

POLICY CENTER FOR THE NEW SOUTH

# ACTIVITY REPORT 2021



THINK • STIMULATE • BRIDGE





# ACTIVITY REPORT 2021





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# INTRODUCTION

After seven years of intense growth, the Policy Center for the New South has established itself as a [talent factory](#) and a safe space for reflection and evidence-based analyses, in tune with Moroccan, African, and New South concerns and perceptions. Drawing on its experience, the think tank harnessed lessons learnt in recent crises to fine-tune its organizational structure and set a new three-year research program for 2021-2023.

At the institutional level, the year was marked with the granting of common public interest status by the Moroccan authorities to the Policy Center for the New South. This acknowledgement recognizes the Center's public service orientation. It testifies to the Center's multidisciplinary expertise and capacity to provide analysis and recommendations while governed transparently and efficiently. The recognition is both reassuring and compelling and calls upon intensifying efforts in pursuit of our mission. The Center has accordingly amended its bylaws. An ethics committee and an audit committee were set up, as well as a certified auditor in charge of accounts since 2020.

A new organizational structure, better geared towards maintaining high research quality standards, was also put in place. This has already enabled better conceptualization, structuring and scientific and editorial supervision of our publications. Positive results were also obtained in matters of digitalization, knowledge management, communication and research valorization.

Our dual strategic and analytical structure, combining resident and non-resident Senior Fellows in two Committees- the Editorial & Research Oversight Steering Committee and the International Senior Fellows Advisory Committee - contributes to these results.

To strengthen the think tank's specific expertise, situated at the intersection of academic research, public policy, and civil society, three new entities were also established: the Public Policy Lab, the Knowledge Management Unit and the Strategic Monitoring & Analysis unit.

The [three-year research program](#) put in place for 2021-23 builds on such advances and is the fruit of sustained collective effort over many months. It includes seven major programs, of which three target Morocco, three target Africa and one targets the New South. These programs, broken down into research areas, are as follows:

### **Morocco, the Social and Territorial State**

This program comprises the following research lines: Inequalities and Social Inclusion; Governance and Local Development; Political and Social Institutions and Citizenship; and Public Leadership. It covers the social dimension of public policy, a priority now more than ever in the wake of Covid-19. The pandemic put public policies under pressure and requires renewed focus on social development and citizenship.

### **Rethinking Morocco's Economy**

This program comprises the following five research lines: Economic Trend and Macroeconomic Regulation; Energy Transition and Climate Change; Labor Market and Education; Trade and Integration; and Sectoral Policies, Research and Innovation. It takes an in-depth look at what drives national economic emergence and seeks to provide suggestions for revitalizing the national productive system, which plays an essential role in the country's social balance.

### **Morocco in a Changing Global Environment**

This program is broken down into five research lines dealing with the following: Territorial integrity and cross-border dynamics; Maghreb/Africa/Atlantic; the Mediterranean and Europe. Arab and Muslim worlds; and Emerging Powers in the face of a shifting world order. It dissects and analyzes Morocco's regional and continental geopolitical environment, as well as its relations with traditional and emerging world powers.

### **Understanding Internal African Dynamics**

This program revolves around the following five research areas: State Transformations and Institutional Dynamics in Africa; African Societies in the 21st Century; Power Competition within Africa; Peace-Development-Security Nexus, and Migration and Mobility. This program strives to understand internal African transformations and analyze ongoing changes from the political, societal, security, and strategic perspectives.

### **Building an Autonomous Africa in an Interdependent World**

This program encompasses the following four research lines: Power Competition; Africa's Strategic Autonomy; Regional Strategic Dynamics; and Africa in the Wider Atlantic. The objective of this program is to explore and support African efforts towards autonomy, as global influence dynamics make it a key player in current international relations.

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

This program includes five research lines: Structural Transformation, Integration and Trade; Ecological Transition and Natural Resources; Agricultural and Food Security Policies; Labor Market, Education and Social Inclusion; and Research and Innovation. The program explores key drivers of African economic emergence in a changing world and covers all aspects of African structural transformation of production systems, an essential condition for improved well-being and inclusive growth.

### **The New South in an Evolving Globalization**

This program covers four research lines: Africa in the New South; Governance, Multipolarity, Multilateralism, the African Union and International Organizations; Macroeconomics

of the New South; and Global and Regional Public Goods. The program gives special attention to Africa and takes an alternative approach to questions of the New South in the new globalization.

In 2021, the Center produced 139 research publications, including 16 books and its regular annual reports, which now contribute to building a new narrative about Africa: [Annual Report on the Economics of Africa](#); [Annual Report on the Geopolitics of Africa](#); [Atlantic Currents](#).

In 2021, the Center hosted 110 events, including regular flagship events - Atlantic Dialogues, African Peace and Security Annual Conference, 4x4 Directors' Forum, Strategic Dialogues - and high-profile national and international events - Perspectives on Implementing the New Development Model, Decarbonizing the Moroccan Economy, and The UN Food Systems Summit 2021: Identifying African Policy Priorities, to name a few.

Research valorization also grew significantly in 2021, with over 100 Opinions or Op-Eds published. Press and journal references increased 70%, video content viewing increased 49%, and podcast listening increased 155%. Similarly, traffic to the Center's website hovered around half a million unique visitors.

In 2021, the Policy Center for the New South firmly established itself as a breeding ground for new talent, a space of constant experimentation,

emulation, and intergenerational exchange by cultivating a reflective process and a scientific approach rooted in rigorous research and evaluation methods. Leaders, molded by their experiences at the Center today, emerge and enrich the associative, institutional and academic fabrics of Morocco, or elect to pursue their careers at prestigious international organizations and academic institutions. With such a unique working culture and approach, the 40 Senior Fellows and 70 staff members of the Policy Center for the New South stand out for their versatility, openness, and creativity, not to mention analytical expertise.

In reviewing its record, the Policy Center for the New South also views itself as a public good serving the community and proudly continues to contribute to Morocco's emergence as a credible platform for research and dialogue.

Finally, I would like to acknowledge the dedication of the Policy Center for the New South in performing these functions and express the joy of seeing the Center's work recognized and rewarded. I extend my heartfelt thanks to all of Policy Center for the New South staff for their continued commitment, and my gratitude to all readers and partners who continue to place their trust in our institution.

**KARIM EL AYNAOUI**  
Executive President

## SUMN

## THE POLICY CENTER FOR THE NEW SOUTH: A PUBLIC GOOD TO STRENGTHEN POLICIES

The Policy Center for the New South (PCNS) is a Moroccan think tank aiming to contribute to the improvement of economic and social public policies that challenge Morocco and the rest of Africa as integral parts of the global South.

The PCNS pleads for an open, accountable and enterprising "new South" that defines its own narratives and mental maps around the Mediterranean and South Atlantic basins, as part of a forward-looking relationship with the rest of the world. Through its analytical endeavours, the think tank aims to support the development of public policies in Africa and to give the floor to experts from the South. This stance is focused on dialogue and partnership, and aims to cultivate African expertise and excellence needed for the accurate analysis of African and global challenges and the suggestion of appropriate solutions.

As such, the PCNS brings together researchers, publishes their work and capitalizes on a network of renowned partners, representative of different regions of the world. The PCNS hosts a series of gatherings of different formats and scales throughout the year, the most important being the annual international conferences "The Atlantic Dialogues" and "African Peace and Security Annual Conference" (APSACO).

Finally, the think tank is developing a community of young leaders through the Atlantic Dialogues Emerging Leaders program(ADEL) a space for cooperation and networking between a new generation of decision-makers from the government, business and civil society sectors. Through this initiative, which already counts more than 300 members, the Policy Center for the New South contributes to intergenerational dialogue and the emergence of tomorrow's leaders.

# THE NEW RESEARCH PROGRAM

## 2023-2021

Building on its seven years of existence and its nationally and internationally recognized expertise, the Policy Center for the New South is strengthening the role of its research activities and is launching its 2021-2023 research program. This three-year program not only combines the Policy Center's core expertise in international relations, geopolitics, economics and public policy but also looks into the strategic regions that remind us of its identity, from Morocco and Africa to the Global South. The program is structured around seven main programs:

**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 freed from previous tutelage, which has pushed the continent to diversify its alliances, while offering a new alternative view to the neo-liberal conception of globalization, able to give an original impetus to contemporary international relations. 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. This program envisages following the debate on the strategic autonomy of a continent that is beginning to impose itself as an autonomous geo-economic and geopolitical entity, free from previous tutelage, pushing the continent to diversify its alliances, in a world more than ever prey to the Sino-American rivalry that shapes the contemporary international order. 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

This 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.

4

### THINKING ABOUT AFRICA'S EMERGENCE IN THE NEW GLOBALIZATION

This program is committed to exploring the levers of African economic emergence in a changing world. Among the main issues at stake are the question of 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.

5

### RETHINKING THE MOROCCAN ECONOMY

This program is dedicated to Morocco and 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.

6

### MOROCCO IN A CHANGING GLOBAL ENVIRONMENT

This program aims to rethink the new Moroccan foreign policy, in line with the kingdom's ambition to position itself as a partner of choice for various international powers. The program in question conceptualizes the new Moroccan foreign policy that seem to constitute today the dominant paradigm of Moroccan diplomatic doctrine, while redefining its new regional and continental geopolitics, as well as its relations with the traditional and emerging world powers.

7

### MOROCCO, THE SOCIAL AND TERRITORIAL STATE

This program is dedicated to the Moroccan "social and territorial state". Territorial democracy and the transfer of responsibilities to local representatives are essential levers for responding to citizens' aspirations and thus pave the way for full inclusion - of all social classes and all localities. The territorial state also leads to a redefinition of the identity of the public administration, which aims to broaden its fields of action by identifying the best practices and the means necessary to develop its capacities and leadership.

# A FEW KEY FIGURES

115

Employees

From which

72

Researchers

231

Publications &  
Opinions

110+

Events

150+

Participations  
to international  
conferences

4

Languages spoken  
on average by our  
researchers

58

Partners

80

Webinars



13k+

Subscribers to  
our newsletter

250+

Interviews

70k+

Atlantic Dialogues  
online viewers

58k+

Members of our social  
network community

1.9k+

Press references

50

Show episodes

500k+

Unique website  
views

50+

Op-eds in the press

60+

Podcasts

# PUBLICATIONS NUMBER

Our publications are scheduled on a weekly basis around editorial meetings. Current events, along with research programs and the editorial line, guide the themes and formats of our publications.

**123 research publications** and **108 opinion** pieces were published in 2021.

59

Policy Briefs

37

Policy Papers

16

Books & Reports

08

Research Papers

03

Special Issues in an  
Academic Journal

108

Opinions

# THE POLICY CENTER PUBLISHED 4 ANNUAL REPORTS

## THE ECONOMY OF AFRICA

The Annual Report on the Economy of Africa, in its second edition, is published under the editorial direction of Senior Fellow Larabi Jaidi.

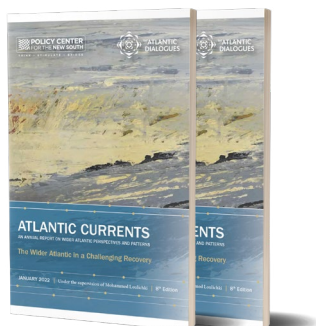


## THE GEOPOLITICS OF AFRICA

This report, devoted to the geopolitics of the African continent, is published under the direction of our Senior Fellow Abdelhak Bassou, in collaboration with renowned African researchers and experts.

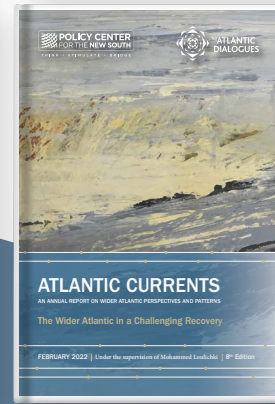
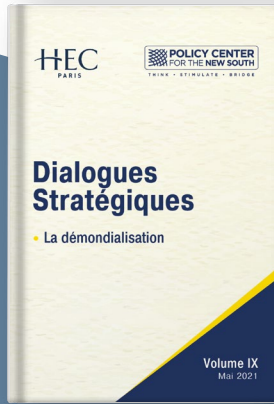
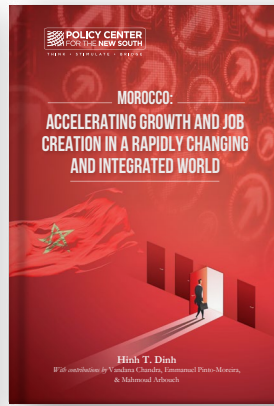
## ARCADIA

The Africa and the Global Commodities Markets (ARCADIA) report is written under the direction of Philippe Chalmin, Professor at the University of Paris Dauphine and Yves Jégourel, Professor at the Chair of Economics of Commodities at the Conservatoire National des Arts et Métiers (CNAM) and Senior Fellow at the Policy Center for the New South. This report is a collaboration between Cyclope and the Policy Center for the New South.



## ATLANTIC CURRENTS

The Atlantic Currents report is the flagship publication of the Policy Center for the New South's annual Atlantic Dialogues conference. It analyzes economic and geopolitical trends in the Atlantic. The report is written under the direction of Mohammed Loulichki, Senior Fellow at the Policy Center for the New South.



# OUR PUBLICATIONS


are now available to a wider audience and are accessible on :



# THINK

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The Policy Center for the New South's primary purpose is to reflect on the future of the New South, Africa and Morocco in the world. The Center continued to study broad trends and historical turning points in 2021 with 123 publications and 108 opinions. Topics covered include the economic impact of the Covid-19 pandemic, the Sino-American rivalry, the situation in Afghanistan and international migration.

Africa, meanwhile, is in the midst of implementing a continental free trade area (AfCFTA), with potentially huge implications. In a context where the energy transition and food security remain major challenges, relations with China seem to have supplanted the traditional partnership with the European Union (EU), struggling to find fresh impetus. Our experts analyzed the impact of conflicts in Ethiopia and Mozambique, while an original analysis of the future of the Middle East and North Africa (MENA) region was published in a NATO dossier.

In Morocco, we looked at both impacts of the health crisis and public policy responses throughout the year. Discussions supported the New Development Model (NMD), which was explored as a case study in "collective intelligence". The Policy Center, in partnership with Enel Green Power, also looked at decarbonizing the Moroccan economy, as well as Morocco's unique position in the global climate system. A number of papers also dealt with the Kingdom's foreign policy, both its maritime and defense aspects, as well as its place "in African narratives", role in the Sahel and relationship with Algeria.





# PUBLICATIONS

## THE NEW SOUTH IN AN EVOLVING GLOBALIZATION

### PANDEMIC: IMPACT AND RECOVERY

Two years into the COVID-19 outbreak, the short-term recovery prospects for developing countries remain risky and uncertain. **Hinh Dinh** discussed this in a Policy Brief titled **‘COVID-19 and the Fiscal Space of Developing Countries’**, adding that the top priority for policymakers should be controlling the spread of the virus by acquiring and deploying vaccines and treatments, as these are non-negotiable expenses. The second priority is to revive domestic production, especially in niche areas integrated into global value chains. In terms of the social impact, specifically on employment, the pandemic drove large swathes of the population into unemployment, particularly affecting minorities, low-skilled workers, and, in emerging and developing market economies, women, who are primarily employed in contact-intensive service jobs. This issue was discussed by **Otaviano Canuto** in his op-ed **‘The Pandemic Will Leave Scars on the Job Market’**. In fact, technological changes including automation and digitization were underway well before the pandemic, and had already started to raise challenges in terms of the need for training or retraining parts of the labor force. Unfortunately, the corporate response to the pandemic exacerbated these trends and is unlikely to be fully reversed.

One notable effect on the global economy of the current crisis has been the return of inflation to developed economies, which went through long

periods of low inflation and sometimes deflation prior to the onset of COVID-19. **Abdelaaziz Ait Ali** and **Uri Dadush** addressed this issue in their Policy Brief **‘Is Rising Inflation a Global Risk?’**. Rising inflation worldwide raises concerns about its potential implications for national macroeconomic stability, and particularly over how central banks might react. The authors argued that inflation is likely to abate, pointing out that core inflation remains below pre-crisis levels in most major economies. They also argued that emerging markets are now less susceptible to ‘sudden stop’ phenomena, in part because many have already transitioned to less-accommodative monetary policies. Nevertheless, should rising prices persist for extended periods, nominal wages are bound to follow, spurring a familiar vicious circle of rising prices and wages; if not, workers will suffer a decline in purchasing power, likely resulting in additional income redistribution towards capital.

Turning to potential avenues for recovery after COVID-19, **Karim El Aynaoui**, **Otaviano Canuto**, **Mahmoud Arbouch** and **Youssef El Jai** addressed the issue of green infrastructure investment in their Policy Brief, **‘Risk Mitigation Tools To Crowd In Private Investment In Green Technologies’**. They argued that new funding mechanisms are needed to enhance private and public sector participation in financing sustainable and climate-resilient infrastructure, and to bridge the green infrastructure financing gap.



