>We expect the public companies to cooperate by sharing necessary data and providing feedback on the suggested actions in their field of expertise.</p> <p>We plan to involve these stakeholders in the process of preparing the Green City Action Plan (GCAP). This will be done by consulting with them on data, understanding the current status and development plans, budgets, responsibilities, identification of investments, and discussing potential actions planned for the GCAP. These stakeholders will play an important role in supporting the implementation of actions.</p>

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>Local academia, think-tanks and research institutes Preliminary list:</p> <ul style="list-style-type: none"> • Ibn Zohr University • Association of Life and Earth Sciences Teachers in Morocco <p>Other organisations will be added, as identified throughout the GCAP development.</p>	<p>These are organisations that conduct research and analysis on diverse topics, such as environmental, social, economic, or political issues. They may be interested in the GCAP as sources, partners, or beneficiaries of knowledge and innovation. They may provide scientific evidence, data, or insights to support the design, implementation, or evaluation of the GCAP. They may collaborate with the GCAP or other stakeholders to conduct joint research, share best practices, or exchange experiences and lessons learned.</p>	<p>This group consists of external stakeholders, who are not directly involved in the project, but may have important contributions in terms of data, research projects and other.</p>
<p>Business associations and private infrastructure and service providers Preliminary list:</p> <ul style="list-style-type: none"> • General Confederation of Moroccan Enterprises (CGEM) • Chamber of Commerce, Industry, and Services of the Guelmim-Oued Noun Region (CCISGON) • Association des Opérateurs Economiques de Tan Tan • Association Sonaa Anajah pour l'Entrepreneuriat et l'Entreprise • Regional Agricultural Association • Azura • Cooperative Sahara Cactus <p>Other organisations will be added, as identified throughout the GCAP development.</p>	<p>These are organisations that represent or provide various sectors, such as energy, transportation, construction, or waste management. They may be interested in the GCAP as suppliers, supporters, or beneficiaries of green transformation. They may initiate or lead green projects or initiatives that contribute to the GCAP, such as renewable energy production, electric vehicle deployment, green building construction, or waste recycling. They may have an interest in the feasibility, profitability, and sustainability of these projects or initiatives.</p>	<p>This group consists of external stakeholders, who are not directly involved in the project, but have a significant impact on region.</p>

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>Civil society and other organisations</p> <p>Organisations that are active in regional development:</p> <ul style="list-style-type: none"> • Al-Wefaq Association for Development, Culture and Communication • Aisha Association for Close Development and Concern for the Environment • Association of Life and Earth Sciences Teachers in Morocco • Om Ifiss Association for Social and Environmental Development • Moroccan Network for Social and Solidarity Economy • Moroccan Institute for Policy Analysis (MIPA) • Moroccan Alliance for Climate and Sustainable Development (AMCDD) • Maroc Impact • Belgian Association for the Promotion of Education and Training Abroad (APEFE) • Guelmim Farmers Association • Space for Solidarity and Cooperation of the Oriental (ESCO) • High Atlas Foundation Morocco • Ksar Assa Association for Culture, Arts, Environment, Development, and the Fight Against Illiteracy • Global Center on Adaptation • Global Water Partnership Mediterranean (GWP Mediterranean) • United Nations Human Settlements Programme <p>Watchdog for equal opportunities:</p> <ul style="list-style-type: none"> • Moroccan Network for Social and Solidarity Economy • Association of Women Business Leaders in Morocco • Moroccan Association for Human Rights - AMDH <p>Focus on Gender equality and inclusion:</p> <ul style="list-style-type: none"> • Association of Women Business Leaders in Morocco • Democratic Association of Moroccan Women • Amal Association Women <p>Serving other vulnerable groups:</p> <ul style="list-style-type: none"> • Om Ifiss Association for Social and Environmental Development 	<p>NGOs, CBOs, FBOs, media organisations, and others that are present in the region or provinces and have an interest in the GCAP. This includes interest in any ongoing monitoring activities and performance reporting.</p> <p>These are organizations that represent or advocate for various groups, causes, or interests, such as environmental, social, cultural, or political issues. They may be interested in the GCAP as voices, monitors, or beneficiaries of green governance. They may express or amplify the opinions, needs, or demands of their constituencies or stakeholders regarding the GCAP, such as raising awareness, mobilizing support, or influencing decisions. They may benefit from the GCAP or its outcomes, such as enhanced environmental justice, social inclusion, or cultural diversity. They may have an interest in the opportunities, challenges, and implications of the GCAP for their groups, causes, or interests.</p>	<p>NGOs represent various groups of people and interests and are important stakeholders in the project. We selected organisations whose core activities are complementary with the project scope. Our list includes representatives working on climate change, air pollution, environmental protection. This NGO list is not final. We created it to highlight the most known and influential organisations whose activities align with the project. Mapping is an ongoing process and will continue with the project.</p>

