

NOON

ANNUAL REPORT



THINK • STIMULATE • BRIDGE

2025

ANNUAL REPORT



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INTRODUCTION

The year 2025 marks a pivotal point in the evolution of the international order that has existed since 1945. The US-China rivalry appears to be evolving into a confrontation between new military-technological powers, with an uncertain outcome and dimensions potentially unequalled in history. This paradigm, which exacerbates all forms of conflict, is taking root in global geopolitical and economic dynamics without any meaningful counterbalance.

The transformations that have been underway for several years, including growing tensions between the major powers, the recomposition of alliances, and the questioning of certain multilateral frameworks, are gradually altering global balances. The international situation is not simply a juxtaposition of armed conflicts, economic crises, energy tensions, and climatic shocks. Rather, it reflects the emergence of a persistently uncertain environment, marked by intensified competition among different political, economic, and technological models.

Against this backdrop, new areas of strategic competition have emerged. Digital technology, artificial intelligence, critical value chains, energy and infrastructure have become areas for asserting sovereignty and influence. The issue is no longer simply one of military or economic power, but also of control over norms, technological standards and information flows.

These transformations are helping to redefine North-South relations and recompose interdependencies, particularly in the Atlantic and African regions.

Countries of the Global South no longer see themselves merely as spheres of influence or recipients of externally designed policies, but as fully-fledged players in the ongoing reconfiguration. The emergence of new coalitions, the intensification of South-South dynamics and the quest for strategic autonomy all testify to a growing determination to influence the rules of the game.

At the same time, governments have had to arbitrate between often contradictory imperatives: strengthening their security in a more fragmented environment, preserving their fiscal sustainability, financing the energy transition and meeting domestic social expectations. Today, these tensions are shaping governments' economic and strategic choices and redefining the priorities of public action. In such an environment, think tanks play a growing role in structuring strategic debate, helping to inform public decisions and foster the circulation of ideas between regions, disciplines and stakeholder communities.

After more than a decade of expanding its activities, the Policy Center for the New South (PCNS), a generator of ideas and talent factory, has established itself as a space for analysis, while integrating the concerns and dynamics of Moroccan, African, and New South societies in the broadest sense, without forgetting the dialogue between the South and the North.

In 2025, a year marked by a particularly high number of international events, the Policy Center for the New South sought to contribute to a deeper understanding of the transformations reshaping the international system. In keeping with the responsibility inherent in its status as a public-

interest institution, the PCNS continued to pursue its mission of producing rigorous analysis, fostering strategic dialogue, and enriching reflection on public policy.

It is also in this spirit that the Policy Center has continued to develop its network of partners, in order to reach a wider audience and gather ever more diverse and demanding contributions. This dynamic has been accompanied by a constant effort to consolidate and enhance the PCNS's human capital, as well as a commitment to rigorous scientific methods, the only way to contribute to the design of sustainable and evidence-based public policies that respond to citizens' needs. The Policy Center's activity indicators over the last few years bear witness to this trajectory of consolidation and expansion of its impact.

Over the past five years, the Policy Center for the New South has consolidated its intellectual production dynamic and strengthened its presence among its audiences. The year 2025 marks a particularly high level on several key indicators, with a record number of publications (235) and partnerships (144), illustrating the strengthening of PCNS's academic and institutional collaborations.

At the same time, digital visibility has risen significantly, reaching almost 100K subscribers on social networks and over 3.6 million visitors to the website, testifying to the continuing expansion of the audience for the think tank's work.

This development is part of a strategy to diversify the channels through which analyses and debates are disseminated, mobilizing different formats and platforms, including social networks, websites,

audiovisual channels, and digital platforms, in order to reach a variety of audiences and adapt the circulation of ideas to new ways of consuming information, while at the same time supporting the sustained development of audiovisual formats. Over the last three years, the production of podcasts and video content has reached high levels, confirming the growing integration of digital formats into the strategy for disseminating and promoting research. These results illustrate the growing impact of the Policy Center for the New South and reinforce its determination to pursue its mission.

Finally, I would like to express my deep gratitude to the whole team for their unfailing commitment, and to our partners for their renewed confidence, who are at the heart of this dynamic.

KARIM EL AYNAOUI
Executive President

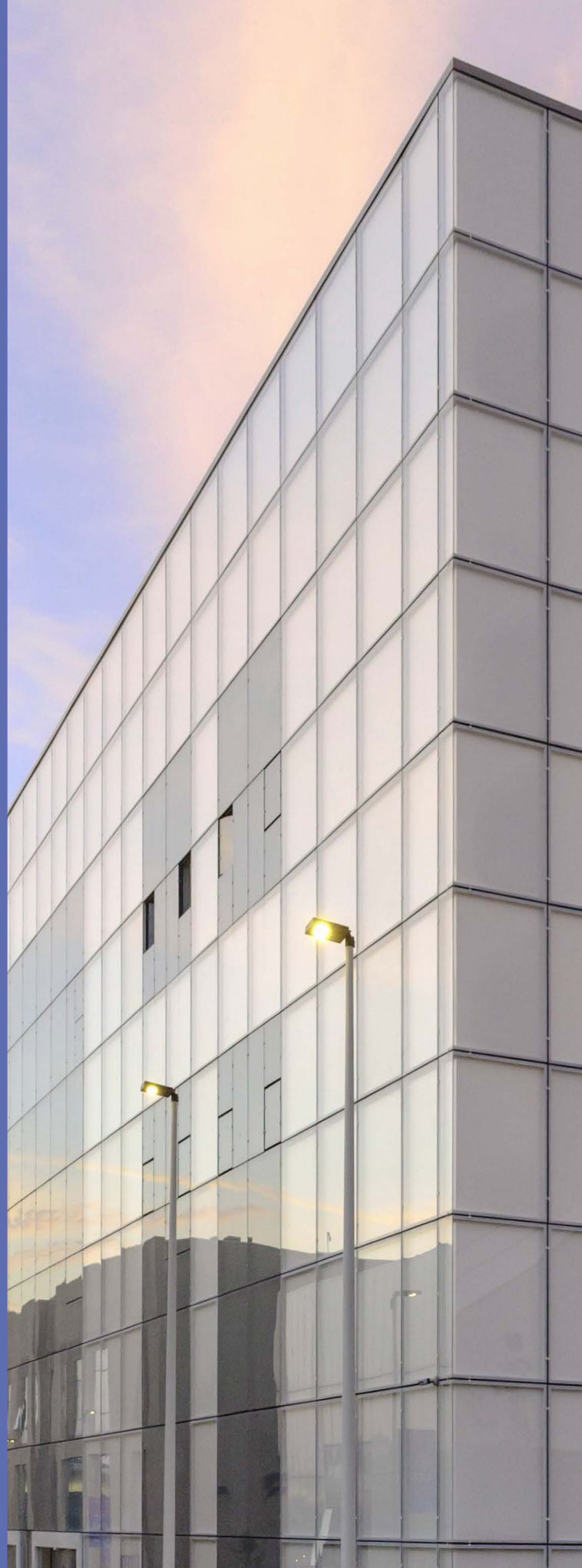
in **BREF**

The Policy Center for the New South (PCNS) is a Moroccan think tank founded in 2014. It is dedicated to analyzing and improving public policies, economic, social, environmental, and international, that have an impact on both Morocco and its home continent, Africa, considered major players in the Global South.

In 2021, the think tank was recognized by the public authorities as an association of public utility. Today, it brings together an epistemic community of 124 professionals, including 44 Senior Fellows who are eminent experts representing the five continents.

The Policy Center for the New South promotes the vision of a "New South", a dynamic, responsible and innovative South that defines its own narratives and representations in the Mediterranean and Atlantic spaces, while cultivating an ambitious and serene dialogue with the international community.

The think tank's aim is to promote inclusive and effective public policies in Africa, while highlighting the voices of experts from the South. Through a collaborative and partnership-based approach, PCNS strengthens the analytical and innovative capacities of local players, enabling them to identify and meet the continent's current challenges.





Harnessing *the* Expertise of the New South for the Common Good

To achieve its mission, the PCNS relies on a network of world-renowned researchers, promotes their work and collaborates with leading international partners. Every year, it organizes major events such as the "Atlantic Dialogues", the "African Peace and Security Annual Conference" and the "African Economic Symposium", which provide a forum for exchange and reflection, addressing challenges and proposing concrete courses of action for the New South.

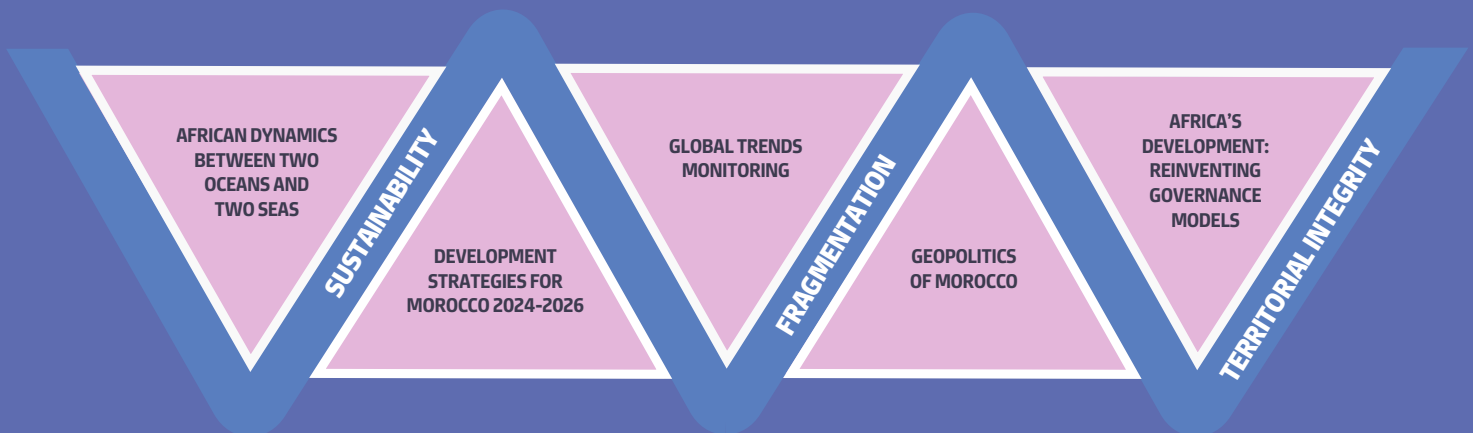
The Policy Center for the New South facilitates a dynamic community of young leaders through its Atlantic Dialogues Emerging Leaders (ADEL) program. With over 450 members, this network facilitates exchange and collaboration between the new generation of decision-makers and entrepreneurs. By encouraging intergenerational dialogue and the sharing of experiences, PCNS prepares its talents to actively contribute to the transformation of the New South.

RESEARCH PROGRAM

Building on its nationally and internationally recognized expertise, the PCNS is amplifying the impact of its research activities through its three-year programs, the current one covering the period 2024-2026.

This program capitalizes on PCNS's strengths in international relations, geopolitics, economics and public policy, focusing on key geostrategic zones from Morocco and Africa to other countries in the South.

Structured around five areas of research, this program combines rigor and adaptability to meet the challenges and evolutions of an ever-changing world.



1

Development Strategies for Morocco 2024-2026

This program analyzes Morocco's development strategies, focusing on four major pillars: macroeconomic policies, sectoral growth, global partnerships and social policies. It examines issues of financial stability, innovation, labor market transformations and environmental challenges, while emphasizing the importance of sustainable growth, strengthened human capital and effective local governance.

2

Geopolitics of Morocco

Morocco's evolution as a major regional player is explored in this program through the Kingdom's Euro-Mediterranean dynamics, its Maghrebian and Arab-Muslim orientations, and its renewed African strategy in the face of socio-economic and security challenges. The program also explores Morocco's Atlantic dimension, its role in global geopolitics, and the challenges posed by Sino-American rivalry.

3

Africa's Development: Reinventing Governance Models

This program puts Africa at the heart of the debate, exploring the economic growth and governance levers needed to stimulate innovation, inclusion and sustainability. It addresses key issues such as macroeconomic stability, human capital, social inclusion and sustainable resource management, with a focus on key sectors such as agriculture and ICT (Information and Communication Technologies). In addition, it explores the link between security and development, as well as the dynamics of integration on the African continent through the implementation of the African Continental Free Trade Area (AfCFTA).

4

African Dynamics Between two Oceans and two Seas

Africa is redrawing its geopolitical and geo-economic landscape, particularly through its relations with the Mediterranean and the Atlantic. This program explores Africa's strategic repositioning, the diversification of its partnerships and promising initiatives, highlighting the contribution of the Regional Economic Communities (RECs) and the African Union (AU) to boosting cooperation. It also addresses major challenges such as inflation, energy and security, with an emphasis on sustainable growth and integration into the global economy.

5

Global Trends Monitoring

Global megatrends, whether technological, geopolitical or environmental, are profoundly redefining social and economic structures. This program aims to identify and analyze these dynamics, mobilizing innovative methodologies and tools to provide policy-makers with the resources they need to adapt to ongoing transformations, develop strategic partnerships and respond to global challenges, with a view to sustainable growth.

in NUMBERS

68

Experts

including

44

Senior Fellows

235Publications
& Opinions**261**Videos
Productions**60**

Podcasts

144

Partners

134

Events

51Participations to
International
Conferences**2.9K**Press
Mentions**99.5K**Social Media
Followers**62**

Newsletters

14KNewsletter
CommunityWWW.POLICYCENTER.MA**3.6
M**Unique
Website Visits

NUMBER *of* PUBLICATIONS

235 ANALYTICAL PRODUCTIONS

In line with its research priorities and current issues, PCNS is diversifying its dissemination media. Its productions include Research Papers, Policy Papers, Policy Briefs and Opinion articles. These are complemented by academic publications, books and reports. All this content is designed to reach different audiences.

The Policy Center for the New South is also actively involved in public debate through the production of podcasts and broadcasts. Formats such as "Africafé" and "Les Mardi du PCNS" illustrate this desire to make discussions accessible and impactful for a diverse audience.

The PCNS thus marked its commitment to the current 2025 debate by producing 235 analytical publications, including 170 research publications and 65 Opinion articles. These figures illustrate its dedication to providing rigorous and accessible analysis:

16

Books & Reports

77

Policy Briefs

40

Policy Papers

22

Research Papers

15Papers in Academic
Journals**65**

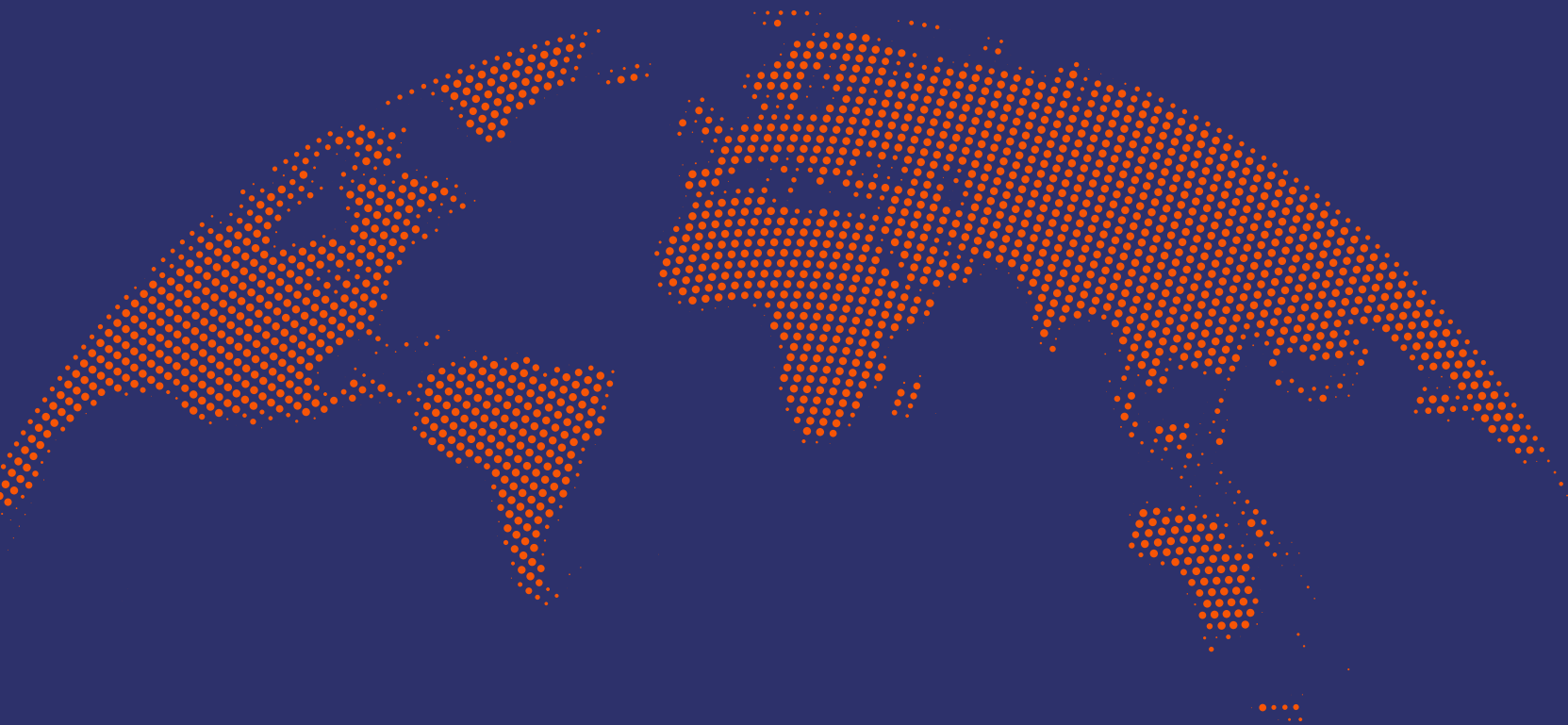
Opinions

UNITED



Publications	16
Opinions	42
Books	45

PUBLICATIONS



Since 2024 and until the end of 2026, the Policy Center for the New South has been implementing three-year research program resulting in the production of publications and analytical contributions (Research Papers, Policy Papers and Policy Briefs), combining academic rigor with operational pragmatism. This approach positions the "New South" as a full-fledged player in global transformations, rather than a mere object of study.

Structured around five thematic axes, the program fosters synergies between economics and international relations. In addition to producing knowledge, it also aims to equip African and Southern countries to play a proactive role in global governance, from a perspective based on equity and cooperation.

**DEVELOPMENT
STRATEGIES FOR
MOROCCO 2024-2026****GEOPOLITICS OF
MOROCCO****AFRICA'S
DEVELOPMENT:
REINVENTING
GOVERNANCE MODELS****AFRICAN DYNAMICS
BETWEEN TWO
OCEANS AND TWO
SEAS****GLOBAL TRENDS
MONITORING**

INTRODUCTION

The year 2025 was marked by the continuation and deepening of geopolitical and economic realignments on a global scale, in a context characterized by the fragmentation of the international order, the intensification of rivalries between powers, and the rise of systemic uncertainties. The evolution of alliances, the persistence of regional conflicts, the reconfiguration of global value chains, and the increased pressure on strategic resources have highlighted the growing interconnectedness between geopolitical dynamics and economic choices. At the same time, the energy, climate, and digital transitions have strengthened interdependencies between states, while revealing the structural weaknesses of international governance mechanisms. Transnational challenges- climate change, food security, migration, and financial vulnerabilities- have thus confirmed the need for integrated approaches capable of articulating sovereignty, cooperation, and sustainable development in an increasingly multipolar world.

In this evolving context, experts at the Policy Center for the New South (PCNS) have actively engaged in analyzing these transformations, offering in-depth interpretations of the interactions between international relations and political economy. The work of the International Relations Department has highlighted how geopolitical realignments are redefining development trajectories, economic partnerships, and the strategic room for maneuver of states, particularly in the African, Euro-Mediterranean, and Atlantic regions. Through an approach based on anticipation, the diversification of alliances, and the promotion of South-South cooperation, the PCNS has helped inform strategic choices in the face of the uncertainties of the global order.

By 2025, the work of the Policy Center for the New South covered a broad range of topics, from analyzing Morocco's position within regional and international realignments to studying African dynamics, global partnerships, and the transformations of multilateral institutions. By combining analytical rigor, strategic monitoring, and forward-looking thinking, the PCNS reaffirms its commitment to producing factual, policy-oriented analyses and fostering intellectual leadership capable of addressing the complex challenges shaping our era.



DEVELOPMENT STRATEGIES FOR MOROCCO 2024- 2026

The research program on "**Development Strategies for Morocco 2024-2026**" is situated within a context marked by profound economic, social, and institutional changes, both nationally and internationally. Faced with demographic, digital, and climate transitions, as well as growing demands for inclusion and social cohesion, Morocco is called upon to adapt its public policies to consolidate a resilient, inclusive, and sustainable development model.

Within this framework, the work carried out by the Policy Center for the New South aims to shed light on the main drivers of transformation in the Moroccan economy, focusing on labor market dynamics, social policies, the role of territorial institutions, and governance challenges. Through a multidimensional approach, this program analyzes the interactions between the economy, society, and institutions, while integrating the influence of international dynamics on national trajectories. It thus contributes to informing strategic thinking on Morocco's development priorities.

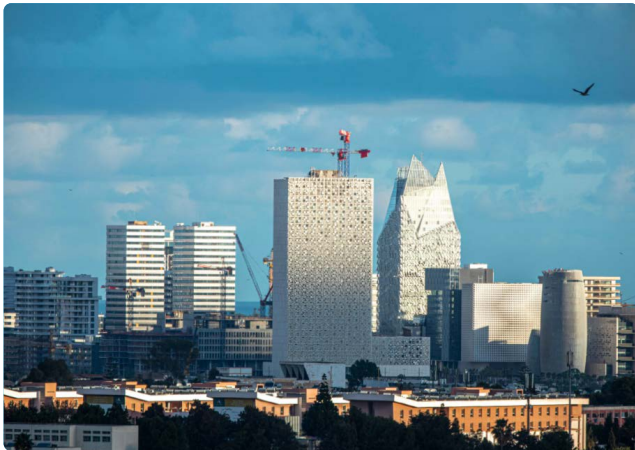
Human capital, the labor market, and the reduction of inequalities

Strengthening human capital, improving the functioning of the labor market and reducing socio-economic inequalities have been a central focus of the work of the Policy Center for the New South this year.

In their article "**Territorial obstacles causing early school dropout in Morocco: Multivariate spatial analysis**" Aomar Ibourk, Senior Fellow at the PCNS, and Soukaina Raoui analyze the factors explaining early school dropout in Morocco. Their findings highlight the crucial role of family structures, poverty, geographic isolation, housing conditions, and access to basic services. The issue of educational inequalities is also addressed from a gender perspective in the article "**School learning in Morocco: what place for gender equality?**", co-authored by Karim El Aynaoui and Aomar Ibourk. The authors highlight the weight of structural and cultural factors in performance gaps between genders, calling for targeted interventions to strengthen equal opportunities.



Beyond education, the PCNS has also focused on the crucial role of institutions and public policies in reducing inequality. In two Policy Briefs entitled respectively **“La réforme du système éducatif face au dilemme de la gouvernance”** and **“La justice sociale en question”** Larabi Jaïdi, Senior Fellow, offers a critical analysis of educational and social policies in Morocco. He demonstrates that improving educational performance and enabling social mobility depends on a profound transformation of governance models and greater coherence in social policies. These issues are further explored in the Policy Brief **“Regional Inequality in a Growing Economy: The Case of Morocco”** where Mahmoud Arbouch, Senior Economist? and Eduardo Amaral Haddad, Senior Fellow, show that the spatial concentration of growth remains a major obstacle to inclusive development, calling for policies that are more sensitive to regional disparities.



These issues naturally extend to the labor market, where the challenges of inclusion remain significant. In their policy paper **“Feuille de route pour l’emploi: Optimiser l’opérationnalisation pour une relance inclusive et durable”** Tayeb Ghazi, Senior Economist and Aomar Ibourk analyze the structural challenges facing the Moroccan labor market. They demonstrate that achieving unemployment reduction targets will depend less on isolated growth acceleration than on improving the employment-growth elasticity, made possible by structural transformation, support for SMEs, modernization of vocational training, and strengthened governance of employment policies.

Gender-related challenges are further explored in the Policy Brief **“Le travail invisible des femmes”** where Larabi Jaïdi highlights the extent of unpaid domestic work and argues for improved statistical measurement of domestic labor and for gender-sensitive public policies capable of correcting the resulting structural inequalities. Labor market transformations linked to digitalization are analyzed in the Policy Brief **“L’uberisation au Maroc: révolution numérique ou mirage importé?”** in which Ahmed Ouhnini, Program Officer at the PCNS, underscores both the potential for economic inclusion and the regulatory challenges posed by digital platforms.

Transformations in the Moroccan labor market reveal complex dynamics where mobility, gender, and precarity intersect, particularly in labor-intensive sectors. In this context, Amal El Ouassif, Senior Specialist in International Relations, analyzes in her Policy Brief entitled **“Parcours et défis des migrantes marocaines dans le secteur agricole: cas de l’Andalousie et de la région Souss-Massa”**, the trajectories and challenges of Moroccan migrant women employed in the agricultural sector, through a comparative study between the Souss-Massa region and Andalusia. This Policy Brief highlights the structural vulnerabilities faced by these women, while questioning the training, social protection, and support policies needed to strengthen their economic autonomy and sustainable integration into the labor market.

Taken together, these studies highlight that improving labor market performance and strengthening human capital depend on integrated policies, combining structural reforms, education, employment, social governance and territorial cohesion, to support more inclusive and sustainable development.



Social Policies for an Inclusive Economy

In his Research Paper entitled **“Les Générations Z et Alpha face à la ruse psychopolitique: vers une fracture intergénérationnelle ?”**, El Mostafa Rezrazi, Senior Fellow at the PCNS, analyzes the social, psychological, and political effects of the intergenerational divide in the digital age. Through an approach combining sociology, psychoanalysis, and psychopolitics, this publication highlights how frustrations related to employment, inequality, and climate issues are reconfigured into narratives of rupture, amplified by digital platforms. The study underscores the structural vulnerabilities of young people, particularly in Morocco, and calls for inclusive social policies based on a new intergenerational pact, education, employment, and social mediation.



Territorial Policies and Local Institutions

Nouzha Chekrouni, Senior Fellow at the Policy Center for the New South, and Abdessalam Jaldi, Senior Specialist in International Relations and the Maghreb, authored a Policy Paper entitled **“La réforme du Code de la famille à l’aune des recommandations de l’Instance chargée de la révision de la Moudawana: innovations, limites et perspectives”**, in which they analyze the legal, institutional, and territorial stakes of the ongoing reform. This publication highlights the reform proposals, the opposition they face, and the limitations of the current

project, while emphasizing the central role of local institutions in the effectiveness of law. The study shows that the success of the reform depends on the capacity of local actors to keep pace with social changes and to ensure equality and the protection of rights throughout the country.



Climate constraints and strategic resources

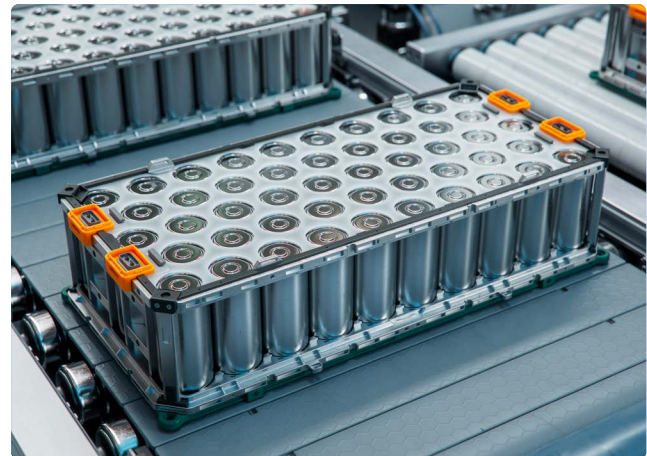
Against a backdrop of mounting environmental constraints, the energy transition, and the reconfiguration of global value chains, these issues are gaining increasing prominence in the Policy Center for the New South’s research and policy discussions.