## A TURNING POINT IN THE POST-1991 WORLD ORDER

Crises proliferated in 2021, shaking the core of the post-1991 international order. China-U.S. rivalry continues to grow in intensity and magnitude, and reached worrying proportions, climaxing with the U.S. decision to diplomatically boycott the Beijing Winter Olympics. China-U.S. rivalry extends to all functional domains and geographical theaters. It plays out in the military, diplomatic and information arenas, as well as in economic and technological terms. Manifestations of this extend beyond the Indo-Pacific space that crystallizes China-U.S. rivalry, to all corners of the world, including Africa and Europe. Senior Fellow **Uri Dadush** explored this perspective in a Policy Brief titled **'Is China a Developing Country?'** He examined the characteristics inherent in China's dual status as both a global power and a developing country, making Beijing a singular actor on the global stage, and wondered just how much scope there is for the West to maneuver in the face of China's ambivalent power status.

The Taliban takeover of Kabul, reshuffling the geopolitics of Central Asia, dominated international news in summer 2021. Senior Fellow **El Mostapha Rezrazi**, in a Policy Brief titled **'The Fall of Kabul and the Taliban'**, looked at the disastrous collapse of the Afghan regime, exacerbating the weaknesses of Washington's crisis management and anticipation mechanisms, and assessed the global geopolitical consequences of the Taliban's return to power.



International relations in 2021 put a spotlight on migration. The last 12 months saw rising numbers of migrants, to reach a record 281 million people according to the International Organization for Migration (IOM), despite the brutal impact of the COVID-19 pandemic on displacement. Senior Fellow **Ivan Martin**, in a Policy Brief titled **'New Pact of Migration and Asylum in the European Union: What Stakes for the Maghreb and Africa?'**, examined the impact of the new European pact on migration and asylum, setting the stage for a paradigm shift both in the EU's approach to international cooperation and in Brussels' relations with its Maghreb and African neighborhood. **Amal El Ouassif**, in an article prepared in collaboration with the French Institute of International Relations (IFRI), **'The African Union's Agenda on Migration: An Alternative to European Priorities in Africa'**, examined the specificity of Africa's place in the geopolitics of international migration.

# BUILDING AN AUTONOMOUS AFRICA IN AN INTERDEPENDENT WORLD UNDERSTANDING INTERNAL AFRICAN DYNAMICS

## AFRICA: A KEY PLAYER IN INTERNATIONAL RELATIONS IN 2021

Africa continued to grow in geopolitical importance in 2021, not only because of the challenges it faces, but also in light of new opportunities. Africa took a step towards strategic autonomy with the coming into force of the African Continental Free Trade Area (AfCFTA), considered a milestone in building a vast Africa-wide regional market. **Abdessalam Jaldi**, in a Policy Brief titled **'The African Continental Free Trade Agreement (AfCFTA): Legal Overview'**, called for efficiently activating South-South and North-South cooperation strategies to improve Africa's integration into the world economy and geopolitical balance. Africa benefits from positive multilateral cooperation momentum, in contrast, for example, to the situation in the Middle East, where internal fractures undermine regional and continental cooperation.



Senior Fellow **Nouzha Chekrouni** wrote of this in **'African Solidarity'**, a chapter in the Annual Report on the Geopolitics of Africa. She emphasized the importance of the principle of solidarity, overused by a number of African Union (AU) bodies and African regional organizations, including SADC, COMESA, and ECOWAS, to remedy COVID-19 pandemic effects and compensate for the inadequacy of African social systems.

As Africa becomes more important on the global geo-economic and geopolitical stages, it is more than ever at the center of attention of global, emerging, and regional powers. China, whose strategic competition with the United States is certainly felt in Africa, is now Africa's main partner. China's health and vaccine diplomacy, combined with its Belt and Road Initiative, helped it reap significant dividends in Africa, to the detriment of Africa's long-term main economic and trade partner, the European Union. Policy Center for the New South International Relations Specialist **Redouan Najah**, in a Policy Brief titled **'China's Forum Diplomacy in Africa: Will "Focac" 2021 Bring Surprises?'**, outlined the main features of the 8th China-Africa Summit (FOCAC) in Dakar, which aimed to boost Beijing's influence in Africa. In a chapter of the Annual Report on the Geopolitics of Africa, **'The New EU-Africa Partnership Strategy Post-Cotonou'**, **Abdessalam Jaldi** outlined the features of the EU's new Africa policy, moving away from the donor-recipient relationship that has governed EU-Africa relations since decolonization, and towards addressing Africa as an autonomous economic and

geopolitical entity. Likewise, **Dominique Bocquet**, in a Policy Brief titled **'Which German Partner for Africa? The Continent in the Face of the Scholz Government'**, provided an interpretation of Africa's place in Germany's new foreign policy under the new coalition in power in Berlin, a rare phenomenon in German political life, according to the author. Both the Social Democrats and the Greens, the major parties in the new government, place considerable significance on the notion of development, making likely greater German engagement in Africa. On a different note, Policy Center for the New South International Relations Specialist **Oumnia Boutaleb**, in a policy paper titled **'Dubai Port World and the UAE's Diplomatic Leverage in Africa'**, examined how Dubai Port World became an instrument for Abu Dhabi's expansion. Despite operating port terminals in seven African countries, the UAE now faces tough competition, particularly following DP World's expulsion from the international port of Doraleh in Djibouti.



Although progress has been made, Africa continued to face its own security challenges in 2021. Policy Center for the New South Senior Fellow **Benjamin Augé**, in a Policy Brief titled **'Cabo Delgado Province: Commonalities and Differences with Other Lands of Self-Proclaimed Jihadism in Africa'**, examined the terrorist threat posed by Al-Shabaab to gas discoveries off the coast of Cabo Delgado province in northern Mozambique. Terrorist risks and the close ties Al-Shabaab has put in place with other terrorist movements operating on the continent led to the departure of Total, the oil major developing these offshore fields. Senior Fellow **Hisham Aidi**, in a Policy Brief titled **'The Tigray War and the African Union'**, discussed the Tigray conflict in Ethiopia in the context of ethnic federalism, and highlighted the role of the African Union in resolving the conflict between Addis Ababa and the Tigrayan insurgents, which could cause the implosion of the country. Most armed conflicts in Africa are cross-border and not geographically circumscribed. International Relations Specialist **Amal El Ouassif**, in a policy paper titled **'Terrorist Insurgency in Northern Mozambique: Context, Analysis, and Spillover Effects on Tanzania'**, discussed the possible impacts of the security crisis in northern Mozambique on neighboring Tanzania. Senior Fellow **Rida Lyammouri**, in a Policy Brief titled **'Literature Paper: Jihadist Armed Governance in Mali'**, explored the informal governance system of jihadist armed groups in the Sahel, providing both theoretical and empirical insights.



# THINKING ABOUT AFRICA'S EMERGENCE IN THE NEW GLOBALIZATION

## BUILDING A FRAMEWORK FOR THE FUTURE

In the wake of the onset of the COVID-19 pandemic in 2020, 2021 brought many insights into the present and future development of African nations. **Hinh T. Dinh**'s research paper, '**Africa's Development Issues After COVID-19**', focused on long-term structural problems facing sub-Saharan Africa, including low productivity and resource dependence, in addition to the devastating effects of the health crisis on healthcare, taxation, currency, the informal market, and debt service.

As issues of youth and civil society, employment, integration, and economic transformation are of equal concern to Africa and its partners, **Tayeb Ghazi**, in a Policy Brief titled '**The Atlantic Corridor in the Service of an EU-Africa-Mediterranean Partnership**', argued that the Euro-Mediterranean-Africa partnership ought to be based on co-development and co-production, rather than being based solely on trade (free trade) and financial aid.



AfCFTA implementation has sparked debate on opportunities and constraints posed by different forms of integration. Trade integration plays a central role, as expressed in **Isabelle Tsakok**'s analysis of the opportunities and challenges of AfCFTA for South Africa ('**The Republic of South Africa and the African Continental Free Trade Area: Opportunities and Challenges in a Post-COVID-19 Environment**')

and Mauritius ('**The Republic of Mauritius and the African Continental Free Trade Area: Opportunities and Challenges in a Post-COVID-19 Environment**'); and in **Mina Balamoune**'s exploration of the relationship between trade, infrastructure, and labor market performance ('**Trade and Labor Market Outcomes: Does Export Sophistication Affect Women's Wage Employment?**' and '**Trade, Infrastructure, and Female Participation in Labor Markets**').



Beyond trade integration, **Emmanuel Pinto Moreira**'s paper, '**From CFA to ECO: Opportunities and Challenges of Economic and Monetary Cooperation in West Africa**', shed light on monetary integration issues in the transition from the CFA franc to the ECO, and the significant changes to the monetary landscape and institutional framework of West African states. This is a major contribution to the policy debate on the readiness of West African states for a single currency.

At the sectoral level, issues of agricultural and food chain transformation were prominent, considering their relevance to structural transformation for greater productivity and growth, and to decent job creation and continental complementarities. A number of contributions deserve to be mentioned in this regard, including that of **Pierre Jacquemot** on '**reclaiming agri-food sovereignty in post-COVID-19 Africa**', which suggested resilience opportunities for many African agricultural regions already in

difficulty before the COVID-19 pandemic suddenly shut them down. Also worth mentioning are the pertinent analyses provided by [Isabelle Tsakok](#) and [Fatima Ezzahra Mengoub](#) on 'Policy Options for Food Systems Transformation in Africa - From the Perspective of African Universities and Think Tanks', and 'Genetically Modified Organisms: Promising or Problematic for Food Security?'

## CHALLENGES TO THE GREEN TRANSITION

Reflections on raw materials played a prominent role in advocacy for the green transition, especially considering Africa is a continent of natural resources. A number of these studies focused on trends, opportunities, challenges, and strategies. These notably included Policy Briefs by [Landry Signé](#) ('Africa's Mining Potential: Trends, Opportunities, Challenges and Strategies'), and Yves Jégourel ('Between Two Worlds: A Changing International Aluminum Market'). Furthermore, a few papers addressed green transition issues, including [Yves Jégourel](#)'s paper on the future of natural gas, 'From Environmental Transition to Energy Crisis: Does Natural Gas Have a Future?' [Francis Perrin](#)'s case for Africa's natural gas, on the other hand, argued that climate change is mainly driven by massive production and consumption of fossil fuels, oil, coal, and natural gas in descending order of global energy consumption. The debate over this critical issue thus includes those who seek to reduce the share of fossil fuels, including natural gas, in the world's energy balance as much and as quickly as possible. Others believe natural gas is necessary in the energy transition as it generates lower carbon dioxide emissions than oil, and substantially less than coal, as the world cannot quickly dispense with fossil fuels. Accordingly, it is advisable to favor gas, especially as a substitute for coal in the production of electricity.



In addition to primary sector transformation, digitization is broadly recognized as a most promising avenue for implementing Agenda 2030 for sustainable development and Africa's Agenda 2063. Yet, digitization brings its own challenges at economic, political, and social levels. [Hamza Saoudi](#) wondered about the impact of new technologies on employment and the workforce in his paper 'What are the implications for developing countries, especially in Africa?' He argued that ongoing technological advances offer new opportunities for improved productivity and economic growth. However, they also come with growing concerns about future impacts on the labor force, especially in the current context of high and rising inequality and labor-market polarization.

## RETHINKING THE MOROCCAN ECONOMY

### POST-HEALTH CRISIS CHALLENGES, ISSUES, AND OPPORTUNITIES



As in other countries worldwide, the COVID-19 pandemic in Morocco progressed from a health crisis to an economic and social crisis with severe repercussions. This exposed the extent of the informal economy, social sector deficiencies, and poor social safety nets. Morocco nevertheless stood out for its swift vaccine rollout. It seized the opportunity to launch an ambitious health system overhaul program during the crisis. Policy Center Senior Fellow **Uri Dadush**, in a Policy Brief titled **'Pandemic Preparedness, Morocco and Africa'**, calls for the world, and Africa in particular, to be better prepared for the next pandemic: **"Preparing for the next pandemic is an essential investment. To do it right, countries need to maintain flexibility and strengthen global health networks, not abandon them. With its new law on health, Morocco has taken a step in the right direction"**.

In 2021, it was ten years since the Arab Spring. Policy Center for the New South President **Karim El Aynaoui** and Economist **Oumayma Bourhriba** contributed to a North Atlantic Treaty Organization (NATO) Dossier, **'Beyond Arab Risings, What Kind of**

**Future?'** The Dossier examined the future dynamics of a region that continues to experience substantial instability. Compiling perspectives from a group of leading regional and international analysts, this publication examined the socio-economic and political conditions that have energized civil society aspirations, often stifled by legacy issues in addition to emerging challenges.

A new government was elected in Morocco in 2021. The Head of Government's five-year program addresses the urgent need for integrated and sustainable development. The Policy Center, in partnership with Enel Green Power, examined the issue of decarbonizing the Moroccan economy. According to our researchers **Rim Berahab** and **Afaf Zarkik**, this multi-sectoral effort must be sustainable and has three aspects: the economic, environmental and social, so that **'no one is left behind'**, as social considerations are often caught between eco-centric and/or anthropocentric approaches. These reflections were translated into a series of four Policy Briefs on **'The Decarbonization Trajectory of the Moroccan Economy'**, which set out scenarios with cost-benefit analyses and short-, medium-, and long-term policy recommendations.

**Rim Berahab** and **Afaf Zarkik**, with the guidance of **Uri Dadush**, focused on energy transition and climate change in Morocco and published papers on Morocco's place in the global climate system. These included the Policy Brief **'Morocco at COP 26'**, and work on the impacts on the Moroccan economy of the EU carbon border adjustment mechanism in **'What effect will the EU's Carbon Border Tax have on Morocco, and how should Morocco react?'**

Finally, 2021 also saw the publication of the general report of the Special Commission on the New Development Model (NMD). In his assessment report **'A Moroccan model of collective intelligence: The Special Commission on the Development Model (CSMD)'**, **Dr. Lex Paulson** considered the NMD a genuine success in deploying 'participation'-based collective intelligence.



# MOROCCO IN A CHANGING GLOBAL ENVIRONMENT

## MOROCCO SEEKING STRATEGIC AUTONOMY IN A RECONFIGURING REGIONAL ENVIRONMENT



A consistent foreign policy builds ties to a country's environment based on identifying strengths and promoting interests. Policy Center for the New South Senior Fellow **Jamal Machrouh** explained this in a Policy Brief titled **'Morocco's Geo-Maritime Challenges and Prospects'**, in which he stressed the need for Morocco, with its natural assets, to develop a maritime policy that consolidates its global geopolitical standing. Meanwhile, Senior Fellow **Rachid El Houdaigui**, in a Policy Paper co-authored with **Dr. Abdelhamid Bakkali**, **'The Legal Regime of the Defense Industry in Morocco'**, explored the implications of Law No. 10-20 and its implementation decree, governing a national industrial defense policy capable of establishing true national sovereignty. Morocco is keen to expand its strategic autonomy, notably through diversifying alliances, and pursues a foreign policy that combines foundations of both the realist and constructivist principles in international relations, overcoming ideological divides to rationally

defend national interests, while asserting a specific identity within the international community. International Relations Specialist, **Youssef Tobi**, in a Policy Brief titled **'The Emergence of the South in International Relations: The Place of Morocco in African Narratives'**, expanded on the place Africa holds in contemporary international relations, while questioning the role Morocco can play to maintain the momentum of North-South cooperation and consolidate international cooperation.

In 2021, Morocco pressed ahead with its structural transformation plan, with a blend of fortitude and foresight, including through the formulation of the New Development Model and the extension of social security coverage, foreshadowing a new era of reform. The triple elections—legislative, regional, and communal—on September 8, 2021, were a landmark in this process.



Morocco's immediate strategic environment, i.e. the Maghreb, is undergoing significant geopolitical reconfiguration, in bleak security and socio-economic conditions exacerbated by the COVID-19 crisis that hit Maghreb economies hard. Senior Fellow **Mohamed Loulichki**, in an opinion titled **'The Break Between Algeria and Morocco: A Leap Into the Unknown', focused on Algiers'** unilateral decision to sever diplomatic relations with Rabat, with a focus on



the political, diplomatic, and human consequences of the decision. On Tunisia, [Abdessalam Jaldi](#), in his policy paper **‘Tunisia’s Democracy and the Test of Economic Transition’**, drew a parallel between the inability of the revolution to translate democracy into social progress and the mistrust among Tunisians of the institutions of the Second Republic, which Jaldi considers a threat to the democratic order stemming from the 2014 Constitution. International Relations Research Assistant [Noamane Cherkaoui](#), in a Policy Brief on **‘Elections in Libya: A Troubled Democratic Transition’**, examined the stakes of Libyan elections, a crucial milestone in pacifying a country split into two culturally and historically heterogeneous regions, de facto controlled by foreign powers: Tripolitania in the west, where forces mobilized by Turkey helped [Faez Sarraj](#)’s Government of National Accord (GNA) to repel Marshal Khalifa Haftar’s offensive against the capital and regain control of the region, and Cyrenaica in the east, ruled by Marshal Khalifa Haftar

with Russian military support, exacerbating Libya’s post-conflict reconstruction challenges.

Morocco’s African policy is now the dominant paradigm in its contemporary foreign policy. In this light, the Sahel-Saharan region, beset by jihadist insurgency, is of paramount importance not only for Rabat, but for all Maghrebian capitals, insofar as the region is a vital interface between the Maghreb and sub-Saharan Africa. This finding led [Youssef Tobi](#) and [Noamane Cherkaoui](#) to question the geopolitical interactions of Maghreb countries with the Sahel and the ensuing competition in a policy paper titled **‘The Maghreb’s Outlook Towards the Sahel: An Analysis of Morocco, Algeria, and Mauritania Standpoints’**. The authors emphasized the willingness of Morocco, Algeria, and Mauritania to deepen their strategic engagement with the South and cultivate close relationships with Sahelian neighbors.



