

# ACTIVITY REPORT 2022

POLICY CENTER FOR THE NEW SOUTH





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POLICY CENTER FOR THE NEW SOUTH



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# INTRODUCTION

In 2022, the Policy Center for the New South endeavored to help clarify the issues that underlie the course the world is taking. During this eventful year, it sought to frame these issues in the context of its own ethos and position, which anchors it firmly in its country, its continent, and a new South that is self-aware, master of its own narratives, sure of its place in the world, and of the part it must play in its debates.

Stepping up to the responsibility conferred on it by its official accreditation as a public good, the PCNS has tried to remain faithful to its belief in openness to others and their ideas, even in the face of the dynamism and uncertainty of current events, and in the face of the challenge of the fragmentation of realities, representations, and knowledge. Our commitment thus translates into a conviction and a deep adhesion to the values of tolerance and respect for others, which are rooted in the Moroccan soul.

In this spirit, the Policy Center for the New South has continued to strengthen its contacts with its more than 100 partners, while working to further expand its network. In doing so, it has worked intensely and relentlessly to generate and exchange ideas informed by evidence, data, empirical facts, practical experience—the real thing. It has done so by continuing to mobilize the analytical and professional capacities that its human capital has developed, and by drawing on rigorous scientific

methods, which are the only ones capable of nourishing sustainable, realistic, and useful public policies for citizens and communities.

The Center's scientific output is a testament to its efforts to achieve this goal. In 2022, 210 written publications, including 16 books, contributed to the seven research programs that the Policy Center for the New South has set for itself for the period 2021-23.

Audiovisual content echoed the texts and shed new light on them. In 2022, 228 videos were produced. Our center now hosts a weekly program in Arabic and a bi-monthly program in English and French. Over seventy podcasts completed our multimedia package, allowing those who wish to follow our work to do so in ways other than through written production, and, for the first time, we launched an online television channel: ADTV. This channel was broadcast all throughout the Atlantic Dialogues, the world's premier conference on the Atlantic space, which has been held annually by the Center in Marrakech for the past ten years. ADTV namely transmitted numerous panels live, featuring PCNS teams and renowned experts from various disciplines.

The Policy Center also builds bridges across continents, generations, and expertise through its Atlantic Dialogues Emerging Leaders (ADEL)

program. The community of these promising young professionals, who already hold key managerial occupations in the countries of the Atlantic Basin, was enriched in 2022 by a cohort of 30 participants, selected from among 1,600 candidates from five continents. We are proud that the ADEL network now has 380 members across 60 countries.

Finally, the Policy Center for the New South in 2022 organized or participated in the organization of more than 100 events, including nearly 50 organized in-house. These included the Atlantic Dialogues and the African Peace and Security Annual Conference (APSACO), a flagship event tackling the challenges and developments in the security sector on our continent. The center's strategic thinking on Africa and its changing environment is supported by the 4x4 Directors Forum, where African and European think tank leaders reflect on the changing economic and geopolitical environment shared by the two continents, and by the Atlantic Strategy Group, which focuses on the Atlantic Basin as a whole.

We are honored that these efforts have been rewarded with ever-increasing attention from the press and internet users. Last year, our research generated nearly 5,000 press articles, 537 of which were exclusive, and 40% of which were international. Our following on social networks increased by 65,000 people. We also recorded a total number of 700,000 unique website visitors

in 2022. This interest is compelling, and we are committed to continuing to rise to the occasion.

With this in mind, the Policy Center for the New South continues to innovate in methods of experimentation, formulation, incubation, transmission, and visualization of new ideas, in order to contribute to public policy thinking and implementation. Knowledge Management and the Public Policy Lab teams have worked to develop new tools and methods, using design thinking and digital technologies, to operationalize research, analysis, design, and the practice of public policies.

The Policy Center for the New South collective has been working to achieve this vision, which has been a part of our think tank since its establishment. I would like to thank all of our colleagues for their passion and commitment to the project year after year. It is an honor and a privilege to pursue it alongside all our friends, fellow travelers, and supporters, who are as committed as we are to thinking about the changes in the world and the policies required to accompany them, and who share with us the idea of bringing them together for the benefit of the greatest number.

**KARIM EL AYNAOUI**  
Executive President



The new Policy Center for the New South building at the Mohammed VI Polytechnic University campus, Rocade Rabat-Salé



# THE POLICY CENTER FOR THE NEW SOUTH: A COMMON GOOD FOR THE NEW SOUTH

IN SUM

The Policy Center for the New South (PCNS), a Moroccan think tank established in 2014 and based in Rabat, now employs 120 people, including 40 Senior Fellows who are renowned experts from the Global South and North.

The PCNS emphasizes the concept of a ‘new South’ that is open, responsible, and enterprising, and that defines its own narratives and mental maps around the Mediterranean and South Atlantic basins, in the framework of a relaxed relationship with the rest of the world.

Its mission is to support the development in Africa of public policies: economic and social, environmental and international. The think tank gives a voice to experts from the South on developments that concern them, and amplifies their voices in the global debate. This positioning, based on dialogue and partnerships, consists of cultivating African expertise and excellence, which can contribute to the diagnosis and solutions of African challenges.

The PCNS is also defined as a common good, having been recognized as a public utility by the Moroccan authorities in 2021. It organizes more than 110 events per year, including its two flagship international conferences, The Atlantic Dialogues in Marrakech, and the African Peace and Security Annual Conference (APSACO) in Rabat.

With a focus on building bridges between the North and South Atlantic zones, and between generations, the think tank is developing a community of young leaders through its Atlantic Dialogues Emerging Leaders (ADEL) program. Each year, it selects a cohort of young professionals between the ages of 23 and 35 from across the Atlantic region, who convene in Marrakech for a dedicated leadership program prior to The Atlantic Dialogues conference. This space for cooperation and networking, dedicated to a new generation, with over 330 members and various activities throughout the year, allows PCNS to contribute to the emergence of tomorrow’s leaders.

# RESEARCH PROGRAM

Building on its seven-year history and nationally and internationally recognized expertise, the Policy Center for the New South is strengthening the role of its research activities and launching its 2021-23 research program. This three-year program combines the Policy Center's core expertise in international relations, geopolitics, economics, and public policy, and also focuses on the strategic regions that remind us of its identity, from Morocco and Africa to the Global South. It is structured around seven main programs.

1

## THE NEW SOUTH IN A CHANGING GLOBALIZATION

This program focuses on Africa in the new globalization, as an autonomous geo-economic and geopolitical entity. It focuses in particular on Africa in the great global balances, shifts within the African Union and the prospects for reform, the macroeconomics of the new South, and finally global and regional common public goods.

2

## BUILDING AN AUTONOMOUS AFRICA IN AN INTERDEPENDENT WORLD

Africa has been through major transitions in the past twenty years, making Africa a key player in contemporary international relations. This program pays particular attention to the struggle for power on the African continent, Africa's strategic autonomy, regional strategic dynamics, and Africa in the wider Atlantic space.

3

## UNDERSTANDING AFRICAN INTERNAL DYNAMICS

The program focuses on the mutations of the state in Africa and the dynamics of African institutions, the transformation of African society, with a particular emphasis on African society in the twenty-first century, intra-African power games, the peace-development-security nexus, and finally the inherent characteristics of the migration phenomenon.

4

## THINKING ABOUT THE EMERGENCE OF AFRICA IN THE NEW GLOBALIZATION

This program explores the levers of African economic emergence in a changing world. The 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, and the research and innovation that is needed to better adapt technologies to local contexts.

5

## RETHINKING THE MOROCCAN ECONOMY

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

6

## MOROCCO IN A CHANGING GLOBAL ENVIRONMENT

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

7

## MOROCCO, THE SOCIAL AND TERRITORIAL STATE

This program is dedicated to the Moroccan territorial and social state. Territorial democracy and the transfer of responsibilities to local representatives are levers to promote full inclusion of all social classes and localities. The territorial state leads to a redefinition of the identity of the public administration, which aims to expand its fields of action by identifying the practices necessary to develop its capacities and leadership.

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PARTICIPATIONS  
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CONFERENCES



**SOCIAL MEDIA  
FOLLOWERS**



**UNIQUE WEBSITE  
VIEWS**



**NEWSLETTERS**



**PRESS COVERAGE**



**PRESS RELEASES**



**INTERVIEWS PRESSE**

# NUMBER OF PUBLICATIONS

In line with current events and the focus of the Policy Center's research program, publications are produced in a variety of formats, depending on the topic: Policy Briefs, Policy Papers, or blog posts published in opinion form. The think tank's output also includes audiovisual and digital formats, with programs and podcasts that contribute to public debate.

In 2022, we published **210 research papers** and **72 opinions**, and produced **81 program episodes** and **71 podcast episodes**.

74

POLICY BRIEFS

31

POLICY PAPERS

16

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RESEARCH PAPERS

02

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# THINK

**PUBLICATIONS** 18

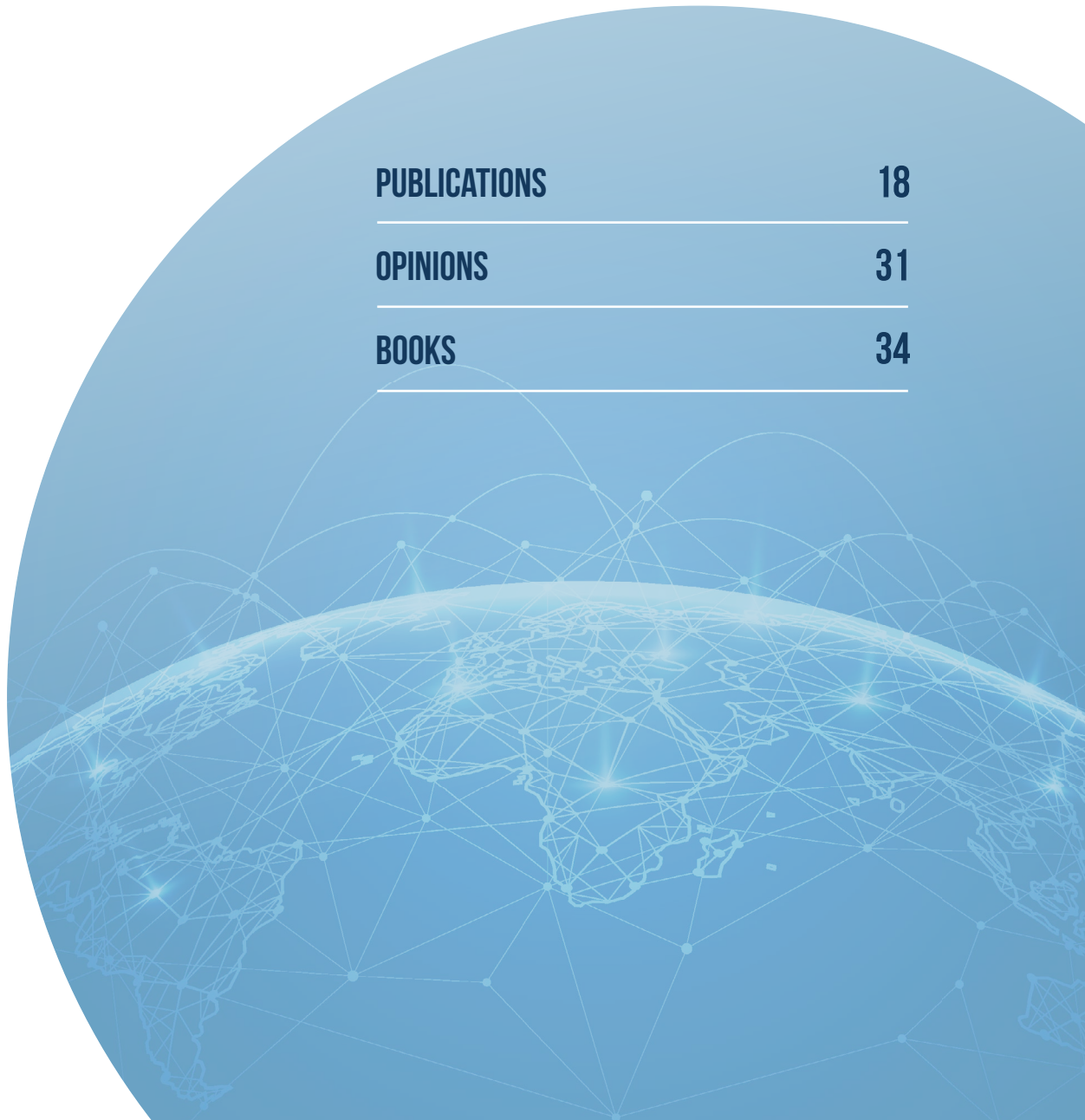
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The Policy Center for the New South dedicated a significant portion of its research in 2022 to analyzing the Russia-Ukraine war and its multiple consequences for the Global South. The study of this conflict has mobilized our researchers and experts across several research programs. Many reports and publications have been devoted to the impact on international relations of the return of conflict to Europe. The place of the Global South in a fragmented world order and the consequences of the conflict for multilateral cooperation were also important research themes.





Policy Center experts have been particularly focused on examining the impact of the conflict in Ukraine on the food and energy security of African countries, especially those that are heavily dependent on energy imports. Rising energy prices on international markets, as well as supply reductions and sanctions on Russia, have heightened concerns about Africa's energy supply. Many studies have also shown the impact of these developments on global energy transition goals.



## I. THE NEW SOUTH IN A CHANGING GLOBALIZATION

The New South in a Changing Globalization, one of the themes of the Policy Center for the New South's three-year research program, came to the forefront in 2022 because of the many consequences of the Russian-Ukrainian conflict.

### The Global South in the Face of the Russia-Ukraine Conflict

While 2021 was marked by multiple uncertainties around the evolution of the COVID-19 pandemic, 2022 began with the prospect of a return to normality, with forecasts of renewed growth. The outbreak of the Russian-Ukrainian conflict in February 2022 quickly quashed this hope. The impact of the war on supply chains and the price of food and other commodities added to existing inflationary pressures, contributing in part to the global economic slowdown. Between the dimming of the prospects for economic recovery and the intensification of competition between powers, the economic and geopolitical ramifications of this new crisis have been particularly felt in the countries of the Global South.

### A Conflict with Pronounced Economic and Geopolitical Effects

In this context, **Abdelaziz Ait Ali**, Senior Economist, **Fahd Azaroual** and **Oumayma Bourhiba**, Economists, and **Uri Dadush**, Senior Fellow, focused their Policy Brief "The Economic Implications of the War in Ukraine for Africa and Morocco" on the short and long-term consequences of the war for the African economy, which, in the context of post-COVID-19 recovery, has been confronted with global inflationary pressures and numerous uncertainties. For countries exporting commodities, mainly energy, an opportunity has arisen in the face of a tightening global energy market. However, external imbalances linked to persistent inflation and public debt trends have penalized many African countries.

Also in the context of the repercussions of the war in Ukraine, **Otaviano Canuto**, Senior Fellow, provided in his Policy Brief « War in Ukraine and Risks of Stagflation » an analysis of the various shocks to commodity prices, supply chains, and financial networks. All of these disruptions are linked to the sanctions imposed on Russia by the West, with global impacts on energy and commodity markets, increasing inflationary pressures and reinforcing the push towards relative deglobalization.



The close link between financial markets and commodity prices was highlighted by **Yves Jégourel**, Senior Fellow, in his Policy Brief "Towards a "Decommodification" of Commodity Markets". Indeed, raw materials are often grouped by function, whereas in reality it is their common economic characteristics that justify their grouping under the term "commodities". In this Policy Brief, an in-depth analysis enables the identification of differentiation strategies in terms of quality, allowing producers to protect themselves from price competition and to stimulate value creation, possibly deconstructing the grouping into functions, and leading to a "decommodification" of raw materials.

The disruption to international relations caused by the Russian-Ukrainian conflict was also the subject of contributions from our experts. Senior Fellow **Jamal Machrouh** examined the effects of the conflict on current geopolitical balances in a Policy Brief titled "The Geopolitical and Geoeconomic Consequences of the War in Ukraine on Africa". He argued that large-scale international crises such as the conflict in Ukraine constitute historical ruptures that induce profound changes in paradigms, and also in systems of alliances. These

changes could have a negative impact on African countries insofar as they lead to a return to war as an instrument for regulating international relations.

In a Policy Brief entitled "The War Between Russia and Ukraine: A Turning Point and a Deathblow to Multilateralism", Senior Fellow **Mohammed Loulichki** analyzed the consequences of the conflict on multilateral cooperation. He exposed the paralysis of the collective security system and predicted the beginning of a new Cold War, arising from the polarization induced by the conflict, in which the countries of the South, particularly those of the Non-Aligned Movement, would have to take a stand.

## **An Accentuation of Power Rivalries**

An accentuation of power rivalries also marked 2022, at a time when the countries of the Global South are calling for a rebalancing of North-South relations, and are demanding greater representation within global governance forums. This desire to rebalance was particularly evident in the discussions that accompanied the holding of the African Union-European Union (AU-EU) summit in February 2022 in Brussels. **Patricia Ahanda**, a



French Alumni of the Atlantic Dialogues Emerging Leaders (ADEL) program, discussed in a Policy Brief titled "[Europe-Africa: the era of shared leadership between the two continents?](#)" the centrality of Africa in the panorama of global geopolitical issues, and the place of Africa-Europe relations on the agenda of political decision-makers on both sides of the Mediterranean. She called for strengthened cooperation within a framework that takes into account the many common challenges, and the limitations revealed by past approaches.

The study of the strategies deployed by the various actors in the context of power competition was a major topic for Policy Center experts in 2022. **Redouan Najah**, a specialist in international relations, wrote a Policy Paper titled "[Japan in Africa: An Active but Discreet Player](#)" on the strategic shift by Tokyo from an African policy focused on official development assistance, to a

policy focused on private investment. Also in the context of the study of power rivalries, Senior Fellow **Abdelhak Bassou** delivered in a Policy Paper on "[Russia's Quest for All-Power: Near East, Middle East and Africa](#)", an analysis of the driving principles of Russian foreign policy under Vladimir Putin, and the manifestation of what he sees as a global strategy of power reassertion in regions such as Africa and the Middle East. He thus detailed the contours of the new Russian deployment in Africa, and the plurality of objectives that motivated interventions in the Middle East.

### Dealing With the Economic Impact of the Conflict in Ukraine

The global economic outlook is clouded by inflationary pressures, concerns about a likely recession, rising interest rates, and declining growth and productivity levels. These factors will likely contribute to a deterioration in the economic situation of emerging and developing countries over the next few years. In this context, Senior Fellow **Hinh T. Dinh** discussed the implications for this group of countries in his Policy Paper "[Sailing on a Stormy Sea: Policy Challenges for Developing Countries 2022-2025](#)". Unfortunately, emerging and developing countries have come out of the COVID-19 crisis with reduced fiscal space and increased debt service liabilities. As a result, policymakers will face difficult choices in the coming years in order to protect national economies from external shocks. They will be confronted with the famous "[monetary trilemma](#)", faced with the need to prioritize exchange rate stability, capital mobility, and monetary independence. However, the impact of external shocks on national economies could still be mitigated, provided there is greater flexibility in the management of the exchange rate and capital flows.

In his Policy Paper, **Hinh T. Dinh** confirmed that it is up to national authorities to retain the ability to influence national interest rates in order to promote economic growth. Restoring growth and productivity in emerging and developing countries requires the implementation of appropriate policies. Finally, greater coordination between developed

and developing economies, as well as international organizations, is crucial to achieve a satisfactory resolution of debt and its return to low and intermediate levels.

This medium- to long-term vision for developing countries was also evoked by Senior Fellow **Moubarak Lo** and his co-author **Amaye Sy** in their Policy Paper "[COVID-19 and the crisis in Ukraine: what impacts on Africa's march towards sustainable economic and social emergence?](#)". They examined the link between the COVID-19

pandemic and the Ukrainian crisis, and offered a clarification of future policies to be implemented in Africa. The two authors assessed the various impacts of the health crisis and analyzed the effects of the war in Ukraine, while outlining the challenges caused by the various shocks. Africa's vulnerability emerges as a major challenge, with economic indicators declining and expected to stabilize in 2023. Economic recovery in Africa depends on countercyclical policies that accelerate structural transformation, while preserving the social welfare of the population.

## II. BUILDING AN AUTONOMOUS AFRICA

African autonomy in a changing geopolitical landscape, another theme of the Policy Center's three-year research program, featured prominently among the think tank's output in 2022. Various publications examined the unique geostrategic, cultural, and economic contexts in which African states must manage their positioning on the international stage.

### **Great Power Competition in Africa and the Difficult Balancing Act of Regional Partnerships**

The war in Ukraine has profoundly changed the equation for African states, which were trying to revive their economies after the shock of the COVID-19 pandemic. Senior Fellow Hisham Aidi's paper, "[The Russia-Ukraine War: Implications for Africa](#)", argued that the war has placed African states in a vulnerable position because of soaring energy prices, food insecurity, and risks to democratic governance, but that the significant pressure of the war on Africa has not been a priority

in the output of Western analysts. Also exploring the effect of war on international affairs, Senior Fellow **Dominique Bocquet** wrote in his article, "[Morality and Politics after Ukraine](#)", that war challenges the international order, while part of Africa refuses to choose sides between the two blocs.

The influence of foreign powers in Africa is felt more than ever, as the continent remains a source of strategic resources and economic opportunities. The United States, Turkey, China, Russia, and the European Union (EU) are expanding their presence by investing in energy, infrastructure, and trade. These players also engage in security operations, both in the form of diplomatic operations and direct military intervention. African countries are also attracting interest from India, among others, that want to establish their international positioning.

In this framework, Senior Fellow **Rida Lyammouri** examined U.S. policy in West Africa in a chapter of the annual Geopolitics in Africa Report, entitled



"Unpacking US Foreign Policy in West Africa and the Sahel". The author argued that the United States and its allies should take a broader and more inclusive approach to helping Sahelian states address the root causes of conflict.

