

THINK • STIMULATE • BRIDGE

# 2023 Activity Report



ACTIVITY  
REPORT  
**2023**

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# Table of Content

## 06. Introduction

---

## 08. In Sum

---

## 10. Research Program

---

## 12. In Numbers

---

## 16. Think

Publications	18
Opinions	32
Books	35

---

## 38. Stimulate

Trainings	40
Atlantic Dialogues	
Emerging Leaders (ADEL)	42
Internship Program	50

## 52. Bridge

---

The Atlantic Dialogues	54
Annual Meetings	58
African Peace & Security Annual Conference (APSACO)	62
Africa Economic Symposium	66
Strategic Dialogues	70
Events	72
Public Policy Lab	96
Multimedia	100
Digital	102
Partners	104
Press	108

---

## 112. Senior Fellows

---

## 114. Staff

---

## 116. Publications List

# — INTRODUCTION

By the end of 2024, the Policy Center for the New South will be ten years old.

Since its establishment, the Center has continuously worked to enhance the quality of its analytical output to meet the ambition set from day one: to embody the emerging voice of the New South by contributing to the improvement of public policies, both economic and social, as well as international, that concern Morocco and Africa.

In pursuit of these objectives, the Policy Center has ensured the integration of scientific methods, data, and empirical evidence into its analytical processes. This has been done in a spirit of openness, exchange, and tolerance, which are quintessential characteristics of the Kingdom of Morocco. As a result, the PCNS has been able to create, open, and weave spaces for dialogue and collaboration with numerous partners, fostering fruitful interaction between the academic world, public policies, and civil society.

To organize its analytical production, the Center established its first triennial research program in 2023. This program has led to the publication of numerous papers and books on diverse subjects such as economic growth, agriculture, food security in Africa, training and the labor market in Morocco, industrialization, and green transition, as well as the reform of the international financial architecture.

In 2023, these efforts resulted in the publication of 131 documents, including 19 books and reports, 9 research papers, 25 policy papers, and 69 policy briefs. Additionally, 9 articles were published in academic journals and chapters in books coordinated by others. In addition, 61 opinion pieces were produced on current issues. The year 2023 also marked the sixth edition of the annual report on African geopolitics, the fourth edition of the annual report on the African economy, and the tenth edition of Atlantic Currents, the Center's annual report dedicated to the dynamics of the Atlantic Basin.

A new milestone in visibility was reached, as evidenced by the 1.3 million unique visitors to our website. Thus, the milestone of the first million unique visitors per year has been surpassed, and the Policy Center will continue to strive to offer more analyses and insights to an increasingly wider audience. The media has paid increased attention to our work, mentioning it nearly 6,000 times last year, with more than half of these mentions coming from the international press. Finally, the Center produced 241 multimedia contents and 117 events, providing various channels for disseminating our work and offering different ways for our community to learn and interact.

In many respects, 2023 was a fruitful year. The Policy Center for the New South was deeply involved on the sidelines of the Annual Meetings of the Bretton Woods institutions, which has made their return to Africa, in Marrakech, after half a century. During their inaugural plenary session, a report on Moroccan growth coordinated by the International Monetary Fund was presented, to which researchers from our

Center contributed. Alongside the Meetings, around thirty panels were organized in collaboration with several of our institutional partners, attracting an audience of several hundred people. Numerous speakers participated, including current Ministers of Industry and Finance from three major African economies, fifteen central bank governors from five continents, the Director-General of the World Trade Organization (WTO), and Joseph Stiglitz. These activities contributed to promoting the essential reform of international financial institutions and multilateral development banks to address the challenges and expectations of the Global South, particularly Africa. Our aim was to help make Marrakech a turning point in realizing this reform, for which the Policy Center for the New South has been highly committed.

2023 was also marked by the first edition of the Africa Economic Symposium (AES), an annual event for which the PCNS has great ambitions. The symposium was added to, among others, the Africa Peace and Security Annual Conference (APSACO), which held its seventh edition last year. Through these two conferences, the Center brings together experts from Africa and beyond to continue scientifically analyzing the main challenges facing our continent in its quest for development, justice, peace, and security. Once again, the aim is to create platforms where an African narrative can be built through a calm and balanced dialogue with all the continent's partners.

The 2023 edition of the Atlantic Dialogues was held on the theme "A More Assertive Atlantic: Its Meaning for the World." This event confirms the Center's commitment to the Atlantic, aligning with the Vision of His Majesty the King, which designates this ocean as a major space of engagement and projection for Morocco. The 2023 cohort of the Atlantic Dialogues Emerging Leaders (ADEL) program, our talent incubator from Atlantic countries, was enriched with new members, bringing the number of graduates to 415, forming a network and a vast reservoir of energy, creativity, and innovation serving a dynamic South and a more resilient world.

I would like to express here the pride I feel for all the collaborators whose commitment made 2023 a very productive year. The relevance of the Policy Center for the New South's work has been evidenced by the numerous requests our collaborators received to participate in workshops, colloquiums, conferences, forums, retreats, and seminars on five continents. In addition to the New South spirit that we carry, the Center brings appreciated technical expertise at both national and international levels.

The way we conduct our activities reflects our appropriation of the codes and culture of think tanks, with a Moroccan ambition and touch. Driven by the continuous desire to do better for the common good, the Center is thus entering its second decade.

I would like to extend my thanks to each member of our community for their exceptional commitment and to congratulate them on a prolific year.

**KARIM EL AYNAOUI**  
Président Exécutif

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# IN BRIEF



The Policy Center for the New South (PCNS) is a Moroccan think tank established in 2014, with the mission of contributing to the improvement of public policies—economic, environmental, and societal—that concern Morocco and Africa, integral parts of the Global South. Recognized as a common good, the think tank was acknowledged in 2021 by Moroccan public authorities as a Public Utility Association and currently employs **120 professionals**, including **40 Senior Fellows**, renowned experts from both the South and the North.

The PCNS advocates for the concept of a "New South"

that is open, responsible, and enterprising; a South that defines its own narratives and mental maps around the Mediterranean and South Atlantic basins, in a confident relationship with the rest of the world. The think tank aims to support the development of inclusive and efficient public policies in Africa through its work and reflections, giving voice to Southern experts on ongoing transitions and the geopolitical shifts characterizing contemporary international relations. This positioning, focused on dialogue and partnerships, aims to cultivate African expertise and excellence, capable of contributing to the diagnosis and solutions to African challenges.





# LE POLICY CENTER FOR THE NEW SOUTH :

## A Public Good for the New South

In this regard, the PCNS mobilizes researchers, publishes their work, and leverages a network of renowned partners from all continents. Throughout the year, the Policy Center organizes a series of meetings of various formats and levels, the most important of which are the annual international conferences "The Atlantic Dialogues," "African Peace and Security Annual Conference" (APSACO), and "The African Economic Symposium" (AES).

The Policy Center for the New South also develops a community of young leaders through the Atlantic Dialogues Emerging Leaders (ADEL) program. This platform for cooperation and networking of a new generation of decision-makers and entrepreneurs already boasts a community of over 430 members. Thus, the PCNS contributes to intergenerational dialogue and the emergence of tomorrow's leaders.

# RESEARCH PROGRAM

Building on its recognized expertise at both national and international levels, the Policy Center for the New South strengthens the role of its research activities by launching its 2021-23 triennial program. This program not only combines the core expertise of the Policy Center in international relations, geopolitics, economics, and public policies but also focuses on strategic regions that reflect its identity, from Morocco to Africa, and the Global South. It is structured around seven main programs.



For more information, scan the QR code

## 1

### The New South in an Evolving Globalization

This program pays particular attention to Africa in the new globalization, as an autonomous geo-economic and geo-political entity. It focuses particularly on Africa in the great global balances, the mutations within the African Union and the perspectives of reforms, the macroeconomics of the new South and finally the global and regional common public goods.

## 2

### Building an Autonomous Africa in an Interdependent World

Important African transitions have taken place over the last twenty years, which have placed Africa as a key player in contemporary international relations. The program pays particular attention to the power struggle on the African continent, Africa's strategic autonomy, regional strategic dynamics, and finally Africa in the wider Atlantic space.



# 3

## Understanding Internal African Dynamics

The program focuses on the mutations of the State in Africa and the dynamics of African institutions, the transformations of African society, with a particular focus on the African society of the 21st century, intra-African power games, the peace-development-security nexus, and finally the inherent characteristics of the migration phenomenon.

# 5

## Rethinking the Moroccan Economy

This section dedicated to Morocco focuses on structural transformation, economic integration and trade partnership frameworks, energy transition and climate change, labor market and human capital dynamics, sectoral policy design and macroeconomic policy.

# 7

## Morocco, the Social and Territorial State

Territorial democracy and the transfer of responsibilities to local representatives are levers for full inclusion of all social classes and localities. The territorial state also leads to a redefinition of the identity of the public administration, aiming to broaden its fields of action by identifying the best practices and the means necessary to develop its capacities and leadership.

# 4

## Thinking about Africa's Emergence in the New Globalization

This program explores the levers of African economic emergence in a changing world. The issues concern integration with its multidimensional facets, natural resources and ecological transition, the green revolution and food security, human capital, and the labor market, as well as research and innovation as necessary steps towards a better adaptation of technology to the local context.

# 6

## Morocco in a Changing Global Environment

In the face of current political and security disruptions, this program deciphers Morocco's new foreign policy while analyzing its regional and continental geopolitics, as well as the dynamics of its relations with traditional and emerging world powers.

# IN NUMBERS



**69**

Researchers

From  
which

**43**

Senior Fellows

**192**

Publications  
& Opinions

**183**

Video  
Productions

**58**

Podcasts

**68**

Partners

**117**

Events

**51**

Participations  
to International  
Conferences

**358**

Press Interviews

**+74K**

Social Media  
Followers

**1,3**

**M**

Unique Website  
Visits

**68**

Newsletters

**5,9K**

Press Mentions

**49**

Opinion Pieces in  
the Press

# NUMBER OF PUBLICATIONS

In line with current events and the directions of its research program, the Policy Center disseminates its work through various formats tailored to the nature of the topics addressed. These include Policy Briefs, Policy Papers, and blog notes presented as op-eds or opinions. Additionally, the organization incorporates the use of audiovisual and digital media, such as series and podcasts, to stimulate public debate.

In 2023, the PCNS contributed to enriching intellectual dialogue by publishing a total of **192 analytical productions**. This body of work comprises **131 research publications** and **61 opinions**, demonstrating its ongoing commitment to the dissemination of knowledge and analysis.

## 192 ANALYTICAL PRODUCTIONS

19

Books & Reports

69

Policy Briefs

25

Policy Papers

9

Research Papers

9

Papers in academic  
journals

61

Opinions





# THINK

**Publications**

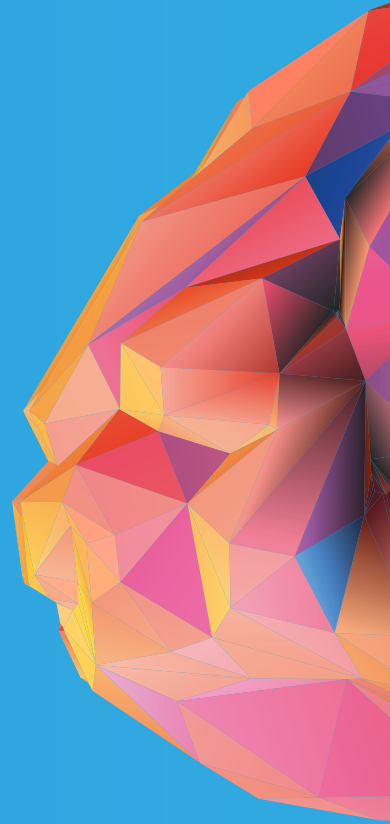
**18**

**Opinions**

**32**

**Books**

**35**







# PUBLICATIONS

## RESEARCH PROGRAM

1. The New South in an Evolving Globalization
2. Building an autonomous Africa in an interdependent world
3. Understanding internal African dynamics
4. Thinking about the Emergence of Africa in the New Globalization
5. Rethinking the Moroccan Economy
6. Morocco in a changing global environment
7. Morocco, the social and territorial state

## Introduction

In 2023, the Policy Center for the New South dedicated its research to the geopolitical, environmental, and economic transformations shaping the international landscape. Our researchers and fellows in international relations have analyzed new geopolitical alliances, competition between world powers, security concerns in Africa, sustainable development, and energy security issues, as well as digital transformation challenges. In the same vein, our economists focused on macroeconomic policies, financial dynamics, global trade, and the digital economy. As these areas are complementary, many publications have examined the economic impact of global geopolitical dynamics. Moreover, a number of studies have focused on Morocco's development model and its position in Africa.

Furthermore, the year 2023 was marked by several important events that were the subject of extensive analysis, notably the coups in the Sahel, the Israeli-Palestinian conflict, the COP28, and the expansion of the BRICS.

## 1. The New South in an Evolving Globalization

The concept of the "New South" has emerged within an evolving international geopolitical landscape, characterized by a transition towards a multipolar structure. New South players, such as the former BRICS members, are redefining the global balance by significantly contributing to economic growth and geopolitical influence. In this context, in her Policy Paper **"The New South in a Multipolar World: Multi-Alignment or Fence Sitting?"**, [Len Ishmael](#), Senior Fellow at the PCNS, explores the role of the New South in the major global balances. The paper highlights that the South primarily represents a growing and vocal demand for a more multipolar, just, and less unidirectional international order.

Africa's position in the new global balance is central to the dynamics shaping contemporary international relations. With its dynamic economic growth, youthful demographics, and growing role in multilateral organizations, Africa appears determined to play a central role in global geopolitics and shape the future of the New South, particularly by effectively articulating the logics of North-South and South-South cooperation. A concrete example of this collaboration is the T20 think tanks initiative, which serves as "idea banks" for the G20. Within this framework, our economist [Ahmed Ouhnini](#) co-authored a Policy Brief titled **"Policy Pathways for Inclusive and Sustainable Tropical Agriculture: Experiences from Brazil and Africa,"** exploring collaboration opportunities between Brazil and African nations in tropical agricultural production. The brief highlights persistent challenges such as infrastructure and investment gaps, technological disparities between the two regions, and deforestation, while also emphasizing promising prospects for food security through coordinated policies, thereby linking Brazil and Africa.

Beyond the economic and geopolitical opportunities for Africa to assert itself internationally, critical theories reposition the continent as a key player in global debates. In his Policy Brief **"State Capacity and Decolonial Critique,"** [Hisham Aidi](#), Senior Fellow, explores the limits of the "failed state" concept, revisiting the colonial debate on African states to provide an overview of pan-African, decolonial, and anti-liberal currents that marked the period of independence of African countries and beyond. He provides a critical approach to Western theories in the political analysis of African states, reaffirming the need for African perspectives. Expanding on his reflections, Aidi has also authored a Policy Brief titled **"Personal Rule and the Convergence of Governance,"** in which he discusses the emergence of personalized regimes worldwide, which complicates the analysis of Africa and the Middle East. This global trend offers a new perspective on concepts such as populism, state fragility, identity politics, etc. The convergence towards a form of liberal authoritarianism, under the influence of emerging powers underlines the importance of comparative analysis to understand current political dynamics.



Thus, the “New South” emerges as a dynamic alternative to major shifts in the global geopolitical landscape. Africa, as a central actor in this transformation, plays an essential role in redefining the global balance, contributing to economic growth and political influence within the New South. The authors’ analyses open the discussion on governance, multilateralism, and the role of African institutions on the international stage. In his Policy Brief series **“The Atlantic Basin, Realism and Geostrategy,”** Senior Fellow [Paul Isbell](#) examines the convergence and complementarity points between realism and geostrategy in the context of the Atlantic Basin, emphasizing the evolution of the intellectual debate and the political implications related to the geopolitical significance of the region. He also notes the growing importance of the Atlantic Basin and Pan-Atlanticism for the West. Despite potential obstacles, Pan-Atlantic cooperation is presented as a realistic means to preserve Western influence against the emergence of the BRICS global coalition, highlighting the strategic importance of Africa and Latin America. Although the BRICS aim to establish significant geopolitical and economic weight on the international scene, Senior Fellow [Henri-Louis Védie](#), in his Policy Brief **“Johannesburg Summit: Towards Expansion and a Common Currency for the BRICS,”** presents the challenges and divergences that seem to divide its member countries. On the occasion of the 14th BRICS Summit, he analyzes the implications of the group's expansion and the prospects for a common currency. In addition, focusing on India's G20 presidency, [Abdessalam Jaldi](#), Senior International Relations Specialist, along with interns [Achouak Lafhal](#) and [Alexis Cudey](#), examine India's emergence as a global power in digital technology, capacity development, and industrialization. Their Policy Paper discusses the challenges facing India's governance, especially in a global context shaped by the aftermath of the Covid-19 pandemic, which shook the foundations of the Second Globalization, and the Ukraine war, which caused major distortions in global energy and food supply chains. The authors explore opportunities for Africa to leverage its relationship with India to accelerate its own emergence.

Besides India, several studies have focused on China's role and influence in Africa. Senior Fellow [Marcus Vinicius de Freitas](#) assesses the impact of Chinese investments in Africa and analyzes the global power competition on the continent. He argues that Western criticisms of China, accused of debt-trap practices and neocolonialism, are condescending towards African countries' ability to chart their own path and safeguard their long-term interests. Sino-African cooperation, centered on trade, connectivity, infrastructure, and industrialization, offers an opportunity within the framework of South-South cooperation to create a new basis for more equitable shared growth.

This reconfiguration of the international landscape also occurs at the energy level. Economist [Afaf Zarkik](#), as part of the New-Med Research Network with the Istituto Affari Internazionali (IAI), has published a Policy Paper titled **“Gas Crisis in Europe: A Harbinger of Sustainable Cooperation with North Africa,”** exploring the repercussions of the Russia-Ukraine war on the energy market. The crisis pushed the European Union to secure alternative supply sources. These fundamental market changes manifested in the renewed relationship between the EU and North Africa, opening prospects for advanced cooperation for an effective energy transition. On the other hand, International Relations Specialist [Hamza Mjahed](#) highlights the crucial role the North Sea continues to play in Europe's energy supply. However,



he underscores the threats to this European energy hub, such as economic competition and the difficulties these governments face in meeting their climate targets.

These dynamics indicate the emergence of an increasingly multipolar world. Several authors attribute these global challenges to a crisis of international institutions, unable to address new threats to international peace and security. This has led [Abdessalam Jaldi](#), Senior International Relations Specialist, to explore in his Policy Paper **“The Crisis of Multilateralism Viewed from the Global South”** the normative and institutional crisis of multilateral institutions, destabilizing the foundations of international cooperation from a Southern perspective. In the Middle East, the Israel-Hamas war triggered by the October 7th attacks has reconfigured regional geopolitics. Senior Fellow [Abdelhak Bassou](#) analyzed the situation in his Policy Brief **“Le conflit israélo-palestinien: la dernière chance pour une solution juste”** Reviewing the historical context of the war and comparing it to that of 1973, he addresses the recurring weakening of both the Netanyahu government and Hamas, deciphers the network of involved actors (Iran, Egypt, and the United States), and examines the mobilization of public opinion to press the concerned parties towards a two-state solution. In a more historical approach, Senior Fellow [Fathallah Oualalou](#), in his Policy Brief **“Le conflit israélo-palestinien : histoire d’une injustice,”** recounts the history of the conflict and proposes perspectives for peace through regional powers' mediation as well as leadership from major powers and emerging countries.

## The Banking Crisis and Global Financial Resilience Concerns

In 2023, the global economic landscape was shaken by a series of bank failures, including those of Silicon Valley Bank and Credit Suisse, raising concerns about a potential banking crisis and questioning the resilience of the global financial system. Senior Fellow [Hinh T. Dinh](#) addressed these concerns in his Policy Brief **“Lessons from the**



**Silicon Valley Bank Crisis,”** analysing the events leading to the Silicon Valley Bank's failure. He highlighted the key factors contributing to the crisis and assessed the repercussions on the American and the global banking systems. Moreover, in his Policy Brief titled **“The U.S. Banking Crisis of 2023 and Its Implications for Africa,”** he examined the challenges facing developing countries, particularly in Africa, anticipating an increase in interest rates and a decline in export demand due to sluggish growth among these countries' major trading partners.

In the same vein, Senior Fellow [Helyette Geman's](#) Policy Brief **“From Lehman to Silicon Valley Bank and Beyond: Why are Mistakes Repeated in the U.S. Banking System?”** focused on the Silicon Valley Bank crisis. The author traced the context of the bank's collapse, discussed economic and financial theories on the issue, and concluded by emphasizing the need to restore regulatory measures and consider the impact of large-scale withdrawals in bank stress tests.



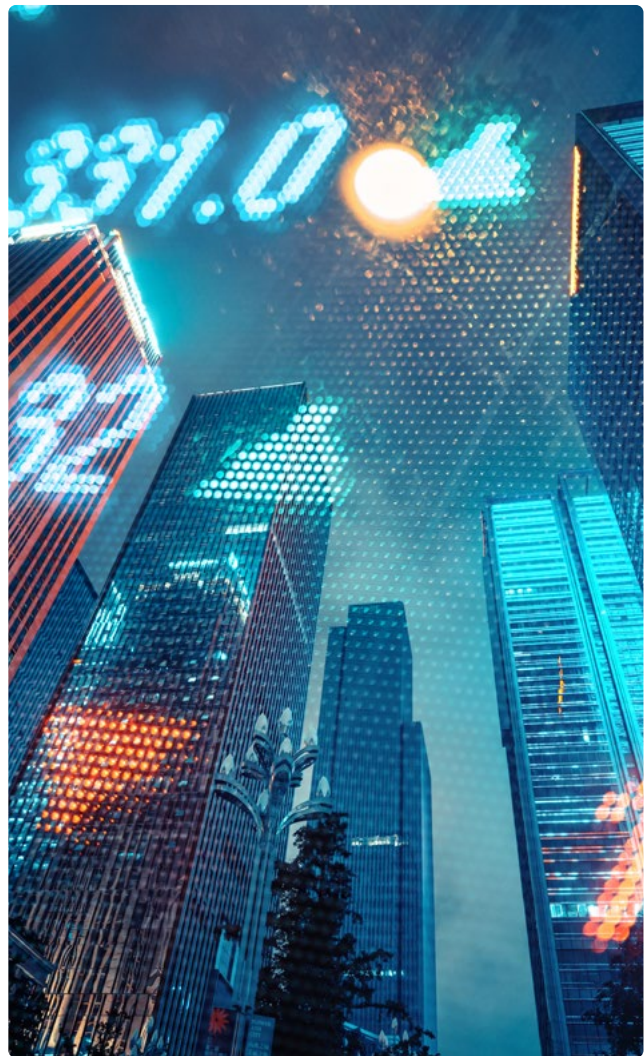
## Perspectives on Global Challenges of the New South

Recent global disruptions, such as the Covid-19 pandemic and geopolitical tensions, have caused significant upheavals in global value chains. This has raised questions about the robustness of the international trade system, and in particular regarding the resilience of global value chains (GVCs). In this context, PCNS experts **Otaviano Canuto**, **Abdelaaziz Ait Ali**, **Mahmoud Arbouch**, and **Pepe Zhang**, Associate Director at the Atlantic Council, co-authored a Policy Brief titled **“GVCs, Resilience, and Efficiency Considerations: Improving Trade and Industrial Policy Design and Coordination.”** The authors discussed the ongoing debate on balancing efficiency and resilience in the context of international trade and global value chains, emphasizing their robustness and vitality despite apparent signs of geo-fragmentation. They also suggested recommendations highlighting the crucial importance of developing national policies while fostering international cooperation to balance concerns related to efficiency and resilience.

