



RESEARCH PROGRAM 2024-2026

Policy Center for the New South

www.policycenter.ma

SUMMARY



INTRODUCTION	04
RESEARCH PROGRAM 2024-2026	08
I. DEVELOPMENT STRATEGIES FOR MOROCCO 2024-2026	10
II. GEOPOLITICS OF MOROCCO	13
III. AFRICA'S DEVELOPMENT: REINVENTING GOVERNANCE MODELS	16
IV. AFRICAN DYNAMICS BETWEEN TWO OCEANS AND TWO SEAS	19
V. GLOBAL TRENDS MONITORING	22
TRANSVERSAL DIMENSION: A NEW FEATURE OF THE TRIENNIAL 2024-2026	25
BILAN 2021-2023	28

INTRODUCTION



I am pleased to present our 2024-2026 research program, developed after several months of internal consultations. This program will serve as a framework for our analytical output over the next three years, as well as a guide for our research activities. Through this program, we aim to clearly communicate where we plan to invest the most effort and energy, ensuring that we are heard, read, and followed in the areas where we intend to provide the greatest added value to our audience.

To design our new three-year research program, we sought to learn from the implementation of the previous one. During the 2021-23 period, we delivered nearly 1,700 products to the public across various categories, including written, audiovisual, and event-based outputs. We produced nearly 400 publications, including 40 books. These publications, in turn, supported hundreds of events, broadcasts, interviews, and podcasts that our center disseminated via social media and our website.

In doing so, the Policy Center for the New South has strived to fulfill the public utility role conferred upon it in 2021, by disseminating ideas and analyses to a broad audience. Our aim is to enlighten and foster collective reflection on international affairs and public policies, and to contribute to a more informed public debate both within and about the countries and regions of interest to us.

I would like to say a few words, in particular, about our main annual reports, which focus respectively on the geopolitics of Africa, the African economy, and the Atlantic. These reports aim to contribute to the development of an autonomous, open, and strategic African narrative about Africa and its challenges. Producing these collective reports requires a great deal of dedication and energy from our teams each year. I am sincerely grateful to the authors, coordinators, and publication directors for their efforts.

The annual reports embody our ambition to provide precise and regular analysis to our readers, offering them tools to enhance their understanding of the dynamics, issues, and territories of Africa and the Atlantic.

Our new research program will build on what we have achieved so far to increase our efficiency and strengthen our impact through a more focused approach to our upcoming analytical work. The number of research areas has been condensed from seven to five. Among these, two will be dedicated to Morocco, two to Africa, and one to the global agenda and megatrends.

The new research program is also integrated, recognizing the growing interplay between economics and geopolitics, and it is based on increased interdisciplinary cooperation. As our societies navigate through crises such as economic shocks, power competition, major transitions, paradigm shifts, and wars, the need for clarity is urgent. Our analysis must not be confined within overly rigid disciplinary boundaries.

Finally, the new research program is flexible, providing agility to our research apparatus, which will be able to focus on significant trends and structuring phenomena in a constantly changing world.

The spirit of the “New South” that our Center embodies will continue to drive our activities and fuel our ambitions for the coming years. Our aim is to echo the new paradigms emerging from diverse segments of the developing world and to embrace an ethos of self-confidence, self-awareness, and assurance in the South’s ability to autonomously produce a coherent and self-constructed narrative.

In essence, the “New South” we perceive in the evolving global landscape seeks to seize the opportunities the world offers. It is a South that is ambitious, resourceful, liberated from the constraints of a bygone era yet acknowledging its heritage, and aware of the importance of international partnerships, including those with the North.

This vision aligns with a reasonable aspiration for emancipation through analysis, dialogue, reform, and technical expertise. Ultimately, we have chosen our direction and compass at this new juncture of dynamic interrelations in a more open world, where cognitive and cultural boundaries are eroding.

I rely on all members of the Policy Center to invest themselves in the implementation of our new three-year research program, while engaging our extensive network of partners and remaining open to the proposals and ideas of all stakeholders. On this basis, we hope to continue working towards being a significant voice in the development and crafting of more effective public policies in Morocco, Africa, and beyond.

I want to commend the commitment, dedication, and passion of the entire Policy Center for the New South community. I hope to see our efforts bear fruit in the coming years and look forward to working with you in the direction outlined by our new three-year program.

Karim El Aynaoui
Executive President

RESEARCH PROGRAM 2024-2026

**AFRICAN DYNAMICS
BETWEEN TWO
OCEANS AND
TWO SEAS**

Sustainability

**DEVELOPMENT
STRATEGIES FOR
MOROCCO**

**GLOBAL TRENDS
MONITORING**

Fragmentation

**GEOPOLITICS OF
MOROCCO**

**AFRICA'S DEVELOPMENT:
REINVENTING
GOVERNANCE
MODELS**

Territorial integrity

I. DEVELOPMENT STRATEGIES FOR MOROCCO 2024-2026



The Policy Center for the New South takes a holistic look at Morocco's development strategies, recognizing that the country is at a decisive turning point in its development, faced with singularly complex economic, social and environmental challenges.