The EU's military role in Africa was the subject of a study in the Policy Paper "**The European Union's (EU) military missions in Africa: between pragmatism and reinvention**", written by **Abdessalam Jaldi** and **Hamza Mjahed**, specialists in international relations. The paper argued that the EU's military missions in Africa take on, at a time of reinvention of the Euro-African partnership, a new role for the EU. The paper also argued that the EU's military missions in Africa are of considerable importance at a time when the African continent, prey to foreign influences, faces security challenges of an unprecedented nature. Senior Fellow **Hisham Aidi** developed an accurate analysis of Turkey's growing political and economic presence on the continent in his Policy Brief "**Africa and the 'Ankara Consensus'**", describing Ankara's diplomacy in Africa as an alternative to Washington's consensus on neoliberal economic

growth, and Beijing's consensus on state-led growth, which values stability over democracy.

India's partnership with East Africa was also explored in a paper published in partnership with the French Institute of International Relations (Ifri), "**India-East Africa: A Not So Healthy Relationship?**". Authors **Isabelle Saint-Mézard** and **Françoise Nicolas** highlighted the close ties that East Africa shares with India, but used the case of Delhi's health diplomacy to reveal growing tensions.

The interest of Asian powers in Africa was the subject of a Policy Brief by international relations specialist **Redouan Najah**, titled "**2022, a crucial year for Beijing's leadership: the 'two sessions' of the Chinese Parliament and Africa**". The author argues that the holding of the so-called two sessions of the Chinese Parliament in March 2022 officially marked the beginning of preparations for the 20th Communist Party Congress, an event that took place in October 2022 and provided insights into Africa's place in China's development strategy.

## African Regional Dynamics: Indicators of Growing Autonomy

Africa is becoming more integrated and assertive on the world stage as it develops economically and politically. As this trend continues, African leaders have sought to create complementarities to enhance trade and cooperation, both within Africa and with the rest of the world. Through increased regional integration and cooperation, African countries are beginning to play a greater role in global trade and politics, enabling them to represent their interests more effectively and to contribute more to world affairs.

Morocco is at the forefront of regional integration in Africa. The country has multiplied initiatives inside and outside the continent, aiming to open up new opportunities for cooperation and economic benefits for African countries. In this context, Senior Fellow **Jamal Machrouh's** Policy Brief, "[Why does Europe have a strategic interest in the realization of the Nigeria-Morocco Gas Pipeline?](#)" showed that the project would give a positive impetus to the process of economic integration in West Africa, a sub-region that would in turn constitute a large consumer market useful for European economies in the context of reduced Russian gas flows to Europe. African states are also seeking to reassert their regional position, define their own political strategies, and secure autonomy from outside powers. In this regard, **Amr Abdelrahim's** article, published in cooperation with Ifri and titled "[Egypt's Return as a Regional Power?](#)" explored Egypt's ambition to once again become a major regional player, examining its multifaceted strategy in its environment.

On the benefits of African regional integration, a paper by **Oumnia Boutaleb**, an international relations specialist, "[Regional Integration: Can it Bring More Independence to Africa?](#)" explored the benefits of economic integration, which could reduce Africa's dependence on external partners and make the continent more resilient. In the same vein, **Oussama Tayebi**, a specialist in

international relations, in the Policy Brief "[ECCAS Reform: entre modernisation des institutions et redynamisation du processus d'intégration régionale](#)", argued that the institutional reform, initiated in 2015 by the Economic Community of Central African States (ECCAS), constitutes a major turning point in the history of the region, while exploring the main challenges to achieving greater integration of the subregion.

However, some African countries are still failing to take full advantage of the potential offered by increased regional integration and cooperation. This is because of a lack of adequate infrastructure in some areas, as along with political instability, geopolitical tensions, and inadequate governance. In addition, many African countries remain heavily dependent on foreign aid, which may limit their ability to have a significant impact on global trade and policy. Senior Fellow **Khalid Chegraoui** published a chapter in the annual Geopolitics of Africa Report, titled "[West Africa between War and Peace](#)", in which he explored the various causes and origins of instability in the region, ranging from the presence of violent groups to ineffective public policies to the negative effects of great power rivalry. Indeed, West Africa has been central to the ongoing regional mutations in Africa, where **Benjamin Traoré**, a law professor at Mohammed VI Polytechnic University (UM6P), also studied ECOWAS's response to coups in his chapter, 'ECOWAS and the test of unconstitutional changes of government: the role of the state in the region'. "[La ECOEAO à l'épreuve des changements anticonstitutionnels de gouvernants : Scope and Limits of its Sanctioning Power](#)," with a case study on Mali.

## African Sovereignty in the Face of Global Fragmentation

African autonomy and sovereignty continue to be challenged in many ways. African countries have often faced various external and internal pressures that have threatened to reduce or limit their autonomy

and sovereignty. In his policy brief, "**Offshoring Migration Policy**", Senior Fellow **Hisham Aidi** explained that Western states are increasingly sending asylum seekers stranded at their borders to states in the South, in violation of humanitarian asylum principles. African states meanwhile are increasingly developing migration management policies to address intra-African migration. African countries seek to assert their sovereignty by adopting reforms, but the challenges remain significant. Researcher **Noamane Cherkaoui's** Policy Brief, "**The Sovereignty of Developing Countries: The Challenge of Foreign Aid**", argued that foreign aid, despite several advantages, can be used as a weapon to undermine a state's sovereignty. The brief presented some solutions for policymakers to limit the trade-off between sovereignty and policy autonomy.

The pressure on African sovereignty also involves military interventions, exploitation of natural resources, and interference by foreign powers. In her Policy Brief, "**Presence of Foreign Fighters: Concessions for Security?**" **Nihal El Mquirmi**, a specialist in international relations, pointed out that despite the change in the structure of private security companies operating in Africa, they fundamentally remains the same: security in exchange for mining concessions. Using the Angolan and Sierra Leonean civil wars as case studies, she illustrated the growing use of private military companies in conflict-affected countries, and the links between these private contractors and the companies that benefit from natural resources.

### III. UNDERSTANDING INTERNAL AFRICAN DYNAMICS

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The study of internal African dynamics has made it possible to observe the emergence of a certain number of trends and the persistence of numerous challenges related to the triptych of peace, development, and security. An increase in security threats in some regions of the continent marked 2022, along with the multiplication of a form of democratic backsliding, of attempts to change governments unconstitutionally.

#### **Faced with the Multiplication of Security Threats, Differentiated Responses**

The spread of the terrorist threat to the coastal states of West Africa constitutes one of the most

important risks to stability and security. This threat, to which the states of the region have responded in different and sometimes uncoordinated ways, has led to the militarization of the borders in a number of countries. **Laura Sanders**, **Rida Lyammouri**, and **Jordan Moss** addressed this issue in a policy paper titled "**Militarized Border Security Will Not Stop the Spread of Extremism**". The three experts outlined the various risks associated with pursuing a strategy to combat violent extremism that is structured solely around the military dimension. In this sense, they pleaded for local socio-economic grievances to be taken more into account.





The regional nature of the security challenges facing the continent requires states to coordinate their responses within the framework of the regional economic communities. **Oumnia Boutaleb**, a specialist in international relations, proposed in a Policy Brief titled "The role of ECOWAS in the management of internal political and security crises in its member states", a historical reading of the interventions of the West African organization in the context of the various political and security crises experienced by the sub-region. It explained the decline in the organization's influence, demonstrated by its lack of initiative in recent crises.

### **Risk of Democratic Backsliding**

The resurgence of unconstitutional changes of government observed during 2022 is one of the main threats to Africa's stability and development. This trend, which has manifested itself in an increase in coup attempts, has a negative impact on the continent's ambitions for good governance,

and raises questions about the risk of democratic backsliding. Senior Fellow **Hicham Aidi** analyzed the political and socio-economic determinants that have led to this trend in a Policy Brief titled "African Democracy in Crisis". He highlighted the persistence of popular support for the principles and processes of democratic governance, as well as the negative impact of external interventions—mainly military interventions and measures imposed by international financial institutions—on democracy in Africa.

In the same framework, **Abdessalam Jaldi**, a specialist in international relations, examined in a Policy Brief titled "Tunisia: Democracy tested by the crisis of the Second Republic", the difficulties faced by the Tunisian institutions resulting from the 2014 constitution to respond to socio-economic challenges. The researcher highlighted the negative impact of repeated institutional blockages on how the democratic governance model is perceived.

## IV. THINKING ABOUT THE EMERGENCE OF AFRICA IN THE NEW GLOBALIZATION

Food and energy security were two major issues in 2022.

### Energy: Between Dependence and Slow Energy Transition

Senior Fellow **Henri-Louis Védie** shared his concerns about the gas outlook in his policy paper "The Gas Market in Africa after Russia's Invasion of Ukraine". Russia holds 38% of the world's gas reserves, making the invasion of Ukraine and the resulting sanctions a worrying event for all gas importers worldwide. Although Africa has not faced a shortage of supply, soaring gas prices are the major problem. Diversification of supply is now becoming a necessity in order to reduce energy dependencies.



Still on the subject of the energy repercussions of the war in Ukraine, senior economist **Rim Berahab** focused on the impact of the energy crisis on the African continent in his Policy Brief 'The Energy Crisis of 2021 and its Implications for Africa'. For energy markets, the disruption had been building since the emergence of COVID-19. The risks around supply shortages have only been reinforced through the resurgence of supply concerns. The consequences extend to the African continent, notably through energy inequalities, as along with limited production possibilities, and impacted industrial growth. Africa is also faced with the imperatives of energy security and transition. As trade-offs between fossil fuels and energy must be achieved to maintain a sustainable and secure supply, the coexistence of fossil fuels and renewable energies seems to be necessary, at least during a transition phase. This goes against the general consensus in favour of eliminating fossil fuels as soon as possible.

### Towards a Reconstruction of Food Security in Africa?

Senior Fellow **Isabelle Tsakok** focused in her Policy Brief, "Implications of Food Systems for Food Security: The case of the Republic of Côte d'Ivoire", on the importance of supply diversification to ensure food security. In Côte d'Ivoire, she noted, the food security of a major part of the population is not assured, despite a developed agricultural sector. This food insecurity is related to structural problems including low productivity, lack of diversification in the agri-food sector, a high rate of poverty, and the predominance of work in the informal sector. The issue of the informal sector was addressed by economist **Hamza Saoudi**, who emphasized in his Policy Brief, "Formalizing the Informal Sector: a Fundamental Policy for the Economic Stability of the MENA

**Region**", the major role that the informal sector plays in most MENA economies. He pointed out that the share of informal employment in total employment is around 80% in Morocco.

To ensure food security on the continent, Senior Fellow **Hafez Ghanem** presented in his Policy Brief, "**Towards a Pan-African Approach to Food Security**", a pan-African food security initiative that

proposes to encourage the free trade in food products between African countries, regional investments, particularly in infrastructure, in order to face climate change and to strengthen agricultural productivity. The strategy also includes support for public-private partnerships (PPPs) in fertilizer, the creation of an African council for agricultural coordination, and support for supplies to vulnerable countries in times of crisis.

## V. RETHINKING THE MOROCCAN ECONOMY

For Morocco, 2022 was marked by resilience and the need to navigate the risks and repercussions of external shocks, while remaining focused on the domestic impacts of these on different sectors. Morocco's openness to the world, although exposed to a cascade of repercussions in the context of the war in Ukraine, has for several years brought many benefits to the country, but also problems of a more structural nature.

### **Morocco, an Actor Opening Up to the World**

In this context, **Larabi Jaïdi**, Senior Fellow, presented in his Policy Report, "**Foreign trade policy: performance and institutional dysfunctions**", the different stages, repercussions, and implications of the liberalization of foreign trade in Morocco. Indeed, Morocco's ambition was to re-establish a modernized framework of trade relations with its international partners, under the framework of equitable multilateralism. In the report, Larabi Jaïdi highlighted the link between the recovery of Morocco's trade deficit, and the dysfunctional institutional framework of its foreign-trade policy. The questioning of the institutional framework of foreign-trade policy is thus fundamental, given

its importance in establishing clear and effective foundations, allowing for the minimization of political tensions and the refocusing of resources.

Still within the framework of fair and equitable multilateralism, the employment sector is important for Morocco's relations with its international partners, particularly through migration and the reintegration of seasonal workers. In their policy paper, "**Circular Migration and Intermediation: Lessons Learned from the Experience of Moroccan Seasonal Workers in Spain**", Policy Center for the New South Executive President **Karim El Aynaoui**, Senior Fellow **Aomar Ibourk**, and economist Tayeb Ghazi focused on the reintegration of Moroccan seasonal workers in Spain, as well as the challenges and problems they face. Financial inclusion, support at several levels, and the involvement of several actors in society are required to reintegrate this category of workers successfully. Indeed, it is imperative to implement adequate measures for reintegration in a general way, in order to ensure preparation for post-migration eventualities, while aligning, for example, capitalization on vocational guidance and training, as well as efficient cooperation between countries of origin and destination.

Morocco's international economic relations with its partners abroad were also highlighted by economists **Badr Mandri** and **Oumayma Bourhiba**, particularly through the role of foreign direct investment (FDI), in their Policy Brief "**FDI Reinvestment in Morocco: A Potential to be**

**Exploited**". Economists point out that FDI can be a catalyst for economic growth as well as a fundamental factor of integration into the global economy. These benefits of FDI are not only limited to additional financing, but represent a strong signal of new investment opportunities.

## VI. MOROCCO IN A CHANGING GLOBAL ENVIRONMENT

Morocco's strategic environment is changing rapidly because of multiple geopolitical developments in the region. The ongoing political dispute over the Moroccan Sahara has been a major factor shaping Morocco's positioning in its neighborhood. In this regard, **Mohamed Loulichki**, Senior Fellow, in his Policy Brief "**Resolution 2654 on the Moroccan Sahara issue: what impact?**" analyzed of the UN Security Council resolution adopted on October 27, 2022, on the Sahara regional dispute, in which the UN peacekeeping body reiterated most of the parameters of the political solution, while making adjustments to take into account the latest developments in the dispute, and to encourage the parties to engage further in the process of finding a political solution.

Morocco's regional positioning, characterized by an expansion of international partnerships, increasingly seeks to build bridges with Africa, Europe, and the wider Atlantic. In his paper, "**The maritimization of the world and the African Atlantic space: what place for Morocco?**" **Youssef Tobi**, specialist in international relations, explored the issues of the maritimization of the world, and the opportunities and threats facing Morocco along its Atlantic coastline. He stressed the importance of the juncture between political

and economic interests, and the need to implement a pragmatic vision of the sea as a geo-economic and geostrategic space that requires security.

Morocco's geostrategic environment is influenced by its relationship with the EU. In this context, **Hamza Mjahed**, a specialist in international relations, in his paper "**France at the helm of the European Union: the stakes, constraints and prospects of the French presidency**", examined the objectives of the French presidency of the Council of the EU to accelerate the political and economic reforms of the Union, and the opportunities this presents to deepen the Morocco-EU partnership.

The Maghreb region is of the utmost importance to Morocco's stability. Its potential for integration to expand economic and cultural ties is well recognized, and opportunities exist to propel the region's development toward new, future-oriented economic models. In a chapter published in the book **Africa-Europe Cooperation and Digital Transformation**, Executive Chairman **Karim El Aynaoui**, Senior Fellow **Larabi Jaïdi**, and Public Policy Lab Manager **Akram Zaoui** analyzed Egypt, Morocco, and Tunisia in terms of their current levels of industrialization. They also critically examined the digital strategies of these countries,



looked at their initiatives related to the digitization of their industries, and discussed the challenges they face in the digital age. In addition, **Abdallah Saaf**, Senior Fellow, in his paper "[South Korea and the Maghreb](#)", explored the political and economic factors that characterize the presence of the Asian country in the Maghreb. He argued that Korea has developed its economic, political, and cultural presence in the Maghreb from several points of entry: relations with the entire Arab region, relations with the African continent, and bilateral state-to-state relations. For Abdallah Saaf, the Maghreb countries have every interest in investing in relations with powers other than the West, especially since South Korea can serve as a model of economic development.

Nevertheless, despite the opportunities, the region suffers from growing political instability and a lack of regional integration. For example, Tunisia faces enormous challenges because of a lack of economic opportunities, especially for young people, and a fragile political transition. In this regard, the policy paper by **Abdessalam Jaldi**, a specialist in international relations, titled "[Tunisia: Democracy amidst the crisis of the 2nd Republic](#)", set out conclusions about the inability of the Tunisian state to translate democracy into social progress. This phenomenon has increased citizen mistrust of institutions, precipitating the presidential power grab of July 25, 2019, a tipping point in Tunisia's political crisis.

## VII. MOROCCO, THE SOCIAL AND TERRITORIAL STATE

Family allowances in Morocco and their role are discussed in the Policy Brief 'Generalization of Family Allowances and Impact on Child Poverty and Monetary Vulnerability in the Post-Covid Period in Morocco', authored by **Touhami Abdelkhalek**, full professor at Université Mohammed VI Polytechnique (UM6P), and **Dorothee Boccantuso**, professor and Vice-Dean of the Development Economics Department at FGSES-UM6P.

The authors assessed the impact of the COVID-19 pandemic and the measures taken by the government to mitigate the impact of the health crisis. The generalization of family allowances was also done in order to act on monetary poverty and the vulnerability of the Moroccan population, especially children. The measures mentioned are mainly developed in the context of the overhaul of the Moroccan social protection system, which is now a priority for the country. The authors rely on a micro-simulated model applied to data from the 2019 wave of the National Human Development Observatory (NHDO) Household Panel Survey (HPS). The results confirm that the measures

implemented by the government not only offset the effect of the pandemic on poverty and vulnerability, but also proved to be pro-poor. In this sense, the generalization of family allowances has reinforced this effect, and in a very pronounced way in urban areas. Beyond its low cost, the measure was easy to implement, with simple targeting and simultaneous positive effects on poverty and vulnerability.

The role of women in Morocco's social framework was discussed by Program Officers **Imane Lahrich** and **Nada Drais**, in their Policy Brief "**The Future of Feminist Collective Action in the Digital Age in Morocco**". The study focused on feminist collective digital movements, in order to push for transformation of situations towards a more egalitarian orientation. The sustainability and diversity of feminism in the digital age are at the heart of this reflection, which focused on the repertoire of actions taken by feminist cyberactivists. The paper also analyzed digital forums as a space for mobilization and for highlighting gender issues, and how to interact with political opportunity structures.



# OPINIONS

## INTERNATIONAL RELATIONS



The war in Ukraine has upset the world's geopolitical balance, in the midst of China-U.S. rivalry. Policy Center for the New South researchers have written numerous opinion pieces to enlighten readers on the scope of the international reconfigurations underway, as well as their potential impact on Africa, a continent in transition and prey to foreign influences.

The Russian-Ukrainian conflict has caused significant distortions to global energy and food supply chains, pushing many European countries to the very edge of a serious energy crisis. These developments have prompted the European Union to look for alternative markets with a view to freeing itself from its dependence on Russian gas. It is in this perspective that **Hamza Mjahed**, International Relations Specialist in the Strategic Analysis and Monitoring Unit, wrote his Opinion, "[African Hopes and](#)

[European Needs: Key Challenges for African Gas Supplies to Europe](#)", on the role that African gas can play in preserving European energy security, while accelerating the African energy transition.

The war in Ukraine has also created the most serious European migration crisis since the end of the Cold War. However, it must be noted that EU member countries have shown solidarity with Ukrainian refugees, unlike in the 2015 migration crisis from the Middle East which deeply divided Europe. This state of affairs prompted Senior Fellow **Ivan Martin**, in his Opinion "[War in Ukraine: A Migration Crisis Like No Other](#)", to explore the reasons for this differential treatment, which he believes are to be found in hostility toward Russia, the weight of the Ukrainian diaspora in Europe, cultural and ethnic affinities, and shared Euro-Ukrainian borders.



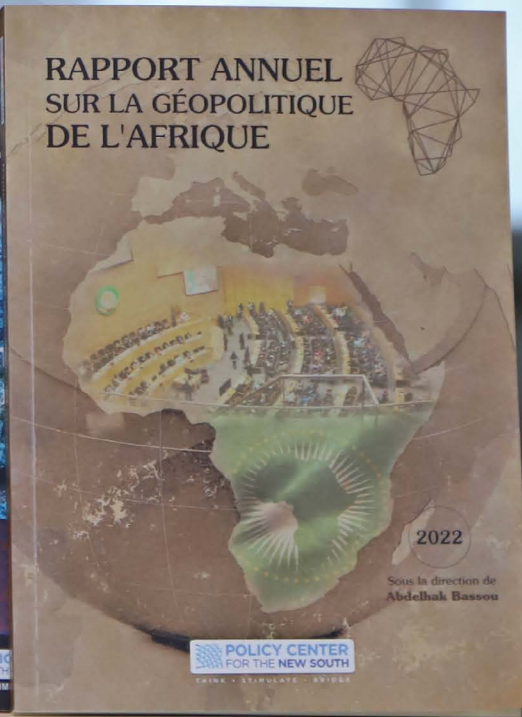
The war in Ukraine has overshadowed other priorities of the international community, such as the climate crisis, which has reached extremely worrying proportions. Thus, during the COP27 climate summit in Sharm el-Sheikh, several observers regretted the lack of ambition, despite some noticeable progress, such as the creation of a specific fund to compensate the poorest countries for climate damage they suffer. **Abdessalam Jaldi**, International Relations Specialist at the Research Department of International Relations, wrote on the sidelines of the summit the Opinion "[The situation of climate and biodiversity in the Maghreb](#)". He stressed the need to adopt immediate measures to address the climate crisis that is hitting the Maghreb ecosystems, with a focus on Morocco, Algeria, and Tunisia.