In his Policy Brief titled **“The FTX Collapse: Lehman Brothers of Cryptocurrencies?”** Senior Fellow **Henri-Louis Védie** addressed another crucial issue in a constantly evolving global context: the collapse of FTX, one of the largest global cryptocurrency exchange platforms. This event profoundly shook the cryptocurrency ecosystem, drawing parallels with the “Lehman Brothers” case. The author assesses the relevance of this analogy by analysing the impact of the collapse on cryptocurrencies and highlighting how this failure reinforces their speculative nature and exposes the vulnerabilities within this ecosystem.

Addressing the challenges of the energy transition, COP28, held in Dubai in December 2023, endorsed the “Global Stocktake,” advocating for a fair transition away

from fossil fuels. Although some perceive this as the “prelude to the end of fossil fuels,” contradictions remain. Senior Fellow **Francis Perrin** explores these questions in his Policy Brief **“COP28 et énergies fossiles : le bal des hypocrites.”** He emphasizes the continued importance of fossil fuels for major players like the United States, the European Union, and China, concluding that despite progress, COP28 does not seem to mark the end of this inconsistency in positions.





## ■ 2. Building an autonomous Africa in an interdependent world



In a rapidly changing geopolitical context, the emergence of a new, autonomous Africa characterized the publications of PCNS researchers during 2023. In this context, the article **"North Africa's Invisible Partner: Exploring India's Political and Economic Influence in the Region"** by our international relations specialists [Abdessalam Jaldi](#) and [Hamza Mjahed](#) explores the instruments of Indian soft power in North Africa. They analyze India's enhanced bilateral engagement with countries in the region, focusing on aspects of economic and security cooperation, highlighting the shift from an ideologically-backed Indian approach to a more pragmatic one based on South-South cooperation. For his part, in **"Atlantic Africa: United States, Europe, China, Russia. Influences With Variable Geometry**

- **A View From the South**", Senior Fellow [Rachid El Houdaigui](#) analyzes the complex geopolitical dynamics of the African Atlantic region, involving North Atlantic and extra-regional powers such as Russia and China. He explores the evolution of power games and power stakes in the region, and how African Atlantic countries are navigating this space, in search of autonomy and diversified partnerships.

[Abdelhak Bassou](#), Senior Fellow at the Policy Center for the New South, explored the extent of Russian military influence in sub-Saharan Africa since the start of the Russian-Ukrainian conflict, on the occasion of the publication of a report jointly written by PCNS and the Atlantic Council's Africa Center.

### 3. Understanding internal African dynamics

For the past year, the “Understanding Internal African Dynamics” program has been dedicated to analyzing current trends and the main challenges facing the continent, with a particular focus on the areas of peace, development, and security. In 2023, our researchers focused on the dynamics of all kinds that run through Africa.

**Amal El Ouassif**, Senior Specialist in International Relations, contributed to a joint report with IEMed on the impact of climate change on migration in Africa, with a focus on North Africa, the Sahel, and West Africa. In particular, Amal El Ouassif highlighted the socio-economic consequences of climate-related migration, which forces local populations to move to new homelands as a result of climate disruption.

Africa's cultural heritage, in turn, contributes to the continent's influence, particularly with regard to the cultural and creative industries, which play an essential role in economic development and the preservation of cultural identity on the continent. In this context, Senior Fellows **Larabi Jaïdi** and **Nezha Alaoui M'hamdi** looked at the impact of cultural and creative industries on economic and social development in Africa and Latin America, highlighting how these industries reflect and influence cultural identities and socio-economic dynamics in these global spaces.

On the security front, **Rachid El Houdaigui**, Senior Fellow at the Policy Center, examines in his Policy Brief “**Post-conflict as seen by the African Peace and Security Annual Conference**”, Africa's efforts in post-conflict management, exacerbating the challenges and approaches necessary for sustainable peace. It addresses reconstruction, post-conflict development, and the importance of autonomous African collective security. The document underlines the challenges of implementing these strategies, and the importance of pooling efforts for integrated socio-economic security and development in Africa.



In the field of technology, **Abdessalam Jaldi**, in his Policy Paper: “**Artificial Intelligence Revolution in Africa: Economic Opportunities and Legal Challenges**”, highlights the driving role that artificial intelligence technologies can play in Africa's economic emergence, while insisting on the need to invest in regulation in order to avoid any possible legal drift.

Finally, **Pierre Jacquemot**, teacher and member of the Observatoire de l'Afrique subsaharienne, explores in his Policy Paper “**En Afrique, des coups d'état, signes de l'épuisement prématuré de la démocratie importée**”, the reasons for the resurgence of military coups in Africa, which is taking on worrying proportions. He examines the mysteries of the crisis in sub-Saharan democracy, which lies in the failure of the established electoral model, and in the arrival of a new generation that is challenging the political positions acquired through elections, denouncing the errors of rulers and growing inequalities, and seeking a new political model.

## ■ 4. Thinking about the Emergence of Africa in the New Globalization

Africa's economic recovery encountered numerous challenges in 2023, mainly due to the effects of a tumultuous global landscape. In particular, the economic aftermath of the war in Ukraine, persistent global inflation, the climate crisis, and the lasting repercussions of the pandemic have all weighed heavily on the continent's economy. Yet, these external challenges have been further compounded by internal issues hindering the continent's path towards a sustainable development.

### Debt Trajectories in Africa: Analysis and Recommendations

Debt is at the heart of Africa's economic challenges, as highlighted in the chapter titled **“Addressing Africa’s Persistent Debt Problem”** by Executive President **Karim El Aynaoui**, alongside Senior Fellows **Otaviano Canuto**, **Hinh T. Dinh**, **Hafez Ghanem**, and economist **Badr Mandri**. The experts emphasize the region's struggles with historical debt crises, exacerbated by global events such as the pandemic and the war in Ukraine. Proposed solutions include better management of financial resources, effective national macroeconomic policies, the development of sovereign local currency markets, and balanced fiscal policies.

In his Policy Brief **“Debt Dynamics and Financial Stability in Africa,”** Senior Fellow **Emmanuel Pinto Moreira** analyses the evolution of debt in Africa since 2010. He argues that this new wave of debt is more dramatic than those observed between 1970 and 2010. By examining the architecture of the international debt resolution framework and its limitations, the author highlights the need for a permanent financial stability mechanism to address Africa's debt challenges, emphasizing the imperative of a continental approach.

### Energy Transition in Africa: Balancing Opportunities and Challenges

In her Policy Paper **“Shaping a Renewed Atlantic Vision of Energy Security: Old Trends, New Paradigms,”** Senior Economist **Rim Berahab** examines the evolving paradigms of energy security in the Atlantic Basin. Her analysis of common risks to energy security in the Atlantic and its regions focuses particularly on Africa and its energy relations with Europe. The author emphasizes the need for an adaptable energy security paradigm that aligns with the specificities of the diverse economies in the region.

Senior Fellow **Rabi Mohtar** addresses, in his Policy Brief **“Financing Climate Action: Equity Challenges and Practical Solutions,”** the crucial issue of climate action financing. He highlights the increase in climate finance volumes, predominantly directed towards energy and transportation, leaving critical sectors like agriculture underfunded. This situation poses major challenges, particularly for regions like Africa, and underscores the need for a more equitable and balanced financial framework.





Similarly, Senior Fellow Christian de [Boissieu](#) discusses climate financing issues in his Policy Paper “**Financer la transition énergétique et écologique.**” Highlighting the challenges and uncertainties related to this issue, he analyses the various financing needs to consider and explores multiple financial channels. He argues that current efforts are insufficient, calling for an approach that combines various solutions, including financial innovations, broader application of ESG criteria, adjustments to banking and financial regulations, and strengthened international cooperation.

While the energy transition poses a challenge for African countries, it also presents significant opportunities. Senior Fellow [Mounia Boucetta](#) discusses this issue in her Policy Brief titled “**Le marché de l’hydrogène vert : l’équation industrielle de la transition énergétique.**” She demonstrates that the African continent, due to its abundant renewable resources and proximity to the European market, is well-positioned to enter the green hydrogen market. However, to fully capitalize on these opportunities, strategic decisions regarding business models, technologies, and regional integration are crucial.



## Food Security Challenges in Africa and the Role of Technological Innovations

The vulnerability of African food systems has been clearly highlighted by numerous challenges, both internal and external, including climate change and supply chain disruptions. Senior Fellow [Isabelle Tsakok](#) addresses the complexities of this question in her Policy Brief “**Implications of Food Systems for Food Security During a Time of Multiple Crises: The Republic of Mauritius,**” where she analyses the implications of Mauritius's food systems on the four pillars of food security: availability, access, utilization, and stability. She also evaluates the government's policy response to this pressing challenge.

In their Policy Report “**Unlocking Africa’s Agricultural Potential,**” [Fatima Ezzahra Mengoub](#), Senior Economist at PCNS, and [Aubrey Hruby](#), Senior Fellow at the Atlantic Council, explore how agricultural technologies can revolutionize food systems and improve the productivity of smallholders in Africa. The authors investigate the factors that have driven the growth of major AgTech companies in Africa. Additionally, by examining the case of India, where the digital revolution has facilitated access to AgTech solutions for small farmers, they propose recommendations to stimulate the development of AgTech companies to address the challenges related to agricultural productivity in Africa.

## 5. Rethinking the Moroccan Economy



### Rethinking the Moroccan Economy in Light of the New Development Model

The key questions of Morocco's New Development Model have been prominently reflected in the publications of the PCNS this year. Senior Fellow [Eduardo Hadad](#) and his co-author [Inácio F. Araújo](#) authored a Policy Brief titled “How Can Moroccan Regions and Sectors Contribute to Achieving the Goals of the ‘New Development Model’?” The authors provide a detailed analysis of the socio-economic and environmental impacts associated with various economic sectors and regions of the Moroccan economy. Their findings provide insights for targeted interventions aimed at promoting sustainable development in Morocco.

Economists [Abdelaaziz Ait Ali](#), [Fatima Ezzahra Mengoub](#), [Mahmoud Arbouch](#), [Fahd Azaroual](#), [Oumayma Bourhriba](#), [Youssef El Jai](#), and [Badr Mandri](#) have analysed Morocco's economic trends over the past two decades and the challenges related to its fiscal policy in their Research Paper “Morocco – Beyond Debt: Sustainable Pathways to Higher Growth.” Using a debt sustainability model, the authors assessed the trajectory of the country's fiscal policy under various scenarios.

Education plays a pivotal role in driving economic development and stands as a key pillar of Morocco's New Development Model. Senior Fellow [Aomar Ibourk](#), Executive President [Karim El Aynaoui](#), and Senior Economist [Tayeb Ghazi](#) addressed this topic in their research paper, “Exploration multiniveaux des causes de la pauvreté des apprentissages au Maroc: une approche comprehensive.” The authors investigated the determinants of poor academic performance among Moroccan students based on the results of the 2018 PISA survey, highlighting the role of individual, family, and school factors in this context.

In her policy brief titled “Accessibilité des femmes aux opportunités économiques au Maroc,” Senior Fellow [Mounia Boucetta](#) sheds light on the declining female labour force participation in Morocco and its modest level in Morocco. Additionally, she provides policy recommendations to reduce the gender gap in labour force participation.

### Fintech for Financial Inclusion in the MENA Region

Senior Fellow [Aomar Ibourk](#) and his co-author [Zakaria Elouaourti](#) published a Policy Paper titled “Financial Technology as a Driver of Financial Inclusion and Inclusive Development in the MENA Region: Risks and Opportunities.” In this paper, the authors examined the issue of digital financial inclusion in the MENA region, revealing low levels compared to global standards. Key factors such as education and access to technology were identified as determinants of this disparity. The authors highlight the potential of Fintech to reduce financial inclusion gaps, especially for marginalized groups such as women and the elderly. The paper's findings offer important policy perspectives to enhance digital financial inclusion in the region.

## 6. Morocco in a changing global environment



### The question of Morocco's territorial integrity and cross-border dynamics

A coherent foreign policy expresses a posture of organizing relations with the environment by identifying its lines of force, while defending its interests. In this context, senior international relations specialist **Youssef Tobi** takes a look at Morocco's new Atlantic policy, understanding the Atlantic space as a platform for political and economic exchanges. In his Policy Brief titled "**L'espace atlantique : catalyseur des relations Maroc-Amérique latine**", Youssef Tobi explores the role Morocco can play in reinventing transatlantic trade and strengthening African-Latin American relations.

Territorial integrity is a cornerstone of Moroccan foreign policy. In his Policy Brief titled "**Security Council Resolution 2703: back to the drawing board**", Senior Fellow **Mohammed Loulichki** focuses on the content of the resolution. He conducted an in-depth analysis, exploring the context, content and implications of this resolution. In addition, he delved into the complexities of the political process surrounding the issue, the dynamics of voting on the resolution and the roles played by the various stakeholders.

In the same vein, Senior Fellows **Mohammed Loulichki** and **Shoji Matsumoto**, in their Policy Paper titled "**The 2021 EU General Court Decision on Polisario v Council: Some Legal Considerations on the Status of the Moroccan Sahara**", analyzed the 2021 EU General Court decision on Polisario v Council, questioning its assertion that 'Western Sahara' is separate from Morocco, and that Morocco needs Polisario's consent to exploit the territory's natural resources. Based on universally accepted democratic principles and current international law, the authors show that there is no legal obligation for Morocco to obtain Polisario's consent for the exploitation of resources in its Sahara.

Morocco's Maghreb policy is in turn a major axis of Moroccan foreign policy. **Abdessalam Jaldi**, Senior Specialist in International Relations, and **Yasmine Wardi Akrimi** of the Brussels International Center (BIC) have written a research paper titled "**Tunisia under the Third Republic**". The paper explores the changes that have taken place in Tunisia since the presidential coup de force of July 25, 2021, which saw Tunisia evolve from a democracy in crisis to a Third Republic shaped by Tunisian President Kais Saïed's conception of political power, the economy and foreign policy.



## Perspectives on Morocco's African cultural identity



Professor [Driss Khrouz](#), in a Policy Brief titled “**Les ruissellements amazighs dans la culture africaine**” (Amazigh trickles in African culture), published as part of the PCNS-edited beau-livre “**L'identité africaine de la culture marocaine**” (The African identity of Moroccan culture), explored the historical and cultural dynamics of Morocco as a crossroads between North Africa, the Middle East, sub-Saharan Africa and the Mediterranean Basin. In particular, he highlighted the decisive historical influence of the Imazighen territories as intermediaries and key players in the continuous, profound and diversified flow of cultural elements.

In the same vein, [Driss Ksikes](#) explores Morocco's complex relationship with Africa, focusing on the cultural and creative industries, in his Policy Paper “**Quelle africanité pour les industries culturelles et créatives au Maroc?**”. He stressed that, beyond geographical and historical considerations, Morocco's African identity is becoming increasingly geopolitical, involving its imperial past, its current relations with Europe, sub-Saharan migration, membership of the African Union and the promotion of regional soft power.



In a Policy Brief titled “**Morocco and Africa: a lively mobility for a sovereign aesthetic**”, author [Farid Zahi](#) examined the evolution of the contemporary African artistic landscape, focusing on its emancipation from historical prejudices. Emphasizing the plural and multidimensional nature of modern African art, the author challenges the imposition of a single identity and highlights the emergence of a diverse artistic movement.



## 7. Morocco, the social and territorial state

### Inequality and social inclusion

Morocco presents itself as a social and territorial state committed to resolving key issues linked to inequality, social inclusion, governance and local development. With this in mind, PCNS researchers and fellows have been focusing on the gendered dimension of inequality. Senior Fellow [Otaviano Canuto](#) and our economics intern [Hajar Kabbach](#) have written a Policy Brief titled **“Gender inequality in the labor market: the case of Morocco”**, in which they analyze gender disparities in the Moroccan labor market and the potential economic benefits of reducing the gender gap. In the same vein, Senior Fellow [Mounia Boucetta](#)'s Policy Brief **“Women's access to economic opportunities in Morocco”** analyzes the measures and programs in place to empower women, promote professional equality and develop female leadership. In particular, Mounia Boucetta stresses the need to adapt awareness-raising programs to the specific realities of each territory.



At the international level, [Nouzha Chekrouni](#), Senior Fellow at PCNS, and [Nihal El Mquirmi](#), specialist in international relations, addressed the role of women in peacebuilding via UN Security Council Resolution 1325 in their Policy Brief **“Morocco and the Women, Peace, and Security Agenda: Goals, Opportunities and Challenges”**. They also looked at Morocco's National Action Plan, which has promoted the Women, Peace and Security Agenda, while highlighting the challenges that stand in the way of women's action in the field of conflict resolution.

With a view to highlighting Morocco's progress in promoting human rights, [Mohammed Loulichki](#), Senior Fellow at PCNS, devoted his Policy Paper titled **“The Universal Periodic Review: mirror of the state of human rights in Morocco”**, to the recommendations made to Morocco in terms of human rights protection, while dismantling the shortcomings of the Universal Periodic Review (UPR) institution, set up in the wake of the establishment of the Human Rights Council in 2006.



Morocco's New Development Model is in line with the country's ambitions for social inclusion, reduced inequality and territorial development. In their Policy Paper titled **"How can Moroccan regions and sectors help to achieve the 'New development model' goals?"**, our Senior Fellows, **Eduardo A. Haddad** and **Inacio F. Araujo** diagnose the Moroccan economy using a number of indicators by region and sector. This multifunctional analysis resulted in a tool for prioritizing the sectors and regions most likely to achieve the goals of the New Development Model.

Among the socio-economic factors taken into account, a focus on the multidimensional poverty index was developed by **Abdelkhaled Touhami** and **Dorothee Boccanfuso** in a Policy Brief titled **"Impact analysis on multidimensional poverty index: Do we necessarily need to make targeting more complex? A Moroccan illustration"**. By developing two targeting methods to approach the impact of the reform of the social protection system in Morocco on multidimensional poverty, the authors demonstrate that the three simulated education and health reforms are able to significantly reduce multidimensional poverty, regardless of the approach used, particularly when the measures implemented are moderate.



Finally, in the wake of the earthquake that struck Morocco on September 8, 2023, our Senior Fellow **Abdelhak Bassou** wrote a Policy Brief titled **"Managing natural disasters: national sovereignty and international solidarity"**, in which he returned to the dichotomy of the state as an actor in international relations and subject of international law, and the international community as a regulator of relations and producer of law. As a result, management oscillates between national sovereignty and international solidarity.

In conclusion, the Policy Center for the New South's research effort for 2023 reflects our ongoing commitment to exploring the complex dynamics shaping the contemporary global landscape from the perspective of the Global South. Through our varied research programs, we have addressed crucial issues such as the evolution of globalization, Africa's growing autonomy in an interdependent world, Africa's internal dynamics and the continent's emergence in the new era of globalization.

Our work has also highlighted the challenges and opportunities specific to Morocco, taking a close look at its economy, its social and territorial environment, and its strategic positioning in a changing global context.

The year 2023 has been marked by major events that have fuelled our analyses. In an ever-changing world, our think tank remains resolutely committed to promoting informed dialogue and innovative solutions to the most pressing challenges of our time. We are convinced that rigorous research, international collaboration and critical thinking are essential to shaping a more sustainable, just and prosperous future for all stakeholders in the South and beyond. Ultimately, we are ready to continue to be an engine of ideas and action for an ever-changing world.

# OPINIONS

A series of international events have marked the year 2023, prompting our researchers and Senior Fellows to address geopolitical changes, recent economic dynamics, and various societal issues. The war in Ukraine continues to fuel regional instabilities and international reconfigurations. In this context, our columnist [Helmut Sorge](#) highlights in his Opinion piece **“War in Ukraine: Unleashing Innovation and Un-seen Frontiers”** how the war in Ukraine is shaping not only the immediate geopolitical landscape but also the future of warfare through the adoption of advanced technologies. In another Opinion titled **“The Weaponization of Food: Ukraine’s Struggle for Survival and its Global Consequences,”** he asserts that the war in Ukraine has triggered a multifaceted humanitarian and food crisis with extensive consequences for global stability and security. The militarization of food and the disruption of agricultural supply chains threaten the lives and livelihoods of millions of people worldwide.

Helmut Sorge also addresses the Israeli-Palestinian conflict in his Opinion **“Establishing a Palestinian State,”** where he discusses the urgent need for a just solution and explores the potential challenges and opportunities of establishing a two-state solution.

In his Opinion titled **“Automatic Rifles Versus Ballot Boxes,”** Helmut Sorge focuses on recent coups in Africa, specifically the one in Niger against President Bazoum. The article illustrates the complexities of democratization in Africa and suggests that external models of democracy are not always suitable or effective in African contexts. In her Opinion **“Navigating the Changing Security Landscape in the Sahel,”** [Imane Lahrach](#), Head of Research Valorization, provides a synthesis of the biannual Strategic Dialogues. She discusses the interconnectedness of security, political, and economic challenges in Africa, as well as regional developments and their implications for international actors (Russia, France, regional organizations, international organizations, etc.).

Senior Fellow [Abdelhak Bassou](#), in his Opinion **“Coup d’État au Gabon : le septième de “la nouvelle vague”**,” analyses the coup against Ali Bongo Ondimba and questions this regional trend of discontent towards political elites, particularly in Francophone countries.