# MOROCCO, THE SOCIAL AND TERRITORIAL STATE



## MOROCCO'S SOCIAL OUTLOOK

In a Policy Brief titled '**Moroccan Women in the New Development Model**', [Abdessalam Jaldi](#) and [Ayah Isbayene](#) pointed out that despite indisputable progress on women's rights, featured 43 times in the New Development Model Commission's report, notably through legislative changes, gender equality is still very much a work in progress. The two researchers recommended strengthening mechanisms for combating violence against women, revising the Family Code, and strengthening women's political and economic autonomy to reinforce women's rights.

In a policy paper on '**The Mission Enterprise and the Regulation of the Fourth Sector in Morocco: Status, Practices and Development Prospects**', researchers [Abdelaaziz Ait Ali](#) and [Ahmed Ouhnini](#) analyzed the legal and institutional mechanisms enabling Moroccan corporations to combine market-driven business approaches with social and environmental objectives. They focused on existing legal mechanisms that allow differing models of for-profit organizations to earn profits and engage in mission-driven practices. Both academics called for legal innovation to support

new mission-based enterprises through specific legal mechanisms to regulate business activities, as well as tax incentives that enable pre-existing for-profit enterprises to pursue a social or environmental purpose, while fostering the growth of an ecosystem of responsible entrepreneurship.



# OPINIONS



The repercussions of the global health crisis, and the outlook for economic recovery resonated particularly with Policy Center for the New South experts in 2021. At global level, Senior Fellow **Otaviano Canuto**, in an opinion article titled **'Supply Chain Disruptions and Bottlenecks Are Holding Back Global Economic Recovery'**, focused on the impact of global supply chain disruptions on inflation, the labor market, and the energy transition. In another opinion article, **'Global Imbalances and the Pandemic'**, he argued that the pandemic has deepened current account imbalances, and that countries facing excessive current account balances should strive to reduce fiscal deficits over the medium term, and implement reforms to boost competitiveness.

In Africa, global economic uncertainty has not prevented pursuit of deeper integration. In an opinion piece titled **'AfCFTA: A Commitment to Trade and Inclusive Structural Transformation'**, Senior Economist **Tayeb Ghazi** argued that key priorities to achieving AfCFTA and other African initiative objectives are to eliminate constraints holding back structural transformation for greater productivity and growth, decent jobs, and continental complementarities, among other things.

Beyond intra-African integration, International Relations Research Assistant **Hamza Mjhed** examined Africa's relationship with its main partner, the European Union (EU), emphasizing the intricacies of promoting a robust Africa-EU partnership in an opinion article titled **'Revitalizing the Africa-EU Partnership'**. He argued that African and European leaders ought to start by considering narrower, more-focused priorities to develop a more comprehensive strategy for the future. Senior Fellow **Nezha Alaoui M'Hamdi** analyzed the relationship between the EU and its Mediterranean vicinity in **'The EU's New Agenda for the Southern Mediterranean: Perspectives for Morocco'**. In addition to ongoing economic challenges facing Africa, a number of geopolitical and security challenges compound the health crisis and undermine prospects for economic recovery. Strategic Intelligence and Analysis Unit Manager **Sara Hasnaa Mokaddem** explored the implications of instability in Ethiopia in an article titled **'Ethiopia: The Troubling Economic and Social Impact of Conflict in Tigray'**. She reported that internal tensions in northern Ethiopia impede economic recovery in the country, and create a dire humanitarian situation. She emphasized that the way out of the conflict is not through international



sanctions, but rather through internal mechanisms, as Ethiopia's political culture rejects any form of external interference.

The COP26 climate summit resonated with Center researchers, in particular on the issue of energy resource governance in Africa in light of recent oil and gas discoveries on the continent. Senior Fellow [Francis Perrin](#) analyzed these issues in a series of articles titled respectively 'Oil discovery in Côte d'Ivoire: five key points', 'Oil and gas in Senegal: heading for 2023', and 'Africa's case for natural gas'. The author argued that natural gas is highly relevant for African countries, mainly as a substitute for coal in power generation, and can play a significant role in the African energy landscape.

Keeping abreast of both African dynamics and broader international relations, our experts studied the ramifications of the post-COVID-19 global geopolitical reshuffle, from Africa to the Indo-Pacific region.

Senior Fellow [Hisham Aidi](#), in a paper titled 'Servitude and Protest Movements in the Sahel', explored new forms of slavery and violence in the Sahel, where

Jihadist insurgency is preventing the deployment of infrastructure needed for new inclusive societies to emerge. Similarly, Senior Fellow [Abdelhak Bassou](#), in an opinion titled 'Chad: a military transition tolerated, but facing internal pitfalls', analyzed aspects of Chad's military-led transition, following the abrupt demise of former Chadian President Idriss Déby, in a bleak internal and regional security context that is undermining the country's development. International Relations Specialist [Nihal El Mquirmi](#), in an opinion piece entitled 'Sudan at the Crossroads', examined the stakes of Sudan's democratic and economic transition in light of the October 25, 2021, military coup against the transitional government, thrusting Sudan into limbo.

Foreign interference in Africa persisted in 2021, as multiple powers courted the continent. Senior Fellow [Rida Lyammouri](#) addressed the specifics of U.S. engagement in the Sahel-Sahara in a note titled 'The Engagement of the United States in the Sahel'. Emphasizing that the U.S. approach to the Sahel countries is shaped by security considerations and the fight against terrorism, the author called on Washington to develop an inclusive Sahelian policy to



enhance the resilience of Sahel nations to the many external security challenges they face.

Senior Fellow **Uri Dadush**, in his opinion **'Biden's Surprises'**, looked back at the first 100 days of the Biden Administration, which brought the onset of three transitions. First, a colossal \$6 trillion economic stimulus package, equivalent to 29% of U.S. GDP was released. Second, the aggressive U.S. policy toward China continued. Third, the takeover of the Republican Party by supporters of former president Donald Trump was entrenched. Such an outlook, according to the writer, led the 46th U.S. President to implement a massive spending policy aimed at accommodating the U.S. middle class and the large minority underclass, while taking a hard line on Beijing, which has a terrible reputation in the U.S. However,

pursuing a protectionist policy that converges with Biden's economic populism, combined with a hard-line approach to Beijing, is likely to cause significant distortion to the global economy. Similarly, Senior Fellow **Dominique Bocquet**, in his paper on **'The European Union-China investment agreement: a two-fold test'**, underlined both the benefits and the limitations of the EU investment agreement with Beijing. Finally, International Relations Research Assistant **Hamza Mjahed** discussed the political reconfiguration brought about by Germany's last election cycle, which brought to an end almost 20 years of conservative right-wing Christian Democratic Union (CDU) political hegemony. He questioned the stability of the new German government's composition in his note, **'Elections in Germany: a change without a break'**.

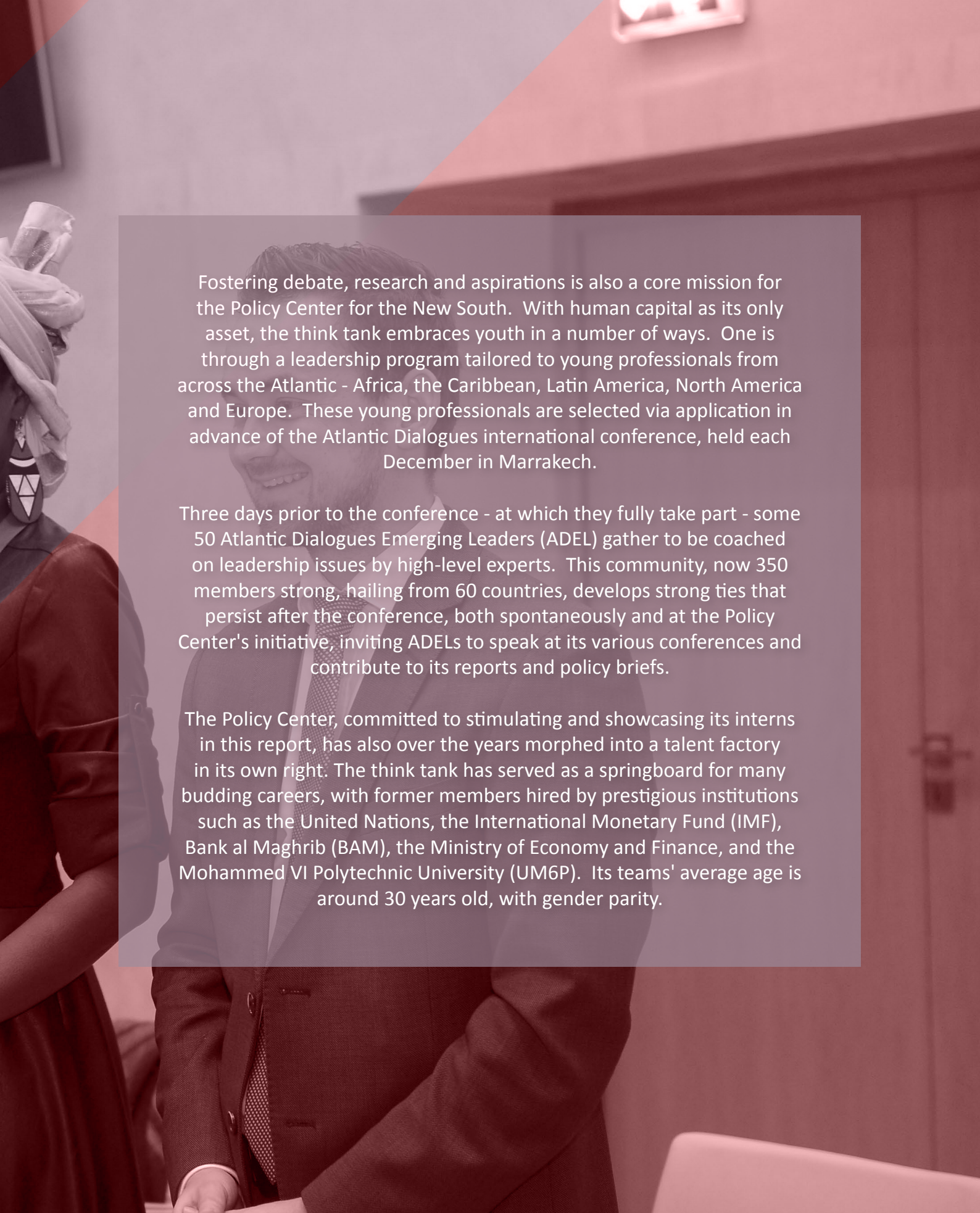


# STIMULATE

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Fostering debate, research and aspirations is also a core mission for the Policy Center for the New South. With human capital as its only asset, the think tank embraces youth in a number of ways. One is through a leadership program tailored to young professionals from across the Atlantic - Africa, the Caribbean, Latin America, North America and Europe. These young professionals are selected via application in advance of the Atlantic Dialogues international conference, held each December in Marrakech.

Three days prior to the conference - at which they fully take part - some 50 Atlantic Dialogues Emerging Leaders (ADEL) gather to be coached on leadership issues by high-level experts. This community, now 350 members strong, hailing from 60 countries, develops strong ties that persist after the conference, both spontaneously and at the Policy Center's initiative, inviting ADELS to speak at its various conferences and contribute to its reports and policy briefs.

The Policy Center, committed to stimulating and showcasing its interns in this report, has also over the years morphed into a talent factory in its own right. The think tank has served as a springboard for many budding careers, with former members hired by prestigious institutions such as the United Nations, the International Monetary Fund (IMF), Bank al Maghrib (BAM), the Ministry of Economy and Finance, and the Mohammed VI Polytechnic University (UM6P). Its teams' average age is around 30 years old, with gender parity.

# ATLANTIC DIALOGUES EMERGING LEADERS, A VIBRANT COMMUNITY



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The Policy Center for the New South promotes young people as key agents of change and as effective stakeholders in decision-making, with the goal of fostering intergenerational dialogue.

The Atlantic Dialogues Emerging Leaders (ADEL) program has two main aims: promote international dialogue and cooperation, and build bridges across cultures, regions, sectors, and generations. The Policy Center seeks to position ADELS as the leaders of today and of tomorrow.

Program graduates make up an active community and network of emerging leaders in the Atlantic region and Africa. To date, the Policy Center has cultivated a community of 350 program graduates from over 60 countries and a variety of backgrounds. These young leaders are connected to Policy Center activities through research, involvement in Policy Center events (conferences, seminars, and webinars), occasional collaboration on issues of common interest, and through deployment of

high-impact social projects supported by the Policy Center.

Through this community, the Policy Center contributes to intergenerational dialogue and to the creation of spaces that support such exchanges. In 2021, for the second year, the Policy Center for the New South was unable to hold its annual program because of the ongoing COVID-19 pandemic. The Center therefore focused on ADEL Community-related activities and the creation of spaces for intergenerational dialogue. In 2021, with the COVID-19 pandemic still very much a part of daily life, the Policy Center once again turned to the digital space for its annual conferences, including the Atlantic Dialogues held throughout November and December 2021. In keeping with its mission to foster intergenerational dialogue, the Policy Center enlisted ADEL Community members as speakers and session moderators for the landmark conference's high-level panels.



# CONFERENCES, EVENTS AND WEBINARS

## ATLANTIC DIALOGUES SESSIONS



*Julian Colombo*



*Tosin Durotoye*



*Bushra Ebadi*



*Nchimunya Hamukoma*



*Youssef Kobo Aouriaghel*



*Juan Diego Mujia Filipi*



*Jessica Gottsleben*



*Prince Boadu*



*Hanae Beza*



*Pablo Medina*



*Omayra Issa*



*Rumbidzai Chisenga*

- The Technology-Human Rights Nexus : Finding Balance - *Julian Colombo & Jessica Gottsleben*
- Rebuilding an Inclusive Post-Covid Social Contract - *Tosin Durotoye & Bushra Ebadi*
- Great Threats to Humanity: Sustainable Energies and Climate Change - *Nchimunya Hamukoma*
- Shifting Education Paradigms: Are Classrooms Obsolete? - *Youssef Kobo Aouriaghel*
- Reworking the Work Model - *Juan Diego Mujia Filipi, Prince Boadu & Hanae Beza*
- Leveraging Big Data and Innovation for the South in the Global Economy - *Pablo Medina*
- Demographic Shifts and the Pandemic - *Omayra Issa & Rumbidzai Chisenga*

## THE EUROPEAN GREEN DEAL AND THE MAGHREB COUNTRIES



European Commission adopted the European Green Deal, a program designed to make the European Union's economy environmentally sustainable.

In this context, the Policy Center and the Istituto per gli Studi di Politica Internazionale (ISPI, Italian Institute for International Political Studies) hosted a webinar on October 21, 2021, examining the Green Deal and its implications for Maghreb countries. ADEL Moroccan alumnus, Ayman Cherkaoui, coordinator and in charge of Strategic Development at the Mohammed VI Foundation for Environmental Protection, took part in this webinar alongside a number of experts from different regions and backgrounds.

# CONTRIBUTIONS AND PUBLICATIONS

## POLICY BRIEFS

ADELS made a number of notable Policy Brief contributions in 2021, some jointly with Policy Center staff:

- African Cities in Times of Covid 19 - *Paola Maniga & Yassine Moustanjidi*
- Terrorist Insurgency in Northern Mozambique: Context, Analysis, and Spillover Effects on Tanzania - *Seleman Kitenge* in collaboration with *Amal El Ouassif, Researcher at PCNS*
- La politique africaine d'Emmanuel Macron - *Patricia Ahanda*



## OPINIONS

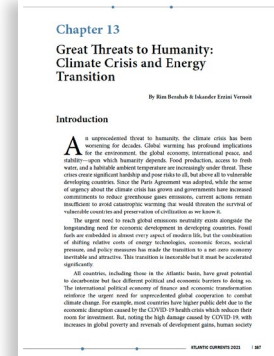
As in previous years, the Policy Center opened its website for ADELS to publish opinions. The objective was to provide an intergenerational space and allow young ADEL network experts to contribute. A total of six opinions were submitted, written by 2021 program winners:

- The Role of Eco-Industrial Parks in Environmentally-Responsible Economic Growth - *Nadia Makara*
- Forum Génération Égalité : Emmanuel Macron veut faire de la France le pays leader des droits des femmes - *Patricia Ahanda*
- Opening Science Through the Decolonization of Knowledge - *Bushra Ebadi*
- Angela Merkel: il était une fois une femme leader sur la scène internationale - *Patricia Ahanda*
- Weathering the changing needs to regulate financial inclusion - *Morten Seja (& Omair Azam, Charlie Knight, Hadley Hilgenhurst)*
- Green Finance Taxonomies- a Framework to Measure how Green Economic Activities are - *Morten Seja (& Charlie Knight, Hadley Hilgenhurst).*

## ATLANTIC CURRENTS

The 8th edition of the Atlantic Currents Report provided an in-depth analysis of Atlantic country struggles in the fight against COVID-19. It also looked at the hopes and challenges emerging post-COVID-19—thus the title ‘The Wider Atlantic in a Challenging Recovery’. The ADEL Community contributed a chapter written by one of its graduates—‘Great Threats to Humanity: Climate Crisis and Energy Transition’ by Iskander Erzini Vernoit (with Rim Berahab, Senior Economist at the Policy Center).