In the policy paper **“Désalinisation, barrages et autoroutes de l’eau: les incontournables de la lutte contre le stress hydrique au Maroc”** Henri-Louis Védie, Senior Fellow, analyzes the main infrastructure deployed to address structural and recurring water stress. The study highlights the scale of investments made in desalination plants, dams, and water highways, emphasizing that these solutions must be complemented by more effective demand management and efforts to combat waste to ensure the country’s long-term water security.

The challenges related to the energy and industrial transition are addressed in the Policy Paper **“L’avenir se décide aujourd’hui: pour une stratégie marocaine des minerais critiques et stratégiques”** in which Sabrine Emran, Senior Economist and Oussama Tayebi, Senior Specialist in International Relations, highlight Morocco’s potential to establish itself as a key player in critical mineral value chains. The authors emphasize the need for an integrated national strategy, combining local industrial transformation, regional cooperation, and international positioning, to fully leverage these resources within a context of heightened “mineral diplomacy.”



These reflections are extended by the Research Paper **“Electrifying the Future: Assessing the Economic and Environmental Impacts of a Shift Toward EV Production in Morocco”** by Mahmoud Arbouch. By evaluating the economic and environmental effects of the transition to electric vehicle production, the study highlights significant macroeconomic gains but also risks of exacerbating territorial disparities and environmental tensions, emphasizing the importance of better alignment between industrial policies and decarbonization objectives.



Therefore, responding to climate constraints and developing strategic resources requires integrated policies that reconcile structural investments, environmental sustainability, and territorial equity.



GEOPOLITICS OF MOROCCO

Morocco's geopolitics is currently undergoing a decisive phase marked by profound regional transformations and a continuously evolving international order. In an unstable context, the Kingdom adopts a position of positive neutrality and a strategic approach based on anticipation, diversification of its partnerships, and the strengthening of its sovereignty, while remaining firmly anchored in its natural spheres of interaction.

Euro-Mediterranean, African, Atlantic, and Arab-Muslim relations are now conceived as interconnected frameworks, within which Morocco conducts a coherent, continuous diplomacy oriented toward concrete actions. To the north, the partnership with the European Union is evolving within a renewed framework, with increasing importance given to economic, geopolitical, and social issues. To the east and south, the Maghreb and the Arab-Muslim space remain marked by long-standing tensions, unresolved conflicts, and often fragile multilateral mechanisms, placing issues of responsibility, international law, and mediation at the center of regional balances.

Morocco's engagement in Africa constitutes an essential pillar of its foreign policy. It is based both on deep historical and cultural ties and on pragmatic South-

South cooperation aimed at building sustainable and balanced partnerships. This approach also extends to the Atlantic space, which Morocco conceives as a strategic framework for cooperation, security, and shared development.

In an increasingly fragmented world, Morocco thus seeks to transform uncertainties into opportunities by relying on stability, realism, and a strategic vision to strengthen its position on the regional and international stage.



Euro-Mediterranean Region

Over the past year, the theme "Geopolitics of Morocco" has focused on analyzing the Kingdom's position within an evolving regional and international landscape. The work conducted has examined the diversification of partnerships, the strengthening of strategic sovereignty, regional integration, and Morocco's geopolitical projection, in connection with ongoing geopolitical, economic, climatic, and digital transitions.

Particular attention has been given to Morocco's role as a key actor in both the Euro-Mediterranean and African spaces, capable of transforming global changes into opportunities for development, stability, and enhanced regional influence.

In this context, Abdessalam Jaldi published a Policy Paper entitled "**Les relations entre le Maroc et l'Union européenne à l'aune du Nouveau Pacte pour la**

Méditerranée: les jalons d'un partenariat euro-marocain renouvelé. This publication offers an in-depth analysis of the evolution of the Morocco–EU partnership from the Barcelona Process to the New Pact for the Mediterranean, highlighting both the opportunities and limitations of this new framework of cooperation.

The study emphasizes the strategic potential of the Pact as a lever for Morocco's emergence, particularly in social protection, industrialization, digital transition, talent mobility, and geopolitical cooperation, while calling for a rebalancing of Euro-Mediterranean relations based on co-construction and shared sovereignty.

Maghreb and the Arab-Muslim World

The political, legal, and geopolitical dynamics shaping the Maghreb and its relations with the Arab-Muslim world are part of a constantly evolving regional environment. Analyses have focused on sovereignty challenges, prolonged conflicts, international mediation processes, and the reconfiguration of regional balances, in a context marked by persistent political tensions and the weakening of multilateral cooperation frameworks.

Particular attention has been paid to relations between states, regional organizations, and United Nations mechanisms in the management of crises and unresolved conflicts.

Concerned with highlighting the legal and political issues related to the Sahara conflict, Shoji Matsumoto, Senior Fellow at the Policy Center for the New South, dedicated his Policy Brief entitled **"2024 Secretary-General Report on Sahara: Algeria and Polisario"** to a detailed legal analysis of the 2024 UN Secretary-General's report on the Sahara issue, focusing on the identification of conflict parties and the limitations of the UN settlement process.



This theme was further enriched by a Policy Brief authored by Mohamed Loulichki and El Mostafa Rezrazi, Senior Fellows at the Policy Center for the New South, entitled **"L'Algérie au Conseil de sécurité: à la recherche d'une gloire perdue"**. This publication examines Algeria's mandate as a non-permanent member of the United Nations Security Council, analyzing the objectives pursued by Algerian diplomacy, its regional and international positioning strategies, and the limitations encountered in a rapidly changing global context.

The study highlights Algeria's use of the multilateral framework to enhance its diplomatic visibility, particularly on issues related to Palestine, the Sahel, and Sahara, while underscoring the political and geopolitical constraints that limit its action within the Council.

Morocco's African Strategy

Over the past year, the theme "Morocco's African Strategy" has focused on analyzing the historical, cultural, political, and strategic foundations of the Kingdom's engagement on the African continent. The work conducted has explored the different dimensions of Morocco's presence in Africa, highlighting the depth of human, cultural, and civilizational ties that structure Morocco's relations with Sub-Saharan Africa.

Particular attention has been given to non-conventional levers of Moroccan diplomacy, particularly cultural and identity-based ones, which contribute to strengthening cooperation based on historical continuity, societal proximity, and the construction of sustainable South–South partnerships.

In his Policy Brief entitled **“La dimension amazighe dans la civilisation marocaine en Afrique subsaharienne”**, Mbarek Aït Addi, Research Director at the Royal Institute of Amazigh Culture, highlights the central role of the Amazigh factor in the transmission of Moroccan cultural influences toward West Africa and the Sahel through trans-Saharan exchanges.

The study analyzes Amazigh contributions in agriculture, architecture, craftsmanship, social practices, and ways of life, emphasizing their role in intercultural dialogue and in the consolidation of historical ties between Morocco and Sub-Saharan Africa. This work highlights the cultural dimension as a structuring pillar of Morocco’s African strategy and as a lever for rapprochement between peoples.



African institutional dynamics constitute a central lever of diplomatic positioning for African states, particularly during electoral moments that reveal balances of power within regional organizations.

In this context, Rachid El Houdaigui, Senior Fellow, reflects in his Policy Brief entitled **“Le Maroc aux élections de la Commission de l’Union africaine: quelles leçons?”** on the lessons learned from Morocco’s participation in African Union Commission elections, analyzing influence mechanisms, institutional balancing logics, and risks related to diplomatic overexposure.

Through this analysis, the publication highlights the deep dynamics shaping the functioning of the African Union and proposes avenues for strengthening the

effectiveness and anticipation of Moroccan diplomatic action on the continent.



In parallel, in his Policy Brief **“Le G5 Sahel est mort, vive le G7 sahélo-atlantique: sécuriser le développement pour développer la sécurité,”** Abdelhak Bassou, Senior Fellow, examines the transformation of security and development dynamics in the Sahel-Atlantic space, analyzing the collapse of the G5 Sahel and the emergence of new regional configurations such as the Alliance/Confederation of Sahel States.

He highlights how institutional uncertainty and shifting partnerships influence security, governance, and development. The study emphasizes Moroccan initiatives, notably the Abuja–Tangier gas pipeline project and the African Atlantic States Process, aimed at strengthening regional cooperation, maritime security, economic integration, and the unlocking of Sahelian states in a South–South framework.

Moroccan vision of an inclusive Atlantic

The Moroccan vision of an inclusive Atlantic is part of a strategic dynamic aimed at making the Atlantic space a major lever for cooperation, shared development, and regional stability. Driven by a firmly South–South approach, this vision seeks to transform the Atlantic into a space of economic connectivity, political dialogue, and geopolitical convergence between Africa, Latin America, and other coastal regions. It is based on the promotion of balanced partnerships, the strengthening of value chains, maritime security, the blue economy, and the energy transition.

In this perspective, the Policy Center for the New South published a collective volume titled **“Morocco-Brazil Relations: A Multidimensional Atlantic Partnership”**, coordinated by Fábio Albergaria de Queiroz, Researcher at the Brazilian Defense College, and Fadila Filali, Manager of the Youth Leadership Initiatives Department at the Policy Center for the New South. This book brings together contributions from several PCNS researchers, including Sabrine Emran, Adnane Lahzaoui, Saloi El Yamani, and Ahmed Ouhnini, alongside international experts, to analyze the multiple dimensions of the Morocco–Brazil partnership. The work explores cooperation prospects in key areas such as the economy, energy, security, agriculture, climate transition, the blue economy, and social issues, highlighting Morocco’s role as a strategic bridge between Africa, Latin America, and the wider Atlantic space.



Furthermore, Jamal Machrouh, Senior Fellow at PCNS, edited the volume **“Les enjeux stratégiques des espaces maritimes de l’Afrique atlantique”** dedicated to the analysis of the geopolitical, security, legal, and geo-economic dynamics structuring the Afro-Atlantic space. Bringing together researchers and experts from the Center and partner institutions, this publication highlights challenges related to maritime security, regional connectivity, and the valorization of maritime resources, while aligning with Royal Initiatives aimed at structuring Atlantic Africa and unlocking the potential of Sahel countries.

This reflection on the Atlantic as a strategic space was also expressed in a Policy Paper by Abdelhak Bassou, titled **“Le Maroc dans la cartographie de l’Afrique atlantique: la communauté d’intérêts neutralise les paradoxes.”** The author analyzes the Process of Atlantic African States (PEAA), initiated by His Majesty King Mohammed VI, as a structuring framework aimed at transforming a long-fragmented façade into a coherent, integrated, and prosperous geopolitical space. The study highlights the shared interests and common threats of the twenty-three Atlantic coastal states, while emphasizing Morocco’s diplomatic, economic, and geostrategic assets to drive a sustainable cooperation dynamic.

Morocco and the challenges of the global order

The theme “Morocco and the challenges of the global order” explores ongoing geopolitical reconfigurations and their implications for the Kingdom’s strategic positioning within an international system marked by fragmentation, polarization, and shifting balances of power. The works under this theme analyze how issues of sovereignty, legitimacy, alliances, and international norms are being reshaped through South–South dynamics, global rivalries, and internal debates within major regional and continental powers. Particular attention is given to spaces where transformations of the global order translate into discursive, political, and diplomatic adjustments, revealing new margins of maneuver for actors of the Global South.



Within this analytical framework, Driss Alaoui Belghiti, Senior Specialist in International Relations, published a Policy Paper titled **“La visite de Jacob Zuma au Maroc révèle des recompositions autour du Sahara marocain dans le débat sud-africain.”** This study examines the visit of the former South African president to Morocco as a revealing moment of deep transformations in South African political discourse regarding foreign policy and territorial integrity issues. Based on a cross-analysis of data from social networks and the South African press, the publication highlights the gradual shift in the framing of the Moroccan Sahara issue, from a historical decolonization narrative to a domestic reading centered on national unity and anti-secessionism.

A publication dedicated to the Moroccan Sahara issue has also shed light on the multilateral stakes linked to the evolution of the international order. In a Policy Brief titled **“Sahara marocain: le consensus international autour du plan d’autonomie peut-il enclencher une nouvelle dynamique onusienne ?”** Rida Lyammouri, Senior Fellow at PCNS, and Fadoua Ammari, Professor at Hassan II University, analyze the prospects of a shift in the United Nations’ position considering growing international support for Morocco’s autonomy plan. The study highlights the opportunities opened by this increasing consensus, while underlining the persistent blockages within the UN process, calling for a more realistic and proactive approach from the United Nations.

Also addressing the Moroccan Sahara, but from a different angle, Abdelhak Bassou devotes a Policy Brief entitled **“Chronos ” et “ Kairos ” dans la gestion du dossier du Sahara marocain : la maîtrise du temps dans la stratégie royale”**, analyzes how Morocco has turned time management into a lever of diplomatic power. By combining the continuity of action (Chronos) with the seizing of decisive moments (Kairos), this publication highlights a genuine Moroccan doctrine of time, illustrated by recent UN developments and the progressive consolidation of international consensus around the autonomy plan.

The recent evolution of the UN treatment of the Moroccan Sahara issue was also analyzed in a dedicated Policy Brief by Mohammed Loulichki titled **“La résolution 2797 du Conseil de sécurité: la solution d’autonomie plébiscitée.”** This publication revisits the historic turning point represented by the Security Council’s endorsement of autonomy under Moroccan sovereignty as the sole framework for negotiation. It analyzes the diplomatic implications of this decision, the redefinition of the UN mandate, and the prospects opened for a sustainable settlement based on compromise and regional stability.





AFRICA'S DEVELOPMENT: REINVENTING GOVERNANCE MODELS

Africa's development today unfolds in a context marked by persistent crises, institutional transformations, and deep regional reconfigurations. In many territories, security, governance, and development challenges are closely intertwined, making traditional responses insufficient. Instability is no longer merely a temporary situation, but a structural reality affecting states, economies, and societies, in regions such as the Sahel, insecurity disrupts trade flows, weakens infrastructure, and limits the capacity of states to perform their essential functions.

These dynamics show that security and development cannot be considered separately, and that an integrated approach is necessary to strengthen territorial resilience and support transformation processes.

African institutions remain central to political balances and integration processes, reflecting tensions between stability, sovereignty, and openness. Recent reconfigurations in West and East Africa are demonstrating an ability to adapt, but reinventing governance models require better coordination between security, institutions, and regional cooperation.

In this context, the Policy Center for the New South's work analyzes the conditions necessary to strengthen economic and institutional governance in Africa, with an emphasis on resilience, inclusion, and the sustainability of development trajectories.



Governance, industrialization and development models

The challenges of macroeconomic governance, development financing, and productive transformation constitute a significant area of focus. In the policy paper **"Forces et faiblesses d'une économie égyptienne en crise depuis 1956"** Henri-Louis Védie provides an in-depth historical analysis of the Egyptian economy, highlighting the recurrence of balance of payments crises, structural vulnerabilities, and, in parallel, the resilience mechanisms linked to the country's strategic position and international financial support.

These findings are further elaborated upon in the Policy Brief **"Securing Africa's Future: Ring-Fencing Development Financing in an Era of Security-Focused Economic Policy"**, by Hinh T. Dinh, Senior Fellow, and Laura Rubidge, Researcher in Foreign Policy, argue for protecting development spending in the face of rising security priorities. The authors emphasize the need for institutional mechanisms to safeguard the long-term investments essential for the continent's economic transformation.

In this context, the dynamics of industrialization and territorial transformation appear as major drivers of development. The publication **"A Conversation**

with Policymakers, Mayors, and Urban Specialists: An African Perspective on Sustainable Urban Development and the G20" by Arkebe Oqubay, British Academy Global Professor, highlights the central role of cities as drivers of growth, innovation, and ecological transition. Through qualitative consultations with African policymakers, mayors, and urban experts, this work underscores the importance of sustainable and inclusive urban models to support industrialization, strengthen economic resilience, and contribute to the achievement of the Sustainable Development Goals and Agenda 2063.

Food security, agriculture and climate resilience

Food security remains a major governance challenge for development in Africa. In the Policy Paper **"Achieving Food Security in Africa: What Prospects Lie Ahead?"**, Isabelle Tsakok, Senior Fellow, offers a continental analysis highlighting that the transformation of agriculture and agri-food systems constitutes a central lever for inclusive growth, particularly in the context of the AfCFTA.

This reflection is further developed at the national level in several Policy Briefs dedicated to Tunisia, Ethiopia, South Africa and Rwanda, in which Isabelle Tsakok highlights the importance of structural reforms, land governance, private investment and climate resilience to ensure sustainable food security.

Energy transition, climate and adaptation

The work of the PCNS also emphasized the links between energy governance and climate adaptation in Africa.

In the Policy Brief **"L'Afrique, toujours très dépendante des énergies fossiles"**, Francis Perrin, Senior Fellow, provides an overview of the continent's major energy trends, highlighting the persistence of a high dependence on fossil fuels, despite the gradual rise of renewable energies.

These findings are complemented by the Policy Brief **"Climate Mitigation Is Under Attack: Africa Must Prioritize Adaptation"**, in which Hafez Ghanem, Senior

Fellow, argues that adaptation must become the central priority of African climate strategies, while maintaining a demand for climate justice towards countries of the North.

Energy dynamics and the reshaping of geoeconomic dependencies

This year, several publications have also addressed the issue of strategic resources from a geoeconomic perspective. In the policy paper **"Chinese Energy Security: Africa's Opportunity for a New Development Boost"** Marcus Vinicius de Freitas, Senior Fellow, analyzes the opportunities and risks of the Sino-African energy partnership, calling for more transparent and sustainable modes of cooperation.

This reflection is extended by the policy paper **"The Energy Economics of Artificial Intelligence in a Fractured Global System"** in which Rim Berahab, Senior Economist, highlights the new dependencies created by the rise of AI, particularly in the areas of energy, critical minerals, and digital infrastructure. The author emphasizes that, without coordinated investment and strengthened regional governance, Africa risks remaining confined to the role of a primary resource supplier in energy and digital value chains.



This research demonstrates that Africa's energy choices cannot be separated from global geoeconomic power dynamics. It underscores the continent's need to strengthen its governance, regional cooperation, and strategic negotiation capacities in order to transform its energy assets into drivers of sustainable and sovereign development.

Protracted hotspots: a continuous nexus of security and development

The theme "Protracted hotspots: a continuous nexus of security and development" focuses on territories durably affected by multidimensional crises, where insecurity, institutional fragility, and socio-economic vulnerabilities mutually reinforce each other. It analyzes the mechanisms through which security shocks disrupt development dynamics while weakening state governance capacities. The work carried out in this framework highlights the need for integrated approaches combining security, infrastructure, regional cooperation, and economic resilience, to better understand adaptation and transformation logics in contexts of prolonged crisis.

Structural vulnerabilities linking security and development in long-lasting crisis zones have been analyzed in a Policy Brief by Chaïma Jabbar, Junior Analyst in International Relations, titled "**Corridors des pays de l'Alliance des États du Sahel: vulnérabilités logistiques, contraintes sécuritaires et dynamiques d'adaptation.**" This publication examines the critical dependence of AES states on a limited number of access corridors to the Atlantic and shows how security disruptions, political tensions, and infrastructure constraints directly affect economic continuity and institutional resilience. Based on the case of the Kayes-Nioro blockade, the analysis highlights the growing interdependence between logistical performance, regional stability, and infrastructure governance.

In parallel, in his Policy Brief "**Les trajectoires de production de la violence politique au Sahel: de la fragilité structurelle à la centralité du terrorisme mondial**", El Mostafa Rezrazi provides an in-depth

analysis of the mechanisms producing political violence in the Sahel. His study highlights the transformation of the region into a global epicenter of terrorism, driven by the combined effects of state fragility, geopolitical shifts, and the withdrawal of traditional international actors. The Policy Brief also analyzes the evolving jihadist alliances and emphasizes the importance of hybrid approaches combining security and development, particularly through emerging regional initiatives.

Within their Policy Paper titled "**Countering JNIM's Drone Proliferation in the Sahel**" Niccola Milnes and Rida Lyammouri, Senior Fellow at the Policy Center for the New South, focus on the emergence and structuring of drone usage by the Group for the Support of Islam and Muslims or Jama'a Nusrat ul-Islam wa al-Muslimin (JNIM) in the Sahel region. The study highlights the rapid transformation of these technologies, evolving from surveillance tools into coordinated offensive instruments integrated into ground operations. The authors underline the security risks associated with lower technological barriers, the geographical expansion of attacks, and the symbolic use of imagery, while proposing operational recommendations to strengthen regional response capacities.



Institutions and integration in Africa

Institutional dynamics play a central role in structuring political governance and integration processes in Africa. Between state continuity, adaptation of power systems, and the management of pluralism, institutions constitute

key spaces for regulation and legitimacy. The analyses conducted in this framework highlight trajectories in which political stability relies as much on institutional innovation as on the reproduction of governance models rooted in the historical trajectories of African states.

In a Policy Paper titled **“The Architecture of Consensus: Tanzania’s Political Culture and the 2025 Elections”** Amal El Ouassif, Senior specialist in International Relations at the Policy Center for the New South, analyzes Tanzania’s general elections through the lens of a political culture grounded in institutional continuity and consensus-building. The study shows that the 2025 electoral process is less a space of democratic competition than a reconfiguration of political consensus, where inclusion and exclusion are managed within a hegemonic framework dominated by the CCM. The author highlights the ruling power’s strategy of “negotiated legitimacy,” emphasizing tensions between political stability, controlled openness, and limited pluralism.

Institutional reconfigurations in West Africa are now questioning the very foundations of regional integration. In this perspective, Nezha Alaoui M’Hammdi and Larabi Jaïdi, Senior Fellows at the Policy Center for the New South, analyze in their Policy Paper **“CEDEAO-Alliance du Sahel: vers une nouvelle reconfiguration géopolitique de l’Afrique de l’Ouest ?”** the implications of Burkina Faso, Mali, and Niger’s withdrawal from ECOWAS and the creation of the Alliance of Sahel States. Their Policy Paper highlights the geopolitical, security, and institutional stakes of this regional fragmentation, as well as possible scenarios for the evolution of relations between the two blocs in a context of accelerated transformations.





AFRICAN DYNAMICS BETWEEN TWO OCEANS AND TWO SEAS

Africa today occupies a central geostrategic position at the intersection of several major maritime spaces, linking the Atlantic, the Mediterranean, the Red Sea, and the Indian Ocean. These maritime façades are no longer simple geographic peripheries, but key theatres where security issues, trade routes, energy rivalries, and influence ambitions of regional and global powers intersect. In this context, African dynamics are increasingly embedded in maritime logics, where political stability, economic development, and strategic competition are closely intertwined.

Atlantic Dynamics and Global Geoeconomics

The challenges related to the Atlantic as a strategic space for cooperation and global governance have been a key focus of reflection. This is explored in the Policy Brief **"The Atlantic Ocean: A New Frontier for Global Cooperation and African Growth"**, where Karim El Aynaoui, Executive President of the Policy Center for the New South, analyzes the potential of the Atlantic Ocean as a lever for international cooperation, continental integration, and Africa's contribution to the provision of

global public goods. The author emphasizes that, in the context of geoeconomic fragmentation and multiple crises, the Atlantic can become a space for pragmatic cooperation around climate, energy, trade, security, and development, provided that an approach based on inclusivity and co-construction is adopted.

These reflections are extended by an analysis of global geoeconomic shifts and their macroeconomic implications for Africa. In the Research Paper **"African Macroeconomics Under Trump 2.0"**, the Economist Sampawende J. Tapsoba examines the channels through which a shift in US policy posture could affect African macroeconomic trajectories. The author highlights differentiated effects depending on the geopolitical positions of African countries, emphasizing the opportunities offered by strategies of non-alignment and diversification of economic partnerships.

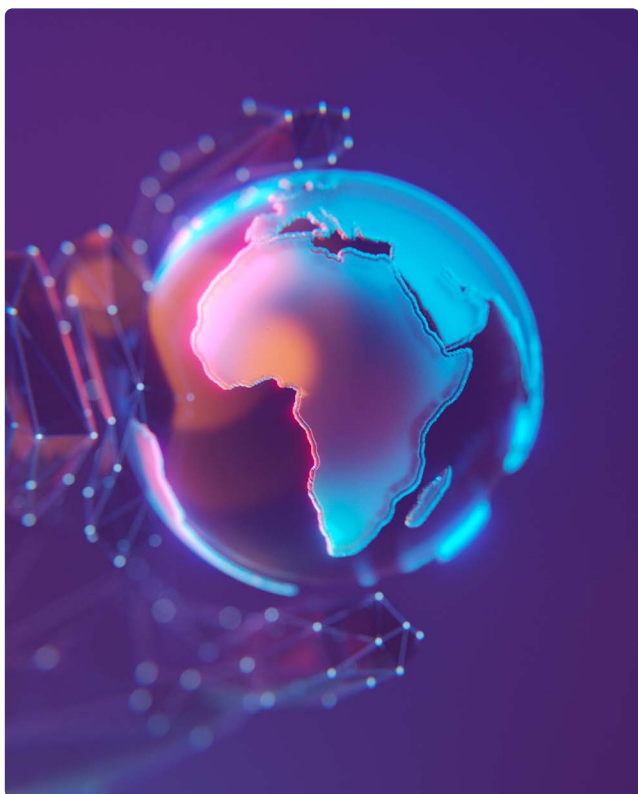


Climate transition, energy and territorial resilience

Climate and energy issues are playing an increasingly important role in international cooperation dynamics, particularly for African territories most exposed to environmental risks. The Policy Center's work has analyzed these issues by linking climate vulnerabilities, territorial resilience, and international partnerships.

The vulnerability of African coastal cities to climate risks is addressed in the policy paper **"The Economic Impacts**

of Flooding in Egyptian Port Cities" by Eduardo Amaral Haddad, Inácio F. Araújo, Dina N. Elshahawany, João Gabriel Sacco, Maria Carolina Rogelis-Prada, Antonios Pomonis, Guillermo Toyos, and Hogeun Park. The study assesses the economic impacts of coastal and rain-fed flooding in several Egyptian port cities, highlighting significant and differentiated economic losses across various regions. The findings underscore the need for targeted investments in coastal infrastructure resilience and urban planning in the face of climate change.



Rivalry of major powers in the Red Sea and the Indian Ocean

The Red Sea and the Indian Ocean are highly intense geopolitical spaces, marked by increased military presence of international powers, the securing of energy and commercial routes, and the reconfiguration of regional alliances. African coastal countries in North Africa and the Horn of Africa thus find themselves at the heart of these rivalries, having to balance internal stability requirements with growing external pressures. It is within

this framework that the publication by Abdelhak Bassou, **"Le Plan Trump pour la paix au Moyen-Orient: d'une vision transactionnelle à une architecture régionale complexe et incertaine"** is situated. This Policy Brief analyzes the new version of the American peace plan, endorsed by UN Security Council Resolution 2803. In this policy brief, the author shows that the initiative, which stems from the "Peace to Prosperity" plan launched during Donald Trump's first mandate, is evolving from a primarily economic approach toward a more political and security-oriented logic. This shift reflects an adaptation to regional realities and to the expectations of Arab actors.

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

The Atlantic and the Mediterranean are now emerging as strategic projection and co-development spaces between Africa and Europe. These two maritime façades currently concentrate decisive issues: energy routes, logistical corridors, maritime security, green transition, and the reconfiguration of value chains. In a global context marked by economic fragmentation and competition for influence, these two spaces offer an opportunity to rethink Euro-African relations not merely in terms of aid, but through recognized interdependencies, mutual investments, and structured partnerships.

In this perspective, Mounia Boucetta, Senior Fellow, highlights in her publication **"L'Afrique atlantique: un levier stratégique pour le développement continental"** the transformative potential of the continent's Atlantic façade. The author shows that this space concentrates decisive assets: natural resources, geographical positioning, and growing attractiveness, at a time when Africa is facing digital, energy, and demographic transitions. The analysis emphasizes that unlocking this potential requires stronger regional integration, improved logistical connectivity, and a clear geoeconomic reading of influence rivalries in the Atlantic basin, in order to make Atlantic Africa a true driver of continental development.