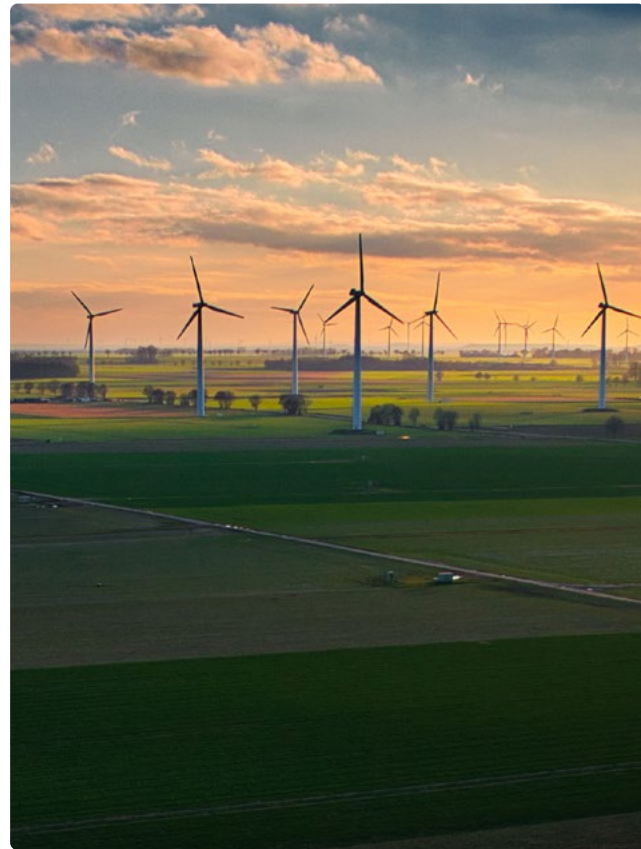
One of the issues intersecting these challenges is migration. In his Opinion **“Despair at the Door: Europe’s Difficult Response to the Enduring Migration Crisis,”** Helmut Sorge addresses the ongoing **“migration crisis”** in Europe and the difficulties faced by European authorities in managing these migratory flows, while social and political tensions related to migration policies increase. In the same vein, in his Opinion **“The Elections of Rejection of the Other,”** Senior Fellow [Abdallah Saaf](#) provides an analysis of this issue in the context of the 2022 French elections. The political discourse has been marked by stigmatization, discrimination, and exclusion towards communities from the Global South, particularly Maghrebis and Arab-Muslims, highlighting themes such as immigration, communitarianism, and Islamophobia.



Amidst these international conflicts, commenting on Senior Fellow Len Ishmael's Policy Paper, Helmut Sorge notes in his Opinion **"A New World Order in the Making,"** that a new world order is emerging. With the strengthening of new poles (BRICS, G20, etc.) against the main G7 economies, several voices express a desire for an alternative to the current international system, highlighting the growing importance of the Global South.

In this global context marked by regional conflicts with international implications and geopolitical reconfigurations, significant changes are also occurring in the energy sector, accompanied by major technological innovations. The Climate-Energy nexus is becoming increasingly crucial as pressures to reduce greenhouse gas emissions and mitigate climate change intensify. Transitions to renewable energy sources and a low-carbon economy have become imperatives for many countries. Within this framework, Senior Economist [Rim Berahab](#), in her Opinion **"L'Union européenne enclenche la phase transitoire du Mécanisme d'Ajustement Carbone (CBAM) aux Frontières : quelles conséquences pour l'Afrique ?"** reveals the concerns of African countries raised by the EU's CBAM, which entered its transitional phase in October 2023. She stresses the importance of coordination between the EU and Africa to avoid divergences between economic development and climate goals. Expert [Javier Cantero](#), in his Opinion **"Earth, Wind, and Fire: The Transatlantic Partners Must Confront Climate Insecurity to Reinforce Global Stability,"** highlights the consequences of climate change on the world's political, economic, and social stability, as well as the international initiatives in place to address these challenges. He emphasizes the importance of strengthening transatlantic cooperation to enable Southern countries to face climate challenges. In an Opinion titled **"Securing Energy, Reshaping Decarbonization: Reconciling Mediterranean Energy Transitions with Energy Security and Regional Stability,"** co-authored by [Veronica Ertl](#) and [Yassine Zegzouti](#), the authors examine the challenges and opportunities related to energy transition in the Mediterranean region, emphasizing the importance of reconciling this transition with energy security and regional stability.

[Masood Ahmed](#) and Executive President of the Policy Center for the New South, [Karim El Aynaoui](#), co-authored an Opinion



titled **"Accelerating MDB Reform to Address Today's Global Challenges,"** in which they highlight the urgent need to reform multilateral development banks (MDBs) to meet increasingly complex global challenges. The authors identify the shortcomings of the current MDB approach and argue for a reform aimed at more efficient resource use and a more inclusive approach that integrates the perspectives of developing countries, policymakers, experts, and various stakeholders.

The post-zero-Covid economic reopening of China and its global implications, particularly on Latin American economies, is examined by Senior Fellow [Otaviano Canuto](#) in his Opinion **"The Impacts of China's Economic Reopening on Latin America."** The author raises key questions about the impact of this reopening on the demand for Latin American products and the nature of trade between these countries and China, a major economic partner.



Delving into the economic and geopolitical dynamics shaping the African landscape, [Selassie Tay](#), director of the Tongu Youth Agenda for Development, explores in his Opinion “**AfCFTA and the Creeping Power Play: Africa, the European Union, and China,**” the importance of the African Continental Free Trade Area (AfCFTA) for strengthening intra-African trade and integrating the continent into global value chains. He also focuses on the competition between the European Union and China to extend their influence on the continent and their involvement in the deployment of the AfCFTA. In line with this geopolitical analysis, the issue of African economic resilience is addressed from a financial perspective by economist [Fahd Azaroual](#) in his Opinion “**Le mécanisme africain de stabilité financière: un outil pour renforcer la résilience économique de l’Afrique.**” The author underscores the crucial importance of financial stability in the African context, shaken by multiple crises, particularly the recent health crisis. He also examines the potential impact that the African Financial Stability Mechanism (AFSM) could have on strengthening the continent's economic resilience, while noting the obstacles to its implementation.

Analysing the evolution of the Moroccan economy and its macroeconomic indicators over recent decades, economist [Youssef El Jai](#), in his Opinion “**Views on the Evolution of Moroccan Public Debt Sustainability,**” examines recent trends and their implications for the future trajectory of Morocco's public debt. Shifting to another crucial dimension of the Moroccan economy, [Pierre Sauvé](#), Senior Trade Expert at the World Bank, and [Uri Dadush](#), Senior Fellow at the Policy Center for the New South discuss, in their Opinion “**Morocco: Boosting Private-Sector Competitiveness for Export Success,**” the imperative of strengthening the competitiveness of exporting companies. In this context, they

recommend investing in education, improving the investment climate, and fostering innovation. In a broader perspective on the economic issues of the MENA region, economist [Oumayma Bourhriba](#) analyses in her Opinion “**Lutter contre l’inflation et renforcer la résilience : quelles perspectives pour la région MENA ?**” the prospects for the MENA region, particularly in terms of inflation and economic growth in a global context marked by various vulnerabilities.

These analyses and reflections highlight the interconnectedness of global economies and underscore the importance of concerted action to adapt to new economic realities and navigate a constantly evolving world.





# BOOKS

The Policy Center has published three annual reports in 2023.



## THE AFRICAN ECONOMY

This edition of the Annual Report on African Economies highlights the impact of health, climate, and security risks on the continent's economies, in a context where the reconfiguration of the global order questions Africa's place on the world stage. The global economy faces both urgent and long-term challenges, ranging from the resurgence of pandemic crises to climate change. Africa is not immune to these challenges, with uncertainty often seen as a major obstacle to its emergence. In this perspective, the report emphasizes the need for Africa to strengthen its short-term resilience through in-depth reforms, while highlighting its potential for economic and social development.



## THE GEOPOLITICS OF AFRICA

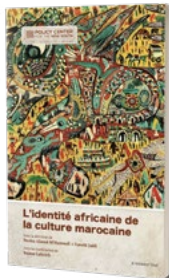
The 6th edition of the Annual Report on Africa's Geopolitics provides a platform where authors describe the geopolitical landscape of Africa in 2022, taking into account events from early 2023, against the global backdrop of the war in Ukraine. Ongoing conflicts such as the civil war in Sudan and tensions in the Great Lakes region are explored, while positive developments like progress towards peace in Nigeria are also highlighted. By focusing on African narratives and presenting perspectives from 12 African countries, the report reinforces its commitment to presenting Africa through the eyes of its own geopolitical actors.



## ATLANTIC CURRENTS

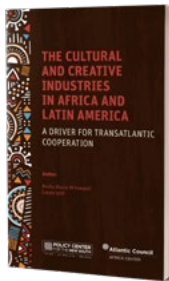
In this edition, experts from 27 countries contributed to understanding the challenges and opportunities of the Atlantic region. Transatlantic initiatives have been strengthened, notably with Morocco's involvement in revitalizing the African Atlantic States Process. The EU, the United States, and other actors have shown increased interest in the region, with summits and cooperation initiatives. In addition, the Atlantic has been at the center of global diplomacy, with strengthened partnerships between coastal countries and special attention given to Southern nations. These developments highlight the growing importance of the Atlantic basin on the international stage.

# HIGHLIGHTS FROM PCNS REPORTS AND BOOKS IN 2023



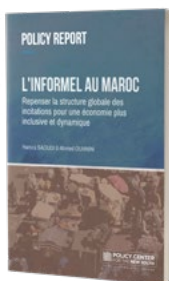
## THE AFRICAN IDENTITY OF MOROCCAN CULTURE

This compelling book from the Policy Center for the New South explores the African identity of Moroccan culture, highlighting its significance in sustainable development and social cohesion. By emphasizing cultural diversity, the work demonstrates the crucial role of culture as a driver of economic and social development. Moreover, it underscores cultural soft power, offering an alternative to hard power in a turbulent world. Through iconic achievements and profiles of artists, the book promotes cultural collaboration, thereby shaping a new narrative on the continent and strengthening Morocco's continental roots.



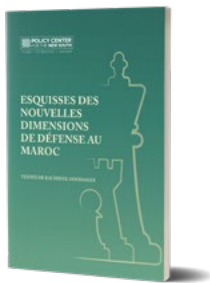
## THE CULTURAL AND CREATIVE INDUSTRIES IN AFRICA AND LATIN AMERICA

This report delves into the dynamic evolution of the creative economy, focusing on cultural industries that play a pivotal role in today's economic and social fabric. It explores in depth how arts and culture influence not only innovation and collaboration but also job creation and sustainable development, particularly in developing countries. Moreover, the report highlights the potential of transatlantic cooperation to harness creativity and culture as drivers of collective prosperity, underscoring the importance of partnerships in connecting cultural industries to global markets and promoting human development.



## INFORMALITY IN MOROCCO: RETHINKING THE OVERALL INCENTIVE STRUCTURE FOR A MORE INCLUSIVE AND DYNAMIC ECONOMY

The informal sector constitutes a significant portion of Morocco's economy, encompassing a large proportion of the active population. However, its expansion compromises productivity, state tax revenues, and long-term economic growth. According to the criteria adopted in this study, nearly 77% of total employment falls within the informal sector, raising major concerns for Morocco's economy. The detrimental consequences of this informal predominance are manifold: workers face precariousness, job insecurity, low wages, and degraded working conditions, while the state suffers from lost tax revenues. Moreover, the informal sector hampers productivity and fosters unfair competition against the formal sector, thereby impacting the overall competitiveness of the economy.



## SKETCHES OF NEW DEFENSE DIMENSIONS IN MOROCCO

This study offers a thorough exploration of military and security affairs in Morocco, often overlooked in national social sciences. It highlights the conceptual challenges facing Moroccan researchers due to academic and institutional disinterest, as well as persistent mistrust towards the civil-military domain. Addressing critical issues such as preserving strategic autonomy, adapting to emerging threats, and evolving the defense industry, the work calls for increased collaboration between civilian and military researchers. It also underscores the importance of nurturing a new generation of scholars and creating an ecosystem conducive to the emergence of strategic studies in Morocco.



## AFTERMATH OF WAR IN EUROPE: THE WEST VS. THE GLOBAL SOUTH?

This work provides an overview of perspectives from Global South countries on current crises, including the global pandemic and the war in Europe. It explores how history, culture, and geography influence the foreign policy of the Global South during a period of great power competition. The invasion of Ukraine by Russia and Western sanctions have triggered a series of global consequences, exacerbating economic challenges for developing countries. The book highlights the divergent responses of Global South countries to sanctions and explores the implications of their choices. It also examines the European Union's efforts to reduce dependence on Russian energy and the complex issues surrounding these initiatives."



## • STRATEGIC DIALOGUES VOLUMES XIII : LE RETOUR DES CONFLITS DE HAUTE INTENSITÉ - LA NOUVELLE DONNE SÉCURITAIRE AU SAHEL VOLUMES XIV : LA FRAGMENTATION DU MONDE - L'AFRIQUE DES GRANDS LACS

These two volumes, from the 13th and 14th editions of Strategic Dialogues, result from a collaboration between the HEC Center for Geopolitics and the Policy Center for the New South. They blend sharp analyses with exchanges among experts, practitioners, policymakers, academics, and media. The first volume addresses 'the fragmentation of the world and the Great Lakes Africa,' while the second focuses on 'the resurgence of intense conflicts and the new security landscape in the Sahel,' offering profound reflections on global and regional dynamics and crucial solutions for Europe and Africa."



## TRADE POLICY IN MOROCCO: TAKING STOCK AND LOOKING AHEAD

This report, a collaboration between the Policy Center for the New South and the World Bank, offers strategic recommendations to enhance Morocco's position in the global economic arena and optimize its international trade and investment relations. Providing detailed analyses and informed perspectives, it guides Moroccan policymakers in their efforts to foster economic growth, strengthen competitiveness, and promote sustainable development."

# STIMULATE

Trainings	40
Atlantic Dialogues Emerging Leaders (ADEL)	42
Internship Program	50







# TRAININGS

Every year, the Policy Center for the New South offers a series of training programs designed to enrich the knowledge and skills of its staff members. These programs cover essential areas such as energy, economics, and international relations, providing cutting-edge expertise on current topics. They also include communication and public speaking, skills aimed at enhancing their ability to communicate effectively and impactfully. This holistic approach to training reflects the Policy Center's commitment to excellence and adaptability in a constantly evolving world.

## CARBON MARKETS WORKSHOP



Morocco has committed to reducing its greenhouse gas emissions by 45.5% by 2030. The OCP Foundation and its partners are leading several projects on carbon sequestration and carbon markets. This theme is gaining momentum within the OCP/UM6P ecosystem, and it is essential to ensure a common understanding of the fundamentals. At the initiative of the OCP Foundation, our economists **Afaf Zarkik**, **Ahmed Ouhnini**, and **Fatima Ezzahra El Mengoub** participated in a dedicated carbon and carbon markets workshop. Held on March 17, 2023, the session aimed to promote the development of a shared understanding of carbon science, quantification, markets, and certification processes.

This training enabled the three Policy Center collaborators to deepen their understanding of carbon dynamics in agricultural systems, various approaches to monitoring, reporting, and verification emerging in these systems. They also explored the similarities and differences between voluntary and mandatory carbon markets, while gaining knowledge about the carbon credit certification process.

## OPEN POWER AFRICA: EMPOWERING WOMEN AND YOUTH IN THE AFRICAN ENERGY TRANSITION

Afaf Zarkik, economist at the Policy Center for the New South, participated in the "Open Power Africa" training program aimed at empowering women and youth in the African energy transition. Launched by the Enel Foundation and Sustainable Energy for All (SEforALL), this initiative provides technical, regulatory, and business expertise to young energy professionals. In 2023, Afaf Zarkik was part of this initiative involving up to 150 African students, with at least 50% being women, and nearly 400 alumni. The program included professional development and leadership activities, along with modules delivered by renowned academic institutions in Italy and Africa, supported by the Italian Ministry of Foreign Affairs and International Cooperation.

## TRAINING IN ORATORY ART



**Mohamed Brick** and **Majda Belkheiri**, Research Assistants at the Public Policy Lab, attended a training in Oratory Art on May 10 and 11, 2023, at the UM6P Public Policy School. The training was conducted by David Jarousseau, a trainer in oral communication and rhetoric. In partnership with SciencePo Paris, the two-day in-person training aimed to help participants structure their thoughts and reasoning, build and deliver relevant and effective arguments, advocate for projects or issues, and master synthesis and essential points using writing techniques and the KAIROS and Minto Pyramid methodologies.

During the training, Mohamed Brick and Majda Belkheiri engaged in practical exercises and simulations involving role-playing games, applying pitch art methods. These activities allowed them to apply the discussed concepts and techniques, thereby enhancing their skills in oral communication and persuasion.

## BUCERIUS SUMMER SCHOOL

From August 11 to 21, 2023, Sara Mokaddem, Manager of the Strategic Monitoring and Analysis Unit, participated in the Bucerius Summer School organized by the Zeit Stiftung and the Observer Research Foundation (ORF) on the theme: "A Changing World Order: Challenges in Rebuilding Global Governance." The program took place in Hamburg, Berlin, and Lübeck, featuring interactive sessions, expert debates, and visits to various institutions including the Hertie School of Governance, the Federal Chancellery, the Office of the Federal President, the Federal Ministry for Economic Cooperation and Development, the International Psychoanalytic University, and the European Hanseatic Museum.



# THE ATLANTIC DIALOGUES EMERGING LEADERS PROGRAM



The 10th edition of the Atlantic Dialogues Emerging Leaders (**ADEL**) program, organized by the Policy Center for the New South, took place from December 11 to 13, 2023, preceding the 12th edition of the Atlantic Dialogues conference.

This innovative initiative brought together a new cohort of **41 professionals** aged 25 to 35, representing **26 countries** from the Atlantic region (Africa, Latin America, Europe, North America, and Asia). Participants are actively engaged in various sectors including government, private businesses, NGOs, international institutions, academia, and media. Spanning three days before the conference, this leadership program has a dual objective: to foster dialogue and collaboration at the international level and to establish connections across cultures, regions, industries, and generations.

Over the years, the number of emerging leaders has increased, forming a community of 420 members from over 60 countries. Members of this dynamic network are actively encouraged to build connections among themselves and with the Policy Center as they advance in their careers.

The Policy Center invites alumni of the program to participate in various activities throughout the year. These activities include research and publication creation, speaking engagements at conferences and seminars, occasional collaborations on common interests, as well as participation in socially impactful projects supported by the Policy Center.





As with each year, the 2023 edition of the program featured sessions, workshops, and site visits. The cohort of 41 participants, carefully selected from 1,500 applicants, had the privilege of interacting with experts such as **Ade Mabogunje**, a professor specializing in design thinking at Stanford University, **Kassie Freeman**, President and CEO of the African Diaspora Consortium, and **Renée Cummings**, a professor of practice in data science at the University of Virginia. Their discussions covered a wide range of topics, from the impact of artificial intelligence on future job opportunities to exploring perspectives across the Atlantic Basin, and applying design thinking in policy development and its sustainability. Interactive workshops focused on leadership, gender and intersectionality, storytelling, among other subjects, provided the group with valuable insights and new learning tools.



The visits to **Mohammed VI Polytechnic University (UM6P)** in Benguerir, Green Energy Park, Green Smart Building Park, and the 1337 Coding School (Morocco's first coding school) provided the group with insights into the

research and innovation landscape in Morocco. These visits offered participants an opportunity to engage with the local dimensions of concepts discussed during the program.



After participating in the program, the ADEL cohort attended the Atlantic Dialogues conference held in Marrakech from December 14 to 16, 2023. During this event, an emerging leader spoke at a Breakout Dinner, which featured thematic discussions held in the city alongside the conference. Additionally, five representatives from the cohort had the opportunity to speak during the final plenary session dedicated to ADEL. **Thiago Elert Soares**, a 35-year-old professional serving as Chief of Partnerships for the United Nations World Food Programme (WFP) in Brazil, addressed the theme "Cultivating Global Agriculture for Food Security" during one of these dinners.

For the final plenary session of the conference, dedicated to the cohort, **Hillary Briffa** (31 years old, Malta, Professor in National Security Studies at King's College London), **Oumaima El Idrissi** (27 years old, Morocco, Member of the City Council of Casablanca), **Jens Meijen** (27 years old, Belgium, PhD Researcher at Université catholique de Louvain / Stanford University), **Pedro Francisco Vormittag** (31 years old, Brazil, Chief of Staff to the Presidency at CEBRI - Brazilian Center for International Relations), and **Rosann "Roxy" Ndebumadu** (30 years old, USA, Mayor Pro Tem & District 4 Council member, City of Bowie) were selected by their peers to represent the group. They chose the theme "Challenges of the Atlantic Seen by Emerging Leaders" as the basis to share their experiences and discuss their expectations and ambitions for the future of the Atlantic Basin.



# ADEL ALUMNI PARTICIPANTS INVITED TO ATLANTIC DIALOGUES IN 2023

## 11 alumni

participated in or facilitated sessions and workshops during the ADEL program.



Inviting former ADEL participants to participate in the Atlantic Dialogues has also become a program tradition, aimed at strengthening the community and fostering shared experiences. During the 2023 edition, 25 former ADEL participants took part in the conference: 18 international alumni and 7 Moroccan alumni, with 11 of them presenting or facilitating sessions during both the ADEL program and the AD conference. Among them, **Strahinja Matejic** (ADEL 2022, Associate Director at Eurasia Group, Serbia) alongside **Marianna Albuquerque** (ADEL 2022, Senior Fellow at CEBRI, Brazil) led the workshop titled "Opportunities in the Atlantic basin amid the geopolitical crisis," and **Maximo Plo Seco** (ADEL 2019, Independent Contributor at Open Innovation, Spain) facilitated the workshop "Sustainability in Public Policies."

**Wadia Ait Hamza** (ADEL 2012, Strategic Advisor, Morocco) spoke at a Breakout Dinner on "The Atlantic in the era of Industry 4.0," while Foster Awintiti (ADEL 2019, President and Founder of Hackable Foundation, Ghana) addressed transatlantic connections during the dinner on the African diaspora as a driving force for development.

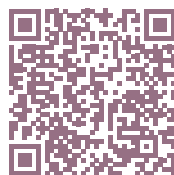


# ADEL INTERVIEWS AND SPOTLIGHTS

During the ADEL program and the Atlantic Dialogues conference, the 2023 cohort and former participants were interviewed by researchers from the PCNS to discuss various challenges affecting the Atlantic Basin and ways to overcome them. These interviews are published on the official website of the Policy Center for the New South, specifically in the section dedicated to Emerging Leaders.



For more information,  
scan the QR code

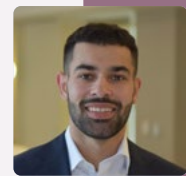


Six ADEL participants from the 2023 cohort were interviewed as part of the video productions by the Policy Center for the New South about the ADEL program and the Atlantic Dialogues conference.