In addition, Senior Fellow **Ivan Martin**, in his Opinion "[Refugees for Money: Some Questions](#)", returned to the migration dilemma, the Achilles heel of international cooperation. According to the author, Western countries have been too inclined to resort to a policy of outsourcing border management in return for financial aid, to curb migration and refugee flows from the Global South. However, this mechanism raises many moral, political, and financial questions,

and also harms Africa's image in the concert of nations.

Africa, on the other hand, saw the start of some transitions in 2022. For example, **Amal El Ouassif**, International Relations Specialist at the International Relations Research Department, in her Opinion titled "[William Ruto Declared Winner of Kenya's Presidential Election: What to Expect Next?](#)" discussed the stakes in Kenya's presidential election, against a backdrop of tensions over the fairness of the vote, disillusionment with the political class, and soaring costs of living since the COVID-19 pandemic. **Sabine Cessou**, with "[The New Strategic Profile of the Red Sea](#)", the theme of the 12th edition of the Strategic Dialogues organized by the PCNS and HEC Paris, explored the threats and the conflicts of influence shaking a region that is a nerve center of world trade, linking the Mediterranean to the Indian Ocean, at the meeting point of three continents: Asia, Africa, and Europe. Senior Fellow **Rida Lyammouri**, in "[Violence Spillover into the Coastal States](#)", returned to the expansion of violent extremism from the Sahel-Saharan region to the coastal states of the Gulf of Guinea. This scenario reopens the debate on the need for extra-regional security solutions to contain the terrorist threat.





# THE POLICY CENTER PUBLISHES FOUR ANNUAL REPORTS



## THE ECONOMY OF AFRICA

The **third edition** of the report, coordinated by Senior Fellow **Larabi Jaïdi**, took **stock of the African economy** in 2020 and 2021 and analyzed the **outlook for 2022**. It questioned the continent's ability to cope with **three major shocks**: the **COVID-19 pandemic**, the **climate crisis**, and the **consequences of the war in Ukraine**. The report analyzed in detail the impact of the COVID-19 crisis in Africa, before looking at the responses of the regional economic communities, and then at the advances and obstacles to economic integration on the continent, concluding with policy recommendations.



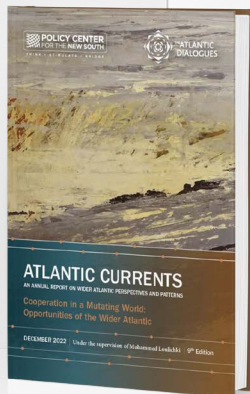
## THE GEOPOLITICS OF AFRICA

This collective work, directed by Senior Fellow **Abdelhak Bassou**, took **stock of the year 2021** in **20 countries** and the **five African sub-regions**, then addressed **security and defense, politics and governance, and society and culture**. Its **29 authors**, both associate and guest researchers, analyzed, among other things, the **'distension of ties'** in the Maghreb, West Africa **'between war and peace'**, the coup in Guinea, American foreign policy in the Sahel, and the **'COVID-19 crisis as a driver of reform in Nigeria'**.



## ARCADIA

This reference report on commodities **in Africa** is coordinated by **Philippe Chalmin**, Professor at the University of Paris Dauphine, and **Yves Jégourel**, Professor of Commodity Economics at the Conservatoire National des Arts et Métiers (CNAM) and Senior Fellow at the Policy Center for the New South. This report, part of a **collaboration** between **CycloPe** and the **Policy Center for the New South**, provides a broad overview of **commodities** exported by African nations (agricultural, mineral, and energy), by combining a **situational study of markets** with a **continental prospective analysis**.



## ATLANTIC CURRENTS

Released at the opening of **The Atlantic Dialogues** international conference, this report offers analyses from **African, European, and American** experts in line with the conference's theme, **'Cooperating in a Changing World: Opportunities for the Wider Atlantic'**. This **9th** edition, edited by Senior Fellow **Mohammed Loulichki**, looks at the **major issues** facing the Global South, from **North-South consensus** to **NATO relations, energy, climate, inflation, and food security**.

# WORKS PRODUCED BY THE PCNS IN 2022



## STRATEGIC DIALOGUES 11TH EDITION: 'THE POWERLESSNESS OF POWER - THE INDO-PACIFIC: CONTOURS AND ISSUES'

The Strategic Dialogues, a collaboration between the **HEC Center for Geopolitics** and **PCNS**, is a biannual platform for analysis and exchange that brings together experts, practitioners, policymakers, academics, and the media to reflect critically on global political trends and major issues of common importance to Europe and Africa. This publication is the output of the **11th edition** held on **October 29, 2021**, and includes all the contributions that were presented, discussed, and enriched during the meeting around two themes: **'The Powerlessness of Power'** and **'The Indo-Pacific: Contours and Issues'**.



## STRATEGIC DIALOGUES 12TH EDITION: 'THE NEW STRATEGIC PROFILE OF THE RED SEA - THE EMERGENCE OF NEW ALLIANCES'

This publication from the **12th edition** of the Strategic Dialogues, held on **May 13, 2022**, includes all the contributions that were presented, discussed, and enriched during the meeting around the two themes: **'The New Strategic Profile of the Red Sea'** and **'The Emergence of New Alliances'**.



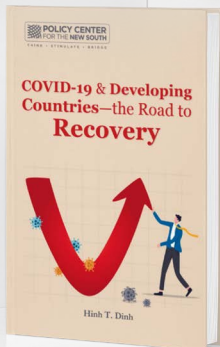
## FOREIGN TRADE POLICY: PERFORMANCE AND INSTITUTIONAL DYSFUNCTION

This study is based on the hypothesis that the **difficulties in redressing Morocco's trade deficit** are partly related to dysfunctions in its foreign trade policy institutional framework. Changes in the trade-policy formulation process have been affected by the instability of the government authority in charge of this sector. This situation calls into question that authority's ability to bring together the objectives of the various stakeholders, to ensure adequate regulation of the game of actors, and to produce clear and effective rules and standards that will minimize political tensions and the waste of resources.



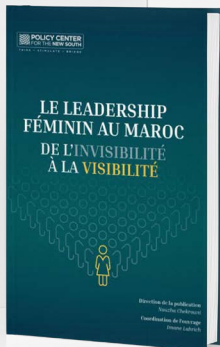
## HUMAN CAPITAL AND ECONOMIC AND SOCIAL DEVELOPMENT IN MOROCCO

This book is the result of a call for papers addressed to the academic world, jointly by the **PCNS** and the **Laboratory of Applied Economics** of the **Faculty of Legal, Economic and Social Sciences (FSJES)** Rabat-Agdal. Morocco invests in people at the center of its development model. Its adherence to the **Millennium Development Goals** and **Sustainable Development Goals** is a sign of its commitment to achieving all of these targets. Progress has been made in generalizing basic schooling and expanding healthcare services. Nevertheless, these efforts do not seem to be accompanied by an improvement in the quality of public services.



## COVID-19 & DEVELOPING COUNTRIES, THE ROAD TO RECOVERY

This book shows that low- and **middle-income countries** still have a long way to go to **control COVID-19** and **restore growth**. The book examines the fiscal space selected countries have, and finds that most of them are not able to increase their fiscal spending without jeopardizing their solvency and debt sustainability. This book therefore concludes that developing countries need to prepare for a new period of debt stress to emerge from the crisis. The book recommends comprehensive policies to address the long-term growth problems of developing countries.



## WOMEN'S LEADERSHIP IN MOROCCO: FROM INVISIBILITY TO VISIBILITY

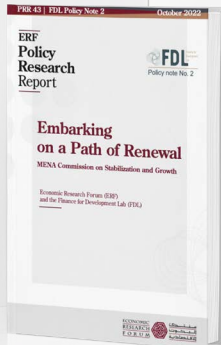
This reference book, hailed by the press upon its release, was published with the endorsement of Senior Fellow **Nouzha Chekrouni**, former Minister of Women's Affairs and former Moroccan ambassador to Canada. This report takes stock of two decades of reforms, in order to make visible the progress made **over the past 20 years**, particularly in terms of women's participation in **political spheres**, while pointing out without complacency the factors of **societal resistance**. The book, written by **16 authors**, including **10 women**, presents a rich and varied analysis in its approaches, ranging from case studies to testimonies, through academic analyses by renowned academics, including the constitutionalist Nadia Bernoussi, and Farid el Asri, Director of the Center for Global Studies at Rabat International University, who sifts through the perceptions of women in Islam—a sensitive and important subject, which is addressed here with brio.



## THE EU-AU 2022 SUMMIT: FOR A BALANCED INTERDEPENDENCE

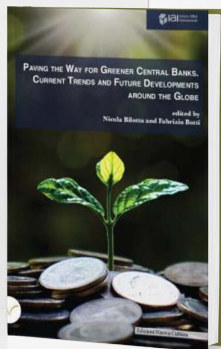
On the occasion of the 6th European Union-African Union (EU-AU) Summit held on February 17-18, 2022, in Brussels, several Senior Fellows and researchers from the Policy Center for the New South sought to shed light on EU-AU relations and contribute to the reflection on the new partnership desired by the African continent. At a time when Africa is seeking to diversify its alliances, the EU sees foreign competition as a new reason to rethink its **'development offer'** based on a co-constructed and more balanced partnership framework. This book studies the topic from several original angles, including whether or not the EU's new Africa strategy coincides with Africa's priorities, and makes original policy recommendations.

# REPORTS TO WHICH PCNS RESEARCHERS AND EXPERTS HAVE CONTRIBUTED



## EMBARCKING ON A PATH OF RENEWAL: MENA COMMISSION ON STABILIZATION AND GROWTH

In the chaotic post-COVID-19 global economy, with the war in Ukraine, adjusting to global stagflation is proving particularly difficult for oil-importing countries in the Middle East and North Africa (MENA) region. A regional panel of experts, working under the auspices of the **Economic Research Forum (ERF)** and the **Finance for Development Lab (FDL)**, was tasked with assessing the macroeconomic risks ahead, and making recommendations on how best to avoid them. After an elaborate process of analysis, consultation, and deliberation, the Commission made four sets of recommendations, which are presented in this report by **Karim El Aynaoui**, Executive Chairman of PCNS.



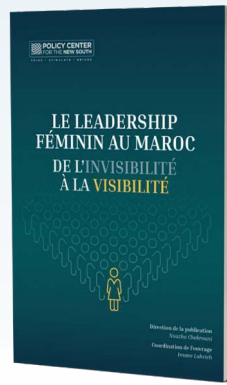
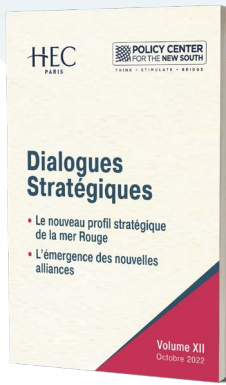
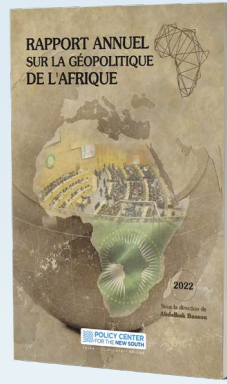
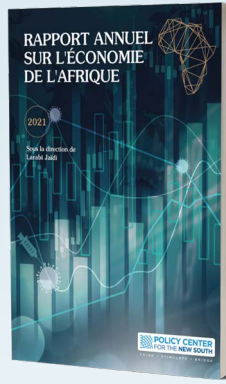
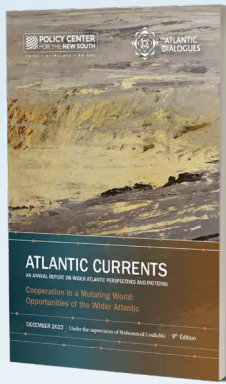
## PAVING THE WAY FOR GREENER CENTRAL BANKS - CURRENT TRENDS AND FUTURE DEVELOPMENTS AROUND THE GLOBE : (RIM BERAHAB, AFAF ZARKIK).

PCNS economists **Rim Berahab** and **Afaf Zarkik** contributed to this report on the role of **central banks** in addressing the **climate** and **energy transition** challenge. The speed and geometry of this integration varies from country to country. This volume sheds light on how central banks and international financial institutions are addressing climate change around the world, focusing on central banks in the European Union, the United States, Asia, Africa, and Latin America, as well as the potential role of the **International Monetary Fund (IMF)**, **national sovereign wealth funds**, and environmental, social, and governance (**ESG**) standards.



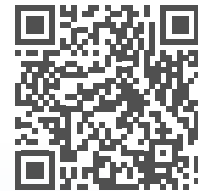
## SAHEL: MOVING BEYOND MILITARY CONTAINMENT POLICY REPORT

Nearly ten years after the start of the security crisis in the Sahel, Burkina Faso, Mali, and Niger face a more serious situation than ever. PCNS Senior Fellow **Rida Lyammouri**'s analysis focuses on the deep internal roots of the crises and the limits of the military approach. Underlying the crisis are long-standing patterns of state abuse of people, even in the most democratic countries; neglect of governance responsibilities and very little capacity to provide public goods, including security and justice; and exclusionary politics in which some communities are systematically marginalized, while others behave as the 'owners' of the state. To escape this trap, Sahelian states must reinvent themselves by drawing on their historical heritages, including Islam, rather than by trying to imitate ill-fitting Western models.



# OUR PUBLICATIONS

are accessible to all and are available at:







# STIMULATE

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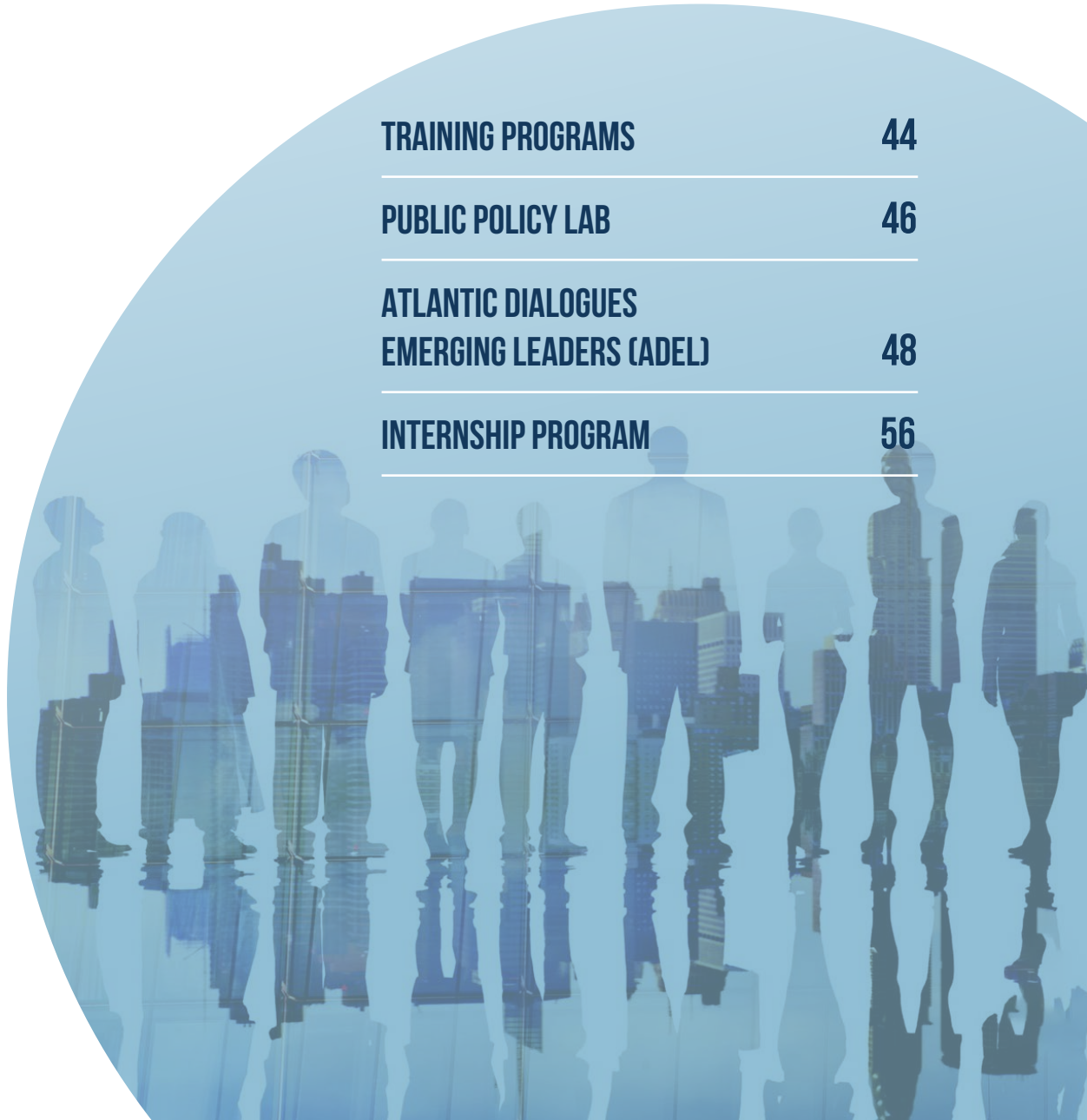
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One of the main objectives of the Policy Center for the New South is to stimulate dialogue, innovation, collaboration, and training. In 2022, three training programs were organized for the benefit of PCNS teams, in the fields of business intelligence, Python programming, and cybersecurity and artificial intelligence as part of an exchange in Rome.

In addition, the think tank continues its policy of encouraging a North-South dialogue as well as intergenerational exchanges, through the Atlantic Dialogues Emerging Leaders (ADEL) program. This program, which precedes the annual high-level international conference The Atlantic Dialogues, gives young people from all over the Atlantic area



and active in different sectors the opportunity to show their leadership potential. Throughout the year, this network participates in the Policy Center's activities, forming a 380-member strong community.

Through its Public Policy Lab, PCNS also stimulates the search for innovative solutions to improve the effectiveness of public policies. The PPL acts within the framework of projects that require innovation, in an original participatory approach that is being developed. Its objective is to solve complex problems inherent to public policies, by helping to improve decision making.



# TRAINING PROGRAMS

## CYBERSECURITY & AI



Cybersecurity is the practice of protecting computers, mobile devices, and other digital assets from malicious attacks. Over the past few decades, cyber attacks have become an evolving danger to businesses and individuals. Cybercriminals are capitalizing on this change as there are more opportunities to access or destroy sensitive data. As a result, effective cybersecurity is becoming a necessity for businesses of all sizes and sectors. As cyberattacks become ever more complex and numerous, AI is helping under-resourced security analysts stay ahead of the threats.

Our experts Hala Boumaiz, Redouan Najah, and Ahmed Ouhnini participated in a training session in Rome titled **'Artificial Intelligence and Cybersecurity in a Global Digital Age: Policy and Management Solutions'**. The program, organized annually by **Luiss School of Government** and the **Med-Or Foundation**, is tailored to specific cohorts ranging from **15 to 20 individuals** from MENA countries (**Morocco, Qatar, Turkey, UAE, Tunisia, Jordan, and Lebanon**). Following an intensive five-day training course, including workshops and a visit to Leonardo S.p.A.'s Security Operations Center (SOC), our experts were able to enhance their skills by examining the global and regional challenges posed by artificial intelligence (AI) and cybersecurity, and learned the tools and policies to successfully manage these challenges in the short, medium, and long terms.

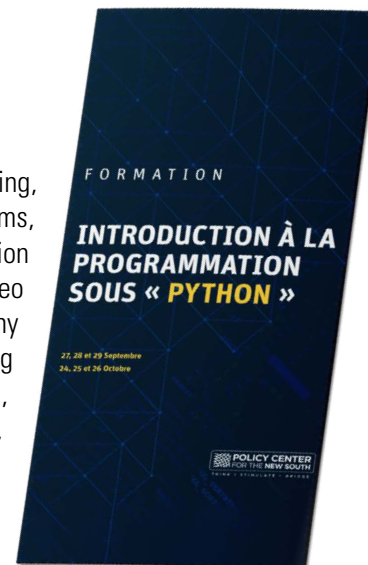


# PYTHON PROGRAMMING

In the world of think tanks, the collection, processing, analysis and presentation of information is the core of its Know-how. In fact, the flow of information that arises every hour and minute requires rapid and efficient processing before the information becomes obsolete and "**worthless**". It is in this perspective that this training, which was an introduction to automation, has benefited all PCNS staff in terms of performance and in terms of efficiency and quality of the tasks performed. At the end of this training, the participants have learned the basics of algorithmic and programming and wrote their first scripts in "**Python**".

This versatile language is used in several disciplines, including web development, artificial intelligence,

machine learning, operating systems, mobile application development, video games and many others. The training duration was six days, under two sessions, each session lasted for 3 days. The first one was dedicated to algorithmic and programming with Python while the second session was dedicated to the realization of practical cases. Changing mental maps, rediscovering the Atlantic



# BUSINESS INTELLIGENCE TRAINING

The **Policy Center for the New South** organized a series of advanced training sessions on business intelligence and risk analysis on May **17, 23, and 25, 2022**.



Every organization has a unique pattern of exposure to its external environment. Supporting and coaching your team to understand and analyze the organizational environment is essential to ensure sustainable growth of the organization. Thus, as an institution that nurtures talent, the participation of PCNS staff in this advanced training

program was part of our ongoing efforts to support our teams in improving their skills and achieving personal development.

The training was provided in an intensive, blended-learning format, combining seminars, interactive workshops, and scenario-building exercises to introduce participants to the conceptual and contextual framework of business intelligence.

Designed for project managers, analysts, and executives who contribute to strategic planning and project management, this course enables participants to develop their understanding of an organization's strategic environment and to strengthen their skills in developing predictive assessments, in order to improve decision-making and organizational performance.



# THE PUBLIC POLICY LAB, A SPACE TO SUPPORT PUBLIC POLICIES

The Public Policy Lab (PPL), launched in 2021, focuses on finding innovative solutions to improve public-policy effectiveness. The PPL is associated with the various units of the Policy Center for the New South, and is concerned with a wide range of issues, including social, economic, environmental, and international relations.