Thus, the exploitation of the natural and energy potential of Atlantic Africa was also addressed in a technical study by Abdessalam Jaldi, Senior Specialist in International

Relations at PCNS, and Loubna Eddallal, Junior Analyst in the same department, titled **“The Extended Continental Shelf in Atlantic Africa”**. They analyze the growing importance of claims over continental shelves beyond 200 nautical miles for Atlantic African states, both for access to resources (hydrocarbons and minerals) and for maritime boundary delimitation. This research paper examines the legal, geopolitical, and technical evolution of African Atlantic states’ claims over the continental shelf in accordance with the United Nations Convention on the Law of the Sea (UNCLOS).

Natural resources in Atlantic Africa, particularly energy resources, are also discussed by Loubna Eddallal in her Policy Brief **“Nigeria: Africa’s Gas Powerhouse in the Making.”** This analysis examines Nigeria’s energy transition toward a continental gas-based economy, while highlighting its strategic role for Africa. It explains that, faced with growing global demand for cleaner energy sources and regional integration ambitions, Nigeria is emerging as an energy hub. The document illustrates how this transformation can support economic growth and green energy transition in Africa.



Jamal Machrouh, Senior Fellow at the PCNS, and the geostrategist Florent Parmentier highlight in their paper **“Vers une Communauté de l’Atlantique orientale”** the strategic potential of a “vertical axis” linking Europe and Africa along the Atlantic coasts. The authors underline the opportunity to expand cooperation, exemplified by the joint organization of the 2030 FIFA World Cup by Spain, Portugal, and Morocco, in order to build an Eastern Atlantic Community (EAC) with significant economic and geopolitical benefits.

Turning toward the north, the Mediterranean represents the second strategic corridor for Africa, capable of strengthening energy interconnections, developing green hydrogen, and creating industrial synergies between the EU and African countries. In their Policy Brief **“Energy and Climate Finance in the Context of the EU–North Africa Partnership”**, Larabi Jaïdi, Dr. Hanne Knaepen, Sabine Emran, and emphasize that North Africa’s solar and wind potential can support both European decarbonization and regional energy security. They stress the need for fair and sustainable energy partnerships and the deployment of innovative financial mechanisms.

This EU–North Africa cooperation continues to be at the core of research at the Policy Center. In a Policy Brief titled **“The Mattei Plan: Recasting Cooperation Through Strategy and Branding,”** co-authored by Abdessalam Jaldi and Alessandro Cercaci, the Mattei Plan is analyzed as an initiative aimed at restructuring Italy’s engagement in Africa through a combination of economic diplomacy, concrete development projects, and co-creation with African stakeholders. The plan focuses on strategic sectors such as energy, water, and agriculture, where Italian expertise can support green transition, inclusive development, and trans-Mediterranean cooperation.

Evolution of the International Perception of Africa

Over the past decades, the international perception of Africa has gradually evolved, shifting from an image centered on humanitarian crises and conflicts toward a growing recognition of its strategic, economic, and geopolitical role. International actors, whether European, American, or Asian, are increasingly interested in Africa's natural resources, energy transition, maritime connectivity, and the growth potential of its markets.

This perception is deeply analyzed by Senior Fellow Ferid Belhaj, who in his Policy Brief **"Africa's Power Pivot: Strategic Ascent in a Fractured World"** examines the evolution of this international perception, from its characterization as the "Hopeless Continent" in 2000 to its rising strategic role in a multipolar global order. He emphasizes that this growing importance is not the result of goodwill, but of structural necessity. To transform visibility into influence, Africa must strengthen its institutions, diplomacy, and operational sovereignty, particularly over resources, data, and standards.



In the same logic, the Policy Brief **"Perspectives africaines dans le panorama géopolitique mondial"** by Abdelhak Bassou highlights Africa's increasing role in the global geopolitical arena. Despite structural vulnerabilities, notably food and financial dependence and exposure to shocks, the continent benefits from unprecedented opportunities since independence. Abdelhak Bassou stresses that Africa must avoid merely replacing dependencies and instead transform international

competition over its resources into a lever for structural transformation.

Thus, the African continent also exerts considerable influence on the international system, not only through its strategic resources but also through its growing ability to shape diplomatic and economic agendas. In his Policy Paper **"L'Afrique du Sud face à la recomposition de l'ordre international: érosion d'une ambition d'influence,"** Senior Specialist Driss Alaoui Belghiti analyzes the erosion of South Africa's international influence, long perceived as a moral and normative power in post-apartheid Africa. He shows that Pretoria is shifting from a proactive and universalist diplomacy to a more reactive approach, weakened by structural constraints and the rise of other African actors.

Not only South Africa, but several African states are also recalibrating their regional and international partnerships, negotiating with the EU, the United States, China, Russia, Gulf countries, and India. In this context, the brief **"West Africa at a Crossroads of Partnerships"** by Hermine Sam, Program coordinator at the German Marshall Fund, analyzes the reconfiguration of the Sahel region, particularly following the withdrawal of certain states from ECOWAS and the creation of the **Alliance of Sahel States**. The study examines how these countries seek to transform their geopolitical position into concrete levers of development, security, and economic cooperation with the rest of the world, reflecting the need for a strategic diplomacy.

In another analytical Policy Paper, Abdessalam Jaldi, Associate Researcher Aldo Liga, and essayist Hatem Nafti provide an in-depth analysis of the 2024 presidential elections in the Maghreb, highlighting the contrasting trajectories of the three countries. The paper titled **"Analyse Rétrospective Des Elections Maghrébines De 2024: La Mauritanie Poursuit Sa Transition Démocratique, L'Algérie Et La Tunisie Dans Une Trajectoire Incertaine"** shows how Mauritania continues its democratic transition with stability, while Algeria and Tunisia navigate political uncertainty marked by record abstention and public distrust. The paper highlights the growing gap between citizen aspirations and existing politico-economic dynamics, emphasizing the need for inclusive reforms to strengthen governance.

Global Partnerships of African States

Faced with a more fragmented and competitive international order, African states are diversifying their alliances and redefining their diplomatic priorities. This dynamic is no longer limited to traditional partners but extends toward new South–South axes, based on historical affinities, converging economic interests, and a shared willingness to exert greater influence in global governance.

It is in this logic that the Policy Paper by Senior Fellow Len Ishmael, **“Raw Power and Adaptation: Recalibrating Diplomatic Contours Across the South Atlantic - West Africa, Latin America & the Caribbean”** is situated. The author revisits South–South transatlantic relations in light of a shared past marked by the transatlantic slave trade and Pan-African struggles. She emphasizes that despite undeniable historical and cultural depth, these relations have long suffered from a lack of structured engagement.



In this context of reshaping solidarities among Global South countries, the article by the Junior Analyst Khadija Mamouni, **“Türkiye: An Emerging Middle Power in Africa”** describes Turkey as a medium-sized African partner operating within a renewed South–South cooperation framework. The author explains that Ankara has gradually built its presence in Africa through soft power instruments, notably humanitarian aid and cultural and religious cooperation, before expanding its engagement into economic, diplomatic, and security domains.

This trend of African diplomacy opening toward new poles of influence is further examined in the Policy Paper by the Senior Specialist Redouan Najah, **“Décryptage des “deux sessions” du Parlement chinois: ambitions intérieures et projections africaines”** which analyzes the future of Sino-African relations and provides key insights into Beijing’s strategic trajectory and its implications for Africa. The author shows that these annual meetings are far more than an institutional exercise: they outline the contours of a new Chinese economic cycle based on technological sovereignty, innovation, and domestic demand stimulation.

The importance of strategic diplomatic repositioning among African states is also demonstrated in the Policy Brief by the Junior Analyst Fatim Zohra Azouzou, **“Ghana: le pragmatisme, principe directeur de la politique étrangère sous la présidence de John Dramani Mahama”** which highlights a Ghanaian diplomacy increasingly focused on national interests. The author shows that this pragmatism translates into a dual recalibration: a strategic rapprochement with Morocco, opening new economic opportunities, and a renewed dialogue with Sahel states. These choices reinforce Ghana’s role as a regional mediator while consolidating its position within West African power dynamics.



GLOBAL TRENDS MONITORING

As the global order transforms, relations between states and international institutions are undergoing constant adjustments. Traditional alliances are being reconfigured, while new powers are emerging and redefining global priorities. Economic and financial vulnerabilities, as well as environmental challenges and resource management, are increasingly regarded as key factors shaping the stability and power of states.

In an international context marked by increased fragmentation of the world order, the rise of geopolitical rivalries, trade tensions, continuous energy, and technological transitions, the work of the Policy Center for the New South has focused on the analysis of major global structuring trends.



Global Landscapes in a Changing World: Partnerships and the Future of International Institutions

The international landscape is undergoing a profound reconfiguration, driven by the rise of new powers, the fragmentation of traditional alliances, and the growing importance of transnational issues. Multilateral institutions, long perceived as stable arbiters, must now adapt to these transformations to remain relevant. For Africa, this dynamic presents both challenges and opportunities: African states can negotiate more balanced strategic partnerships, strengthen their influence within international institutions, and benefit from global competition.



This reconfiguration of international organizations is revisited in the Policy Paper by Ferid Belhaj, **“The International Justice System: The ICJ, the ICC, the Challenge and Risk of Double Standards”** which examines structural tensions within the international justice system. He shows that the International Court of Justice (ICJ) and the International Criminal Court (ICC), while embodying central norms of international law, remain constrained by power asymmetries and institutional dependencies. The ICJ remains dependent on state consent and enforcement through the Security Council, while the ICC suffers from jurisdictional limitations and practices perceived as selective.

Continuing the exploration of international justice mechanisms, **"The Role of the International Criminal Court in Preventing Crimes Against Humanity and in the Rebuilding of Nations"** a Policy Brief by Senior Fellow Marcus Vinicius de Freitas, highlights the evolving role of the ICC in preventing crimes against humanity and supporting post-conflict reconstruction. Far from being merely a punitive tool, the Court functions as a normative instrument, establishing global standards of accountability and reinforcing a rules-based order. Despite its structural constraints, it exerts significant influence on the international stage.



This reconfiguration of international institutions toward a more inclusive South-South model is also addressed in another Policy Brief by Marcus Vinicius de Freitas titled **"BRICS: A New Framework for New South Inclusiveness"** where he analyzes the growing role of BRICS as a cooperation platform for the Global South and as an alternative to Western-dominated frameworks. Beyond its initial economic vocation, the alliance has expanded its influence into diplomacy, security, and development, introducing institutional innovations such as the New Development Bank and initiatives like a digital currency.

A different regional and economic approach, centered on the Atlantic Basin and South-South cooperation, is presented by Paul Isbell, Associate Researcher in Energy at the Center for Transatlantic Relations of Johns Hopkins University, in his Policy Brief **"Liberalism and Pan-Atlanticism (III): Liberalism and Pan-Atlantic Regionalism."** This work analyzes Pan-Atlanticism as a lever for sustainable and shared prosperity in the Atlantic Basin, with a focus on Africa, Latin America, and the Caribbean. He shows that, in response to the

growing fragmentation of the global economy and the dynamics of reshoring and friendshoring, strengthening regional interdependencies and leveraging South-South complementarities offer a pragmatic path toward economic regionalization.

Multilateral Diplomacy, Conflict Dynamics, and Security Alliances

Dynamics of rivalry and strategic cooperation are redefining international interactions, where multilateral diplomacy combines with security alliances to respond to growing tensions. Crisis management mechanisms, the adaptation of regional and global partnerships, and the articulation between traditional and emerging actors are central to these developments. States and international organizations are navigating between cooperation and competition, building strategic partnerships, and seeking to prevent or manage crises.



The reconfiguration of interregional balances, particularly that of the United States with other global centers of power, is the subject of in-depth research by Dr. Nizar Messari Professor at Al Akhawayn University, who shows in his Policy Brief **"Trump and Latin America: Where Are They Heading?"** that, contrary to expectations of American disengagement, Latin America quickly emerged as a priority diplomatic front during Donald Trump's new mandate. His analysis highlights an agenda marked by urgency and political sensitivity: the migration

issue, initially framed as a domestic matter, became an immediate source of diplomatic tensions. Added to this is the strategic resurgence of the Panama Canal issue, revealing a more assertive geopolitical reading of transit spaces and sovereignty in Latin America.

In another Policy Brief, **“Framing U.S.-Russia Relations: A New International Architecture?”**, Dr. Messari argues that renewed rapprochement between the United States and Russia under President Trump’s second mandate reflects a broader shift toward a multipolar world order. The United States remains a central power, but no longer a dominant one, and its strategic priority has shifted toward systemic competition with China. Easing tensions with Russia is presented as a way for Washington to reduce the number of simultaneous fronts of confrontation and reallocate resources toward theaters considered priorities, notably the Indo-Pacific.

The Russia-Ukraine war, which constitutes one of the deepest structural shocks of the world over the last decade, was also addressed by Ferid Belhaj, who explains in his Policy Brief **“The New South as Collateral Damage of the Russia–Ukraine War”** that the war, beyond being a European conflict, acts as a global systemic shock whose effects strike mainly the “New South.” The conflict aggravates pre-existing vulnerabilities in Africa, Asia, Latin America, and the Middle East, combining historical legacies, economic dependencies, and geo-economic reconfigurations.

Geopolitics, global fragmentation and the recomposition of international order

The reconfiguration of the international order and the rise of fragmentation have been a central focus of the analyses conducted within this program. In the Policy Brief **“2025: Year of the Middle Powers”**, the Senior Fellow Hung Q. Tran examines the growing role of middle powers in a context of heightened rivalries between great powers. The author shows that these countries, subject to the combined shocks of a resurgence of American protectionism and China’s industrial rise, nevertheless possess room for maneuver to preserve their development trajectory through strategies of diversification, readjustment of trade flows, and ad hoc coalitions.

In another Policy Brief entitled **“The global economy is on a two-way track”**, the Senior Fellow Otaviano Canuto shows that growth driven by artificial intelligence appears to offset, at least partially, the negative effects of trade conflicts. He emphasizes, however, that high asset valuations and a slowdown in job growth could weaken the balance between these two dynamics.

This work highlights the emergence of a multipolar international order, in which countries of the South must navigate between power rivalries, the weakening of classical multilateralism and opportunities offered by new frameworks for cooperation.



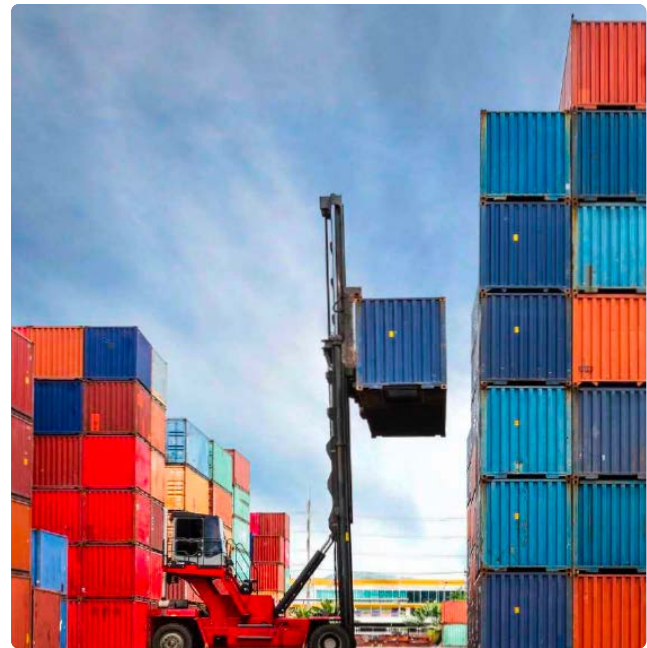
International trade, tariff wars and global value chains

Trade tensions and the resurgence of protectionism have profoundly altered the international trade environment, with direct effects on global value chains and the growth prospects of developing countries. Several studies by the Policy Center for the New South have analyzed these developments through the lens of US tariff policies and their systemic repercussions on the economies of the Global South.

In the Research Paper **"The impact of "reciprocal tariffs" on developing countries: a dynamic analysis"** Hinh T. Dinh and Cuong Le Van, Professor at Paris School of Economics, examine the economic effects of reciprocal tariffs using a dynamic analytical framework. The authors highlight the negative effects of reciprocal tariffs on production, capital accumulation, and welfare in developing economies, while emphasizing the importance of adjustment policies based on export diversification, regional cooperation, and the reduction of external vulnerabilities.

These analyses are complemented by the Policy Brief **"Global Implications of the Tariff War: A Focus on the New South,"** in which Hung Q. Tran puts into perspective the macroeconomic and financial risks associated with the escalation of trade wars. The author emphasizes that the proliferation of protectionist measures contributes to weakening the multilateral trading system, increasing economic uncertainty, and limiting the room for maneuver of developing countries in an increasingly fragmented international context.

Taken together, these studies show that the increasing fragmentation of the international trading system accentuates the vulnerability of countries in the Global South, while reinforcing the need for strategies based on diversification, regional integration and the adaptation of trade and industrial policies.



Energy, raw materials and geoeconomic restructuring

Energy, climate, and commodity dynamics are central to the analysis of major global trends, in a context marked by ongoing transitions, high market volatility, persistent geopolitical tensions, and increased vulnerabilities for economies in the Global South. The work of the Policy Center for the New South has highlighted the contradictions and trade-offs that structure these transitions on a global scale.

In the Policy Brief **"Key Energy Trends Shaping 2025"** Rim Berahab analyzes the main trends that shaped the global energy landscape in 2024 and their implications for 2025. The author emphasizes that, despite record growth in renewable energy capacity and low-carbon technological advancements, the world remains behind schedule in meeting its climate goals. Persistent dependence on fossil fuels, fragmented energy markets, and vulnerable supply chains continue to hinder energy security and decarbonization.



These observations are further developed through a targeted analysis of critical resources at the heart of the energy transition. In the Policy Brief **"Le marché du lithium: entre les besoins de la transition énergétique et les enjeux géostratégiques majeurs"**, the Senior Fellow Yves Jégourel highlights the strategic nature of lithium, central to clean technology value chains and highly exposed to international power dynamics. The geoeconomic dimension of these transformations is explored in greater depth in the Policy Paper **"De l'aluminium au minerai de fer: forces et faiblesses du géant chinois"** in which Yves Jégourel analyzes China's industrial dominance in metals markets, while also emphasizing vulnerabilities related to supply dependencies, environmental costs, and geopolitical risks.

International finance, monetary systems and post-ODA development

Transformations in international financial architecture and the erosion of the traditional model of official development assistance (ODA) constitute major trends in the international context. The work of the Policy Center for the New South has analyzed these developments in light of growing financing needs, geopolitical constraints, and the new vulnerabilities of developing economies.

In the Policy Paper **"From Financing to Investing for Development: The End of ODA as We Know It"**, Ferid Belhaj highlights the structural limitations of the classic ODA model, marked by persistent financial dependence and an increasing alignment of aid flows with geopolitical priorities, arguing for a transition to approaches based on productive investment and economic autonomy.

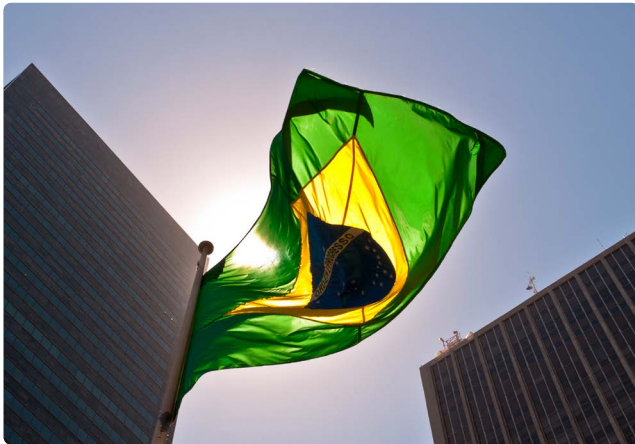


These reflections are complemented by the research article **"From Bretton Woods to Braided Path: Navigating MDB Dynamics Amid Global Shifts"** co-authored by Pepe Zhang, Otaviano Canuto, and Fernando Straface. The authors analyze the evolution of the multilateral development banking system, marked by the emergence of new institutions such as the Asian Infrastructure Investment Bank (AIIB) and the New Development Bank. They demonstrate that, far from replacing established institutions, these new banks are part of a dynamic characterized by convergence, cooperation, and controlled competition.

Finally, in the policy paper **"Le verdissement des politiques monétaires"** Christian de Boissieu, Senior Fellow at the PCSN, provides an overview of the debates and practices related to integrating climate issues into monetary policies. The author highlights the contributions but also the limitations of this development, drawing on international comparisons, while emphasizing the relevance of these debates for African economies and formulating several operational recommendations.

Innovation, productivity and structural transformations

Innovation, productivity, and structural transformation issues are central to the analysis of long-term development trajectories, particularly for economies in the Global South facing competitiveness and upgrading constraints.



In the Research Paper **"The Challenge of Fostering Innovation and Accelerating Economic Growth in Brazil"** Sérgio RR de Queiroz, Nicholas S. Vonortas, and Otaviano Canuto analyze the disruptions that have affected Brazil's industrial and technological trajectory since the 1980s. The authors show that international openness and globalization have rendered obsolete strategies based solely on the size of the domestic market, highlighting the need for policies that promote the internationalization of businesses, innovation, and investment in research and development.

Structural transformation is also addressed from a sectoral and event-based perspective in the Research Paper **"The effect of hosting FIFA World Cup on unemployment"** by Jihad Ait Soussane, Economic Professor at ISCAE and Aomar Ibourk. This study shows that, under certain institutional and economic conditions, hosting major international events can contribute to a sustainable reduction in unemployment through infrastructure investments and economic spillover effects.

CONCLUSION

The research activity of the Policy Center for the New South's Senior Fellows, experts and researchers for the year 2025 illustrates our think tank's ongoing commitment to deciphering the profound transformations that are redrawing the global and African landscapes, seen through the prism of the countries of the South. Research work reflects a rich and diversified research program, exploring the most crucial continental and global issues such as the recomposition of international alliances, the emergence of the BRICS and global institutional transformations.

At the heart of the research program is Morocco, which finds itself at a pivotal point in its strategic development: internal and external dimensions are combining to redefine the Kingdom's regional and global roles. This is the focus of several PCNS publications, analyzing both the reforms and the Kingdom's strategic position in a dynamic international environment. The publications also highlighted contemporary African and international dynamics: the reinvention of governance models, institutional strengthening, regional integration and the rise of the continent in a multipolar world.

In an unstable and ever-changing international context, the Policy Center remains assiduously committed to producing rigorous analysis, fostering scientific collaboration and promoting innovative solutions to decision-makers' global and continental challenges. With this approach, our think tank continues to play a leading role in building a fairer, more sustainable and more prosperous future for the South and beyond.

OPINIONS

The year 2025 was marked by intense intellectual activity on a variety of topics. The Policy Center for the New South contributed numerous opinion pieces, offering insightful analyses and informed perspectives on the major geopolitical, economic, climatic, and societal shifts of the year. Through these contributions, the Policy Center's experts provided analytical tools to inform public opinion, contextualize international events, and enrich the debate on complex issues, drawing on rigorous expertise and a perspective grounded in the realities of the Global South.

Several opinions have thus questioned the new frontiers of global resource and energy governance. In "Deep-Sea Mining and Ocean Governance at a Crossroads" Eduarda Zoghbi (ADEL 2024) analyzes the growing tensions surrounding deep-sea mining, highlighting the risks of unilateralism, the weaknesses of the existing multilateral framework, and the major environmental challenges linked to this new race for critical minerals. This reflection is part of a broader debate on sovereignty, the protection of global commons, and the balance between economic imperatives and the preservation of ecosystems.



The relationship between energy, climate, and development also took center stage. In "Africa's Energy Future Must Be Written in African Ink" Mehmet Ögütçü, Founder & CEO of Global Resources Partnership, argues for an energy transition based on asserting African sovereignty, creating local value, and upgrading industrial processes, emphasizing that Africa can no longer be relegated to the role of a mere resource supplier. This vision is complemented by "A New

Chapter in the EU-North Africa Partnership on Climate and Energy" in which Sabine Emran and Hanne Knaepen analyze the opportunities and imbalances of the EU-North Africa partnership, particularly regarding green industrialization, adaptation financing, and climate justice.

The challenges of international climate governance are explored in depth in "COP30: Ten Years After Paris, What Results?", where Mounia Boucetta offers a critical assessment of multilateral action in the face of climate emergency, highlighting the persistent gap between political commitments, mobilized funding, and the real needs of the most vulnerable countries. These findings call for more effective and equitable mechanisms to finance adaptation and address the losses and damage associated with climate change.



Territorial and urban transformations have also been the subject of several positions. In "Building Tomorrow's Carbon-Free Cities: The Intergenerational Leadership Advantage", Salem Afeworki (ADEL 2016) highlights the importance of inclusive and intergenerational urban governance to successfully transition to decarbonized cities, while "The Rise of Blue Cities: Rethinking Maritime Power in the Global South", by Mahmoud Arbouch, underlines the potential of port cities in the Global South as platforms for services, finance and integration into the global economy, provided that structural constraints related to financing, insurance and human capital are addressed.

In addition, several opinions addressed broader issues of economic governance and development sovereignty. In "A Bold Agenda for the African Development Bank: Seizing Africa's Moment in a Fractured Global Economy", Ferid Belhaj calls for a strategic repositioning of the African

Development Bank so that it plays a central role in the economic transformation of the continent, the mobilization of financing and the assertion of greater African autonomy in a fragmented world.



Finally, reflections on natural resources and the environment are explored by Michael Terungwa Davi (ADEL 2017) in "Honoring the Soil as Earth's Silent Lifeline on Earth Day", which recalls the fundamental role of soils in food security, biodiversity and climate resilience.

In an opinion titled "Sudan's Heritage: Looting as a Weapon of War", Meryam Amarir, Research Assistant in International Relations, highlights a frequently overlooked dimension of the Sudanese conflict: the destruction and looting of cultural heritage as an instrument of the war economy. The analysis shows how cultural goods become a strategic resource, feeding criminal networks while durably undermining the country's memory, identity, and prospects for reconstruction.

In response to the United States' decision to deport Haitian migrants, Helmut Sorge, Columnist at the Policy Center for the New South, offers an alarming assessment in his opinion "This Is Not a Safe Place to Send People. It Is a Death Sentence." He describes a country on the verge of collapse, devastated by gang violence, humanitarian crisis, and the absence of functioning institutions, and shows how such expulsions risk worsening a catastrophe already out of control.

Through "Is the Two State Solution Really Dead? Hafez Ghanem questions the dominant pessimism surrounding the Israeli Palestinian conflict through direct dialogue

between Israelis and Arabs. The author argues that despite war and mistrust, the two-state solution remains the only credible path forward, provided that trust is rebuilt, Gaza is reconsidered, and political leadership on both sides is renewed.

In his opinion "Le protectionnisme, entre panacée et poison," Dominique Bocquet, Senior Fellow at the PCNS, offers a critical reading of the return of protectionism as a political response to the fractures of globalization. He highlights the overlap of economic, identity-based, and geopolitical logics in contemporary trade policies, particularly in the United States, where protectionism becomes a tool of power with ambivalent effects on the global order and countries of the South.



In his opinion "Cultural Ambassadors: The Role of Diasporas in Promoting Cultural Diplomacy and Development" Florencio Venté, alumnus of the ADEL program (Atlantic Dialogues Emerging Leaders), highlights the central role of diasporas in promoting cultural diplomacy and development. The author shows how diasporas act as genuine cultural ambassadors by encouraging exchanges, social inclusion, and bridges between societies of origin and host countries.

The opinion of Khadija Mamouni titled "Somali Piracy: A Simple Flare-up or a Rising Threat?", highlights the troubling resurgence of Somali piracy in a deeply transformed geostrategic context. She shows that the phenomenon is not merely an opportunistic resurgence, but part of a broader security dynamic marked by the interconnection between maritime crime, regional conflicts, and non-state armed networks, particularly emerging links between Somali pirates, Al-Shabaab, and the Houthis.