**Bitania Lulu Berhanu**

Program Director,  
Amref Health Africa,  
Ethiopia



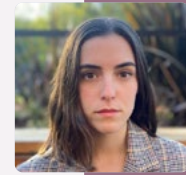
**Rakan Aboneaaj**

Research Associate,  
Center for Global  
Development,  
United States



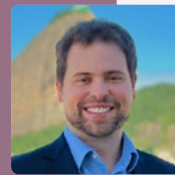
**Oumaima El Idrissi**

City Council Member,  
Casablanca, Morocco



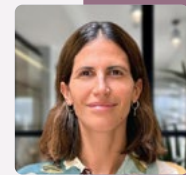
**Camila Peralta  
Ramos Guerrero**

Senior Advisor and  
Communications Head  
to the Chief of Staff of the  
Government of the City of  
Buenos Aires, Argentina.



**Pedro Francisco  
Vormittag**

Chief of Staff to the  
Presidency, CEBRI - Brazilian  
Center for International  
Relations, Brazil



**Camila Crescimbeni**

Member of Parliament,  
National Congress of  
Argentina, Argentina

# INVOLVEMENT OF FORMER ADEL PARTICIPANTS IN THE ACTIVITIES OF THE POLICY CENTER

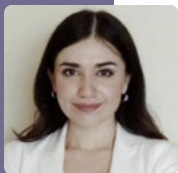
In 2023, the ADEL community demonstrated sustained commitment, especially in the realm of analytical production in collaboration with the Policy Center for the New South. They actively participated by writing opinions and making significant contributions to two major publications of the think tank: "Atlantic Currents" and the annual report on geopolitics in Africa.

## ■ CONTRIBUTIONS AND PUBLICATIONS :

### OPINIONS



**Selassie Tay** (ADEL 2017), Head of Business Development and Public Relations at Global Accelerex, from Ghana, explored the complex dynamics of the AfCFTA and the subtle power play between Africa, the European Union, and China in his article.



**Nallely Garza** (ADEL 2022), Director of Business Development and Investment Consultant at Grupo Prodensa in Mexico, examined Mexico's potential to become a hub for investments in electric vehicles in her article.



**Seleman Yusuph Kitenge** (ADEL 2017), Head of Communication and Advocacy at the African Union Development Agency (NEPAD), from Tanzania, presented a document prompting reflection on the crucial link between food security and national stability in Africa, drawing lessons from the conflict between Russia and Ukraine.



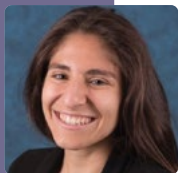
**Fritjof Knier** (ADEL 2022), co-founder of Integreat in Germany, shared his insights on using technology to facilitate the integration of one million refugees in Germany, highlighting the transformative potential of innovation for migrants in his country.

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**Deborah Braide** (ADEL 2022), a member of the research group on growth and electricity use in developing economies (E-GUIDE) from Nigeria, authored an opinion piece that underscores the role of African women and youth in STEM and sustainable energy, emphasizing the importance of inclusivity.

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**Theodora Skeadas** (ADEL 2022), an American political consultant, collaborated with **Hallie Stern** on a document addressing the urgent issue of network harassment and its link to online violence against women in politics.

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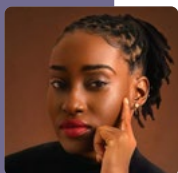
**Marianna Albuquerque** (ADEL 2022), Senior Fellow at CEBRI in Brazil, partnered with **Santiago Theoduloz** (ADEL 2022) to present a comprehensive review of "MERCOSUR and its partners," offering valuable insights into the evolving dynamics across the broader Atlantic region.

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**Francisco Cordoba** (ADEL 2022), an associate lawyer at Guyer & Regules in Uruguay, offered a unique perspective in his opinion article titled "Nigeria and Every Country in the World Need Their Own ChatGPT."

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**Chadia Mathurin** (ADEL 2023), founder of Wakonté from Saint Lucia, shared her reflections on her recent experience in the ADEL program in a captivating opinion piece titled "7 Days in Marrakech."



## ANNUAL REPORT ON GEOPOLITICS IN AFRICA



**Soazic Elise Wang Sonne** (ADEL 2022, from Cameroon, Project Manager and PhD candidate at the African Center for Migration & Society (ACMS), University of Witwatersrand, South Africa) authored a chapter titled "What happens when they leave or return? Internal displacement, household livelihoods, and social cohesion: Preliminary insights from the Central Africa region."



**Silindile Mlilo** (ADEL 2018, Economist, Health, Nutrition and Population (HNP) Global Practice, World Bank Group, Botswana) authored the chapter titled "Combating xenophobia and populism is critical for advancing the adoption and implementation of the AU Protocol on Free Movement of Persons."

## ATLANTIC CURRENTS



In the 10th edition of "Atlantic Currents," several former ADEL participants made significant contributions. Foster **Awintiti Akugri** (ADEL 2019), President and Founder of the Hackable Foundation in Ghana, shared his insights in his article titled "Tech-Enabled Trade Facilitation: Reflecting on the Atlantic Market to reduce barriers within the African Continental Free Trade Area."



On the other hand, **Sadé Abraham** (ADEL 2018), originally from Trinidad and Tobago and currently Associate Dean for Student Engagement and Belonging at MIT, authored a contribution titled "Call to Action and Self-Reflection: Combating misogyny in leadership positions."



# INTERNSHIP PROGRAM

Through its internship program, the Policy Center for the New South demonstrates its commitment to fostering the professional development of young talent. These internships provide an opportunity for participants to acquire concrete skills, deepen their expertise, and broaden their perspective in key sectors such as economics and international relations research. By integrating these young professionals into its team, the Policy Center ensures a conducive environment for learning and growth, while actively encouraging their participation in various initiatives and projects undertaken by the think tank.



**BEYLIER JULIE**



**KABBACH HAJAR**



**FOUCHER THÉO**



**CUDEY ALEXIS**



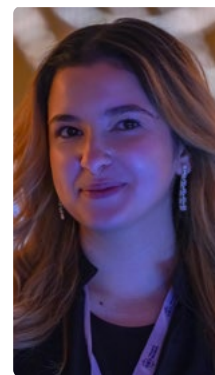
**LAFHAL ACHOUAK**



**EL HARADI HAJAR**



**MADI OUMAIMA**



**HAMMOUCHENE  
WIAM**

# TESTIMONIALS



**EL HARADI  
HAJAR**

" My internship experience at the Policy Center for the New South has been both beneficial and instructive. Over the course of five months, I had the opportunity to explore a multitude of possibilities and fields. What is particularly important to me in any professional experience is being able to measure tangible and real progress made. This experience has been particularly enriching. I had the privilege of being part of a dynamic and collaborative team, contributing to the flagship events of the think tank. It has not only allowed me to grow personally but also to develop my professional skills. The Policy Center will remain a central pillar of my career. "



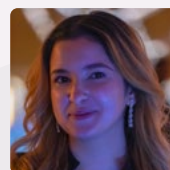
**ALEXIS  
CUDEY**

" From June to September 2023, I had the immense pleasure of completing a research internship within the Strategic Monitoring and Analysis Unit. My ambition was to join an innovative Think Tank to learn more about dynamics in the Global South countries. I was welcomed by teams full of enthusiasm, infinitely dedicated and extremely competent. Guided by colleagues with deep expertise, it was very rewarding for me to have the opportunity to understand the workings of a prestigious Think Tank like PCNS and grasp how its different units interact to organize and host large-scale events. My internship concluded in the best possible way, with the publication of an article on the Indian presidency of the G20, co-authored with another intern, Achouak Lafhal, under the insightful supervision of Abdessalam Saad Jaldi. Undoubtedly, my time at PCNS marks a significant step in defining my professional future. "



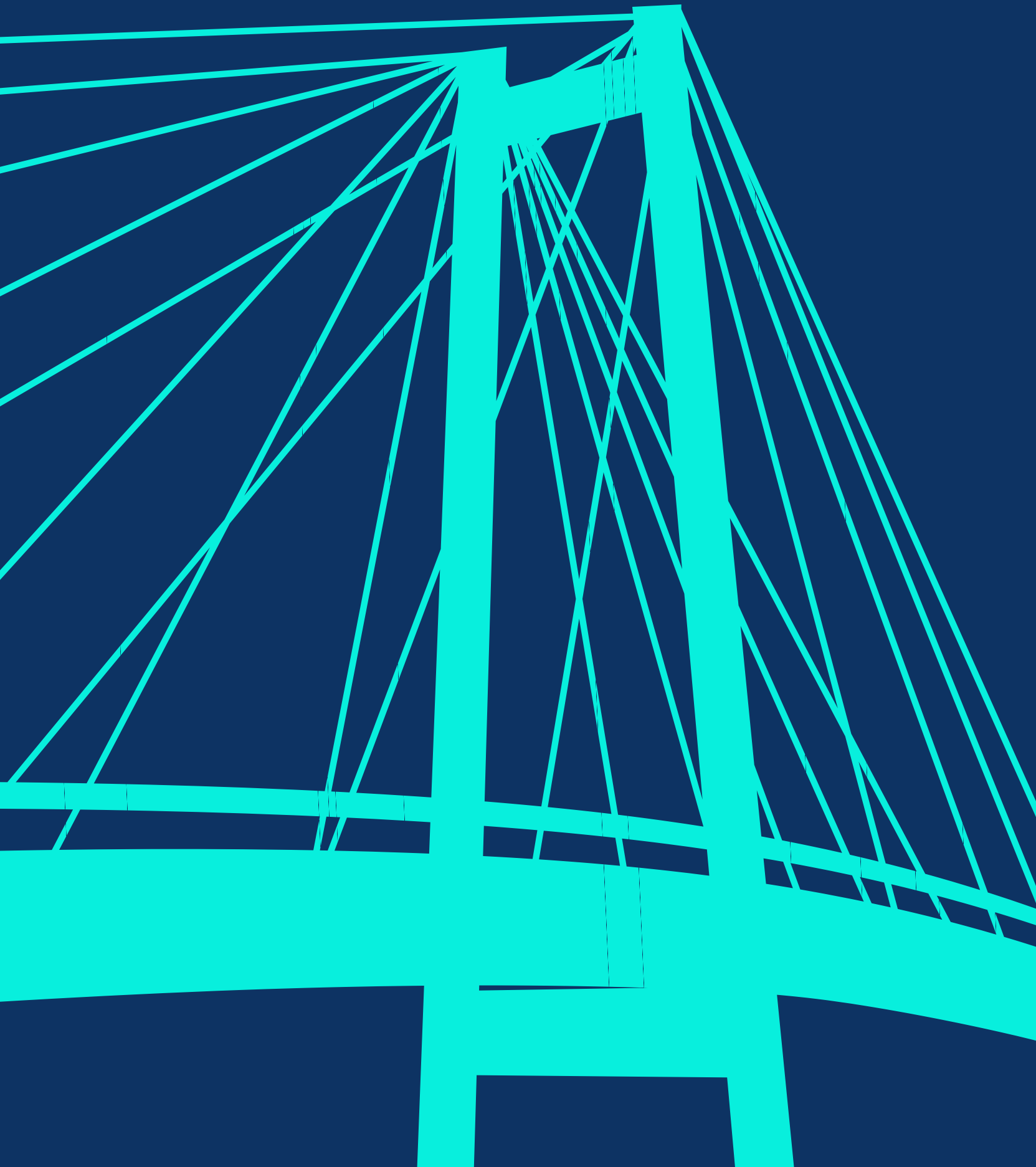
**THÉO  
FOUCHER**

" My internship at the Policy Center for the New South was a highly enriching experience. Being involved by the staff in organizing globally renowned conferences of the think tank, such as the Annual Meetings or the Atlantic Dialogues, was incredibly valuable to me. It allowed me to discover more about myself and develop professional skills that will be essential for my future, such as teamwork and maintaining composure in delicate situations. Additionally, I was fascinated by the high-caliber profile of conference participants who shared the same vision as mine regarding international issues, emphasizing the crucial role that emerging countries play in globalization. "



**WIAM  
HAMMOUCHENE**

" My internship at the Policy Center for the New South was a transformative experience, especially my participation in the Atlantic Dialogues Emerging Leaders program. I am deeply grateful to the think tank for this tremendous opportunity. Working with talented colleagues under excellent guidance, I gained practical skills while bridging academic knowledge with real-world application. I sincerely thank the entire team for their contributions and efforts in fostering a dynamic environment of learning and growth. "



# BRIDGE

The Atlantic Dialogues	54
Annual Meetings	58
African Peace & Security Annual Conference (APSACO)	62
Africa Economic Symposium	66
Dialogues Stratégiques	70
Événements	72
Public Policy Lab	96
Multimedia	100
Digital	102
Partenaires	104
Presse	108





# ATLANTIC DIALOGUES

## The 12<sup>th</sup> edition of the Atlantic Dialogues in Marrakech: towards a more assertive and impactful Atlantic

Under the High Patronage of His Majesty King Mohammed VI, the Policy Center for the New South (PCNS) organized the 12th edition of its annual international conference "The Atlantic Dialogues" from December 14 to 16, 2023 in Marrakech. The conference attracted over 400 guests from 80 different nationalities from across the Atlantic Basin and was distinguished by its scope and diversity. Focusing on the theme "A more assertive Atlantic: what it means for the world", the conference is in line with the Royal orientations and directives on Atlantic Africa contained in the speech of His Majesty the King, may God assist him, on the occasion of the 48th anniversary of the Green March. The Policy Center for the New South has therefore chosen this year to highlight the growing importance of the Atlantic space, with the aim of nurturing a deeper understanding of the implications arising from this perception. This initiative aims to highlight the essential role of Atlantic cooperation in fostering economic and social development, particularly for nations south of the Atlantic, while offering a coordinated response to major challenges such as climate transition and helping to promote regional peace and security.





Bringing together a community of over **2,000 members**, the annual Atlantic Dialogues conference provides a platform for exchange on a variety of economic and geopolitical topics. It encourages small-group discussions and provides an opportunity to present the annual “**Atlantic Currents**” report. These debates are nurtured and enriched by the participation of **high-level speakers**, including **former heads of state** and **government, ministers** and **researchers**.

The event is structured around plenary sessions and small-group discussions, culminating in the opening presentation of the “Atlantic Currents” report, edited and published by the Policy Center for the New South, this year’s 10th edition. Each year, this collective report deciphers recent trends in the Atlantic basin.

The Atlantic Dialogues also include a component dedicated to young leaders, namely the Emerging Leaders (ADEL) program, which engages young decision-makers from the Atlantic Basin in the decision-making process. Each edition of the conference includes between **30 and 50 young people**, aged **35** or under, representing some **30 nationalities**, mainly from the Atlantic region (**70%**). With over **400 members** in **60 countries**, the **ADEL community** is an influential network for intergenerational dialogue and the promotion of innovative ideas.

This year’s event was also marked by the participation of volunteers from the stricken provinces of the Al Haouz region, as part of the solidarity initiatives of the Policy Center for the New South, aware of the tragic consequences of the earthquake and driven by the duty of national solidarity. These initiatives were implemented for the benefit of bachelor’s degree students, resident or with ascendants resident in the stricken provinces, in order to acquire skills in the organization of think-tank activities, notably the annual Atlantic Dialogues conference. The beneficiaries worked in close collaboration with the staff of the Policy Center for the New South to organize the conference.

# A LOOK BACK AT THE KEY SESSIONS OF THE ATLANTIC DIALOGUES

## A new Atlantic agreement: Southern perspectives

Former President of the Republic of Ecuador, **Mr. Luis Osvaldo Hurtado Larrea**; and former President of Nigeria, **Mr. Olusegun Obasanjo**, addressed the changing dynamics and challenges facing Latin America and Africa. **Mr. Hurtado** highlighted Latin America’s economic problems, attributing them to internal issues. He stressed the importance of free trade and job creation for development. For his part, **Mr. Obasanjo** called for a transformative approach in the South Atlantic, promoting cooperation between the countries of this region to counter historical exploitation. He envisaged the creation of an Atlantic Cooperation Organization encompassing Africa, Latin America and the Caribbean for mutual economic benefit. Both leaders underlined the importance of international cooperation and engagement as key elements for the prosperity and influence of their respective regions in the changing global landscape.



## Trilateral Think Tank: the rise of the global South - a new consensus sought

The Global South is at a critical crossroads, facing rapid change and complex challenges including geopolitical tensions, climate change, technological advances and socio-economic transformations. Discussions in Plenary II, featuring three think tanks from different regions, highlighted the critical need for a strategic approach to the challenges and opportunities facing the global South in a more balanced international order. **Mr. Karim El Aynaoui**, Executive Chairman of the Policy Center for the New South, highlighted the importance of collaboration between think tanks and the need to reform international institutions, particularly to meet Africa's development financing needs. **Mr. Sunjoy Joshi**, President of the Observer Research Foundation, called for a more inclusive global dialogue, favoring collaboration over confrontation, and a nuanced approach to addressing the varied national priorities of countries in the Global South. **Mr. Paolo Magri**, Executive Vice-President of the Italian Institute for International Political Studies, stressed the importance of accepting differences and gradually fostering cooperation, focusing on a pragmatic reform of the system of international organizations. Representing diverse perspectives, speakers converged on the importance of balanced dialogue and collaborative, concrete solutions to the unique challenges of the global South.



## An international financial architecture adapted to global challenges

Key stakeholders are calling for reform of the global financial architecture, in particular the multilateral development banks (MDBs). Although they contribute to financing development and crisis response, they face a problem of critical size when it comes to tackling climate and development risks. This adjustment is essential to effectively address today's global challenges, manage complex crises, ensure debt sustainability and, ultimately, progress towards the Sustainable Development Goals (SDGs).

**Masood Ahmed** highlighted the growing awareness of global challenges in recent years and stressed the importance of institutions such as the IMF and multilateral development banks in addressing these issues. However, he stressed the need for a radical transformation of their structure, operations and financing to effectively meet the new challenges. **Ferid Belhaj** emphasized the evolution of the World Bank Group's mandate under new leadership, with a focus on poverty reduction, shared prosperity and climate action. He stressed the need to increase private sector financing for climate change. **Hélyette Geman** spoke of the limited impact of IMF and World Bank interventions in the fight against climate change and development in Africa and underlined the resilience of the global

financial system despite recent crises. Finally, **Dominique Strauss-Kahn** analyzed the architecture of the global financial system, highlighting the IMF's role in using Special Drawing Rights (SDRs) to tackle the global economic crisis.





## Global turbulence: crisis response, cooperation and resilience-building

The complex relationship between development, security and governance is a growing challenge in today's global landscape, especially in Africa, where multidimensional problems demand global solutions. **Omar Hilale** advocates for development strategies tailored to Africa's needs, including improving education and infrastructure, and preserving culture. However, the multiplication of sources of power raises concerns about disorder and calls for better governance. **Nathalie Delapalme** redefines democracy beyond mere electoral processes, emphasizing the importance of respect for human dignity, minority rights and representation, and highlights the symbiotic relationship between democracy, security, and development. **Pascal Boniface** also stresses the importance of governance, particularly in Africa, as a basis for meaningful engagement with foreign partners, insisting on the consistent application of democratic principles on a global scale. To meet these challenges, **Barre Seguin** emphasizes the role of security as a prerequisite for development and advocates a nuanced approach combining diplomatic efforts and the use of all instruments of power. He distinguishes between Russia's crisis mentality and China's stability-oriented approach, highlighting the different dynamics of global power and the need for adaptable strategies. Amidst these discussions, a consensus emerges on the importance of consistent ethical standards in international relations, with a balanced and comprehensive approach linking development, security, and governance.



## Tomorrow's skills: shaping the education system

In an ever-changing global context, education is a fundamental pillar of our collective future. The "Shaping the Education System" panel is committed to addressing pressing issues and proposing innovative strategies to revitalize education worldwide. **Jacques Attali** acknowledges the progress that has been made in global education but underlines his concern at the decline in quality due to insufficient funding, exacerbated by the Covid-19 pandemic. To meet the world's changing needs, **Charles Kupchan** advocates redefining the role of education as the foundation of national identity and responsible citizenship, with an emphasis on civic education. He emphasizes the profound impact of women's education on the evolution of society. In addition, **Mr. Kupchan** emphasizes the need for a balanced approach in the digital age that seamlessly integrates STEM disciplines with the humanities and liberal arts. This approach is essential for shaping well-built individuals with critical thinking skills and empathy.







# ROAD TO MARRAKESH ANNUAL MEETINGS

During the Annual Meetings of the **World Bank** (WB) and the **International Monetary Fund** (IMF) in Morocco, the **Policy Center for the New South** (PCNS), in collaboration with members of its partners' network, organized a series of high-level events as part of a major economic festival. The event provided an opportunity to highlight the Center's work in the context of reforming the international financial architecture, in particular the multilateral development banks (MDBs). In this context, the PCNS issued several recommendations to improve the functioning of development financing players, emphasizing the need to safeguard the interests of countries in the global South, and to push for a reform agenda that aligns with their interests, while providing an adequate response to common climate and health challenges.



ANNUAL MEETINGS  
**2023** | مراکش | Marrakech  
WORLD BANK GROUP  
INTERNATIONAL MONETARY FUND





From October 11 to 15, in partnership with the **Reinventing Bretton Woods Committee**, the **Policy Center for the New South** organized the **Marrakesh Economic Festival**. The event was divided into three thematic tracks: the outlook for the global economy, development financing and public debt. On each of these topics, the aim was to create a North-South dialogue, as reflected in the composition of the panels and the nature of the subjects addressed. The event saw the participation of high-level personalities from the academic, economic and political worlds, including several central bank governors from southern countries and representatives of the Moroccan and international business communities. The event also featured a lecture by **Joseph E. Stiglitz**, Professor of Economics at Columbia University in New York and winner of the Nobel Prize for Economics in 2001, to an audience of students from the Marrakech region, on the subject of post-pandemic development in a post-neoliberal world.



**Joseph E. Stiglitz**, Professor of Economics at Columbia University, New York





During the same week, the **Policy Center for the New South**, in partnership with the **Emerging Markets Forum (EMF)**, organized the 16th edition of the EMF Global Meeting under the theme "Improving Governance to Tackle Climate Change, Inequality, and Global Fragmentation." The meeting brought together specialists in the development of emerging and developing countries to deliver messages and public policy recommendations on the common challenges faced by the South in terms of innovation, education, and reforms of the global financial system. With significant representation from countries of the South, the event particularly emphasized the uncertainty affecting the global economy and its implications for emerging and developing economies, the increasing risks of public debt crises, and the central theme of food security in a world increasingly exposed to the effects of climate change.





Additionally, the **Policy Center for the New South** and the **African Center for Economic Transformation (ACET)** held a high-level roundtable, which saw the participation of several African finance ministers, representatives of international financial institutions, and many members of the South think tank community, particularly from Africa. This event highlighted the views of African stakeholders regarding the reform of multilateral and regional development banks, as part of the "**The Marrakesh Framework**" agenda.