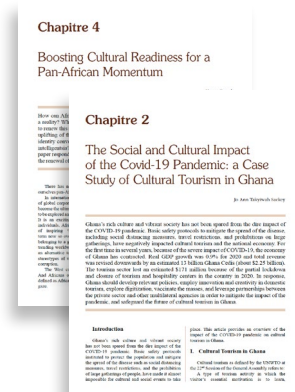
- *Iskander Erzini Vernoit (& Rim Berahab, Senior Economist at PCNS)*



## ANNUAL REPORT ON THE GEOPOLITICS OF AFRICA

The 2021 edition of the annual Africa Geopolitics Report, the fourth, was in keeping with the spirit of the Policy Center for the New South, which advocates for an Africa that is an integral part of the global South and an emerging player in world affairs. The report addressed the COVID-19 pandemic and other issues of importance to the continent. Two Emerging Leaders each contributed a chapter to this report:

- "Boosting Cultural Readiness for a Pan-African Momentum" - *Hanae Beza*
- "The Social and Cultural Impact of the Covid-19 Pandemic: A Case Study of Cultural Tourism in Ghana" - *Jo Ann Takyiwah Sackey*.



## POLICY PAPER ON PURPOSE-DRIVEN COMPANIES AND THE REGULATION OF THE FOURTH SECTOR

The ‘Purpose-driven Companies and the Regulation of the Fourth Sector’ research project is part of an inter-institutional initiative involving the Ibero-American General Secretariat (SEGIB), the United Nations Development Program (UNDP), and the International Development Research Centre (IDRC). This project seeks to define new rules and regulations for the ‘fourth sector’ in Morocco, comprising businesses that have a triple impact—economic, social and environmental—and contribute to the achievement of sustainable development goals.

The findings of this study are part of a broader vision of building public awareness through policy and creating proper legislation for a fairer, more resilient, and sustainable business sector.

ADEL and Peruvian lawyer Juan Diego Mujica Filippi served as academic coordinator of this project, in which two Policy Center experts were involved: Economics Research Assistant Ahmed Ouhini and Senior Economist Abdelaaziz Ait Ali.

## EMERGING LEADERSHIP RESEARCH PROJECT

Emerging leadership is a core concern for the Policy Center. That is why the Center, working through its Emerging Leaders Unit, decided to take part in a research project on emerging leadership.

While there is a wealth of scientific research on leadership worldwide, a number of areas remain unexplored. These include youth leadership, the cultural dimension of leadership, leadership development in the context of developing countries in the South, and the role of networks in the emergence and development of leadership capacities.

In this context, the Economia HEM Research Center, in partnership with the Policy Center, conducted a study titled 'Emergence and Development of Leadership Capacities: Northern Countries, Southern Countries'. An online questionnaire was put out for ADEL community members to participate in the study.

## ADEL 2021 PORTRAITS



The Policy Center published 14 ADEL Program graduate portraits on its website in 2021. The series of portraits chronicles the stories and journeys of the community's emerging leaders. More than just a biography, the journalistic approach captures successes and sheds light on the roots of network members' leadership qualities and quests to make a difference in their communities. In these portraits, we highlight some of these unique stories and emphasize the role of young people as a key catalyst for change. All 14 portraits are available on the Policy Center for the New South website.



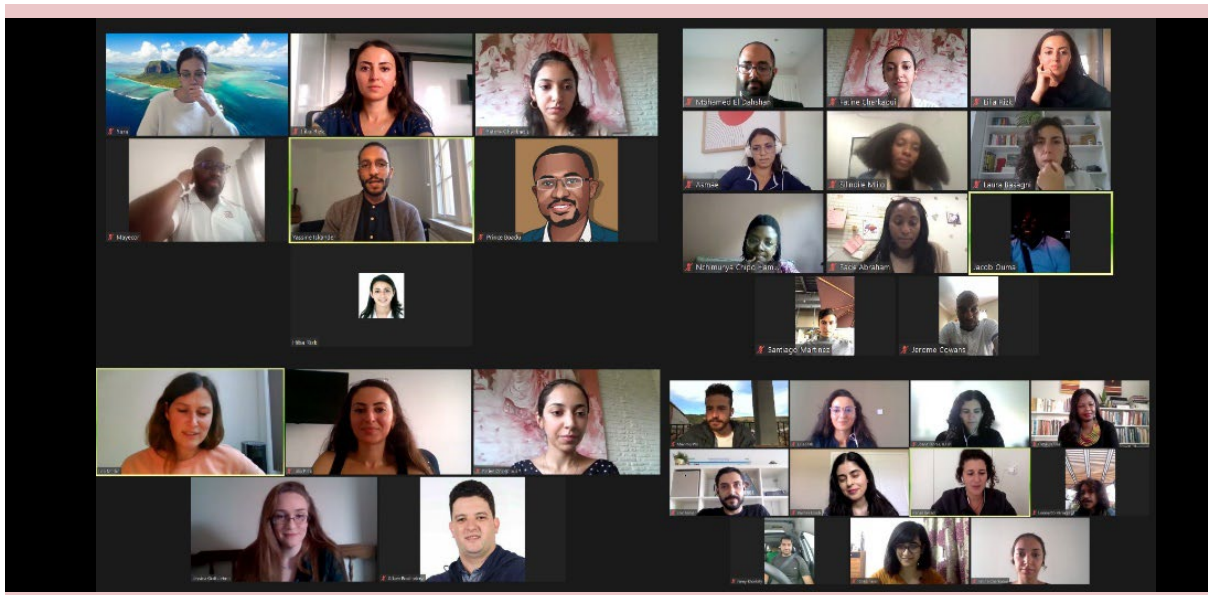
# ADEL PODCASTS

In 2021, the Policy Center initiated a series of podcasts on gender disparity and the fight against it. These podcasts dissect cross-cutting issues and make the case for gender equality. They also spark exchange and discussion on gender gaps in all fields and highlight the voices and projects of ADEL alumni.

The series, moderated by Emerging Leaders Unit Manager Lilia Rizk and International Relations Specialist Nihal El Mquirmi, is titled 'Bridging the Gender Gap' and consists of 11 episodes, each featuring an expert Emerging Leader.:

- Intersectionality of Oppression : The Case of Afro-Latinas - *Ana Paula Barreto* ;
- Gender and Development - *Rumbizai Chisenga* ;
- Gender, Science and Technology - *Amanda O Mathe* ;
- Women in Media - *Omayra Issa* ;
- Femmes en politique - *Patricia Ahanda* ;
- Empowering Women Through Technology - *Hanae Bezad* ;
- Women in Space - *Chiara Cocchiara* ;
- Women and Girls in Biotech - *Prince Boadu* ;
- Women Empowerment in Africa - *Chidiogo Akunylili-Parr* ;
- Women in Leadership - *Chika Uwazie* ;
- Women in Policy-Making - *Scarlett Varga*.

Another podcast, moderated by Policy Center researcher *Oussama Tayebi*, interviews ADEL alumnus *Seleman Kitenge* and International Relations expert *Amal El Ouassif* on the Policy Brief they jointly wrote on 'The Cabo Delgado Insurgency & Spillover Effects on Tanzania'.





# INTERNSHIP PROGRAM

The Policy Center internship program is about developing young professionals. Internships help shape the future both for young people and the organizations they work for. Such experiences enable the transfer of skills and the creation of valuable relationships, giving young people a head start to enter the job market at the outset of their careers.

To succeed in this, it is imperative that we trust our interns with meaningful assignments.



Abdelmounaim Fanidi



Fadila Filali



Hamza Skali



Sydney Martin



Marta Moretti



Marcos G. Barastegui



Yasmine Bennis



Ikram Aguemguem



Salma Hamri

## TESTIMONIALS...



The Policy Center was a great place to put into practice the academic training I gained while in college. PCNS remains a special place for me because of the warm welcome I received from all of the organization's staff and employees. The PCNS International Relations Department is a truly rewarding place to study, and share perspectives and analysis on a wide spectrum of topics. A variety of tasks are available enabling interns to gain maximum experience and knowledge.

*Hamza Skali*



My experience at the Policy Center for the New South was outstanding, both in terms of the knowledge and skills I gained and the environment in which I worked. The experience played a major role in shaping my academic writing and analytical thinking. Support and guidance I received throughout my internship boosted my confidence, both personally and in terms of practical abilities, a cornerstone of the career I aspire to. My time at PCNS provided a successful launch to my diplomatic affairs research aspirations and career in international relations.

*Ikram Aguemguem*



My internship provided me with experience in applied research, which complemented my academic training in basic research. Simultaneously, I had the opportunity to write my first research paper on the relationship between national identities and Maghreb construction. Additionally, I was able to contribute to several research and press reviews on the MENA region. Last but not least, I had the privilege to attend several international conferences, enriching my knowledge on various topics. I am therefore extremely grateful for the opportunity to be a part of the PCNS team.

*Abdelmounaim Fanidi*



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## THE POLICY CENTER FOR THE NEW SOUTH, A BREEDING GROUND FOR YOUNG TALENT

The Policy Center for the New South is a multilingual incubator of ideas and a hotbed of young talent. Founded in 2014, the think tank quickly established itself as one of Morocco, Africa and the global South's leading applied research institutions in economics and social sciences. A feat all the more remarkable considering that the average age of its staff hovers around 30.

In just seven years of existence, the Policy Center has had a number of its employees recruited by prestigious Moroccan and international institutions. This mobility is also geographical, with posts in the United States and as far away as Bogota, where major Colombian anti-poverty NGO Instiglio recruited Dalal Azzouzi, who holds a Master's degree in Public Affairs and International Development.

## A SPRINGBOARD FOR BUDDING CAREERS

Maha Skah, for instance, joined the United Nations General Secretariat in New York in September 2021, at the age of 28, to work on security risks related to climate change. The Science-Po Paris-educated researcher and former OECD employee, says of the Policy Center that she joined in Rabat in late 2019, that it enabled her to acquire "a great deal of autonomy in a team full of young talents with impressive backgrounds and great intellectual curiosity." She refers to the Policy Center's "dual specialization", with each researcher following a country or region in addition to a specific issue - in her case, climate.

Another brilliant mind, Senegalese economist Mouhamadou Ly, was hired by the IMF's Africa Department in 2020, after three years at the Policy Center. In a previous life, he was a professor of economics at the University of Saint-Louis in Senegal, where he aspired to devote himself completely to

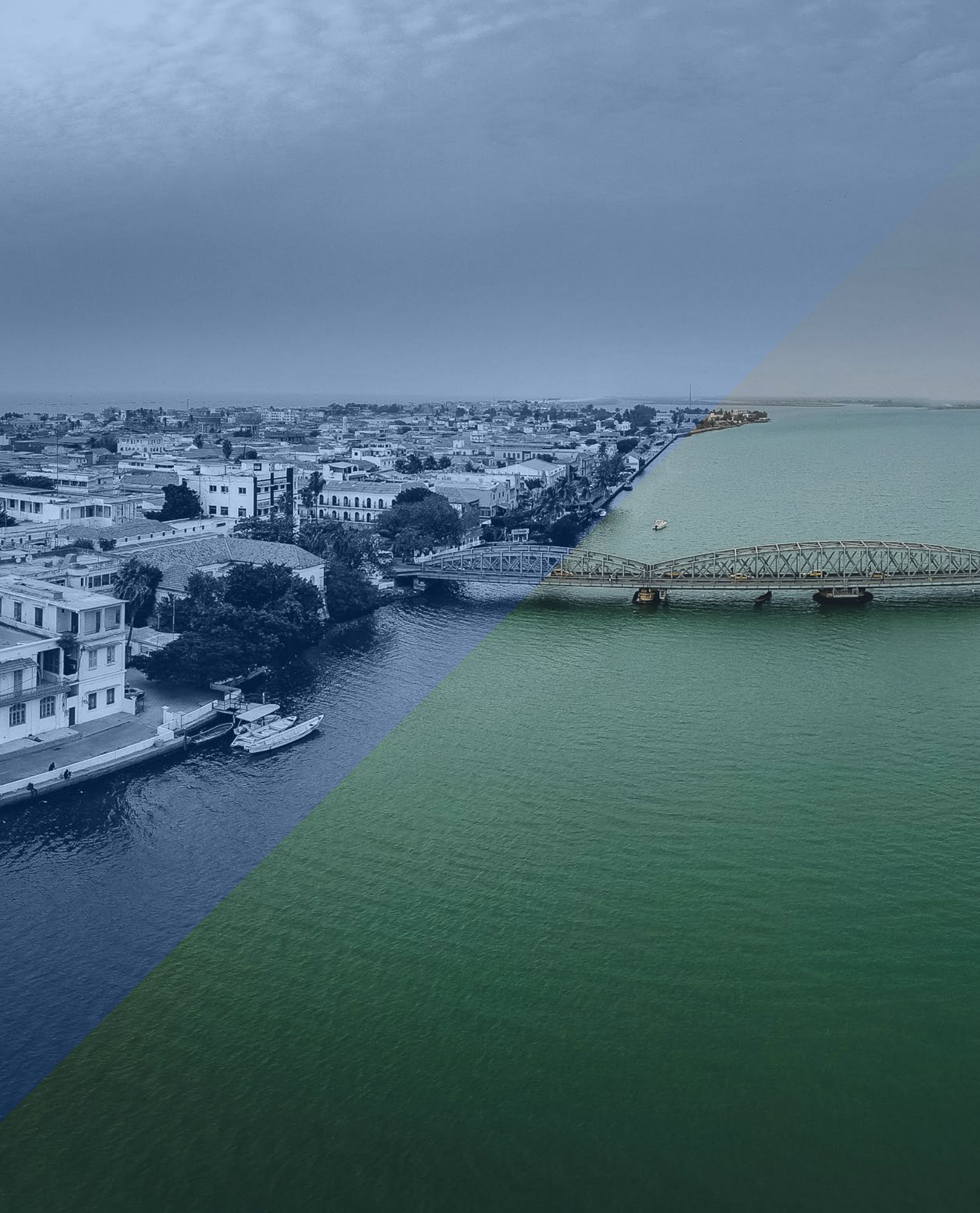
research. The Policy Center, he says, gave him "the opportunity to work across disciplines, moving away from economic mathematics and into the social sciences, all the while focused on public policy recommendations".

Examples of successful careers at the Policy Center also abound in Morocco. Youssef Al Hayani was entrusted by Bank Al Maghrib (BAM) with its International Cooperation in late 2018, and its Cultural Relations with Moroccan heritage and arts stakeholders starting in March 2021. He states, "The transversality of the Policy Center enabled me to mediate between the Central Bank and cultural actors, developing a certain versatility. The Policy Center gives people a sense of responsibility, encourages them to give their all, to showcase their work and skills - a boost that lifts everyone up with no generation gap. All at an intense pace!"

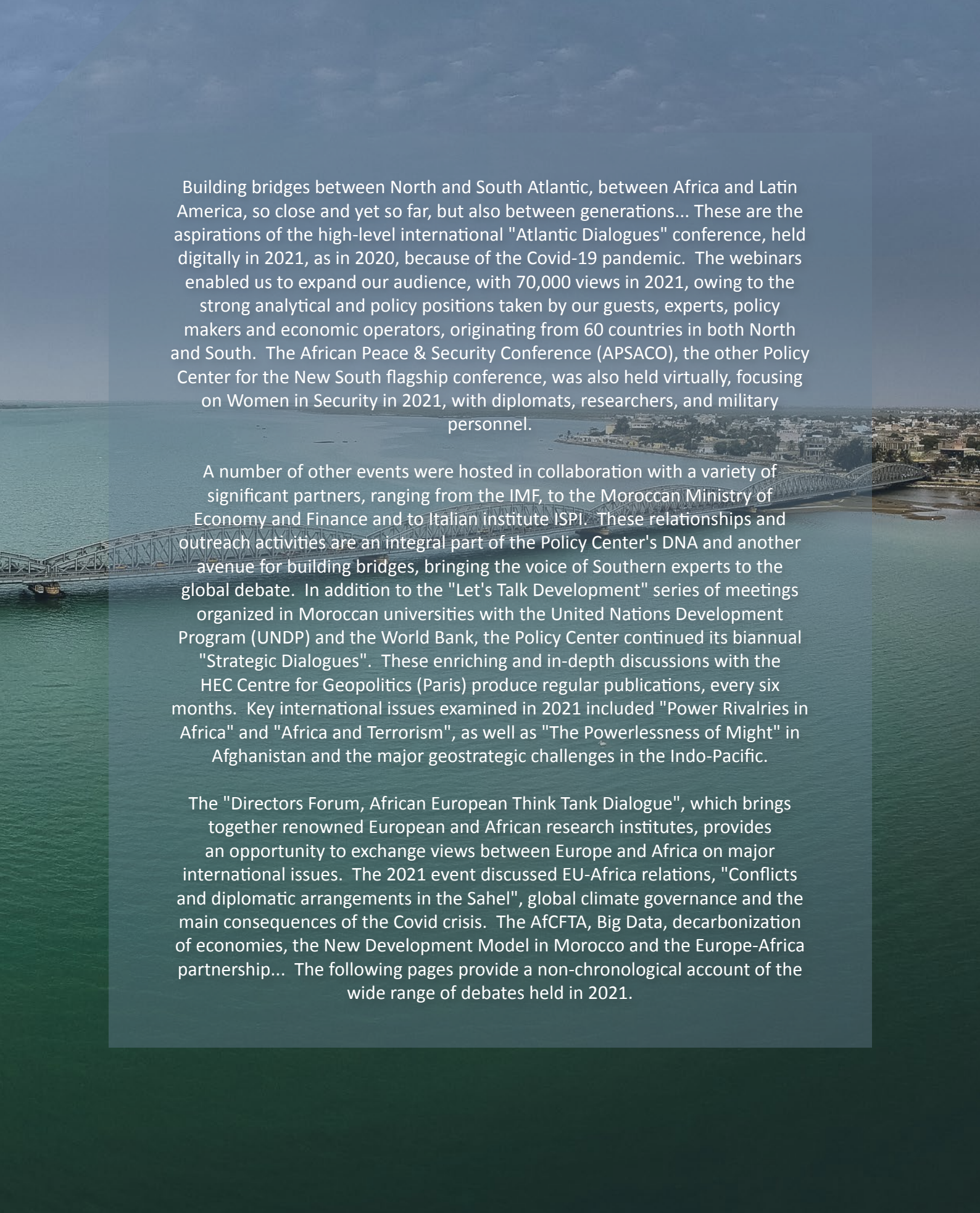
# BRIDGE

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Building bridges between North and South Atlantic, between Africa and Latin America, so close and yet so far, but also between generations... These are the aspirations of the high-level international "Atlantic Dialogues" conference, held digitally in 2021, as in 2020, because of the Covid-19 pandemic. The webinars enabled us to expand our audience, with 70,000 views in 2021, owing to the strong analytical and policy positions taken by our guests, experts, policy makers and economic operators, originating from 60 countries in both North and South. The African Peace & Security Conference (APSACO), the other Policy Center for the New South flagship conference, was also held virtually, focusing on Women in Security in 2021, with diplomats, researchers, and military personnel.