The PPL aims to contribute to public debate and create synergies between researchers and stakeholders through workshops that bring together diverse ideas and perspectives, and individuals with different experiences and skills, to develop a wide range of ideas and perspectives that can be mobilized in understanding and addressing an issue.

The format allows innovative solutions to be found by stimulating collective intelligence, and by promoting creativity and innovation. The PPL can involve public policy practitioners, NGOs, universities and the scientific community, businesses, citizens and civil society in the process of co-creation. It is a team effort, creating the conditions for optimal collaboration and communication. The purpose of the PPL is to be able to support specific requests from public or semi-public entities in the medium term.

## How to use the Public Policy Lab

The purpose of the PPL is twofold, both internal to the Policy Center to enhance its creativity, and external to the Center to benefit other stakeholders. The structure, which had three researchers at the end of 2022, acts on the following set of axes throughout the year:

- Organization of training workshops for PCNS teams to introduce them to the use of design thinking in their work.
- Organization of brainstorming sessions and co-creation workshops to stimulate creativity and innovation in the research units.
- Promote collaboration and communication between the different actors involved in the research.
- Organization of networking events for actors from different sectors to promote the exchange of knowledge and best practices.
- Expanding the scope of the application of collective intelligence and design-thinking methodology to other areas.
- Integration of artificial intelligence (AI) research into design-thinking processes.



- Exploring opportunities to use AI to improve collective intelligence and design-thinking methodologies, for example by using algorithms for data analysis, idea generation, and decision making.
- Establish mechanisms to make design-thinking processes more accessible to stakeholders and the general public, such as through publication of data and results on an open website, or via regular feedback sessions.

## **An assortment of methods**

The PPL is based on a combination of different approaches to obtain comprehensive and relevant results. In addition to the analysis of quantitative and qualitative data, we organize workshops to stimulate collective intelligence and group synergy, case studies, and experiments.

Design-thinking methods are also used in problem solving, which emphasizes empathy, defining needs, and rapid experimentation to arrive at innovative solutions. Creativity is seen as a key element in designing workshops to think outside the box to

solve complex problems. Creativity exercises such as brainstorming, mind mapping, and role playing are used to stimulate the participants' imagination, and to foster the emergence of a new vision.

On December 12, 2022, PPL offered a fun and educational workshop as part of the Atlantic Dialogues Emerging Leaders (ADEL) leadership program for 30 young professionals from across the Atlantic region, prior to their participation in PCNS's flagship conference, The Atlantic Dialogues. The workshop explored inclusivity and intersectionality in the broadest sense of the terms in public policy. The objective was to put into practice the challenges of designing and defining strategic decisions implemented by decision-making spheres in a constrained and complex environment.

The Lab organized an exercise in which participants had to define strategies to compose, gather, and discuss their ideas with their opponents. It was primarily an exercise in empathy and role-playing in which participants were asked to represent diverse interests and negotiate on that basis with other groups. Documentation and fun materials were made available to them throughout the simulation.



## THE RETURN OF THE ATLANTIC DIALOGUES EMERGING LEADERS PROGRAM

After a two-year hiatus in 2020 and 2021 caused by the COVID-19 pandemic, during which The Atlantic Dialogues high-level international conference was held as webinars, the Atlantic Dialogues Emerging Leaders (ADEL) program made its return as a face-to-face event. The Policy Center for the New South organized the 9th edition, from December 11 to 13, 2022, in advance of the 11th edition of The Atlantic Dialogues conference, which brought together 400 guests in Marrakech.

This original program, designed to give young people a place of choice, brought together a new cohort of 30 professionals aged 25 to 35, from 22 countries throughout the Atlantic area (Africa, Latin America, Europe, North America),

and active in various sectors (administration, private sector, NGOs, international institutions, research, media). Held over three days leading up to the conference, this leadership program has two main objectives: to **promote international dialogue and cooperation and to build bridges between cultures, regions, industries, and generations**. The Policy Center helps position ADELS as leaders of today and tomorrow, and enables many of them to make their first trip to Morocco and Africa.

Over the years, the laureates have multiplied to form a community of 380 members from 60 countries. Members of this active network are encouraged to build relationships with each other and with the Policy Center over time. The



# EDITION ADEL 2022



think tank invites program alumni to participate in a range of activities during the year, including research and writing of publications, speaking engagements at conferences and seminars, and occasional collaborations on topics of common interest and social impact projects supported by the Policy Center.

Like every year, the 2022 edition of the program combined sessions, workshops, and site visits. The cohort of 30 participants, selected on the basis of applications from 1,600 candidates, was able to interact with high-level experts, including **Ade Mabogunje**, professor of design thinking at Stanford University (California), **Obiageli Ezekwesili**, presidential candidate in Nigeria in the 2019 elections and an expert in economic policy, and **Nezha Alaoui M'Hamdi**, Head of the Bilateral Cooperation Division at the Africa Department of the Moroccan Ministry of Foreign Affairs and Cooperation. Their discussions covered a wide range of topics, from Industry 4.0 to information literacy, sustainable innovation and equitable education systems. The interactive workshops, which focused on leadership, intersectionality of public policy, and the Atlantic community, among other topics, allowed the group to learn new tools.

Visits to the Mohammed VI Polytechnic University (UM6P) in Benguerir, the Green Energy Park and Green Smart Building Park, and the 1337 Coding School, the first coding school in Morocco, allowed the group to discover the world of Moroccan research and innovation, as well as the institutions that are part of the ecosystem of the Office Chérifien des Phosphates (OCP) group. The opportunity to approach the local dimension of some of the concepts discussed during the program.

The ADEL cohort then joined The Atlantic Dialogues conference, from December 14-16 in Marrakech. Several young leaders spoke at the Breakout Dinners, thematic dinners held in the city on the sidelines of the conference, and then at the final plenary session, dedicated to the ADELS. **Theodora Skeadas**, (32, former Public Policy Associate at Twitter, United States) spoke in a Breakout Dinner on new digital technologies for development; **Fatma Ahmed** (34, Capacity Development Specialist, UNDP Regional Program for Africa, Sweden/Somalia) spoke on the challenges of human development; and **Winnie Mutai** (29, Climate Change Preparedness Expert, African Development Bank, Africa) spoke on the challenges of climate change.



For the conference's final plenary session, dedicated to the cohort, **Nusrat Farooq** (28, Technology and Programs Associate, India), **Lavar Thomas** (31, Environmental Protection Specialist, U.S. Environmental Protection Agency), **Cecilia Vidotto Labastie** (29, Program Officer Europe, France), **Amine Derj** (32, Co-founder and CEO,

Jodoor Greentech, Morocco), and **Pauline Batista** (32, Media Production Assistant, United Nations, Brazil) were selected by their peers to represent the group. They chose the theme '**The Future We Want**' as a basis to share their experiences, and talk about their expectations and ambitions for the future.



## 30 ADEL Alumni invited to The Atlantic Dialogues in 2022

Inviting former ADELs to participate in the Atlantic Dialogues has also become a habit, to strengthen the community and multiply the sharing of experiences. At the 2022 edition, no fewer than 30 alumni attended the conference, of which 12 spoke or led sessions. To name a few: **Ana Paula Barreto** (ADEL 2018, Program Director, AfroResistance, Brazil), and **Teocah Dove** (ADEL 2015, Social Entrepreneur and Social Impact Storyteller, Trinidad and Tobago), spoke in a Breakout Dinner on women's leadership roles in times of crisis, while **Naakoshie Mills** (ADEL 2016, PhD candidate,

University of California, U.S.), moderated the dinner on U.S.-Africa relations.

Following their contribution to the Atlantic Currents 2022 annual report, Alumni **Hamza Rkha Chaham** (ADEL 2018, Founder of startup SOWIT, Morocco) and **Ahmed Rachid El Khattabi** (ADEL 2018, Water Board, U.S. Environmental Protection Agency, Morocco/U.S.) spoke at the launch of the 9th edition of Atlantic Currents to present their respective chapters, titled 'Agriculture and Technology' and 'Water (In)Security'.

# INTERVIEWS AND PARTICIPATION FROM ADEL TO AD TV

During the ADEL program and The Atlantic Dialogues conference, 2022 cohort members and alumni were interviewed by PCNS researchers on the conference's dedicated YouTube channel, AD TV, which was scheduled continuously throughout the three days of the conference.

Two ADELs from the class of 2022 spoke in this context:

- Live AD TV session on 'The Wider Atlantic: A Space for Innovation'

**Marianna Albuquerque** (31 years old, Deputy Director of Projects, Center of Brazilian Studies for International Relations (CEBRI), Brazil)

- AD TV Live Session on 'Weaponization of Information: The Internet, a Tool for Democracy or a Space for Digital Battlefield'

**Fritjof Knier** (32 years old, Co-founder, Integreat, Germany)

In addition, seven ADELs from the 2022 cohort were interviewed as part of the Policy Center for the New South's video productions on the ADEL program and The Atlantic Dialogues conference.



**AMINE DERJ**  
Co-founder and CEO, Jodoor  
GreenTech, Morocco



**SAVANNAH LANE**  
Director of Education and Experiences,  
The Policy Circle, United States



**JEVANIC HENRY**  
Managing Director, Sungreen  
Consulting, Saint Lucia



**PAULINE BATISTA**  
Media Production Assistant, United  
Nations, Brazil



**FRITJOF KNIER**  
Co-founder, Integreat,  
Germany



**FATMA AHMED**  
Capacity Development Specialist, UNDP  
Regional Program for Africa, Sweden/  
Somalia



**BENNO ZOGG**  
Head of Strategy and International  
Affairs, Department of Defense,  
Switzerland

## Antonella Pelizzari

(ADEL 2019, International Relations Advisor, Government of Argentina), was interviewed by PCNS researcher Youssef Tobi on 'Gender Mainstreaming in Latin America: Concept and Challenges'.

## Blair Glencorse

(ADEL 2012, Founder of the international NGO Accountability Lab, UK), answered questions from PCNS researcher Rim Berahab on 'Improving Governance through Accountability'.



ATLANTIC DIALOGUES  
**EMERGING  
 LEADERS**  
 PROGRAM  
 CONNECT. EMPOWER. INSPIRE

# PARTICIPATION OF ADEL ALUMNI IN THE POLICY CENTER'S ACTIVITIES

The ADEL awardees were very active in 2022, as they are every year, in terms of analytical production with the Policy Center. They have written Policy Briefs, Policy Papers, and Opinions, and have contributed to two of the think tank's flagship reports, Atlantic Currents and the annual Geopolitics of Africa Report. Some of them also took part in the **African Peace and Security Annual Conference (APSACO)**, held in July in Rabat, as speakers.

## CONTRIBUTIONS AND PUBLICATIONS



### Policy Briefs

**Patricia Ahanda** (ADEL 2019, Consultant Leadership, Communication, Politics, Equality, France), wrote a Policy Brief titled 'Europe-Africa: the era of leadership between the two continents?'



### Opinions

In 2022, the Policy Center opened its website pages to LEOs, allowing them to publish opinion articles. Two of these were written by **Morten Seja** (ADEL 2014, Economic Growth Consultant, Germany) and his co-authors: the first on green finance taxonomies, and the second on data collection and inclusive green finance. Under the title 'Celebrating Leading Women Who Break the Bias', **Mary-Jean Nleya** (ADEL 2016, Founder & Editor-in-Chief, The Global Communiqué, Botswana), published a text on March 8 on the occasion of International Women's Rights Day. Meanwhile, titled 'The Neglected Side of the Water Management Equation: Demand Management', the analysis by ADEL 2019 winner **Ahmed Rachid El Khattabi** (ADEL 2018, Office des eaux, U.S. Environmental Protection Agency, Morocco/USA) was published just days before World Water Day 2022. Finally, **Joseph Hammond** (ADEL 2018, Fellow, Center for Media and Peace Initiatives, USA), wrote a paper titled 'Food Export Bans Will Make the Food Crisis Worse', on the subject of food export bans and the world's worst food crisis in 70 years.



## African Peace and Security Annual Conference (APSACO)

After two special online editions, the Policy Center's **African Peace and Security Annual Conference (APSACO)** was held in Rabat on July 20-21, 2022, in a hybrid format (face-to-face and webinar) on the theme 'African Security in Times of Uncertainties'. The conference hosted four ADEL awardees: **Eniola Mafe** (Visionary Leader (VL) 2017, Strategist, African Development Professional, Nigeria), **Michael David Terungwa** (VL 2017, Africa Regional Coordinator, Citizens' Climate International, Nigeria), **Hamza Rkha Chaham** (ADEL 2018), who spoke on food security, and **Nchimunya Hamukoma** (ADEL 2018, Head, Funder Relationships and Strategic Projects, Harambee Youth Employment Accelerator, South Africa), who presented the chapter she wrote for the annual report on the geopolitics of Africa.



## Annual Report on the Geopolitics of Africa

The 2022 edition of the annual Africa Geopolitics Report, the fifth, once again allowed African experts to analyze the evolution of their own continent. Three ADEL laureates are among the report's authors:

- **Regional integration** : Central Africa at the crossroads of peripheral initiatives  
Eric Ntumba (ADEL 2017, Corporate and Investment Banker, Equity Bank Congo, DRC).
- **COVID-19 and Work**: The Experience of Southern Africa  
Nchimunya Hamukoma (ADEL 2018).
- **Re-STORY-ation**: The era and power of telling our own stories  
Chidiogo Akunyili (ADEL 2019, Founder, She Roars Africa, Nigeria).

## Atlantic Currents

The ninth Atlantic Currents report, published on December 14, 2022, to mark the opening of The Atlantic Dialogues conference, returned largely to the multiple consequences of the war in Ukraine for the Atlantic space. The war effects not only the NATO member states, both European and American, but also the countries of the Global South, which have suffered collateral damage. As in previous editions, this report, titled 'Cooperation in a Mutating World: Opportunities of the Wider Atlantic', in line with the theme of The Atlantic Dialogues conference, continued to involve ADELS in the writing or co-authoring of some chapters.

- **Agriculture and Technology**  
Hamza Rkha Chaham (ADEL 2018)
- **Water (In)Security**  
Ahmed Rachid El Khattabi (ADEL 2018), co-authored with PCNS senior economist Fatima Ezzahra Mengoub.



## Presentation of the Policy Paper on : 'Purpose Driven Companies and the Regulation of the Fourth Sector'.

In January 2022, **Juan Diego Mujica Filippi** (ADEL 2019, Peruvian lawyer) spoke in a PCNS webinar with Policy Center experts **Abdelaaziz Ait Ali**, senior economist, and **Ahmed Ouhnini**, research assistant in economy, on the topic 'Purpose Driven Companies and the Regulation of the Fourth Sector', an international research project that Juan Diego coordinated and to which he invited PCNS to contribute.

This webinar presented the Moroccan portion of the research project, which is the result of a joint effort between PCNS, the Ibero-American General Secretariat (SEGIB), the United Nations Development Program (UNDP), and the International Development Research Centre (IDRC).

## ADEL Podcasts

Patricia Ahanda (ADEL 2019, France) was interviewed on French President Emmanuel Macron's geopolitical strategy in Africa, for a podcast titled 'Reclaiming Africa: Emmanuel Macron's Geopolitical Strategy'.

ADEL awardees Eniola Mafe, Michael David Terungwa, and Hamza Rkha Chaham, present at the Annual Peace and Security Conference in Africa (APSACO), recorded podcasts on food security with PCNS columnist Helmut Sorge.



- **Can Africa learn to feed itself?**

Hamza Rkha Chaham (ADEL 2018)

- **Can planting trees save the Earth?**

Michael David Terungwa (ADEL 2017)

- **Is technology the answer to the African food crisis?**

Eniola Mafe (ADEL 2017)

## A Booklet Compiling 30 Portraits of ADEL Alumni

Having been published on the PCNS website in a dedicated section since 2019, the portraits of 30 inspiring ADELS were compiled into an illustrated booklet, titled 'Impactful Emerging Leaders of the Wider Atlantic', published in June 2022. Their singular journeys, personal aspirations, and missions to have an impact on their societies have been documented and traced by **Sabine Cessou**, a freelance journalist and Policy Center consultant since 2017.



THE HIGH PATRONAGE OF HIS MAJESTY KING MOHAM



# INTERNSHIP PROGRAM

The Policy Center's internship program is designed to support and strengthen the training of young professionals. Internships help shape the future, both for young people and the organizations they work for. These experiences both transfer skills and build valuable relationships, making it easier for young people at the beginning of their careers to enter the job market with a head start.

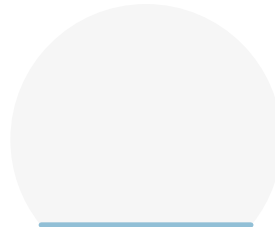
The Policy Center emphasizes the building of trust and accountability by assigning important tasks to our interns.



YASMINE BENNIS



SALMA HAMRI



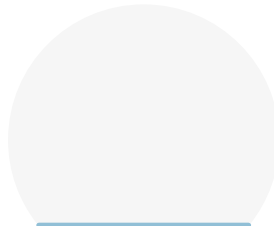
SALIMA AAOUALI



RIFAT SESTIC



ELLIOTT MOKSKI

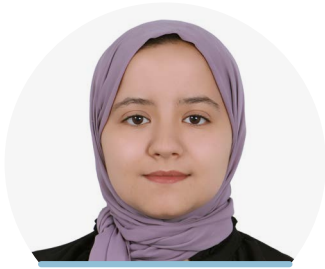


ILAI BERISSI



AFIFA KALLOUH





**HIBA BOUAZZA**

“ I had the chance to do a five-month internship at PCNS, a rewarding and stimulating experience. During this internship, I had the opportunity to transform my knowledge from theory to practice in an innovative and friendly environment. Thanks to the Partnerships and Research Support team, I was able to develop key skills to start my career. I also had the honor of growing professionally and learning from experts in the field. ”



**MAHAMADOU SIMPARA**

“ During my internship at PCNS, I had the opportunity to work with an exciting team of public policy and international relations researchers. I was particularly impressed by their expertise and dedication to their work. They welcomed me with enthusiasm and gave me the opportunity to participate in intellectually stimulating research projects. My experience at PCNS has been rewarding and has allowed me to develop my research and data analysis skills with great scientific rigor. I am grateful for this internship opportunity and believe that the knowledge I have gained will be useful in my future career. ”



**JENNIFER NDZANA ELOUNDOU**

“ Joining PCNS as an intern has been a very rewarding experience. I was able to put into practice the theoretical skills I had acquired during my academic career and I was also able to develop new skills. During my internship, I worked on a very interesting project under the coordination of the Partnerships and Research Support team, a very welcoming department. Moreover, I benefited from the practical advice of the team and participated in the organization of several conferences. I really liked the atmosphere of the think tank and it is undeniable today that my time at PNCS was a significant contribution to my future career. ”



**SANAA AADRI**

“ My internship at the Policy Center has given me a new and meaningful experience both personally and professionally. Thanks to this internship, I was able to discover different career paths by having the opportunity to participate in the work of different departments. Overall, I left this internship with a deep appreciation for the work environment at PCNS and the hard work that each staff member puts into maintaining it. This experience has enlightened me on what I should look for in my future career. The perfect recipe for a positive work environment is the ability to learn new skills and the opportunity to work with passionate people. ”

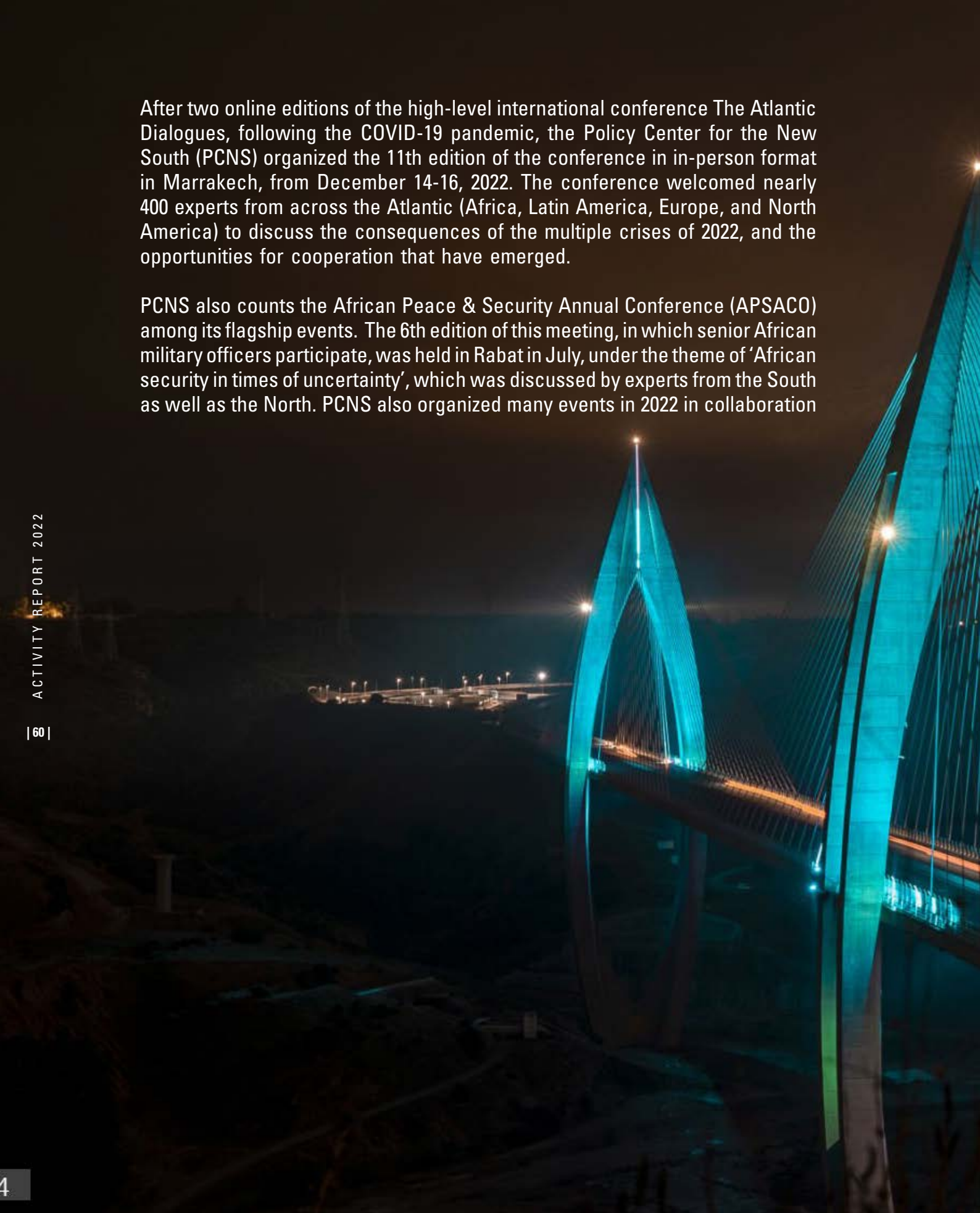


# BRIDGE

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After two online editions of the high-level international conference The Atlantic Dialogues, following the COVID-19 pandemic, the Policy Center for the New South (PCNS) organized the 11th edition of the conference in in-person format in Marrakech, from December 14-16, 2022. The conference welcomed nearly 400 experts from across the Atlantic (Africa, Latin America, Europe, and North America) to discuss the consequences of the multiple crises of 2022, and the opportunities for cooperation that have emerged.