7<sup>th</sup> Edition**APSACO****THE ANNUAL CONFERENCE  
ON PEACE AND SECURITY IN  
AFRICA**

The Policy Center for the New South organized the 7th Annual African Conference on Peace and Security (APSACO) on July 10-11, 2023, under the theme "**Post-Conflict Reconstruction in Africa.**" This annual conference provides a platform for analyzing peace and security structures and institutions in Africa, focusing on the continent's strengths, its history, and its ability to overcome current and emerging challenges to achieve a global competitive advantage.

The debate on post-conflict reconstruction has been invigorated in recent years by African efforts to establish a political framework for the post-conflict or post-crisis period (political transition), in line with the African Union's Peace and Security Architecture (APSA) and within the context of the African Governance Architecture (AGA). This concern for sustainable peace on the continent led

to the adoption of the "AU Policy Framework on Post-Conflict Reconstruction and Development" (PCRD) in Banjul, Gambia, in 2006, and the establishment of the African Solidarity Initiative (ASI) in July 2012 to coordinate continental financial contributions to the program.

The PCRD review workshop, organized by the AU Peace and Security Commission (PSC) in Accra, Ghana, in September 2022, proposed a better understanding adapted to new challenges. These realities are not limited to the changing nature of crises but also encompass funding issues, new forms of partnerships, the roles of African actors in creating optimal conditions for the deployment of the PCRD, and, finally, the ownership by post-conflict states of the responses provided by the PCRD. The new version was validated at the meeting held in Cairo, Egypt, in March 2023.





The effects of the PCRD in 2023, however, largely depended on its implementation. The previous framework mainly suffered from a lack of African and international political will. The new framework requires exceptional leadership and the ability to mobilize national, regional, and multilateral actors for comprehensive solutions to the security, political, and socio-economic challenges of post-conflict reconstruction.

The seventh edition of the Annual African Conference on Peace and Security aimed to deepen comparative knowledge on the challenges and catalysts for implementing peacebuilding in Africa in general, and the PCRD in particular, through the following perspectives:

Collective security in Africa: towards a new conceptual framework?

What preventive measures are necessary to support peace?

African solidarity in times of financial crisis;

For an effective global partnership to enhance the PCRD.

APSACO brings together African experts, representing various fields and professions—from the military, political, academic, and civil society sectors—to promote high-level conversations on peace and security in Africa.





# REVIEW OF THE SIX PANELS

## THE AFRICAN APPROACH TO COLLECTIVE SECURITY

The panelists examined the evolution of collective security in Africa, considering various factors that have shaped its development over time, including the historical context, regional dynamics, and external influences.

Moreover, the main challenges faced by the African Union (AU) in implementing the African Peace and Security Architecture (APSA) are diverse. They range from limited resources and capacity constraints to political obstacles and the conflicting interests of member states in the implementation of APSA.



## RECONCILIATION AND POLITICAL RECONSTRUCTION

The objectives of this comparative analysis were to examine the extent to which reconstruction processes lead to social reconciliation and to study the strengths and weaknesses of the different reconciliation mechanisms adopted in Africa. In this context, the panel of experts sought to define the reconciliation model that can support and strengthen emerging democratic structures.

## PREVENTIVE GOVERNANCE OF SECURITY

Modeling security outcomes is an essential prerequisite for the preventive governance of security. The security project must be based on a comprehensive analysis of the security environment, taking into account the need to identify security issues in a sovereign manner.



## INCLUSION OF WOMEN AND YOUTH IN THE CONSOLIDATION PROCESS

Peacebuilding efforts can only be sustainable and effective by including women and youth, who are the main victims of conflicts and violence. The panel discussed innovative approaches to peacebuilding strategies.



## RECONSTRUCTION AND DEVELOPMENT IN THE FACE OF FINANCIAL CONSTRAINTS

The main theme of the session was the mechanisms for financing post-conflict reconstruction, which pose challenges to both institutions and countries. Countries need a rapid response to rebuild after a conflict, but financial institutions perceive a high risk and low potential for financial return.

## AN EFFECTIVE INTERNATIONAL INSTITUTIONAL PARTNERSHIP FOR PEACEBUILDING

The speakers on this panel explored the need to reform Africa's peace and security architecture, emphasizing the alignment of AU security policies with global peacebuilding efforts. They highlighted collaboration between peacebuilding commissions, the importance of partnerships in post-conflict scenarios, and the reliance on European funding for Africa's Peace and Security Architecture, while emphasizing the crucial importance of partnerships in the reconciliation and conflict resolution process.



**ACCESS  
THE FULL  
REPORT**





# AFRICA ECONOMIC SYMPOSIUM

■ September 21 - 22, 2023 - Rabat, Morocco

## The Africa Economic Symposium (AES) Holds its 1st Edition: The Role of Science, Technology, and Innovation in Africa's Economic Growth:

The **Africa Economic Symposium** (AES) held its inaugural edition in Rabat on September 21-22, 2023. This new major conference, organized by the Policy Center for the New South, joins the ranks of other significant annual events such as the "Atlantic Dialogues" and the "Annual Conference on Peace and Security in Africa" (APSACO). The Symposium aims to become an annual continental gathering of prominent economists, policymakers, and academics, fostering an exchange of global and continental perspectives on the challenges of macroeconomic stability and the structural issues shaping the future of Africa's economic development.

The first edition of the Symposium took place against a backdrop of a series of crises and uncertainties stemming from the overlap of new challenges and the continent's longstanding vulnerabilities. In addition to the challenges related to macroeconomic management, this year's special theme is "The Role of Science, Technology, and Innovation in Africa's Economic Growth." African policymakers face a complex macroeconomic landscape requiring multiple trade-offs. Specifically, monetary policy should mitigate inflationary pressures caused by supply shocks without hindering economic recovery. Simultaneously, fiscal policy should ensure debt sustainability while protecting the most vulnerable.

ce, Technology, and Innovation  
Economic Growth





Furthermore, to boost African economic growth and escape the middle-income trap, science, technology, and innovation (STI) are essential levers. This will require a revamping of the connections between education policies, research and development, innovation, and economic policies. Modern industrial policies, equipped with clear roadmaps and transparent objectives, will act as catalysts for development. Additionally, in the face of the challenges posed by climate change and chronic food insecurity threatening the continent, STI also presents a promising solution. Enhancing the energy transition and increasing food production are crucial intervention areas for sustainable economic growth in Africa.

Throughout the symposium, academics and policymakers exchanged views on these issues to share, confront, and complement their perspectives on how Africa could be positioned as a new engine of global economic growth. This inaugural edition also marked the presentation of the annual economic report on Africa, which maps the dynamics of African economic profiles at different scales.



## SUMMARY REPORT





# REVIEW OF THE SESSIONS

## 1. THE DYNAMICS OF INFLATION IN THE FACE OF SUPPLY SHOCKS:

During this panel, speakers identified the causes of inflation in African countries, including disruptions in global supply chains and external shocks. They emphasized the need to coordinate fiscal and monetary policies, strengthen institutions, and adjust exchange rates.



## 2. MANAGING DEBT SUSTAINABILITY:

Panelists provided an overview of the debt situation in Africa. The first point of discussion was the parallel between the current debt crisis in developing countries and the debt issues of the 1980s and 1990s. The second point focused on debt management in African countries, while the third and final point addressed the role fiscal policy should play in tackling these challenges.



### 3. PROMOTING INNOVATION-DRIVEN GROWTH:

This session allowed speakers to examine how Africa can strategically introduce and adopt innovation. They explored the challenges and opportunities in adopting artificial intelligence across the African continent. The discussions also touched on policies aimed at fostering a culture of innovation in Africa, considering its unique socio-economic landscape.



### 4. INDUSTRIAL POLICY FOR INNOVATION AND TECHNOLOGICAL MODERNIZATION:

The objective of this panel was to discuss the central role of industrial policy in facilitating the economic transformation of African countries by encouraging innovation and technological progress. Key conclusions highlighted the need for a holistic approach to industrial policy that prioritizes technology and innovation, acknowledges the vital contribution of the private sector, advocates for a results-oriented strategy, and underscores the importance of effective trade policy as a complementary element.

### 5. THE POWER OF INNOVATION FOR SUSTAINABLE DEVELOPMENT: ADDRESSING THE CHALLENGES OF CLIMATE CHANGE, ENERGY TRANSITION, AND FOOD SECURITY IN AFRICA:

Experts on this panel focused on the risks associated with climate change, emphasizing the need for a holistic approach to address these challenges in Africa while considering their potential impact on the economy, society, and environment. Key recommendations for achieving this holistic approach include adapting innovation to local contexts, promoting international collaboration through technology transfers, and enhancing local capacities to ensure effective policy implementation in Africa.





# STRATEGIC DIALOGUES

■ May 12, 2023 - Paris, France - October 27, 2023 - Rabat, Morocco



The format, spread over one day, allowed policymakers and experts to engage with an audience of established researchers and practitioners on two themes: one addressing a global issue and the other focusing on a regional matter of common importance to both Europe and Africa.

With the aim of sharing the outcomes of the seminars with participants and interested stakeholders, the discussions and exchanges were compiled into "**Policy Papers**," which were consolidated into a joint publication.

This **fourteenth edition of the Strategic Dialogues** took place on May 12, 2023, at the **HEC Paris** Campus and was organized into two distinct sessions, addressing "**the return of high-intensity conflicts**" and "**the new security landscape in the Sahel**."



Indeed, the conflict in Ukraine in 2022 marked a global geopolitical turning point, challenging the international order established since the end of World War II. The first session examined the reasons for the return of high-intensity conflicts, its impact on global peace and security, as well as its potential influence on multilateralism and the collective security system.

Another significant topic addressed during this event was **the new security situation in the Sahel**. The withdrawal of European and French troops from the region has left a security vacuum, exacerbated by Russia's increasing involvement through the private military company Wagner. The challenges posed by this new security dynamic were discussed, particularly the need to strengthen the capacities of local armies and improve regional coordination to combat terrorism. The issue of financing and coordinating regional security initiatives was also addressed, highlighting the importance of an integrated approach focused on economic development and security to tackle the challenges faced by the Sahel region.





The 15<sup>th</sup> edition of the **Strategic Dialogues** also took place in 2023 at the premises of the **Policy Center for the New South**, focusing on "Attempts at the New Hemispherization of the World: North, Global South, and New South" and "The Horn of Africa in its Expanded Political Environment."

The event unfolded in two sessions, with the first exploring how global polarizations have reshaped international relations and challenged traditional theories, while the second focused on the geopolitical issues of the Horn of Africa, attracting the interest of major powers and raising questions about regional stability.

Global polarizations have reshaped international relations, creating a new "hemispherization". This complex evolution challenges traditional theories and the characteristics of nation-states, blending political and cultural polarizations, globalization, and technology. The involved actors exhibit diverse characteristics, necessitating deep reflection.

The Horn of Africa is at the center of global geopolitical issues, attracting the interest of major powers deploying military bases along the Red Sea. Discussions focused on local conflicts and their regional impact, as well as rivalries between major powers and their implications for regional stability.





# FIGHTING INFLATION AND STRENGTHENING RESILIENCE: PERSPECTIVES FOR THE MENA REGION AND MOROCCO



■ April 28, 2023 - Rabat, Morocco



The **Policy Center for the New South** and the **International Monetary Fund (IMF)** organized a closed-door expert **roundtable** at PCNS on the theme "**Fighting Inflation and Strengthening Resilience: Perspectives for the MENA Region and Morocco**," held on April 28.

The MENA region faces increasing challenges and risks, primarily stemming from the risk of persistent inflation, high public debt in the context of stricter and longer financing conditions, and high structural unemployment. Policy trade-offs are even more complex, and policymakers will need to carefully calibrate policy measures to reduce core inflation without triggering financial tensions or excessive tightening, while continuing to provide targeted fiscal support to vulnerable groups and preserving debt sustainability and financial stability.

The objective of this roundtable, which brought together around fifteen experts, was to discuss the challenges and risks facing the MENA region, as well as the policy compromises that policymakers need to consider to effectively address them. The keynote speaker was **Mr. Jihad Azour**, Director of the IMF's Middle East and Central Asia Department. His remarks were followed by a discussion.



# CONFERENCE: "THE STATE OF PROSPECTIVE STUDIES IN THE WORLD"



إيسيسكو  
ICESCO



■ 26 - 27 May 2023 - Rabat, Morocco

The **Policy Center for the New South (PCNS)**, the **Islamic World Educational, Scientific and Cultural Organization (ICESCO)**, and **Prince Mohammad Bin Fahd University** co-organized the conference and workshops on "The State of Futures Studies Worldwide" on May 26-27, 2023, at the headquarters of the Policy Center for the New South.

The world is currently experiencing a major demographic boom. Projections indicate that the global population will reach 9.7 billion by 2050, with demographic growth expected to nearly halt at 10.4 billion by 2100. This growth represents a significant long-term trend that requires various stakeholders and actors to strategically contemplate the future. Indeed, the global landscape is becoming increasingly complex and dynamic, exposing decision-makers to remarkably high levels of uncertainty and complexity. In this context, it is crucial for all international community stakeholders to emphasize the importance of anticipating and understanding change to ensure adequate policy implementation through strategic decision-making.



This conference adopted an inclusive and participatory approach to involve a wide range of futures studies centers and institutes worldwide. The initiative included a high-level conference as well as workshop sessions to delve deeply into the state of futures studies worldwide, along with networking sessions.





# MOROCCO-NETHERLANDS: PROMOTING ENERGY TRANSITION FOR A SUSTAINABLE FUTURE



Royaume des Pays-Bas

■ 21 June 2023 - Rabat, Morocco

The Policy Center for the New South and the Embassy of the Netherlands in Morocco co-organized a roundtable discussion under the theme "**Morocco-Netherlands: Promoting Energy Transition for a Sustainable Future**," held on June 21, 2023, in Rabat.

Energy transition is crucial to combat climate change, resource depletion, and environmental degradation while stimulating innovation, economic growth, and job creation. By investing in clean technologies, countries can boost economic activity, enhance energy security, and reduce

dependence on fossil fuels. A comprehensive approach is necessary to fully harness the potential of energy transition, including supportive policies, regulatory mechanisms, and financial incentives.

Collaboration among governments, industry stakeholders, research institutions, and communities is essential to foster innovation and build capacity. Integrating energy transition into broader sustainable development strategies is vital to creating a resilient future with low carbon emissions.



From left to right, Their Excellencies Mr. Riad Mezzour, Minister of Economy, Finance, and Administrative Reform, Ms. Nadia Fettah, Minister of Industry, Trade, Green Economy, and Digitalization, Mr. Mark Rutte, Prime Minister of the Netherlands, Mr. Aziz Akhannouch, Head of Government, Ms. Leila Benali, Minister of Energy Transition and Sustainable Development, and Mr. Mohcine Jazouli, Minister Delegate in charge of Investment, Convergence, and Policy Evaluation, accompanied by members of the Moroccan and Dutch delegations.

Morocco and the Netherlands have a remarkable opportunity to strengthen their ties and cooperate in the field of energy transition. Morocco, with the potential to become a continental hub for clean energy, can attract international developers interested in climate commerce,

while the Netherlands can contribute their expertise in technology, engineering, and project development in the clean energy sector. Cooperation between these countries can focus on research and development, knowledge sharing, and technology transfer.

# MIKTA MEMBERS MEETING IN MOROCCO



## ■ November 9, 2023 - Robot, Morocco

MIKTA is an interregional consultation platform comprising five countries from different cultures and regions: Mexico, Indonesia, Republic of Korea, Turkey, and Australia. Established in 2013, MIKTA has been working for a decade to bridge gaps between developed and developing nations and to build consensus on issues relevant to all regions, such as climate change, public health, democracy, global governance, counterterrorism, and security. This first MIKTA-Morocco discussion meeting was an opportunity for

young Moroccans to learn more about MIKTA and its work, and to discuss with MIKTA ambassadors the challenges and opportunities facing today's world. It also provided a better understanding of the bilateral links between the five MIKTA members and Morocco and explored possible areas of future cooperation. Finally, it was an exceptional opportunity for young Moroccans, future leaders, to share ideas and perspectives on how MIKTA can contribute to a fairer and more sustainable world.



# COMMEMORATION OF INTERNATIONAL WOMEN'S DAY "WOMEN, AGENTS OF CHANGE"



March 9-10, 2023 - Rabat, Morocco



The **Policy Center for the New South**, the **Faculty of Governance, Economics, and Social Sciences (FGSES)**, the **Democratic Association of Women in Morocco**, and the **Moroccan Network of Women Mediators** jointly organized a series of activities to commemorate International Women's Day. Titled "**Women, Agents of Change**," this series of activities - including panel discussions, workshops, and exhibitions - took place on March 9-10, 2023, at the FGSES campus.

Despite advancements in women's issues in Morocco since independence, impacting social, economic, and political arenas such as the Family Code in 2004 and the law against violence against women in 2018, significant disparities persist. According to the High Commission for Planning,

more than 8 out of 10 women lack access to the labor market, 12,600 underage marriages were recorded in 2020, only 39% of young girls in rural areas are enrolled in school, and 46% of women are still illiterate.

Beyond assessing achievements and identifying obstacles, this series of activities will focus on the role of women in shaping the society of tomorrow. It will explore various aspects such as gender equality and political participation, education, and economic empowerment of women. Moreover, it will address the challenges women face in the workplace, raise awareness about the importance of a gender perspective, and explore intersectionality in shaping social norms.



# RENEWING THE DIALOGUE ON INCLUSIVE GROWTH IN THE MENA REGION: REFRAMING THE DEBATE AND SETTING AN AGENDA



■ June 16, 2023 - Rabat, Morocco



On June 16, 2023, the **International Monetary Fund (IMF)** and the **Policy Center for the New South (PCNS)** jointly organized an event titled **"Renewing the Dialogue on Inclusive Growth in the MENA Region: Reframing the Debate and Setting an Agenda."** The event took place at the headquarters of the Policy Center for The New South, located on the campus of Mohammed VI Polytechnic University in Rabat. The event consisted of two sessions: a roundtable discussion on the theme **"The Political Economy of Inclusive Growth in the MENA Region: Understanding Challenges and Opportunities,"** and an expert roundtable held in closed session to delve deeper into **"The Role of Multilateral Organizations in Promoting Inclusive Growth in the Region."**

Despite progress in poverty reduction, literacy, and life expectancy, many economies in the MENA region

have struggled to ensure that the benefits of economic development are equally distributed among all segments of their population. Key unresolved issues include a high proportion of inactive youth, significant gaps in economic opportunities for women, fragmented social protection systems, and underdeveloped private sectors with strict regulations and limited access to credit, which stifles the creation of new businesses and growth in production, employment, and income.

The recent convergence of negative shocks threatens to widen these disparities. The pandemic pushed an additional 75 million people into extreme poverty in 2021, with its impact particularly felt by low-skilled individuals, youth, and the elderly.

# EUROPE-AFRICA COOPERATION ON MIGRATION: UNDERSTANDING AND OVERCOMING ATTITUDINAL AND POLITICAL REFERENCE DIVERGENCES

**MEDAM**

Mercator Dialogue on  
Asylum and Migration

**EUI** MIGRATION  
POLICY  
CENTRE

■ November 16, 2023 - Rabat, Morocco



The **Migration Policy Centre at the European University Institute** and the **Policy Center for the New South**, with support from the **Mercator Dialogue on Asylum and Migration (MEDAM)**, organized a policy roundtable titled **"Europe-Africa Cooperation on Migration: Understanding and Overcoming Attitudinal and Political Reference Divergences"** on November 16, 2023, in Rabat.

Cooperation between Europe and Africa on migration over the past 25 years has been characterized by limited success, political tensions, and persistent challenges in policy and implementation. A recent study titled "Taking

stock of Africa Europe cooperation on migration: Enduring tensions and policy challenge" highlighted a stark gap between the frequency of new political announcements on this cooperation and the rather limited progress made in practice.

For instance, a primary priority for African countries in this cooperation has been to enhance legal pathways for migration to Europe, such as expanding channels for labor migration, including opportunities for low-skilled workers whose current options for migration to Europe are quite limited. Despite several small-scale "pilot" initiatives, few

legal pathways have been opened in practice. Similarly, a significant goal for EU countries - achieving higher rates of return and readmission of irregular migrants through cooperation with African transit and origin countries - has not been realized.



At the same time, some of the existing cooperation agreements that have been implemented, including those involving EU financial assistance to strengthen border controls in Africa and manage migration to reduce irregular migration to Europe, have been criticized for their

inadequate protection of migrants (irregular) and their fundamental rights. This has made these policies highly contentious both in Europe (where migration is one of the most prominent political issues) and in Africa (where migration is a lower-priority issue).

Against the backdrop of these longstanding debates and past experiences of Europe-Africa cooperation on migration, the objective of this policy roundtable was threefold:

- **Firstly, to critically reflect and "take stock" of the key political successes and failures of this cooperation over the past 25 years.**
- **Secondly, to present and discuss the implications of new MEDAM research on the constraints and public and political preferences regarding this cooperation, including new findings on divergent public attitudes and political preferences of national decision-makers.**
- **Thirdly, to explore policy options that acknowledge and address these divergent attitudes and interests, better protect migrant rights, and enhance future migration cooperation policies.**





# DEVELOPMENTALLY SPEAKING



■ 2023 - Morocco



Since 2020, the **Policy Center for the New South**, the **United Nations Development Programme (UNDP)**, and the **World Bank** have launched the initiative "**Developmentally Speaking**," which involves a series of collective reflections on key issues in sustainable development. This initiative aims to examine sustainable transformations, whether positive or negative, and their impacts on the Sustainable Development Goals (SDGs) agenda.

The "**Developmentally Speaking**" debate platform is designed for youth and is organized in collaboration with various partners to closely align with the concerns of young people and the public. Its goal is to stimulate a rich debate on the lessons learned from recent crises that have affected progress towards the SDGs.

As part of this initiative, the three institutions have co-organized three editions of "**Developmentally Speaking**" this year, in partnership with various universities across the kingdom.



## 12th Edition

**Citizenship education as a driving force behind development**

## 13th Edition

**Green jobs as a lever for sustainable development**

## 14th Edition

**16 days of activism at the University: deconstructing forms of gender-based violence to better to counter them**

# AFRICA-EUROPE COOPERATION ON CLIMATE AND ENERGY: WHERE DO WE STAND TODAY?

■ January 25, 2023 - Addis Ababa, Ethiopia



The climate has been on the agenda of the AU-EU partnership since the 2007 Africa-EU Joint Strategy. While the EU and Africa share a common interest in accelerating mitigation, adaptation, and resilience-building efforts, a clear joint program has not yet been established. The COP27 organized by Egypt in November 2022 made some progress in addressing African priorities. The EU, along with other developed nations, agreed to the least developed countries' request for a facility for loss and damage and supported calls for reforming the multilateral financial architecture. Additionally, the EU, along with France, Germany, Denmark, and the Netherlands, announced a new Team Europe initiative of one billion euros for climate change adaptation and resilience in Africa. Building on these recent developments and looking ahead to COP28, it will be crucial to determine how the AU-EU partnership can be shaped and mobilized to lead negotiations and create momentum towards ambitious outcomes.