A number of other events were hosted in collaboration with a variety of significant partners, ranging from the IMF, to the Moroccan Ministry of Economy and Finance and to Italian institute ISPI. These relationships and outreach activities are an integral part of the Policy Center's DNA and another avenue for building bridges, bringing the voice of Southern experts to the global debate. In addition to the "Let's Talk Development" series of meetings organized in Moroccan universities with the United Nations Development Program (UNDP) and the World Bank, the Policy Center continued its biannual "Strategic Dialogues". These enriching and in-depth discussions with the HEC Centre for Geopolitics (Paris) produce regular publications, every six months. Key international issues examined in 2021 included "Power Rivalries in Africa" and "Africa and Terrorism", as well as "The Powerlessness of Might" in Afghanistan and the major geostrategic challenges in the Indo-Pacific.

The "Directors Forum, African European Think Tank Dialogue", which brings together renowned European and African research institutes, provides an opportunity to exchange views between Europe and Africa on major international issues. The 2021 event discussed EU-Africa relations, "Conflicts and diplomatic arrangements in the Sahel", global climate governance and the main consequences of the Covid crisis. The AfCFTA, Big Data, decarbonization of economies, the New Development Model in Morocco and the Europe-Africa partnership... The following pages provide a non-chronological account of the wide range of debates held in 2021.

# ATLANTIC DIALOGUES

November-December 2021



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 **THE ATLANTIC** 10<sup>th</sup>  
**DIALOGUES**  
ONLINE SPECIAL EDITION

ONLINE SPECIAL EDITION

## THE WIDER ATLANTIC IN A CHALLENGING RECOVERY

NOVEMBER - DECEMBER 2021

The 10th Atlantic Dialogues high-level international conference focused on ‘The Wider Atlantic in a Challenging Recovery’, a topic dictated once again by the COVID-19 pandemic. As in 2020, the conference was held online, with the format of 21 webinars scheduled over two months.

**90**

Speakers

**35**

Nationalities

**70k**

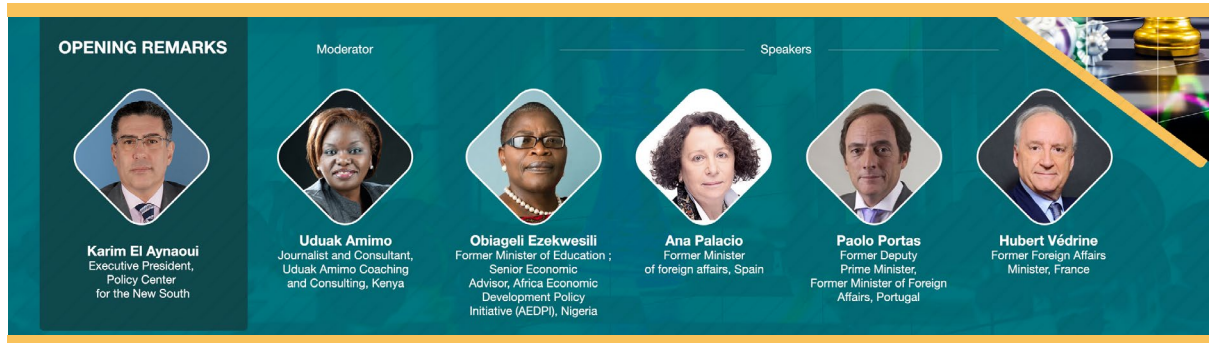
Views

The webinars were viewed on Youtube, Facebook and Twitter by 70,000 viewers, a viewership that nearly tripled from 2020.

The Atlantic Dialogues addressed the COVID-19 crisis and its impact on the ‘wider Atlantic’ in its many facets: economic and geopolitical, as well as education, labor, debt, and development. Discussions revisited cross-cutting issues that present major challenges to the global South, from the trade war between China and the United States, to climate change and public health imperatives.



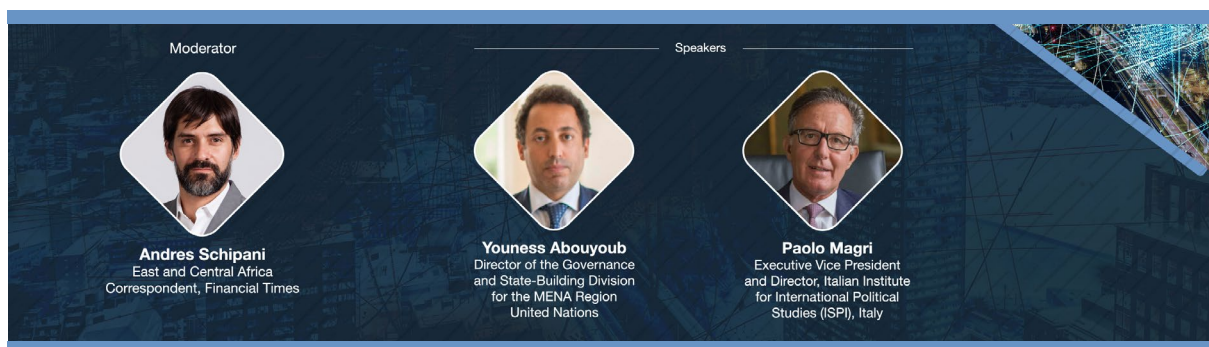
## The opening discussion focused on "the challenge of governance in times of pandemic" and was marked by a great diversity of views



"International solidarity was not effective," said Nigeria's former education minister **Obiageli Ezekwesili**, who called for a rethinking of multilateralism. Spain's former Foreign Minister Ana Palacio said the pandemic "*was an indicator of populism, among other things, with leaders like Donald Trump and Jair Bolsonaro showing arrogance and even inadequacy. A devastating situation emerged in Latin America. We saw the*

*infiltration of China into the multilateral system, and the incompetence of the European Union, where intra-European egoism was evident*". For Portugal's former foreign minister, **Paolo Portas**, only a "*few governments managed this pandemic well, such as South Korea, Taiwan and Singapore, countries that had already faced SARS. While aging Europe suffered a lot, young Africa displayed greater pandemic memory*".

## The crisis of multilateralism was widely analyzed during the conference.

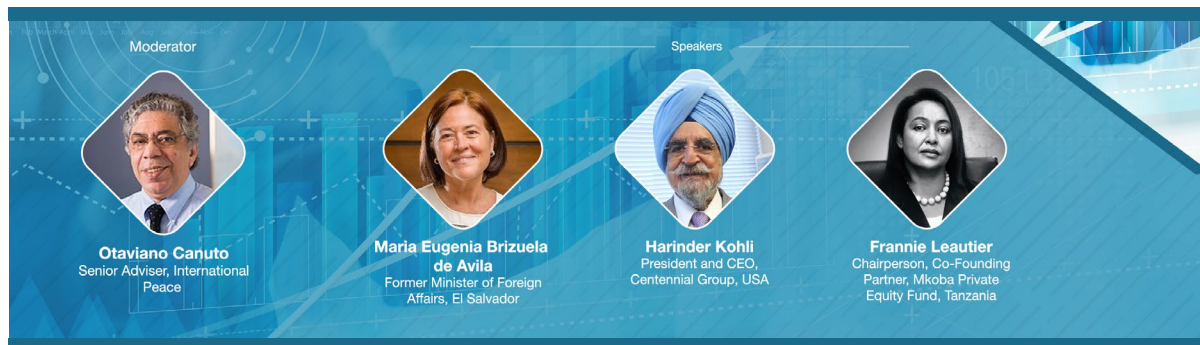


According to **Paolo Magri**, director of Italian think tank ISPI, "*this global crisis occurred in the midst of a transformation of the Western-dominated world as we know it. China and Russia are coming together, something that was unthinkable 20 years ago. Today, for a number of reasons, we are pushing Russia into the arms of China, and other countries could join*". The UN coordinator for state-building in the MENA

region, Youness Abouyoub (Morocco), believes this global transformation offers no real alternative, as only one single economic model dominates: "*We no longer have two ways of seeing the world as we did during the Cold War, but a competition between two types of nationalism. Economy is not seen as a tool for development, and the world is not seen as a common good*".



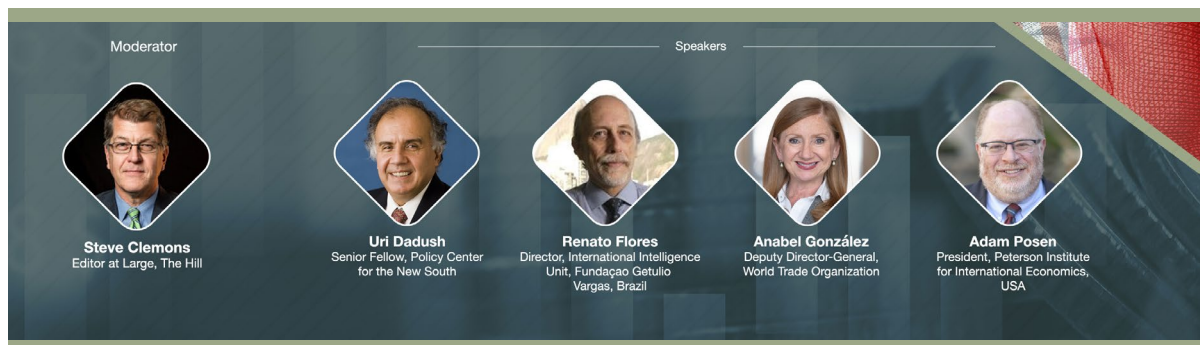
On broad economic matters, the conference recognized the ‘greatest recession since the Second World War’ and gave the private sector a voice.



According to US-based Centennial Group President and CEO **Harinder Kohli**, three major issues should be addressed: *"Inequality between countries, debt and climate change, all of which require global solutions, with specific reforms for oil-exporting countries, which stand to lose the most in the medium and long*

*term"*. Tanzanian expert and Mkoba Private Equity Fund President Frannie Leautier emphasized the need for *"restoring confidence at both macro and micro levels"*, vaccinating and reinforcing the food supply chain, while addressing debt and supporting badly hit SMEs.

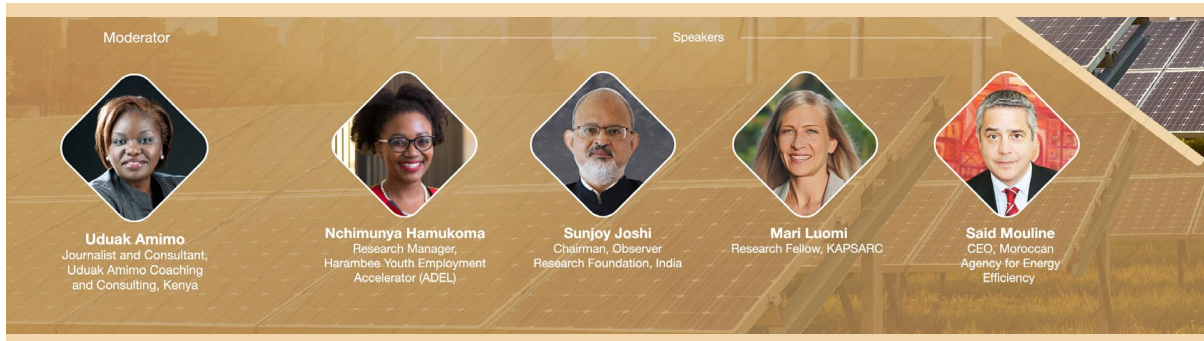
While many experts put the China-U.S. trade war into perspective



World Trade Organization (WTO) Deputy Director-General Anabel Gonzales recommended that *"China and the United States should continue their strategic cooperation. The WTO is the right place to do so, notwithstanding the fact that trade tensions between the two countries have weakened the*

*organization"*. She highlighted positive aspects of China-U.S. cooperation on vaccines, and the commitment of both countries alongside 54 WTO members to address climate change in trade and environmental policies.

## In the debates on climate change



Observer Research Foundation (ORF) Director Sunjoy Joshi spoke very strongly: *"When we talk about climate, we should talk about climate, not politics. It's not about saving the planet; it's about saving humanity. The planet will survive"*. He highlighted the collective failure to finance the energy transition:

*"Some countries have put \$14 trillion on the table to fight against COVID-19. Something is wrong: some countries refuse to spend much less on the climate cause. We are not serious in the fight against climate change"*.

## North-South dialogue at the conference had an intergenerational dimension as usual



with young professionals from across the Atlantic area took part in talks as Atlantic Dialogues Emerging Leaders (ADELs), selected at previous Atlantic Dialogues to attend a tailored program and attend the conference. *"There is great value in this collective exchange,"* concluded Policy Center for the New South Executive President **Karim El Aynaoui**. *"A core value for the Policy Center, but also a core value for Morocco and what it stands for: a place for open dialogue, with tolerance and mutual respect, and discussions based on evidence, research, and empirical work to improve public policy"*.

## About the Atlantic Dialogues

The Atlantic Dialogues is the annual flagship conference organized by the Policy Center for the New South. It aims at changing mental maps and offering a platform for dialogue between the North and South Atlantic. With its 450 participants from more than 60 nationalities, the Atlantic Dialogues conference represents a unique opportunity to witness an open dialogue amongst countries in the wider Atlantic space. Learn more about the Atlantic Dialogues by visiting the conference's website: [www.ad.policycenter.ma](http://www.ad.policycenter.ma)

# AFRICAN PEACE & SECURITY ANNUAL CONFERENCE

## APSACO (5<sup>TH</sup> EDITION)

### WOMEN, PEACE & SECURITY IN AFRICA

June 21-23



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Implementing a peace and security strategy is complicated by the various intrusive dynamics that endanger human security. These include civil wars and crises, inequalities in decision-making on peace and security issues, recruitment into military forces, violence against women and girls, and the use of women as suicide bombers. At the continental level, African countries and regional organizations took positively to the peace and security agenda, despite challenges for either technical reasons stemming from poor coordination mechanisms for agenda implementation on the ground, or for other reasons arising from the state of insecurity prevailing across many parts Africa.

Accordingly, over 40 senior government officials, academics, journalists, and civil society representatives from Africa, the Americas, Asia and Europe, as well as leading global thinkers, gathered for the fifth edition of APSACO, from June 21-23, 2021, to demonstrate the renewed interest in peace and security in Africa, address the topic of 'Women, Peace and Security in Africa', and focus on African priorities for participation, prevention, and protective actions.



From left to right : **Karim El Aynaoui**, Executive Chairman; **Rachid El Houdaigui**, Senior Fellow; **Mehdi Benomar**, Manager International Relations, PCNS; **Devorah Margolin**, Adjunct Professor, George Washington University; **Dina Hussein**, Counterterrorism Policy Lead for EMEA, Facebook ; **El Mostafa Rezaoui**, Senior Fellow, Policy Center for the New South; **Letty Chiwara**, UN Women Representative in Ethiopia; **Bineta Diop**, Special Envoy of the African Union Commission on Women, Peace and Security; **Mabingue Ngom**, Regional Director, West & Central Africa, United Nations Population Fund (UNFPA); **Ibrahim Diarra Siratigui**, Former Chief of Staff, Mali Republic Presidency; **Hafsat Abiola**, President, Women in Africa; **Jonna Naumanen**, Specialist on Gender Equality and Women's Human Rights, OSCE Office for Democratic Institutions and Human Rights (ODIHR); **Birame Diop**, Former Chief of Defense Staff of the Senegalese Armed Forces (SDF); **Jakana Thomas**, Associate Professor, Michigan State University.

At the heart of the discussions was the United Nations Security Council Resolution 1325 on Women, Peace and Security (WPS), adopted in 2000: What about its implementation in Africa? Bineta Diop (Senegal), Special Envoy of the African Union (AU) Commission on Women, Peace and Security, recalled that 30 African countries have adopted national action plans on this issue. She cautioned nevertheless that the implementation phase was missing, while Letty Chiwara (Zimbabwe), UN Women Representative in Ethiopia to the AU and the Economic Commission for Africa (UNECA) underlined that national and regional action plans are not financially estimated or included in the budgets.