PCNS also counts the African Peace & Security Annual Conference (APSACO) among its flagship events. The 6th edition of this meeting, in which senior African military officers participate, was held in Rabat in July, under the theme of 'African security in times of uncertainty', which was discussed by experts from the South as well as the North. PCNS also organized many events in 2022 in collaboration





with important partners, including the Atlantic Centre, IEMed, IAI, FPI, KIEP, and KAPSARC. In addition to the 'Let's Talk Development' series of meetings held at universities across Morocco, the Policy Center continued its biannual Strategic Dialogues in partnership with the HEC Geopolitics Center (Paris), which resulted in publications on the regional and global themes discussed at the meetings.

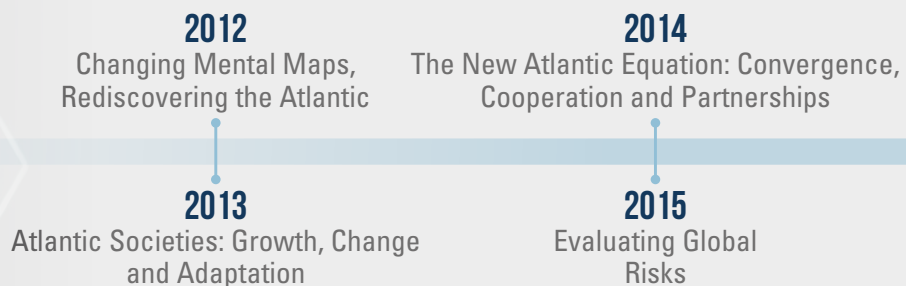
The Directors Forum, African European Think Tank Dialogue, which brings together leading European and African research institutes, addressed four major themes at its 5th edition: the layered effects of the energy crisis; the expansion of the Brazil, Russia, India, China, and South Africa (BRICS) group in a shifting global balance of power; China's economic prospects for 2030; and the future of international security. This unique forum also allows the crossing of European and African points of view on major international issues.



# 11TH EDITION OF THE HIGH-LEVEL INTERNATIONAL CONFERENCE THE ATLANTIC DIALOGUES

The Policy Center for the New South organized, under the High Patronage of His Majesty King Mohammed VI, from December 14-16, 2022, in Marrakech, the 11th edition of its annual international conference, The Atlantic Dialogues. More than 400 guests of 53 nationalities took part in this conference, restored to an in-person format, on the theme: 'Cooperation in a changing world: opportunities for the wider Atlantic'. The last in-person Atlantic Dialogues, in 2019, had been a great success, before the COVID-19 pandemic forced two years of conferencing in a two-month webinar format, followed by an online audience of more than 70,000 in 2021.

## THE THEMES OF THE PREVIOUS EDITIONS



The theme chosen for 2022 was imposed by multiple crises, including the aftermath of the pandemic, the war in Ukraine, and climate change. All these shocks have exposed the limits of neoliberalism and multilateralism, while presenting opportunities for cooperation in a world that has become interdependent. From climate diplomacy to the energy revolution, through innovations in agriculture, infrastructure, and governance, this edition of the Atlantic Dialogues raised the question of possible common strategies, through **11 plenary sessions**, devoted to a wide range of issues ranging from climate to security in the Sahel, from the situation in Latin America to the construction of a ‘pan-Atlantic’ space.

## A UNIQUE BLEND OF INTERCONTINENTAL EXPERTISE

Since its launch in 2012, the Conference has sought to open up the South Atlantic in the global geopolitical debate in order to highlight its potential. The Atlantic Dialogues aim to promote an uncompromising North-South debate in order to outline innovative solutions. Speakers included four former heads of state and government, including three former Latin American presidents, as well as former Prime Minister **Matata Ponyo Mapon** (Democratic Republic of Congo).

The advisor to His Majesty King Mohammed VI, **André Azoulay**, and current ministers, such as **Helena Carreiras** (Defense, Portugal), participated in the plenary sessions and ‘AD Talks’ (shorter 30-minute format). Many former foreign ministers, most of whom are regulars at the conference, also participated:

**Paulo Portas** (Portugal), **Amre Moussa** (Egypt), **Ana Palacio** (Spain), **Jorge Castañeda** (Mexico), **Maria Eugenia Brizuela de Avila** (El Salvador), and **Hubert Védrine** (France). Many high-level diplomats joined the debate, including **Omar Hilale** (Morocco), Permanent Representative of the Kingdom of Morocco to the United Nations, **Maged Abdelaziz** (Egypt), Ambassador of the Arab League to the United Nations, and **Carlos Lopes** (Guinea Bissau), former Executive Secretary of the United Nations Economic Commission for Africa.

Researchers and think-tank representatives also responded to the call, including **Ian Lesser** (U.S.), Vice President of the German Marshall Fund, **Elizabeth Sidiropoulos** (South Africa), Director of the South African Institute for International Affairs (SAIIA), and **Thomas Gomart** (France), Director of the French Institute of International Relations (Ifri). As every year, the discussions were moderated by senior journalists, including **Zeinab Badawi** (BBC, UK), **Andres Schipani** (The Financial Times, Argentina), and **Kim Dozier** (The Daily Beast, USA).





For more information  
please scan this QR code



## AD TV, AN ONLINE CHANNEL DEDICATED TO THE CONFERENCE

For the first time this year, a dedicated conference channel broadcast the plenary sessions live, as well as some 30 videos produced by the Policy Center for the New South, and about 30 hours of live interviews with conference participants. The AD TV channel, hosted by two researchers, **Akram Zaoui** and **Sara Hasnaa Mokedem**, extended the dialogues started during the plenary sessions on various themes, ranging from the Atlantic space to the blue economy, through the energy transition and finance, in the spirit of North-South dialogue that is the hallmark of the conference. The digital communication tools reached a large audience, with **70,000** views of the websites, **8,000** views of the videos and **135,000** impressions of the Policy Center's social media posts about the conference.

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

### Compounding Crises: the Wider Atlantic Takes Stock



Thomas Gomart & Andrés Rozental

The opening panel examined the prospects for cooperation in the Atlantic area in light of the major crises of the moment. **Obiageli Ezekwesili**, former Nigerian Minister of Education and President of Human Capital Africa, pointed to the growing inequality and the dichotomy between growth and development: "Economic growth and development are an antidote to fragility. If we fail to develop quickly, we will have to live with a sense of fragility and worry about the future of the world". **Thomas Gomart**, Director of the French Institute of International Relations (Ifri), called on the European Union to transform its energy model, while accelerating its strategic autonomy. **Andrés Rozental**, president and founder of the Mexican Council on Foreign Relations, called for the reinvention of

political leadership: "The time is for the least respectable political leadership. It is increasingly difficult for young people to identify with current leaders."



## NATO, the South Atlantic and the Global Strategic Balance

The war in Ukraine has brought NATO back to “its core business: collective defense in the East”, said **Bruno Tertrais** (France), Deputy Director of the Foundation for Strategic Research (FRS). Nevertheless, “the war in Ukraine has shown that problems also affect the South: food security, energy crisis, etc.”, observed **Helena Carreiras**, Minister of Defense of Portugal. “The interdependence becomes obvious. (...) In the Sahel, it is not only terrorism, but also Wagner, a low cost army”. Senegalese General **Birame Diop**, advisor to the Office of Military Affairs of the United Nations Department of Peace Operations, described the situation in Ukraine as a deadlock for the United Nations: “It is not even possible to start the discussion, because one of the permanent members of the Security Council is a belligerent and has veto power”.



Helena Carreiras, Ana Palacio, Birame Diop & Bruno Tertrais



Licinia Simão & Daniel Hamilton

## Atlantic Multilateralism and Prospects for a Pan-Atlantic Community

This panel discussed the essence of the conference: diving into the narratives around the Atlantic Basin and exploring the North-South dimension in the geopolitical framing of this region. According to **Daniel Hamilton** (U.S.), Senior Fellow, School of Advanced International Studies, Johns Hopkins University, “The Atlantic is the busiest ocean in terms of transportation and trade and the region plays a unique role on the planet as it is becoming one of the world’s major energy reservoirs”.

**Omar Hilale**, the Permanent Representative of Morocco to the United Nations, considered that, “the Atlantic is a maritime space full of challenges and contradictions. It is a space that brings together 40% of the member states of the United Nations, 1 billion of the world’s population and 43% of the world’s GDP”. The Atlantic, he continued, “brings together the richest and poorest states, the most stable and democratic states, as well as states with insecurity problems. We must find a convergence so that this space does not become a space of competition. It is a space of synergy that must be protected. There are therefore North-South dynamics but also East-West dynamics. We must find areas of convergence to promote true multilateral cooperation: energy, sustainable development, climate change, migration”.

For **Licinia Simão** (Portugal), general coordinator of the Atlantic Center, “it is extremely important to build new and accurate knowledge produced across the Atlantic by minds shared in different points of the basin. Only in this way can we build a community of destiny”.



Omar Hilale

## AD Talk—A Fragmented World: North-South Perspectives

The debate gave rise to a fascinating exchange between two eminent personalities, **André Azoulay**, advisor to His Majesty King Mohammed VI of Morocco, and **Hubert Védrine**, former French Minister of Foreign Affairs. André Azoulay affirmed his appreciation of the way Morocco has managed the multiple crises of the last few years: “Morocco has been fortunate to make the right choices and to ensure that this country, which is not necessarily the best endowed in terms of resources and raw materials, has found coherence, governance, stability, and leadership that have imposed a model of society that works”. He also insisted on the success of the Moroccan experience: “It’s in Africa, it’s in the land of Islam, it’s in Morocco, in the Maghreb and in North Africa, and it works”. He also



André Azoulay



Hubert Védrine

highlighted Morocco's ability to bring together people of different nationalities and religions in cultural events, and also through sports, in reference to the achievement of the Moroccan national team in the Qatar 2022 World Cup. Hubert Védrine, meanwhile, stressed the many opportunities for cooperation between Morocco and France, despite the existence of differences on certain issues, such as migration and visas. Hence the importance of rethinking new avenues of cooperation, and of taking stock of the long-standing relationship between the two countries: “Globalization is reshuffling the deck for everyone, for Morocco and for France. Before saying that, we must remember that the history of France and Morocco over the long term is exceptional”.

## An Intercontinental and Intergenerational Dialogue, Thanks to the ADEL Program

In keeping with a tradition established at the outset, the Atlantic Dialogues give a special place to young people, with the inclusion in the conference of **30 young** leaders (Atlantic Dialogues Emerging Leaders, ADEL) between the ages of **25** and **35**, who this year were selected from **1,600 applicants**. Coming from **22 countries**, the young leaders attended leadership training sessions led by top experts from December 11-13 before participating fully in the conference, which is also designed to be an experience (see the ADEL chapter of the report in the ‘Stimulate’ section). The closing panel of the conference was dedicated to them, as usual, under the theme ‘The future we want’, allowing ADELs to talk about education, employment, and representation issues.





# 6TH ANNUAL CONFERENCE ON PEACE AND SECURITY IN AFRICA (APSACO)

**Under the theme ‘African Security in Uncertain Times’, the 6th edition of APSACO was organized on July 20 and 21 in Rabat, with a return to face-to-face meetings, after two years of the COVID-19 pandemic. The debates, attended by 30 African experts, were guided by the impact on Africa of economic and geopolitical uncertainties related to the war in Ukraine.**

## THE RISK OF ‘UNCONVENTIONAL OPERATIONS’ IN AFRICA INCREASES



Andrea Grazioso

**Andrea Grazioso**, senior analyst of the South Hub of NATO’s Strategic Direction, gave his thoughts, which were quite forward-looking. He estimated that the “war in Ukraine can last in the medium term, with a phenomenon of militarization of energy. The average price per megawatt/hour in Western Europe was 20 euros at the beginning of 2021, it rose to 180 euros at the end of 2021, before the invasion of Ukraine. There could be a vertical (because of armaments) and horizontal (geographically to neighboring countries) proliferation of war, in addition to its impact on food security. We will have a supply problem in 2023 and then a grain availability problem in 2024 because of the crop not being harvested next year”.

The political consequences of the war in Africa are serious: “The risk of ‘state capture’ or confiscation of state resources in Africa exists, because Russia is no longer under threat of international sanctions for its unscrupulous behavior. The sanctions have been adopted. The risk of unconventional operations against leadership and states in Africa is increasing”.

## NEW DIPLOMATIC SITUATION

“The temptation is great to compete for scarce raw materials, but we know that the opposite—cooperation—is a better option”, said **Licinia Simão**, coordinator of the Atlantic Centre in Portugal. *“There is an energy opportunity for Africa now, with investments in its natural resources, but the risk would be to create new tensions if it is done in an uncoordinated way”.*



Licinia Simão

Major General **Francis Ofori**, commander of the Kofi Annan International Peacekeeping Training Center in Ghana, said there was an *“impact on the three Fs of food, fertilizers and fuel. The problem is real: in 2020, Africa imported \$4 billion worth of agricultural products from Russia, and \$2.9 billion worth of corn and wheat from Ukraine”.* He continued his analysis by addressing a diplomatic game changer: *“An exponential number of 35 countries, including 16 in Africa, abstained at the United Nations on March 2, 2021, during the vote on the war in Ukraine. I’m sure Africa’s partners are wondering which side it is on. African leaders must know what their priorities and interests are”.*



Francis Ofori

## INTRA-STATE CONFLICTS OF A POLITICAL NATURE

“Peace and security issues are primarily the responsibility of the United Nations, which has created mechanisms to act on the ground”, noted Mauritanian General **Mohamed Znagui Sid’Ahmed Ely**, permanent secretary of the G5 Sahel, pointing out the limitations. *“Many regions of the world are not interested in other distant areas to contribute financially or to send troops, hence this propensity of the UN to delegate peacekeeping to regional organizations”.*



Mohamed Znagui Sid’Ahmed Ely

General **Birame Diop**, former Chief of Staff of the Senegalese army, now military advisor to the United Nations Department of Peacekeeping Operations, recalled that Africa *“suffers less from inter-state conflicts than from intra-state conflicts.. Recent history shows that in our countries, one of the main sources of conflict is increasingly linked to politics. Very often, when we simply want to renew the ruling class, we can end up in a very violent crisis and sometimes civil war, with hundreds or thousands of deaths, whereas the renewal of our political class should be an occasion for jubilation both for those who want to replace those in power and those who want to reward them for their work and keep them there”.*



Birame Diop

## TERRORISM RISING IN 10 AFRICAN COUNTRIES

*"The challenges facing Africa far exceed the skills and capacities of countries",* said **Rachid El Houdaigui**, Senior Fellow at the Policy Center. **Bankole Adeoye** (Nigeria), Commissioner for Political Affairs, Peace and Security at the African Union (AU) Commission, gave an uncompromising overview of the situation. that the context is difficult, due to the COVID-19 pandemic, which has *"reversed the gains of the fight against poverty by pushing almost 47 million Africans into poverty"*.



Rachid El Houdaigui

Bankole Adeoye

Of the 10 African countries in which terrorism is on the rise, 7 are in the Sahel, with 2020 having been a terrible year with 4,250 deaths, an increase of 60% in one year, explained **Fouad Yazourh**, Ambassador and Director General of Bilateral Relations and Regional Affairs, Ministry of Foreign Affairs, African Cooperation and Moroccans Resident Abroad, of the Kingdom of Morocco. But it is not all doom and gloom: *"Africa has many assets for sustainable peace: the demographic dividend, the potential role of young people, with 60% of the population under 25 years old, resources of all kinds and democratic reforms of the States"*.



Fouad Yazourh

## OUT OF 32 ARMED CONFLICTS IN THE WORLD, 47% ARE IN AFRICA

Also setting the scene, Lieutenant-General **Daniel Sidiki Traoré** (Burkina Faso), Force Commander of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), said the mandate of peacekeeping missions has evolved over the past two years to become more aggressive. *"Some contributing countries come with the idea not to use force but to act as in the past. This behavior exposes them to difficulties and risks. How can we create a robust mindset for the entire force that will ensure success and effectiveness in the mission to protect civilians? We get a lot of criticism on this side, and we need to review how to evolve this mindset in today's context"*.



Daniel Sidiki Traoré

**Leon Hartwell** (UK), Senior Advisor for the Central and South East European Program (CSEEP) at IDEAS, London School of Economics (LES), drew out some figures from the latest Alert Report 2022: 32 armed conflicts were recorded worldwide, 15 of which were in Africa, accounting for 47% of all cases. Africa was also the region of the world with the most socio-political crises in 2021, 40 in total, followed by Asia with 24. *"There have been four successful coups in Mali, Guinea, Sudan, and Chad. The most successful shots since 1999"*.



Leon Hartwell

## FOOD SECURITY AND CLIMATE IN QUESTION

The second day of the APSACO conference was devoted to three other themes, including food security. **Mohamed Ait Kadi**, president of the General Council for Agricultural Development in Morocco, made this important recommendation: *“Dealing with the complexities of Africa involves building effective institutions, attracting technology, strengthening the relationship between society and the state, and enhancing financial resource mobilization. I hope that our continent will face the challenges of food security with renewed determination. The time to act is now. The gap must be narrowed between plans and commitments, and what is being accomplished on the ground”.*



Hamza Rkha Chaham

The young Moroccan entrepreneur **Hamza Rkha Chaham**, a former ADEL, brought a touch of optimism to the debates. *“Short-term changes are already happening,” testified the co-founder of the decision support startup SOWIT for farmers on the continent. In northern Côte d’Ivoire, a leading rice cooperative like Socomci is scaling up from 10,000 to 20,000 hectares with the support of the International Finance Corporation; Djibouti is producing more grain to reduce its exposure to international markets; Rwanda has achieved a yield of 4.5 tons per hectare, compared to the African average of 1.5 tons.”*

As for former French minister **Rama Yade** (France), senior director of the Africa Center for the Atlantic Council, she illustrated the security-food-climate change nexus with the example of Lake Chad.

## UNCERTAINTY IN FRAGILE AFRICAN STATES

Discussions continued on the fate of ‘fragile’ African states, though the notion is as overused as the terms ‘*resilience*’ or ‘*governance*’, according to **Younes Abouyoub** (Morocco), Director of Governance and State Building for the MENA region at the United Nations, who defined it as a crisis between the state and citizens.

“For West Africans, it is clear that we have a big problem”, said **Gilles Yabi** (Benin), founder of the West African Think Tank (WATHI). *“On security, we date the beginning of the Malian crisis to 2012 and ten years later, we are facing a crisis that started in the north of Mali and has migrated to the center. International military interventions have occasionally improved a situation that has deteriorated in the center and towards the borders with Niger and Burkina Faso. Five years ago, no one imagined that Burkina Faso could be in a situation where the country has lost control of 40% of its territory, with two million displaced people, two million people who no longer have access to their fields and are dependent on international aid.”*



Gilles Yabi

**Fadel Sereme** (Burkina Faso), an expert in conflict management, wondered about *“the position of Africa and its intelligentsia on problems that have become global such as terrorism, COVID-19, the war in Ukraine, and access to water”.*

# 4X4 DIRECTORS FORUM

# 4X4 DIRECTORS FORUM

## 4th Edition : Africa-Europe Relations Shaping the Digital Future



In 2022, the Policy Center for the New South and the French Institute of International Relations (Ifri) organized the 4th edition of the 4x4 Directors Forum: African European Think Tank Dialogue, to identify areas of cooperation to build strong bridges between the African and European continents.

Think tanks play an important role in policy and program development in all areas. They provide platforms to better understand rapid transformations and complex challenges at the local, national, continental, and global levels, by building bridges between governments, research and academia, civil society, and the media.

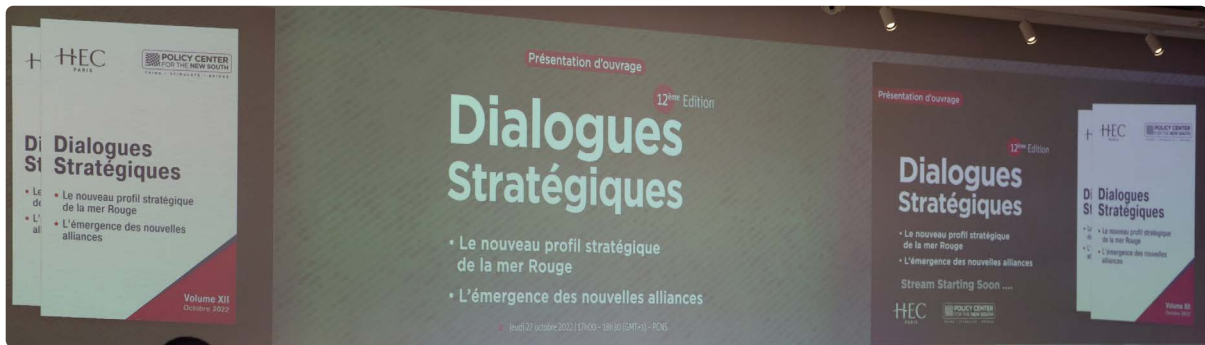
In today's globalized and increasingly interconnected world, society faces new challenges including 'fact-free' debate and 'postrity', in which evidence-

based contributions and knowledge are sometimes ignored or even rejected, creating uncertainty around policymaking.