Similarly, the AU-EU partnership will play a key role in achieving a just energy transition in Africa. The 2022 EU-AU Summit called for a fair and equitable energy transition, and the EU and its member states strongly support existing partnerships for a just energy transition. However, there are disagreements over what constitutes a just

energy transition in different African contexts, particularly concerning fossil fuels. While investments in renewable energies are increasing and are part of the EU's "Global Gateway" initiative, other solutions are needed to meet Africa's energy demand.

European and African interests in climate resilience and reducing greenhouse gas emissions are closely linked, but Europe and Africa are also at the heart of persistent tensions between major emitting countries and Southern countries. The AU-EU partnership, in particular, has the potential to play a more significant bridging role between the agendas of developing and developed countries.

In this context, the **Policy Center for the New South, the EU Delegation to the AU, the Egyptian Embassy, the Permanent Mission to the AU, the European Centre for Development Policy Management (ECDPM), the African Center for Economic Transformation (ACET), and the Institute for Security Studies (ISS)** co-organized a hybrid event in Addis Ababa on January 25, 2023, to take stock of recent progress and persistent challenges in Africa-Europe climate and energy diplomacy and to identify ways to forge partnerships.



# AU-EU RELATIONS: BALANCED NARRATIVES - A DIALOGUE ON DIGITIZATION

■ June 7, 2023 - Addis Ababa, Ethiopia



This dialogue on digitization, part of the "**AU-EU Relations: Balanced Narratives**" initiative led by **PCNS, ACET, ECDPM, and ISS**, aims to inform formal and informal dialogue between African stakeholders and the European Union. It seeks to connect policymakers and experts with practical ideas and substantial contributions co-produced by a central group of African and European policy institutes. The workshop's goal is to bring together experts from European and African countries to address three key issues related to digital infrastructure and the digital single market.

In this context, the partners (**ACET, ECDPM, ISS, and PCNS**) have produced two briefing papers identifying major challenges and recommendations for **EU** and **AU** officials, the private sector, international development institutions, and civil society actors.

This hybrid event was jointly organized by the EU and Rwanda missions to the African Union in Addis Ababa and online.



# THE 7<sup>TH</sup> EDITION OF THE ATLANTIC STRATEGY GROUP



**G | M | F**  
 IDEAS LEADERSHIP HOPE

■ October 23-24, 2023 - Rabat, Morocco



The war in Ukraine has sparked extraordinary interest in the issue of the Global South, a concept that raises many questions and for which there is no complete definition yet. The debate encompasses perspectives on Russia, China, and the "West" and underscores evolving ideas on security, competitiveness, the role of the state, and approaches to climate change. The discourse is global but with a distinctive Atlantic aspect, highlighting the growing relevance of a broader Atlantic approach covering Africa, Latin America, and the Caribbean alongside North America and Europe. Are we witnessing a growing divide between the North and the South? Or is the picture more nuanced, even regarding Ukraine? To what extent can we expect greater North-South convergence on climate or trade? What are the perspectives and how should they influence our mental maps of transatlantic relations? What can be done to enhance the political relevance of the broader Atlantic in global affairs?

Organized jointly by the **Policy Center for the New South** and the **German Marshall Fund of the United States**, the 7th edition of the **Atlantic Strategy Group**, with the participation of Jessica Lapenn, U.S. Coordinator for Atlantic

Cooperation, and numerous experts, explored the future of the expanded Atlantic concept and related policies in the context of a geopolitically and geoeconomically altered and increasingly risky landscape.

The Atlantic Strategy Group is an annual meeting that brings together participants from North America, Europe, Latin America, the Caribbean, and Africa. The ASG focuses on issues of common interest to Atlantic actors while providing an informal forum for key stakeholders from all sides of the Atlantic Basin to explore areas of increased collaboration.



# INVESTMENT PROTOCOL OF AfCFTA: UNLEASHING INVESTMENT OPPORTUNITIES ACROSS THE AFRICAN CONTINENT

■ November 23, 2023 - Addis Ababa, Ethiopia



Successful implementation of the AfCFTA requires a comprehensive and integrated approach that goes beyond simply reducing tariffs to include removing barriers to the free movement of capital and labor. This can be achieved through a multifaceted strategy involving incentives to stimulate active engagement of countries and businesses in the negotiation and implementation processes of the AfCFTA, while concurrently creating a robust framework for investment promotion and protection. This holistic strategy should be reinforced by effective platforms for dispute settlement mechanisms to ensure that all challenges and opportunities are duly addressed.

The African investment landscape faces specific challenges that warrant particular attention, such as high capital costs and elevated risk associated with conducting business on the continent. The increased cost of capital in Africa, surpassing levels observed in other regions, has not only excluded certain African governments from bond markets

but also hindered investments in many critical sectors. Moreover, the lack of reliable information and data, essential for investors to make informed decisions, remains a major obstacle to new investments in Africa. In this context, data also indicates a significant decline in Africa's share of foreign direct investment, underscoring concerns about the continent's attractiveness to foreign investors.

In this context, the AfCFTA Investment Protocol represents a crucial step toward creating a conducive investment environment across the African continent. The protocol stands out for its ambition to facilitate investments by reducing transaction costs for investors and preventing conflicts between investors and host states. Furthermore, it focuses on investment protection by establishing legal safeguards against political risks to enhance investor confidence. It also aims to strike a balance between obligations imposed on investors and commitments made by member states.



Furthermore, given the increasing importance of Foreign Direct Investment (FDI) in Africa's development, especially in a context marked by insufficient levels of domestic private investments and the growing need for private financing to contribute to the financing of Sustainable Development Goals (SDGs) as recommended by the Paris Summit for a New Global Pact on Financing, the significance of attracting FDI becomes even more pronounced. This is further amplified by the vast market opportunities created by the AfCFTA, enhancing the market's appeal for foreign investments. Therefore, it is imperative that the AfCFTA framework leverages this opportunity and actively promotes not only intracontinental investments but also foreign investments.

Moreover, it is also crucial for the AfCFTA Investment Protocol to incorporate mechanisms aimed at bridging the investment gap in Africa and, importantly, promoting investments in sectors that contribute to environmental sustainability, social well-being, and economic transformation of African economies.

In this context, the **Policy Center for the New South**, in cooperation with the **European Centre for Development Policy Management (ECDPM)**, the **African Center for Economic Transformation (ACET)**, and the **Institute for Security Studies (ISS)**, organized a closed expert workshop in Addis Ababa and online to discuss the "AfCFTA Investment Protocol: Unlocking Investment Opportunities across the African Continent."

This workshop is part of an Africa-Europe cooperation project co-financed by the European Union. The objective of the workshop is to bring together experts from European and African countries to address the following key issues related to the AfCFTA Investment Protocol:

- 1.** Under the AfCFTA Investment Protocol, what mechanisms and incentives can be strategically integrated to effectively support private investment in Africa, encompassing both intra-African investors and foreign investors?
- 2.** What role do harmonized legal frameworks and dispute settlement mechanisms play in ensuring robust protection of private investments in practice?
- 3.** To what extent does the AfCFTA framework represent an opportunity to increase qualitative and sustainable private sector investment to achieve financing for the SDGs and direct investment towards long-term impact and sustainable development priorities?
- 4.** What innovative financing institutions and risk mitigation mechanisms could be established to attract private financing in Africa? What can MDBs do better in this regard, particularly African financial institutions, the EIB, and the EBRD?
- 5.** Drawing from the experience of other regional blocs such as the European Union (EU), what lessons can Africa learn to address challenges and seize opportunities related to the implementation of the AfCFTA, especially concerning the development and implementation of its investment protocol? Specifically, how can articulation at all levels of governance—national, regional, and continental—be envisioned to promote regulatory harmonization and effective operationalization of the protocol?



# ECONOMIC DIPLOMACY AS A DRIVER OF REGIONAL INTEGRATION IN THE EURO-MEDITERRANEAN REGION



Union for the Mediterranean  
Union pour la Méditerranée  
الاتحاد من أجل المتوسط

■ July 21, 2023 - Rabat, Morocco



As the world awakens to the vast opportunities and challenges brought by the dual humanitarian and economic disruption associated with the pandemic crisis and the Fourth Industrial Revolution, global diplomacy stands at a crossroads. The scale and scope of change demand that governments further develop their economic diplomacy in an era of large economic blocs and emerging geopolitical ambitions worldwide.

Facilitating trade, promoting investments, financial literacy, innovation, and digital transformation are essential

components of any toolkit for a sustainable, inclusive, and responsible post-pandemic recovery. In a world constantly shaped by accelerated interconnectedness and reconfiguration of value chains, these tools are crucial for foreign policy decision-makers as they open new pathways to regional and sub-regional integration and collaboration. In this context, the Union for the Mediterranean (UpM) aims to promote regional integration in its various forms as a driving force to build consensus on regional agendas in the Mediterranean region towards significant growth and win-win economic development models.

Similarly, the Policy Center for the New South (PCNS) aims to contribute to improving economic and social public policies that challenge a Global South defining its own narratives and mental maps, particularly around the Mediterranean and South Atlantic basins, within a forward-looking relationship with the rest of the world. Additionally, Morocco is a key promoter of economic diplomacy by creating synergies in the Euro-Mediterranean region, as well as a cornerstone

of African and Mediterranean frameworks for economic integration based on inclusive economic models and cross-border collaboration.

The Policy Center for the New South and the Union for the Mediterranean jointly organized a seminar on economic diplomacy as a driver of regional integration in the Euro-Mediterranean region on July 21, 2023, in Rabat.



In this context, distinguished personalities, diplomats, experts, and academics share their perspectives and expertise with participants to develop a shared vision on how economic diplomacy can add value to actions

undertaken by Mediterranean countries and achieve the goals of partnership and cooperation between the two shores of the Mediterranean.



# ENERGY TRANSITION IN THE MEDITERRANEAN AMID GEOPOLITICAL PRESSURES AND THE ENERGY CRISIS: SECURING ENERGY, RECONSIDERING DECARBONIZATION



■ June 22, 2023 - Rabat, Morocco



The energy crisis linked to the Russo-Ukrainian war is pushing Europe to turn towards the Mediterranean region for its energy supply. This transition presents economic opportunities and opportunities for renewable energy development, but also poses challenges, particularly in reconciling decarbonization with economic development. Mediterranean countries must adjust their energy policies to ensure security, financial accessibility, and sustainability, while navigating emerging geopolitical dynamics and seizing opportunities for regional cooperation to address common challenges such as climate change.

To address the aforementioned challenges and propose context-appropriate solutions in the Mediterranean region, the **Policy Center for the New South** and the **Regional Program Energy Security and Climate Change Middle East and North Africa of the Konrad-Adenauer-Stiftung**

(KAS - REMENA) organized a workshop bringing together various stakeholders: policymakers, experts, think tanks, and representatives from the private sector in the Mediterranean region.

The objective of this event was to enhance mutual understanding of the challenges and opportunities related to energy security risks, while developing strategies to balance geopolitics and energy security with decarbonization in the Mediterranean region, particularly in the context of the energy crisis. It also aimed to identify the potential for regional cooperation around energy transition.

This workshop, held on June 22, 2023, in Rabat, Morocco, marks an important step towards forging consensus and concerted actions in response to the critical energy challenges facing the region.



# DECARBONIZATION: BALANCING MEDITERRANEAN ENERGY TRANSITIONS WITH ENERGY SECURITY AND REGIONAL STABILITY



■ October 11-13, 2023 - Cadenabbia, Italy

The energy crisis and geopolitical changes have transformed the Mediterranean energy landscape. Price increases, supply disruptions, and political tensions threaten energy transitions. Mediterranean countries seek to secure their supply while adopting renewable energies but face diverse challenges. Regional cooperation emerges as a crucial means to address these issues, illustrated by agreements such as the Eastern Mediterranean Gas Forum. Key issues include the impact on energy transitions, national priorities, and adaptation to regional dynamics of cooperation and competition.

To discuss these issues and others, the **Policy Center for the New South (PCNS)** and the **Regional Program "Energy Security and Climate Change in the Middle East and North Africa" of the Konrad-Adenauer-Stiftung (KAS-REMENA)** invited a selected group of experts from the wider Mediterranean region to the launch meeting of a "Mediterranean Energy Experts Circle."

This meeting took place in Cadenabbia, Italy. By bringing together energy and policy experts from both sides of the Mediterranean, the Mediterranean Energy Experts Circle aims to provide a platform for dialogue on current challenges and opportunities in energy security and transition in the Mediterranean region.

Through interactive discussions, experts collaboratively develop recommendations and approaches for resilient energy transition pathways for the region. These are based on effective policies, advanced technologies, and



supported by deep regional cooperation. The emphasis is on developing cooperative regional approaches to overcome barriers to transitioning towards cleaner energy sources across the Mediterranean region.

The Mediterranean Energy Experts Circle meets twice a year, once on the southern shore and once on the northern shore of the Mediterranean. Each meeting focuses on a theme selected based on current challenges and topics, with input from members, within the overarching theme of energy transition resilience in the Mediterranean region.

By fostering connections among group members, the goal is to encourage ongoing exchange and collaboration beyond the meetings. Network members are encouraged to produce guidance documents that provide actionable recommendations to governments and stakeholders to enhance the resilience of their energy transitions in the face of multifaceted challenges.

# PARTICIPATIONS IN OTHER EVENTS

In addition to conferences and events organized by the PCNS in 2023, our researchers and Senior Fellows also participated in over 50 external events, including forums, roundtables, workshops, conferences, and webinars covering various topics such as energy, food security, safety, and defense, migration, and many others. These participations facilitated the establishment of reports and analyses addressing crucial questions, bringing together experts from diverse sectors, including think tanks, international organizations, public, and private entities.

## Africa-Europe Cooperation on Climate and Energy: Where to From Here

ECOPM, ACET, ISS



**Larabi Jaidi**, Senior Fellow, Policy Center for the New South

## A World in Turmoil: The « Other » Crises

3rd edition of the Global Policy Forum



**Karim El Aynaoui**, Executive President, Policy Center for the New South

## « The Inaugural Steering Committee and Launch Ceremony » of the Network of Think Tank for Peace (NeTT4Peace)

African Union Commission



**Mohammed Loulichki**, Senior Fellow, Policy Center for the New South

## Euro-Mediterranean Conference on Science Diplomacy

Union for the Mediterranean



**Sara Hasnaa Mokaddem**, Manager - Strategic Monitoring & Analysis, PCNS

## Migration: From Security challenges to development perspectives

SALMA Dialogue & Konrad Adenauer Foundation (KAS)



**Nouzha Chekrouni**, Senior Fellow, Policy Center for the New South

## Universal Access to Electricity in Morocco from SDG 7 point of view and Morocco's energy transition strategy

Center for Cross-Cultural Learning



**Afaf Zarkik**, Senior Economist, Policy Center for the New South

## Russia's influence in Africa – A security perspective

Atlantic Council



**Abdelhak Bassou**, Senior Fellow, Policy Center for the New South

## Soil for Society Network

IWRA Congress in China



**Rabi Mohtar**, Senior Fellow, Policy Center for the New South

## How to increase public acceptance and awareness?

World PtX Summit



**Sabrina Emran**, Economist, Policy Center for the New South

## Resilience of Global Flows and Regionalization of Chains of Production

Aspen Institute Romania in partnership with GMF



**Otaviano Canuto**, Senior Fellow, Policy Center for the New South

## GITEX Afrique

Ministère de la transition numérique et de la réforme de l'administration – Agence de développement digitale



**Abessalam Jaldi**, Senior Specialist – Research in International Relations, Policy Center for the New South

## Annual Conference: Global Network on Extremism and Technology

King's College London



**Zakaria Jouhari**, Manager – Partnerships & Development, Policy Center for the New South

## Industrial Policy for SDG Acceleration UNIDO regional workshop

United Nations Industrial Development Organization



**Mounia Boucetta**, Senior Fellow, Policy Center for the New South

## Harnessing Water and Energy for Africa's Sustainable Industrialization and Inclusive Economic Transformation

United Nations Office of the Special Adviser on Africa (UN-OSAA), the African Union Commission (AUC), the United Nations Economic Commission for Africa (UNECA) and the United Nations Development Programme (UNDP)



**Hafez Ghanem**, Senior Fellow, Policy Center for the New South

## Climate change and migration: Understanding factors, developing opportunities in the Sahel Zone, West Africa and the Maghreb – COP 28

Union for the Mediterranean and Friedrich Naumann Foundation



**Amal El Ouassif**, Senior Specialist – Research in International Relations, Policy Center for the New South

## The evolution of terrorist threats: perspectives from Europe, Israel and Morocco

3rd edition of ELNET International Policy Conference

European Leadership Network (ELNET)



**El Mostafa Rezrazi**, Senior Fellow, Policy Center for the New South

## Informality in MENA: A Pressing Issue for Inclusive Growth

the World Bank Group



**Karim El Aynaoui**, Executive President, Policy Center for the New South

## Think20 Summit



**Hinh T. Dinh**, Senior Fellow, Policy Center for the New South

## Understanding the Implications of Transnational Dynamics in the MENA Region and Exploring Policy Responses

LSE Middle East Centre



**Rida Lyammouri**, Senior Fellow, Policy Center for the New South

## Economic Developments and the role of external actors

Konrad-Adenauer-Stiftung (KAS PolDiMed) and the Mediterranean Academy of Diplomatic Studies (MEDAC)



**Mahmoud Arbouch**, Economist, Policy Center for the New South



# EVENTS 2023

## EVENTS organized by PCNS

Expert Meeting with Dominique de Villepin / **Meeting**

Visit of Techwoman Delegation / **Meeting**

Être médiateur en Libye, Récit de deux expériences institutionnelles et personnelles / **Event**

Libye : vers des élections ou la guerre ? / **Closed door Meeting**

Advancing Sustainability: Strategies for business and energy in Morocco and beyond / **Expert Roundtable**

Visite des professeurs et étudiants de Paris Dauphine/ **Meeting**

Building skills that matters: Demand driven trainings for unemployed youth in Morocco / **Closed door Meeting**

Amplifying Africa's Voice in the Reform of the International Development Finance Architecture / **Webinar**

Silicon Valley Bank Collapse / **Webinar**

AJC Visit / **Roundtable**

Présentation de l'ouvrage ; l'identité Africaine de la Culture Marocaine / **Conference**

Visite de la délégation Honors Programme - Martindale Center / Lehigh University / **Meeting**

Visit of Mr. Patrick Plane / **Closed door Meeting**

Enhancing Africa's Role in the Reform of the International Development Finance Architecture / **Webinar**

Visite du Premier ministre et Ministre du Climat et de l'énergie des Pays-Bas / **Closed door Meeting**

The 7th Edition of the African Peace and Security annual conference / **Conference**

Africa Economic Symposium (AES) 1st Edition : 'The Role of Science, Technology, and innovation in Driving Africa's Economic Growth' / **Conference**

Visit of Körber Network Foreign Policy / **Roundtable**

Visit of Eckart Woertz / **Roundtable**

Visit of Salma Dialogues Delegation / **Meeting**

Meeting with Tai Ming Cheung / **Roundtable**

The Biden Administration Paradigm Shift in Industrial Trade and Technology Policies and the Chinese Challenge / **Roundtable**

The China/US rivalry in cleantech and semi-conductors / **Roundtable**

Discussion on the Biden presidency / **Roundtable**

Echanges informels – Impact de la guerre Russie-Ukraine à Madagascar / **Roundtable**

Crisis Management: Lessons from Türkiye's Response to the 2023 Earthquakes/ **Webinar**

The Future of Central Banks in Emerging Markets and Developing Countries / **Webinar**

Rising Food Prices: Understanding the Impact on Developing Economies / **Webinar**

Economic Nationalism in the Era of Geofragmentation: What does it mean for Africa? / **Webinar**

Atlantic Dialogues 12th Edition: 'For a More Assertive Atlantic: Its Meaning for the World' / **Conference**

## EVENTS co-organized with our partners

Africa-Europe Cooperation on Climate and Energy / **Meeting** with [ECDPM, ACET & ISS](#)

Africa - Outlook for the year ahead / **Event** in Partnership with [Royal Elcano Institute](#)

Book Presentation: Aftermath's War in Europe / **Conference** in Partnership with [GMF](#)

Parlons Développement / **Event** in partnership with le [PNUD et la Banque Mondiale](#)

One Year Later: The War in Ukraine and the MENA Region / **Webinar** in partnership with [ISPI and the Middle East Institute](#).