Stakeholder Group	Key stakeholder interest	Engagement and Communication Methods
<p>Local Communities and individual citizens Vulnerable people/groups identified:</p> <ul style="list-style-type: none"> • Centre Nationale Mohammed VI des Handicapés à Guelmim • Moroccan Network for Social and Solidarity Economy 	<p>Households and communities that may experience any social and environmental impacts related to the GCAP. These are the people who live, work, or visit the region and its surroundings. They may be interested in the GCAP as users, contributors, or beneficiaries of green living.</p>	<p>One of the main goals of the project is to enhance the quality of life for the region’s residents. We cannot guarantee direct participation for individuals in workshops, meetings, and capacity building, but we will offer residents the chance to share their feedback and ideas through various types of regional and social media.</p>

3. Planned engagement activities

Different engagement activities are envisaged throughout the GCAP development process. They will depend on the specific stage of the process and for different groups of stakeholders. Depending on the chosen involvement level for each group of stakeholders, different method of engagement will be chosen.

Methods mentioned below are planned to be used in the GCAP development process:

- **Virtual or in-person engagements meetings** - Open and exploratory sessions used to engage with multiple stakeholder groups, such as the regional sectoral experts, or external experts from the third parties. This method is designed to obtain information about preferences and opinions and to generate ideas for the project.
- **Working meetings** - Ad hoc meetings (online or face-to-face) between internal stakeholders and other region-related persons and organisations organised to discuss ongoing matters and emerging issues, important for data collection and management.
- **Region website** - Used continuously to communicate the project steps, present the public deliverables and results and gather feedback from all interested parties. All data will be publicly available free-of-charge for review and comment.
- **Other** - may take a variety of forms depending on the stakeholders involved and the objectives of the consultation, such as: public meetings, focus groups meetings, round table events, interviews with key stakeholders, social media. The specific mechanisms for consultation will be tailored to the identified stakeholders, including any vulnerable groups or those with specific needs.

Table 3 Stakeholder Engagement Activities

GCAP process stage/ purpose of consultation	Date/duration	Format	Communication
Task 1a) Kick Off Meeting	10.10.2024	Dedicated to Region representatives, cooperating closely with the consultants during the GCAP process.	Internal communication between the Region/EBRD/Consultants.
Task 1b) Joining event/Public Visibility Event organisation and presentation	04.02.2025	An official public Joining event: <ul style="list-style-type: none"> • Welcoming remarks and introductions from the Region. • Welcoming remarks and introductions from the EBRD. • Welcoming remarks and introductions from Arup. • Introductions to/by Arup team and overview of their work plan, GCAP. Participants will include academia, private sector businesses, community groups, the regional council, government, government agencies, municipal companies, municipal organisations, municipalities, and NGOs.	1) Activity announcement: EBRD website RGON website 2) Take-aways/Results after activity: RGON website
Residential week: Task 1c) Stakeholder buy-in; and draft of Task 2c) Prioritisation of Environmental Challenges	04-07.02.2025	During these sessions, we will share the initial findings of our baseline research with invited stakeholders to discuss and identify the main environmental challenges and priorities of the Region, including a developing a draft of: <ol style="list-style-type: none"> 1. Environmental challenges 	1) Activity announcement: EBRD website RGON website 2) Take-aways/Results after activity:

GCAP process stage/ purpose of consultation	Date/duration	Format	Communication
		<p>2. Targets / objectives</p> <p>3. Initial long list of actions</p> <p>4. Vision</p> <p>Additionally, we will arrange a series of thematic/sectorial meetings and semi-structured interviews with key stakeholders to gather qualitative data.</p> <p>The above be subsequently validated through the Green Region baseline tasks.</p> <p>Participants will include the regional council and identified regional and municipal companies, municipal organisations, municipalities, and NGOs.</p>	RGON website
Task 2b-ii) Presentation of Baseline/Technical Assessment	February - March 2025	<p>Consultations during data collection and assessment process. To be adjusted to needs. When needed, one-to-one interviews and consultations to be set up.</p> <p>Participants may include academia, private sector businesses, community groups, the regional council, government, government agencies, municipal companies, municipal organisations, municipalities, and NGOs.</p>	Internal communication between the Region/EBRD/Consultant.
Task 2c) Prioritisation of Environmental Challenges	March 2025	<p>2nd Stakeholder engagement: This will provide an opportunity to validate and refine the priorities and main challenges that were previously discussed during the residential week. The insights gained from these analyses will be instrumental in defining the environmental and sector-specific challenges.</p> <p>Participants will include the Region and the Steering Committee.</p>	Internal communication between the Region/EBRD/Consultant.
Task 3a) Vision / Strategic Goals	May 2025	<p>3rd Stakeholder Engagement: Engagement with Steering Committee.</p> <p>The aim of the in-person workshop will be confirming the Vision and Strategic Objectives. This will coincide with Task 3e-i) and Task 3e-ii).</p> <p>Participants will include the Steering Committee, regional departments and utility companies' representatives, identified NGO's and local communities.</p>	<p>1) Activity announcement: EBRD website RGON website RGON social media</p> <p>2) Take-aways/Results after activity: RGON website RGON social media</p>
Task 3e-i) Long list of actions and Task 3e-ii) Action prioritisation	May 2025	<p>The aim of the workshop will be voting for presented actions in a long list into a preliminary short list of actions.</p> <p>4th Stakeholder Engagement:</p> <ul style="list-style-type: none"> • Confirm Vision and Strategic Goals • Present set of actions. • World cafe format: discuss actions and prioritise against challenges, priorities, vision and goals. 	<p>1) Activity announcement: EBRD website RGON website RGON social media</p> <p>2) Take-aways/Results after activity: RGON website RGON social media</p>