In these challenging times, think tanks have an obligation to counter these trends by providing evidence-based assessments that are accessible to the public and policymakers. It is in this spirit that the 4x4 Directors Forum was born, the Policy Center for the New South (PCNS) and the French Institute of International Relations (Ifri) having decided to organize a conversation between four African think-tank directors and four European think-tank directors, to identify areas of cooperation to build bridges between the African and European continents on the theme 'Africa-Europe Relations: Shaping the Digital Future'.



# STRATEGIC DIALOGUES



Since 2016, the **Policy Center for the New South** and the **Center for Geopolitics at HEC Paris** have organized two editions of the Strategic Dialogues each year. This platform for analysis and exchange brings together experts, researchers from various think tanks and the academic world, practitioners, and political decision-makers to discuss major geopolitical and security issues on an international and regional scale, during one-day seminars held in Paris or Rabat. The issues addressed are of common importance for Europe and Africa.

The seminar series is designed to provide a policy-oriented environment in which panelists meet in an interactive and constructive setting to compare and enrich their respective analyses. This collaboration is the result of a partnership between the two think tanks, with a view to fostering scientific and multidisciplinary dialogue and contributing to the production of relevant analyses on major issues.

In order to share the fruits of the exchanges from the seminars with the participants and interested stakeholders, the discussions are adapted into **Policy Papers** collected within a joint publication.

The **13th edition** of the **Strategic Dialogues** took place on **October 28, 2022**, at the **Mohammed VI Polytechnic University - Rabat Campus (UM6P)**, within the African Institute for Research in Economics and Social Sciences (AIRESS). The event was held under Chatham House rules. Discussions focused on **'the fragmentation of the World'** and **'Africa of the Great Lakes'**. The first session focused on the mechanisms of cooperation in a world of multiple and multifaceted crises, on the new spaces of dialogue, and the redefinition of North-South relations. The second session, which as usual focused on a regional theme, dealt with the chronic instability that marks Africa's Great Lakes, the tensions between its states, and the role of regional organizations in promoting peace.





The 12th edition of the Strategic Dialogues was held on May 13, 2022, at the HEC Paris Campus and was a continuation of the fruitful collaboration between the PCNS and HEC Paris. The discussions focused on ‘the new strategic profile of the Red Sea’ and ‘the emergence of new alliances’.

The first theme allowed us to go back into detail on this area, which links the Mediterranean to the Indian Ocean, at the intersection of three continents: Asia, Africa, and Europe. This maritime route, which stretches over more than 2,200 km, and varies in width from 300 km to less than 30 km between Djibouti and Yemen, represents an eminently strategic zone where many global powers have military bases. And for good reason: the slightest blockage of traffic, which amounts to 20,000 vessels per year (10% of world trade), would have dramatic repercussions on global supply chains.



The second theme explored the state of the world's great power rivalries, particularly China-U.S., and how the great African, Asian, and Latin American powers, with their asymmetric relational and structural powers, are increasingly present in theaters where South/South economic and political relations are developing. The phenomenon illustrates the establishment of a tricontinental political and developmental economy, and symbolizes the advent of a multipolar world. However, these variable-geometry groupings conceal strong tensions that exist between emerging powers, particularly in Africa, which has become a battleground for emerging rivalries, as illustrated by the China-India rivalry in vaccine diplomacy in the wake of the COVID-19 pandemic.





# DEVELOPMENTALLY SPEAKING LET'S TALK DEVELOPMENT



CO-ORGANIZERS



The COVID-19 pandemic triggered an unprecedented crisis, with negative effects on the global economy, social progress, and the achievement of the **Sustainable Development Goals (SDGs)**. The **Policy Center for the New South**, the **United Nations Development Program (UNDP)**, and the **World Bank** see in these uncertainties a new opportunity for collective reflection on the major challenges of sustainable development. This series of dialogues, entitled '**Let's Talk Development**', brings together different national and international actors and experts, and takes place in Moroccan universities to be as close as possible to the concerns of students, researchers, and faculty, in order to stimulate debate and analysis within universities on the major lessons of the health crisis.

The scale of the crisis has raised (and continues to

raise) many deep concerns, amplifying the voices that were already expressing the view before the pandemic that inequality and unsustainable patterns of development were undermining their chances and prospects.

These meetings are open to the general public. Their main objectives are to promote the exchange of good practices, South-South cooperation, and triangular cooperation. Depending on the theme, national or **international experts** are invited to share their experience and knowledge. A simple, accessible and innovative format is used to demystify the concepts and encourage interaction with the public. The dialogues are broadcast live, and recordings and summary notes are produced after each debate. These products are widely distributed on the websites of partner institutions.





# RUSSIAN-UKRAINIAN WAR

## Regional & Global Consequences

WEBINAR | RUSSIAN-UKRAINIAN WAR: REGIONAL & GLOBAL CONSEQUENCES

POLICY CENTER FOR THE NEW SOUTH | JM Atlantic Network 2 | With the support of the Erasmus+ Programme of the European Union

The Policy Center for the New South (PCNS) has joined the Jean Monnet Atlantic Network for Atlantic Studies as a core member for the period 2020-23. Within this framework, a series of discussions on the dynamics of the Atlantic region was organized, in particular on the regional and global consequences of the Russian-Ukrainian war.

In the short term, the conflict has affected the global economy through three main channels: financial markets, commodity prices, and supply-chain disruptions. But in the long term, the implications are

complex to assess, as their impact on international relations seems to be so profound. Discussions focused on these three questions:

- What are the main impacts to be expected in terms of the energy price hike, taking into account the balance of gains and losses?
- Will the crisis deepen the division of the world between two superpowers?
- What developments for the European Union and its external relations?



## Economic Inclusion of Young People



The Morocco Employment Lab, led by the Jameel Poverty Action Lab (J-PAL) at MIT, Evidence for Policy Design (EPoD) at the Harvard Kennedy School, in partnership with the Millennium Challenge Account Morocco Agency (MCA-Morocco), and the Policy Center for the New South (PCNS), organized an evidence-sharing seminar on the economic inclusion of young people.

The event was organized in collaboration with the Ministry of Economic Inclusion, Small Business, Employment and Skills (MIEPEEC), and the World Bank Office in Morocco.

The seminar addressed the issue of economic inclusion of young people through three panels with high-level policymakers and academics. These discussions focused on three subtopics:

- Youth training and skills development;
- Job search assistance and youth transition into the workforce;
- Job creation: public works programs, wage subsidies and entrepreneurship.

Each panel presented data and evaluation results related to the sub-theme, and discussed avenues for experimentation and evaluation in Morocco.



# MOROCCO-KOREA: AN AFRO-ASIAN PARTNERSHIP UNDER CONSTRUCTION



Since the establishment of diplomatic relations between Morocco and South Korea in July 1962, relations between Rabat and Seoul have evolved considerably in all areas. The Korean Embassy in Rabat is the first permanent diplomatic representation of Seoul on the African continent. In addition, its economic model, based on the combination of industrial and financial planning/prioritizing education and work, has captured considerable attention in Morocco, of both the authorities and public opinion. Both countries have an ancient identity, a strong role for the state in setting frameworks in economic matters, a strong position on economic sectors.

By organizing this event in the year of the 60th anniversary of the establishment of diplomatic relations between Morocco and Korea, the PCNS and the Korea Institute for International Economic Policy (KIEP) wished to contribute to a better understanding of the Rabat/Seoul relationship, while strengthening the dialogue and exchanges between Moroccan and Korean institutions, in order to encourage them to turn more towards one another's countries, which constitute excellent entry points to Africa and East Asia respectively.



Wednesday, November 2, 2022 | 10:00 - 18:00 GMT+1

With the support of



# ENVIRONMENTAL TAXATION AND TAX JUSTICE IN DEVELOPING COUNTRIES



The Policy Center for the New South and Mohammed VI Polytechnic University organized a panel on 'Environmental Taxation and Tax Justice in Developing Countries', as part of the Global Development Conference 2022, which dealt with 'Tax Policy for Sustainable Development', and was organized by the Global Development Network in Clermont-Ferrand, France, from November 2 to 4, 2022.

There is a growing global recognition that tax systems need to be revised and modernized to meet today's economic, social, and environmental challenges. These challenges include technological transition, demographic change, growing inequality, and the triple environmental crisis of climate change, biodiversity loss, and overconsumption of natural resources. Developing countries are among the most affected by the

environmental crisis. Deforestation, land degradation, air, soil and water pollution, and mismanagement of natural resources have negative environmental, economic, and health consequences.

This session examined the extent to which environmental taxation can contribute to more progressive and sustainable tax systems and more equitable societies in developing countries. It sought to challenge policymakers on the need to align tax expenditure programs with green growth objectives, to reduce tax breaks that are harmful to the environment and to increase the impact of those that are designed to benefit the environment. The challenge for developing economies is to find a balance between supporting the green transition, mobilizing the necessary financial resources, and ensuring fiscal equity in a difficult socio-economic environment.



# MEDITERRANEAN STRATEGIC GROUP IN 2022

## Sustainable Blue Economy in the Mediterranean Region



The German Marshall Fund of the United States (GMF), in partnership with the Policy Center for the New South (PCNS), the **Compagnia di San Paolo**, and the **Alexander Philon Fund for Transatlantic Partnership**, in cooperation with Thetis, organized the **22nd edition** of the Mediterranean Strategic Group (MSG) meeting in Venice, May 23-26, 2022.

The MSG, as the premier venue for transatlantic dialogue on Mediterranean affairs, brings together high-level European and American representatives from government, media, academia, and the private sector, as well as leading strategic thinkers from both sides of the Mediterranean, for highly interactive

conversations on economic, geopolitical, and social issues.

This edition addressed the possibilities of cooperation on a regional scale around the blue economy, which refers to economic activities related to the oceans, seas, and their coasts. She stressed the importance of this sector for the region, both for sustainable development and climate, human security, and environmental protection. The meeting highlighted how the blue economy is put into practice, starting from the experience of Mediterranean actors, as well as that of the lake city of Venice, where the meeting took place.

# SALON du LIVRE

المعرض الدولي للنشر والكتاب  
ساليون الدولي للكتاب  
SALON INTERNATIONAL DE L'ÉDITION ET DU LIVRE



## RABAT 2022

# SIEL 2022



As in 2021, the Policy Center for the New South participated in the **27th edition** of the **Salon International de l'Édition et du Livre (SIEL)**, held in Rabat from June **2-13, 2022**.

Since its creation in 1987, SIEL has been a major event on the Moroccan cultural and literary scene. Reflecting the richness and diversity of the publishing world, SIEL welcomes each year about **500,000** visitors, and brings together nearly **712** exhibitors from over **55** countries. This 10-day event brings

together readers, writers, creators, and publishers, in an inspiring, stimulating, and convivial spirit.

This flagship cultural event provides an opportunity for PCNS to reach out to the general public and to raise awareness of its work and missions. The Policy Center display some of its books and invites visitors to meet its Senior Fellows and researchers, to answer their questions on current international debates, with approximately 50 people visiting its booth on each day of the show.





### Delay Over Political and Future Geopolitical Challenges



Today, the extension of the continental shelf beyond 200 nautical miles is at the heart of the international agenda, further fueling the interests of states, particularly in Africa. In this context, the African part of the continental shelf located beyond 200 nautical miles constitutes the central pivot of our **legal** and **geopolitical** reflection. The study focuses not only on the evolution of the fundamental doctrine on the continental shelf, which has highlighted the possibilities of its extension, but also on the **geopolitical issues** inherent in the extension of the continental shelf. The study also aims to explore the relationship between African states and their territory in the context of the evolving law of the sea. At a

time when territorial claims on the extension of the continental shelf are being expressed with greater fervor in Africa, this reflection reveals, with an original touch, the legal and geopolitical issues that mark **the extension of this space on the African continent**. Indeed, the extension of the continental shelf beyond 200 nautical miles today raises many questions, both because of its geological and geomorphological nature and because of its legal regime, which remains like that of the continental shelf extending up to 200 nautical miles from the baselines. The race for natural resources on the extended African continental shelf is sowing the seeds of new territorial conflicts in an era of globalization and climate change.



مؤسسة منتدى أصيلة  
+ⲔⲘⲐⲟⲏⲓⲧ | ⲓⲐⲟⲗⲟⲓⲛ | ⲟⲔⲗⲏⲟ  
Fondation du Forum d'Assilah  
The Assilah Forum Foundation

# FOOD SECURITY IN AFRICA IN THE ERA OF WAR IN UKRAINE

## Economic, Geopolitical and Security Consequences



The **war in Ukraine** has upset socio-political and macroeconomic balances around the world. It has put the food and **energy security** of several countries under severe strain. Since the Russia's invasion of Ukraine, a supply shock has occurred that has contributed to a broadening of the spectrum of hunger and increased demand for **external food aid**, at a time when agricultural systems in many African countries face legacy challenges, population growth, drought, and the increasingly noticeable effects of climate change.

In reality, this conflict is both an indicator of and a catalyst for older and more structural food security

problems in African economies. The severity of the impact of the surge in commodity prices in each African country has depended on the structure of each country's economy (oil/gas or not), local **agricultural production** capacities, the size of demand for a few basic necessities, the importance of cereal products in household consumption, and the extent of dependence on imports from Russia and Ukraine. Economic sanctions against Moscow are also contributing to high inflation, which low-income countries are finding difficult to contain and which adds to the other **aggravating factors** underlying food insecurity.



## ATLANTIC STRATEGY GROUP

### Towards a Sustainable Blue Economy in the Wider Atlantic



The **Policy Center for the new South**, in partnership with the **German Marshall Fund** and the **Luso-American Foundation**, has conducted groundbreaking work on the broader Atlantic with the aim of challenging **traditional mental maps** of transatlantic relations. This effort highlights the North-South and South-South dimensions, alongside U.S.-European relations.

Now in its **6th** year, the **ASG** is an annual meeting that brings together **some 30 participants** from North

America, Europe, Latin America, and Africa. The ASG focuses on issues of common interest to **Atlantic stakeholders** while providing an appropriate and relevant forum in which key stakeholders from all sides of the Atlantic Basin can explore opportunities for increased collaboration.

The event took place from November **8-10**, in the Azores, **Portugal**.

# CONNECTIVITY, VALUE CHAINS AND THE GREEN TRANSITION

## Promoting Multilateralism and Sustainable Growth Across the Shared Mediterranean Space



With the cumulative challenges of the **post-COVID-19 recovery** and **supply chain disruptions**, the green energy transition, and the global implications of the Ukrainian conflict, trade and connectivity across the Mediterranean are taking on even greater importance in policy circles. Whether it is **renewable energies, food security, new industrial and agricultural practices, manufacturing value chains, or electrical connectors**, the Euro-Mediterranean area is full of opportunities for enhanced integration.

In this context, the **Policy Center for the New South** and the New Med research network, led by the Rome-based **Istituto Affari Internazionali (IAI)**, organized an international conference on November 2, 2022, to address the impact of these global upheavals on the potential for reviving effective multilateral cooperation in the shared Mediterranean space.

This event was an opportunity to reflect on the new and pre-existing challenges that prevent **Mediterranean** states from fully exploiting the potential of multilateral cooperation, and to propose sustainable ways to strengthen trade and connectivity in the shared Mediterranean space. Structured around a keynote address and two expert panels with the participation of researchers, practitioners, and policymakers, the conference assessed the current state of trade and connectivity between **North Africa** and **Europe**, taking stock of the impact of COVID-19, the green energy transition, and Russia's war in Ukraine on the potential to generate more sustainable forms of multilateral cooperation, sustainable growth, and integration among Mediterranean states.

SEMINAIRE

## PRÉSENTATION DU RAPPORT ANNUEL SUR L'ÉCONOMIE DE L'AFRIQUE 2021-2022

Vendredi 4 Novembre 2022 | 10:00 - 16:30 (+1 GMT)

POLICY CENTER FOR THE NEW SOUTH  
THINK • STIMULATE • BRIDGE



# PRESENTATION SEMINAR ANNUAL REPORT ON THE ECONOMY OF AFRICA



The succession of pandemic, climatic, and geopolitical shocks has tested African economies. Trade and financial ties with the world are no longer seen only as drivers of performance, but also as **potential sources of vulnerability**. Distrust of **globalization** has increased. Because it underlined the continent's dependence, the disruption of its relationship with nature, and its vulnerability to **geopolitical tensions**. Will this spur Africa to engage in new, **less unbridled**, more self-reliant development strategies that accelerate structural transformation?

In an uncertain environment, the economic challenge is both to reconquer a new frontier of

growth, and to reinvent development models. It is a question of tracing the path of compatibility between economic innovation, social cohesion, and ecological sustainability. The aim is to strengthen the convergence of the dynamics of the **Regional Economic Communities** and the **Zlecaf project**, in order to weave economic interdependence, a strategy for the resilience of Africa.

The 2021 Edition of the PCNS African Economic Report brought together contributions from a **wide range of researchers**, development practitioners, and leading actors, to explore ways of renewing African economic solidarity, a founding value of the **Pan-African project**.



## RENEWABLES AND THE FUTURE OF GEOPOLITICS - CLOSED WORKSHOP

The Policy Center for the New South and the King Abdullah Petroleum Studies and Research Center hosted a closed workshop on 'Renewable Energy and the Future of Geopolitics', on March 21, 2022.

This workshop addressed a critical topic, which relates to the energy transition, interstate relations, and global trade, by looking at how renewable energy development affects geopolitics. As demonstrated by Hatipoglu, Al Muhanna, and Efirid (2020), this topic is related to

a variety of issues of immediate interest to energy markets. The energy transition also relies on the global availability of various rare-earth minerals essential for the production of batteries and renewable power generation equipment. The countries that produce these minerals have attempted to move down the value chain to earn more revenue from value-added products, leading to a rebalancing of global trade relations and, inevitably, tensions.



## EUROMESCO ANNUAL CONFERENCE

The integration of young people and women into labor markets is a major concern in several Mediterranean countries, particularly in the South and South-East. The labor markets of the countries on this shore share a number of characteristics that exacerbate the challenges of social and professional integration. Low demand for labor, which is crucial in a context of advanced demographic transition, due in particular to low employment growth, is particularly important.

This event discussed ways to improve the inclusion of young people and women in Morocco and the region, and to contribute to the discussion within the larger framework of EuroMeSCO's annual conference on social justice and inclusion in the Mediterranean countries. This national event is part of the EuroMeSCO: Connecting the Dots project, co-financed by the European Union and the European Institute of the Mediterranean (IEMed), and co-organized with PCNS.



## EURO-MAGHREB

### Reconfiguration of Value Chains, Opportunities to be Seized

The Policy Center for the New South, the Fondation Prospective et Innovation (FPI), the Centre d'Actions et de Réflexion autour de l'Entreprise (CARE), and the Arab Institute of Business Leaders (IACE) organized a workshop on the theme **'Euro-Maghreb: Reconfiguration of value chains,**

**opportunities to seize'**, on **June 16, 2022**, in Paris. This workshop, which was held in a restricted format, aimed to establish an assessment of the potential offered by a reconfiguration of Euro-Mediterranean supply chains, and to issue recommendations and a roadmap.

**CCRS** | Center for Corporate Responsibility  
and Sustainability  
at School of Management Fribourg

## UNDERSTANDING THE MENA REGION IN 2022 AND BEYOND

The Policy Center for the New South and the Center for International Relations and Sustainable Development (CIRSD) co-hosted a closed-door meeting entitled **'Understanding the MENA Region in 2022 and Beyond'**, on **September 7, 2022**.

The Middle East and North Africa (MENA) region is still trying to chart its own course in the context of

global economic and geopolitical changes, which have been further compounded by the disruptive impact of the COVID-19 pandemic. New challenges are being superimposed on long-standing dynamics, ranging from increased access to vaccines to economic recovery, diplomatic rapprochement, de-escalation of tensions, and conflict resolution. So, what are the main geopolitical and economic trends for 2022 and beyond?