Morocco Employment Lab Symposium / **Event** in Partnership with [MEL](#)

Facing the Economic Shocks / **Webinar** in Partnership with [ISPI and the Middle East Institute](#)

Commémoration de la journée internationale des droits de la femme / **Event** in Partnership with [ADFM and RMFM](#)

Institutional Framework Conditions for the Promotion of Private Sector Capacity Development (CD) for Agricultural Innovation in Selected African Countries / **Webinar** in Partnership with [CCRS](#)

Climate and Sustainability Strategies / **Conference** in Partnership with [FGSES](#)

Relations Between Europe and the MENA-Region During a Time of Multipolar Crises / **Roundtable** Discussion in Partnership with [KAS PoDiMEd](#)

Stabilisation and Adjustement in Morocco / **Thematic Workshop** in Partnership with [ERF](#)

Energy Strategies / **Conference** in partnership with [NATO Defense College Foundation, INSS, ENI, Fondazione Compagnia di San Paolo](#)

Report Presentation: The Geopolitics of Seawater Desalination / **Closed door Meeting** with [the United Nations and IFRI](#)

Rethinking the social contract through systemic pressures in Atlantic Africa and Latin America (pre-event JMN) / **Closed door Meeting** in partnership with [FGV and CIDE](#)

The economics of water scarcity in the Mena Region / **Conference** in partnership with [the World Bank](#)

Jean Monnet Network for Atlantic Studies 2.0 (6th edition) - Towards a new Atlantic Map: Prospects and Challenges for Cooperation / **Roundtable** in Partnership with [FGV](#)

Regional Economic Outlook Presentation / **Closed door Meeting** in partnership with [IMF](#)

The Role of Africa in Shaping the Future of the Transatlantic Relationship / **Webinar** in partnership with [Harvard W3D](#)

ELNET International Policy Conference / **Conference** in partnership with [ELNET - Israel](#)

La guerre en Ukraine et ses répercussions sur les relations entre l'Europe et l'Afrique / **Conference** in partnership with [FRS](#)

La coopération régionale et internationale dans le Maghreb : défis, opportunités et perspectives / **Conference** in Partnership with [IRIS](#)

La prolifération nucléaire, possible conséquence de la guerre en Ukraine / **Conference** in Partnership with [IM](#)

Quelles relations entre l'Europe et l'Afrique dans le nouvel ordre mondial qui se dessine ? / **Event** in partnership with [FPI](#)

14<sup>ème</sup> édition des Dialogues Stratégiques : Le retour des conflits à forte intensité - La nouvelle donne sécuritaire au Sahel / **Conference** in Partnership with [HEC](#)

Parlons développement : Education et Citoyenneté / **Conference** in partnership with [World Bank, PNUD and ESEF Sultan Moulay Slimane University in Beni Mellal](#)

Relations Between Europe and the MENA- Region During a Time of Multipolar Crises / **Roundtable Discussion** in partnership with [KAS Morocco](#)

Side Event - Annual Meetings AfDB / **Event** in Partnership with [ERF](#)

Migration: Experiences from Mexico and Morocco / **Webinar** in partnership with [COMEXI](#)

African Financial Stability Mechanism / **Event** in partnership with [BAD, BAM and DEPF](#)

The State of Foresight Studies in the World / **Conference** in partnership with [ICESCO](#)

Parlons développement : les emplois verts comme levier de développement de la région Souss-Massa / **Conference** in partnership with [the World Bank, PNUD and FSJES Ibn Zohr University Agadir](#)

Exchange rate undervaluation and African surges: what do we learn from exported products? / **Conference** in partnership with [FGSES](#)

Visite de son Excellence Mr. Christophe LECOURTIER / **Closed door Meeting** in Partnership with [The Embassy of France in Morocco](#)

Energy transition in the Mediterranean amidst geopolitical pressures and the energy crisis / **Workshop** in partnership with [KAS-REMENA](#)

Renewing the Dialogue on Inclusive Growth in the MENA: Reframing the Debate and Setting the Agenda / **Event** in Partnership with [IMF](#)

Présentation d'ouvrage : Fractures de la guerre étendue : de l'Ukraine au métavers. / **Conference** in partnership with [MGH Partners](#)

Economic Diplomacy as a Lever for Regional Integration in the Euro-Mediterranean Region (high level) / **Conference** in partnership with [the Union for the Mediterranean](#)

High-level Seminar on Perspectives of the Global South / **Conference** in partnership with [CGD and RBWC](#)

The Return of Great-Power Competition: What perspective on the war in Ukraine from Morocco and the MENA region? / **Conference** in partnership with [the Friederich Ebert Stiftung \(FES\)](#)

The New South and the question of China / **Closed door Meeting** in partnership with [LSE and SSRCC](#)

PCNS-COMEXI: Energy Dialogue / **Webinar** in partnership with [COMEXI](#)

Green Hydrogen Talks / **Roundtable** in partnership with [Friederich Naumann Foundation \(FNF\)](#)

Informality in MENA: A Pressing Issue for Inclusive Growth / **Webinar** in partnership with [the World Bank Group](#)

North Africa in India's foreign policy / **Webinar** in partnership with [ORF](#)

AIRESS Research Seminar - Conference with Bill Zartmann – Theory of Negotiation: A Conceptual Analysis / **Conference** in partnership with [AIRESS](#)

Marrakesh Economic Festival / **Conference** in Partnership with [the Reinventing Bretton Woods Committee \(RBWC\)](#)

2023 Global Meeting of the Emerging Markets Forum / **Conference** in Partnership with [the Emerging Markets Forum \(EMF\)](#)

Securing Energy, Reshaping Decarbonisation: Reconciling Mediterranean Energy Transitions with Energy Security and Regional Stability / **Conference** in partnership with [Konrad-Adenauer-Stiftung \(KAS-REMENA\)](#)

PCNS Panel in Forum d'Assilah / **Conference** in Partnership with [Forum d'Assilah](#)

Atlantic Strategy Group / **Conference** in Partnership with [the German Marshall Fund \(GMF\)](#)

Book Presentation: 14th Edition of the Strategic Dialogues / **Conference** with [HEC Center for Geopolitics](#)

L'Outlook des Opportunités, Risques et Enjeux du Continent Africain / **Roundtable** in Partnership with [Oxford Economics](#)

Strategic Dialogues 15th Edition / **Conference** in Partnership with [HEC Center for Geopolitics](#)

MIKTA Members Meet Morocco / **Conference** in Partnership with [The Korean Embassy in Morocco](#)

3<sup>ème</sup> édition de la conférence annuelle de l'OMEV pour la lutte contre le terrorisme / **Conference** in partnership with [ICESCO and OMEV](#)

Europe-Africa Cooperation on Migration: Understanding and Bridging Divergent Attitudes and Policy References / **Roundtable** in partnership with [Migration Policy Centre of the European University Institute](#)

AfCFTA Investment Protocol: Unlocking Investment Opportunities within the African Continent / **Closed Format Conference** in partnership with [ECDPM, ACET and ISS](#)



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Private Sector Engagement, SMEs Inclusivity and Regional Value Chains Development under the AfCFTA / **Closed Event Conference** in partnership with [ECDPM, ACET and ISS](#)

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Parlons développement (14e édition) : 16 jours d'activisme au sein de l'Université : Déconstruire les formes de violences basées sur le genre pour mieux les contrer / **Conference** in partnership with [Hassan II University](#)

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Making MENA Economies Fit for the Future – Decarbonizing Industries through Sustainable and Efficient Energy Use / **Conference** in Partnership with [KAS REMENA](#)

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COP 28 / **Conference** in partnership with [Union for the Mediterranean and FNF](#)

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Africa's Action Agenda for Global Financial Architecture Reform: A Policy Roundtable / **Conference** in partnership with [the African Center for Economic Transformation \(ACET\)](#)

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Reviving Global Growth with Inclusivity Role of Governments, Multilateral Institutions and Private Sector / **Conference** in partnership with [Confederation of Indian Industry \(CII\)](#)

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# PUBLIC POLICY LAB

A PLATFORM TO  
SUPPORT PUBLIC POLICY

The Public Policy Lab has recently undergone a restructuring with the integration of the "research support" component, becoming the "Research Support and Public Policy Lab" (RSPPL). This research and design unit focuses on the analysis of public policies and the experimentation of innovative solutions to enhance their effectiveness. It is affiliated with the various units that comprise the Policy Center for the New South and addresses a wide range of topics, including social policies, economic policies, environmental policies, international relations, and more.

The RSPPL employs a range of diverse approaches to achieve comprehensive and relevant results, including data analysis, organizing workshops that foster collective intelligence and group synergy, case studies, design thinking, experiments, and more. It aims to contribute to public debate and create synergies between researchers and stakeholders by organizing workshops that bring together diverse ideas and perspectives from individuals with varied experiences and skills. This diversity of ideas and perspectives is essential for understanding the issues addressed by the Lab.



Additionally, the RSPPL coordinates events, publications, and webinars, implements monitoring tools, extracts and analyzes data from reports, and proposes and coordinates activities for specific events on various topics. These activities demonstrate the Unit's commitment to managing and coordinating a wide range of initiatives, reflecting its role in promoting innovation and interdisciplinarity.

The reports coordinated by the Unit highlight tangible results stemming from the merger of departments, demonstrating a clear improvement in operational efficiency. This strategic convergence has not only streamlined internal processes but also fostered better coordination of efforts and resources. Moreover, the integration of the "research support" component has added significant value by providing evidence-based insights and in-depth analyses. This merger has positioned the RSPPL as a central hub of expertise.

More broadly, as part of its daily activities, the Public Policy Lab is responsible for the following missions:

- Organizing training workshops for PCNS teams to introduce them to the use of design thinking in their work.
- Organizing brainstorming sessions and co-creation workshops to stimulate creativity and innovation within the research units.
- Promoting collaboration and communication among the various actors involved in research.
- Expanding the application of collective intelligence and design thinking methodology to different contexts.
- Exploring opportunities to use Artificial Intelligence to improve methodologies and work processes.

On December 12, 2023, the RSPPL proposed a workshop that explores sustainability issues in the broadest sense in public policies. This initiative aimed to organize an immersive and collaborative activity for the Atlantic Dialogues Emerging Leaders 2023 program. The event brought together around forty change-makers from across the globe who have demonstrated leadership and initiative in their fields and aim to shape regional

and global agendas in politics, finance, business, civil society, academia, and the media. The goal was to put into practice the challenges of designing and defining strategic decisions implemented by decision-making spheres in a constrained and complex environment.

Using a simulated, multi-stakeholder approach, this workshop reflects the complexities of the real world and underscores the importance of sustainable development. Participants tackled challenges related to the Sustainable Development Goals (SDGs), covering the economic, social, environmental, and urban aspects of policies. The activity guided participants through advisory workshops, policy design, and peer evaluation to foster a comprehensive understanding of developing sustainable policies.

Innovative elements such as policy personas, policy fairs, consultation booths, and crisis simulations facilitated dialogue, the exchange of perspectives, and the identification of common ground among diverse stakeholders. This ensured active participation and an in-depth exploration of sustainable policy solutions. Documentation and engaging materials were provided throughout the simulation to support participants.





# MOROCCO EMPLOYMENT LAB



The Morocco Employment Lab, led by the **Jameel Poverty Action Lab** (J-PAL) at **MIT** and **Evidence for Policy Design** (EPoD) at the **Harvard Kennedy School**, organized a symposium in partnership with the Millennium Challenge Account Morocco Agency (MCA-Morocco) and the **Policy Center for the New South** (PCNS) on February 20, 2023. The primary goal of this event was to present the impact evaluations and research projects of the Employment Lab while fostering a fruitful exchange on how these results could influence public policy development in Morocco.

The symposium also highlighted the growing collaborations between researchers, policymakers, and field actors. It provided a platform to reflect on the necessary conditions for establishing new collaborations between the research world and public policy in Morocco. Additionally, participants discussed how the results of impact evaluations in Morocco could be extrapolated to other contexts.

The event showcased all the research projects developed since the creation of the Employment Lab in August 2020. This includes the evaluation of the E-Prospection program and recruitment assistance services of the **National Agency for the Promotion of Employment and Skills** (ANAPEC), in partnership with this agency. Other projects included demand-driven vocational training and on-the-job support in collaboration with **Education for Employment** (EFE), and the measurement of the impact of preschool education in Morocco, developed in partnership with the **National Initiative for Human Development** (INDH) and the **National Observatory for Human Development** (ONDH).

The symposium provided an opportunity to detail the results and lessons learned from projects such as the report on the labor market situation and household living standards following the Covid-19 pandemic. Other studies covered a variety of topics, such as improving the economic inclusion of youth in Morocco, evaluating adapted microcredit products in rural areas in partnership with Al Amana, and a quasi-experimental evaluation of the Moroccan wage subsidy scheme's impact on employment return, conducted in collaboration with **Mohammed V University in Rabat**.

Each project was presented during dedicated sessions, where researchers explained the motivations, design, methodology, and results obtained. Implementation partners shared their collaboration experiences, lessons learned from the research, and implications for their respective programs.

# EXECUTIVE OPINION SURVEY



"The Executive Opinion Survey" continues to hold a central position within the series of Global Competitiveness Reports by the **World Economic Forum** (WEF) and other comparative analysis initiatives. Its primary objective is to provide a comprehensive overview of a country's economic, social, and political environment by annually assessing fundamental aspects of its competitiveness. This evaluation also aims to establish comparisons with other countries, thereby offering a valuable comparative perspective.

The oversight of the survey falls under the World Economic Forum, while its national implementation relies on the network of WEF partner institutes. For the third consecutive year, the WEF has renewed its successful collaboration with the Policy Center for the New South to conduct the survey in Morocco. Approximately 90 businesses, reflecting the economic landscape and geographical distribution of the country, actively participated in it.



# MULTIMEDIA

The PCNS offers a rich multimedia platform featuring analyses and information, highlighting the perspectives of renowned experts on various national and international topics. Through its series, podcasts, and interviews, these analyses enable a deep exploration of major challenges and issues, offering the public access to leading expertise.



## LES MARDIS DU PCNS

In 2023, the weekly Arabic-language series "Les Mardis du PCNS," produced by the Policy Center for the New South, hosted renowned experts, researchers, civil society actors, as well as representatives from the public and private sectors. This diversity of speakers enriched the debates and analyses presented. During its 6th edition, the program addressed a series of current economic, social, and political issues, such as financial market fluctuations, environmental challenges, and major geopolitical developments. In 2023, a total of **42 episodes** were produced, providing in-depth and diverse coverage of the discussed topics.





## AFRICAFÉ

Africafé, a bi-monthly show by the Policy Center, stands out for its educational presentation of news concerning African organizations and the continent in general. In 2023, we successfully produced **14 episodes**, providing a dynamic platform to discuss continental issues. The show welcomes a cohort of experts who share their analyses on a series of important continental questions, such as health security, economic trends, social security, as well as initiatives led by the African Union and ECOWAS.



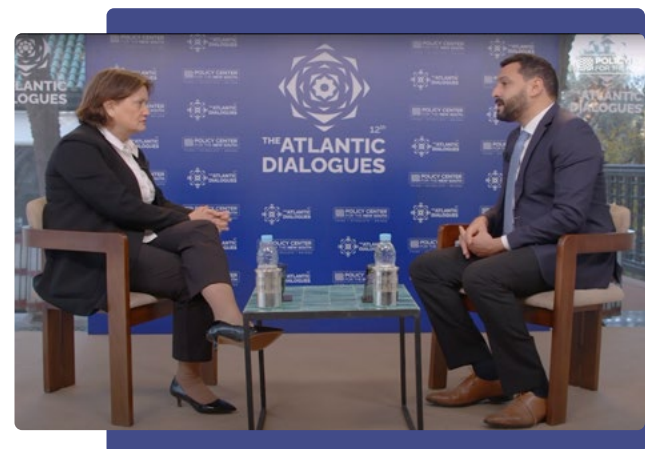
## PODCASTS

In 2023, the PCNS hosted over **60 experts** in **58 podcast** episodes, covering issues affecting the Global South, including economics, international relations, raw materials, energy, artificial intelligence, gender, and security. The goal is to utilize a broad network of experts to discuss and share perspectives on the Global South, while also offering recommendations and solutions beyond just presenting the facts. This podcast series highlights the PCNS's dedication to fostering insightful debates and positively influencing policies concerning the Global South.



## INTERVIEWS

In 2023, we also produced **28 interviews**. Leveraging our extensive network of experts, the PCNS conducted interviews with its Senior Fellows, partners, and numerous specialists who participated in the think tank's conferences and initiatives. These interviews provide in-depth analyses on a wide range of topics, including inflation, economy, international relations, energy, sustainable development, and artificial intelligence.



# DIGITAL

# 1 000 WEB VISITORS



In 2023, the Policy Center for the New South made a significant advancement in its online engagement by welcoming nearly **1.3 million** visitors to its website. This achievement demonstrates the think tank's strong determination to contribute to the improvement of public, economic, and social policies, both in Morocco and across the African continent, as a key player in the Global South, thereby strengthening its regional and continental impact.

This digital success stems from a dynamic strategy that emphasizes proactive communication on social media, search engine optimization, and the production of content ranging from in-depth research to accessible formats such as podcasts and videos. In doing so, the Policy Center has not only increased its visibility on national and international levels but also fostered engagement with a diverse audience, providing a platform to address critical issues for the development of the Global South.

# 00 000 VISITORS IN 2023



## SOCIAL MEDIA NUMBERS

**+74 K**

FOLLOWERS ON OUR SOCIAL MEDIA PLATFORMS

16K



27K



17K



3,8K



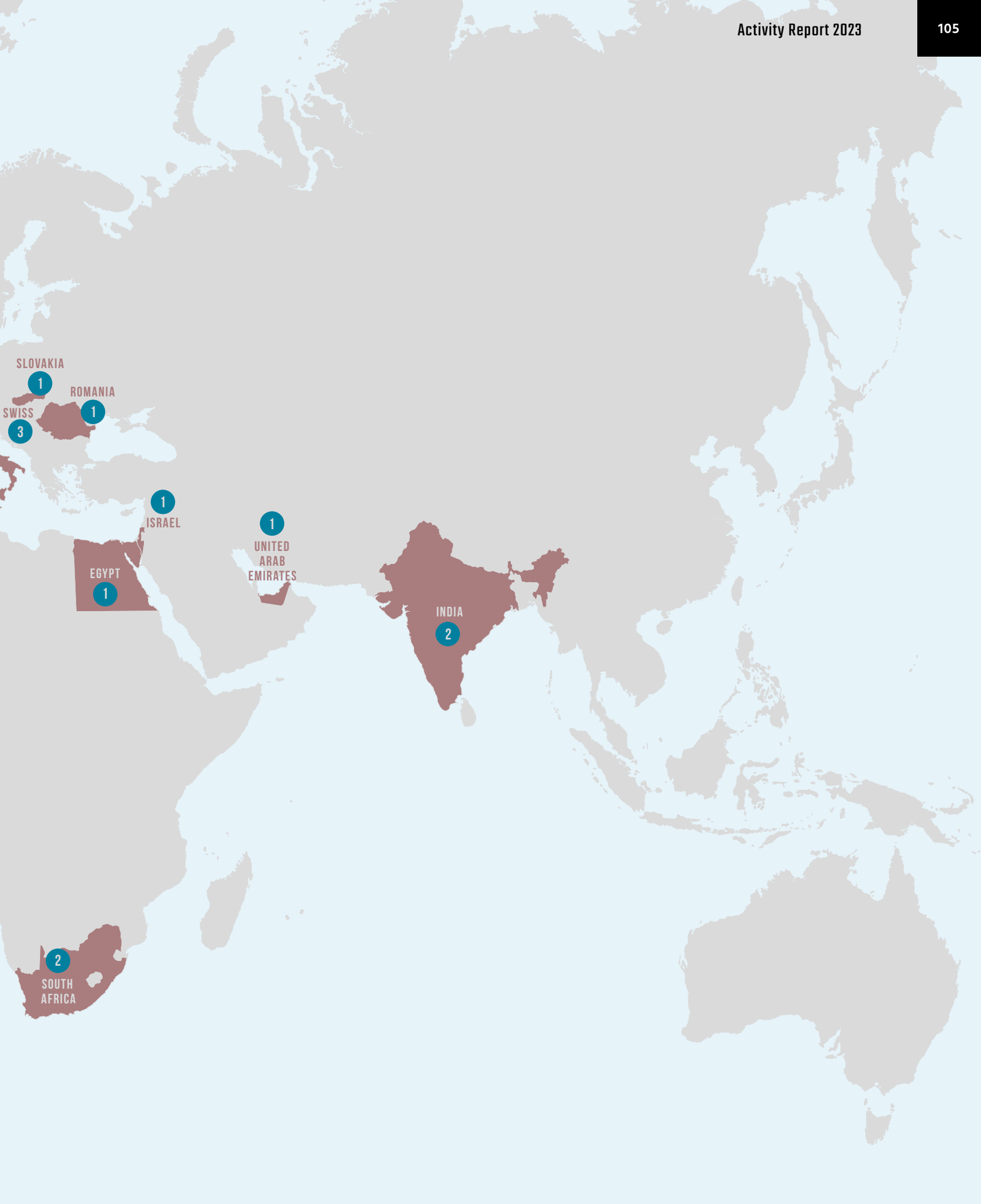
10,6K





# OUR PARTNERS IN THE WORLD 2023





SLOVAKIA

1

ROMANIA

1

SWISS

3

1

ISRAEL

1

UNITED  
ARAB  
EMIRATES

EGYPT

1

INDIA

2

2

SOUTH  
AFRICA

## NORTH AMERICA

### ● UNITED STATES

- [Atlantic Council](#)
- [CGD - Center for Global Development](#)
- [GMF - German Marshall Fund](#)
- [Harvard W3D](#)
- [IMF - International Monetary Fund](#)
- [J-PAL - Abdul Latif Jameel Poverty Action Lab](#)
- [MIT - Massachusetts Institute of Technology](#)
- [NESAC - Near East South Asia Center](#)
- [Project Syndicate](#)
- [World Bank Group](#)

### ● MEXICO

- [COMEXI - Consejo Mexicano de Asuntos Internacionales](#)

## SOUTH AMERICA

### ● BRAZIL

- [CEBRI - Centro Brasileiro de Relações Internacionais](#)
- [FGV - Fundação Getulio Vargas](#)

## EUROPE

### ● FRANCE

- [HEC Paris](#)
- [Institut Montaigne](#)
- [Le Grand Continent](#)
- [RBWC - Reinventing Bretton Woods Committee](#)

### ● GERMANY

- [SWP - German Institute for International and Security Affairs](#)

### ● ITALY

- [European University Institute](#)
- [ISPI - Italian Institute for International Political Studies](#)
- [NDCF - NATO Defense College Foundation](#)
- [NSD-S Hub - NATO Strategic Direction-South HUB](#)
- [RES4AFRICA](#)

### ● NETHERLANDS

- [ECDPM - European Centre for Development Policy Management](#)

### ● PORTUGAL

- [Atlantic Centre](#)
- [IPDAL - Institute for the Promotion of Latin America and the Caribbean](#)

### ● ROMANIA

- [Aspen Institute Romania](#)

### ● SLOVAKIA

- [GlobSec](#)

### ● SPAIN

- [El Cano Royal Institute](#)
- [FNF - Friedrich Naumann Foundation](#)
- [IEMed - European Institute of the Mediterranean](#)
- [UfM - Union for the Mediterranean](#)

### ● SWISS

- [EMF - Emerging Markets Forum](#)
- [WEF - World Economic Forum](#)
- [WIPO - World Intellectual Property Organization](#)

### ● UNITED KINGDOM

- [King's College London](#)
- [LSE - London School of Economics and Political Science](#)
- [On Think Tanks](#)

## MIDDLE EAST

### ● ISRAEL

- [MITVIM - The Israeli Institute for Regional Foreign Policies](#)

### ● UNITED ARAB EMIRATES

- [TRENDS Research & Advisory](#)



## AFRICA

### ● EGYPT

- ERF - Economic Research Forum

### ● MOROCCO

- FAO - Food and Agriculture Organization
- FNF - Friedrich Naumann Foundation
- Forum d'Assilah
- GIZ - Gesellschaft für Internationale Zusammenarbeit
- ICESCO - Islamic World Educational, Scientific and Cultural Organization
- KAS - Konrad Adenauer Stiftung
- KAS REMENA - Regional Program Energy Security and Climate Change Middle East and North Africa
- OMEV - Observatoire Marocain sur l'Extrémisme et la Violence
- UNDP - United Nations Development Programme
- Université Abdelmalek Essaadi - Tanger
- Université Cadi Ayyad - Marrakech
- Université Hassan II - Casablanca
- Université Ibn Tofail - Kenitra
- Université Ibn Zohr - Agadir
- Université Mohammed V - Rabat
- Université Moulay Ismail - Meknès
- Université Sultan Moulay Slimane - Beni Mellal
- World Bank Group

### ● TUNISIA

- KAS PolDiMed - Regional Program Political Dialogue and Regional Integration in the Southern Mediterranean

### ● GHANA

- ACET - African Center for Economic Transformation

### ● SENEGAL

- Akademiya 2063
- MaMo Panel

### ● SOUTH AFRICA

- AUDA-NEPAD
- Brenthurst Foundation

## ASIA

### ● INDIA

- CII - Confederation of Indian Industry
- ORF - Observer Research Foundation

# PRESS

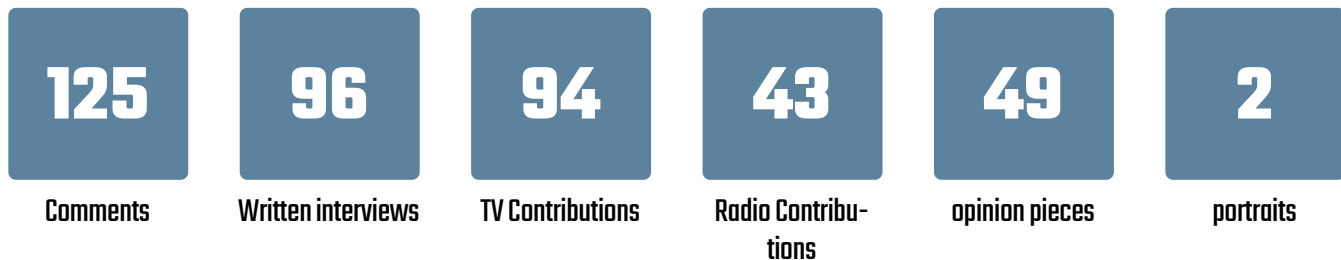
In 2023, the Policy Center for the New South maintained a strong and positive presence in national and international media. Our experts have been in high demand for their analyses and insights, contributing through interviews, articles, and participation in televised and radio debates. Their written and multimedia analytical work and contributions to debates have been impactful and often cited by journalists to support their arguments. With nearly 6000 press mentions recorded last year, the think tank has firmly established itself as a leader in its areas of expertise.