GCAP process stage/ purpose of consultation	Date/duration	Format	Communication
		<p>Define top actions to be included in the GCAP and discuss action details.</p> <p>Participants will include the Steering Committee, regional departments and utility companies' representatives, identified NGO's and local communities.</p> <p>Task 3e-i) and the 4th Stakeholder Engagement will take place on the same day in-person.</p>	
Task 3e-ii) Action prioritisation	August 2025	<p>Consultations during action preparation and detailing process. To be adjusted to needs. When needed, one-to-one interviews and consultations to be set up.</p> <p>Participants may include academia, private sector businesses, community groups, the regional council, government, government agencies, municipal companies, municipal organisations, municipalities, and NGOs.</p>	Internal communication between the Region/EBRD/Consultant.
Task 4) Presentation of GCAP	November 2025	<p>Webinar or in-person presentation.</p> <p>Presenting the GCAP to Region officials.</p>	Internal communication between the Region/EBRD/Consultant.
Task 4) GCAP public disclosure (as part of approval process)	January 2026	<p>Webinar/formal event.</p> <p>Involvement of all project implementation parties together with external stakeholders.</p> <p>Participants may include academia, private sector businesses, community groups, the regional council, government, government agencies, municipal companies, municipal organisations, municipalities, and NGOs.</p>	<p>1) Activity announcement: EBRD website RGON website RGON social media</p> <p>2) Take-aways/Results after activity: RGON website RGON social media</p>

Table 4 Working conditions

Category	Solution
Which of the above Stakeholder engagement activities are suitable for inviting representatives of donors?	Joining Event, Actions development workshops, GCAP public disclosure.
Which of the above Stakeholder engagement activities are suitable for inviting the President / senior officials of the Region?	Joining Event, Actions development workshops, GCAP public disclosure.

4. Information disclosure, feedback mechanisms and monitoring

The project team is committed to disclosing relevant information about the GCAP to help stakeholders understand the associated risks, impacts, and opportunities. The Consultant will monitor progress indicators

throughout the project to track stakeholder engagement and provide regular updates to the Region and EBRD.

The project will primarily be communicated through online media. Public interest will be measured quantitatively, monitoring the number of views of social media posts, the number of ideas and comments uploaded through the Region’s website and a dedicated email (rgonpavv@gmail.com). The email address will be set up for all participants and interested parties to input their comments, questions, and ideas. The information from this email address will be regularly monitored, and updates will be made in the SEP appendix.

After each engagement activity, the Consultant will prepare a summary of the results and share it with all participants. Upon completion of each engagement activity, a summary note will be added to the Appendix to record the engagement carried out. Interim updates on engagement will be provided to the Steering Committee, and a comprehensive report of engagement activity will be prepared and issued alongside the final version of the GCAP.

In addition to feedback provided to stakeholders during the engagement activities described in table 2, the project team remains available throughout the GCAP development to receive individual feedback, inputs, questions or concerns on the process or deliverables.

The approach to stakeholder engagement described in this document ensures confidential treatment of feedback and complaints, protects stakeholders’ personal data and avoids retaliation.

The SEP will be reviewed after every engagement activity to assess whether:

- The stakeholder list remains appropriate.
- Engagement activities are appropriate for different groups of stakeholders.
- The frequency of activities is sufficient.
- Inquiries are being adequately dealt with.