The Middle East was also an area of focus for International Relations Specialist Bilal Mahli, who analyzes in his opinion “From Bullet to Ballot: Will Syria’s First Post-Assad Election Bring Real Change?” the first Syrian electoral sequence of the post-Assad era as a moment that is both foundational and deeply ambiguous in the political transition. He shows that behind the symbolic significance of the vote, the chosen institutional framework, indirect voting and broad presidential appointment powers, reflects more a logic of post-conflict management than a clear break with the centralized practices of the past.



Marcus Vinicius de Freitas returns to global geopolitics in his opinion “100 Days of Donald Trump” which describes the first hundred days of Donald Trump’s new mandate as a strategic reconfiguration of the United States within an international order that has become structurally contested. Domestically, tougher migration policies and industrial revival respond to a logic of economic and territorial sovereignty, while consolidating an electoral base sensitive to industrial decline. Institutionally, the assertion of a strong executive marks a break with a governance style perceived as hesitant.

It is within this dimension of the reconfiguration of the global order that the opinion of the President of the Policy Center, Karim El Aynaoui, advocates for a strategic redefinition

of Africa-Europe relations in a context of growing global geopolitical tensions. In his contribution titled “Affronter le choc des réalités: l’analyse du Policy Center for the New South” he argues that countries of the South, accustomed to instability, are often better prepared to manage new power dynamics, provided they strengthen their “internal front”: social cohesion, macroeconomic stability, and reform capacity. This internal solidity allows them to become geoeconomic connectors in the reconfiguration of value chains. The central argument calls for “repoliticizing” cooperation, moving beyond technocratic aid toward durable investment partnerships.

Morocco remains a major actor in this reconfiguration of the new Global South, an argument defended by Patricia Ahanda, laureate of the Atlantic Dialogues Emerging Leaders program, in her opinion “Maroc: Leader pivot du Sud Global - Au cœur des recompositions africaines, atlantiques et multilatérales.” She shows that Morocco is asserting itself as a strategic pivot of the Global South, connecting Africa, the Atlantic, and Europe through agile, multi-anchored, and inclusive diplomacy. Its position is based on the “Morocco Offer”: economic integration, strategic infrastructure, clean energy, and security mediation in a fragmented Sahel. Initiatives such as Atlantic Africa and the “African Lion” exercise illustrate its role as a stabilizer and regional hub.

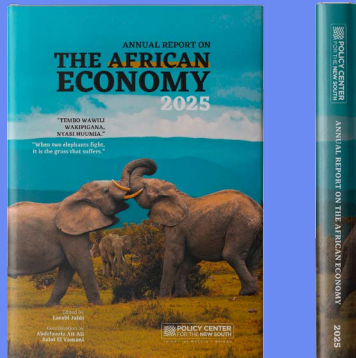


BOOKS

The Three Flagship Annual Reports in 2025

AFRICAN ECONOMIES

The 2025 Annual Report on the African Economies takes stock in a global environment marked by uncertainty and geo-economic fragmentation. While international financial tensions, growing indebtedness and geopolitical recompositions weigh heavily on the continent, it is transforming these challenges into levers to accelerate its regional integration and strengthen its resilience. This edition analyzes how Africa, through initiatives such as African Continental Free Trade Area AfCFTA) and the strengthening of economic communities, is converting external pressures into collective opportunities. Particular attention is paid to strategies for reconciling macroeconomic stability and structural development, in a context where internal cooperation is becoming a bulwark against global instabilities.



THE GEOPOLITICS OF AFRICA

In its 2025 release, the report reflects a global context marked by intensifying rivalries and the realignment of spheres of influence. In light of these challenges, it offers a strategic analysis of Africa's position, mapping conflicts, diplomatic alignments and regional tensions. The contributors explore how African states navigate security reconfigurations, institutional transitions and regional fragmentation, while responding to political, climatic and security shocks. By adopting a multidisciplinary approach, it sheds light on governmental trade-offs, strategic emergencies and new South-South alliances, offering an enriched reading of power and resilience issues on the continent. Enriched by the contributions of 39 experts from 12 African countries, the Report offers an analysis of the changes and dynamics underway on the continent.



ATLANTIC CURRENTS

The 12th edition of the Atlantic Currents Report highlights the strategic role of the Atlantic as a space for cooperation in a changing world. Between geopolitical rivalries, technological challenges and climate pressures, the Atlantic basin is positioning itself as a key player for pragmatic partnerships and shared solutions. The Report analyzes key issues such as digital sovereignty, security and climate, while highlighting the rise of South-South coalitions and adaptive regionalism. It also highlights initiatives in favor of an inclusive blue economy and responsible governance, thereby strengthening the resilience of the Atlantic region.

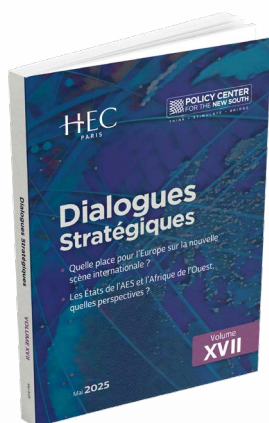


CO-AUTHORED REPORTS

With partners

STRATEGIC DIALOGUES

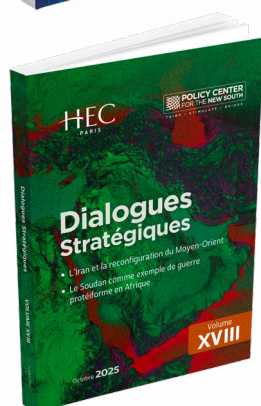
The 17^e and 18^e editions of Dialogues Stratégiques, the result of a collaboration between HEC's Centre de géopolitique and PCNS, bring together in-depth analyses and cross-perspectives from experts, decision-makers and academics. The first volume explores Europe's place in a changing world and the prospects for ESA states in West Africa, analyzing issues of sovereignty, security and regional cooperation, while the second volume focuses on emblematic crises in the Middle East, with the influence of Iran, and Sudan, where power rivalries and conflicts are redefining regional balances and undermining sovereignty.



Volume XVII

What place for Europe on the new international scene?

The ESA States and West Africa: what prospects?



Volume XVIII

Iran and the reconfiguration of the Middle East

Sudan as an example of protean warfare in Africa

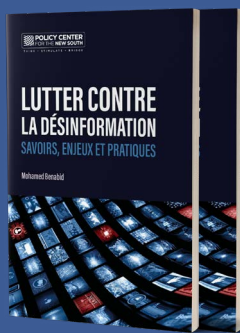
Beyond Global Polarization: New Cooperation Wanted



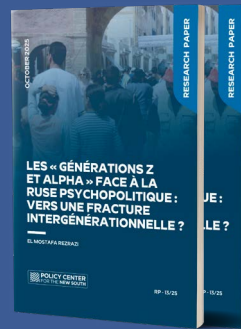
The 3^e Annual Global Trends Report, published by PCNS, ISPI (the Italian Institute for International Political Studies) and the Observer Research Foundation (ORF), analyzes the geopolitical challenges of 2025, marked by fragmentation of alliances and rising trade tensions. As the economies of the Global South strengthen their cooperation and the major powers redefine their priorities, the Report questions the impact of these dynamics on climate governance, collective security and new forms of international partnership.

HIGHLIGHTS FROM OUR 2025 PUBLICATIONS

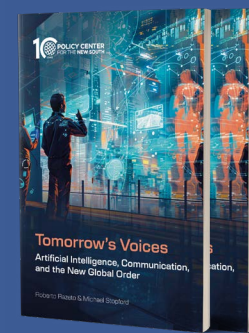
From misinformation to generational breakdown



When information ceases to be a shared reference point, it's not just public debate that falters, but the very architecture of democratic trust. By analyzing information disorder as a structural phenomenon, the book on **combating misinformation**, written by **Mohamed Benabid**, Professor at Mohammed VI Polytechnic University, highlights the erosion of legitimacies, the fragmentation of the public sphere and the effects of technological change on our regimes of truth. The associated interview (page 113) extends this reflection, highlighting how these transformations particularly affect younger generations, the first to be exposed to algorithmic dynamics and polarized narratives.



In this analytical continuity, **El Mostafa Rezaoui's** Research Paper, dedicated to generations Z and Alpha, examines how these informational mutations reconfigure the relationship with the past, institutions and authority. Using the case of "Generation Z 212" in Morocco, it highlights the psychological, social and political effects of this reconfiguration, marked by structural vulnerabilities and a hybridization of mobilizations. The analysis thus questions the conditions for a renewed intergenerational pact, capable of restoring symbolic mediation and shared trust.



On a broader scale, *Tomorrow's Voices*, co-authored by **Roberto Razeto** and **Michael Stopford**, Founding Partner and Chairman of ANCORED, places these dynamics in the recomposition of world order. By analyzing the role of artificial intelligence and communication in the management of climatic, health and geopolitical crises, the book shows that mastery of information technologies is becoming a central strategic issue. Between the promise of emancipation and the risk of manipulation, it argues for an ethical and regulated use of AI to strengthen democratic resilience and international cooperation.

The Sahara question



In a context marked, in 2025, by major diplomatic developments around the question of the Moroccan Sahara, the debate on the legal foundations of the Dossier has regained a particular centrality. Elaborated before the recent decision of the United Nations Security Council, Senior Fellow **Matsumoto Shoji**'s book is rooted in positive international law, placing sovereignty over the Saharan provinces at the heart of the analysis. The author argues that the 1975 Madrid Agreement is the main legal reference (*lex lata*), rather than non-binding instruments. In this book, he examines the issues of self-determination, recognition, natural resources and occupation qualification, offering a structured re-reading of a constantly evolving Dossier.

MOROCCO-BRAZIL RELATIONS: A Multidimensional Atlantic Partnership



Brazil and Morocco stand at a strategic crossroads where Atlantic interests and South-South cooperation converge. Their geo-historical links and complementarities pave the way for an ambitious multi-sector partnership. By making the Atlantic a geopolitical space for dialogue and coordination, they can pursue a common, proactive agenda. This book, coordinated by **Fadila Filali** and **Fábio Albergaria de Queiroz**, proposes concrete ways of structuring and deepening this strategic alliance.

The strategic stakes of Atlantic Africa's maritime spaces



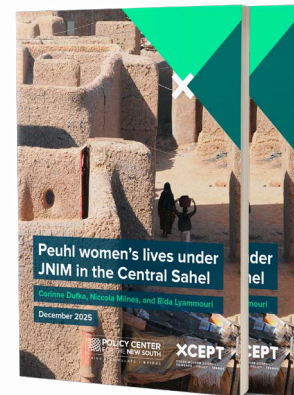
As the African Atlantic asserts itself as a strategic space in the process of recomposition, the issues linked to its maritime façades are gaining in political, security and economic density. In the wake of the Royal Initiatives aimed at structuring this space and opening up the Sahel, the contributions from the first PCNS Conference-Debate examine power dynamics, maritime risks, law of the sea issues and the prospects for the blue economy. Organized around four axes - geopolitical, security, legal and geo-economic - this reflection, led by **Jamal Machrouh**, Senior Fellow at the Policy Center for the New South, highlights the potential of an Atlantic Africa connected to its Sahelian hinterland. It outlines the conditions for the operationalization of an area destined to play a growing role in regional and global balances.

Africa, the New South and global governance: challenges and opportunities



At a time when the world order is being reconfigured by climate, technological and geopolitical transitions, the ability of Africa and the New South to influence international bodies is becoming a key issue. Through a series of six Policy Briefs, **Hung Q. Tran**, Senior Fellow at PCNS, analyzes the strategic room for maneuver offered by forums such as the G20, the G77 or the Non-Aligned Movement, as well as by the reform of the international financial architecture. The emphasis is on cooperation based on expertise, public policy evaluation and strategic coordination. All in all, the book offers an operational reading of the levers enabling the global South to assert its voice in a changing global governance.

Peuhl women's lives under JNIM in the Central Sahel



In the context of the expansion of "JNIM" in the central Sahel, understanding local dynamics cannot be limited to a strictly security-oriented reading. This study, co-authored by **Rida Lyammouri, Nicola Milnes** and **Corinne Dufka**, examines how Peuhl women in Mali and Burkina Faso experience and adapt to the governance imposed by this group. Based on 77 field interviews, the study shows that apparent adherence is more often a matter of survival strategies than radicalization. The testimonies reveal a complex balance between coercion, service provision and erosion of state legitimacy, underlining that any effective security response must integrate the realities experienced by these women to avoid reinforcing extremist dynamics.

STIMULATE

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Youth **LEADERSHIP INITIATIVES**



Placing Youth at the Heart of Reflection and Action



The Policy Center for the New South places youth at the heart of its vision and actions, convinced that **no lasting transformation can take place without the active involvement of the new generations**. Young people are not merely beneficiaries of public action; they are key actors in shaping social, economic, and political transformation.

Historically, actions in favor of youth were carried out by various Policy Center departments, reflecting the cross-cutting nature of this priority within the institution. To reinforce the strategic coherence, legibility and impact of these commitments, in 2024 PCNS structured this dynamic within the **Youth Leadership Initiatives (YLI)** section, now fully integrated into the think tank's institutional architecture.

The purpose of this section is to coordinate, consolidate and amplify all actions dedicated to young people, while ensuring their alignment with PCNS's overall mission: to produce benchmark analyses, feed public debate and propose inclusive, innovative and forward-looking solutions to major contemporary challenges. The section thus contributes to strengthening the Policy Center for the New South's ability to **support the emergence of a new generation of committed leaders**, in Morocco, the New South and beyond.



Youth Leadership Initiatives, through a range of instruments including the **Atlantic Dialogues Emerging Leaders (ADEL)** program and the **Parlons Développement** debate series, embodies an approach based on active participation, empowerment and experiential learning. It is based on the conviction that public policies gain in relevance, legitimacy and impact when they are co-constructed with young people, and not designed solely for them.

In addition to providing training and support, the section helps to build lasting bridges between young talent, experts, researchers and decision-makers. It contributes to making the Policy Center for the New South not only a benchmark think tank, but also a living space for **innovation, dialogue and collective construction**, where youthful energy is transformed into concrete commitment and long-term impact.



ATLANTIC DIALOGUES EMERGING LEADERS PROGRAM



+490

ADEL
Community

13

Opinions

09

Podcasts

+70

Nationalities

As part of the annual Atlantic Dialogues international conference, the Policy Center for the New South organized the 12th edition of the Atlantic Dialogues Emerging Leaders (ADEL) program in December 2025. In keeping with its mission to promote strategic dialogue and responsible leadership, PCNS is pursuing its commitment to training and structuring a **new generation of decision-makers from the Atlantic Basin and the African continent.**

Positioned as an incubator for leadership and intergenerational dialogue since its creation in 2012, each year the ADEL program brings together between 30 and 50 young professionals aged between **25 and 35**, nationals or residents of an Atlantic country and from across Africa, from a variety of backgrounds including the public sector, finance, business, civil society, research or the media. These young leaders are committed to finding concrete solutions to contemporary economic, political and social challenges.

The ADEL program offers them a platform for networking, experience sharing and collective reflection, fostering the development of skills in **leadership, strategic thinking and decision-making.** Through structured exchanges with experts, decision-makers and peers from different geographical and professional backgrounds, ADEL contributes to strengthening a culture of dialogue, cooperation and responsibility within the Atlantic area.

The 2025 edition, which ran from December 7 to 11, met with great interest, with almost **2,000 applications received.** The program welcomed 42 young leaders from 27 countries, adding to an international community that now boasts over **490 members representing more than 70 nationalities.** This diversity is one of the cornerstones of the program, fostering cross-cultural perspectives and a detailed understanding of transatlantic and African dynamics.



Cross-cutting expertise and structured dialogues

The 12th edition of the Atlantic Dialogues Emerging Leaders program featured a series of dialogues and workshops led by renowned experts whose careers embody the demands of contemporary leadership.

Among the highlights was a workshop devoted to design thinking applied to public policy development, led by **Ade Mabogunje**, Senior Research Engineer at Stanford University. This session invited participants to rethink public decision-making processes through human-centered approaches, experimentation and co-construction, breaking with traditional linear models.

One session was dedicated to futures thinking and social simulations, led by **Krizna Gomez**, Founder and CEO of TALA Strategies. Using immersive scenarios, this session explored concrete tools for anticipating change and managing uncertainty, while highlighting the strategic role of collective preparation for possible futures.

The question of how to move from idea to impact was addressed in the workshop on public policy entrepreneurship, led by **Enrique Mendizabal**, Founder and Director of On Think Tanks (OTT). This session highlighted the skills needed to transform expertise into influence, exploring the role of leaders as catalysts of change within institutional and decision-making ecosystems.

A discussion dedicated to transformative leadership in higher education then brought participants together around **Hicham El Habi**, President of University Mohammed VI Polytechnic. This dialogue provided an opportunity to reflect on the role of universities in training tomorrow's leaders, the place of innovation and interdisciplinarity, and the contribution of higher education to the dynamics of sustainable development.

Finally, the communicative dimension of leadership was addressed in a media training workshop, led by **Uduak Amimo**, Founder of Uduak Amimo Coaching & Consulting. Through a practical and interactive format, this session enabled participants to strengthen their ability to structure clear, credible and coherent messages, and to convey their ideas in complex media environments.



ADEL Alumni Contribution and Knowledge Sharing

The 2025 edition of the Atlantic Dialogues Emerging Leaders program benefited from the active contribution of several former participants, illustrating the dynamic of continuity and transmission that characterizes the program. Their involvement as speakers anchored the exchanges in concrete professional experience, while reinforcing the **intergenerational dialogue at the heart of the initiative's DNA**.

As part of the leadership workshops, **Wadia Ait Hamza** (ADEL 2012), Director of Leadership Programs at Mohamed Bin Zayed University of Artificial Intelligence, led a session dedicated to **leadership as a practice of connection**, highlighting approaches based on trust, service and building resilient communities.

The forward-looking dimension of the program was reinforced by the Futurecraft - A Strategic Foresight Sprint workshop, led by **Steven Höfner** (ADEL 2024), Konrad-Adenauer-Stiftung's Resident Representative in Morocco. This session introduced **strategic foresight** tools aimed at better anticipating future developments and translating different scenarios into concrete actions.

Finally, the thematic exchanges were enriched by the contribution of **Amine Derj** (ADEL 2022), Co-founder and CEO of Jodoor, in a conversation dedicated to **agritech and food security** in Africa, highlighting the links between innovation, resilience and sustainable development.

Through these contributions, alumni confirmed the role of the ADEL network as a platform for sharing expertise and passing leadership within the Atlantic community.



The ADEL Community at the Heart of the 14th Atlantic Dialogues

The participation of the current cohort and alumni of the ADEL program in the Atlantic Dialogues is now part of a dynamic of intellectual continuity and sustained engagement. During the 2025 edition, more than thirty ADEL alumni took part in the conference, illustrating both the depth of the network and its growing integration into the activities of the Policy Center for the New South.

A contribution to the intellectual output of the Policy Center for the New South

This mobilization resulted in a substantial contribution to the Centre's intellectual output, notably through the 12th edition of the **Atlantic Currents** report, devoted to the Wider Atlantic as a space for cooperation, strategic connectivity and shared governance in a context of geopolitical recomposition.

Through their respective chapters, **Diego Marroquín Bitar** (ADEL 2024), Fellow in the Americas Program at the Center for Strategic and International Studies, **Francisco Córdoba Otálora** (ADEL 2019), Marie Curie Research Fellow in Asset Tokenization at the Institute for the Future, **Pedro Seabra** (ADEL 2016), Deputy Director of the Center for International Studies at the University Institute of Lisbon, and **Gastón Ocampo** (ADEL 2024), Secretary General of the Institute for the Promotion of Latin America and the Caribbean, provided complementary analyses of the structuring dynamics of the Wider Atlantic.

Based on a comparative reading of national trajectories, **Diego Marroquín Bitar** sheds light on the strategies of intermediate powers, based on the cases of Mexico and Morocco, and highlights the limits of strategic optionality in an increasingly fragmented international order. From an innovation and development perspective, **Francisco Córdoba Otálora** looks at the conditions for inclusive wealth creation in Africa and Latin America, focusing on the role of emerging technologies, artificial intelligence and asset tokenization as levers of long-term competitiveness.

For his part, **Pedro Seabra**, who approaches the Wider Atlantic as a space of security, technological and environmental interdependencies, calls for pragmatic and flexible forms of cooperation based on sectoral coalitions. Finally, **Gastón Ocampo** highlights the potential of triangular cooperation, using the example of São Tomé and Príncipe, underlining the importance of human, institutional and digital connectivity in the processes of governance and regional integration.

Following on from this intellectual contribution, **Pedro Seabra** and **Gastón Ocampo** also took part in the **official launch panel for the 12th edition of the Atlantic Currents report** during the conference, helping to disseminate and debate its key findings with an international audience.



An active presence at conference sessions



Former ADELs also played leading roles in several sessions at the Atlantic Dialogues conference, helping to strengthen the link between strategic thinking and on-the-ground experience. **Eniola Mafe** (ADEL 2016), Global Advocacy and Partnerships Director at Bridges to Prosperity, spoke at the plenary dedicated to the resilience of national trajectories and the role of youth, bringing a perspective rooted in local action and global partnerships. **Njoya Tikum** (ADEL 2014), Director of the Regional Office for West and Central Africa at the United Nations Development Programme (UNDP), contributed to a Night Owl session dedicated to demographic dynamics in the Atlantic area, highlighting their political, economic and social implications in the medium and long term.

Emerging Leaders Take the Floor at the Closing of the Atlantic Dialogues



At the conclusion of the ADEL 2025 program, the closing plenary of the Atlantic Dialogues, entitled “Wider Atlantic Challenges Viewed by Emerging Leaders” featured four members of the cohort, selected by their peers, in a dialogue with Kimberly Dozier, Global Affairs Analyst at CNN. **Aliyyah Ahad**, Director and EU Representative at the Government of Bermuda’s Brussels Office, **Maria Fernanda Bozmoski**, director for impact and operations

and Central America lead at the Atlantic Council’s Adrienne Arsht Latin America Center, **Noureddine Hamri**, Founder of Turn Up the Light, and Carlos Moura Teixeira, Political Advisor to the EU Special Representative for the Sahel, offered a prospective reading of the program’s structuring exchanges, outlining a conclusion geared towards action, anticipation and a long-term perspective.

Insights and conversations with ADEL

Leadership Talks is a podcast series recorded with members of the ADEL 2025 cohort, on the sidelines of the Atlantic Dialogues. Through these exchanges, the series highlighted grounded perspectives, concrete solutions, and voices from the Global South, offering a better understanding of today's challenges and proposing credible, cooperative, and action-oriented responses.

LEADERSHIP TALKS

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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

HOW CIVIC-TECH CAN PROTECT CULTURAL HERITAGE IN THE DIGITAL AGE

MODERATOR:
Salot EL YAMANI

RUBY IGWE
Country Manager
at ALX Nigeria

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FOR THE NEW SOUTH**

**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

CLIMATE LEADERSHIP IN A VOLATILE WORLD: YOUTH, INNOVATION, AND THE FUTURE OF ENERGY

MODERATOR:
Rim BERAHAB

DAMILOLA HAMID BALOGUN
Co-founder & CEO at the Youth Sustainable Development Network (YSDN)

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**POLICY CENTER
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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

TRADE, WOMEN, AND INCLUSIVE GROWTH: EMPOWERING AFRICAN WOMEN THROUGH REGIONAL INTEGRATION

MODERATOR:
Oumayma BOURHRIBA

LULADAY BERHANU MENGISTIE
Embedded Trade Advisor with Ethiopia's Ministry of Trade and Regional Integration

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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

JOURNALISM AS A BRIDGE: HOW JOURNALISM BUILDS UNDERSTANDING IN A FRAGMENTED WORLD

MODERATOR:
Oumaima EL AZAMI
EL HASSANI

VULIA YARMOLENKO
Journalist

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**ATLANTIC DIALOGUES
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PODCAST

GOVERNING ARTIFICIAL INTELLIGENCE: HOW AI CAN STRENGTHEN PUBLIC INSTITUTIONS

MODERATOR:
Helmut SORGE

VASSILIS KOUTSOUMPAS
Digital Policy and AI Adviser at the Office of the Prime Minister of Greece

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**ATLANTIC DIALOGUES
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PROGRAM**

PODCAST

REPENSER LES THINK TANKS : COMMENT LES VOIX DU SUD GLOBAL PEUVENT REMODELER LES DÉBATS POLITIQUES

MODÉRATEUR :
Helmut SORGE

AUDE DARNAL
Planetary Politics Visiting Fellow at New America

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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

MARITIME SECURITY IN A CHANGING INDO-PACIFIC: WHY THE INDIAN OCEAN MATTERS FOR GLOBAL STABILITY

MODERATOR:
Ahmed OUHINI

SAVANTAN HALDAR
Associate Fellow with the Strategic Studies Programme of the Observer Research Foundation

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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

THE FUTURE OF US-LATIN AMERICA RELATIONS: BUILDING ALLIANCES ACROSS THE ENLARGED ATLANTIC

MODERATOR:
Helmut SORGE

MARIA FERNANDA BOZMOSKI
Director for Impact and Operations and lead for Central America at the Atlantic Council

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**POLICY CENTER
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**ATLANTIC DIALOGUES
EMERGING LEADERS
PROGRAM**

PODCAST

COMMENT LES SOLUTIONS LOCALES PEUVENT TRANSFORMER LE FUTUR DES ÉNERGIES GLOBALES ?

MODÉRATRICE :
Rim BERAHAB

NOUREDDINE HAMRI
Fondateur de Turn up the light

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INTERVIEWS *and* ADEL HIGHLIGHT

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interviews



Imane Dahou

(Cybersecurity & Data Protection Manager, SIA)
Souveraineté numérique : le Maroc face aux enjeux de la cybersécurité et de la protection des données



Izzy Fenwick

(Executive Director, Climate Foundation)
Economic Growth and Natural Capital: Rethinking the Foundations of Prosperity



Mehran Haghirian

(Director of Research & Programs, Bourse & Bazaar Foundation)
Financing the Green Future: How Emerging Economies Can Lead the Climate Transition



Maria Rotilu

(Founding Partner, Openseed VC)
Fueling Africa's Tech Talent: A New Playbook for Venture Capital and Founders



Pauline Despis Pigozzo

(Program & Coordination Manager, Le Cercle des économistes)
Repenser le dialogue économique entre experts et citoyens

Contributions of the ADEL Community in 2025

In 2025, the ADEL community distinguished itself through its sustained contribution to the intellectual production and outreach activities of the Policy Center for the New South. Through Opinion articles, podcasts, and interventions during events, ADEL alumni provided insights grounded in their respective professional expertise, illustrating the sectoral and geographical diversity of the ADEL network.

Opinions



Florencio Venté (ADEL 2024), former Co-director of the Migration Youth and Children Platform, produced an Opinion entitled "Cultural Ambassadors: The Role of Diasporas in Promoting Cultural Diplomacy and Development", in which he discusses the strategic role of diasporas as vectors of cultural diplomacy and development, highlighting their ability to link local dynamics and global issues.



Eduarda Zoghbi (ADEL 2024), Climate and Energy Specialist at the Climate Investment Funds, has contributed an opinion piece entitled "Deep-Sea Mining and Ocean Governance at a Crossroads", in which she discusses the emerging tensions around deep-sea mining and the challenges of ocean governance in a context of energy transition.



Danielle Alakija (ADEL 2024), Founder and CEO of The SOLI Group, has published an Opinion entitled "South to South: A Return on Identity", devoted to the role of strategic narratives and collective identity in mobilizing stakeholders and driving change.



Othman Mezouar (ADEL 2023), Global Program Partnerships Manager at Right To Play International, drew on his Opinion entitled "The Role of Sport in Youth Empowerment and Social Inclusion in Africa" to explore the themes of youth, inclusion and governance, using sport as a tool for empowerment and social cohesion.



Patricia Ahanda (ADEL 2018), Analyst in Strategy and International Affairs, contributed with an Opinion under the title "Maroc: Leader pivot du Sud Global", in which she presents Morocco as a central player in the dynamics of the Global South.