## NUMERICAL DATA

# 5947

## Press Mentions

### Exclusivity:



### Promotional Actions:



In the national press in 2023

# 2770

## 46.6%

In the international press in 2023

# 3177

## 53.4%

## QUESTIONS TO AN EXPERT



**Otaviano Canuto**

### Special 2023 World Bank Group-IMF Annual Meetings - Multilateral Development Banks (MDBs) Reform

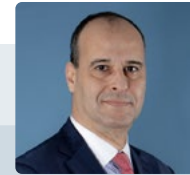
“ As of the current moment, MDBs will need to reform to be able to accomplish their role. They need to consider global public goods, including those related to climate change, as also part of their missions, besides eliminating extreme poverty and reinforcing shared prosperity.



**El Mostafa Rezrazi**

### Analysis: International Day for the Prevention of Violent Extremism as and when Conducive to Terrorism

“ Nowadays, the global map of the spread of violent extremism is undergoing fundamental changes, especially after the declaration of the defeat of the Islamic State organization after the loss of its territoriality in Syria, and the deconstruction of its organizational structures. Thus, the redeployment of its fighters in the African continent and South and Central Asia.

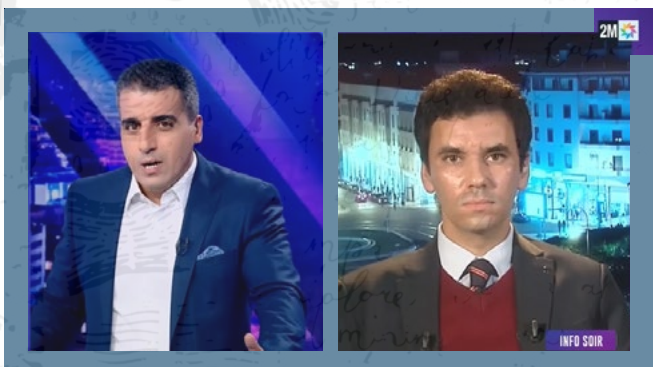


**Khalid Chegraoui**

### Moroccan Diplomacy in the New Global Landscape

“ Moroccan diplomacy must be proactive and innovative in addressing global issues, leveraging its rich cultural and historical heritage to find effective solutions and positions.

## Press clipping NATIONAL



**Abdessalam Jaldi**  
2M – January 6, 2023



**Oussama Tayebi**  
Telquel – February 24, 2023



«La probabilité de contagion aux systèmes bancaires étrangers, comme celui du Maroc, ne semble pas élevée»

«L'INSTABILITÉ, persistante des banques américaines n'est pas une crise bancaire typique. Elle ne reflète pas une détérioration générale de l'état de leurs actifs, comme cela a été le cas des actifs immobiliers avant la crise financière mondiale de 2008-09. Le système financier ne souffre pas de problèmes de crédit puisque la qualité du crédit aux entreprises et consommateurs est restée élevée pendant la pandémie et autres chocs dans un passé proche», commente Otaviano Canuto dos Santos Filho, l'expert et Senior Fellow au Policy Center for the New South. Et d'ajouter: «Les gouvernements ont augmenté leur dette et les banques centrales ont gonflé leur bilan pour transférer de l'argent vers les économies, et le secteur privé a saisi l'opportunité de remodeler les bilans. Pour l'expert, «le problème des banques est le fait qu'elles détiennent trop de dettes publiques avec des taux de rendement faibles qui sont devenus relativement bas après que les banques centrales ont commencé à relever les taux l'année dernière. Les pertes s'apparentent que dans la mesure où ces banques devaient incapables de détenir ces actifs jusqu'à leur échéance et sont obligées de les vendre. Par conséquent, l'apport de liquidités par les autorités pourrait stabiliser leur situation. L'effort de contrôle de l'inflation par la Fed à travers la hausse des taux d'intérêt des banques pourrait cependant être affaibli par crainte d'une aggravation de l'instabilité financière». Aussi, dit-il: «En Europe, le Crédit Suisse était déjà en difficulté depuis quelque temps. La probabilité d'effets de contagion aux systèmes bancaires étrangers, comme celui du Maroc, ne semble pas élevée».

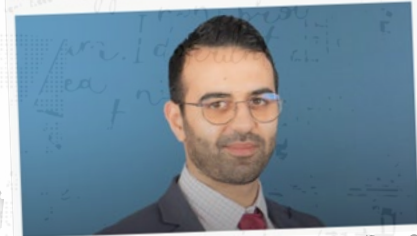


**Biographie**  
OTAVIANO Canuto dos Santos Filho est senior fellow au Policy Center for the New South, ancien vice-président de la Banque mondiale et directeur du BRICS Poverty Network (PREM), une division de plus de 700 économistes et autres professionnels travaillant notamment sur la politique économique, la réduction de la pauvreté et l'égalité des sexes. Il a également été directeur exécutif du Conseil de la Banque mondiale de 2004 à 2007. Il a en outre occupé des postes de direction à la Banque interaméricaine de développement et est professeur d'économie à l'Université de Campinas au Brésil.

L'Opinion

Actu Maroc  
Entretien avec Badr Mandri, Economiste et fellow Senior au PCNS: Les conditions de financement du Maroc sont devenues plus favorables

Rédigé par Mohammed JABRI | Consulté le 23 Avril 2023  
La question de la dette est toujours d'actualité. Pour le Maroc, le défi est d'assurer un équilibre entre un développement budgétaire et de financement de la stratégie sociale, sous la contrainte d'une dette élevée et des conditions de financement défavorables. Cependant, il est en voie positive pour traverser cette conjoncture en mobilisant les opportunités macroéconomiques et celles des accords-bonifications. Explication de Badr Mandri, Economiste et fellow Senior au PCNS



L'ECONOMISTE

Otaviano Canuto  
L'Economiste – March 20, 2023

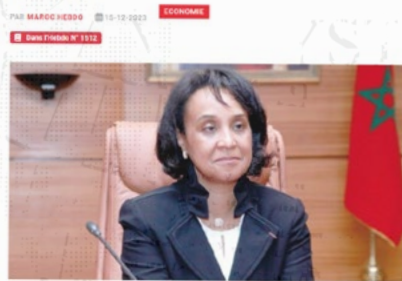
L'Opinion

Badr Mandri  
L'Opinion – April 23, 2023



Nouzha Chekrouni  
SNRT – October 26, 2023

Éclairage : Le point de vue de Mounia Boucetta



MarocHebdo

Mounia Boucetta  
Maroc Hebdo – December 15, 2023

Press clipping INTERNATIONAL



Francis Perrin  
France 24 – February 24, 2023



NOUVELLES SANCTIONS CONTRE LA RUSSIE  
MOSCOU RESISTE, MAIS JUSQU'À QUAND ?



ECONOMIE

### Port Dakhla, voiture électrique, hydrogène vert... Le Maroc joue la carte des grands chantiers

En trois ans, le royaume, sous l'impulsion de Mohammed VI, a lancé plusieurs projets ambitieux pour se positionner comme un hub incontournable dans la région. Tour d'horizon des plus emblématiques.

JA Réservé aux abonnés | 30 mars 2023 à 08:33 | Par Bilal Mousjid

Mis à jour le 30 mars 2023 à 08:37

**jeuneafrique** PCNS  
Jeune Afrique – March 30, 2023

africanews. FR INFOS

INFOS ECONOMIE SPORT CULTURE SCIENCE & TECHNOLOGIE NO COMMENT PROGRAMMES CORONAVIRUS

### Golfe de Guinée : un pétrolier attaqué par des pirates au large du Congo

**africanews.** PCNS  
Africa News – March 29, 2023

**The Washington Post**

### UN votes to end its peacekeeping mission in Mali as demanded by the country's military junta

By Gabri M. Landon / AP  
June 30, 2023 at 10:19 a.m. EDT

Rida Lyammouri, senior fellow at the Morocco-based Policy Center for the New South, said that while MINUSMA was not authorized to fight militants, it did provide protection to civilians from the jihadis.

**Rida Lyammouri**  
Washington Post  
– June 30, 2023

**AFP**

AFP Infos Economiques  
mardi 10 octobre 2023 - 04:00:14 UTC 607 mots

### AGENDA DES INDICATEURS ET DES EVENEMENTS MACROECONOMIQUES JUSQU'AU LUNDI 16 OCTOBRE 2023

Discours d'une gouverneure de la Fed, Michelle Bowman, sur la stabilité financière - Place: Dar Al Phosphate, Routes de Jardins da la Palmeraie, Marrakech, Morocco Event: Reinventing Bretton Woods Committee and Policy Center for the New South Marrakesh Economic Festival (10H15)

**AFP** PCNS  
AFP (AM) – October 10, 2023

**NEWS TechXplore**

Home Episodes



### Morocco

Tech reporter Paul Carter is in Morocco to see the exciting tech developments which are helping it make the most of its natural resources. On his trip, Paul visits the colossal Noor solar farm in Ouarzazate which is the largest concentrated solar power site in the world. Alongside solar panels, giant mirrors focus the sun on a central tower superheating it to store power.

Paul meets an expert on renewable power - Rim Berahab from the Policy Centre for the New South - who explains that while Morocco is not a huge carbon emitter, it is investing heavily in technologies like solar because it is likely to be one of the places most affected by climate change in the future.

Paul visits an olive farmer near Marrakech grappling with the issues of droughts caused by climate change, who is now working with a start-up that uses AI and satellite imagery so that his irrigation can be made more effective.

Finally, Paul visits the port in Tangier - Tangermed - which is the largest container port in Africa, and discovers how they are trying to harness the power of nature to the benefit of the environment, with state-of-the-art wave-generators installed as a pilot project all along the harbour wall. If successful, Paul hears how these may one day power the entire port.

24 minutes

**BBC NEWS** **Rim Berahab**  
BBC TechXplore –  
February 18, 2023

Les pays du Sud global, de moins en moins alignés sur l'Occident, refusent de payer la Russie. Pour tenter de les valider à sa cause, Zelensky s'est allié à la Ligue arabe, avant de fêter à Jérusalem pour une rencontre avec l'indien Modi et l'ancien dirigeant du Sud mitivé au GT.

**Le Monde**

Le monde est en train de se défaire. Les pays du Sud global, de moins en moins alignés sur l'Occident, refusent de payer la Russie. Pour tenter de les valider à sa cause, Zelensky s'est allié à la Ligue arabe, avant de fêter à Jérusalem pour une rencontre avec l'indien Modi et l'ancien dirigeant du Sud mitivé au GT.

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**Le Monde**

**LE SOIR** **Len Ishmael**  
Le soir – May 23, 2023

# SENIOR FELLOWS



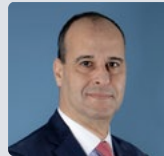
**NEZHA ALAOUI M'HAMMEDI**

Ambassador of Morocco to Ethiopia and Djibouti



**ABDELHAK BASSOU**

Former Director of the Moroccan Royal Police Institute Morocco



**KHALID CHEGRAOUI**

Vice dean of political sciences and international relations at the Faculty of economic and social sciences of the Mohammed VI Polytechnic University Morocco



**NOUZHA CHEKROUNI**

Former Minister Delegate of Foreign Affairs and Cooperation in charge of Moroccans Resident Abroad - Morocco



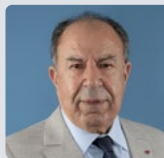
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**CHRISTIAN DE BOISSIEU**

French academic and economist, member of the Académie des technologies - France



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Former Wali of Casablanca, Fez and Laayoune - Morocco



**RACHID EL HOUDAIGUI**

Full Professor at Mohammed VI Polytechnic University - Morocco



**HELMUT SORGE**

Columnist Germany



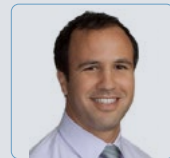
**LEN ISHMAEL**

Former Ambassador of the Eastern Caribbean States to the Kingdom of Belgium and European Union St. Lucia



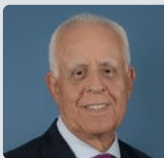
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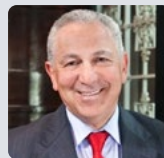
**RIDA LYAMMOURI**

International Consultant Expert on the Sahel region USA



**MOHAMMED LOULICHKI**

Former Ambassador and Former Permanent Representative of Morocco to the UN - Morocco



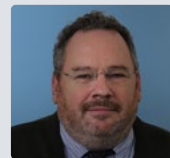
**AZIZ MEKOUAR**

Ambassador of His Majesty the King of Morocco to China - Morocco



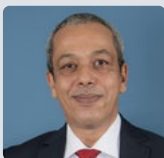
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**IVÁN MARTÍN**

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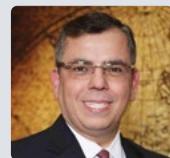
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President of Sapporo Institute for International Solidarity - Japan



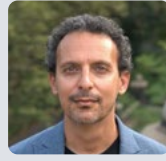
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Professor at University São Paulo - Brazil

**TAYEB AMEGROUD**

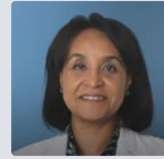
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**DOMINIQUE BOCQUET**

Lecturer, Sciences Po France

**MOUNIA BOUCETTA**

Former Secretary of State to the Minister of Foreign Affairs and International Cooperation Morocco

**OTAVIANO CANUTO**

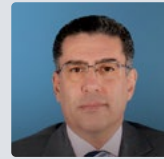
Former Executive Director at the IMF - Brazil

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Senior Research Fellow at University of Indiana USA

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**HAFEZ GHANEM**

Former Vice-President of the World Bank; Former Assistant Director-General of the FAO - Egypt

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**AOMAR IBOURK**

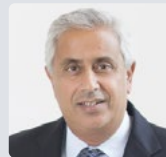
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**FRANCIS PERRIN**

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**EMMANUEL PINTO MOREIRA**

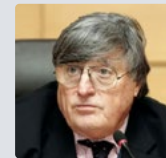
Director of the Economic Department of the African Development Bank - Ivory Coast

**LANDRY SIGNÉ**

Distinguished Fellow of the Center for African Studies at Stanford University USA

**ISABELLE TSAKOK**

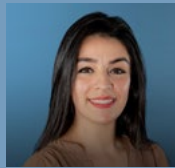
Professor at Columbia, School of International and Public Affairs (SIPA) - USA

**HENRI-LOUIS VÉDIE**

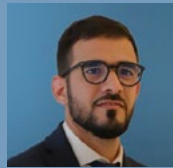
Professeur Emeritus at HEC Paris - France

# STAFF

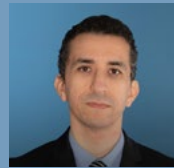
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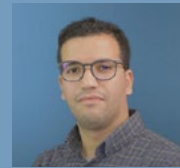
**Sofia Achetouane**  
Manager - Events & Facilities



**Tarik Achmit**  
Operation Officer - IT



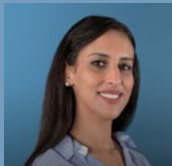
**Abdelaaziz Ait Ali**  
Head - Research in Economics



**Jamal Ait Bassou**  
Operation Officer - Audiovisual Production



**Youssef Ait El Kadi**  
Senior Operation Officer - Website Development & Graphic Design



**Nisrine Alaoui**  
Program Officer - Major Convenings



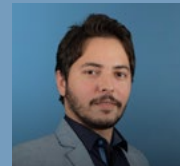
**Driss Alaoui Belghiti**  
International Relations Specialist - Strategic Monitoring & Analysis Unit



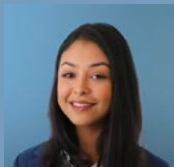
**Mohammed Aouini**  
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**Mahmoud Arbouch**  
Economist



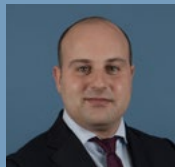
**Fahd Azaroual**  
Economist



**Majda Belkheiri**  
Research assistant - Public Policy Lab and Research Support



**Mounia Benbrahim**  
Assistant to the Executive President



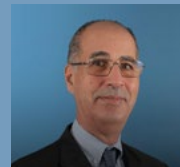
**Ismail Benbrahim**  
Manager - Finance & Procurement



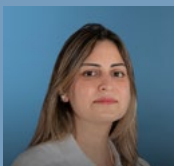
**Meryem Bennis**  
Senior Operation Officer - Finance & Procurement



**Mehdi Benomar**  
Head - Research in International Relations



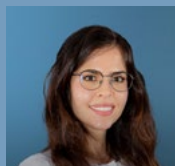
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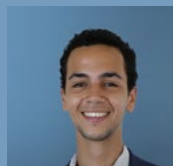
**Lilia Benwahoud**  
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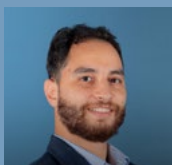
**Fatine Cherkaoui Rhazoini**  
Manager - Emerging Leaders



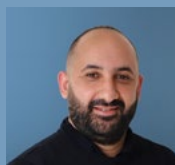
**Tariq Darkaoui Jr.**  
Operation Officer - Audiovisual Production



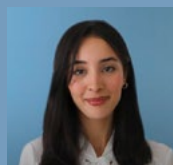
**Karim El Aynaoui**  
Executive President



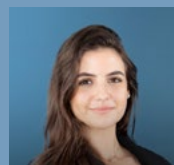
**Youssef EL JAI**  
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**Saloi El Yamani**  
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**Zineb El Korchi**  
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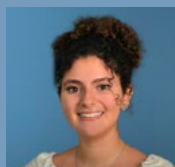
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Program Officer - Community Engagement & Multimedia Programming



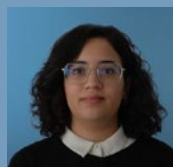
**Amal El Ouassif**  
Specialist - International Relations



**Nabil El Qamçouai**  
Program Officer - Public Policy Lab and Research Support



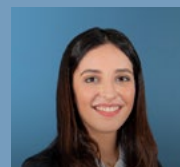
**Sabrina Emran**  
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**Zineb Faidi**  
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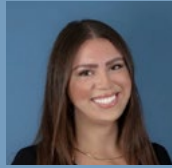
**Karim Fatara**  
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**Zineb Fathi**  
Program Officer - Partnerships & Development



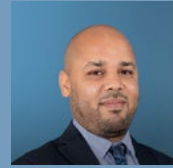
**Fadila Filali**  
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**Khadija Garouji**  
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- Events



**Mokhtar Ghailani**  
Editorial Officer



**Tayeb Ghazi**  
Senior Economist



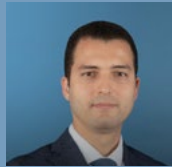
**Nassim Hajouji**  
Chargé de mission to the  
Executive President



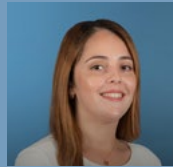
**Abdessalam Saad  
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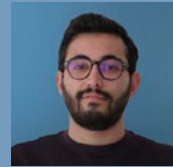
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**Soukaina Laabiri**  
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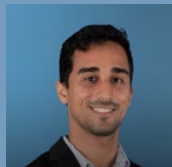
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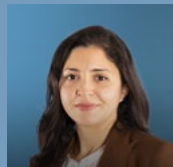
**Badr Mandri**  
Economist



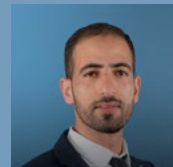
**Fatima Ezzahra  
Mengoub**  
Senior Economist



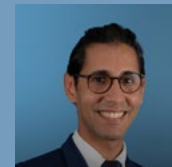
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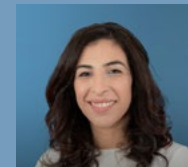
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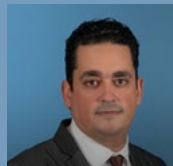
**Sanaa Rahbi**  
Manager - IT



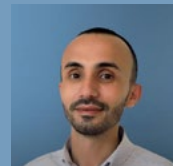
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& Youth Leadership  
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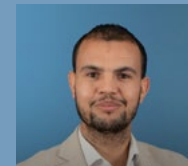
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**Zakaria Snaoui**  
Operation Officer - IT



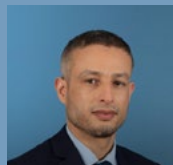
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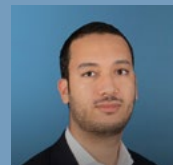
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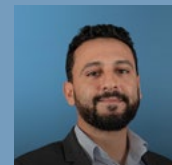
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**Oussama Taybei**  
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