Table 5 Information disclosure

Tool	Type of information	Disclosed on
Region website	Stakeholder engagement announcements Stakeholder engagement summaries SEP Defined priorities, vision and goals GCAP	To be discussed with the Region
EBRD website	Information about stakeholder events/surveys Deliverables: <ul style="list-style-type: none"> • SEP • Final GCAP 	Link
Other electronic methods (social media, email, text message, posters)		
Posters about the Stakeholder Events	Description about the Stakeholder events, agenda.	At the venue
Region social media platforms	Stakeholder engagement announcements Stakeholder engagement summaries SEP Defined priorities, vision and goals GCAP	Existing city social channels: Facebook LinkedIn Instagram

Stakeholder engagement regulatory framework and existing practices

The European Bank for Reconstruction and Development (EBRD) defines stakeholder engagement as an ongoing process that includes stakeholder identification and analysis, engagement planning, information disclosure, meaningful consultation, effective feedback mechanisms, and ongoing reporting. This process should start at the earliest stage of project planning and continue throughout the project's life. Careful identification of all stakeholders and examination of their concerns, expectations, and preferences is essential, with special attention paid to vulnerable stakeholders. The Stakeholder Engagement Plan (SEP) for RGON has been developed in line with these requirements.

A.1.1 Existing stakeholder engagement practices in the region

The 2011 Constitution of the Kingdom of Morocco lays a strong foundation for inclusive and participatory regional and provincial planning. It enshrines principles of equity and non-discrimination, gender equality (Article 19), and the inclusion of persons with special needs (Article 34). The Constitution also emphasises public consultation and participation in the development and monitoring of programmes (Articles 136, 139), the right to submit petitions (Article 15), access to information (Article 27), and mechanisms for managing grievances (Article 156). These constitutional provisions highlight Morocco's commitment to fostering an open, inclusive, and accountable framework for governance and planning.

Stakeholder engagement in regional and provincial planning is supported by Morocco's advanced regionalisation framework, emphasising inclusivity, multi-level collaboration, and alignment with national strategies.

Key stakeholders include elected representatives at regional, provincial, and communal levels, who are central to policy formulation and implementation. Regional councils, established under **Organic Law No. 111-14**, are responsible for creating and implementing Regional Development Programmes (PDRs) and coordinating with Provincial and Prefectural Councils as well as Communal Councils. Technical services, including decentralised state bodies, provide essential expertise to ensure efficient implementation, while civil society organisations (CSOs) advocate for citizen interests, ensuring that diverse perspectives shape planning processes. Economic and social partners also play vital roles, particularly in economic development and tackling social inequalities.

Engagement mechanisms are designed to enable structured dialogue and ensure accountability. The **Contrat Programme État-Régions (CPER)**, for example, formalises collaboration between the state and regions by defining mutual obligations and coordinating resource allocation. Consultation processes, such as stakeholder forums and committees, ensure representation of all parties, including private sector entities, public agencies, and local communities. Transparency is promoted through the establishment of **Regional Information Systems (SIR)**, which provide stakeholders with access to data and progress updates, enabling informed decision-making.

Inclusivity is a central principle of stakeholder engagement, with specific emphasis placed on gender equity, environmental sustainability, and public participation. Gender-sensitive diagnostics are used to address inequalities and ensure balanced representation, as mandated by **Article 139 of the Moroccan Constitution**. The environmental aspect is similarly prioritised, with strategies designed to align development initiatives with the **National Sustainable Development Strategy (SNDD)**. Participatory governance frameworks are implemented to involve citizens and organisations in shaping priorities, ensuring that plans reflect local needs and aspirations.

The legal and regulatory framework provides the foundation for these practices. The **Constitution of 2011** grants regional councils significant autonomy in planning and executing development programmes, supported by a clear mandate in **Article 143**. **Organic Law No. 111-14** further defines regional councils' responsibilities, including the preparation of PDRs within the first year of their mandate. Complementary

laws, such as **Decree No. 2.16.299**, establish procedures for the creation and evaluation of PDRs, while **Decree No. 2.16.305** sets out the triennial regional budgetary framework.

Provincial planning, guided by the **Provincial Development Programmes (PDPs)**, complements regional plans. PDPs address localised challenges and opportunities, ensuring that provincial priorities align with overarching regional goals. These plans draw on frameworks established by the PDR and the **Regional Land Use Plan (SRAT)**, which provides a long-term vision (25 years) for spatial and economic development. Communal Action Plans (PACs) further localise these strategies, ensuring coherence across all territorial levels.

Strategic alignment is a critical component, linking regional plans (PDRs) with national sectoral policies and strategies. For instance, integrating regional strategies with **Schémas Directeurs d'Aménagement Urbain (SDAU)** and **Plans d'Aménagement (PA)** ensures spatial coherence. These alignments are reinforced by **Decree No. 2.17.583**, which governs the development of the SRAT and its integration into regional and national planning frameworks.