Isabela Carvalho (ADEL 2018), Knowledge Director at Ashoka, has penned an opinion piece entitled "Bridging the Knowledge Gap: How Strong Knowledge Management Systems Can Drive Impact in the Global South", in which she highlights the importance of systems for knowledge

management to strengthen the impact of organizations in the global South.



Ahmed Rachid El Khattabi (ADEL 2018), Research Director at The School of Government's Environmental Finance Center, has published an Opinion with the title "Integrating Nature in Urban Design", a plea for better integration of nature into urban planning and design.



Michael David Terungwa (ADEL 2017), Senior Team Lead at the Global Initiative, spoke in an Opinion entitled "Honouring the Soil as Earth's Silent Lifeline on Earth Day", which addresses environmental and territorial issues and highlights the central role of soils in the sustainability of ecosystems.



Salem Afeworki (ADEL 2016), Energy and Sustainability Services Manager for the City of Costa Mesa, has contributed an Opinion entitled "Building Tomorrow's Carbon-Free Cities – The Intergenerational Leadership Advantage", a reflection on intergenerational leadership as a lever for low-carbon urban transition.



Leonardo Párraga (ADEL 2016), Co-Founder of the Colombian Coalition on Youth, Peace and Security, contributed with an Opinion entitled "South Youth. Compass: Riding the Next Peacebuilding Wave", a text dedicated to the role of young people in the South in the new peacebuilding dynamics.



Imane Lahlou (ADEL 2014), Head of Advisory and Learning at Altworl, has penned an opinion piece entitled "Changing the Script: Moving the Periphery to the Heart of Global Transitions", an analysis calling for a rethinking of global transitions by putting the peripheries back at the center of transformation processes.



Gabriela Keseberg Dávalos (ADEL 2013), Senior Policy Expert & Strategic Advisor, has published two Opinions respectively entitled: "Africa has a key role in the choice of the next UN Secretary-General", which examines the growing political weight of the African continent in multilateral balances, and "Bolivia: The End of a Political Era", a reading of the political recompositions in Bolivia at the end of a major institutional cycle.



PODCASTS

Serie

Young Voices, Echoes of Change



Eduarda Zoghbi

(ADEL 2024)

Climate and Energy Specialist at the Climate Investment Funds, spoke at **"The Climate and Energy Puzzle: Balancing Growth and Sustainability"**.

Discussions explored the role of international climate finance in building fairer growth trajectories, while addressing the role of emerging economies as well as gender, youth and local leadership issues.



Francisco Córdoba Otálora

(ADEL 2019)

Marie Curie Research Fellow in Asset Tokenization at the Institute For the Future, took part in a discussion on **"AI at a Turning Point: Ethics, Regulation, and Global Competition"**, dedicated to the ethical, regulatory and security challenges of artificial intelligence. The episode highlighted shed light on the power relationships that structure technological governance and their implications for the future of societies.



Diego Marroquín Bitar

(ADEL 2024)

Fellow in the Americas Program at the Center for Strategic and International Studies (CSIS), has spoken on the following topics a discussion on **"Strategic Shifts: Great Powers, Middle Players, and Global Stakes"**.

This episode analyzed the reshaping of the international order, focusing on the strategies of the great powers and the room for maneuver of the middle powers in a context of heightened rivalry.



Marianna Albuquerque

(ADEL 2022)

Assistant Professor at the Federal University of Rio de Janeiro took part in the discussion on **"The New Rules of Global Governance: Multilateralism in Question"**, which addressed the limits of contemporary multilateralism, the prospects for reforming international institutions and the growing role of regional agreements and intermediate powers in global governance.



Pedro Seabra

(ADEL 2016)

Deputy Director of the Center for International Studies at ISCTE - University Institute of Lisbon, contributed to a discussion on **"Transatlantic Crossroads - The Future of Europe-USA Relations"**. The episode examined the evolution of transatlantic relations, the role of NATO and the impact of economic and security policies on the strategic priorities of Europe and the United States.

OTHER EPISODES

Florencio Venté (ADEL 2024), former Co-director of the Migration Youth and Children Platform, was the guest on the episode entitled **"Youth Leadership - A View from South America"** during which he highlighted youth leadership trajectories, addressing the role of young people in peacebuilding, intercultural dialogue and international public policy formulation.

Eszter Karácsony (ADEL 2024), Associate fellow and Program Lead at the Observer Research Foundation Middle East, took part in a conversation on **"The Intersection of Policy Research, Geopolitical Risk, and European Integration"**. This conversation was an opportunity to discuss the geopolitical recompositions affecting the European Union and the growing role of think tanks in public policy-making.

Eduarda Zoghbi (ADEL 2024) also took part in the discussion on **"The Brazilian Perspective on Emerging Leaders"**, an episode dedicated to emerging leadership dynamics in Brazil, highlighting how young leaders are challenging traditional power relations and promoting more inclusive and cooperative approaches.

Santiago Theoduloz (ADEL 2022), Partner at Theoduloz & Arroyo, took part in discussions on the theme of **"LatAm & Africa: The Untapped Powerhouses of the Global South"**, an episode that explored the still under-exploited potential of cooperation between Latin America and Africa, analyzing the structural obstacles and opportunities offered by South-South dynamics.

Parlons **DÉVELOPPEMENT**

Launched in 2021 by the Policy Center for the New South, in partnership with the United Nations Development Programme (UNDP) and the World Bank (WB), “Parlons Développement” is a platform dedicated to collective reflection around the major challenges of sustainable development. Designed for the benefit of young people, this initiative offers a collaborative space for debate and exchange, making it possible to analyze major global transformations, measure their impact on the Sustainable Development Goals (SDGs) and draw lessons from recent crises.

In 2025, five editions were organized across the Kingdom, addressing key themes at the intersection of sustainable development, youth and territorial dynamics.

17th **edition**

Social and Green Entrepreneurship in Morocco: A Viable Pathway to Sustainable Development



February 26th, 2025 - Tangier

Organized in partnership with the Abdelmalek Essaâdi University, and more specifically the **National School of Business and Management of Tangier (ENCGT)**, this edition focused on the role of social and green entrepreneurship in building a sustainable economy in Morocco. Discussions highlighted the potential of this sector to meet environmental and socio-economic challenges, in line with national guidelines.

18th **edition**

Youth Mental Health: A Key Challenge for Tomorrow's Society



March 18th, 2025 - Tiflet

With the association **Les Citoyens** as a partner, this edition focused on the mental health of young people, an issue which, despite its importance, is still insufficiently taken into account in public policy. In a national context marked by a high prevalence of mental disorders, discussions aimed to raise awareness of the structural causes of these vulnerabilities and explore innovative responses.

19th edition

Harnessing Innovation for the Economic and Social Development of Al Hoceima



April 8th, 2025 - Al Hoceima

This edition, organized in partnership with **Al Hoceima Faculty of Sciences and Techniques**, focused on the role of innovation as a lever for territorial development. Against a backdrop of digital, ecological and industrial transitions, discussions focused on the conditions for strengthening the economic and social resilience of territories.

20th edition

Morocco's Labor Market: How Can Young People's Aspirations Be Aligned with Market Requirements?



May 15th, 2025 - Fquih Ben Salah

For its twentieth edition, Parlons développement focused on the issue of youth employment, in partnership with **the Higher School of Technology of Fquih Ben Salah**. Discussions highlighted the persistent gap between the career aspirations of young people and the needs of the job market, in a context marked by high unemployment among young graduates.

21st edition

Integrated Territorial Development: A Pillar for Enhancing Zagora's Cultural Heritage



November 22nd, 2025 - Zagora

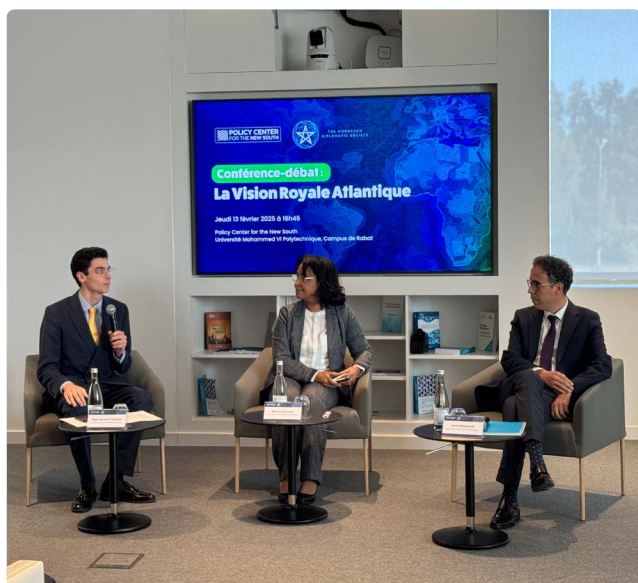
The event, held in partnership with the **Association des Femmes pour le Développement et la Solidarité (AFDES)**, is in line with His Majesty King Mohammed VI's commitment to balanced, inclusive development that respects local specificities. In Zagora, an area with a rich oasis heritage, discussions explored the conditions under which the enhancement of cultural heritage can become a lever for social cohesion and sustainable development.

Activities and other initiatives

In 2025, the Youth Leadership Initiatives (YLI) Section continued its mission of structuring spaces for dialogue, training and commitment for young people, drawing on a diversity of formats and partnerships. The activities carried out throughout the year reflect an integrated approach, combining strategic thinking, capacity-building and talent mobilization.

Informing strategic debate and public policy

The year 2025 was marked by several highlights devoted to major public policy and geopolitical issues, in particular around the Royal Atlantic Vision. A round table organized with the **Youth Policy Center** explored the opportunities and implications of the Royal Atlantic Initiative, through the analyses of PCNS Senior Fellows. The discussion continued at a conference-debate organized with UM6P's Club **Moroccan Diplomatic Society**, providing a forum for in-depth exchanges on Atlantic dynamics, maritime security, migration and Morocco's strategic role in the Atlantic basin.



Training, anticipating and experimenting with new approaches

The Section also stepped up its efforts to develop analytical and forward-looking skills. In January, the "Face-to-Face Knowledge Workout Workshop", organized with the **Anna Lindh Foundation**, supported young researchers in structuring policy-oriented research as part of the Mediterranean Youth in Action program. This dynamic continued with the policy simulation "Foresight 2035 - Morocco and Europe in a Shifting World Order", co-organized with the **Konrad Adenauer Stiftung**, which mobilized scenarization and simulation tools to question the possible futures of Euro-Moroccan cooperation in a reshaping international context.



Opening up academic and international dialogue

Hosting international delegations was another pillar of the year's activities. In January, a delegation from the **Young Political Leaders Exchange Program** organized by the **American Council of Young Political Leaders (ACYPL)** came to PCNS for an exchange on Moroccan public policies and the Kingdom's diplomatic priorities. During the first half of the year, students and teachers from the **University of Georgia** and **Leiden University** were also welcomed, leading to in-depth discussions on domestic policies, the energy transition, migration and Morocco's positioning in the Global South. In September, a session organized with **D66 International** and the **Nederlands Instituut in Marokko (NIMAR)** addressed the issues of green governance and climate transition from a comparative perspective.

"Une Expertise, Une Thématique": bringing PCNS expertise closer to younger generations



In 2025, the Policy Center for the New South initiated the **"Une expertise, Une thématique"** series to create a regular forum for dialogue between its experts and young people on major socio-economic challenges. The two editions organized this year focused, on the one hand, on the professional integration of young people in Morocco, in partnership with the Youth Policy Center, and, on the other, on the contribution of young talents from the diaspora to Vision 2035, in collaboration with the association Les Citoyens.

Leveraging the strength of the ADEL network

In 2025, several initiatives led by the YLI Section illustrated the Atlantic Dialogues Emerging Leaders network's lasting commitment to collective action and strategic thinking.

- On September 23, the Policy Center for the New South, the **Imal Initiative for Climate & Development** and the **Bourse & Bazaar Foundation** co-hosted the Rihla Initiative Panel Series on "Gulf Investment in Green Economic Growth Across the Middle East and North Africa". The event brought together decision-makers, practitioners and researchers to discuss the challenges of climate finance and green economic partnerships between GCC countries and the MENA region. This initiative benefited from the involvement of **Iskander Erzini Vernoit**, Director and founder of the Imal Initiative for Climate & Development and alumnus of the ADEL 2019 program.



- From November 14 to 16, the PCNS also co-organized with the **Konrad Adenauer Stiftung Morocco** the policy simulation "Foresight 2035 - Morocco and Europe in a Shifting World Order", bringing together students and young professionals around a foresight exercise applied to Euro-Moroccan relations. This initiative benefited from the involvement of **Steven Höfner**, Resident Representative of the Konrad Adenauer Stiftung in Morocco and alumnus of the ADEL 2024 program.

Connecting Youth to Major International Platforms



As part of its continued efforts to foster dialogue, training, and networking, PCNS, through its Youth Leadership Initiatives section, actively works to connect its Youth and ADEL communities with high-level international platforms. Through strategic partnerships with leading institutions, PCNS provides young leaders with the opportunity to access international summits, strategic forums, and global policy platforms under privileged and fully funded conditions, enabling them to take part in the debates shaping today's major political, economic, and geopolitical agendas.



In this context, several opportunities were opened up in 2025. Three members of the PCNS Youth and ADEL community were selected to take part in the **Raisina Young Fellows Programme**, organized by **ORF** in conjunction with the **Raisina Dialogue** in New Delhi. This immersive program offered participants privileged access to strategic discussions on major contemporary issues, as well as direct exchanges with international decision-makers and experts. This initiative is part of the strategic partnership between PCNS, ORF and ISPI, which enables the cross-nomination of young leaders and encourages the dynamics of inter-regional cooperation.



In line with this approach, three other members of the community also benefited from participation in the **NEXT Milan Forum**, organized by ISPI in Milan. This forum enabled talented young people from all over the world to make an active contribution to public policy debates, as part of a wider support program including workshops and master classes throughout the year. This approach fosters the inclusion of participants in sustainable professional networks and strengthens their ability to engage in international discussions over the long term.



PCNS also offered its community two places at the **Rencontres Économiques d'Aix-en-Provence**, organized by the **Cercle des Économistes**. This annual reference event offered the young people selected the opportunity to take part in major economic and societal

debates, alongside economists, public decision-makers and private sector players, thus consolidating their understanding of global economic transformations.

Finally, this dynamic of international outreach was further reflected in the reservation of two places at the 23rd edition of the **Doha Forum**, organized by the **Ministry of Foreign Affairs of the State of Qatar**. Bringing together more than 6,500 participants and representatives from 170 countries, this high-level forum constitutes a major platform for dialogue among governments, think tanks, academia, civil society, and private sector stakeholders.

Through these opportunities, PCNS reaffirms its strategic approach to youth leadership, grounded in direct immersion within the spaces where ideas, networks, and decision-making processes are shaped. This international exposure helps strengthen the intellectual autonomy, global credibility, and influence capacity of young leaders from its community.



PCNS *as* A TALENT INCUBATOR

The Policy Center for the New South continues to assert its role as a talent incubator, placing youth and capacity-building at the heart of its institutional mission. Convinced that tomorrow's challenges require action today, PCNS relies on dynamic teams, with an average age of around 35, combining expertise, agility, and innovation capacity.

The diversity of backgrounds and generations fosters a collaborative working environment, conducive to experimentation and the development of concrete solutions to today's economic, social, and geopolitical challenges. By promoting African talent and fostering interregional partnerships, PCNS supports the emergence of a new generation of committed professionals, able to bridge strategic thinking and action in service of Morocco and the Global South.



Testimonials

FROM FORMER COLLEAGUES

**MOHAMED BRICK**

Local expert in the energy, mobility and water sectors at the German Development Bank.

**NIHAL EL MQIRMI**

Lead Associate at Kroll

**MAHA SKAH**

Political Affairs Officer - United Nations

**ZAKARIA JOUHARI**

Strategy Advisor to the Secretary of State for Maritime Fisheries

At the Policy Center for the New South, the production of ideas goes hand in hand with a strong commitment to the training and development of new generations of researchers and professionals. Through their experiences at PCNS, former staff members emphasize the central place given to dialogue, cooperation and African excellence, in a multilingual working environment open to the world. These experiences testify to PCNS's ability to offer a demanding collaborative framework, backed by an international network of recognized partners, enabling talented young people to develop their analytical skills, sharpen their insight into the transformations of their home continent and contribute to the development of relevant public policies.

**MOHAMED BRICK**

Local expert in the energy, mobility and water sectors at the German Development Bank.

“

"At PCNS, I discovered a school of exacting standards. I learned the art of metamorphosis: transforming a raw idea into a powerful format. It taught me that to influence, you have to know how to aim rather than how to speak loudly.

By piloting digital content and communication strategies, I learned to master rhythm and coherence. But it was at the Public Policy Lab that my approach became truly strategic. Challenging the obvious, listening actively, connecting ideas, etc. I learned to build spaces where reflection becomes action. It was a place of constant experimentation. Today, I'm not changing course, but broadening my horizons: my next career move will be the logical expansion of this acquired structure."



**NIHAEL
EL MQURMI**

Lead Associate at Kroll

“

"Fresh out of university, I joined the PCNS as a research assistant, motivated to apply my academic background in international relations within a professional research environment. From day one, I contributed to projects requiring rigorous analysis, sound judgment, and the ability to interpret complex information within a broader geopolitical context. The collaborative setting proved equally formative. Working alongside colleagues known for intellectual rigor, curiosity, and high professional standards encouraged reflection, challenged assumptions, and strengthened my analytical discipline. This collective dynamic not only enhanced my technical capabilities but also shaped my approach to problem-solving and decision-making. The experience demonstrated the value of thoughtful collaboration when navigating complexity and developing well-reasoned perspectives. This foundation continues to inform my career in the compliance and due diligence industry."



**MAHA
SKAH**

Political Affairs Officer -
United Nations

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"My experience at the Policy Center for the New South was a formative stage in my career, both intellectually and on a human level. I discovered informal diplomacy, thanks to "Track II diplomacy" projects that brought together experts, former diplomats and practitioners for frank discussions on crises in the Middle East. I also discovered and continued to explore the links between climate, peace and security, notably through my work on the Lake Chad Basin, which gave me a taste for detailed, multidimensional risk analysis. The Policy Center also gave me the opportunity to teach a political science course at the University Mohammed VI Polytechnic, a stimulating experience that encouraged me to return to theoretical fundamentals, relate them to contemporary issues and engage in dialogue with students."



**ZAKARIA
JOUHARI**

Strategy Advisor to the
Secretary of State for
Maritime Fisheries

“

"My career at the Policy Center for the New South has been part of a long-term dynamic, marked by a gradual rise in responsibility and a desire to contribute to the structuring of lasting strategic partnerships. Working at PCNS has meant working in an environment where intellectual rigor, trust and a sense of teamwork go hand in hand with the production of concrete results. I found it a demanding but stimulating environment, enabling me to strengthen relationships with leading international institutions and consolidate the Centre's position as a credible platform for strategic dialogue on an African and global scale. This experience has shaped my approach to issues of cooperation, governance and intellectual influence, confirming that the impact of a think tank depends as much on the quality of its ideas as on its ability to federate players over the long term."

TRAINING COURSES

PCNS sees continuing training as an essential lever for growth and innovation. Each year, training programs are deployed to cover priority areas such as geopolitics, economics, project management and new technologies. These training courses are designed to update knowledge and enhance skills, in line with the evolutions and demands of the global landscape. This approach reflects PCNS's commitment to maintaining a high level of expertise and responsiveness.

INTRODUCTION TO THE USES AND CHALLENGES OF ARTIFICIAL INTELLIGENCE



In 2025, the Policy Center for the New South launched a series of in-house training sessions for its teams, aimed at familiarizing them with the uses, history and foundations of Artificial Intelligence (AI). The aim of the training was to cover the key concepts of AI, from its origins to recent advances in machine learning and deep learning. Participants explored the strategic and political issues linked to this technology, such as digital sovereignty, data governance and ethical challenges. Beyond the acquisition of theoretical knowledge, this training course aims to strengthen the ability of teams to mobilize AI in an enlightened way in their research, analysis and content production work. It helps to integrate these tools into internal processes, from strategic intelligence to data analysis, while ensuring that they are used responsibly, ethically and in line with the Centre's values.

ELECTION OBSERVATION AND DEMOCRATIC GOVERNANCE IN AFRICA



Bilal Mahli, International Relations Specialist, took part in the 4^e edition of the African Union's Specialized Training for Election Observers, held in Morocco from April 21 to 24, 2025. The training, co-organized by the African Union's Department of Political Affairs, Peace and Security (PAPS) and the Kingdom of Morocco through the Ministry of Foreign Affairs, African Cooperation and Moroccans Residing Abroad, aimed to strengthen the capacities and professionalism of African election observation experts. With 120 participants from the five regions of the continent, this edition focused on inclusiveness, democratic governance and the reduction of post-election disputes.

MIXED FINANCING AND HIGH-IMPACT PARTNERSHIPS

Ismail Benbrahim, Finance and Purchasing Manager, and Rhita Jibou, Program Officer at the Partnerships Department, took part in the training cycle on Blended Finance in Morocco, organized by the United Nations Population Fund (UNFPA) in partnership with the Euromed University of Fez, with the support of the Spanish Agency for International Development Cooperation (AECID). The training, based on theoretical and practical modules, covered the principles of mixed financing, public-private partnership mechanisms, impact investment tools and the analysis of social return on investment. PCNS's participation in this training cycle helped deepen its expertise in development financing and strengthen its ability to mobilize and articulate innovative partnerships around high-impact projects.

Program

PROFESSIONAL PROGRAM

As an extension of this approach to building skills and professionalizing talent, PCNS's Junior Professional Program (JPP) offers young graduates the opportunity to develop in-depth expertise in a demanding and stimulating professional environment. Through this two-year contractual framework, these young professionals can be involved in research work, particularly in international relations and economics, as well as in operational functions linked to project management, communications and partnerships. The program is designed to provide structuring leverage for professional development, with the aim of enhancing participants' employability over the long term and helping them build solid career paths. With a view to enhancing skills and performance, the JPP can also progress to an open-ended contract, offering the prospect of professional stability and lasting integration within the PCNS.



RHITA JIBOU

“

"Time flies" is an expression we can relate to very often, especially when graduation is near and job ads ask for experience even in "entry-level" roles. The months after university can feel uncertain and stressful as you try to find the right place. The Junior Professional Program offers a bridge between student life and the workplace. Joining PCNS as a JPP is a smooth transition: you keep learning, but in a professional setting. It is more like a school for real-world experience, with an environment designed to support growth and provide the tools you need to move forward."



AMR MOUHI

“

"Joining the Policy Center for the New South in 2025 within the knowledge management department marked the beginning of my professional career. The Center provided me with direct engagement in AI projects, enabling rapid skill development in a continuously evolving field. The operational structure supported my independent work while maintaining collaborative integration, with knowledge sharing functioning as a core institutional mechanism. Access to experienced colleagues eliminated typical entry-level obstacles, allowing me to immediately adopt established methodologies. Theoretical frameworks translated directly into practice. Knowledge management operated as functional infrastructure rather than abstract concept, with technology deployment aligned to measurable strategic objectives."



FATIM ZOHRA AZOUZOU

“

"The year 2025 at the Policy Center, which marked the launch of my professional career, was particularly formative for me. As part of the International Relations Research Department, I've been able to work on themes that are close to my heart, while opening up to new perspectives. The quality of my exchanges with colleagues, Senior Fellows, and experts has been a constant source of learning, in line with the objective that guided my commitment. I joined the Policy Center attracted by its excellence and its mission to contribute to the influence of the country and continent to which we belong, and today I find myself fully involved."



MERYEM AMARIR

“

"PCNS offers a learning environment conducive to progression, rigor, and self-fulfillment. In this context, the momentum I find within the International Relations Research Department feeds my commitment and learning on a daily basis. As a research assistant in the Junior Professional Program, I had the opportunity to work on subjects that interest me and to cover regions of the world that fascinate me, particularly the Middle East and the Horn of Africa. These experiences have enabled me, over the 9 months I've spent at PCNS, to consolidate my skills and deepen my knowledge, particularly in terms of research methods and political analysis, within a framework of supervision and support that is both demanding and caring."

Internship PROGRAM

Structured around two distinct periods - a winter internship and a summer internship - the Policy Center for the New South's internship program is part of a structured approach to supporting young professionals and graduates, offering them a demanding and dynamic framework conducive to the development of their skills. Focusing on key areas such as research in international relations and economics, as well as project management in communications, partnerships, finance and event organization, the program enables participants to become actively involved in the PCNS's work and strategic priorities.



ALESSANDRO CERCACI

"Working at the PCNS has been a very enriching experience, from many points of view. Firstly, I worked with wonderful colleagues, they created a warm environment which actively contributed to my personal and academic development. Standing for academic excellence, the Center gave me the space and the resources to carry out rigours, independent, and impactful research. Here I have found a crucible which attract talents, policymakers, and intellectuals from all over the world. Lastly, I have gained much hope working in an institution that seeks to build bridges across long distances, while our world is going in the opposite direction. The Policy Center has greatly enriched my intellectual horizons; I wholeheartedly recommend to all to participate in its activities!"



FATIMA ZAHRA KRIKBOU

"I had the privilege of joining the Policy Center for the New South as an intern on the Youth Leadership Initiatives team. This benchmark institution offered me full immersion in its strategic activities, through coordination meetings and exchanges with experts and partners. The trust placed in me enabled me to contribute to a number of structuring missions, notably as part of the Atlantic Dialogues Emerging Leaders program. This experience gave me a concrete understanding of the organization of international events and strengthened my skills in information management, coordination and strategic intelligence. I am deeply grateful to the team for their support."



SAFAA EL BACHIR

"My internship at PCNS was a turning point. This immersion enabled me to understand the day-to-day construction of research, by learning to exploit official and institutional data sources with rigor. I worked on the analysis of sectoral inflation in Morocco, a valuable opportunity to apply my academic knowledge in the field. Attending the Africa Economic Symposium and meeting world experts was also a huge source of inspiration. Over and above the technical aspect, I discovered a caring human environment. This experience has given me a clear view of my professional future and renewed motivation for my profession as an economist."



DEUAA BENCHEBTITH

"My experience at the Policy Center for the New South, in the Economics Research Department, was a milestone in my career. It enabled me to discover the world of work and the dynamics of a professional environment. Thanks to top-quality supervision, I learned to adapt, to be flexible and to develop essential skills such as rigor, commitment and a sense of responsibility. I also appreciated the warm welcome and professionalism of the team. This formative experience has given me confidence, motivation and openness."

Volunteer PROGRAM

The Policy Center for the New South's volunteer program provides a structured framework for young people to make an active contribution to major PCNS events, in areas ranging from operational support to communications and research promotion. This approach illustrates the Policy Center's desire to offer young people an immersive, hands-on experience, by involving them in the organization and deployment of high-level international conferences, enabling them to observe at close quarters the dynamics of dialogue, decision-making and the production of ideas at the heart of strategic thinking.



“

AYA EL ALAOUI

"Joining the 14th edition of Atlantic Dialogues as a volunteer was an inspiring and enriching experience. Joining the Atlantic Dialogues Emerging Leaders team enabled me to meet committed young people from 27 countries across Africa and the Atlantic Basin. Working with the organizing team taught me the importance of solidarity, patience and to be open-minded. During the conference, I was chosen to be part of the team in charge of the PCNS bookshop, which enabled me to interact with many of the participants. The experience was both a human and a professional learning experience."



“

ABDELLAH AKHSAY

"From my experience as a volunteer on the press team for the flagship event Atlantic Dialogues (AD), I understood that the event is a real succession of phases: work before, during and then after. We started work several days beforehand, with remarkable professionalism in preparing press releases and coordinating with journalists. The experience was like a simulation of the big AD event. Beyond professionalism, I perceived a deeply human dimension, with the conviction that human capital is essential to the success of any event."