# PARTICIPATION IN OTHER EVENTS

In addition to the conferences and events organized by PCNS in 2022, our researchers and Senior Fellows participated in more than 50 external events including forums, roundtables, conferences, and webinars on various topics, including energy, food security, artificial intelligence, and security and defense. The debates resulted in reports and analyses answering crucial questions involving experts from a range of think tanks, international organizations, public and private bodies. Below is a selection of the outputs:

## AGRICULTURE, CLIMATE CHANGE AND TECHNOLOGY

**Emerging Markets Forum** in  
partnership with **Banque de France**

Karim El Aynaoui, Executive President,  
PCNS

## ROUNDTABLE ON THE REPORT "EMPLOYMENT LANDSCAPE IN MOROCCO"

**World Bank** and the **High  
Commission for Planning**

Aomar Ibourk, Senior Fellow, PCNS

## GREEN AND DIGITAL TRANSFORMATION: RETHINKING NEW TOOLS TO ADVANCE PROSPERITY FOR BOTH AFRICA AND EUROPE

**Delegation of the Government of  
Catalonia to the European Union  
in Brussels**

Larabi Jaïdi, Senior Fellow, PCNS

## BEYOND AID - MAKING THE EU POLICY WITH AFRICA WORK FOR AFRICA

**The Institute for Security Studies  
(ISS)** and **the Hanns Seidel Stiftung  
(HSS)**

Len Ishmael, Senior Fellow, PCNS



**CIRCULAR CARBON ECONOMY (CCE) INDEX – REGIONAL LAUNCH AND WORKSHOP**

**KAPSARC**

Rim Berahab, Senior Economist, PCNS

**FUTURE OF GOVERNANCE AND THINK TANKS**

**ICESCO Think Tank Forum : Towards a New Perception of Time**

Nouzha Chekrouni, Senior Fellow, PCNS

**THE WAR AND THE WORLD**

**Trilateral Commission**

Karim El Aynaoui, Executive President, PCNS

**SECURITY AND GOVERNANCE IN AFRICA: SAHEL AND LIBYA**

**The Middle East Institute**

Rida Lyammouri, Senior Fellow, PCNS

**RESPONSIVE, TRANSPARENT, AND ACCOUNTABLE GOVERNANCE AND ITS EFFECT ON THE 4TH INDUSTRIAL REVOLUTION**

**MS Training Center for Development Cooperation**

Ahmed Ouhnini, Economist, PCNS

**HOW ARE CENTRAL BANKS IN AFRICA ADDRESSING CLIMATE RELATED RISKS AND SUPPORTING MITIGATION AND ADAPTATION POLICIES?**

**Istituto Affari Internazionali (IAI)**

Afaf Zarkik, Economist, PCNS

**SOCIAL JUSTICE AND INCLUSIVENESS IN THE MEDITERRANEAN- EUROMESCO ANNUAL CONFERENCE CLOSING EVENT**

**European Economic and Social Committee (EESC)**

Hamza Saoudi, Economist, PCNS

**FISCALITÉ ENVIRONNEMENTALE ET JUSTICE FISCALE DANS LES PAYS EN DÉVELOPPEMENT**

**Global Development Network**

Otaviano Canuto, Senior Fellow, PCNS  
Dominique Bocquet, Senior Fellow, PCNS  
Luc Savard, Full Professor at Mohammed VI Polytechnic University

# EVENTS LIST

## ORGANIZED BY THE POLICY CENTER FOR THE NEW SOUTH

Leadership émergent : analyse par l'habileté politique et le self-leadership. Une étude internationale | [Internal seminar](#)

La guerre commerciale sino-américaine annonce-t-elle la fin du système commercial d'après-guerre? | [Webinar](#)

Cannabis : De nouvelles réglementations pour de nouvelles réalités | [Internal seminar](#)

How Are Central Banks in Africa Addressing Climate-related Risks and Supporting Mitigation and Adaptation Policies? | [Internal seminar](#)

L'impact de la guerre en Ukraine sur le système international | [Thematic workshop](#)

Carbon Pricing | [Meeting](#)

La politique étrangère allemande | [Thematic workshop](#)

The Response of International and Regional Financial Institutions to COVID 19 | [Webinar](#)

Africa's Debt and Financial Stability | [Internal seminar](#)

Closed-door meeting with INSS - The Russian Invasion of Ukraine and its Impact for Morocco, Israel and the MENA region | [Meeting](#)

Présentation des ouvrages phares du PCNS à Paris | [Conference](#)

DebtCon Parallel Event: Paper Presentations | [Webinar](#)

Présentation de rapport : le Leadership féminin au Maroc - de l'invisibilité à la visibilité | [Conference](#)

Présentation d'ouvrage: Capital humain et développement économique et social au Maroc | [Conference](#)

Morale et politique, quelles leçons tirer de la guerre d'Ukraine ? | [Conference](#)

African Peace and Security Annual Conference (APSACO) 6th Edition: African Security in Times of Uncertainties | [Conference](#)

Présentation du rapport annuel sur l'économie de l'Afrique 2021 | [Conference](#)

Atlantic Dialogues 2022 : Cooperation in a Mutating World: Opportunities of the Wider Atlantic | [Conference](#)

## ORGANIZED WITH OUR PARTNERS

Purpose Driven Companies and the Regulation of the Fourth Sector | [Webinar](#) in partnership with **Secretaria General Iberoamericana (SEGIB)**

« Parlons Développement » - 6<sup>ème</sup> édition : quelle stratégie de développement adopter dans les zones oasiennes ? | [Conference](#) in partnership with **PNUD, Banque mondiale**

4x4 Directors Forum - 4th Edition: Africa-Europe Relations: Shaping the Digital Future | [Meeting](#) in partnership with **Ifri**

Drug Policy in the New South An Expert Debate | [Webinar](#) in partnership with **Global Commission on Drug Policy and the West Africa Commission on Drugs**

Why Are African Leaders Calling for Drug Policy Reform? | [Webinar](#) in partnership with **Global Commission on Drug Policy and the West Africa Commission on Drugs**

Why Are African Leaders Calling for Drug Policy Reform? High-level Roundtable | [Webinar](#) in partnership with **Global Commission on Drug Policy and the West Africa Commission on Drugs**

Report Launch: Commodity Markets Outlook, Urbanization and Commodity Demand In partnership with the World Bank | [Webinar](#) in partnership with **World Bank**

Presentation: The Global Terrorism Index (GTI) | [Webinar](#) in partnership with **Institute for economics and peace (IEP)**

Renewables and the Future of Geopolitics | [Thematic workshop](#) in partnership with **KAPSARC**

Parlons Développement 7<sup>ème</sup> Edition : « La migration : Levier de développement territorial ? » | [Conference](#) in partnership with **PNUD, Banque Mondiale**

Le nexus éducation-compétences-mobilité | [Webinar](#) in partnership with **Centre pour l'Intégration en Méditerranée (CMI)**

Russian-Ukrainian war: Regional & Global consequences | [Webinar](#) in partnership with **Jean Monnet Network**

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Parlons Développement - 8<sup>ème</sup> édition : Quel modèle de ville durable adopter au Maroc ? | [Conference](#) in partnership with **PNUD, Banque Mondiale**

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Le partenariat UE-UA : Un tournant stratégique ? | [Conference](#) in partnership with **Institut Montaigne**

---

DebtCon Virtual Session: Towards an African Financial Stability Mechanism | [Webinar](#) in partnership with **The Graduate Institute of Geneva, the European University Institute and the Georgetown University**

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12<sup>ème</sup> édition des Dialogues Stratégiques : Le nouveau profil stratégique de la mer rouge et L'émergence des nouvelles alliances | [Conference](#) in partnership with **HEC**

---

La participation des femmes dans le marché du travail au Maroc | [Thematic workshop](#) in partnership with **World Bank**

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Mediterranean Strategy Group 2022: Sustainable Blue Economy in the Mediterranean Region | [Conference](#) in partnership with **The German Marshall Fund of the United States**

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Séminaire de partage des preuves : L'inclusion économique des jeunes | [Conference](#) in partnership with **Le Lab de l'Emploi Maroc et Millennium Challenge Account Morocco Agency**

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The Second International Conference on Countering Violent Extremism : Collective Intelligence in Facing Terrorism and Building CVE/PVE Strategies | [Conference](#) in partnership with **Moroccan Observatory on Extremism and Violence, The Islamic World Educational, Scientific and Cultural Organization, The General Delegation for Prison Administration and Reintegration (DGAPR), and the Mohammedia League of Scholars.**

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Developmentally Speaking 9th Edition : Water scarcity and sustainability challenges in the global South | [Hybrid](#) in partnership with **PNUD, Banque Mondiale**

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Economie africaine 2022 : Enjeux économiques et sociaux | [Conference](#) in partnership with **Agence Française de Développement (AFD)**

---

Euro-Maghreb : Reconfiguration des chaînes de valeur, des opportunités à saisir | [Thematic workshop](#) in partnership with **Fondation Prospective et Innovation**

---

United Nations Transforming Education Pre-Summit | [Thematic workshop](#) in partnership with **Centre pour l'Intégration en Méditerranée (CMI)**

---

Tarifification Carbone et Développement économique | [Webinar](#) in partnership with **Enel Green Power Morocco**

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The Role of Think Tanks in the Shaping of Policies: Strategies for Translating Research into Practice | [Webinar](#) in partnership with **TRENDS Research & Advisory**

---

Understanding the MENA region in 2022 and Beyond | [Meeting](#) in partnership with **Center for Corporate Responsibility and Sustainability (CCRS)**

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Morocco-Korea: An Afro-Asian Partnership Under Construction | [Conference](#) in partnership with **KIEP**

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Women in Peace and Security: Morocco's Experience | [Conference](#) in partnership with **Embassy of Morocco in London, the Georgetown Institute for Women, Peace and Security**

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Continental shelf extension in Africa: Delay over political and future geopolitical challenges | [Webinar](#) in partnership with **Atlantic Centre**

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Parlons Développement 10<sup>ème</sup> Edition : La famille comme espace d'égalité des genres | [Conference](#) in partnership with **PNUD, Banque mondiale**

---

La sécurité alimentaire en Afrique à l'ère de la guerre en Ukraine : Conséquences économiques, géopolitiques et sécuritaires | [Conference](#) in partnership with **Fondation du Forum d'Assilah**

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Présentation d'ouvrage : Dialogues Stratégiques (12<sup>ème</sup> volume) : Le nouveau profil stratégique de la mer Rouge - L'émergence des nouvelles alliances | [Conference](#) in partnership with **HEC**

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13<sup>ème</sup> édition des Dialogues Stratégiques: La fragmentation du Monde - L'Afrique des Grands Lacs | [Webinar](#) in partnership with **HEC**

---

Le nouvel ordre mondial : les enjeux d'un monde qui se redessine | [Conference](#) in partnership with **Fété Impact Development**

---

Connectivity, Value Chains and the Green Transition: Promoting Multilateralism and Sustainable Growth Across the Shared Mediterranean Space | [Conference](#) in partnership with **Istituto Affari Internazionali (IAI)**

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Environmental Taxation and Tax Justice in Developing Countries | [Conference](#) in partnership with **Mohammed VI Polytechnic University and Global Development Network**

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Atlantic Strategy Group: Towards a sustainable blue economy in the wider Atlantic | [Conference](#) in partnership with **The German Marshall Fund of the United States**

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# MOROCCO

## EMPLOYMENT LAB



The **Morocco Employment Lab (MEL)** is the result of a partnership between the **Policy Center for the New South** and two entities within the **Harvard Kennedy School**, the **Abdellatif Jameel Poverty Action Lab (J-PAL)** and **Evidence For Policy Design**, and the **Millennium Challenge Account (MCA)**. This initiative, launched in **2020**, has three main missions: promote scientific research to improve public policy; build capacity to use evidence in research, public policy design, and decision-making; disseminate evidence to improve public policy, focusing on a plurality of public and private actors, with whom this evidence is shared.

The MEL has made major advances on the issue of employment in Morocco, through two components. The first focuses on **public policies**, and the promotion of a culture of evidence in their **development**. MEL hosted three research **webinars** in **2022**, bringing the number of online events since **2020** to **seven**. These webinars focused respectively on standardized skills assessment and certification to increase youth employment and earnings, the impact of different types of labor-market interventions in favor of young people, and the factors that drive teachers to improve their instructional methods. In

addition, MEL hosted a face-to-face **evidence-sharing seminar** on economic inclusion of young people, with three roundtables to discuss policy priorities, evidence gaps, and promising innovations. This seminar brought together a large number of participants affiliated with various **academic institutions** and **public bodies**.

The second component, which focuses on training, saw MEL create a **MOOC** in **2022**, in partnership with **J-PAL Europe**, to explain the concepts and methods of impact evaluation, including the difficulty of measuring the impact of a program and the methods for doing so. The **MOOC** focused on random assignment impact evaluations, which allow for reliable measurement of program impact and provide useful information for program managers and policymakers. Finally, **MEL** continued to roll out its flagship **Building Capacity to Use Research Evidence (BCURE)** training program, aimed at strengthening evidence-based decision making. **Four workshops** were held in **2022**, including two at the **Ibn Tofail University** in Kenitra with **143 participants**, two at the **National School of Administration (ENSA)** with **96 participants**, and one at the **Moulay Ismail University** in Meknes with **30 students**.

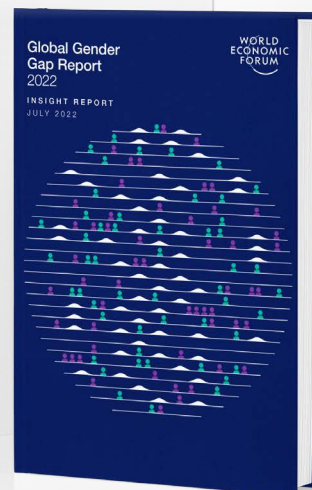
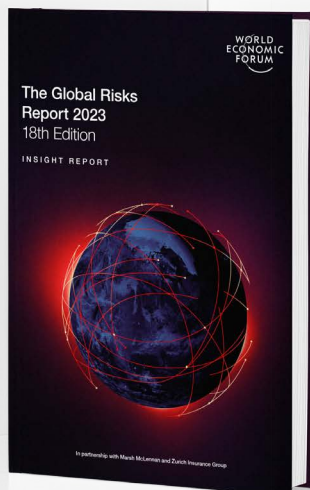
# EXECUTIVE OPINION SURVEY

# WORLD ECONOMIC FORUM



For the past 40 years, the **Executive Opinion Survey** has been a key component of the World Economic Forum (WEF) Global Competitiveness Report series, and other benchmarking activities. It is one of the largest surveys of its kind, providing an annual assessment of key aspects of competitiveness for which statistical data are lacking. The objective is to reflect the reality by seeking the feedback of business leaders on cross-cutting **economic, social, and political** issues.

The administration of the survey is overseen by the World Economic Forum and conducted at the national level by its network **of partner institutes**. For the second year in a row, the **WEF** has relied on the **Policy Center for the New South** to conduct its survey in Morocco. Nearly **70 companies** representing the economic structure and geographical distribution of the country took part.



# MULTIMEDIA



## PCNS TUESDAYS

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**PCNS Tuesdays**, a weekly Arabic-language program produced and broadcast on **YouTube** by the **Policy Center for the New South**, focuses on issues that have made a mark on the **international** and **national** scene, as seen by a range of **experts, researchers, and civil society actors**.

The program focuses on the analysis of various **economic, social, and political** issues including the surge in commodity prices, inflation, human development, and the war in Ukraine.





## AFRICAFAFE

**Africafé**, a **bimonthly** program of the Policy Center, presents in an educational way the news from African organizations and Africa. The year **2022** was marked by a wealth of **diplomatic activity**, as well as a strong focus on the **energy transition** and the impact of the **war in Ukraine**. Africafé has tried to shed light on these issues by hosting a cohort of experts on these topics, and has been able to export itself by producing episodes at the **Dakar Forum** on Peace and Security.



## PODCASTS

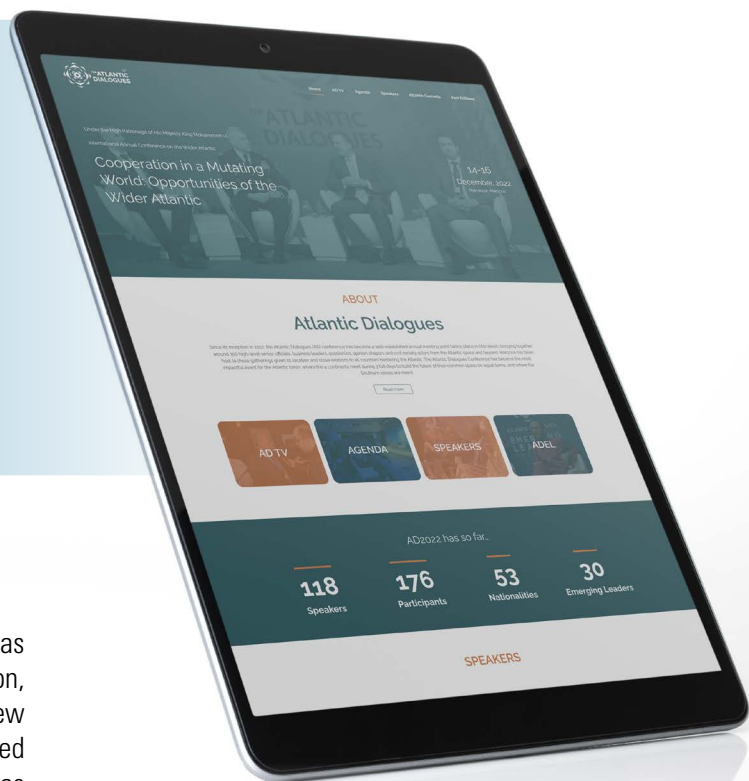
In **2022**, **PCNS** had the opportunity to host more than **60 experts** in **71** podcast **episodes** on issues affecting the Global South, including economics, international relations, commodities, energy, gender, and security. The objective is to capitalize on a large network of experts to discuss and debate the perspectives of the Global South, but also to go beyond the exposition of facts and propose recommendations and appropriate solutions, in the spirit of making strong proposals that is the hallmark of the PCNS.



## INTERVIEWS

Through its extensive expert network, **PCNS** provides interviews with its **Senior Fellows**, **partners**, and many **specialists** who have contributed to the conferences and activities organized by the think tank. These interviews cover various topics including **climate change**, the **war in Ukraine**, **energy cooperation**, the **drought in Morocco**, and **agricultural growth**.

# DIGITAL



A new **Policy Center for the New South** website was launched in February **2022**, after a year of preparation, including the archiving of older publications. The new website was piloted, developed, and implemented by an in-house team, with no external input. It has seen a rapid increase in the number of users from a peak year of 500,000 during the COVID-19 pandemic to 750,000 in 2022, a 50% increase in visibility for the Policy Center.

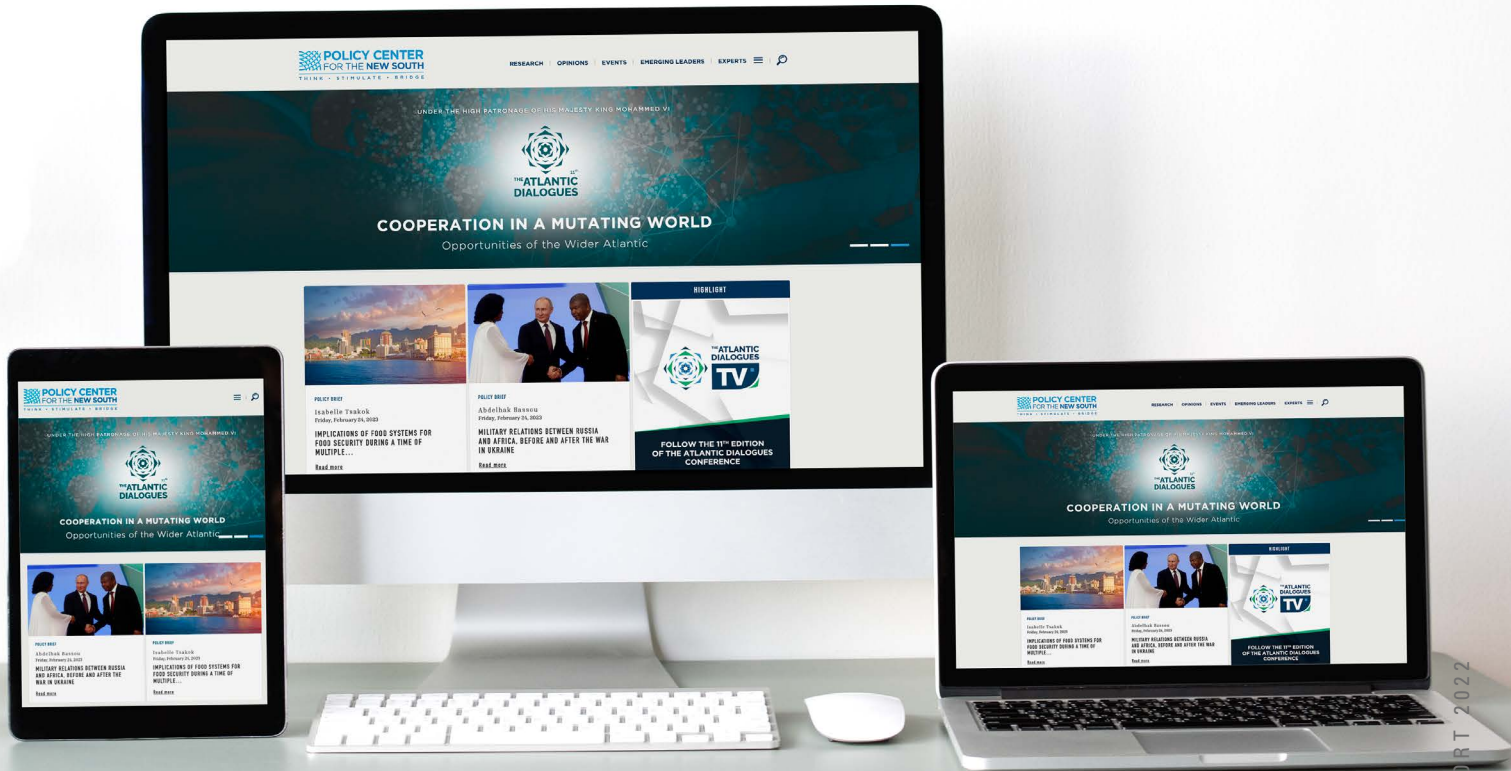
A new search engine and the technical update of the site facilitate the navigation. In addition, the site is '**responsive design**': it is adapted to all types of media **including smartphones, tablets, and computers**. The classification of publications by major geographical and thematic areas (**economy, international relations, security and defense, energy and raw materials, agriculture, society**) makes it easier to consult Policy Center publications. Referencing means that each publication refers to other content related to the same theme.