At the heart of this research program is the analysis of Morocco's macroeconomic policies, with a view to understanding their crucial impact on the country's resilience and financial stability. This approach makes it possible to identify the levers influencing the national economy, anticipate potential risks and identify opportunities favorable to its development.



Pursuing this analytical perspective, the exploration of sectoral and industrial policies constitutes another major focus. This involves analyzing sectoral policies and industrial strategies in Morocco, in order to identify areas conducive to growth and propose innovative approaches. It focuses on crucial aspects such as international competitiveness, innovation, technological progress and the integration of global best practices.

The program also examines the impact of regional and global partnerships on the Moroccan economy.

The aim is to understand the international relations and economic alliances that bind Morocco together, highlighting opportunities and challenges in order to explore ways of optimizing economic integration to promote sustainable development and the continued prosperity of the national economic fabric. The social component of this program is equally central, and includes in-depth analysis of social policies, with an emphasis on human capital. This includes assessing the effectiveness of education and health policies, social protection programs, as well as proposing initiatives to strengthen human capital. Particular attention is paid to issues of socio-economic inequality, the promotion of gender equality and the empowerment of marginalized communities.

In addition, understanding the intricacies of the labor market is a key element. This means examining employment trends, skills gaps and the impact of technological advances on labor dynamics. Strategies to ensure workforce adaptability, such as capacity building, vocational training and skills development, are also examined. The analysis also extends to Morocco's strategies for tackling environmental challenges such as climate change and pollution.

Particular attention is paid to the energy transition, its opportunities and challenges. Finally, research extends to the regional dimension of development, focusing on territorial policies and the role of local institutions. These considerations encompass infrastructure development, resource allocation and community engagement to promote sustainable growth.

Sub- programs:

Macroeconomics for growth

Industrial and sectoral policies

Economic integration policies

Social policies for an inclusive economy

Labor market dynamics and training

Climate change and the environment

Territorial policies and local institutions

II. GEOPOLITICS OF MOROCCO



The aim of this program is to examine the strategic and foreign policy dynamics that determine Morocco's position in the world's major balances, ahead of the Kingdom's gradual assertion as a regional and continental power, in a Morocco undergoing major transitions.

Subdivided into five complementary sub-programs, it focuses on Morocco's Euro-Mediterranean relations, highlighting its status as a connecting hub at the crossroads of Europe/Africa, North/South and West/East, based on the articulation of North/South cooperation logics.



It also explores the Maghreb and Arab-Muslim policies of Morocco, a vast entity undergoing major reconfigurations and recompositions, and facing unprecedented security and socio-economic challenges.

Following on from South-South cooperation, Morocco's new African policy, which oscillates between political realism and constructivism, is an essential paradigm of contemporary Moroccan foreign policy. It has three common objectives:

Stabilize a continent threatened by identity rifts, but capable of responding to them on its own;

Developing a space of economic convergence that can respond to imminent economic, climatic and demographic challenges, Morocco's African geopolitics occupies, in several respects, a singular place in the research program in question.

In addition, the program takes stock of a classic subject of study in Moroccan geopolitics, albeit a turbulent one, namely Morocco's Atlantic policy. As such, the program aims to monitor and analyze the Kingdom's new strategic positioning in the Atlantic space, incorporating the dimensions of integration, sustainability and security, in addition to the articulations between a "North" Atlantic space resuscitated by security imperatives and a "South" Atlantic space whose integration is in full gestation.

Finally, the program examines Morocco's position in the major global balances, accentuated by the Sino-American rivalry that shapes contemporary international relations, and overwhelmed by major issues such as global governance reform, climate change and new threats to international peace and security.

As such, this program aims to provide a better reading and understanding of the Kingdom's geopolitical priorities and challenges, while providing decision-makers and international players with informed perspectives.

Sub- programs:

Euro-Mediterranean region

Maghreb and the rest of the Arab-Muslim world

Morocco's African strategy

Morocco's vision of an inclusive Atlantic

Morocco and the challenges of the world order

III. AFRICA'S DEVELOPMENT: REINVENTING GOVERNANCE MODELS



This program explores the paths to be taken by the continent to lay the foundations for economic emergence and sound governance. In a global context marked by a succession of crises, Africa finds itself at a decisive turning point. Despite significant advances in development over the past two decades, the continent is now facing challenges that jeopardize the hard-won gains of this period. Indeed, the various political, economic, environmental and health crises have fuelled the most alarmist predictions of a “failed decade” for the continent’s development. This overestimated alarmism informs us of the urgent need to formulate and implement the necessary reforms.