Mamphela Ramphele (South Africa), Co-Chair of the Club of Rome and Co-Founder of ReimagineSA, challenged the assumption that women's role in conflict prevention and resolution can be strengthened while the social context remains unchanged. She states that "Transforming relationships as we wish between men and women requires complex changes in thinking, to abandon traditions and customs that prevent social fractures from healing."

Former Army Chief of Staff of the Republic of Senegal, Gen. Birame Diop, added that Gender integration is at the epicenter of the development of all sectors and is the prerequisite to achieve better collective intelligence.

## Women in peacekeeping operations



With 8,000 female peacekeepers, they represent only 5 percent of the total, said Younes Abouyoub, Director of the UN Division on Governance and State-Building for the MENA region. A good point for Africa: the continent is ahead of the game, with 65% of civilian and military peacekeepers being women. Annette Leijenaar, Head of Research on Peace Operations and Peacebuilding at the Institute for Security Studies (ISS), advocated that at the current rate, it would take 700 years to achieve parity at the managerial level in society.

## Reports Presentation: ISIS Files and Annual Report on Africa's Geopolitics

Devorah Margolin, Assistant Professor at George Washington University, traced the collective work of extremism experts and the University's library to analyze these documents, which reflect an ideology, education, services (including real estate) provided by ISIS.

From another point of view, Dina Hussein, head of counterterrorism policy at Facebook stated that Facebook is working with their partners on what they see as trends among terrorist groups in order to develop artificial intelligence able to detect the language of these groups on the Internet and remove the content. Our Senior Fellow, El Mostafa Rezrazi recalled that some extremist groups launched a strategy in 2018 called "Observe the Observer," which involves groups of literate people, belonging to the elite, who monitor expert concerns about their activities.

Lastly presented by our Senior Fellow Abdelhak Bassou, the Policy Center's Annual Report on Africa's Geopolitics is marked by "Afro-realism": "Africa is described as seen by African experts, with an African perspective marked by openness". The report, which contributes to decomplexing the North-South relationship, differs from media trends by devoting only one of its five chapters to the Covid crisis.



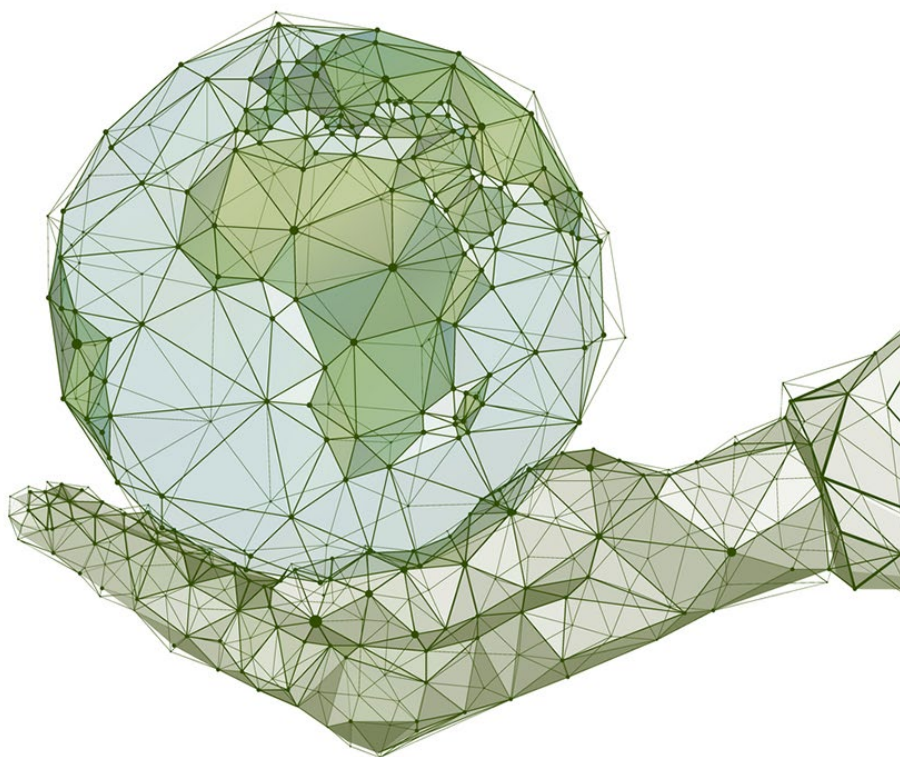
# PARLONS DÉVELOPPEMENT (5 editions)

April 22, May 28, September 17, November 2, December 8



The COVID-19 pandemic sparked an unprecedented crisis with damaging effects on the global economy, social progress, and progress towards meeting the Sustainable Development Goals (SDGs). The Policy Centre for the New South, the United Nations Development Program (UNDP), and the World Bank saw this uncertainty and the current crisis as a new opportunity to reflect collectively on key sustainable development issues. The series of dialogues, 'Let's Talk Development', brought together a variety of national and international actors and experts, and was hosted by Moroccan universities to connect more closely to the concerns of young students, researchers and faculty, fostering debate and analysis within academia on key lessons from the health crisis.

PARLONS DÉVELOPPEMENT



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Five dialogues took place in 2021. The first, on 'Innovation at the service of territorial development', was held in partnership with the Mohammed Premier University of Oujda. In this session, experts discussed the importance of innovation as a lever for territorial development, especially in times of pandemic. The second session was hosted by the Moulay Ismail University of Meknes, and focused on 'The evaluation of territorial public policies'. Experts discussed advanced regionalization, and the regulatory and institutional tools available to regions to promote evaluation. The third, on 'Youth: Drivers of change towards sustainable development', sought to kickstart the debate on the civic, political, and entrepreneurial participation of young Moroccans.

The fourth dialogue was organized in partnership with the Faculty of Governance, Economic, and Social Sciences of the University Mohammed VI Polytechnic, on the topic of 'Poverty and social protection in times of COVID-19: What lessons can be learned in Morocco?' Morocco was not immune to severe pandemic impacts on the economy and poverty; this session addressed the monetary measures put in place by the Moroccan government to cushion the blow and accelerate the overhaul of Morocco's social protection system. The fifth session, titled 'The blue economy: a vector for sustainable local development', was organized in partnership with the Abdelmalek Essaadi University of Tetuan. Panelists discussed the keys to an economically efficient, socially inclusive, and environmentally friendly blue economy serving as a pillar of sustainable development at the local level.



Bouchta El Mounni  
University Abdelmalek  
Essaadi President

Nasma Jroni  
Consultant in sustainable  
development

Mohammed Malouli Idrissi  
Director of the regional  
Center INRH Tangier

Fatima Ezzahra Mengoub  
Senior Economist-PCNS

# STRATEGIC DIALOGUES

May 4 and October 29



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10<sup>th</sup> and 11<sup>th</sup> editions

The Policy Center for the New South, in partnership with the HEC Center for Geopolitics, hosted the 10th and 11th Strategic Dialogues in 2021. These seminars are a platform for analysis and exchange, and bring together experts, researchers from a variety of think tanks and academia, practitioners, and policymakers to discuss major global geopolitical and security issues, as well as issues of common interest to both Europe and Africa.

During the 10th Strategic Dialogues, discussions focused on 'Power Rivalries in Africa' and 'Africa and Terrorism'. This seminar examined efforts to address security challenges, such as international economic security and the fight against terrorism, notably through a review of actions taken by the various stakeholders.



From left to right: Pascal Chaigneau, Director of the HEC Geopolitics Center; Karim El Aynaoui, Executive President, PCNS

In the 11th Strategic Dialogues, discussions focused on the powerlessness of might, particularly in the MENA region with the return of the Taliban, and on the outlook and challenges for the Indo-Pacific

region. Both topics brought about a novel reflection on what the international scene stands for, the role of its actors, stakes, means, and limits.

# DIRECTORS FORUM: AFRICAN-EUROPEAN THINK TANK DIALOGUE

February 01-02



The Policy Center for the New South and the French Institute of International Relations (Ifri) organised the 3rd edition of the "4x4 Directors Forum: African European Think Tank Dialogue" to identify areas of cooperation to build strong relationships between the African and European continents.

Think tanks play an important role in policy and programme development in all areas. They provide platforms to better understand rapid transformations

and complex challenges at local, national, continental and global levels by bridging governments, research and academia, as well as civil society and the media. In today's globalised and increasingly interconnected world, society is facing new challenges such as "fact-free" and "post-truth" zones where evidence-based contributions and knowledge are sometimes ignored or even rejected, creating uncertainty around policy-making.

This 3rd edition dealt with the following themes

- **EU-Africa relations**
- **Conflicts and diplomatic arrangements in the Sahel**
- **Global climate governance**
- **Main consequences of Covid-19**



# THE NEW POST-COVID-19 EUROPEAN NEIGHBORHOOD POLICY: WHAT SUPPORT FROM THE EU TO MOROCCO IN GENERALIZING HEALTH COVERAGE?

**eur@mesco**  
research dialogue advocacy



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July 28



From left to right: Anass Doukkali, Former Minister of Health; Abdelaaziz Adnane, Director, Caisse Nationale des Organismes de Prévoyance Sociale (CNOPS); Nouzha Chekrouni, Senior Fellow, PCNS; Claudia Wiedey, Ambassador of the European Union to Morocco; Larabi Jaidi, Senior Fellow, PCNS

The Policy Center for the New South held a high-level conference on July 28, 2021, in partnership with the European Institute of the Mediterranean, on "The New European Neighborhood Policy post-COVID-19: What support from the EU to Morocco in generalizing health coverage?" This event was triggered by the joint communication from the European Union aimed at re-launching and strengthening the strategic

partnership between the EU and its partners to the south. The meeting provided opportunities to discuss social protection system reforms post-COVID-19, and specifically the health coverage component of EU-Morocco cooperation. Experts and institutional representatives joined the debate to compare actions and perspectives.

# LECTURE SERIES: PERSPECTIVES ON THE IMPLEMENTATION OF THE NEW DEVELOPMENT MODEL

November 15, December 2, 9, 16

The Policy Center for the New South held a series of conferences on implementing the New Development Model, focusing on four main themes: governance reforms, macroeconomic management and sectoral reforms, social protection, and local public action. Each lecture included a debate between a representative of the Special Commission on the Development Model (SCDM), a researcher from the Policy Center for the New South, and an expert, as well as an open discussion with the audience.

The first session on governance of reforms, held on November 15, 2021, outlined the path towards a development trajectory. How to improve coordination between public and private actors? How can governance methods evolve? What priority or structuring actions for implementing the New Development Model? These were a few of the questions addressed during this session. The second session on macroeconomic management and sectoral reforms, held on December 2, 2021, addressed the following questions: How can we

get out of the low savings environment? How are macroeconomic framework and fiscal policies faring during COVID-19? Which systemic nodes does the CSMD identify and what solutions does it suggest?

Morocco's social protection system is at a critical juncture. In the third session on social protection, held on December 9, 2021, speakers discussed the challenges facing this system, in addition to priorities for the new social protection system for the next five years.

The fourth and final session of the lecture series, on December 16, 2021, focused on local public action. The panelists broadened the debate to include work and public action on the ground. The following obstacles were identified: a lack of harmony and convergence between strategies and programs developed at the central level in a number of areas, a slowdown in the pace of structural transformation of the economy, and weak public sector capacity in terms of human resources.



اللجنة الخاصة بالنموذج التنموي  
الخاصة بالنموذج التنموي  
LA COMMISSION SPÉCIALE SUR LE MODÈLE DE DÉVELOPPEMENT



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From left to right: **Ahmed Reda Chami**, Member of the Special Commission on the Development Model; **Mohamed Benabid**, Editor-in-Chief, L'Economiste; **Larabi Jaidi**, Senior Fellow, PCNS; **Chakib Benmoussa**, President of the Special Commission on the Development Model

# ASSESSING THE IMPACT OF THE AFRICAN CONTINENTAL FREE TRADE AREA (AFCFTA) ON MOROCCO'S ECONOMY

November 17



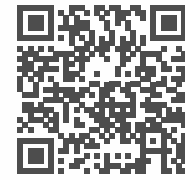
The Policy Center for the New South, the French Development Agency, and the Ministry of Economy and Finance's Directorate of Financial Studies and Forecasting held a conference on 'Assessing the Impact of the African Continental Free Trade Area on Morocco's Economy'. The Ministry of Economy and Finance's Directorate of Studies and Financial Forecasts (DEPF), and the French Development

Agency (AFD), in collaboration with the International Food and Policy Research Institute (IFPRI), conducted a modeling project combining training on MIRAGRODEP modeling and a study to assess the impact of different AfCFTA trade liberalization scenarios on the Moroccan economy by 2050. This conference served as a platform to present and discuss findings.



Christian Yoka, Africa Director, Agence Française de Développement

# DECARBONIZATION OF THE MOROCCAN ECONOMY: CHALLENGES AND OPPORTUNITIES AFTER COP26



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December 1st



From left to right: **Houda Bouchtia**, Head of the Green Economy Commission, CGEM; **Karim Benamara**, Head of the Sustainable Mobility and Innovation Department, Ministry of Transport and Logistics; **Hicham Guedira**, Director of Infrastructure, Ministry of Industry and Trade; **Moëz Cherif**, Coordinator of the Infrastructure Sector in the Maghreb, World Bank; **Bouzekri Razi**, Director of Climate Change, Biodiversity and Green Economy, Ministry of Energy Transition and Sustainable Development; **Fatima Hamdouch**, Director of Strategic Steering, MASEN; **Mohammed Bouramtane**, Director of Development, ONEE

The Policy Center for the New South and the World Bank held a roundtable discussion on December 1, 2021, on 'Decarbonization of the Moroccan Economy: Challenges and Opportunities after COP26', as part of the preparation for the Climate Change and Development report for Morocco.

The roundtable sought to better understand the issues in terms of global decarbonization and its

impact on the Moroccan economy, in the aftermath of the UNFCCC Conference of the Parties. The debate was also an opportunity to discuss policies and reforms to address decarbonization issues, particularly in infrastructure sectors. The importance of digitalization as a driver of accelerated action, and the role of the private sector as a provider of financing and innovation, were also discussed.



HE Simon Martin, Ambassador of the United Kingdom to Morocco

Jesko Hentschel, Country Director for the Maghreb and Malta, World Bank



# PRESENTATION OF THE ANNUAL REPORT ON THE ECONOMY OF AFRICA 2020

February 3



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The Policy Center for the New South hosted a webinar to present its Annual Report on the Economy of Africa 2020. A panel of report authors presented their research and the results of their analysis.

The Economy of Africa 2020 is the second edition of the Policy Center for the New South's annual economic report on the continent. This edition of the report stuck to the approach used at the launch of the initiative: rigorously contextualizing Africa's economic performance, understanding ongoing changes to Regional Economic Communities (RECs) as they progress toward African integration, and examining continental organization decisions on implementing the ambitious African Free Trade Area (AfCFTA) project.

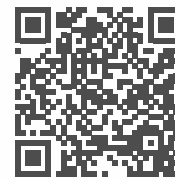


From left to right: **Larabi Jaïdi**, **Nezha Alaoui M'hammedi**, PCNS Senior Fellows; **Amal El Ouassif**, PCNS IR Specialist; **Muhammad Ba**, Professor of Economics, Université Gaston Berger, Saint-Louis (Senegal); **Mouhamadou Ly**, Senior Economist, PCNS; **Pierre Jacquemot**, Former Ambassador - Lecturer, Sciences-Po Paris

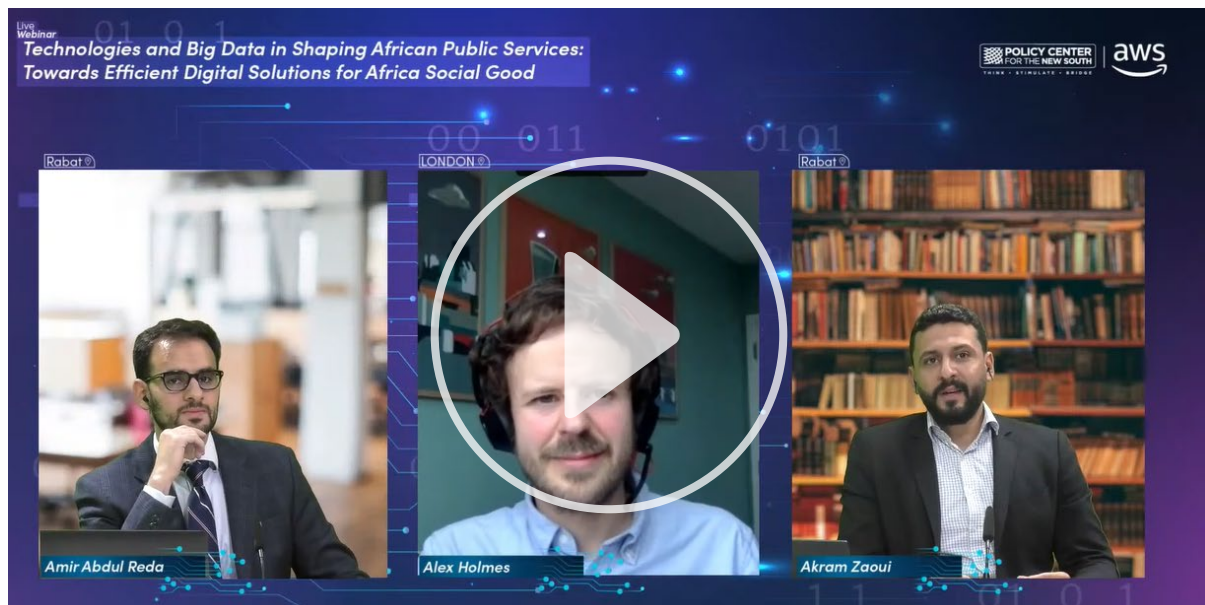
# TECHNOLOGIES AND BIG DATA IN SHAPING AFRICAN PUBLIC SERVICES: TOWARDS EFFICIENT DIGITAL SOLUTIONS FOR AFRICA SOCIAL GOOD

April 13

The Policy Center for the New South and Amazon Web Services hosted a webinar on 'Technologies and Big Data in Shaping African Public Services: Towards Efficient Digital Solutions for Africa's Social Good'. Speakers outlined opportunities and challenges in using technology and data to shape public services. In fact, digital technology is now an integral part of government modernization strategies to create public value. Panelists also sought to answer two overarching questions: How are governments using cloud technology to better deliver public services to citizens? Is digital transformation a real development opportunity for Africa?



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From left to right: **Amir Abdul Reda**, Assistant Professor, Mohammed VI Polytechnic University; **Alex Holmes**, Senior Manager Government Transformation, Amazon Web Services; **Akram Zaoui**, Manager Public Policy Lab PCNS

# WHAT DOES THE WORLD ECONOMIC OUTLOOK MEAN FOR MOROCCO AND THE MENA REGION?

April 19



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The Policy Center for the New South and the International Monetary Fund hosted a webinar titled ‘What does the World Economic Outlook mean for Morocco and the MENA Region?’, on April 19, 2021, to discuss the findings of the World Economic Outlook (WEO) Chapter 1 on the global economy, and the Regional Economic Outlook for April 2021.



Effectively, the global outlook remains highly uncertain one year into the pandemic. New virus mutations and mounting deaths cause concern, even though improved vaccination coverage helped boost public morale. Economic recoveries diverge across countries and sectors, reflecting varying degrees of pandemic-induced disruption and differences in political support. Prospects depend not only on the outcome of the battle between the virus and the vaccines, but also on how effectively economic policies deployed in the face of high uncertainty can limit the lasting damage of this unprecedented crisis.



From left to right: **Abelaziz Ait Ali**, Manager Senior Economist PCNS; **Roberto Cardarelli**, Mission Chief for Morocco, MCD, International Monetary Fund (IMF); **Pelin Berkmen**, Division Chief, Regional Analytics and Strategy Division, MCD, International Monetary Fund (IMF); **Malhar Nabar**, Division Chief, World Economic Studies Division, Research Department, IMF; **Karim El Aynaoui**, Executive President, Policy Center for the New South (PCNS); **Taline Koranchelian**, Deputy Director, Middle East and Central Asia Department (MCD), International Monetary Fund (IMF); **Otaviano Canuto**, Senior Fellow, Policy Center for the New South (PCNS).

# INTERNATIONAL TAXATION FROM GLOBAL SOUTH PERSPECTIVES

11 mai



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The Policy Center for the New South, in partnership with The South Centre Tax Initiative, hosted a webinar on "International Taxation from Global South Perspectives."

Speakers highlighted the importance of tax revenue collection and its role in financing national economic and social development. Fiscal policy impacts the economy, investment, employment and innovation, as well as foreign direct investment (FDI) attractiveness. Accordingly, poorly designed tax policy has adverse impacts on economic growth and leads to poor economic performance. Properly designed and implemented, it can help developing countries increase revenues and investment, especially in social functions including education and health, and reduce inequality.



Speakers at the event sought to answer the following key questions:

- What reforms to global standards to enhance governments' capacity to collect revenue from multinational companies without inhibiting economic activity?
- What is the cost of tax havens to developing countries and what role can international cooperation play in addressing this problem?
- What might the future of tax reform look like, post-COVID-19, in light of the increasing digitization of the economy?



From left to right: **Natalia Quinones Cruz**, Colombia's former representative in OECD tax negotiations; **Abdul Muheet Chowdhary**, Senior Program Officer, South Centre Tax Initiative, South Centre; **Larabi Jaidi**, Senior Fellow, Policy Center for the New South; **Kim S. Jacinto-Henares**, Commissioner, the Independent Commission for Reform of International Corporate Taxation; **Carlos María Correa**, Executive Director, South Center



## EU-AFRICA INITIATIVE

September 15th  
October 21st  
November 16



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The COVID-19 crisis partially disrupted ongoing social and economic processes: while massive challenges and obstacles to a comprehensive development process remain to be resolved—especially in the face of the first economic recession in 25 years—growing opportunities across Africa have yet to be captured by international partners. The European Union is one of them: in March 2020, the European Commission proposed a new strategy with Africa, stressing the need to align bilateral initiatives between European and African state actors with a comprehensive continent-to-continent relationship based on mutual recognition and reciprocity of interests in the areas of trade, digitization, green economy, migration, and security.



In this context, the Policy Center for the New South and the Istituto per gli Studi di Politica Internazionale (ISPI, Italian Institute for International Political Studies) launched 'The EU-Africa Initiative', consisting of three webinars analyzing the challenges and opportunities of the EU-Africa partnership.

## Development Challenges in a Post-Pandemic Africa



On September 15, 2021, the Policy Center for the New South and ISPI launched the EU-Africa Initiative with a joint webinar in collaboration with the Organization for Economic Co-operation and Development on 'Development Challenges in a Post-Pandemic Africa'.

The discussion focused on the role of European and international partners in supporting African countries as they address

development challenges, the potential impact of digital transformation on African economies and societies, and ways to ensure a green and sustainable recovery.

From left to right: **Giovanni Carbone**, Head of the Africa Program, ISPI ; **Giuseppe Mistretta**, Principal Director for the Countries of Sub-Saharan Africa, Ministry of Foreign Affairs and International Cooperation – Italian Presidency G20 ; **Federico Bonaglia**, Deputy Director of the Development Centre (DEV), OECD ; **Rose Ngugi**, Executive Director, Kenya Institute for Public Policy Research and Analysis (KIPPRA) ; **Elizabeth Sidiropoulos**, Chief Executive, South African Institute of International Affairs (SAIIA) ; **Karim El Aynaoui**, Executive President PCNS

## The EU Green Deal and the Maghreb Countries



On October 21, 2021, the Policy Center for the New South and ISPI hosted a webinar on ‘The EU Green Deal and the Maghreb Countries’. This acted as a platform to discuss the potential benefits that Maghreb countries stand to gain from the European Green Deal, the expected impact of the deal on oil exporting countries such as Algeria and Egypt, and how the EU could engage with these countries

to promote economic diversification and safeguard socio-economic welfare, as well as the expected response of Maghreb countries to the EU's carbon border adjustment mechanism.

From left to right: Uri Dadush, Senior Fellow, PCNS ; Ayman Cherkaoui, Coordinator and Chargé of Strategic Development, Mohammed VI Foundation for Environmental Protection ; Rim Berahab, Senior Economist ; Larabi Jaïdi, Senior Fellow, PCNS ; Ilaria Urbani, MENA Region Project Manager, RES4Africa Foundation ; Amine Bennis, Visiting Fellow, European Council on Foreign Relations ; Slim Othmani, President, CARE

## Europe and Africa: Searching for Common Ground and a New Partnership



On November 16, 2021, the Policy Center for the New South and ISPI hosted a webinar on ‘Europe and Africa: Seeking Common Ground and a New Partnership’.

The third and final conference of the EU-Africa Initiative, this event was an opportunity to highlight the release of the ISPI report *Europe and Africa: The Long Search for Common Ground*, and the 2021 edition of the Policy Center's Annual Report on the Geopolitics of Africa.

Discussions focused on recent developments and future prospects for Europe-Africa relations—particularly with regard to the proposed EU ‘New Strategy with Africa’—in view of the African Union-European Union Summit scheduled for early 2022.

From left to right: Nezha Alaoui M’hammdi, Senior Fellow, Policy Center for the New South – Morocco ; Alex Benkenstein, Head of the Governance of Africa’s Resources Programme, South African Institute of International Affairs – South Africa ; Amanda Bisong, Policy Officer, European Centre for Development Policy Management – Nigeria ; Domenico Rosa, Head of Unit, Strategic Partnership with Africa and ACP, DG International Partnerships, European Commission – Belgium.

# PARTICIPATIONS IN OTHER EVENTS

In 2021, our researchers and Senior Fellows also participated in more than 150 events including forums, roundtables, conferences and webinars on a variety of topics, ranging from energy, food security, artificial intelligence to security and defence. The debates and exchanges provided answers to crucial questions from different perspectives, ranging from think tanks to international organisations and public and private bodies.

## **POLICY INNOVATIONS FOR FOOD SYSTEMS TRANSFORMATION, BUILDING RESILIENCE AND ADAPTING TO CLIMATE CHANGE - MALABO MONTPELLIER FORUM**

Malabo Montpellier Panel

*Karim El Aynaoui, Executif President*

## **REHABILITATION AND REINTEGRATION OF RETURNEES: CHALLENGES AND OPPORTUNITIES AT FOSTERING DIALOGUE BETWEEN P/CVE POLICYMAKERS AND CSOS: FROM POLICY TO PRACTICE WORKSHOP**

International Organization for Migration and USAID

*El Mostafa Rezrazi, Senior Fellow*

## **T20 TASK FORCE 7**

T20 - King Abdullah Petroleum Studies and Research Center (KAPSARC) and the King Faisal Center for Research and Islamic Studies

*Otaviano Canuto, Senior Fellow*

## **A EURO-MEDITERRANEAN GREEN DEAL? TOWARDS A GREEN ECONOMY IN THE SOUTHERN MEDITERRANEAN**

Center for Environment, Human Security & Governance (CERES)

*Afaf Zarkik, Research Assistant in Economy*

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**THE GLOBAL ROLE OF NATURAL GAS IN A DECARBONIZING WORLD: EUROPE AND THE MEDITERRANEAN: TRENDS AND SCENARIOS FOR A CONNECTED ENERGY MARKET**

The North Atlantic Treaty Organization (NATO)

*Rim Berahab, Senior Economist*

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**INTELLIGENCE ARTIFICIELLE ET CITOYENNETÉ NUMÉRIQUE : POUR UNE IA ÉTHIQUE ET RESPECTUEUSE DES DROITS HUMAINS**

National Human Rights Council

*Abdessalam Jaldi, International Relations Specialist*

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**GÉOPOLITIQUE ET ÉCONOMIE DU MAGHREB**

Institut de Recherche et d'études Méditerranée Moyen-Orient (iReMMO)

*Francis Perrin, Senior Fellow*

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**WATER AS A CATALYST FOR RURAL ECONOMIC DEVELOPMENT**

World Water Council

*Rabi Mohtar, Senior Fellow*

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**MAJOR NON-NATO ALLIES IN THE 21ST CENTURY: DEFENSE COOPERATION IN THE ATLANTIC AND THE PACIFIC**

Argentine Council for international relations (CARI)

*Mohammed Loulichki, Senior Fellow*

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**CHANGEMENT CLIMATIQUE : ENJEUX POUR LA RÉGION DE FÈS-MEKNÈS**

Co-organised by the EuroMed University of Fez and the World Bank with the participation of the Policy Center for the New South and RIEMAS

*M'hammed Dryef, Senior Fellow*

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**FMI YOUTH FELLOWSHIP PROGRAM**

International Monetary Fund (IMF)

*Hamza Saoudi, Economist*



# EVENTS LIST

- Presentation of the 7<sup>th</sup> edition of the Atlantic Currents Report: Chapters on Economics and Energy
- Présentation du Rapport annuel sur l'économie de l'Afrique 2020
- La course au vaccin anti-COVID-19 : à la croisée des intérêts géopolitiques et géo-économiques
- Water scarcity: Same challenge, different answers
- Presentation of the 7<sup>th</sup> edition of the Atlantic Currents Report at the RSAI World Congress 2021
- Presentation of the 7<sup>th</sup> edition of the Atlantic Currents Report: Chapters on Geopolitics & International Relations
- Prix des matières premières : vers un nouveau super cycle ?
- Thriving on uncertainty: COVID-19 related opportunities for terrorist groups
- The Road to UNFCCC COP 26: The View from India: Building a Climate Resilient Economy
- Un modèle marocain de l'intelligence collective : La Commission spéciale sur le modèle de développement (CSMD)
- APSACO – 5<sup>th</sup> Edition
- Atlantic Dialogues – 10<sup>th</sup> Edition
- Quelles réformes de l'administration publique dans le contexte post-COVID-19 : Expériences croisées [|in partnership with ISCAE and ENSA, Morocco](#)
- L'État, le citoyen et la sphère savante [|in partnership with ISCAE, Morocco](#)
- 20 Years After 9/11: Views from the South [|in partnership with OMEV, Morocco](#)
- La digitalisation des systèmes énergétiques [|in partnership with Enel Green Power Maroc, Morocco](#)
- Dialogues stratégiques 10<sup>th</sup> edition
- Global Terrorism: A Focus on the Sahel Region [|in partnership with Institute for Economics & Peace \(IEP\), Australia](#)
- Why Think Tanks Matter in Times of Crisis [|in partnership with Think Tanks and Civil Societies Program \(TTCSP\), USA](#)
- Network Meeting n°1: Jean Monnet Atlantic Network on Atlantic Studies [|in partnership with Jean Monnet Atlantic Network, Brazil](#)
- The UN Food Systems Summit 2021: Identifying African Policy Priorities [|in partnership with Malabo Montpellier Panel, USA](#)
- Les inégalités à l'heure du Covid-19: l'impact de la pandémie sur la marche vers la réalisation des objectifs du développement durable (ODD) [|in partnership with World Bank, USA](#)
- Technologies and Big Data in Shaping African Public Services: Towards Efficient Digital Solutions for Africa Social Good [|in partnership with Amazon Web Services \(AWS\), USA](#)
- What does the World Economic Outlook mean for Maroc and the MENA Region? [|in partnership with IMF, USA](#)
- Africa's Digital Revolution: Opportunities & Challenges [|in partnership with Atlantic Council Africa Center, USA](#)
- Flagship report "Transforming Markets for More and Better Jobs in MENA" [|in partnership with Center for Mediterranean Integration \(CMI\) France and the World Bank, USA](#)
- Report Launch: World Bank MENA Economic Update, October 2021 [|in partnership with World Bank, USA](#)
- Sahel Development Summit: Moving beyond military containment [|in partnership with ACAC, USA](#)
- Network Meeting n°3: Jean Monnet Atlantic Network 2.0 : North and South Atlantic: Interactions, Concerns and Challenges [|in partnership with Jean Monnet Atlantic Network, Brazil](#)
- L'économie du sport au Maroc [|in partnership with AFD, France](#)

- Drug Policies and Development: Conflict or Coexistence? | in partnership with International Development Policy journal (The Graduate Institute, Geneva) et Global Commission on Drug Policy (GCDP, Geneva), Geneva
- Energy Strategies- Europe and the Mediterranean: Trends and Scenarios for a Connected Energy Market | in partnership with NATO Defense College Foundation, the NATO Science for Peace and Security Programme, the Trans Adriatic Pipeline AG, the Union for the Mediterranean and NATO Defense College, Italy
- India: A Global Actor in the Geopolitical Arena | in partnership with the Embassy of India and the Brussels Diplomatic Academy, Belgium
- Presentation of the Free Trade Zone Risk Assessment Tool | in partnership with Royal United Services Institute (RUSI), UK
- Investment in Green Infrastructure: Paving the Way to the Private Sector | in partnership with Istituto Affari Internazionali, Italy
- Small States & Great Power Relations: How do Caribbean SIDs Secure their Interests? | in partnership with Brussels Diplomatic Academy, Belgium
- Maroc's New Africa Policy: Expanding Economic Links with Continental Africa | in partnership with London School of Economics and Political Science (LSE IDEAS), United Kingdom
- Development Challenges in a Post-Pandemic Africa | in partnership with Istituto per gli Studi di Politica Internazionale (ISPI) in collaboration with the Organisation for Economic Co-operation and Development (OECD), Italy
- Regards croisés sur la mobilité et la migration en Méditerranée | in partnership with le Centre pour l'Intégration en Méditerranée (CMI), France
- International Taxation from Global South Perspectives | in partnership with South Center Tax Initiative, Suisse
- The EU Green Deal and the Maghreb Countries | in partnership with Istituto per gli Studi di Politica Internazionale (ISPI), Italy
- Europe and Africa: Searching for Common Ground and a New Partnership | in partnership with ISPI, Italy
- 3<sup>rd</sup> Annual International Conference of the Jean Monnet Center of Excellence "Immigration and Human Rights in the European External Borders" | in partnership with Jean Monnet Center of Excellence, and the Observatory for Migrations and Human Rights of the SEA-EU University of the seas, together with the members of the Research Group of the "Observatoire d'Etudes Méditerranéennes" Abdelmalek Essadi University, Morocco (Spain)
- Moroccan-Turkish Relations: Current Issues and Future Prospects | in partnership with Center for Middle Eastern Studies (ORSAM), Turkey
- Global Terrorism: A Focus on the Sahel Region | in partnership with Institute for Economics & Peace (IEP), Australia
- Recessions and Recoveries in Labor Markets: Patterns, Policies, and Responses to the COVID-19 Shock | in partnership with International Monetary Fund (IMF)
- Un demi-siècle de réformes administratives : quels effets sur la gouvernance des organisations de l'Etat ? | in partnership with ISCAE
- Impacts de la Crise Covid-19 sur l'Economie Marocaine : regards croisés du Policy Center for the New South et de la Direction des Etudes et des Provisions Financières | in partnership with la Direction des Etudes et des Provisions Financières
- OMEV Joint International Conference: Countering Violent Extremism: New Responses to New Challenges | in partnership with l'Observatoire Marocain sur l'Extrémisme et la Violence (OMEV)
- La nouvelle politique européenne de voisinage post-COVID-19 : quel appui de l'UE au Maroc dans la généralisation de la couverture maladie ? | in partnership with l'Institut Européen de la Méditerranée (IEMed)
- Lobbies to Ballots: Libya from Diplomacy to Elections | in partnership with la FGSES et The Middle East Directions Programme

# MOROCCO EMPLOYMENT LAB



The Morocco Employment Lab is the fruit of a partnership between the Abdul Latif Jameel Poverty Action Lab (J-PAL) and Evidence for Policy Design (EPoD) at the Harvard Kennedy School, and the Millenium Challenge Account (MCA). The Morocco Employment Lab has three main missions: to promote scientific research to improve public policies; to build capacity for the use of evidence in research, policy design, and decision making; and to disseminate evidence to improve public policy, especially by focusing on multiple public and private actors with whom this evidence is shared.

To this end, the Morocco Employment Lab helps promote research through three channels.

First, it funds four randomized evaluations, with several key labor market partners including ONMT, ONDH, and ANAPEC.

Second, it published its first report on the impact of COVID-19 on the labor market in

October 2020. This mapped all crisis impacts on the labor market and assessed the public recovery response. Research included a national household survey in collaboration with ONDH to gauge the impacts of the COVID-19 pandemic on the labor market.

As part of its second mission to build capacity for the use of data and scientific evidence, the Morocco Employment Lab also brought together 100 participants for an IDP training session in October 2020. It also held MIT flagship distance-learning seminars entitled ‘Evaluating Social Programs’, in March and September 2021. These seminars targeted public and private partners working in the Moroccan labor market.

Additionally, a ‘Training of Trainers for optimal deployment of the BCURE program’ workshop was held from March 23 to April 2, 2021 for a cohort of teacher-researchers from leading Moroccan universities and institutions. With this training of trainers, the BCURE program is

now deployed across a number of universities, including ENSA and Ibn Tofail University of Kenitra. This workshop is part of the Building Capacity to Use Research Evidence (BCURE) program of EPoD (Harvard Kennedy School).

The third mission is to disseminate evidence and data held by the Morocco Employment Lab. To this end, four research seminars were hosted:

1. The value of reference letters/Experimental Evidence from South Africa, presented by Professor Martin Abel of Middlebury College, December 16, on a research experiment in South Africa.
2. Professor Jennifer Peck of Swarthmore College in a March 24 webinar presented the

‘Integration Costs and Missing Women in Firms’ paper.

3. A webinar on June 15 with Professor Seema Jayachandran of Northwestern University presenting the paper ‘Social Norms as a Barrier to Women’s Employment in Developing Countries’.
4. A research webinar held on October 11 with Professor Bruno Crépon from ENSAE and Polytechnique X presenting a paper entitled ‘Are Active Labor Market Policies Directed at Firms Effective? Evidence from a Randomized Evaluation with Local Employment Agencies’.

These webinars brought together a number of Moroccan researchers and policymakers.



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# MULTIMEDIA

Our weekly meetings provide the opportunity to analyze, debate, and decipher current issues.

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## AFRICAFÉ



In 2021, the Policy Center launched Africafé, a new bi-weekly program, presented by international relations expert Youssef Tobi, who, along with African experts, examines current African affairs and organizations. From the latest news on the African Union to the issues at stake for AfCFTA, our guests discuss the challenges facing, and the impact of, African institutions.

**6 EPISODES**  
**2 400+ VIEWS**



Our Senior Fellow Abdelhak Bassou, deciphers G5 Sahel news.



Notre Senior Fellow Khalid Chegraoui décrypte l'actualité de l'Union africaine.



Our Senior Fellow Mohammed Loulichki discusses the challenges of IGAD.



Our Strategic Intelligence and Analysis specialist Sara Hasnaa Mokaddem discusses challenges facing the East African Community.

# MARDIS DU PCNS



MARDIS DU PCNS is a weekly program presented by Program Officer Imane Lahrich, featuring experts and researchers who analyze socio-economic and political issues, locally and internationally. The program is broadcast directly via our social networks.

40 EPISODES

60 EXPERTS

37 000+ VIEWS

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Guest: Mohamed Amine Benabdellah, Affiliate Professor at the Faculty of Governance of Economic and Social Sciences of the UM6P.



Guest: Boutaina Falsy, Consultant in Social Sciences, Former Director of Social Protection of Workers.



Guest: Nasma Jroni, Expert in Sustainable Development.



Guest: Rachid Filali Meknassi, Member of the Committee of Experts at the International Labour Organization.

# +256 INTERVIEWS

Our experts provide analysis on current issues through a variety of interviews on TV and radio programs. From the challenges of decarbonization, to international port trade, to security in Mali, discover them below.

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## VISAS FRANCE/MAGHREB



Ivan Martin, Senior Fellow

المغرب | توقعات متشائمة ينتهي بها المؤتمر الوزاري  
للتغذية والفلاحة

مالي: المرحلة الانتقالية ضحية النزعة الانقلابية



Tawfik Majid, Journalist, France 24 ; Khalid Chegraoui, Senior Fellow



Fatima Ezzahra Mengoub, Senior Economist

## AFRICA'S GEOPOLITICS REPORT



Nouzha Chekrouni, Senior Fellow

## LA PLATEFORME DE DUBAI DANS LE COMMERCE RÉGIONAL ET MONDIAL



Khadija Ihsane, Journalist and anchor Medi1TV ; Oumnia Boutaleb, International relations specialist



# PODCASTS



64  
PODCASTS

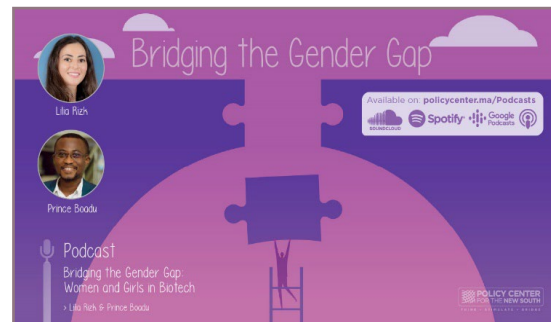
+20 000  
LISTENINGS

Our podcasts have showcased nearly 50 experts sharing their views on topics and issues as diverse as COP26, soaring commodity prices, terrorism and security challenges, Afghanistan, and gender issues via our Special Series, Bridging the Gender Gap. Our experts have also been invited to speak in other podcasts. Discover them below.

For more information  
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In partnership with l'IFRI





# IN THE PRESS

The Policy Center for the New South is increasingly present in the Moroccan and international media landscape. With nearly 2,000 press mentions in 2021, the think tank's experts and researchers are fully engaged in current debates. The Policy Center is cited in major international media outlets such as AP News, The New York Times, Le Monde, Libération, Le Point, Le Temps and Jeune Afrique, as well as in national media: MAP, Medi1TV, Maroc Hebdo, and L'Economiste, among many others.



« Dans une tentative de retourner la situation en sa faveur, Bolsonaro a soumis une demande de destitution de l'un des juges qui lui sont les plus défavorables, mais son projet au Sénat a été un échec. L'expert brésilien en géopolitique et relations internationales, Marcus Vinicius de Freitas explique à la MAP que les juges ne sont pas élus, mais ils tirent leur légitimité de ceux qui les ont nommés, en l'occurrence les sénateurs ».

« *La crise institutionnelle brésilienne expliquée par le politologue Venicius De Freitas* »  
| Agence marocaine de presse, september 16, 2021



« The violence that emerged from the groups' move has fueled one of the fastest-growing displacement crises in the world, with more than 1.2 million people forced to flee their homes in Burkina Faso ».

Rida Lyammouri | *"More Than 100 People Killed in Attack in Burkina Faso"*  
| The New York Times (nytimes.com), october 11, 2021



« Les pays partenaires qui coopèrent le plus avec l'Europe sur un certain nombre de dossiers se voient attribuer plus de soutien financier et institutionnel et vice versa (...) toutefois, c'est la première fois qu'un pays européen prend une telle mesure dite de conditionnalité négative, impliquant la baisse de l'octroi des visas aux ressortissants maghrébins ».

Amal El Ouassif | « *Maroc : ce (non-)visa français vécu comme un appât électoral* »  
| Le Point, september 30, 2021



"على مستوى التكامل القاري، إن آمال أفريقيا بخصوص التنمية الصناعية الإقليمية والتنويع الاقتصادي كانت وما تزال معلقة على منطقة التجارة الحرة؛ فيما لم يؤثر تفشي فيروس (كوفيد - 19) على الصحة فحسب، إذ كانت له آثار سلبية على المشهد التجاري في أفريقيا التي شهد عدد من دولها اضطرابات في سلاسل التوريد الإقليمية، وتراجعا في التجارة البينية، وانخفاضا في أسعار السلع الأساسية، مع تراكم مدفوعات الديون التجارية.".

التقرير السنوي حول اقتصاد أفريقيا دعوة لمستقبل قائم على «اقتصاد الحياة» والحفاظ على الموارد في أفريقيا

## Le Monde

« En soi, le projet [de mécanisme européen d'ajustement carbone aux frontières] part d'une bonne intention. Il n'est pas motivé par le protectionnisme, mais par des préoccupations climatiques on ne peut plus justifiées. Seul problème : si ce mécanisme est adopté en l'état, il risque de faire plus de mal que de bien ».

Uri Dadush | « Le mécanisme européen d'ajustement carbone aux frontières risque de faire plus de mal que de bien » .

| *Le Monde*, July 23, 2021



« O programa de infraestrutura [Estados Unidos] expressa forte ambição no que diz respeito à agenda da mudança climática, incluindo suporte a carros elétricos e energia renovável, além de projetos experimentais em tecnologias consideradas com potencial ».

Otaviano Canuto | « A mãe de todas as recuperações nos Estados Unidos »

| *Poder 360*, May 1<sup>st</sup>, 2021



« Il est temps de voir grand et d'être plus ambitieux (...). Le Maroc et l'Union européenne devraient renforcer davantage leur coopération, basée sur la confiance, dans plusieurs domaines, notamment le commerce ».

Karim El Aynaoui, Président du PCNS | « Le Maroc, « une success story » en matière de développement économique dans la région » | *2M*, December 5, 2021



"Botswana's burgeoning women entrepreneurs are important drivers and contributors of the country's sustainable socio-economic growth. Innovative business ventures with digital solutions are important in a post-pandemic era and gender-sensitive national domestic policies that consider gender disparities will ensure the equitable inclusion of women in Botswana's developmental strategy."

Mary-Jean Nleya (Atlantic Dialogues Emerging Leader) | "Towards Gender Equality Through Digital Entrepreneurship: Botswana's Burgeoning Female Entrepreneurs"

| *CNBC Africa*, October 11, 2021

## We are also mentioned in:



# PRESS CLIPPING

## Maroc Hebdo



## jeune afrique

POLITIQUE

### Maroc : El Mostafa Rezrazi, le plus Japonais des Marocains



À 57 ans, ce professeur et chercheur au CV bien rempli se partage entre son pays natal, le Maroc, et son pays d'adoption, le Japon.

Directeur exécutif de l'Observatoire marocain de l'extrémisme et de la violence, senior fellow auprès du Policy Centre for the new south, analyste

## Challenge

62 | DOSSIER

### ANNONCE DE LA TAXE CARBONE AUX FRONTIÈRES DE L'UE DOIT-ELLE IMPULSER LE MAROC À RÉFLÉCHIR À SA PROPRE POLITIQUE DE DÉCARBONATION ?

ACHRAF HASSAN TARSHI, REPRÉSENTANT DE LA BAO AU MAROC

La livraison du gaz algérien par la Sonatrach à Ahfajia Gaz a soulevé beaucoup d'interrogations. Il s'agit d'un contrat, qui expire le 25 décembre 2021. Sera-t-il reconduit? Difficile de l'imaginer. Toutefois, est-ce que la question de l'approvisionnement en cette source d'énergie stratégique n'est pas posée. Le gouvernement Ahhannouch est-il appelé à trouver une alternative en urgence. Plusieurs options s'offrent au Maroc, d'après l'expert et spécialiste François Perrin.

**LA GUERRE DU GAZ AURA-T-ELLE LIEU ?**

Le Maroc d'hier & d'aujourd'hui

# Zamane

L'invité du Mois

## FATHALLAH OUALALOU

### «LA MONDIALISATION A DÉMARRÉ AVEC LA PRISE DE SEBTA EN 1415»

FATHALLAH OUALALOU NE CÈDE DE LA RÉPÉTITION. IL EST LE FIDÈLE DU MONDE POLITIQUE ET DE LA SCIENCE. IL A ÉCRIT DES LIVRES ET DES ARTICLES. IL A ÉTÉ UN DES PIONNIERS DE LA DÉMOCRATIE EN ALGÈRE. IL A ÉTÉ UN DES PIONNIERS DE LA DÉMOCRATIE EN ALGÈRE. IL A ÉTÉ UN DES PIONNIERS DE LA DÉMOCRATIE EN ALGÈRE.

## iD4D

Le centre de Développement durable

### Éthiopie : l'inquiétant impact économique et social du conflit au Tigré

Seconde nation la plus peuplée d'Afrique après le Nigeria, l'Éthiopie se distingue par un essor économique continu depuis trente ans. Des progrès notables sévèrement remis en question par le conflit avec la province du Tigré, qui dure depuis près d'un an.

Sara Mokaddem  
Directrice senior en Relations Internationales au Policy Centre for the New South.

Le 24 octobre 2021 - 14h à 16h  
Le 05 octobre 2021

# QUESTIONS TO AN EXPERT

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## The persistent challenges for Moroccan women & covid-19

“ Moroccan society is developing and modernizing, and women are actors in this positive change.

Nouzha Chekrouni



## United States, the lessons of an unusual end of mandate

“ Democracy requires having confidence in the value of debate and in the capacity of institutions to produce the right decisions.

Dominique Bocquet



## Covid-19: The West in disarray and China taking the opportunity

“ The leadership vacuum in global governance is being exploited, both strategically and opportunistically, by China.

Len Ishmael



## How to succeed in the post-covid phase in the emerging markets?

“ Recovery will also depend on the reversal of external shocks that have impacted those countries, like the fall of remittances from abroad and of touristic arrivals, as well as commodity prices.

Otaviano Canuto



## Moroccans of the world: a lever of socio-economic development for Morocco

“ Moroccans around the world can be major trade enablers for Morocco.

Mahmoud Arbouch



## French Withdrawal from Mali

“ Looking at the growing anti-France sentiment in Mali, France's influence in Mali and the Sabel is at all-time low.

Rida Lyammouri



## Closure of the Maghreb-Europe gas pipeline

“ The closure of the Maghreb-Europe gas pipeline is manageable for Morocco.

Francis Perrin



# SENIOR FELLOWS



**Nezha Alaoui M'hammdi**,  
Ambassador of His Majesty  
the King of Morocco to  
Ethiopia and Djibouti  
*Ethiopia*



**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*



**Alfredo Da Gama e Abreu  
Valladao**, Professor at  
Sciences Po Paris  
*France*



**M'hammed Dryef**,  
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  
*Belgium*



**Kidane Kiroso**,  
Former Director of the  
Institute for Peace and  
Security Studies (IPSS)  
*Ethiopia*



**Rida Iyammouri**,  
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*



**Jamal Machrouh**,  
Professor of International  
Relations at the National  
School of Business and  
Management, Ibn Toufail  
University, Kenitra  
*Morocco*



**Iván Martín**,  
Associate Researcher at the  
Interdisciplinary Research  
Group on Immigration  
(GRITIM) at the  
Universitat Pompeu Fabra  
in Barcelona  
*Spain*



**El Mostafa Rezzazi**,  
Affiliate Professor at  
Mohammed VI Polytechnic  
University  
*Morocco*



**Abdallah Saaf**,  
Former Minister of  
Education and Affiliate  
Professor at Mohammed  
VI Polytechnic University  
*Morocco*



**Matsumoto Shoji**,  
President of Sapporo  
Institute for International  
Solidarity  
*Japan*



**Marcus Vinicius de  
Freitas**, Professor at  
Fondation Armando  
Alvares Penteado  
*China*



**Jial Abdel-Latif**,  
Senior Social Policy Advisor,  
Gender, Poverty and Social  
Policy Division (GPSPD) at  
the United Nations Economic  
Commission for Africa  
(UNECA)  
*Ethiopia*



**Hisham Aidi,**  
Professeur à Colombia  
University (SIPA)  
USA



**Eduardo Amaral  
Haddad,** Professor at  
University São Paulo  
Brazil



**Tayeb Amegroud,**  
Founder of GPower  
Consultants  
Morocco



**Mina Balamoune,**  
Professor at the University  
of North Florida  
USA



**Dominique Bocquet,**  
Lecturer, Sciences Po  
France



**Otaviano Canoto,**  
Former Executive  
Director at the IMF  
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