Within the PCNS website, a mini-site dedicated to the high-level international conference The **Atlantic Dialogues** has also been revised and modernized. With its own visual identity, it provides quick access

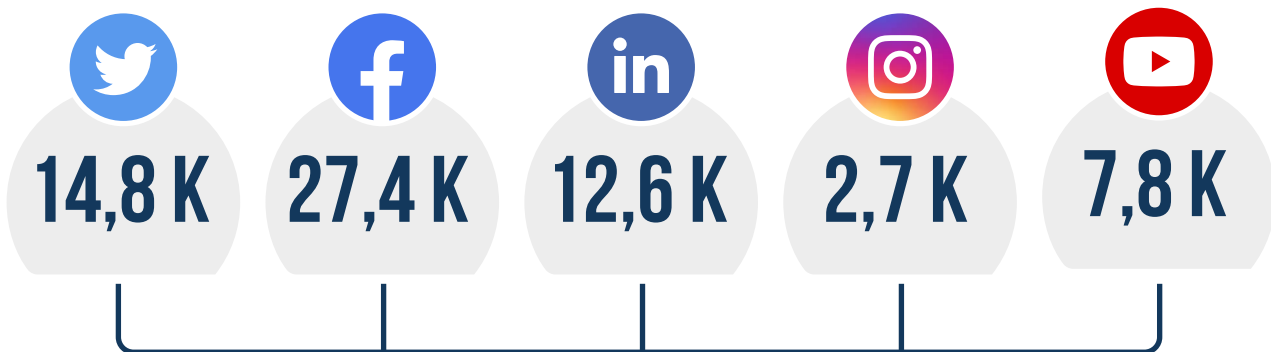
to all the key information on the conference (agenda, speakers, biographies, newsletters, press, etc.) for each of the past editions, the contents of the previous years having been reorganized to be more accessible. A page is also dedicated to the **AD TV** project, launched in 2022, to broadcast live the conference's plenary sessions, plus some forty videos produced by the PCNS, and interviews with experts conducted by two think-tank researchers during the conference (see box in the Atlantic Dialogues section of this report).

Finally, the digital part of the Policy Center's activities includes weekly or thematic **newsletters** that include the week's publications, podcasts, and programs, and which provide information on the think tank's current events. By the end of **2022**, this information medium had more than **13,000 subscribers**, forming a cosmopolitan audience, based both in Morocco and internationally.



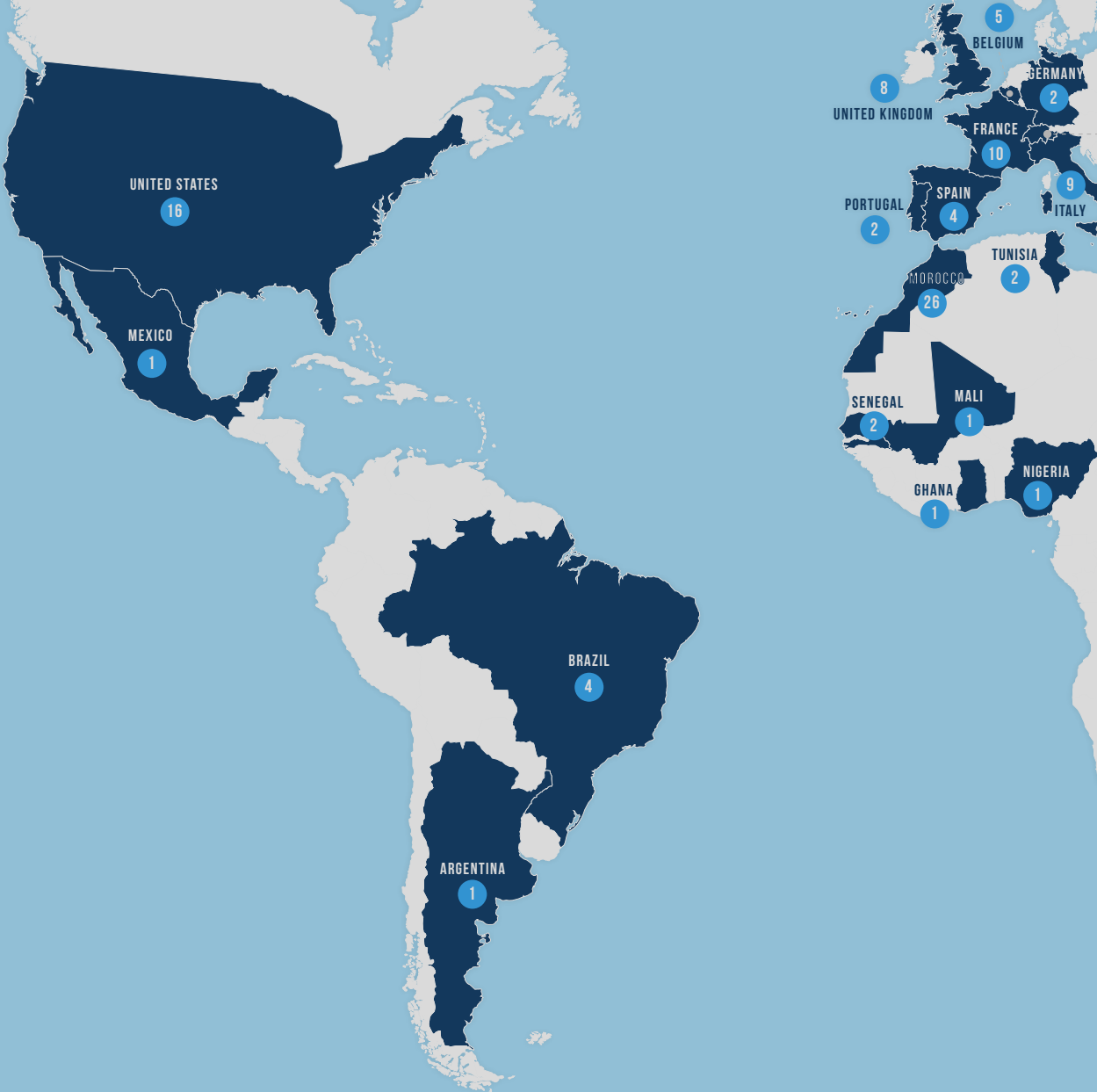


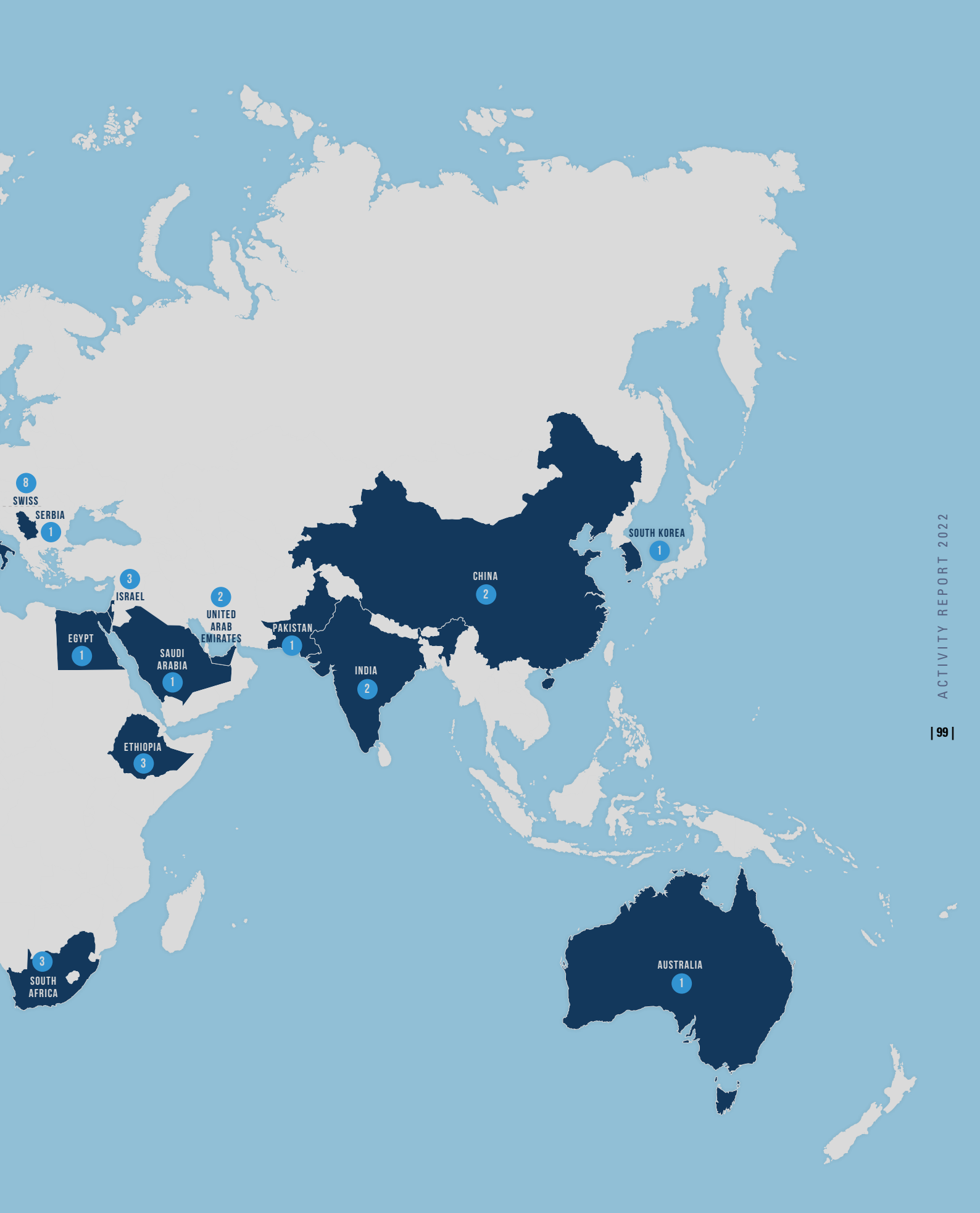
## SOCIAL MEDIA FIGURES



**±65K** FOLLOWERS ON OUR SOCIAL NETWORKS

# OUR PARTNERS IN THE WORLD





8

SWISS

SERBIA

1

3

ISRAEL

2

UNITED ARAB EMIRATES

PAKISTAN

1

INDIA

2

CHINA

2

SOUTH KOREA

1

EGYPT

1

SAUDI ARABIA

1

ETHIOPIA

3

3

SOUTH AFRICA

AUSTRALIA

1

**NORTH AMERICA****United States**

- American Jewish Committee
- Atlantic Council
- Center for Civilians in Conflict
- Columbia University School of International and Public Affairs
- Foreign Policy
- German Marshall Fund of the United States
- Growth Dialogue
- Harvard University
- International Monetary Fund
- Abdul Latif Jameel Poverty Action Lab
- Middle East Institute
- Massachusetts Institute of Technology
- Office of the Special Adviser on Africa
- Regional Studies Association
- Think Tanks and Civil Societies Program at the University of Pennsylvania
- World Bank

**Mexico**

- Mexican Council on Foreign Relations

**SOUTH AMERICA****Brazil**

- Banco de Desenvolvimento de Minas Gerais
- Brazilian Center for International Relations
- Centro de Estudos de Integração e Desenvolvimento
- Fundação Getulio Vargas

**Argentina**

- Consejo Argentino para las Relaciones Internacionales

**EUROPE****France**

- Agence française de développement
- Cercle des Economistes
- Center for Mediterranean Integration
- Cyclope
- Forum Euroméditerranéen des Instituts de Sciences Économiques
- Fondation Prospective et Innovation
- Foundation for Strategic Research
- HEC Paris
- Institut Français des Relations Internationales
- Institut Montaigne

**United Kingdom**

- Amazon Web Service
- Georgetown Institute for Women, Peace and Security

- King's College London
- London School of Economics and Political Science IDEAS
- Nottingham University
- Royal United Services Institute
- Toni Blair Institute for Global Change
- University College of London

**Portugal**

- Atlantic Centre
- Instituto para a Promoção da América Latina e Caraíbas

**Belgium**

- Bruegel
- Brussels Diplomatic Academy
- College of Europe
- European Centre for Development Policy Management
- Friends of Europe

**Spain**

- European Council on Foreign Relations
- Elcano Royal Institute
- European Institute of the Mediterranean
- Union for the Mediterranean

**Swiss**

- Center for Corporate Responsibility and Sustainability
- Global Commission on Drug Policy
- Graduate Institute of Geneva
- South Centre
- World Economic Forum
- World Intellectual Property Organization
- World Economic Forum
- World Trade Organization

**Serbia**

- Center for International Relations and Sustainable Development

**Germany**

- German Council on Foreign Relations
- Friedrich Naumann Foundation for Freedom

**Italy**

- Enel Geen Power
- European University Institute
- Istituto Affari Internazionali
- Istituto per gli Studi di Politica Internazionale
- Medirections
- NATO Defense College Foundation
- NATO Rapid Deployable Corps Italy
- NATO Strategic Direction South Hub
- Renewable Energy Solutions for Africa Foundation

## AFRICA

### Ghana

- African Center for Economic Transformation

### Morocco

- Afrochampions Initiative
- Atlas for Development
- Bank Al Maghrib
- Commission spéciale sur le modèle de développement
- Direction des Études et des Prévisions Financières
- Food and Agriculture Organization of the United Nations
- Forum d'Assilah
- Deutsche Gesellschaft für Internationale Zusammenarbeit
- Haut-Commissariat au Plan
- Islamic World Educational, Scientific, and Cultural Organization
- Institut Supérieur de Commerce et d'Administration des Entreprises
- Konrad Adenauer Stiftung
- Mimouna Association
- Observatoire marocain sur l'extrémisme et la violence
- United Nations Development Programme
- United Nations Economic Commission for Africa
- United Nations Population Fund
- United Nations Information Center
- Université Abdelalek Essaadi - Tanger
- Université Cadi Ayyad - Marrakech
- Université Hassan II - Settat
- Université Ibn Tofail - Kenitra
- Université Ibn Zohr - Agadir
- Université Mohamed 1er – Oujda
- Université Moulay Ismail - Meknes
- Université Sultan Moulay Slimane - Beni Mellal

### South Africa

- African Union Development Agency - New Partnership for Africa's Development
- Brenthurst Foundation
- South African Institute of International Affairs

### Egypt

- The Egyptian Center for Economic Studies

### Mali

- Forum de Bamako

### Ethiopia

- African Union Commission
- Institute for Peace & Security Studies
- Institute for Security Studies

### Tunisia

- KAS PoDiMed
- KAS REMENA

### Senegal

- Malabo-Montpellier Panel
- West Africa Think Tank

### Nigeria

- Nigerian Economic Summit Group

## ASIA

### India

- Center for Global Development
- Observer Research Foundation

### Pakistan

- Centre for the Study of Society and Politics in Rajasthan

### United Arab Emirates

- Facebook MENA
- Trends Research & Advisory

### Israel

- Institute for National Security Studies
- The Jerusalem Center for Public Affairs
- The Israel Institute for Regional Foreign Policies

### Saudi Arabia

- King Abdullah Petroleum Studies and Research Center

### South Korea

- Korea Institute for International Economic Policy

### China

- Nanjing University
- Shanghai Institute for International Studies

## AUSTRALIA

- Institute for Economics and Peace
- Victoria University

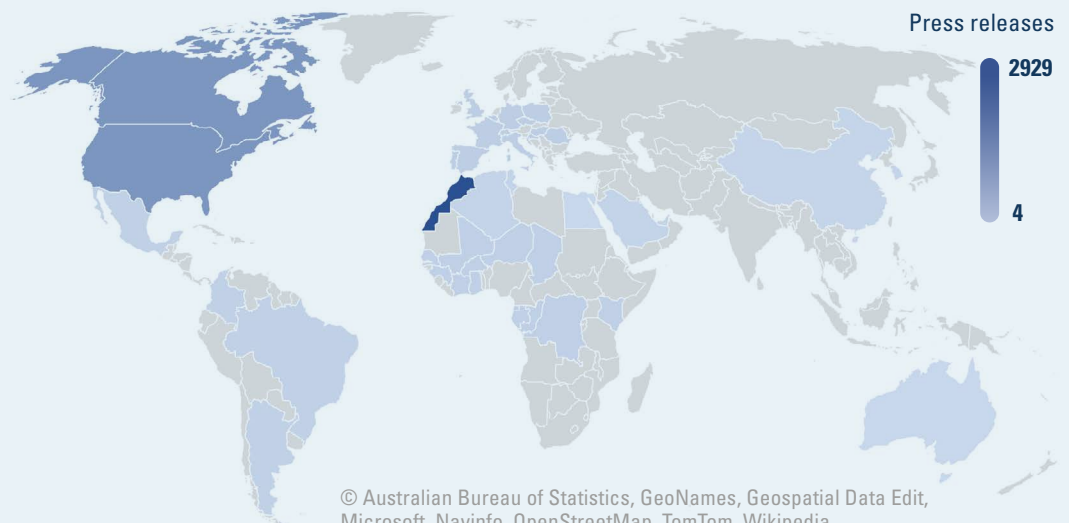
# PRESS

With nearly 4,900 press mentions in 2022, twice as many as in 2021, the Policy Center for the New South's expertise has been widely reported in the national and international media, whether through interviews and signed op-eds, publications, conference debates, or think-tank broadcasts.

## KEY FIGURES



## PRESS RELEASES BY REGION



# QUESTIONS TO AN EXPERT



LARABI JAÏDI

## Investment strategy in Morocco

“ To emerge or grow, private investment needs a domestic market that should be protected from unfair foreign competition, while supporting the internationalization of domestic private enterprises. Hence the need to rationalize, synergize, and operationalize the action of the commissions created for the implementation, monitoring, and evaluation of laws and measures relating to trade defense, national preference, and industrial compensation.”



FRANCIS PERRIN

## Closure of the Maghreb-Europe gas pipeline

“ In the short term, Morocco can rely on its existing electricity fleet, with an increasing role for renewables, and on importing fossil fuels and electricity if necessary. In the medium to long terms, options include the further development of renewable electricity generation capacity, and the import of liquefied natural gas (LNG) transported by ship.”



HAMZA SAOUDI

## Social protection in Morocco and Africa

“ The generalization of social protection in Morocco implies the generalization of compulsory health insurance for 22 million additional beneficiaries, the generalization of family allowances for 7 million school-age children, and the extension of the number of beneficiaries of a retirement pension to 5 million additional people.”

# PRESS CLIPPINGS | NATIONAL



Ivan Martin on the war in Ukraine  
March 7, 2022



El Mostafa Rezrazi on violent extremism in Morocco  
June 8, 2022



Rim Berahab on the carbon tax in Morocco  
March 25, 2022

**STRATÉGIE NATIONALE DE L'ÉNERGIE**  
**Un projet emblématique et porteur d'avenir...**

Grâce à une Vision Royale éclairée et à la justesse des choix stratégiques opérés par le Maroc, le Royaume chérifien se hisse aujourd'hui aux rangs des pays les plus en pointe au niveau régional dans des domaines d'avenir clés, dont l'énergie à bas carbone. Le secteur des énergies renouvelables est en effet devenu une réelle locomotive du développement économique du pays. Ce secteur accorde néanmoins un certain momentum, comme le souligne le Nouveau Modèle de Développement, et a grand besoin de nouveaux élan et dynamisme.

Initiative aux objectifs ambitieux, le Maroc a lancé son projet emblématique de transition énergétique à travers la Stratégie Nationale de l'Énergie (SNE) 2015-2030. Cette stratégie vise à accélérer la transition énergétique et à garantir l'approvisionnement en énergie à bas carbone. Elle est articulée autour de trois axes principaux : la production d'énergie renouvelable, la consommation d'énergie et la sécurité d'approvisionnement. Cette stratégie constitue un véritable tournant dans le développement durable et dans les domaines de l'énergie, de l'environnement et de l'économie.

En 2009, le Roi Mohammed VI a lancé le projet de transition énergétique, un plan stratégique ambitieux et d'avenir, qui vise à accélérer le développement durable et à garantir la sécurité d'approvisionnement en énergie à bas carbone. Ce projet est soutenu par une vision royale éclairée et par une politique énergétique ambitieuse. Le développement de l'énergie renouvelable est devenu une priorité nationale et a été inscrit dans la Stratégie Nationale de l'Énergie (SNE) 2015-2030.

Le secteur de l'énergie renouvelable est en effet devenu une véritable locomotive du développement économique du pays. Ce secteur accorde néanmoins un certain momentum, comme le souligne le Nouveau Modèle de Développement, et a grand besoin de nouveaux élan et dynamisme.

**A**vec la mise en œuvre de la Stratégie Nationale de l'Énergie (SNE) 2015-2030, le Maroc a lancé son projet emblématique de transition énergétique à travers la production d'énergie renouvelable, la consommation d'énergie et la sécurité d'approvisionnement. Cette stratégie constitue un véritable tournant dans le développement durable et dans les domaines de l'énergie, de l'environnement et de l'économie.

**Actu Maroc**  
**Interview avec Fatima Ezzahra Mengoub : « Il faut créer une dynamique entre les croissances agricole et économique »**

Rédigé par Widadouka SEDDIK le Jeudi 25 Août 2022

Le Maroc est à la croisée des chemins agricoles au moment où le pays fait face à une sécheresse impactant sans aucun doute le rendement de ses cultures, imposant de facto la révision de la politique agricole. Explications avec Mme Fatima Ezzahra Mengoub, Senior Economist au Policy Center for the New South (PCNS).



**Afaf Zarkik on the National Energy Strategy (Throne Party special)**  
 July 29, 2022

**Fatima Ezzahra Mengoub on drought in Morocco and agricultural growth**  
 August 25, 2022

PRESS CLIPPINGS | INTERNATIONAL

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**Rida Lyammouri**

**AP**

**On the war in Ukraine**  
 April 22, 2022

**The Guardian**

**On the terrorist attacks in Burkina Faso**  
 June 2022



**INDEPENDENT**

**On the return of former President Blaise Compaoré to Burkina Faso**  
 July 7, 2022

**BBC NEWS**

**TV5MONDE**

**jeuneafrique**



**Otaviano Canuto on the global rise in food prices**  
 May 2022



**Nouzha Chekrouni on women leadership in Morocco**  
 June 2022



**Karim El Aynaoui - 'The 30 who make the Africa of tomorrow'**  
 November 2022





# SENIOR FELLOWS



**NEZHA ALAOUI M'HAMDI**  
Ambassador 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**  
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