At the heart of the thinking behind this program is the recognition that good governance mechanisms and tools are essential to overcoming the current crises and revitalizing Africa’s development trajectory. The program aims to explore models of governance that blend innovation, inclusion and sustainability, while cultivating robust institutions capable of addressing the macroeconomic, social, environmental, sectoral and security challenges facing Africa.



This program seeks to examine in depth the macroeconomic management issues and structural aspects shaping Africa's development. The first part aims to examine the importance of macroeconomic stability in the development trajectory. The second focuses on a range of structural issues, from the transformation of human capital to the integration of the continent. It looks at strategies to promote the population's standard of living through greater social inclusion, improved access to education, strengthened health systems and reinforced social safety nets. The other facet of this program is to assess how strengthening food security, sustainable resource management and the transition to renewable energies can influence development policies.

A sectoral dimension is also explored, highlighting key sectors such as agriculture, industry, infrastructure and information and communication technologies. This sectoral vision aims to demonstrate how appropriate and coherent policies can foster balanced economic growth.

The program also recognizes the importance of the close link between security and development. Armed conflict can hamper development, just as development can help prevent conflict. The program also addresses the issue of regional and global integration through the African Continental Free Trade Area (AfCFTA). It assesses how solid governance can facilitate this integration, positioning Africa as a key player on the international stage.

Sub- programs:

Transformation of Africa from the perspective of food security natural resources and energy transition

Institutions and integration in Africa

Protracted hotspots: a continuous nexus of security & development

Social challenges and human capital

Sectoral policies

IV. AFRICAN DYNAMICS BETWEEN TWO OCEANS AND TWO SEAS



The research program focuses on the dynamic interactions between Africa and its wider oceanic, Mediterranean and maritime environments, analyzing the continent's geopolitical and geo-economic developments. In recent decades, Africa has undergone a significant repositioning, generating new opportunities that challenge traditional paradigms. Discussions on Africa's strategic, economic and monetary autonomy have prompted the continent's countries to diversify their partnerships, navigating between the rivalries of the world's major powers, particularly in the Indo-Pacific region.



The Mediterranean occupies a strategic position for Africa, influencing aspects such as migration, economic partnerships and development aid. This complex dynamic is now complemented by a growing interest in Africa's Atlantic seaboard. This orientation offers opportunities for international cooperation, with major projects such as the Morocco-Nigeria Gas Pipeline illustrating Morocco's role in the South Atlantic vision and its potential to assert itself in the global energy landscape. This platform could also serve as a pivotal point for strengthening relations with Latin America.

Faced with these international dynamics and external influences, the African integration remains a top priority.

Despite divisive factors such as economic disparities, ethnic conflicts and coups d'état, the Regional Economic Communities (RECs) and the African Union (AU) are seen as key players. They are called upon to play a central role in promoting an inclusive African economy, taking into account national challenges and disparities between countries.

These institutions aim to create an environment conducive to economic cooperation, fostering sustainable development and resilience in the face of multiple challenges such as inflation, the climate crisis, energy dependency, and security threats.

Adopting a holistic and interdisciplinary approach, the research program aims to contribute to understanding the mechanisms that can lead to sustainable economic growth and the harmonious integration of Africa into the contemporary world order.

By examining the interactions between Africa, the Mediterranean and the Atlantic, the program seeks to shed light on paths towards beneficial regional and international cooperation, while taking account of the region's complex economic, political and environmental realities.

Sub- programs:

Great power rivalry in the Red Sea and Indian Ocean

The Atlantic and the Mediterranean: vectors of Afro-European cooperation

Changing international perceptions of Africa

Global partnerships of African states

Africa's integration into the global economy

V. GLOBAL TRENDS MONITORING



In an era marked by unprecedented interconnectivity and rapid technological progress, monitoring global megatrends has become crucial for governments, organizations, and policymakers. These megatrends represent the global forces of transformation that are shaping the trajectory of societies and economies on a planetary scale.

These trends, characterized by their longevity and widespread impact, have the potential to reshape the world as a whole and the New South in profound ways. Their influence extends to a range of fields, from geopolitics and global affairs to diplomacy, security, culture, and technology, as well as the environment and climate change.



The scope of this program extends to a wide range of metrics and tools, encompassing economic indicators, technological innovations, advances in data analysis, artificial intelligence, power plays, social dynamics, and environmental factors. In an age of complexity and interconnectedness, monitoring global megatrends is more than just a theoretical exercise; it is a practical necessity.