“

OMAR KHALLOUQI

"Participating in the Atlantic Dialogues was a valuable opportunity and a very rewarding experience for me. My involvement with the team in charge of welcoming participants has enabled me to grasp the importance of details and the vital role of clear, effective communication. Thanks to the guidance of an attentive manager, I was able to evolve in a structured and motivating environment. I was also impressed by the level of organization at the Policy Center for the New South, particularly through the daily meetings and the rigorous coordination between teams. This experience has reinforced my motivation."



“

HIBA BENFKIRA

"Participating in the 14th edition of the Atlantic Dialogues was a particularly enriching experience, where I was able to contribute, in my own small way, to the success of this event, which brings together leaders and experts from diverse backgrounds. I worked in the Conference Room, where I was responsible for welcoming and orienting participants. As I was also present throughout the sessions, I had the opportunity to attend the exchanges between panellists, which enabled me to enrich my understanding of geopolitical issues. Being at the heart of these exchanges reinforced my belief in the importance of dialogue in a world marked by complex challenges."



“

**MOHAMED BADR
ERRHAOU**

"Volunteering at the Atlantic Dialogues wasn't just an exceptional experience that redefined my vision of volunteering. From day one, PCNS's immersive learning culture exceeded my expectations. We weren't treated as volunteers but rather as staff, in a welcoming and stimulating environment. I was lucky that the PCNS allowed us to operate and learn with flexibility, which opened up the opportunity for me to work with multiple teams on numerous tasks. Not only am I proud to have contributed to an event of such magnitude and importance but also lucky to have met and bonded with the people working there."



“

HIBA BENKHOUYA

"Participating in the Atlantic Dialogues as a volunteer with the Policy Center for the New South was a truly formative experience for me as a Master's student in Global Affairs. After following the conference for two years as an observer, being part of its organization allowed me to fully appreciate the scale, professionalism, and purpose behind this international platform for dialogue. Working with the multimedia team was especially impactful, as it gave me my first exposure to studio work, interviews, and real-time media production in a high-level policy environment. I learned a great deal about coordination, teamwork and strategic communication. Under the expert leadership of the PCNS team, I learned that the 'hidden work' of coordination is what brings a major international summit. What's more, I found a family in my fellow volunteers—passionate young Moroccans committed to a New Connected South."



“

ALAE EDDINE HABIBI

"As a student interested in international political economy, volunteering at the African Economic Symposium (AES) was the experience I was really hoping for. The experience was incredibly insightful, the environment was welcoming. During the Atlantic Dialogues, I had the chance to relive this experience with even greater engagement, reinforcing my exchanges and my attachment to the PCNS. In general, both experiences were very successful, and everyone felt included throughout the whole process. Volunteering with the PCNS is something I genuinely recommend to students in my circle, especially after witnessing the significant impact it has had on me."



“

YASSIR ZANEDI

"My volunteering during at the African Peace and Security Annual Conference was a privileged immersion in the heart of African diplomacy. Over and above the logistical demands of a high-level event, this experience enabled me to become part of the PCNS community and to benefit from benevolent and rigorous supervision by the entire staff. It was a unique opportunity to link my academic achievements to geopolitical realities, while consolidating my commitment to international cooperation."



“

WYDAD MESKINE

"Taking part in the African Peace and Security Annual Conference as a volunteer was a particularly rewarding experience. Working behind the scenes gave me a privileged insight into the running of an international conference, while bringing me into contact with researchers, experts and practitioners involved in issues crucial to the continent. The exchanges I attended reinforced my interest in issues of governance, regional cooperation and sustainable security, while confirming my desire to continue getting involved in initiatives that promote dialogue and the search for solutions for Africa."

BRIDGE



THE ATLANTIC DIALOGUES

THE ATLANTIC DIALOGUES

THE ATLANTIC DIALOGUES



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14th edition

ATLANTIC DIALOGUES

Under the High Patronage of His Majesty King Mohammed VI, the Policy Center for the New South organized the 14th edition of its annual flagship international conference, the Atlantic Dialogues, from December 11 to 13, 2025.

542

Participants

151

Speakers

72

Nationalities

11Plenary
Sessions



80%

Participants from
countries bordering
the Atlantic

71%

Represented
countries of the
South

42

Young professionals
and change actors

2000

Experts and practitioners
committed to promoting
the concept of the Wider
Atlantic

The 2025 edition took place in an international context marked by deep geopolitical rifts, accelerated technological transformations and an erosion of trust in institutions, offering a framework conducive to collective reflection on the future of international order.

True to tradition, the Atlantic Dialogues Emerging Leaders Program paved the way for the 14th edition of the Atlantic Dialogues, taking place during the four days preceding the main event. Through this edition, the Policy Center for the New South continued its commitment to training a new generation of Atlantic and African leaders by bringing together 42 young professionals and change-makers from 27 nationalities. Structured around an intensive program devoted to leadership, strategic thinking, and public policy development, the ADEL program once again contributed to strengthening the intergenerational dialogue at the heart of the Atlantic Dialogues.

Following on from this, the launch of the 12^e edition of the annual Atlantic Currents report, PCNS's flagship publication, structured the entry into the conference debates. This edition approaches the wider Atlantic as a strategic space of cooperation, interdependencies, and

shared governance in a fragmented international order, highlighting the emerging dynamics shaping contemporary Atlantic relations.

As part of this reading of the transformations of the Atlantic space, discussions explored the growing interconnection between security, the economy and climate issues, as well as the future of multilateralism, put to the test by polarizations and multidimensional crises. The exchanges also highlighted the new growth and resilience strategies needed to cope with global shocks, while underlining the key role of youth, connectivity and more inclusive and flexible Atlantic partnerships as essential levers for shaping collective responses to the challenges of our time.

Through this edition, the Policy Center for the New South consolidated the dynamics of an expanding Atlantic community, committed to transforming narratives and promoting the concept of the Wider Atlantic. By fostering inclusive exchanges and intellectual production rooted in the realities of the South, this edition gave rise to structuring exchanges highlighting the major recompositions at work in the Atlantic space and beyond.



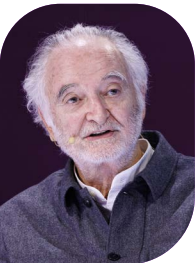
HIGHLIGHTS FROM KEY PANELS

In an international context marked by the recomposition of power balances and the acceleration of technological transformations, the Atlantic Dialogues 2025 provided a forum for strategic reflection on the conditions for a more stable and equitable order. Among the many sessions that punctuated this year's event, a number of exchanges particularly illustrated the main thrusts of the debate, linking human capital, regional sovereignty, partnerships and global governance.



CONVERSATION I

Navigating the Future of Learning and Work: Policy and Practice



Jacques Attali
President of Attali Associates.

The discussion began with the question of human capital. How can we prepare future generations for a world where artificial intelligence, inequality, and technological acceleration are redefining the rules of the game? Discussions on the future of learning and work revealed a worrying observation: education systems still too rooted in models from the past are struggling to train citizens capable of thinking, innovating and adapting. Jacques Attali stressed the urgent need to rethink education not as a simple adjustment, but as a redefinition of the very purposes of learning.



"A nation which has not enough engineers is a slave in the world of tomorrow"

he warned, pointing out that the issue goes beyond employability to touch on intellectual and technological sovereignty.

But sovereignty isn't just something that happens in the classroom. It is also built on a state's ability to project a strategic vision in its regional and international environments. In line with this, the discussions examined Morocco's role in the Atlantic region. Speakers highlighted how the Kingdom, through its stability and proactive diplomacy, is asserting itself as a bridge between Africa and the rest of the world. Youssef Amrani pointed out that recognition of the autonomy initiative and Morocco's reintegration into the African Union are levers for broader regional integration.

"The latest UN resolution on the Sahara not only brings stability, but it also complies with international standards and helps advance the resolution of the issue"

he asserted, illustrating Morocco's ambition to consolidate its position as a stabilizing player and force of proposal within the wider Atlantic.

CONVERSATION II

Morocco's Commitment to the Atlantic

Youssef Amrani

Ambassador of the Kingdom of Morocco to the United States



PLENARY III

**Rethinking Strategic
Maritime Corridors as Global
Commons**

**Ahmed
Reda Chami**
Ambassador of
the Kingdom of
Morocco to the
European Union



"Maritime corridors must be treated as common goods, transcending national sovereignty"

stressed Ahmed Reda Chami, calling for a shift from reactive security to anticipatory resilience. The example of Tanger Med illustrates how a strategic infrastructure can strengthen national competitiveness, while at the same time being part of a shared governance approach.

In an international order increasingly structured by asserted national interests, the question goes beyond infrastructure: it concerns the ability of regions to define their own priorities. Discussions on Africa's place in a fragmented world extended this reflection. Nathalie Delapalme and Mmusi Maimane stressed the need for the continent to clarify its interests, invest in its digital and energy capacities, and build flexible coalitions.

"Africa has just as much to teach as it has to contribute to the global landscape"

said Mmusi Maimane. The challenge is neither isolation nor automatic alignment, but strategic autonomy that enables us to diversify partnerships and transform constraints into opportunities.

**PLENARY VI**
**Africa in a Self-Interested
Global Order: Navigating
Alone?**

**Mmusi
Maimane**
President of
Build One
South Africa



PLENARY IX

**North-South Atlantic
Partnerships: Managing
Expectations and Realities**

**Leon
Bernardino**
Former Special
Representative
and Head of the
United Nations
Support Mission
in Libya



"We don't know how the new world will be, but we know it should be fairer"

asserted Leon Bernardino. He emphasized that the transition underway calls for a review of inherited conceptual frameworks, in a context where alignments are shifting, and certain players, such as the Gulf states, are redefining their positioning between North and South. In a fragmented international order, Atlantic partnerships must adapt to realities that are more fluid and less binary.

PLENARY X

**A Conversation Between
Think Tanks: Connecting
Regions, Building the Future****Karim
El Aynaoui**Executive
President of the
Policy Center for
the New South

Against this backdrop of fragmentation and recomposition, a cross-cutting question emerged: who creates the spaces where these conversations can take place? The panel dedicated to think tanks reminded us that these institutions play an essential role in providing safe, structured spaces for dialogue. Karim El Aynaoui emphasized that



"You don't win a revolution with your heart; you win it with your brain"

highlighting the responsibility of think tanks in producing useful and shared knowledge. Through initiatives such as the ADEL program, the Atlantic Dialogues are investing in the training of a generation capable of thinking about long-term transformations.

These reflections converged on a broader observation: the very nature of conflictuality is changing. In addition, reflections on the "weaponization of everything" highlighted a profound transformation in the mechanisms of power, now exercised through technologies, data, value chains, and narratives. Fonteh Akum, Juan Battaleme, and Hubert Védrine pointed out that the war in Ukraine acts as a gas pedal of deeper dynamics, including Sino-American rivalry and technological escalation.

"The main risk ahead lies in an uncontrolled escalation of technological confrontation, a form of 'technological savagery' where innovation outstrips governance capabilities"

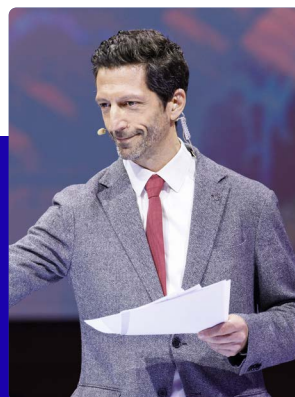
warned Hubert Védrine. The challenge is no longer simply to manage one-off crises, but to prevent a drift where innovation outstrips the collective capacity to regulate it.

**Hubert
Védrine**Former
Minister of
Foreign Affairs
in France

PLENARY XI

**The Weaponization of
Everything: From Bytes to
Bots to Beliefs**

The debates showed that contemporary challenges require an integrated approach, in which training, sovereignty, cooperation, and technological governance are inextricably linked. By structuring these conversations, the Atlantic Dialogues confirm their role as a strategic platform for thinking about and anticipating the reshaping of the international order.



THE ATLANTIC DIALOGUES, TOLD BY THOSE WHO SHAPE THEM



Sunjoy Joshi

President, Observer
Research Foundation
(ORF)

"A hyperconnected world is facing a breakdown in communication. Yet, in the midst of it all, we see a new, confident South emerging. A South that is cautious about narratives of power and control, about the great game of the new century. We participate in the **Atlantic Dialogues** because we believe that dialogue is not an option, but the only way to pull us all back from the edge of the abyss."



Massimo Khairallah

Director of International
Relations at the Med-Or
Foundation

"What really impressed me about the **Atlantic Dialogues** were the programs dedicated to emerging leaders. I found this program particularly interesting and unique.

I have never seen a program like this anywhere else in the world, and I'm really looking forward to taking part and listening to the young leaders again this year. They are very inspiring, and this type of program should be replicated everywhere, given how unique it is."



Suzi Barbosa

Former Minister
of Foreign Affairs,
International
Cooperation, and
Communities of Guinea-
Bissau

"**The Atlantic Dialogues** are an annual forum that brings together leaders from different countries in the North and South to discuss solutions for the Atlantic zone and the Atlantic area."



Ana Palacio

Former Minister of
Foreign Affairs of
Spain

"I have been attending the **Atlantic Dialogues** since the first edition, because it's a truly cutting-edge approach, right at the heart of current developments and transformations. As someone who often takes part in international conferences, what I take away from what I have heard is the density and richness of the lessons I have learned, quite frankly. I think this reflects the spirit of the Policy Center for the New South: this constant desire to be in the vanguard, always ahead of developments."



Margarita Gomez

Executive Director of
Southern Voice

"In a world marked by shifting balances of power and fragmented geopolitics, the **Atlantic Dialogues** are an essential bridge between continents, bringing together leaders, thinkers and innovators from Africa, the Americas and Europe".



Wessam El Beih

Regional Director, Middle
East and North Africa
at IDRC

"**The Atlantic Dialogues** are an event that brings together different players, connects the global South with the global North, and also supports South-South cooperation."

Scan the QR code to
watch the panel videos



9th edition**APSACO****AFRICAN PEACE AND
SECURITY ANNUAL
CONFERENCE**

● 19-20 june 2025, Rabat, Morocco

9th Edition**APSACO**African Peace and Security
Annual Conference



On June 19 and 20, 2025, the Policy Center for the New South organized the 9th Annual Conference on Peace and Security in Africa. The event, dedicated to promoting debate on peace and security issues on the continent, brought together policymakers, academics, civil society representatives and practitioners to discuss Africa's strategic positioning in global affairs.

Under the theme "Africa amid Global Uncertainties", the 2025 edition took place against a backdrop of profound transformation of the international order, marked by intensifying rivalries between great powers, the emergence of new security threats and geopolitical realignments. Against this backdrop, Africa faced major challenges, while at the same time enjoying growing opportunities to assert its role in global governance, security frameworks, and economic strategies.

Discussions focused on the continent's ability to respond to changing US policies, the competition for influence between traditional and emerging powers, and the strategic imperatives of a multipolar world. The resilience of African peace and security mechanisms, the effectiveness of defense policies and the development of an independent intellectual narrative were at the heart of the debates.

APSACO 2025 has thus encouraged proactive thinking on strengthening Africa's strategic resilience, consolidating governance institutions, and building a coherent vision for the continent's future.



The Presentation of the Annual Report on the Geopolitics of Africa 2025

The Policy Center for the New South has presented the 8th edition of its annual report on African geopolitics. Bringing together 30 authors from 13 nationalities, the Report offers an African reading of the electoral dynamics, conflicts, and global issues of 2024. This author-led presentation took place during a panel titled "Transitions, Tensions and Strategic Reconfigurations in Africa."



PANEL 1

AFRICA'S SUB-REGIONAL LANDSCAPE IN 2024

The African sub-regional landscape has been marked by tensions between regional integration and competing political alignments. This panel analyzed the increasing fragmentation of regional blocs, notably the split between the ESA and ECOWAS, and questioned the ability of African architectures to manage internal dissension while retaining their strategic role.



PANEL 2

SAHEL, LIBYA, GREAT LAKES: CONFLICT TRAJECTORIES IN A YEAR OF UNCERTAINTY

This panel examined the evolution of conflicts in the Sahel, Libya and the Great Lakes region in 2025. It highlighted persistent crises characterized by fragmentation of authority, militarization of politics, and transnational dynamics. Discussions assessed the limits of current peace frameworks and the prospects for renewed diplomatic engagement.



PANEL 3

RETHINKING COUNTERTERRORISM AND DEFENSE POLICIES IN AFRICA: FROM VISION TO CAPACITY

In the face of the expanding terrorist threat, this panel discussed the limits of strictly militarized approaches in Africa. It underlined the need for more comprehensive, sustainable and coordinated strategies, integrating multilateral cooperation, alignment of regional and international priorities, and a strengthening of African capabilities beyond security operations alone.



PANEL 4

OWNING THE STORY: AFRICA'S STRATEGIC AGENCY IN THE GEOPOLITICS OF IDEAS

This panel explored Africa's narrative sovereignty in the geopolitics of ideas. Panelists questioned how the continent can transcend external framing by asserting a credible intellectual voice. Discussions focused on the role of think tanks, universities, diplomats and civil society in constructing African narratives that influence global debates.



PANEL 5

COMPETING INFLUENCES: AFRICA AND THE NEW GEOPOLITICAL ORDER

Against a backdrop of global uncertainty and heightened rivalries, this panel assessed Africa's strategic positioning in the face of geopolitical recompositions, particularly after the return of Donald Trump. It analyzed how African states are recalibrating their external partnerships and whether they can articulate a common vision reconciling autonomy, influence and resilience.



PANEL 6

THE AFRICAN PEACE & SECURITY ARCHITECTURE IN THE FACE OF EMERGING THREATS

This panel analyzed the capacity of the African Peace and Security Architecture (APSA) to respond to emerging threats such as transnational terrorism, hybrid conflicts, and climate risks. Discussions focused on the need for structural reforms to enhance its operational effectiveness, improve regional coordination, consolidate early warning systems, and optimize crisis response mechanisms.



AFRICA ECONOMIC SYMPOSIUM

AES Africa
Economic
Symposium

● 14-15 July 2025 – Rabat, Morocco

The Policy Center for the New South organized the third edition of the Africa Economic Symposium (AES) on July 14 and 15, 2025, around the theme **"Bold Moves amid Global Shifts"**.





This symposium aims to establish itself as a major annual event on the continental level, bringing together leading economists, policy makers, and academics to compare African and international perspectives on the major challenges of macroeconomic management and the structural issues that have shaped the future of Africa's economic development.

Building on the success of previous editions (AES2023 and AES2024), which brought together almost 200 participants from 40 nationalities, this year's event continued to establish itself as a key forum for African economic dialogue.

At the heart of the symposium was the Policy Center's flagship Annual Report on the Economy of Africa, now in its sixth edition. Written by twenty leading experts, the report offered an in-depth analysis of the continent's economic dynamics at different scales and was an essential resource for the symposium's debates.

AES2025 offered the opportunity to present the new edition of the report and discuss its main conclusions. The program included six sessions organized around two thematic axes. The first, titled "Macroeconomic policy challenges", focused on inflation control, monetary stability, and fiscal sustainability in a context of rising debt levels.

The second axis, titled "Accelerating Africa's Economic Transformation: Trade, Connectivity and Finance," explored ways of strengthening the AfCFTA, developing economic corridors, mobilizing innovative financial mechanisms, such as central bank digital currencies, and rethinking development financing beyond traditional aid models.

Participants were invited to engage in stimulating, forward-looking exchanges on how Africa has boldly positioned itself in the face of profound changes in the global economy.



OVERVIEW OF THE SESSIONS



SESSION 1

MONETARY POLICY DECISIONS IN TIMES OF UNCERTAINTY

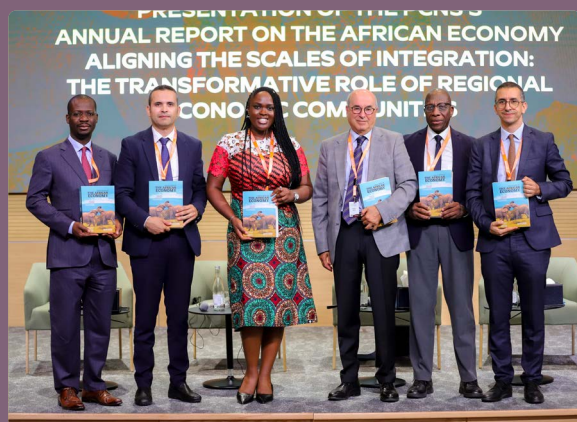
This session focused on the complex choices facing African central banks in a global context marked by economic and trade uncertainties. While inflation is receding in some countries, the question of the right time to ease key rates remains sensitive, due in particular to social pressures linked to the cost of living. Fragile reserves, high public indebtedness and limited transmission of monetary policies accentuate vulnerabilities. Discussions highlighted the importance of enhanced coordination between monetary and fiscal policies, as well as innovative tools to improve financial resilience.



SESSION 2

FISCAL POLICY CHALLENGES: NAVIGATING PUBLIC FINANCE MANAGEMENT AND DEBT SUSTAINABILITY

In this panel, the focus was on the growing tensions around fiscal policy in Africa, faced with persistent deficits, limited fiscal mobilization, and rising debt servicing. Reduced fiscal space is jeopardizing much-needed investment in infrastructure, social services, and climate adaptation. Increased reliance on more costly commercial borrowing exposes countries to greater exposure to external shocks. Discussions stressed the need for institutional reforms, credible fiscal rules, greater transparency and new debt resolution frameworks adapted to African realities.



SESSION 3

PRESENTATION OF THE PCNS'S ANNUAL REPORT ON THE AFRICAN ECONOMY

The 6th edition of the Policy Center for the New South's Annual Report on the African Economy explores the dynamics of regional integration through a comparative analysis of ECOWAS and SADC (Southern African Development Community). The report, produced by African experts, examines how their distinct institutional trajectories influence continental integration. It highlights the structural challenges and transformative potential of regional cooperation to strengthen Africa's economic resilience. Essential reading for decision-makers and economic players committed to building a united and prosperous Africa.

**SESSION 4****AFCTA AT CROSSROADS: INTEGRATION IN AN AGE OF FRAGMENTATION**

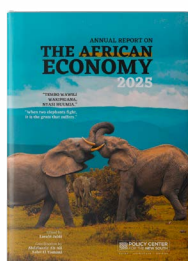
This session explored the prospects and obstacles of the African Continental Free Trade Area in a context of global fragmentation. While the AfCFTA represents a major opportunity to boost productivity, foster industrialization, and develop regional value chains, its implementation remains hampered by non-tariff barriers, infrastructure deficits, and uneven institutional capacity. Discussions highlighted the importance of strong governance mechanisms, effective policy coordination, and equitable adjustment measures to ensure that all member states benefit fully from integration.

**SESSION 5****ECONOMIC CORRIDORS AS CATALYSTS FOR GROWTH**

This session highlighted the strategic importance of economic corridors in reducing the high costs of intra-African trade and resolving infrastructure deficits. By connecting regions through coordinated investment in transport, trade facilitation and regulatory harmonization, these corridors can enhance competitiveness and strengthen continental integration. However, their success depends on overcoming implementation challenges: cross-jurisdictional coordination, sustainable financing, and inclusive governance. Discussions stressed the need for complementary policies to ensure that the benefits extend beyond the major economic hubs.

**SESSION 6****BEYOND AID: NEW FRONTIERS IN DEVELOPMENT FINANCE**

The panelists in this session addressed the transformation of development financing in Africa, as traditional public aid declines in response to shifting global priorities. Faced with the risks of dependency, discussions highlighted the urgent need to mobilize more domestic resources, reform tax systems, combat illicit financial flows, and enhance investment attractiveness. Innovative instruments such as local capital markets, public-private partnerships, and diaspora transfers were identified as essential levers. The central challenge remains to guarantee inclusive financing, aligned with national and regional priorities.

**ACCESS
THE REPORT**

STRATEGIC DIALOGUES

12 May 2025
Paris, France

24 October 2025
Rabat, Morocco



Since 2016, the HEC's Centre de Géop Center for Geopolitics and the Policy Center for the New South have co-organized the "Strategic Dialogues", a biannual platform aimed at providing an interactive, policy-oriented framework for exchange. The fruit of a partnership between two think tanks committed to scientific and multidisciplinary dialogue, this initiative contributes to the production of relevant analyses on major issues for Europe and Africa. The format enables decision-makers, experts, researchers and practitioners to compare their perspectives on two complementary themes, one global and the other regional.

THE XVIIITH EDITION OF THE STRATEGIC DIALOGUES

The XVIIIth edition of the Strategic Dialogues took place on May 12, 2025 at the **HEC Campus** in Paris, and focused on two sessions: "Iran and the reconfiguration of the Middle East" and "Protean wars in Africa: the case of Sudan".



The first session analyzed Iran's changing role in a Middle East profoundly transformed by the war in Gaza, heightened rivalries and recompositions of alliances. The second focused on Sudan as an illustration of the complexity of African conflicts, marked by the entanglement of internal dynamics, external interference and major humanitarian and regional consequences. The discussions resulting from these seminars have given rise to Policy Papers that have been brought together in a joint publication, in order to share the lessons learned with all interested stakeholders.



THE XIXTH EDITION OF THE STRATEGIC DIALOGUES

The XIXth edition of the Strategic Dialogues was held in Rabat on October 24, 2025, and dealt with the following themes: "Recompositions et dynamiques croisées en Asie du Sud-Ouest: Focus sur l'Iran, l'Afghanistan, le Pakistan et l'Inde" and "Nouvelles perceptions de l'Afrique dans les stratégies internationales".



Discussions highlighted the persistent geopolitical tensions and emerging dynamics structuring South-West Asia, in a context marked by the rise of block logics, competition between regional and global powers, and the multiplication of non-state actors. On the other hand, discussions focused on the strategic re-qualification of Africa in international strategies, underlining the growing interest of major powers in the continent in terms of resources, security projection and diplomacy of influence. These debates also questioned the ability of African players to assert their priorities and transform their recompositions into levers of autonomy and balanced partnership.



30th EDITION OF SIEL 2025

- April 30 to May 10, 2025, Rabat, Morocco

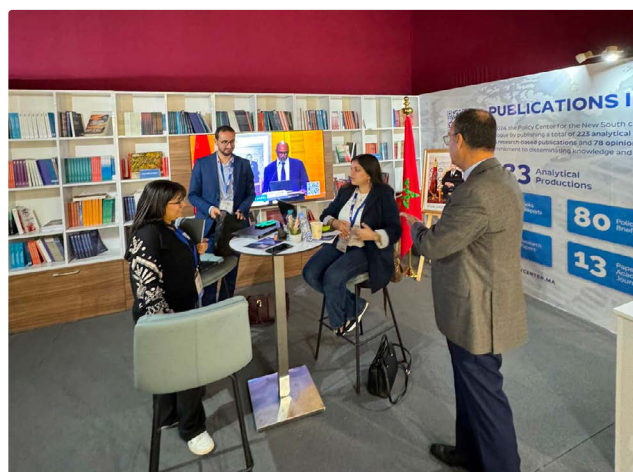


PCNS took part in the 30th edition of the **Salon international du livre et de l'édition (SIEL)**, held in Rabat from April 30 to May 10, 2025. Throughout the event, participants were invited to discover a selection of the Policy Center's emblematic publications and to exchange views with its experts and researchers.



The Policy Center for the New South reaffirmed its commitment by organizing an exclusive conference on reforming the Family Code in line with new societal values. Moderated by Abdessalam Jaldi, Senior Specialist in International Relations at PCNS, the conference featured two speakers: Nouzha Chekrouni, Senior Fellow at PCNS and Atifa Timjerdine, Vice-President of the Association Démocratique des Femmes du Maroc.

The conference provided an opportunity to analyze the progress of the reform process, identify current issues and consider ways of improving the future.



The future of the World Bank Group and the International Monetary Fund

6-7 February 2025
Rabat, Morocco

The PCNS and the Group of External Advisors for the BWI (Bretton Woods Institution) Initiative at 80 co-organized a two-day consultation on the future of the World Bank Group and the International Monetary Fund (IMF) in Rabat on February 6 and 7, 2025. The event was part of the celebrations marking the 80th anniversary of the Bretton Woods Conference and aimed to rethink the role of these institutions in the face of global challenges, particularly in Africa and the Middle East.

Bringing together experts from 19 countries (including 13 from Africa), discussions focused on multilateralism, economic transformation and sustainable development, led by figures such as Sri Mulyani Indrawati (Indonesian Finance Minister) and Mark Malloch-Brown (former UN Deputy Secretary-General). The PCNS has made it possible to integrate African perspectives into the reforms of international financial institutions.



Reshaping U.S. Economic Engagement in Africa: Perspectives and Expectations

24 February 2025
in hybrid

The year 2025 promised to be decisive for economic and diplomatic relations between the two continents, marked by major transformations: South Africa's presidency of the G20, the imminent implementation of the African Continental Free Trade Area, the election of new leaders to the African Union Commission and the African Development Bank Group, and the expiry of the African Growth and Opportunity Act (AGOA).



As part of this effort, on February 24, the Atlantic Council Africa Center and the Policy Center for the New South co-hosted a discussion on U.S.-Africa economic priorities under the Trump administration.

This hybrid event provided a platform for exploring opportunities for enhanced cooperation, trade and investment between the United States and Africa, against a backdrop of profound economic and societal change.



2nd Dialogue-Seminar on Elections and Democracy in Africa

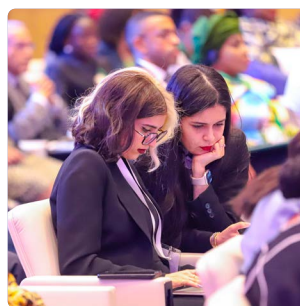
Inclusive Governance: Amplifying Women's Leadership in African Electoral and Democratic Processes

22 April 2025
Rabat, Morocco

The African Union Department of Political Affairs, Peace and Security (AU PAPS) and the Policy Center for the New South co-hosted the 2nd Dialogue-Seminar on Elections and Democracy in Africa, entitled "Inclusive Governance: strengthening women's leadership in African electoral and democratic processes". This event, held on the sidelines of the 4th AU Election Observer Training, explored ways to promote and consolidate women's participation in democratic institutions and electoral processes in Africa.



Discussions focused on the link between sound legal frameworks, sustainable political commitment, regional institutional support and empowered grassroots movements, in order to create an environment conducive to women's effective participation in democratic processes. The event underlined the need for continued action to ensure that women play a central role in Africa's political future.



PCNS and the UN Economic Commission for Africa launch the Economic Report on Africa 2025 (ERA)

25 April 2025
Rabat, Morocco

The Economic Report on Africa (ERA) is a flagship publication of the United Nations Economic Commission for Africa (ECA), offering in-depth analysis of the continent's economic dynamics and public policy recommendations for sustainable, inclusive growth.



The 2025 edition, entitled "Advancing the Implementation of the Agreement Establishing the African Continental Free Trade Area: Proposing Transformative Strategic Actions", highlights the advances and challenges linked to the implementation of the AfCFTA, while identifying the levers needed to accelerate its application. Against this backdrop, the ECA Office for North Africa and the Policy Center for the New South co-hosted the launch of the report in Morocco, providing a forum for exchange around its lessons and their relevance for Morocco and the North African region.



IMF Fiscal Monitor – Analytical Chapter

Public Sentiment Matters: The Essence of Successful Energy Subsidies and Pension Reforms

28 April 2025
Rabat, Morocco

On April 28, the PCNS hosted a closed-door roundtable dedicated to the presentation of the analytical chapter of the IMF Public Finance Monitor, entitled "Public Sentiment matters: The Essence of Successful Energy Subsidies and Pension Reforms".



Discussions focused on the decisive role of public sentiment in the success of fiscal reforms, which are essential to reducing fiscal vulnerabilities and promoting inclusive growth. Using innovative tools for analyzing the acceptability of reforms, the discussion highlighted the importance of communication, the timing of reforms and institutional confidence, while examining the lessons applicable to the Moroccan context.



Migration trends and mobility in Africa: In Between Freedom of Movement of People and Protectionism

29 April 2025
Rabat, Morocco

On April 29, the Policy Center for the New South, in partnership with Konrad-Adenauer-Stiftung (KAS) - Ethiopia/African Union Office and KAS Morocco, organized a meeting devoted to migration dynamics and mobility in Africa, between freedom of movement and protectionist logics.



Discussions analyzed current trends in intra-African migration and its role in achieving the African Union's Agenda 2063. While mobility is still largely approached from a security angle, the discussions highlighted its contribution to economic integration, particularly in the context of the AfCFTA. Drawing on the Moroccan experience, experts and practitioners examined the challenges of regular migration, labor mobility and the levers for maximizing socio-economic benefits.



EuroMeSCo Consultation Circles on the New Pact for the Mediterranean: Consulting Southern Partners

13-14 May 2025
Rabat, Morocco

On May 13 and 14, the Institut Européen de la Méditerranée (IEMed) and the Policy Center for the New South hosted the EuroMeSCo Consultation Circles in Rabat on the New Pact for the Mediterranean, aimed at involving partners from the South in the reflection process.



The consultation provided a framework for structured dialogue between public decision-makers, researchers, civil society players and private sector representatives from North Africa. Discussions focused on three key areas for the region's long-term development: stimulating economic growth through trade and investment; empowering young people by matching skills, employment and mobility; and promoting sustainable transitions based on low-carbon food systems, sustainable water management and environmental resilience.



Atlantic Africa between integration ambitions and implementation strategies

22 May 2025
Rabat, Morocco

The Policy Center for the New South organized the second edition of its conference-debate on the strategic stakes of Atlantic Africa's maritime spaces, under the theme "Atlantic Africa: integration ambition and operationalization process". The event analyzed geopolitical dynamics, cooperation mechanisms (such as the Atlantic African States Process and the opening-up of the Sahel), as well as the region's economic and strategic opportunities.



Four panels structured the discussions:

1. building a unifying identity for Atlantic Africa ;
2. maritime governance and knowledge of marine environments ;
3. the blue economy and connectivity as growth drivers ;
4. structuring projects (Nigeria-Morocco gas pipeline, port infrastructure).

Bringing together experts, academics and practitioners from African countries bordering the Atlantic and the Sahel, the conference put forward concrete solutions for joint integration and sustainable development of the African Atlantic area.



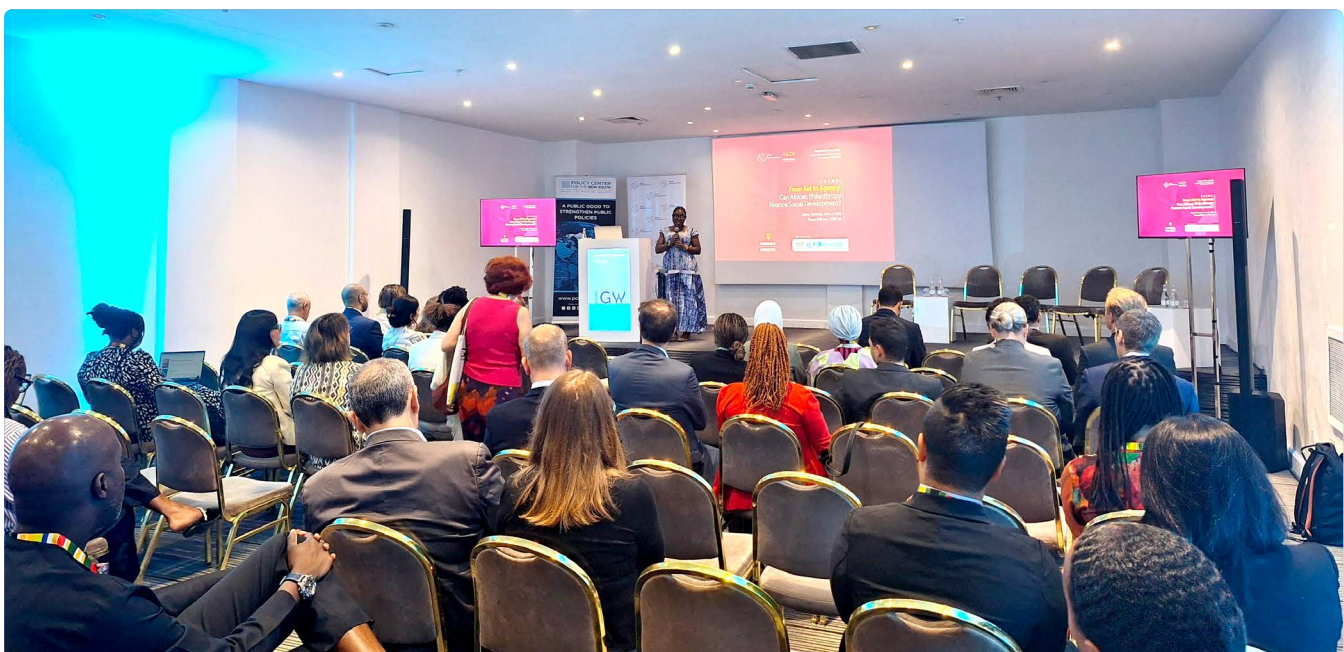
From aid to Agency: can African philanthropy finance social development?

3 June 2025
Marrakech, Morocco

As part of the Ibrahim Governance Weekend 2025, the African Philanthropy Forum (APF), in partnership with the Policy Center for the New South and the Organisation for Economic Co-operation and Development (OECD), organized a regional dialogue in Marrakech on the role of African philanthropy in financing social development. The event brought together philanthropists, donors, development professionals and civil society players to discuss changes in financing methods, against a backdrop of declining foreign aid.



Discussions put into perspective new social needs linked to demographic transformations, youth employment, gender equality, climate resilience and digital inclusion. The event examined the levers for mobilizing and structuring African philanthropic resources to support sustainable, self-reliant development trajectories.



Optimizing Water Demand in Morocco: Assessment and Prospects for Sustainable Management

3 June 2025
Rabat, Morocco

In collaboration with Agence Française de Développement (AFD), the German Development Bank or Kreditanstalt für Wiederaufbau (KfW) and the European Union (EU), the PCNS organized a meeting on June 3, 2025, devoted to the challenges of water management in Morocco, under the theme "Optimizing water demand in Morocco: assessment and prospects for sustainable management".



Structured in two complementary sequences, the event first marked the closure of the Performance Improvement Program (PAP II) of the Office national de l'électricité et de l'eau potable (ONEE), aimed at optimizing production and network efficiency, as well as improving the Office's technical performance. The second session was devoted to a thematic exchange on water demand management, providing a framework for reflection on how to better manage and control usage in the face of growing pressure on water resources.



Sahel meeting and workshop on violent extremism

22 October 2025
Rabat, Morocco

On October 22, 2025, the Policy Center for the New South and the CMI - Martti Ahtisaari Peace Foundation co-hosted a roundtable in Rabat on violent extremism in the Sahel, focusing on mapping threats and adapting responses. Discussions took stock of security dynamics marked by the geographical expansion of non-state armed groups and the growing sophistication of their modus operandi.



Discussions highlighted the limits of exclusively military responses and the need for integrated approaches combining security action, institutional presence, public services and community dialogue. Particular attention was paid to the information aspect, which has become a central lever for radicalization and destabilization.



MOBILIZING POLICY CENTER EXPERTISE AT KEY EVENTS

In 2025, PCNS's involvement extended far beyond its own conferences and events. Our researchers and Senior Fellows contributed to over 20 external events such as forums, roundtables and conferences addressing major issues such as energy, food security, safety, defense and migration.

These participations have enabled us to produce reports and analyses on strategic issues, mobilizing a diversity of experts from think tanks, international organizations, and the public and private sectors, in a collaborative approach.

School for Think Tankers 2025

On Think Tanks



Lilia Rizk, Chargée de Mission to the Executive President, Policy Center for the New South

Global Forum 2025 - Reimagining the Education of Humanity for the Third Millennium

Azim Premji University



Abdallah Saaf, Senior Fellow, Policy Center for the New South

Innovation and Industrial Policy in China: Global Responses and New Analytic Tools

UC Institute on Global Conflict & Cooperation (IGCC)



Abdelaziz Ait Ali, Head - Research in Economics, Policy Center for the New South

Ukraine-Arab Expert Platform

CMI Martti Ahtisaari Peace Foundation



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

Mediterranean Alliance of Think Tanks on Climate Change

ECCO Think Tank, IMAL Initiative for Climate and Development, Sefia Sustainable Economics and Finance Association, Stanley Center for Peace and Security



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

Green Hydrogen Industry Forum

Economie Entreprises Live



Rim Berahab, Senior Economist, Policy Center for the New South

Maghreb-Sahel Dialogue

The Konrad Adenauer Stiftung
Regional Program Political
Dialogue South Mediterranean
(KAS PoDiMed)



Aomar Ibourek, Senior Fellow,
Policy Center for the New South

Expert Group Meeting (EGM) on the Industrial Development Report (IDR) 2026

The United Nations Industrial
Development Organization
(UNIDO)



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

Les Rencontres économiques d'Aix-en-Provence

Le Cercle des Economistes



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



Oumayma Bourhriba, Senior
Economist, Policy Center for the
New South

Youth Employment in Focus: Lessons from Morocco on Bridging the Skills Gap

The World Bank



Tayeb Ghazi, Senior Economist,
Policy Center for the New South

The VII Atlantic Centre Seminar

The Atlantic Centre



Fahd Azeroual, Economist, Policy
Center for the New South

Closed door: Informal Dialogues on future of global governance - with 20 OECD member states and European Think Tanks

The UK Government Foreign
Office



Len Ishmael, Senior Fellow,
Policy Center for the New South

19th Annual Scientific Conference under the theme: "Enhancing the Competitiveness of Arab Economies amid Regional and Global Developments – ASFER

The Arab Society for Economic
Research (ASFER)



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

6th Annual Retreat of the Forum of African Diplomats in Addis Ababa (FADAA) - The African Union: Strategic Positioning in a Transforming Global System

The Institute for Security Studies



Larabi Jaïdi, Senior Fellow,
Policy Center for the New South

2nd PDM Seminar 2025: Comparative Perspectives on Crisis Management and Disaster Risk Reduction

the Graduate School of Societal
Safety Sciences at Kansai
University



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

OUR PARTNERS AROUND THE WORLD 2025

AFRICA

CAMEROON

- NKAUFU POLICY CENTER

EGYPT

- Anna Lindh Foundation
- Arab Society for Economic Research (ASFER)
- Egyptian Center for Economic Studies (ECES)

ETHIOPIA

- African Network of Think Tanks for Peace (NeTT4Peace)
- African Union Development Agency (AUDA-NEPAD)
- African Union Political Affairs, Peace and Security (PAPS)
- KAS Ethiopia
- United Nations Economic Commission for Africa (UNECA)

GHANA

- African Center for Economic Transformation (ACET)
- African Think Tank Platform – Bridge Consortium
- Kofi Annan International Peacekeeping Training Centre (KAIPTC)

KENYA

- KAS Regional Program Economy Africa

MALAWI

- African Institute for Development Policy (AFIDEP)

MOROCCO

- Al Akhawayn University (AUI)
- Association les Citoyens
- Club Moroccan Diplomatic Society (MDS-FGSES)
- Conseil Économique social et environnemental (CESE)
- École des Sciences de l'Information (ESI)
- Économie & Entreprises LIVE (E&E Live)
- ENCG Hoceima
- ENCG Tangier
- ENSA Hoceima
- Faculté des Sciences Techniques Fkih Ben Saleh
- Fondation du Forum d'Assilah
- Food and Agriculture Organization Rabat (FAO)
- High Commission for Planning (HCP)
- Initiative for Climate and Development (IMAL)
- Institute for Research in Solar Energy and New Energies (IRESEN)
- International Book and Publishing Fair (SIEL)
- KAS Morocco-Mauritania
- Mohammed VI Polytechnic University (UM6P)
- Morocco Innovation and Evaluation Lab (MEL)
- National Crime Observatory (OMC)
- OCP Foundation
- Reconstruction Loan Corporation in Morocco (KfW)
- The Geology and Sustainable Mining Institute (GSMI)
- UM6P-J-PAL Agriculture Lab for Africa (UJALA)
- United Nations Population Fund (UNFPA)
- Youth Policy Center (YPC)

MALI

- Forum de Bamako

MAURITANIA

- Chinguitt Modern University

NIGERIA

- African Philanthropy Forum
- Institut international d'agriculture tropicale (IITA)

RWANDA

- Embassy of Rwanda in Morocco

SOUTH AFRICA

- African Philanthropy Forum (APF)
- Global Institute for Transitions (GI4T)
- Institute for Global Dialogue (IGD)
- Institute for Pan-African Thought and Conversation (IPATC)
- South African Institute of International Affairs (SAIIA)
- New South Institute (NSI)

SENEGAL

- National School of Statistics and Economic Analysis (ENSAE)

TUNISIA

- KAS PolDiMed
- Strategic Alliances Latin America Meeting Africa (SALMA Dialogue)

ZAMBIA

- Africa Network of Agriculture Policy Research Institutes (ANAPRI)

ASIA

CHINA

- Academy of Global Food Economics and Policy (AGFEP)
- Center for International Knowledge Development (CIKD)
- Chinese Academy of Social Sciences (CASS)
- Chinese Institute of Hong Kong (Cihongkong)
- Embassy of The People's Republic of China in Morocco

INDIA

- Indian Council for Research on International Economic Relations (ICRIER)
- Research and Information System for Developing Countries (RIS)
- Observer Research Foundation (ORF)

JAPAN

- Japan Center for Moroccan Studies (JCMS)

SAUDI ARABIA

- Saudi Arabia's Ministry of Industry and Mineral Resources

UNITED ARAB EMIRATES

- Arab Youth Council
- ORF Middle East
- Trends Research & Advisory (TRENDS RA)
- VISA

EUROPE

AUSTRIA

- United Nations Industrial Development Organization (UNIDO)

BELGIUM

- Bruegel
- ECDPM
- Embassy of Belgium in Morocco

FINLAND

- Martti Ahtisaari Peace Foundation Crisis Management Initiative (CMI)

FRANCE

- CGIAR
- Embassy of France in Morocco
- French Development Agency (AFD)
- HEC Paris
- Institute for Strategic Research (IRSEM)
- International Water Resources Association (IWRA)
- Mediterranean Foundation for Strategic Studies (FMES)
- The Circle of Economists

HUNGARY

- Embassy of Hungary in Morocco

GERMANY

- Crisis Simulation for Peace (CRISP)
- German Council on Foreign Relations
- German Institute for International and Security Affairs (SWP)
- German Society for International Cooperation (GIZ)
- Herte School of gov
- Thunen Institute of Market Analysis
- United Nations Framework Convention for Climate Change (UNFCCC)

ITALY

- European University Institute (EUI)
- Italian Chamber of Deputies
- Italian Institute for International Political Studies (ISPI)
- Fondation MedOr
- The Italian Climate Change Think Tank (ECCO)

NETHERLANDS

- French Alliance of The Hague
- SPIL (University of Netherlands)

POLAND

- Institute for the Development of Cities and Regions (IRMiR)

PORTUGAL

- Atlantic Centre

SLOVAKIA

- GLOBSEC

SPAIN

- Embassy of Spain in Morocco
- European Institute of the Mediterranean (IEMed)
- IE University
- The Council for Mediterranean Diplomacy (Diplomeds)

SWEDEN

- International Institute for Democracy and Electoral Assistance (International IDEA)

SWITZERLAND

- Embassy of Switzerland in Morocco
- SICPA
- World Economic Forum (WEF)

UKRAINE

- Embassy of Ukraine in Morocco

UNITED KINGDOM

- Apolitical
- Bourse & Bazaar Foundation
- Chatham House
- Embassy of the United Kingdom in Morocco
- King's College
- Mo Ibrahim Foundation
- On Think Tanks (OTT)
- Overseas Development Institute (ODI)
- University of London – London

EURASIA

RUSSIA

- School of World Economy

TURKIYE

- Sustainable Economics and Finance Association (SEFiA)

MIDDLE EAST

LEBANON

- Issam Fares Institute (AUB)
- The Policy Initiative (TPI)

OMAN

- Center for Strategic and Defense Studies

PALESTINE

- Palestinian Research Center (PRC)

QATAR

- Doha Forum
- Middle East Council on Global Affairs (ME Council)

NORTH AMERICA

CANADA

- International Development Research Centre (IDRC)

UNITED STATES

- American Council of Young Political Leaders (ACYPL)
- Atlantic Center Africa Center
- Bank of America
- Center for Global Development (CGD)
- Gates Foundation
- German Marshall Fund of the United States (GMF)
- Henry L. Stimson Center (Stimson Center)
- International Monetary Fund (IMF)
- UC Institute on Global Conflict & Cooperation (IGCC)
- United Nations Development Programme (UNDP)
- United Nations Information Center (UNIC)
- World Bank Group

MEXICO

- COMEXI

SOUTH AMERICA

PERU

- Southern Voice

BRAZIL

- Brazilian Center for International Relations (CEBRI)
- Brazilian Defense College (ESD)
- Embassy of Brazil in Morocco

MULTIMEDIA

In 2025, the PCNS continued to play a central role as a multimedia platform, highlighting expert perspectives on major national and international issues. Through its flagship programs, shows, podcasts, and interviews, the Policy Center produced accessible analyses that enabled the public to better understand the complexity of global dynamics.

LES MARDIS
DU PCNS

39
EPISODES

AFRICAFÉ

04
EPISODES

PODCASTS

60
EPISODES

INTERVIEWS

39
INTERVIEWS



Subscribe to our YouTube channel:
@PolicyCenterfortheNewSouth

les MARDIS DU PCNS



Les Mardis du PCNS, the Policy Center for the New South's flagship Arabic-language program, has become a weekly fixture, offering insight into Morocco's economic, social, cultural and geopolitical issues. Programming covered a wide range of topics, from finance and digital inclusion to energy transition, legislative and educational reform, international relations, culture, public health and the maritime economy. In 2025, some episodes achieved audience records, illustrating the public's growing interest in rigorous, accessible analysis. The program thus consolidates its position as a major intellectual platform, contributing to the dissemination of specialized knowledge among Arabic-speaking citizens.



The Policy Center for the New South's bimonthly Africafé program is a dynamic and accessible space of reflection dedicated to analyzing the major issues facing the African continent. Africafé brings together researchers, experts and practitioners to discuss contemporary issues, from regional security and economic integration to the governance of African organizations and social and environmental challenges. The program aims to provide audiences with clear reading keys and substantiated perspectives. By fostering an informed and engaged dialogue, Africafé enriches public debate and consolidates the Policy Center's mission to contribute to a better understanding of African dynamics in a changing world.



In 2025, the Policy Center for the New South's podcasts provided a privileged platform for deciphering the major issues affecting Africa and the world. Through discussions led by experts and researchers, these episodes addressed global geopolitical dynamics, regional security and peacekeeping operations in Africa, while exploring economic and financial transitions, including digital transformation and de-dollarization strategies. They also highlighted climate and energy challenges, environmental governance and energy justice for the global South, as well as migration and African policy issues, offering key insights into public policy and international collaborations. The podcasts also addressed specific socio-economic issues, such as the impact of crises on African trade, regional competitiveness and great-power rivalries, illustrating PCNS's role in disseminating strategic analyses and promoting informed debate on contemporary transformations. Over the year 2025, the podcast audience reached 13,000 listeners.



INTERVIEWS



In 2025, the Policy Center for the New South's Special Programs played a central role in the dissemination of multimedia content, bringing the analysis and debates arising from the Center's major events and conferences to the public. These formats are an extension of academic reflection and expert exchanges, offering a complementary blend of expertise, dialogue and public debate. Designed according to rigorous editorial standards, these productions guarantee a plurality of perspectives and contextualization, while tackling themes such as governance, regional security, economic development, social protection and narrative issues.

THE "PTX VISIONARIES" SERIES

Launched in October 2025 by the Policy Center for the New South, PTX Visionaries offered a strategic overview of Morocco's role in the global green hydrogen economy and energy transition. Through three episodes, the series explores Morocco-European cooperation to develop a competitive hydrogen economy, moving from vision to implementation via innovation, infrastructure and talent, and the national energy transition as a lever for sovereignty, competitiveness and social inclusion. It highlights Morocco's positioning as a regional hub and strategic bridge between Africa and Europe for clean energies, while combining political, industrial and social perspectives.



PCNS WEBINARS

In November 2025, the Policy Center for the New South's webinar series on social protection explored lessons from Latin American experiences to inform the structural reforms underway in Morocco, notably the generalization of medical coverage and the Unified Social Register (RSU). Through an analysis of the Brazilian, Mexican and Chilean models, the webinar series highlighted the institutional and operational mechanisms and impacts on poverty reduction, while identifying levers that can be transposed to the Moroccan context, such as digitization, targeting and articulation with economic inclusion. Designed as a platform for dialogue, it also addressed cross-cutting issues such as the inclusion of vulnerable populations, fiscal sustainability and adaptation to economic and climatic shocks.



DIGITAL

In 2025, PCNS reached an important milestone in its digital commitment, almost doubling its website audience to 3.6 million visitors. This progression illustrates the think tank's determination to advance the debate on public, economic and social policies in Morocco and Africa.

A benchmark institution in the global South, the Policy Center is strengthening its regional and continental influence through a global digital strategy based on proactive communication on social networks, optimized referencing and diversified formats: research, podcasts and videos.

This momentum has raised PCNS's profile nationally and internationally, engaging a wider audience in key development issues.

In 2025, the digital ecosystem was enriched by a presence on Bluesky and the launch of a WhatsApp channel, enabling us to reach new audiences and distribute our publications and news more directly.

SOCIAL MEDIA FIGURES

+99.5 K

FOLLOWERS ON SOCIAL NETWORKS



To follow us online:



PRESS

Throughout the year, the PCNS has contributed to public debate and has established itself as one of the most credible sources in the national and international press. Its visibility in media outlets recognized as global benchmarks reflects its acknowledged intellectual leadership and strengthens the PCNS's position as a platform for strategic reflection, committed to disseminating the ideas and voices of the New South.

2,9K

Press Mentions

49

Newsletters

20

Press Releases

11

Special Files

02

Summer Readings

MEDIA REACH

2 895

Total mentions

International
17,9 %

National
82,1 %

1265

media mentions of
our conferences

688

Atlantic Dialogues

507

quotes from
written analyses



742

Experts
mentions

56

Headlines in
the press

99%

Positive tone

Media coverage across six major regions of the world.



North America



Europe



Asia



South America



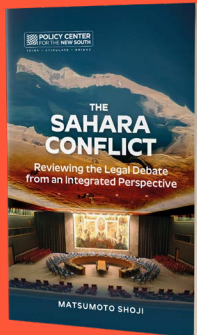
Africa



Australia

WRITTEN WORKS THAT HAVE SPARKED THE MOST MEDIA DEBATE

National



BOOK

**The Sahara Conflict:
Reviewing the Legal
Debate from an
Integrated Perspective**

by Matsumoto Shoji,
Senior Fellow at the PCNS

International



OPINION

**Africa's Minerals Will
Shape the Future of
Global Power**

By Otaviano Canuto,
Senior Fellow, and Sabrine
Emran, Senior Economist
At the PCNS

INSTITUTIONAL RECOGNITION

The presentation, held at the Brazilian Senate, in front of an audience of prominent figures from various fields, of the book "**MOROCCO-BRAZIL RELATIONS: A Multidimensional Atlantic Partnership**", which focuses on the strategic partnership between Morocco and Brazil, received widespread coverage both countries' media outlets.



PCNS AT MAJOR NATIONAL EVENTS

Throne Day



Rida Lyammouri on Al Aoula



Mohammed Loulichki on Medi1 TV

The Green March



Fathallah Oualalou on Al Aoula



Khalid Chegraoui on Al Aoula

Reaffirmation of U.S. Support for Morocco's Sovereignty over the Sahara



Driss Alaoui Belghiti on Al Aoula & 2M

Sahara and South Africa



Abdelhak Bassou on le 360

Topics with the most media attention



PCNS's media presence



Senior FELLOWS

THE SENIOR FELLOW WHO JOINED US IN 2025



IAN O. LESSER

Distinguished Fellow & Advisor to
the President of German Marshall
Fund of the United States -
Etats-Unis



JALAL ABDEL-LATIF

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



HISHAM AIDI

Professor at Colombia
University (SIPA) - USA



**NEZHA ALAOUI
M'HAMMDI**

Ambassador of Morocco to
Ethiopia and Djibouti - Ethiopia



**EDUARDO AMARAL
HADDAD**

Professor at University
São Paulo - Brazil



MINA BALIAMOUNE

Professor at the University
of North Florida - USA



ABDELHAK BASSOU

Former Director of the Moroccan
Royal Police Institute - Morocco



FERID BELHAJ

Former Vice President of the World
Bank for the Middle East and North
Africa - Tunisia



DOMINIQUE BOCQUET

Former Minister Counselor at the French
Delegation to the OECD, Professor at Sciences
Po and INSP - Paris, France



MOUNIA BOUCETTA

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



OTAVIANO CANUTO

Former Executive Director
at the IMF - Brazil



KHALID CHEGROUI

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



NOUZHA CHEKROUNI

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



**ALFREDO DA GAMA E
ABREU VALLADÃO**

Professor at Sciences Po Paris
- France



CHRISTIAN DE BOISSIEU

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



MARCUS VINICIUS DE FREITAS

Professor at Fondation Armando
Alvares Penteado - Brazil



HINH DINH

Senior Research Fellow at
University of Indiana - USA



M'HAMMED DRYEF

Former Wali of Casablanca,
Fez and Laayoune - Morocco



KARIM EL AYNAOUI

Executive President, Policy
Center for the New South - Morocco



RACHID EL HOUDAIGUI

Full Professor at Mohammed VI
Polytechnic University - Morocco



HELVETTE GEMAN

Professor at John Hopkins
University - UK



HAFEZ GHANEM

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



AOMAR IBOURK

Professor at Cadi Ayyad University - Morocco



LEN ISHMAEL

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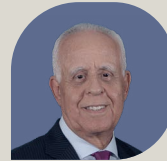
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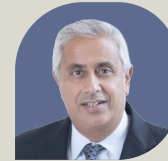
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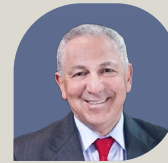
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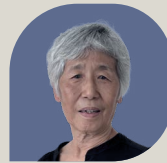
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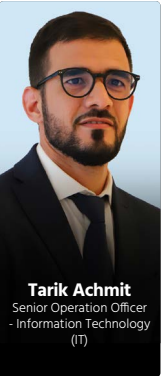
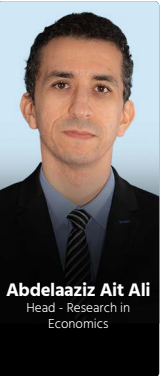
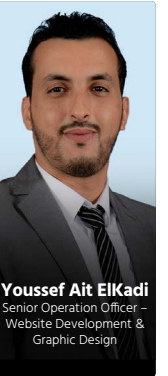
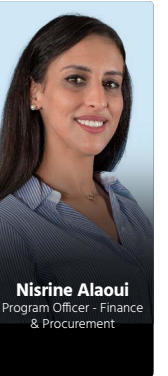
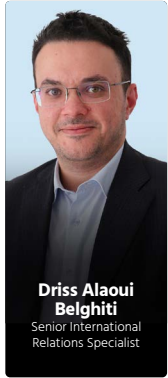
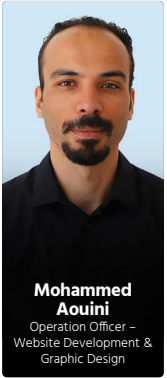
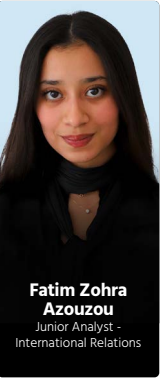
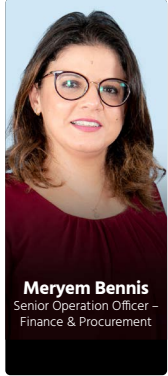
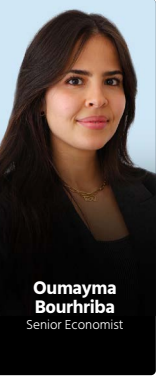
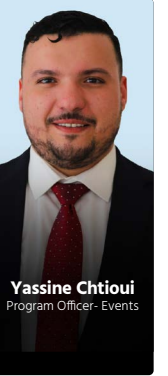
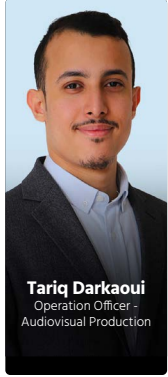
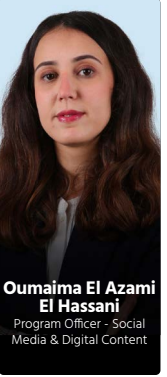
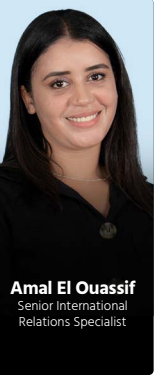
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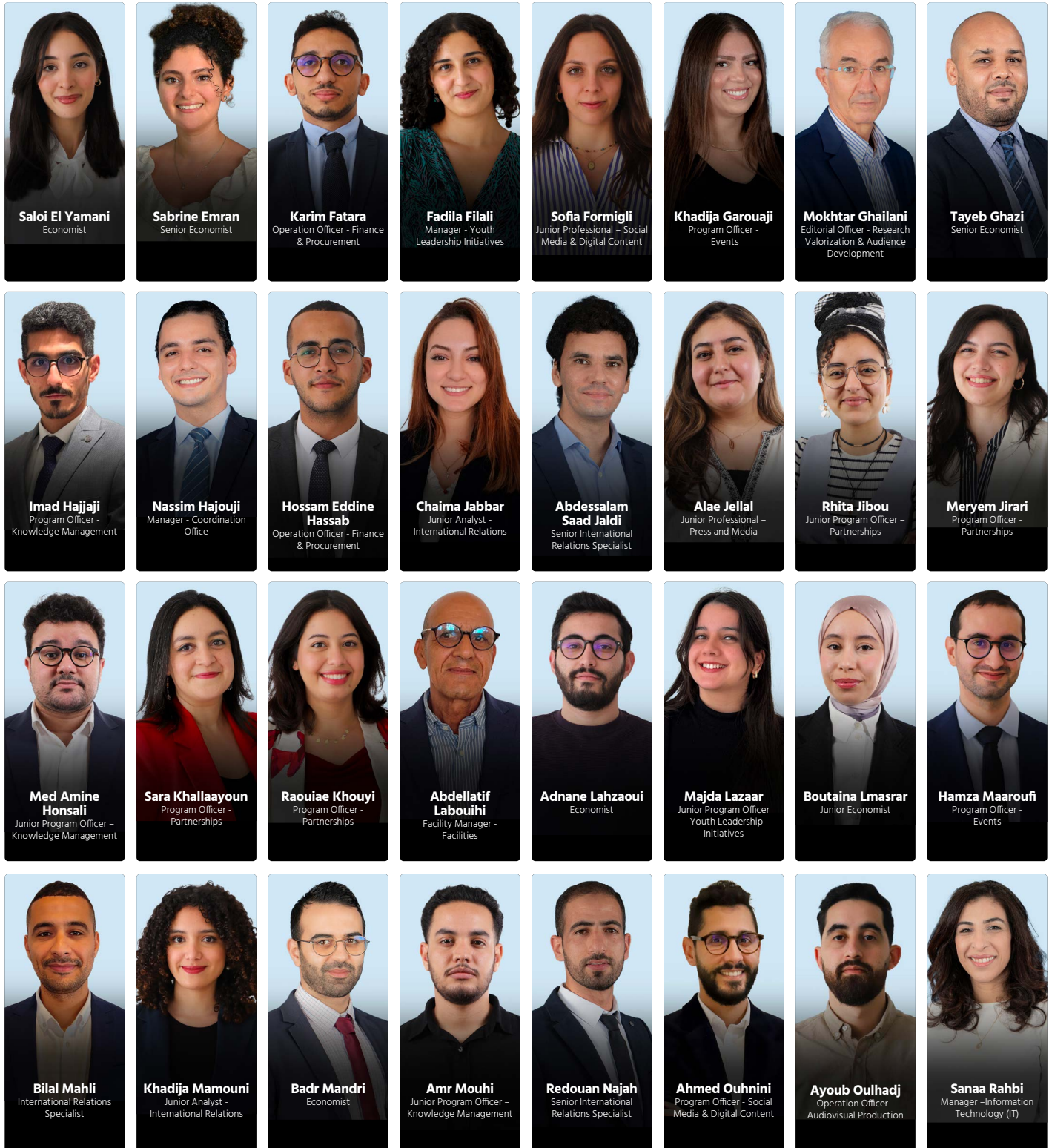


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The Wider Atlantic Initiative: Towards Regional Integration and Economic Transformation, organized in partnership with the Chamber of Deputies and the Italian Embassy in Morocco / [Experts' Round Table](#)

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Strengthening Regional Cooperation: Morocco's Role in Security, Stability, and Strategic Development, organized in partnership with the UK Embassy in Morocco and the UK Foreign Office / [Experts' Round Table](#)

Young Political Leaders Exchanges Program, organized in partnership with the American Council of Young Political Leaders (ACYPL) / [Experts' Round Table](#)

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Morocco's Foreign Policy in Africa & the Near East - Perspectives and Strategies, organized in partnership with the German Embassy in Maoc & SWP / [Experts' Round Table](#)

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Guest lecture Abdallah Al Dardari - Harnessing the Power of Digital as an Enabler for Inclusive and Sustainable Development, organized in partnership with the UNDP Morocco / [Event](#)

Memorandum of Understanding (MoU) signing ceremony between the Policy Center for the New South and the Chinese Academy of Social Sciences / [Event](#)

2nd Dialogue Seminar on Elections and Democracy in Africa, organized in partnership with the African Union - Political Affairs, Peace and Security Department (AU PAPS) / [Event](#)

Morocco Launch of the Economic Report on Africa (ERA) 2025, organized in partnership with the United Nations Economic Commission on Africa (UNECA) / [Event](#)

Trump 2.0 Foreign Policy: Doctrine and Orientations, organized in partnership with the Chinese Embassy in Morocco / [Event](#)

IMF Fiscal Monitor - Analytical Chapter. Public Sentiment Matters: The Essence of Successful Energy Subsidies and Pension Reforms, organized in partnership with the International Monetary Fund (IMF) / [Event](#)

Migration Trends and Mobility in Africa - in between freedom of movement of people and protectionism, organized in partnership with the Konrad Adenauer Stiftung Morocco & the Konrad Adenauer Stiftung African Union / [Event](#)

One expert, one theme: youth employability in Morocco, organized in partnership with the Youth Policy Center / [Event](#)

The 18th edition of the Strategic Dialogues, organized in partnership with the HEC Center for Geopolitics / [Event](#)

EuroMeSCo Consultation Circles on the New Pact for the Mediterranean: Consulting Southern Partners, organized in partnership with The European Institute of the Mediterranean (IEMed) / [Event](#)

Parlons Développement - 20ème édition: Marché de l'emploi au Maroc: comment aligner aspirations des jeunes et exigences du marché, organized in partnership with The UNDP, the World Bank in Morocco & L'Ecole Supérieure de la Technologie (EST) de Fquih Ben Saleh / [Event](#)

Moroccan Perspective on the Near East Region - Visit of the Swiss Special Envoy for the Near East, organized in partnership with the Swiss Embassy in Morocco / [Experts' Round Table](#)

Information systems, business intelligence and artificial intelligence: the vision and approach of the Policy Center for the New South, organized in partnership with the École des Sciences de l'Information / [Experts' Round Table](#)

Powering the Transition: Strategic Interconnections for a Resilient and Sustainable Mediterranean Energy Future - 4th Meeting of the Mediterranean Energy Experts Circle, organized in partnership The Konrad Adenauer Stiftung Regional Program Political Dialogue South Mediterranean (KAS PolDiMed) / [Event](#)

BWI@80/PCNS: Conversation with the Mo Ibrahim Foundation Now Generation Network, organized in partnership with The Bretton Woods at 80 Initiative (BWI@80) / [Side-Event in conjunction with the Ibrahim Governance 2025 Weekend](#)

From Aid to Agency: Can African Philanthropy Finance Social Development? organized in partnership with The African Philanthropy Forum / [Side-Event in conjunction with the Ibrahim Governance 2025 Weekend.](#)

Optimizing water demand in Morocco: assessment and prospects for sustainable management, organized in partnership with the French Development Agency, the German Development Bank and the European Union / [Event](#)

Morocco's Domestic Policy: Key Priorities and Sectoral Outlook - Visit of a delegation of Students from the University of Georgia, organized in partnership with Worldstrides / [Experts' Round Table](#)

African Data Summit - Building Trust Through Transparency: Realizing the African Credit Rating Mechanism, organized in partnership with The Economy Africa Program of Konrad-Adenauer-Stiftung, the African Centre for Economic Transformation (ACET) & the South African Institute for International Affairs (SAIIA) / [Side Event](#)

Moroccan Domestic & Foreign Policy, organized in partnership with SPIL / [Experts' Round Table](#)

Book presentation: Reviewing the Legal Debate on the Sahara Conflict from an Integrated Perspective, organized in partnership with The Japanese Center for Moroccan Studies (JCMS) / [Event](#)

PCNS-ORF-ISPI Staff Exchange - Events Management, organized by the Policy Center for the New South as part of the PCNS-ORF-ISPI Trilateral Partnership between / [Event](#)

Youth of the Moroccan Diaspora: a strategic economic lever for Vision 2035, organized in partnership with Les Citoyens & Moroccans with purpose / [Event](#)

Bridging Perspectives: Natural Resources and Strategic Partnerships in Africa - China Cooperation, organized in partnership with the Academy of Global Food Economics and Policy (AGFEP) / [Experts' Round Table](#)

The Path of Africa to Democracy, organized in partnership with International IDEA / [Event](#)

Enhancing US Commercial Tools to Compete in Growing Global Markets in Africa and Beyond, organized in partnership with the Atlantic Council Africa Center / [Event \(Online\)](#)

Morocco and the Future of Green Governance - a Visit of the School of Democracy Delegation, organized in partnership with D66 International / [Expert Round Table](#)

Rihla Initiative Panel Series: Gulf Investment in Green Economic Growth Across the Middle East and North Africa, organized in partnership with The IMAL Initiative for Climate and Development & Bourse & Bazaar Foundation / [Event](#)

The Moroccan Economy: Expert Views and Discussion, organized in partnership with the International Monetary Fund (IMF) / [Event](#)

Regards croisés sur le Sahel: enjeux, stratégies et dynamiques régionales organized in partnership with the French Embassy in Morocco / [Experts' Round Table](#)

Atlantic Africa: towards an integrated African vision of the Atlantic space organized in partnership with the Assilah Forum / [Side-Event](#)

Shifting Geopolitics: Power-to-X as a Global Game Changer | Which alliances will lead the global trade in sustainable molecules? organized in partnership with the Institut de recherche en énergie solaire et énergies nouvelles (IRESEN) in conjunction with the Power to X Summit / [Side-Event](#)

Crisis in Eastern DRC and security interdependencies in the Great Lakes region, organized in partnership with the Rwandan Embassy in Morocco / [Experts' Round Table](#)

Sahel Meeting and Workshop on violent extremism, organized in partnership with The CMI Martti Ahtisaari Peace Foundation / [Event](#)

Sustainability Partnerships: Avenues for Cooperation between Germany and Morocco towards Sustainable Development, organized in partnership with The Konrad Adenauer Stiftung Morocco & CDU Party / [Event](#)

Book presentation: Dialogues stratégiques (18th volume), organized in partnership with HEC Center of Geopolitics / [Event](#)

The 19th edition of Dialogues Stratégiques, organized in partnership with HEC Center of Geopolitics / [Event](#)

Net4peace, organized by African Union - Political Affairs, Peace and Security Department (AU PAPS) / [Event](#)

Foresight 2035 - Morocco and Europe in a Shifting World Order, organized by the Konrad Adenauer Stiftung / [Event](#)

Wastewater treatment and reuse: a strategic lever for building water resilience in Morocco, organized in partnership with Agence Française de Développement (AFD) / [Event](#)

The Future of Morocco's Digital Economy, organized in partnership with VISA / [Event](#)

Scaling Water Resilience in the Developing Economies: Rethinking Governance and Financing Mechanisms, organized in partnership with The International Water Resources Association (IWRA) in conjunction with the World Water Congress / [Side Event](#)

30 Years After the Barcelona Declaration: Rethinking Mediterranean Relations for the New Geoeconomic Era, organized in conjunction with the 23rd Event of Doha Forum / [Side Event](#)

Green Transition and Energy Security: Poland and Morocco facing the climate challenge, organized in partnership with the Polish Embassy in Morocco / [Event](#)

Integrated territorial development: a pillar for enhancing Zagora's cultural heritage, organized in partnership with the Association des Femmes pour la Solidarité et le Développement (AFDES) / [Event](#)

Participation in external events

Future Minerals Forum organized by Saudi Arabia's Ministry of Industry and Mineral Resources - [Participation of Mounia Boucetta](#)

SSTrC Business Forum organized by Salma Dialogues Business – [Intervention of Akram Zaoui and Nouzha Chekrouni](#)

Consultation meeting on the 2025 National Family Survey, organized by the Haut-Commissariat au Plan - [Participation of Adnane Lahzaoui](#)

School for Think Tankers 2025, organized by On Think Tanks - [Intervention of Lilia Rizk](#)

Global Forum 2025 - Reimagining the Education of Humanity for the Third Millennium, organized by Azim Premji University - [Intervention of Abdallah Saaf](#)

Innovation and industrial Policy in China: Global Responses and New Analytic Tools, organized by UC Institute on Global Conflict & Cooperation (IGCC) - [Intervention of Abdelaziz Ait Ali](#)

Hearing on the Carbon Border Adjustment Mechanism, organized by the French Economic, Social and Environmental Council (CESE) - [Participation of Mounia Boucetta](#)

Paris Defense & Strategy Forum, organized by IRSEM - [Participation of Abdelhak Bassou](#)

Climate Governance and Climate Justice in the MENA region, organized by Chatham House - [Intervention of Sabine Emran](#)

Raisina Dialogue 2025, organized by the Observer Research Foundation - [Participation of Akram Zaoui & Lilia Rizk](#)

Raisina Young Fellows Program, organized by the Observer Research Foundation (ORF) - **Participation of Hamza Saoudi**

Ukraine-Arab Expert Platform, organized by CMI Martti Ahtisaari Peace Foundation - **Intervention of Mohammed Loulichki**

Mediterranean Alliance of Think Tanks on Climate Change, organized by ECCO Think Tank, IMAL Initiative for Climate and Development, Sefia Sustainable Economics and Finance Association, Stanley Center for Peace and Security - **Intervention of Sabrina Emran**

Green Hydrogen Industry Forum, organized by Économie Entreprises Live - **Intervention of Rim Berahab**

Maghreb - Sahel Meeting, organized by the CMI Martti Ahtisaari Peace Foundation - **Participation of Abdelhak Bassou**

T20 Africa High-Level Policy Dialogue: Strengthening African Agency in the G20 within the Emerging Global Order, organized by the AUDA-NEPAD, SAIIA, IGD & IPATC - **Participation of Hinh Dinh**

Next Milan Forum 2025 organized by The Italian Institute for International Political Studies (ISPI) - **Participation of Fadila Filali**

Sahel/Atlantic, organized by IRSEM - **Participation of Abdelhak Bassou, Mohammed Loulichki, Larabi Jaïdi, Fathallah Oualalou & d'Oussama Tayebi**

Forum de Bamako, organized by The Forum of Bamako - **Participation of Abdelhak Bassou, Fahd Azeroual & Chaïma Jebbar**

Experts Exchange Indo-Pacific Issues, organized by The Observer Research Foundation as part of the PCNS-ORF-ISPI Trilateral Partnership - **Participation of Abdessalam Jaldi**

The V Maritime Security Course, organized by The Atlantic Centre - **Participation of Driss Alaoui Belghiti**

Forum National de la Jeunesse, organized by Tizi Club - FGSES - **Intervention of Mounia Boucetta & Tayeb Ghazi**

GLOBSEC Young Leaders Forum (GYLF) 2025, organized by GLOBSEC - **Participation of Ahmed Ouhni**

Maghreb-Sahel Dialogue, organized by The Konrad Adenauer Stiftung Regional Program Political Dialogue South Mediterranean (KAS PolDiMed) - **Intervention of Aomar Ibourk**

High-Level Tech -Diplomacy Roundtable Meeting, organized by The Year of Return Africa (YORA) - **Participation of Len Ishmael**

The 2025 On Think Tanks Conference, organized by On Think Tanks - **Participation of Meryem Jirari**

Colloque Prospectives et Innovation Stratégique, organized by the École des Sciences de l'Information (ESI) - **Intervention of Larabi Jaïdi & Aziz Ajbilou**

Smart Ecozones Forum, organized by Economie Entreprises Live - **Intervention of Saloi El Yamani**

T20 Midterm Conference, organized by SAIIA, IGD & IPATC - **Participation of Akram Zaoui**

June Climate Meetings (SB62), organized by the Arab Youth Council - **Participation of Raouiae Khouyi**

ISPI-PCNS-ORF Staff Exchange - Communications Strategies, organized by the Italian Institute for International Political Studies (ISPI) within the framework of the PCNS-ORF-ISPI Trilateral Partnership - **Participation of Nassim Hajouji**

International Forum for the African Continent, organized by the Institut des hautes études de défense nationale (IHEDN) - **Participation of Abdelhak Bassou**

La Recherche au Service du Développement, organized by the Moroccan Innovation and Evaluation Lab - **Participation of Hamza Saoudi**

The Question of Democracy in the Arab World, organized by The Global Institute for Transitions (GI4T) - **Participation of Akram Zaoui**

Charting the Future of Peace Operations post Berlin Ministerial through an African Lens, organized by the African Union Commission - **Participation of Oussama Tayebi**

Tariff Hikes, Tougher Times: Unpacking the Impact on Developing Industries, organized by The United Nations Industrial Development Organization (UNIDO) - **Intervention of Mounia Boucetta**

Expert Group Meeting (EGM) on the Industrial Development Report (IDR) 2026, organized by The United Nations Industrial Development Organization (UNIDO) - [Intervention of Mounia Boucetta](#)

Les Rencontres économiques d'Aix-en-Provence, organized by Le Cercle des Économistes - [Intervention of Nouzha Chekrouni and Oumayma Bourhriba](#)

Celebration of World Population Day and UNFPA's 50th Anniversary in Morocco, organized by The United Nations Population Fund (UNFPA) & the Haut-Commissariat au Plan (HCP) - [Intervention of Tayeb Ghazi](#)

Closing Ceremony of the Sustainable Innovation Fest (SIF) 2025, organized by ENACTUS Morocco - [Participation of Ayoub Rabbani](#)

Diplomeds' Delegation visit to Brussels, organized by Diplomeds - [Intervention of Mohammed Loulichki](#)

Youth Employment in Focus: Lessons from Morocco on Bridging the Skills Gap, organized by The World Bank - [Intervention of Tayeb Ghazi](#)

Annual Summit of the Youth International Association for Peace and Diplomacy (YIAPD), organized by The Club Moroccan Diplomatic Society (MDS-FGSES) - [Intervention of Mohammed Loulichki](#)

Ukraine and the Middle East: Conflict, Peace and Global Security Order in the 21st Century, organized by the Institute for International Cooperation, Technological Diplomacy and Communication - [Participation of Mohammed Loulichki](#)

Second Annual MENA Think Tank Forum organized by The Issam Fares Institute - [Participation of Fathallah Oualalou](#)

European Battery Raw Materials Conference, organized by Fastmarkets - [Participation of Mounia Boucetta](#)

Launch of the UM6P-J-PAL Agricultural Lab for Africa (UJALA) African Scholars Program, organized by J-PAL - [Participation of Hamza Saoudi](#)

Regional and International Organizations: Resilience and Cooperation Amid Shifting Global Dynamics, organized by The Konrad Adenauer Stiftung Regional Program Political Dialogue South Mediterranean (KAS PolDiMed) - [Participation of Akram Zaoui](#)

Gorizia, Festival of Change, organized by The Med-Or Foundation - [Participation of Mohammed Loulichki](#)

Think South Forum, organized by The Strategic Mediterranean Dialogue - [Participation of Nouzha Chekrouni](#)

Rethinking Connectivity: New Geographies, New Markets, New Infrastructure, organized by the ORF, ORF Middle East, SABTT & HSRC - [Participation of Mahmoud Arbouch](#)

Shaping Peace and Security in the MENA Region through Science and Dialogue - Challenges and Opportunities, organized by The Federal Department of Foreign Affairs of Switzerland & the Middle East Mediterranean (MEM) Summit of the Università della Svizzera italiana - [Participation of Hamza Saidi](#)

Rome Med Dialogues, organized by the Italian Institute of International Political Studies (ISPI) - [Participation of Abdelhak Bassou](#)

The 5th edition of Aswan Forum, organized by Aswan Forum - [Participation of Khadija Mamouni](#)

ORF-ISPI-PCNS Expert Exchange: Trade & Infrastructure, organized by the Observer Research Foundation as part of the Trilateral Partnership PCNS-ORF-ISPI - [Participation of Oumayma Bourhriba](#)

Southern Voice Conference 2025, organized by the Southern Voice - [Participation of Nouzha Chekrouni](#)

10^e CIRIEC International Research Conference on the Social Economy organized by the International Centre of Research and Information on the Public, Social and Cooperative Economy (CIRIEC) - [Intervention of Aomar Ibourek](#)

The VII Atlantic Centre Seminar, organized by the Atlantic Centre - [Intervention of Fahd Azeroual](#)

The Rihla Initiative Policy Forum, organized by The Rihla Initiative for Green Economic Growth, Bourse & Bazaar Foundation & the Earthna Center for a Sustainable Future at the Qatar Foundation - [Participation of Akram Zaoui](#)

6th Annual Retreat of the Forum of African Diplomats in Addis Ababa (FADAA) - The African Union: Strategic Positioning in a Transforming Global System, organized by The Institute for Security Studies - [Intervention of Larabi Jaïdi](#)

IDB Annual Meetings - [Intervention of Otaviano Canuto](#)

The 3rd Arab-UA Expert Platform, organized by The CMI - Martti Ahtisaari Peace Foundation - [Intervention of Mohammed Loulichki](#)

ORF - PCNS - ISPI Staff Exchange - Staff Management, organized by the Italian Institute for International Political Studies within the framework of the Trilateral Partnership PCNS-ORF-ISPI - [Participation of Mohiedine Bentahar](#)

Dollar Strength, Dollar Strain: Navigating a new global monetary order, organized by Network 20/20 - [Intervention of Otaviano Canuto](#)

Diplomeds Annual Workshop, organized by Diplomeds - Participation of Mohammed Loulichki

Roundtable Discussion on CT challenges in the Sahel & Morocco's regional Leadership, organized by the British Embassy in Rabat - [Intervention of Rida Lyammouri](#)

19th Annual Scientific Conference under the theme: "Enhancing the Competitiveness of Arab Economies amid Regional and Global Developments ASFER", organized by The Arab Society for Economic Research (ASFER) - [Intervention of Mahmoud Arbouch](#)

La Conférence Maghreb-Sahel: état des lieux de l'investissement dans le capital humain au Maghreb et au Sahel - Education, vocational training and youth employability - [Intervention of Aomar Ibourk](#)

Closed door: Informal Dialogues on future of global governance - with 20 OECD member states and European Think Tanks, organized by the UK Government Foreign Office - [Intervention of Len Ishmael](#)

Official visit by a delegation from the Federal Republic of Germany to the Policy Center for the New South organized in partnership with the German Embassy in Morocco

2nd PDM Seminar 2025: Comparative Perspectives on Crisis Management and Disaster Risk Reduction, organized in partnership with the Graduate School of Societal Safety Sciences at Kansai University - [Intervention of El Mostafa Rezrazi](#)

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