It is the compass that guides strategic decision-making, fostering resilience, innovation, and sustainable development in the face of an ever-changing global landscape - whether demographic shifts, technological revolutions, environmental changes or geopolitical realignments, economic interdependence, or global health - these megatrends are the forces that underpin and define the narrative of our times. The ability to identify, understand and adapt to these trends is essential to anticipate future challenges and opportunities, and to develop informed strategies adapted to the complex landscape of our interconnected global society.

This program seeks to unravel the various facets of this changing world, examining how multilateral cooperation efforts and the role of international institutions can provide solutions to emerging challenges. Whether it is promoting sustainable development or confronting transnational threats, the global landscape demands innovative partnerships, adaptive frameworks, and institutions impervious to the risks of global fragmentation.

The program aims to provide a better understanding of geopolitical priorities and challenges, while providing decision-makers and international players with informed perspectives.

Sub- programs:

Global landscapes in a changing world: Partnerships and the future of international institutions

Multilateral diplomacy, conflict dynamics and security alliances

Economic and financial vulnerabilities

Environmental challenges and resource mobilization

Technological advances and information warfare

TRANSVERSAL DIMENSION: A NEW FEATURE OF THE TRIENNIAL 2024-2026



Our research program strategically integrates three cross-cutting themes closely linked to the core values and activities of the PCNS, positioning it as a pioneering think-tank within Morocco and Africa, embodying and promoting a constructive narrative that reflects the vision of the New South. These themes offer a nuanced and holistic approach, enriching the depth and multidimensionality of our research.



The first imperative is Territorial Integrity. Beyond considerations of national and geopolitical interest, this concept encompasses strong cultural, historical, and economic dimensions, reflecting a holistic understanding of the interconnectedness of territorial borders and the socio-political fabric. In exploring the notion of territorial integrity, our aim is not only to defend Morocco's interests, but also to transcend legal principles, considering historical narratives, the capacity to develop a territory, socio-cultural dynamics, and economic imperatives. In this way, we aim to offer new perspectives, fostering a realistic understanding of the multifaceted concept of territorial integrity.

The second cross-cutting theme revolves around Sustainability, a broad and dynamic concept that goes beyond a simple environmental perspective. Sustainability, in our context, encompasses transition concerns as well as the complex interplay between environmental well-being, citizenship, social bonding and human capital. This theme reflects our commitment to exploring sustainable development pathways that integrate ecological resilience with social equity. By adopting a multi-disciplinary approach, we seek to unveil the close relationship between environmental sustainability and community well-being, recognizing the profound impact that environmental change can have on societies and economies.

The final cross-cutting theme of our research program explores fragmentation as the backdrop to current global economic and geopolitical relations. This fragmentation stems from the complex, multi-faceted transformations that characterize global dynamics, particularly the rivalry between the United States and China, where interdependencies and antagonisms ultimately become irremediably entangled.

As power relations evolve and recompose on a global scale, our research aims to decipher the implications of this fragmentation for the Moroccan, regional, African and Southern contexts. We explore the economic, technological, and cultural dimensions of this fragmentation, recognizing its far-reaching consequences for regional and global dynamics. These transformations thus constitute the context in which the economic, financial, and geopolitical balances of the century are taking shape.



BILAN 2021-2023



PUBLICATIONS 2021-2023

TOTAL : 429

132

The New South in an
Evolving Globalization

115

Thinking about Africa's
Emergence in the New
Globalization

33

Building an
Autonomous
Africa in an
Interdependent
World

23

Morocco in a
Changing Global
Environment

20

Morocco, the
Social and
Territorial
State

67

Understanding
the Internal African
Dynamics

39

Rethinking the
Moroccan Economy

MULTIMEDIA 2021-2023

TOTAL : 701

43

Morocco in a
Changing Global
Environment

143

Understanding
the Internal
African Dynamics

215

The New South in an
Evolving Globalization

127

Thinking about Africa's
Emergence in the New
Globalization

72

Rethinking
the Moroccan
Economy

81

Morocco, the
Social and
Territorial State

20

Building an Autonomous
Africa in an Interdependent World

EVENTS 2021-2023

TOTAL : 375

46

Rethinking the Moroccan Economy

90

Thinking about Africa's Emergence in the New Globalization

111

The New South in an Evolving Globalization

59

Understanding the Internal African Dynamics

30

Morocco, the Social and Territorial State

24

Building an Autonomous Africa in an Interdependent World

15

Morocco in a Changing Global Environment

RESEARCH PROGRAM 2024-2026

Policy Center for the New South

Rabat Campus of Mohammed VI Polytechnic
University Rocade Rabat Salé 11103 Morocco

Email: contact@policycenter.ma

Phone: +212 5 37 54 04 04

Fax: +212 5 37 71 31 54

Site web : www.policycenter.ma

To follow us on social networks:

