



THINK • STIMULATE • BRIDGE

# 2016 ACTIVITY REPORT



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# EDITORIAL

Initiated and supported by the OCP Group via its Foundation within a governance framework that enables full autonomy and the necessary perspective to be a Think Tank, OCP Policy Center, since its inception in 2014, operates a Moroccan Think Tank that is open to the world. It has done so by embracing the Anglo-Saxon Think Tank model, while



adapting it to its environment. Since day one, it has approached international relations and economic issues with a "Southern perspective", and has used the country's experience as an African middle-income country to improve the analytical knowledge base underpinning national and global public policies through its publications and events.

Like any public policy-oriented Think Tank, OCP Policy Center's primary vocation is to link research and decision-making in order to make a useful contribution to the community. This involves contributing to data production and evidence-based analyses that are required for proper judgment, in order to ensure the best possible approach, and develop effective strategies to manage major economic and international relations issues.

As such, OCP Policy Center was created as an independent applied research platform that is close to the reality of the different stakeholders. Alongside its internal teams, it is facilitated by a network of world renowned partners, experts and academics who freely express their own opinions through their publications. OCP Policy Center does not take any particular positions on the subjects addressed. This Think Tank platform also aims to be open to youth and anyone who wants to share their knowledge and enrich the debate. To this end, OCP Policy Center acts as a knowledge-enabler by regularly publishing call for contributions. Thus its mindset is oriented towards its « **Think** » activity, which produces a public good that is available to all.

OCP Policy Center's « **Stimulate** » activities build on its network's expertise in developing advanced training to improve the skills of public and private stakeholders involved in the

development process. In this regard, OCP Policy Center is working with youth to train tomorrow's leaders by running programs for support, networking and exchange of experiences, immersion courses, and volunteer experiences. This is a manifestation of its strategic and forward-looking vision of the future.

Finally, the « **Bridge** » component encompasses all events organized by OCP Policy Center on its premises and within public institutions, academic institutions, research institutes, etc. This also includes the meetings co-organized with its national and international partners, in Morocco and abroad, which make it possible to build bridges between experts and decision-makers in order to develop a national and global dialogue based on the rigorous analysis of facts.

These three families of mutually reinforcing activities form a virtuous circle that continuously serves to improve the Policy Center's momentum. Research activities and publications are also used to feed the content of the Public Policy School's courses so that they are relevant and address policy makers' concerns. The network of experts and academics facilitating the research platform enriches both the Public Policy School's faculty and the debates and exchanges initiated by the center through the organized events.

2016 marks a significant step in OCP Policy Center's history. This is its second full year of activity. Everyone's efforts, catalyzed by entrepreneurial momentum and inspired by a clear vision and well-defined objectives, have enabled it to reach a new level. Less than three years is, in absolute terms, a fairly short period of time in the history of any institution, but the emerging outlines of a public good are already evident. At the end of 2016, OCP Policy Center is proud to have a young team of 25 dynamic people, a public good of over 220 publications, a history of over 200 events, a family of 39 high-level experts (Fellows), and active partnerships with more than 40 institutions.

Finally, the international ranking of the University of Pennsylvania's Think Tank and Civil Society Programs, 2016 Global Go To Think Tank Index Report, propels it to 13th among the top MENA Think Tanks in the world and to 6th place of the best new Think Tanks in 2016. It was also awarded for its ability to carry out large-scale events, by ranking it at 13th place in the world ranking of best conferences. This 2016 activity report that we invite you to read is an opportunity for us to share with you the content of our activities this year and to solicit your opinions and suggestions. We wish you an excellent read.

**Karim El Aynaoui**  
Managing Director



# OCP POLICY CENTER

## **OUR PURPOSE**

Socio-economic development in Morocco, Africa, and the South.

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## **OUR PROFESSION**

Observe, decipher, and manage the mechanics of strategic issues related to the economy and international relations.

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## **OUR MISSION**

Analyze, evaluate and contribute to the development of public policy.  
Improve the skills of those involved in the decision-making process.  
Support youth and build a community of emerging leaders.  
Promote international cooperation.

# OUR FOCUS AREAS



## LONG TERM DEVELOPMENT

Because we are convinced that the development process depends on our ability to master macroeconomic dynamics in all their complexity, identify the drivers of growth, and adopt the right strategies.



## GEOPOLITICS AND INTERNATIONAL RELATIONS

Because we are aware that our local, regional and continental influence is conditioned by our capacity to measure the geopolitical implications of the growing interdependence of economies and master the rules of the game on an ever-changing international field.



## COMMODITY ECONOMICS AND FINANCE

Because we are required to ensure an optimal use of natural resources, assess their value and control their design in a world where exchanges respond to new logic, new power relations, and the phenomenon of financialization.



## AGRICULTURE, THE ENVIRONMENT AND FOOD SECURITY

Because we are determined, on the one hand, to draw the right lessons from history, which has proved that economic development relies mainly on agricultural development and on the other hand, to respect the environmental imperatives of the present and ensure food security for the future.

The background consists of a solid blue field overlaid with a complex pattern of thin, white, overlapping circles. These circles are arranged in a way that they intersect to form a grid-like structure of smaller, irregular shapes, reminiscent of a Venn diagram or a network graph. The circles vary in size and are positioned across the entire frame, creating a sense of depth and movement.

**THINK**

# OUR PUBLICATIONS DATA

41

## Policy Briefs

Present the author's analysis and point of view on diverse national, regional and international hot topics.

09

## Policy Notes & Papers

Deal with complex subjects in a simple and comprehensive way through empirical analysis. The authors present the results of their analyses and formulate their own public policy recommendations for decision makers.

11

## Research Papers

Address structural issues from an academic perspective and with respect for all the methodological research requirements. These papers present technical content that often involves retrospective analysis as well as statistical and econometric tools.

23

## Blog Articles

Freely authored by contributors wishing to share their opinions on important topics while allowing readers to express their comments and enrich the debate.

10

## Books & Reports

**7 Books** presenting the work of one or several authors who provide a comprehensive analysis on major and strategic topics.

**3 reports** that objectively and concisely present facts and reflections on strategic and specific topics. The information is clearly presented in order to inform decision-makers of certain facts requiring their attention while providing them with the data necessary for good decision-making.

03

## International Jobs Report

A bi-annual review of global labor market trends that enables the reader to understand the impact of economic growth on the labor market in advanced, emerging and developing economies.

03

## Special Issues in Academic Journals

Published in the "Revue d'économie du développement" in "Oxford Economic Papers" and in the CIDOB academic review "Afers internacionals".



# 2016 HIGHLIGHTS

## LONG TERM DEVELOPMENT



“OCP Policy Center aims to identify growth drivers and promote strategies that can stimulate Morocco’s long-term development with a national, regional and international perspective. To this end, OCP Policy Center seeks to deepen the understanding of the main trends and dynamics of the global economy, the outlines of which are provided below.”

## A global economy trapped in weak growth

"Is the world economy recovering? Yes, however, its recovery continues to disappoint. In the *Policy Brief "The Global Outlook, Secular Stagnation, and the MENA Region"* **Uri Dadush** presents an overview and explains that in order to keep pace with the growth forecasts of the International Financial Institutions (IFIs) we need to wait until the end of 2017, and thus stabilize the 3% growth rate of the last 25 years. In **Uri Dadush's** *Policy Paper "Should Developing Countries Fear Secular Stagnation?"*, he demonstrates that, despite the fact that advanced economies have recovered through growth, notably in the United States and the United Kingdom, in comparison to the euro zone, investment remains relatively low and inflation is still well below the expectations of central banks.

## The resurgence of imbalances and its implications for emerging and developing countries

With reference to key current accounts, signs of a possible resurgence of imbalances point to the risk of a threat to the stability of the world economy, as **Otaviano Canuto** discusses in his article "The Global Economy Remains

Unbalanced". He maintains that, even if this threat does not materialize, the resurgence of these imbalances reveals a negative performance of the world economy. This is more pronounced in the case of emerging economies that no longer benefit from the ripple effect that China provided them before refocusing and reorienting its growth model to domestic demand. This is an aspect highlighted by **Mohamed Hamza Sallouhi** in his article "Economies émergentes : Faits stylisés et perspectives" in which he explains that the continent-country China, now capable of producing what it previously needed to import, will participate less in trade dynamics. Given its weight in the world economy, this will certainly impact trade and growth worldwide.

Indeed, the Chinese economy is stabilizing while easing its growth rate. The fallout on the world economy is being felt through trade, product prices and financial value chains, addressed by **Otaviano Canuto** in his article "China's Spillovers on Latin America and the Caribbean", considered as the main transmission channels through which the domino effect takes place. Canuto explains in his *Policy Brief "What Happened to World Trade?"*, that trade has been a key factor in global growth, income convergence and poverty reduction, while stressing that there are concerns about the ability of current world trade dynamics to generate sustainable development. This question is all the more

worrying for emerging and developing economies where business cycles are mainly driven by global and regional shocks, as **Zouhair Aït Benhamou** demonstrates in his article discussing the nature and determinants of economic cycles in "Fluctuations in Emerging Economies : Regional and Global Factors".

## The labor market: a decisive factor

While global and regional shocks are crucial for business cycles in emerging and developing countries, the dynamics of their labor markets are also important. In the 2016 edition of the "International Jobs Report" **Prakash Loungani** highlights the positive correlation that links the cyclical fluctuations of products with those of jobs in advanced, emerging, and developing economies. Based on this finding, the report predicts an increase in the unemployment rate in emerging economies, as opposed to advanced economies, which are expected to experience a significant decrease. The emerging countries likely to be most affected by this increase are those with commodity exports that account for a large share of their trade revenues.



## Increasingly restrictive financial terms

In addition to the impact on labor markets, there is a concern about the massive divestment by investors in emerging financial markets due to a lack of visibility in the short and medium term. This is mainly because of weak and unclear macroeconomic foundations. In "Tales of Emerging Markets", **Otaviano Canuto** and **Aleksandr V. Gevorkyan**, explain that emerging economies, considered as a specific category of financial assets, suffer from vulnerabilities as reserves become tighter. In this regard, the case of Latin America developed by **Uri Dadush** in his blog "Featured Q & A : How Will the Fed's Rate Hike Affect Latin America?" perfectly illustrates the adverse consequences that the

rise in the Fed rate may have for economies already suffering from the fall in commodity prices and from their inability to trade their financial securities at the desired exchange rates.

## Will 2017 be the year of the return of economic nationalism?

While 2016 has proven to be meager in terms of production, employment and international trade, it has also been marked by the rise of populism, which was manifested in particular by the vote in favor of Brexit and Donald Trump's victory in the United States. **Uri Dadush** developed an analysis of this trend in his article "The Economic Implications of the Brexit Mess" 2017 could bear witness to the return of economic nationalism, and hence to a less open international trade and economic migration. If this is true, the ability to manage the economic consequences of this change is appropriate and should be developed immediately.

## Faced with permanent changes in the world economy: adapt or perish

2016 was a challenging year for emerging and developing countries, mainly due to the weak growth in advanced economies and

the reorientation of the Chinese model. The only solution is to adapt to this irreversible evolution. In "Industrial Policy : A Guide for the Perplexed", **Uri Dadush** argues that industrial policy could be a useful weapon in the arsenal of adaptation policy, provided that it is accompanied by a good system of governance. **Uri Dadush** suggests a guide in which he outlines the principles of industrial policy design and implementation.

Along the same lines, **Karim El Mokri** confirms the importance of structural transformation while emphasizing the question of complexity, highlighted by **Michael Spence**. For **Karim El Mokri**, it is essential to act in several areas including research and development, human capital through education, labor market flexibility, property rights and government effectiveness, which he considers as key factors for a successful transition to a more complex economy and sustainable growth.

In his *Research Paper*, "Le défi de la transformation économique structurelle : une analyse par la complexité économique", **Karim El Mokri** insists that countries with intermediate levels of complexity must use an effective industrial policy to reduce costs and the uncertainty surrounding the process of discovering new markets and providing the necessary elements for the private sector to selectively diversify into more complex new products.

*It has been over a decade since Morocco undertook a number of structural reforms aimed at paving the way for sustainable socio-economic development by diversifying its economy and modernizing its productive system. During 2016, OCP Policy Center examined the Kingdom's process of economic transformation while enriching the literature on the various stylized facts of the Moroccan economy.*



## The structural economic transformation in Morocco: A process in progress

The book "Equilibres Externes, Compétitivité et Processus de Transformation Structurelle de l'Economie Marocaine" published at the end of 2016, in collaboration with the Laboratory of Applied Economics of the Faculty of Legal, Economic and Social Sciences (FSJES) Rabat-Agdal, and the United Nations Economic Commission for Africa (UNECA), was intended to provide some additional support for policy-makers to better identify market failures and implement an efficient diversification strategy and an industrial policy capable of strengthening the competitiveness of its productive sector and improving its positioning in global and regional value chains. This book has brought together the best articles selected in a call for papers on the competitiveness, external balance and structural transformation of the Moroccan economy. This OCP Policy Center initiative of gathering the best articles to publish in a book is now a tradition, in order to promote research on the major stakes of the Moroccan economy.

## The need for a high-value industrial policy

In the same context, the authors of the collective work "Industrial Policy, Structural Change and Global Value Chain Participation: Case Study of Morocco, Tunisia and Egypt", the result of a first collaboration with Bruegel, a renowned European Think Tank,

underline the need for better integration in value chains in a global context where production is increasingly fragmented. Indeed, the move towards higher value-added activities would enable Morocco to improve the performance of its manufacturing sector and accelerate the structural transformation of its economy.

## Education: at the heart of the development process

In order to achieve this objective, and in addition to upgrading the country's infrastructure in all its aspects, it is essential to act on human capital and to ensure a supply of skilled labor that meets the needs of foreign investors. However, this cannot be achieved without an efficient national education system. Indeed, often placed at the center of all national debates, the issue of education has been of particular interest to OCP Policy Center. To this end, in 2016 **Aomar Ibourk**, an expert on the labor market and educational issues, produced two papers within the framework of the new strategic vision 2015-2030 of the national education system, namely "Les acquis scolaires au Maroc : un état des lieux" and "Performances en lecture au Maroc : approche par genre". These two publications provide an overview of the academic achievements of pupils enrolled in the fourth year of primary education, while highlighting the factors influencing the differences in performance between the genera and their magnitude. The author relied on the Trends in Mathematics and Science Study (TIMSS) and the Progress In Reading and Literacy Study (PIRLS) in which Morocco participated.

## Morocco and Africa: a common future

2016 was also characterized by a particular Moroccan diplomatic momentum towards the African continent aimed at sealing a long awaited return of the Kingdom to the African Union. Indeed, during the last decades, Morocco has reaffirmed its economic attachment to the African continent by placing it at the center of its strategic choices. The development of relations with African countries was also achieved by consolidating its political relations and establishing diversified partnerships with the aim of stimulating the development of economic and trade exchanges with Africa and thus responding to the new global configurations characterized by an economic catch-up of the emerging countries, in particular from the African continent.

Remaining faithful to its Southern approach, in most of these analyses, OCP Policy Center has highlighted the structure, evolution and enormous potential of trade between Morocco and its African partners.

To this end, **Rim Berahab** *Research Paper* entitled "Structure des échanges entre le Maroc et l'Afrique : Une analyse de la spécialisation du commerce" demonstrated the effectiveness of the many reforms undertaken by Morocco in order to successfully integrate into the global economy in general, and Africa in particular, by strengthening its competitive potential in terms of exports. Indeed, trade between the Kingdom and the African continent showed

a clear increase in the 2004-2014 period: The total amount of trade with this region quadrupled, from \$ 1.0 billion to \$ 4.4 billion. However, a great potential still needs to be developed, as Africa accounts for only 6.5% of Morocco's total trade. In the first part, this paper presents a descriptive analysis of the trade structure between Morocco and Africa by regions, products and partners. The second part is devoted to a quantitative analysis of the possible variants of the index of comparative advantages documented for Morocco and certain African countries', with Africa as a baseling. Finally, the third part offers an econometric analysis aimed at studying the possible structural changes within the framework of specializing or diversifying Morocco's trade with the African continent. This means that there is a very high added value in South-South cooperation and in the creation of new opportunities and win-win situations that will lead to greater development and closer

ties between Morocco and its African brothers.

On the same lines, in his *Research Paper* entitled "Relations Maroc-Afrique Subsaharienne: quel bilan pour les 15 dernières années?" **Moubarack Lo** addresses the relationship between Morocco and Sub-Saharan Africa and attempts to explain the trends that have shaped the evolution of these relationships. The author stresses the economic impact of the Kingdom's efforts while concluding that the volume of trade between these two partners remains relatively low compared to its potential. Although there has been a clear evolution of the Moroccan Economic Development Indexes toward sub-Saharan Africa, much remains to be done, provided that the priority is oriented towards the South. The paper recommends continuing investments in the continent since this is directly and positively correlated with Morocco's growth. This should result in the signing of more trade agreements and partnerships with



sub-Saharan African countries by developing transport infrastructure linking Morocco to other countries on the continent, strengthening bilateral trade financing, improving access to information on trade and investment opportunities, promoting the diversification of Moroccan industrial production and adapting it to the needs of African countries, and encouraging trade in services between Morocco and the African continent.

## A complementary but not yet integrated Africa

Inter-regional trade in Africa is undeniably full of enormous potential but unfortunately is not yet fully exploited. In her *Policy Brief "L'intégration économique en Afrique: un processus en cours"* **Vera Songwe** observes that the level of integration within Africa remains below the standards observed elsewhere, while noting that the fragmentation of production systems, such as global and regional value chains, represents an opportunity for the continent, which must imperatively adopt a proactive industrial policy.

## Strategic alliances to build

**Rafael Benke** and **Marcus Vinicius de Freitas**, in their respective *Policy Briefs "Argentina's Shifting Politics: New Prospects for Collaboration with Africa?"* and *"Brazil and Africa: Historic Relations and Future*

*Opportunities"* reveal the nature of the economic relationship between Africa and Latin America in laying the foundation for a mutually beneficial cooperation framework. To this end, these studies underscore the importance of the role of public authorities in overcoming chronic market failures. **Efobi Uchenna Rapuluchukwu Tanankem Voufo Belmondo** and **Beecroft Ibukun** explain in their *Research Paper "Incentives and Firms' Productivity : Exploring Multidimensional Fiscal Incentives in a Developing Country"* to what extent the promotion of private initiatives, such as tax subsidies, must be well thought out and precisely oriented to reward the output of companies in their sector instead of accompanying them in their process, hence a results-driven approach. *"L'intégration Afrique-Atlantique : L'économie peut-elle réunir ce qui a été séparé par la géologie ?"* authored by **Karim El Mokri** and **Tayeb Ghazi**, extends the scope of this vision to cover the Atlantic area and Africa's interest in undertaking structural reforms to position the continent on the transatlantic trade scene.

## Resources and assets to harness

The rhetoric of an Africa that breaks with its "presumed fate" of failure is often read in our publications. Researcher **Nisrine Ouazzani**, program officer at OCP Policy Center, in her succinct and comprehensive

article, *"Walking the Talk of the Africa Rising Narrative"*, addresses the keys to Africa's eventual emergence by highlighting the expansion of its domestic market, abundance of natural resources, and especially youth and its labor force, which distinguishes it from the world's economic powers.

Similarly, in his *Policy Paper "Should Developing Countries Fear Secular Stagnation"* **Uri Dadush** confirms that population growth in developing countries, including Africa, should support long-term development provided that these economies are able to internalize technology in their production processes and converge further towards efficiency and increased productivity.

An Africa that is sought after by the world powers, which are in search of a new growth drivers, should undoubtedly migrate to a model of self-sustained growth is inspired by the approach that led China from precariousness to emergence. **Fathallah Oualalou**, in *"La Chine et nous : Répondre au second dépassement"* brings a new perspective in his analysis of the Chinese model and explicitly and pragmatically addresses best practices of this economic miracle that can serve as a standard for low-income economies.

## GEOPOLITICS AND INTERNATIONAL RELATIONS



"In order to help simplify the complexity of international relations, OCP Policy Center, like other Think Tanks and institutes around the world, has a particular interest in the field of international relations, geopolitics and security / defense. This interest is all the more justified by the interdependence of this domain with the other lines of OCP Policy Center's research, which is focused on the state of the world and its dynamics."

## An increasingly complex world to understand

The current nature of international relations reflects an image of uncertainty and ambiguity. The so-called “world order” is more like a disorder or at least a non-order that analysts struggle to define. Bipolarism is buried thing of the past and we are far from the 1990s when the United States aimed to be the leader of a unipolar order confronting emerging powers incapable of leading a multipolar world. The anarchic nature of international relations is increasingly reinforced by sovereignties that are reluctant to yield to globalization and which are still hesitating between isolationism and integration. This inability to model the world order is aggravated on the one hand by the strengthening of transnational crime and the emergence of terrorism, and on the other by the evolution of the very concept of war, which is more asymmetrical than ever, and that of alliance systems, which have become ephemeral and conjunctural. In such a climate, the decision-making process in terms of foreign policy reflects complexity and, in addition to the analyses carried out by official institutional bodies, calls for reflection on the part of other entities such as Think Tanks.

It is also in this context that OCP Policy Center's 2016 works should be read. From

agriculture to terrorism to certain international policy issues and global security, publications produced by OCP Policy Center have focused on both events and institutions. Thus the overall European strategy was addressed in parallel to NATO's decisions, possible changes in China's security policy in Africa, and Russia's behavior in the Middle East and North Africa. The terrorist threat as a crosscutting theme has led to studies on the geopolitical profiles of several countries and regions.

### The field of inquiry: the South in general, Africa in particular

The publications have, geographically, covered a wide area that overall can be modeled on the southern hemisphere with a priority place for Africa as a zone of predilection. However, Africa has not been addressed in isolation. Its neighborhood, its environment and its relations with the rest of the world have extended the field of inquiry to the Mediterranean, Europe, the Middle East, the Americas and the entire Atlantic.

This focus on the South in general and on Africa in particular stems from OCP Policy Center's orientation, which aims to be an African Think Tank because of its geographical location, but for which the Mediterranean, the

Middle East, the Atlantic and the Maghreb also remain fundamental areas that it is part of.

OCP Policy Center's firm belief in the relevance of South-South cooperation in both the economic and political spheres has been the basis of analytical works dealing with several central and cross-cutting themes, including Africa's geopolitical role both in terms of its resources and its development areas, as well as its demographics and the challenges it faces.

To this end, OCP Policy Center aims to show and demonstrate the need to balance relations in the Atlantic area by extending the concepts of cooperation, solidarity and collaboration that characterize the relations of the North Atlantic towards the South and thus ensure the construction of a strong South Atlantic area.

Therefore OCP Policy Center's work has the state of international relations with its uncertainties and contingencies as a backdrop, and its interest for the south as a field of inquiry and analysis as a compass.

*2016 was punctuated by major and unexpected events that upset the world. OCP Policy Center analyzed them in order to understand their mechanics and to measure the consequences. We quote the quintessence below.*

## 2016: Events that shook the world

The election of Donald Trump as President of the USA was the subject of a publication co-authored by **Otaviano Canuto** and **Matheus Cavallari** entitled "Mr. Trump: Can You Deliver it?" because of the importance of this event and the exceptional nature of some statements made by the American candidate. This election has had a resounding echo in the world and has given rise to some fears about the increasing complexity of the world situation.



The Russian intervention in Syria marked a turning point both in the events unfolding in the Middle East and in the perception of relations between the powers in general. It is a turning point that **Abdelhak Bassou** discussed in the *Policy Paper* "La Russie et la crise syrienne: le comeback de l'héritier de l'URSS et le changement de la donne en Syrie" announcing a strong comeback by Russia.

NATO has continued to demonstrate itself in response to emerging threats and constraints imposed by events, from the role of regional defensive alliance to that of an international player in security and offensive defense. Its structural and functional transformation has been studied in a *Policy Paper* co-authored by **Youssef Amrani**, **Rachid El Houdaigui**, **Guillaume Lasconjarias**, and **Jean-Loup Samaan** entitled "L'Otan : acteur global de la sécurité internationale, à l'épreuve des bouleversements géopolitiques régionaux". Indeed, in response to the fears expressed by Turkey and the Eastern European countries, the European immigration crisis, the Russian intervention in Syria, and the rise of terrorism, NATO has carried out several important steps that have been the subject of several publications including the article "Is NATO Globalizing in the Light of Regional Geopolitical Upheavals?", written by **Ihssane Guennoun**, and in the *Policy Brief* "NATO's Mediterranean Dialogue: What are new possible approaches?" and the *Research Paper* "Le sommet de l'OTAN à Varsovie: Clair-obscur du retour à l'engagement" written by **Rachid El Houdaigui**.



## Towards a global geopolitical reconfiguration

China's new strategic directions as a regional and global power seeking to consolidate its economic, political, military and diplomatic position were studied in the first part of the book "Dialogues Stratégiques - Nouveaux axes stratégiques et défis sécuritaires: Cas de la Chine et de la bande sahélo-saharienne", jointly published by OCP Policy Center and HEC Center of Geopolitics. Indeed, **Pascal Chaigneau** assesses the this new hegemon's posture by articulating his analysis around China's "new normalization" strategy in domestic politics; its management of regional tensions; and its new diplomatic areas. **Alain Oudot de Dain-Ville** presents China's motivations to establish itself as a maritime power as a means of asserting its sovereignty. **Jacques Gravereau** outlines Beijing's new economic strategy, oriented more towards consumption and services, than towards major infrastructure projects and exports of manufactured goods with low added value. **Fathallah Oualalou** outlines the process of opening up the Chinese economy, seen as the catalyst to its ascent, as well as the Sino-Moroccan partnership that allows it to better anchor itself within the Euro-Mediterranean and African space. **Jérémy Ghez** presents a retrospective and prospective analysis of the Beijing-Washington relationship between competition and cooperation, while noting geo-economic pivots operated by each of the powers. Finally, **Alfredo Valladão** develops its expansionist tendencies at the

regional and global levels and develops the Sino-American areas of cooperation during the last decades and in the future.

**The re-emergence of Russia** as an aspiring power to reposition itself on the front of the international scene was analyzed in the *Research Paper* entitled "La Russie et le Maghreb" where **Abdallah Saaf** gives us an overview of Russia's regional position in the Mashreq, Maghreb, Balkans, Caucasus, Asia, Latin America and Africa with a particular focus on the nature of its relations with the Maghreb from the Soviet period to today, based essentially on political affinities,

geostrategic positioning, and economic interests of different natures.

**European policies and strategies** are two major themes that have characterized the Policy Center's works in this field. On the one hand, the European Neighborhood Policy, with its various revisions, is orienting Europe's relations with its neighbors to the South and East, and the new strategy replacing the old common security policy. These two aspects are examined in terms of their impact on Africa and the Maghreb in **Vivien Pertusot's Policy Paper** "La politique européenne de voisinage: un phénix bureaucratique".

**Emiliano Alessandri** addresses **Morocco - European Union relations** in "The New EU Global Strategy and What It Means for Morocco". This *Policy Brief* seeks to highlight the strengths and weaknesses of the European Union's overall strategy, which according to **Alessandri**, may have missed an opportunity to reaffirm its ties with Morocco as part of its reflection on the regional cooperative orders. According to the author, the failures of the EU's overall strategy give Morocco the possibility to redefine the terms of its partnership, perhaps more advantageously, which could highlight the country's interest and articulate its position as a regional power. The overall European strategy is in itself a response to the rapidly changing geopolitical environment and the dramatic developments in the international system, ranging from the global financial crisis to the resurgence of conflicts in Eastern Europe and the MENA region. Its mission is to call for greater cohesion and a greater role for the European Union on the world stage. This paper also presents some views on what the overall EU strategy means for Morocco and what it might expect from the future of its relations with Morocco in this new framework. The main argument, however, is that the overall European Union strategy could have further deepened the major bilateral relations and highlighted the contribution of some of its neighbors, such as Morocco, to European and international security, given the country's "advanced status" and the Kingdom's development and security strategies, in light of its own security concerns.



Morocco is undoubtedly a neighbor and an essential partner of the South, and the European Union's strategy should give it greater leeway to consolidate its position and role as a strategic bridge between the North and the South, and the emerging economies.

**The geopolitics of African countries** have been the subject of several analyses aimed at identifying and understanding the data relating to the geopolitical elements of the states. A Policy Paper on Ethiopia was published in 2016: "Ethiopia: Emergence and Positive Change in a Turbulent Geopolitical Context" and a *Policy Brief* on Egypt "The Geopolitics of Egypt: Strengths, Opportunities, Constraints and Vulnerabilities".

## New security challenges

**Terrorism**, an emerging threat, especially in the Middle East and Africa where it seems to have settled for the long-term with repercussions impacting the world and Europe in particular, has been the subject of an overall analysis, paying particular attention to Africa in general and the Sahel in particular. To this end, **Abdelhak Bassou's** *Policy Paper* "The "Islamic State" Organization: A Continuation of Al Qaeda or an Emerging Rift" analyzes Daech's birth and the conditions that favored it, while exploring the links with Al Qaeda, in order to determine whether it is a continuation or an emerging rift.

**The Sahel**, a region characterized by important challenges and with a multiplicity of competing players, has been the subject of several analyses. Indeed, **Ihssane Guennoun** develops an overview of the region in "The Evolving Landscape in the Sahel: a Snapshot". **Abdelhak Bassou** addresses the importance of this African region in the fight against terrorism in the context of the vulnerabilities that characterize the corridor from Libya to Nigeria, in 's the *Policy Brief* "From the Mediterranean to the Atlantic: A Corridor Vulnerable to Terrorism". This same Sahelo-Saharan area was also widely analyzed in the second part of the book "Dialogues Stratégiques - Nouveaux axes stratégiques et défis sécuritaires: Cas de la Chine et de la bande sahélo-saharienne", where **Abdelhak Bassou** presents a unique perspective that links transnational crime to the organization and financing of terrorist groups. **Pascal Chaigneau** successively discusses the Libyan issue, as the central point for regional difficulties, the evolution of the political and security situation of the Sahelo-Saharan states, and the current fragilities of West Africa. **Pierre Marie Faivre** highlights the recent evolution of Algeria's role in the region as well as the three events that have changed Algiers' capacity to exercise its influence in what it considers to be its "self-interest." **Abdellah Saaf** explains the history of Algerian diplomacy, the origin of its dynamics of authoritarian

resilience before raising questions about the orientations of its foreign policy, within a fragile internal context and threatening external circumstances. Further to these analyses, **Rachid El Houdaigui** lucidly recalls that the Sahelo-Saharan area finds itself dependent on a complex geopolitical game, both due to the nature and number of actors and due to the ambiguity of their preferences. In parallel, France and the United States lead stabilization strategies, the most visible from the military and security point of view.. Finally, **Philippe Migaux** provides an ethnological and security analysis of the dynamics and stakes of power between the terrorist movements involved, and substantiates the security consequences of the jihadist threats in the Sahel.

**The action of the powers facing terrorism in Africa** has been widely analyzed by **Jean-Yves Haine** in "Robust Containment: French and US Security Policies in Africa" and by **Abdelhak Bassou** in "China faced with the proliferation of the terrorist phenomenon in Africa" through the study of containment policies resulting from French and American interventions and the possible metamorphoses of Chinese policy in response to the rise of terrorism in Africa.

OCP Policy Center has dealt with some important subjects characterized by their crosscutting nature. Indeed, agriculture occupies a preponderant place in geopolitics due to its role in energy security in terms of sustainable development. This transversality has been generously dealt with in two

publications, namely the *Policy Brief* by **Abdelhak Bassou** "The Importance of Agricultural Policy in Terms of Security, Defense and Sovereignty" and in the *Policy Brief* by **Marcus Vinicius de Freitas** "Energy Cooperation: a Prerequisite for Sustaining Energy Security". Finally, if works on geopolitics, defense

security and international relations were as prolific as they were diversified in 2016, the Policy Center's aim, together with the growing number of researchers and experts who join it from different horizons, augurs even more production and expansion of affected areas for 2017.

GEOPOLITICS AND INTERNATIONAL RELATIONS



## COMMODITY ECONOMICS AND FINANCE



"In 2016, OCP Policy Center made a significant contribution to the analysis of commodity markets by examining pricing determinants and the impact of fluctuations on market economies, with a particular focus on food products, mining, and energy from the southern perspective, through an overall analysis of global trends."

## Commodity prices down since 2014

2016 proved to be particularly busy for OCP Policy Center's "Commodity Economics and Finance" activities, mirroring the news from the commodities markets, characterized by low prices since 2014. The focus was largely on energy products, as described in "La valse des prix des bruts" in the blog by **Yves Jégourel**, and due to the agreement finally made at the end of the year on reducing crude oil production volumes. The price rebound has been evident since the second half of the year. However, as **Yves Jégourel** points out in his *Policy Brief* "The Rebound in Oil Prices: OPEC 'Fine Tuning' in Question" OPEC is now in question with an inquiry into the group of the fourteen producer countries' ability to maintain prices between USD\$50 - 60 / bbl over the medium term through their supply policies. This applies to crude, as well as natural gas, which has probably been at a crossroads since 2015. "The Future of Natural Gas: Markets and Geopolitics", a book co-edited by **Silvia Colombo**, **Mohamed El Harrak**, and **Nicolò Sartori**, illustrates the richness and complexity of the markets that respond to both financial, macroeconomic and geopolitical dynamics. Among the trends observed is the spotification of the liquefied natural gas market, developed by **Yves Jégourel** in

his *Policy Brief* "The Development of The Liquefied Natural Gas Spot Market: Origin and Implications", a phenomenon where short term commercial contracts are important and which also changes the very nature of geopolitical issues between exporting and importing countries.

## The producers paid heavily with a price drop



The authors covering Commodity Economics and Finance have also proposed annual price forecasts for most of the different commodities, in addition to energy products, and offered

forecasting tools within the framework of a *Policy Brief* "Global Commodity Markets 2015-2016 Forecasts" written by **Philippe Chalmin**. **Yves Jégourel**, meanwhile, questions the reality of the 2016 price rebound of hard commodities in his *Policy Brief* "2016: Rebound Year for Hard Commodities?". He also questions **the price war that he deems very common on the potash market** in his *Policy Brief* "Potash: A Typical Price War". The first annual report on "L'Afrique et les marchés mondiaux de matières premières: Leurres et lueurs", Africa and the world markets for commodities: hopes and illusions" co-published by **Philippe Chalmin** and **Yves Jégourel**, presented in Paris, Rabat, Dakar and Abidjan, offers a forward-looking and retrospective logic. The subtitle of this book, "Leurres et lueurs" (hopes and illusions) is a good reminder of the macroeconomic reality that the African producing countries in particular had to face in 2015: a considerable drop in the price of exported materials, which weighed heavily on economic growth. However, over the past few years it was coupled with a political will to increase the diversification and resilience of these economies.

## The solution: better resource management

In this respect, OCP Policy Center's met its ambitions in 2016 as it addressed the structural dynamics implied by the different commodity markets and developed a number of proposals and analyses for public decision-makers in accordance with our motto "Think, Stimulate, Bridge." Thus, the *Policy Brief* "Managing Natural Resources: An Attempt to Clarify the Debate" published at the beginning of the year by **Yves Jégourel** questions the very notion of natural resources management in order to try to clarify the many debates that it provokes. **Hinh T. Dinh** and **Russel Dinh** abandon this general approach in favor of a macroeconomic one and focus on commodity management for growth and prosperity in low-income countries in their *Policy Paper* "Managing Natural Resources for Growth and Prosperity in Low Income Countries". Their suggestions include the need for measures combining job creation with investment in infrastructure and human capital.

In his article "Suriname: A Tale of a Commodity-Dependent Economy Facing Shock of Prices", **Otaviano Canuto** analyzes the case of Suriname, which is dependent on raw material prices and whose growth and public accounts have been greatly impacted by falling prices. The author's analysis focuses on the macroeconomic responses that have

been implemented since 2015 to cope with this difficult economic situation.

Among the tools for structural change in producing countries, or at least for the mitigation of their dependence on an industry that does not provide sufficient economic and social added value, local content policies in the extractive sector were the subject of a high-level seminar in collaboration with the *African Development Bank* (AfDB) and the *King Abdullah Petroleum Studies and Research Center* (KAPSARC) and an article "Local Content in Extractives Sector: Exploring Policy Issues in New Producing Countries", authored by **Youssef El Hayani**, dealing with the conditions of their applications and their successes. The stated willingness of OCP Policy Center to address the political and economic dynamics of the African continent is also reflected in **Yves Jégourel's** *Policy Brief* "A Chequered African History of Commodity Markets. Part II: Cocoa" on the eventful history of Cocoa in Africa in the same approach as that previously written on bauxite and aluminum, and on several other *Policy Briefs* on oil, copper, natural gas and iron.

A special issue of the *Oxford Economic Papers*, an important international scientific journal, covered another economic and social subject that has been important over many years, namely the volatility of agricultural prices and their consequences, in "Food Price Volatility and Its Consequences" This latest

publication, to which experts including **Karim El Aynaoui** and **Rabah Arezki** have contributed, provides insight into OCP Policy Center's position and vocation on issues related to the economy and finance of commodities. As with our three other areas of reflection, the publication aims to provide high-level strategic thinking for economic and political decision-makers, and to produce research work to international standards both internally and within the framework of our many partnerships.



## Renewable energy

Renewable energy is also part of our area of investigation. Indeed, OCP Policy center has been interested in the environment, as reflected in the publication "Les atouts du Maroc dans le domaine de l'énergie verte" where **Laura El-Katiri** thoroughly demonstrates that Morocco's renewable energy potential is undoubtedly considerable, with significant potential for solar energy. Knowing that Morocco's energy imports are increasing, this alternative will reduce dependence on the international energy market.



## AGRICULTURE, ENVIRONMENT AND FOOD SECURITY



"OCP Policy Center's ambition to be at the heart of the strategic thinking, the "Think" of the Think Tank role, on all the challenges related to agricultural development and food security, as well as environmental issues, is demonstrated in 2016 through a number of high-level publications, on current issues, with hindsight and critical thinking on past agricultural development experiences."

## New trends: Promising development areas

### Green Revolution 2.0: a prerequisite for sustainable prosperity

Through his blog "A Green Revolution for Sustainable Food Production Systems in the Wider Atlantic Is Necessary Today" **Michel Petit** demonstrates the need for a second green revolution for Africa. The technological progress and innovations adopted during the first green revolution in Asia led to a significant increase in yields and agricultural productivity, which ensured production capable of feeding the region's population and avoided certain disasters such as starvation. Faced with an ever-growing African population and a growing demand for basic foodstuffs, the author insists on the imperative that the green revolution in Africa not repeat the errors of the first, namely pollution and excessive use of chemicals and fossil fuels.

### Innovation, the new watchword for research

Today's challenge is to integrate the concept of sustainability into resource management. A better understanding of the complexity of agricultural systems and the interactions between key components of these systems therefore appear necessary. Thus, water, energy and food form an essential nexus and

a central problem of the scientific debate as well as within the decision-making bodies. The management of this nexus raises a number of questions, both technically and in terms of governance. **Rabi Mohtar** highlights these questions in his *Policy Brief* "The Water-Energy-Food Nexus: Who Owns It?".



### Soil at the heart of integrated resource management

The practices and methods of sustainable land use have received careful attention. In his *Policy Brief* "The Role of Soils in Global Water and Food Security". **Rabi Mohtar** explains the centrality of soil in the agricultural production ecosystem and, to a greater extent, in maintaining and strengthening food security. Considering this essential role, **Tharcisse Guèdègbé** discusses the issues related to their use and approaches to putting the notion of sustainability at the heart of agricultural land use in his article "A New Management of Soils for Sustainable Agricultural Development."

## Strengthening commitments to nature

2016 put Morocco into the international spotlight as host country for COP22. Thus, rightly so, the environment and the climate have been the keywords of a number of publications in the areas of agriculture, environment and food security. In the *Policy Brief* "The Road to Marrakech: Key Issues for COP22". **Laura El-Katiri** provides an enlightened and enlightening overview of the five main priorities of COP22. Similarly, in her *Policy Brief* "From COP21 to COP22: Keeping the Momentum" **Carole Mathieu** insists on the importance of the period between two COPs, notably on the need to break with hesitation, and move to more tangible action. In this publication she launches a strong call to integrate energy in the management of climate and environmental issues.

## Agriculture, a growth engine in the South

### Water, energy and food: a vital trio for development

The water-energy-food nexus has recently become one of the most important subjects for food, energy and water security. Indeed, in a context characterized by immense disparities, especially in terms of the availability of primary resources, the southern countries must necessarily optimize the use of their natural and

human capital to ensure sustainable growth of their economy, especially within the agricultural sector. Aware of the extent of the phenomenon, OCP Policy Center has oriented its reflections towards understanding the different concepts related to this topic and has produced a multitude of publications in the field. The book "The Water-Energy-Food Nexus in the Middle East and North Africa" edited by **Martin Keulertz** and **Eckart Woertz** addresses the countries of the MENA region using an interdisciplinary approach integrating the economic, social and environmental aspects as well as the political contours of the water-energy-food nexus. Thus, it provides the analyses necessary for decision-making in order to ensure the sustainable development of these countries in terms of water availability.



## Agricultural production systems and sustainability: lessons to learn

It is undeniable that the sustainability of production systems depends on the quantity of available resources and the agricultural development model, as well as the mode of production adopted by farmers. Agricultural

practices, the institutional framework, and agricultural policies are considered to be determinants of agricultural production. As such, it is important to note that there are precedents for successful models that Africa should learn from to improve its production. **John Wilkinson's** *Policy Brief "Agricultural Models and Best Practices from Brazil and Southern Cone: Lessons for Africa"* suggests that Brazil's model is based on two pillars. The first is the intensification of agriculture through its integration into a dynamic international market and its evolution towards a new organizational model. The second is the reintegration of family farming into local institutional markets. Wilkinson's brief is a policy document that provides an analysis of the Brazilian experience, taking into account several measures, including investment in agriculture, land reform and financing facilities.

## What about trade in agricultural products?

The integration of the international market is one of the necessary conditions for sustainable and efficient agricultural development. However, there are factors that inhibit such trade integration, as it is the case with the Economic Community of West African States (ECOWAS). **Tharcisse Guèdègbé**, in his *Policy Brief* entitled "Facilitating Food Trade within ECOWAS", a mis en évidence que la fluidification des échanges entre ces pays est tributaire d'une bonne politique tarifaire et non tarifaire ainsi que de l'état des infrastructures et d'une logistique performante.

## Moroccan agriculture in full momentum

In Morocco, agriculture plays a very important role. It is considered as an economic growth engine with a GDP contribution of around 14%. It is also an important reservoir for employment since it absorbs about 40% of the total employed labor force. Recognizing the importance of the agricultural sector, Morocco has undertaken several policies to promote agricultural production and ensure food security in the country. Several questions have arisen in this area, among which are those dealing with the energy costs of irrigation policy in Morocco. **Mohammed Rachid Doukkali** addresses the topic in his article "Energy cost of irrigation policy in Morocco: a social accounting matrix assessment" and assesses the costs of energy and irrigation in Morocco using the social accounting matrix. Through this evaluation, the author demonstrates that Morocco's irrigation policy essentially aims at water savings through the use of the most efficient irrigation techniques, and has consequently increased energy consumption. The article was published in book "The Water-Energy-Food Nexus in the Middle East and North Africa".

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**STIMULATE**

# PUBLIC POLICY SCHOOL



Since its launch in 2015, the Public Policy School has set itself the objective of organizing advanced training courses for executives from both public and private institutions. The Public Policy School draws on the Center's research activities, publications and network of experts to develop relevant programs that meet best the needs and concerns of decision makers. It aims to strengthen analytical capacities and improve decision-making processes within target institutions in strategic disciplines that focus on:

Economic analysis and Management

Geopolitics and International Relations

Agricultural and Environmental Economics

Commodity Economics and Finance

Guided by OCP Policy Center's orientations, the pedagogical approach adopted for the Public Policy School's Executive course is centered on public policies. This choice is reinforced by the strong conviction that the training of human capital and the strengthening of skills in the aforementioned fields are decisive factors in improving the decision-making processes, formulating public policies, and in their implementation. Through this activity, the Public Policy School also aims to promote research, exchange and knowledge

sharing. The Public Policy School is thus a bridge between the academic world and the sphere of economic decision-making within public administration and the private sector.

Between long courses (advanced trainings) and short courses (thematic courses), the Public Policy School now mobilizes a network of professors and experts affiliated to prestigious institutions and world-renowned universities. Participants in the various training cycles thus have the opportunity to meet international experts. The training quality provided aims to

improve knowledge in the selected themes as well as to reinforce the analytical and synthesis capacities allowing a better approach to public policies.

The Public Policy School is now an antenna with national coverage through its diversified training programs, which focus on recent themes, aligned with OCP Policy Center's strategic research areas and in connection with Morocco's new economic and social environment, on local, regional and international levels.

# THE PUBLIC POLICY SCHOOL IN CONSTANT EVOLUTION



# THE PUBLIC POLICY SCHOOL IN 2016



**1200 Hours**

of in-person education led by research and case studies.



**40 Courses**

Combining theoretical and practical approaches to develop the participants' expertise adapted to problems encountered in their fields of involvement.



**291 Participants**

Comprised of senior executives, doctoral students and research professors all aiming to equip themselves with the necessary tools to develop public policy.



**46 Institutions**

Of which 65% are from the public sector, 26% from the private sector and 9% from universities.



**35 Speakers**

Of world renown, bringing together academics, experts and professionals.



## ” Testamonies



### **Souad NASSIR**

Energy Management Manager – National Water and Electricity Office

**Advanced Training in Commodity Economics and Finance**

: The Public Policy School's "Economics and Finance of Commodities" program is exactly the topic in which I needed to develop my professional performance as an Energy Manager at the National Office for Water and Electricity. It is a rich and well-structured program where we had the opportunity to benefit from the expertise of several professors and specialists of great caliber. I am truly grateful to OCP Policy Center for giving me this opportunity.



### **Mohammed Hanafi**

Department President at the Verification and Judgment Chamber – Court of Auditors

**Advanced Training in Economic analysis and Management**

: At the Public Policy School, real professionals provide training both at the program level and at the organizational level. The training conditions are ideal and encourage the experiences sharing of between the participants as well as the possibility to establish new relationships. Being part of the Public Policy School's elected members means being part of an effective team. Thank you again for the great efforts and congratulations to the whole team that ensures the smooth running of the trainings.



### **Zita Ndong Afang**

Doctoral student - University Hassan II in Casablanca

**Advanced Training in Geopolitics and International Relations**

: For a first experience as a Think Tank, OCP Policy Center's Public Policy School is performing well in the wide range of courses it offers. As a researcher in international law, I had the opportunity to take part in the training in "Geopolitics and International Relations," which is very essential to the continuation of my research project, and it is part of an interdisciplinary approach with its bilingual character. In addition, the Public Policy School owes its high quality training to the excellence of its distinguished trainers selected on the basis of their internationally recognized skills and expertise. Finally, the Public Policy School is also a framework and an environment conducive to the exchange of experiences and the development of knowledge in a warm and constructive atmosphere.



### **Nihal Issari**

Chemical Performance Manager - OCP Group

**Advanced Training in Agricultural Economics and Environment**

: Benefiting from the Public Policy School training is a unique experience. The courses are taught by a high-quality faculty with internationally recognized expertise, which allows you to take a close look at some of the most demanding questions while fostering debate and critical thinking. Also, I would like to pay tribute to the hospitality and helpfulness of the team who oversee the organization and smooth running of the training sessions. Finally, the Public Policy School has allowed me to forge new relationships and enrich my professional network. For me, the Public Policy School is an example to follow in the field of continuing education.

# THE YOUNG PROFESSIONALS NETWORK: INITIATIVES TO IMPACT YOUTH AT EVERY STEP



In 2010, 70 percent of the continent's population was under the age of 30, and slightly more than 20 per cent were young people between the ages of 15 to 24.

Accelerating the economic transformation of Africa and most importantly, stimulating development means translating the continent's recent growth into meaningful job creation, and reaping the benefits of the demographic dividend.. Realizing the continent's full potential implies channeling energy from these young populations through sustainable and interconnected platforms that enable partnerships, leadership, advocacy, dialogue and professional growth. When given the opportunity to fulfill their projects, the youth become real initiative-risk takers, problem

solvers, and innovators who challenge the existing frameworks and carry energizing visions for their communities.

In this regard, OCP Policy Center strives to give the next generation of leaders across all sectors (students and knowledge seekers, innovative entrepreneurs, committed public servants, private sector players, nonprofit change makers and media actors) the opportunity to reinforce the potential of the southern Atlantic. This is achieved by developing concrete initiatives that help harness their skills, raise awareness about contemporary issues facing their region, and connect and network with their peers.

The think tank's Young Professionals Network focuses on promoting a spirit of policy entrepreneurship, innovation, and global

engagement. It strives to help graduate students & junior professionals through the Volunteering Club and the Internship Program with career growth, and include mid-career professionals through the Atlantic Dialogues Emerging Leaders Program to sustained international networks to propel their projects and partnerships.

Given our commitment to giving the next generation of leaders the opportunity to enhance the potential of the South Atlantic, we offer a wide range of networking initiatives to leaders in the public and private sectors and civil society. The initiatives we propose are: **Emerging leaders in Atlantic Dialogues (23 to 35 years old), Summer Internship Program (23 to 27 years old) and Volunteer Club (30 years old and under).**

# ATLANTIC DIALOGUES EMERGING LEADERS PROGRAM: WHERE IDEAS AND PROJECTS FLOURISH BEYOND BORDERS AND CULTURES

The fifth edition of the Atlantic Dialogues **Emerging Leaders** program, took place in Marrakech from the 11th to the 16th of December. Changing mental maps and asserting an Atlantic vision can only be reinforced when the next generation of leaders are given a place at the table, to challenge the established perspectives and forward the conversations. To this end, the Atlantic Dialogues Emerging Leaders (ADEL) program fosters a unique network across generations, continents, and cultures, aimed at stimulating generational dialogue within the conference, and beyond by building a large interconnected community of rising professionals in their respective fields. Over 40 rising mid-career professionals engaged in a tailor made program before joining the "**Atlantic Dialogues**" conference as full time participants. As each edition, young leaders from around the Atlantic basin aged 23 to 35 years old, who have demonstrated leadership and initiative in their fields, who want to contribute to shaping the regional and global agenda in politics, finance, business, civil society and many other areas, who are eager to network with their peers and older, and who seek to foster and strengthen ties across the Atlantic were invited to apply to the Atlantic Dialogues Emerging Leaders

(ADEL) 2016 for a period of two months.

This year, the program received a record number of applications:

**Almost 1,500 (compared to 800 in 2015)**, Reflecting on the increasing visibility of this network of young professionals during the Conference and beyond, and confirming the need for such platforms.

This edition, as an ice breaker session, they have engaged in a town hall meeting where 10 of them volunteered to share their projects in order to get feedback from a multicultural crowd. The outcomes were positively surprising as they immediately started brainstorming partnership ideas with each other. For instance,

*Clarissa Rios from Peru (who is a scientist and founder of An NGO dedicated to social development and women empowerment) invited Jessica Gottsleben from the United States to export to Latin America her project aimed at bringing young women to politics #Iamanambassador.*

*Emil Chireno, from Dominican Republic suggested to Lea Metke from France to develop together a young professional's network to work on migration issues.*

*Megha Agharwal suggested to Soufiane Khebbaz from Morocco to export the digital storytelling project he has initiated in Casablanca to India.*



As part of this program, young leaders engaged in debates with high-level audiences and academic and media leaders, and participated in an immersion program at the Mohamed VI Polytechnic University, where they attended workshops on leadership development and on entrepreneurial and innovation ecosystems with prominent thinkers.

The program also strived to strengthen their exposure to high-level leaders and to promote thought provocative thinking during the conference, to this end, the 2016 ADEL

*Atlantic Dialogues 2016  
"Think the unthinkable"  
Closing panel facilitated by  
Nik Gowing,  
featuring:*

*Obajide Rotilu  
(Nigeria),*

*Jessica Gottsleben  
(USA),*

*Youssef Kobo  
(Europe/Morocco),*

*Salem Afeworki  
(Chili/Ethiopia).*

*These young speakers were  
elected by their peers to best  
represent them during the  
last debate.*



cohort took a greater lead in this year's conference agenda, by being featured on 15 panels as well as by leading the final plenary session. This provided the participants with a unique opportunity to experience real intergenerational dialogue. This final plenary session was moderated by Nik Gowing, former main presenter of BBC World News, and was a discussion on Nik Gowing's research "Thinking the Unthinkable" and the potential input that the next generation of leaders has when facing these 'unthinkables'. The panelists were Obajide Rotilu (Nigeria), Jessica Gottsleben (USA), Youssef Kobo (Europe / Morocco), and Salem Afeworki (Chile / Ethiopia), all emerging leaders elected by their peers to represent them during this debate.

The Emerging Leaders were chosen by a selection committee composed of GMF and OCP Policy Center's staff, who assessed their applications based on criteria related to

*"If I seem a critical thinker than I was and if you wonder how I manage to think what you thought are the unthinkable, then it is because of learning how to think the unthinkable with Nick Gowing. If I appear to be more inspired than before, then it is due to those inspiring young and emerging leaders I met at the program. The lasting friendship we established with these future leaders is the reason I am acting like I own the world. In short, it would in no way be an exaggeration to say that the Atlantic Dialogues Program made me a better professional in many ways."*

*Fitsum Girma, Foreign Service Officer,  
Ethiopian Ministry of Foreign Affairs.*

their professional achievements, leadership potential, thematic interests and potential contribution to the Atlantic Dialogues. This

selection process aimed at attempting to achieve a sectorial balance, with equal representation of each sector; regional balance, with 28 nationalities this year and a balanced representation of each continent of the Atlantic (**38% from Africa, 22% from Europe, 19% from North America, 12% from Latin America, 7% from the Caribbean**); and gender parity (**48% women, 52% men**).

As the selection process aimed at attempting to achieve sectorial balance, the cohort represented a diverse group of entrepreneurs, civil society project leaders, advisors, researchers in the fields of public policy, culture, and private sector development among others. This diversity combined with the designed program fosters fruitful exchanges and long lasting bonds adding to our strong community of **180 Emerging Leaders alums**.



# SUMMER INTERNSHIP PROGRAM

*Exceptional opportunities for the intellectual and professional fulfillment of youth*



OCP Policy Center offers 3-6 months full time internships for advanced students, and recent graduates who are interested in gaining practical experience in research, event organization and project management. Interns are supervised and their activities can range from research work and the preparation of draft reports to the compilation of statistical data, administrative duties, assisting with event and media management, project management etc.

We typically seek students specializing in areas relevant to the Think Tank's research areas such as economics, international relations, finance, agriculture, political sciences, as well as other management fields.

Our interns have full access to research seminars, roundtables, workshops and discussion groups hosted by OCP Policy Center and its partners, in addition to conferences on a wide range of emerging issues critical to business and policy interests in Morocco and more broadly in the African continent.



**John Odera**, Kenyan student  
Intern at OCP Policy Center during the summer of 2016

"I have a lot of good memories from the policy center, and most of them have to do with the fact that the policy center was less of a traditional hierarchical office and more horizontally organized... In just the few months I was there, three high level conferences took place at the policy center. I got to take notes and write the speaker briefs, and I met important people in the policy world whose interests were quite diverse. For example, I met (and exchanged cards) with the President of the Mauritius Stock Exchange as well as representatives of major think tanks in Europe and the Maghreb, just to name a few. In terms of personal development, I've come to realize that the grey areas in policy are simultaneously what make it interesting and challenging. Before working at the policy center, I felt like I had answers for most questions that troubled the world; - a two state solution for Israel and Palestine, heavily reinforced bans on human trafficking, open borders for refugees etc etc. But reading heavily detailed policy briefs and sitting in discussions where most of my notions were challenged were huge moments of intellectual growth for me. I came to see the world with completely different eyes, to understand better the conflicts of geopolitics, to grasp more the theory behind International relations and transnational politics."

## VOLUNTEERING CLUB: PROPELLING STUDENTS AND YOUNG PROFESSIONALS INTO THEIR CAREERS

Through volunteering experiences, OCP Policy Center strives to offer highly motivated students and young professionals the opportunity of a direct immersion in major conferences organized with the Think Tank's various international partners in Morocco. The volunteers are an integral part of the success of our events and get first-hand experience of high-level event organization on an operational level.

In 2016, 120 volunteers have been selected upon call for applications to get the opportunity to work closely on our major events organization. Our volunteers are college students and junior professionals who express interest in our areas of focus and who are eager to learn from a field experience.



# CALLS FOR CONTRIBUTIONS

Committed to promoting the spirit of research at the national level, OCP Policy Center contributes to scientific research by publishing analytical papers through its network of renowned experts, and by widening the publications' spectrum and making it available to young researchers or any other interested public a platform capable of enhancing their reflections. In this regard, OCP

Policy Center regularly invites contributions on crosscutting economic or geopolitical issues, drawing on local partners from academia or internationally renowned institutions such as the International Monetary Fund (IMF) or the United Nations Economic Commission for Africa (UNECA).

These initiatives also aim to provide a knowledge base on the mechanisms of how

the economic sphere and the geopolitical world functions in developing countries in general and in Morocco in particular. As such, OCP Policy Center remains firmly committed to making knowledge a public good, contributing to debate and exchanging ideas that are sometimes divergent.

External equilibrium, competitiveness, and the structural transformation process of the Moroccan economy

20 February, 2016

Quantitative tools to understand and forecast commodity markets

30 June, 2016

Industrialization in Africa: towards new growth

5 September, 2016

Special Issue of Open Economies Review on Global Labor Markets

1 November, 2016



The background is a solid blue color with a pattern of white, overlapping circles of various sizes. The circles are arranged in a way that they create a complex, web-like structure across the entire frame. The word "BRIDGE" is centered in the lower half of the image.

**BRIDGE**

# OVERVIEW OF OUR EVENTS

*As a platform dedicated to sharing and exchanging experiences, and to open and constructive debate, OCP Policy Center organized and participated in over sixty events in 2016.*

To share the results of its research, analyses and publications with the decision-making sphere and thus contribute to the development of public policy at the national level, OCP Policy Center organized several presentations within **15 Moroccan institutions**. National and international experts addressed targeted audiences on structural themes and topical issues related to major local, regional and global socio-economic issues.

OCP Policy Center hosted **21 events**, including several round tables, seminars and workshops, to discuss and debate complex and strategic issues. It brought together researchers, thinkers and decision-makers within its auditorium in a spirit of synergy and complementarity.

With the Think Tanks and Civil Societies Program (TTCSP), OCP Policy Center co-organized the first edition of the Africa Think Tank Conference and co-hosted the fifth edition of the Atlantic Dialogues in Marrakech. These two events have been very successful, witnessing the participation of several national and international decision-makers and opinion leaders.

Finally, as a promoter of successful international cooperation, OCP Policy Center participated as a partner in more than **25 major international conferences**.



# OUR MOST IMPORTANT EVENTS

## ATLANTIC DIALOGUES 2016

Changing Mental Maps: Strategies for an Atlantic Area in Transition – December 14 to 16 – Marrakech



1. **Mostafa Terrab**, CEO - OCP Group
2. **Karen Donfried**, President - German Marshall Fund of the United States
3. **Edward Scicluna**, Minister of Finance - Malta
4. **Hubert Védrine**, Former Minister of Foreign Affairs - France
5. **Thierry De Montbrial**, President and Founder of the French Institute of International Relations
6. **Cheikh Tidiane Gadio**, Former Minister of Foreign Affairs - Senegal
7. **Ian Lesser**, Vice President - German Marshall Fund of the United States
8. **Peter Pham**, Director – African Center at the Atlantic Council
9. **Moubarack Lo**, Economic Counselor to the Prime Minister - Senegal
10. **Otaviano Canuto Dos Santos Filho**, Executive Director – World Bank and Senior Fellow, OCP Policy Center
11. **Yves Jégourel**, Associate Professor of Finance, University of Bordeaux and Senior Fellow, OCP Policy Center
12. **Alfredo da Gama e Abreu Valladolid**, Professor, Sciences Po Paris and Senior Fellow, OCP Policy Center
13. **Landry Signé**, Member of the Center for African Studies, Stanford University and Senior Fellow, OCP Policy Center.

With the German Marshall Fund of the United States, OCP Policy Center co-organized the fifth edition of the International Conference "The Atlantic Dialogues" from December 14 – 16, 2016 in Marrakech. This major event brought together over **300 high-level guests** from over **40 countries** on both sides of the Atlantic, as well as other places that demonstrate a renewed interest in the Atlantic. Organized around the theme

**"Changing Mental Maps: strategies for an Atlantic in transition"**, the 2016 edition provided an opportunity for the "Atlantic Dialogues" Conference to solidify its role in rebalancing the debate, with a greater inclusion of the Southern perspective. A total of **55% of participants came from Africa and Latin America**, with the presence of former Presidents from both regions, namely President Obasanjo of Nigeria and President

Duhalde of Argentina. Discussions focused on topics of interest for this important geopolitical area, such as **development, security, investment, climate, and the changing nature of societies**. The best way to highlight the content of some debates is to quote the eminent thinkers who attended the 2016 edition of the Atlantic Dialogues:



**Carlos Lopes**, former Secretary General of UNECA: "... from an African perspective, there are three types of disruption that we are leaving today. The first disruption [...] is the demographic disruption. It's actually a disruption that is in favor of Africa because we are going to have the repository of youth of the world...(ndlr. the second and the third are technological and financial)."



**President Eduardo Duhalde**, Former President of Argentina: "...we believe that the great richness that we have among Atlantic countries should be leveraged to boost growth. And this is where I believe my country, in particular, will open to Africa and create important relations or relationships with African countries."



**Paulo Portas**, former Prime Minister of Portugal: "...I personally think that Africa could and should be for global growth what Asia was in the last quarter of the 20th century in the 21st. If, and if--with two ifs, political stability and juridical stability, those are the conditions to attract the enormous potential."



**President Olusegun Obasanjo**, former President of Nigeria: "...we [Africans] must own our development and we must be in the driver's seat."



**Adam Posen**, President, Peterson Institute: "if you want to talk about what's driving inequality, it's that throughout the rich world and in many other places, growth in wages has been very small compared to growth and productivity and overall growth. The share of capital in a very straightforward sense has gone up."

# AFRICA THINK TANK CONFERENCE 2016

From May 2016 ,4 – 2 - Marrakech, Morocco



OCP Policy Center, the Economic Commission for Africa, and the Think Tanks and Civil Societies Program of the University of Pennsylvania (TTCSP) jointly organized the "African Summit of Think Tanks" from May 2 to 4, 2016. Organized on the theme "**Building a sustainable and secure future for the people**

**and institutions of Africa"** the Conference brought together **85 major Think Tanks from 45 countries and over 120 participants** to discuss relevant issues for both Think Tanks and African countries as a whole.

Nowadays, in a world characterized by interconnectedness and interdependence,

African countries must work together across national borders to identify the major global problems, and to find solutions to them. At the very heart of the African Summit of Think Tanks, dialogue promotes common ideas and solutions.

That is why Mr. James McGann, Director of TTCSP, declared:

*“This event is the third and largest meeting of Think Tanks held in Africa. It enables specific partnerships with other Think Tanks and governments to develop strategies for sustainable institutions serving civil society and governments across the continent.”*

Conference discussions addressed a variety of issues, including preparations for COP22, the importance of good governance and the strength of institutions to ensure the sustainable development of the African continent. Participants also discussed the support that Think Tanks can provide to decision makers, influencers and the people of Africa in addressing some common challenges, such as achieving sustainable

development goals or strengthening countries' capacity to achieve free trade agreements that benefit them, in particular in the case of the African Continental Free Trade Area (CFTA). The Think Tanks can help countries improve their data collection capacity, methodologies and indicators, by providing negotiators with appropriate training and tools.



# SEVEN YEARS AFTER THE CRISIS: COMPARATIVE PERSPECTIVES

March 30 – April 1, 2016 - Rabat, Morocco



OCP Policy Center and Bruegel, in partnership with the Compagnia di San Paolo, organized a round table in Rabat on April 1, 2016 on the theme "Seven years after the crisis: intersecting perspectives."

The objective of this joint initiative is to establish a platform for open and constructive dialogue on policies between the emerging economies of the MENA region and the advanced economies.

Given the continuous evolution of the global economy, the organizers are convinced that such a forum for exchange and debate will promote the experiences sharing between the enlightened leaders of economic thinking in the North and the South. This meeting resulted in the publication of a book-report entitled " *Seven Years after the Crisis: Intersecting Perspectives* " bringing together four papers dealing with specific issues.

In the first paper, "Le chômage des jeunes dans la région méditerranéenne et ses implications à long terme" (Youth unemployment in the Mediterranean region and its long-term implications), by **Nuria Boot**, **Karen E. Wilson** and **Guntram B. Wolff**, the emphasis is on the correlation between unemployment among young people in the Mediterranean region and its consequences in Europe as a whole.

In the second document entitled "L'énergie à travers la Méditerranée: appel au réalisme" (Energy across the Mediterranean: A call for Realism), **Simone Tagliapietra** and **George Zachmann**, advise the European Union to learn from two decades of unproductive attempts at regional cooperation.

In the third document entitled "Le défi non satisfait de l'interdépendance dans l'espace UE-MENA: une vue du Sud" (The unfulfilled challenge of interdependence in the EU-MENA area: a view from the South), **Karim El Aynaoui**, **Uri Dadush**, **Karim El Mokri** and **Rim Berahab** discuss bilateral relations between Europe and the Arab world, in particular with regard to trade, migration, investment and energy.

**Abdelaaziz Ait Ali** and **Yassine Msadfa** used two methods to analyze the pace of structural transformation in Morocco in a paper entitled "La politique industrielle, les changements structurels et la participation des chaînes de valeur mondiales: une étude de cas du Maroc, de la Tunisie et de l'Égypte, Tunisie et Égypte" (Industrial policy, structural change and participation in global value chains: Case studies of Morocco, Tunisia and Egypt).



(1) **Iñigo Fernandez de Mesa**, Secretary of State for the Economy - Spain, (2) **Guntram B. Wolff** Director, Bruegel, (3) **Edward Scicluna**, Minister of Finance – Malta et (4) **Ahmed Rahhou**, President, Economic Affairs and Strategic Projects, Economic, Social and Environmental Council (Conseil Economique Social et Environnemental) (CESE).

# POST-COP21 ENERGY TRANSITION

September 8-9, 2016 - Marrakech, Morocco



The International Monetary Fund (IMF), the Center on Global Economic Governance (CGEG), affiliated with the prestigious Columbia University School of International and Public Affairs, OCP Policy Center jointly organized a high-level seminar supported by the COP22 Scientific Committee on «The Energy Transition, NDCs, and the Post-COP21 » on September 8 – 9, 2016 in Marrakech.

Leading experts attended the seminar, including Maurice Obstfeld, Economic Advisor and Director of the IMF's Research

Department; Rabah Arezki, Senior Fellow at OCP Policy Center and Head of the IMF Commodity Unit; Jan Svejnar, Director of CGEG; Patrick Bolton, Professor at Columbia University; and Martin Weitzman, Professor at Harvard University. These experts and many others from international organizations, research institutes and universities, as well as professionals from the political and business spheres, joined this event to contribute to the discussions on climate change and on the actions to be taken to reduce its adverse effects.

The discussions were organized around four main areas: Energy transition and its consequences, carbon pricing, management of climate uncertainty, and implementation of climate agreements. The experts also addressed the post-COP21 agenda and the climate finance issue, which is emerging as one of the key solutions in confronting climate change.

This seminar is the first collaborative effort with the Center on Global Economic Governance (CGEG) and the International Monetary Fund (IMF) on energy issues.



# LOCAL CONTENT STRATEGIES FOR THE EXTRACTIVE SECTOR: VISION FOR THE NEW PRODUCING COUNTRIES

September 5 – 6, 2016 - Rabat, Morocco



African Development Bank's African Center for Natural Resources, the King Abdullah Center for Petroleum Studies and Research (KAPSARC) and OCP Policy Center organized an International Colloquium on Local Content Strategies in Extractive Sectors: Vision for the new producing countries from September 5 – 6, 2016 in Rabat. During the course of the two-day event, the 40 international experts who participated in the event were

able to deepen their reflection, share their experiences and their views on the best local content strategies in Africa, designed to ensure a better extraction of raw materials in Africa, create value and jobs, and generate inclusive growth.

After a general review to set the context for this conference, during the first session, panelists addressed the regulation of the extractive sectors. The second panel was devoted to the best approaches to address

the local content issue while taking into account the characteristics of each country. During the third session, some experts then presented some case studies to highlight some of the successful experiences. Finally, participants discussed ways to make local content strategies a tool capable of enabling an extractive sector to be a catalyst for growth and a vector for development, not just a source of income for the new producing countries.



(1) **David Hobbs** - Research Director at KAPSARC  
 (2) **Rabah Arezki** - Senior Fellow at OCP Policy Center and Commodity Unit Manager at IMF  
 (3) **Amani Abu-Zeid** - Infrastructure Commissioner at the African Union

# ATLANTIC STRATEGY GROUP

April 25 – 27, 2016 - Dakar, Senegal



From April 25 to 27, 2016, the second edition of the Atlantic Strategy Group conference-debate was held in Dakar on "Une conversation atlantique sur la prospérité et la sécurité".

This event was co-organized by OCP Policy Center, the Panafrican Institute of Strategies and the German Marshall Fund of the United States (GMF).

After a successful first edition in Brazil in 2015, the organizers invited over 50 participants from 20 different countries from Africa, America and Europe to discuss issues related to the economy, trade, security, governance and human development in the South Atlantic. Several distinguished speeches were made during the conference, including those by former Cape Verde **President Pedro Pires** and **Mark Graham Brantley**, Minister of Foreign Affairs and Aviation of Saint Kitts and Nevis.



- (1) **Cheikh Tidiane Gadio** - Former Minister of Foreign Affairs of Senegal  
 (2) **Karim El Aynaoui** - Managing Director - OCP Policy Center  
 (3) **Ian Lesser** - Vice-president - The German Marshall Fund of the United States  
 (4) **Pedro Pires** - Former President of Cape Verde

# COP 22 SIDE EVENTS

November 10, 2016 – Marrakech

*OCP Policy Center organized three COP22 side events in partnership with several institutions*



## Low-carbon renewable energy: Lessons from the MENA region

The success of the Paris Agreement depends not only on the effective implementation of nationally determined contributions (NDCs) (COP21), but also on the ambition of these contributions in line with the need to decarbonize the global economy. With this in mind, countries in Latin America, the Middle East and North Africa have made considerable

efforts in terms of deploying renewable energy and have set ambitious future targets in this area. These initiatives have also enabled these countries to acquire expertise in this area. This expertise can be useful for other countries because it presents the different implementation approaches while providing an assessment of their chance of success. The sharing of these experiences is of great importance because several countries are beginning to consider renewable energy as a relevant approach leading to the decarbonization of energy systems.

As such, OCP Policy Center in partnership with the Council for Arab World Relations with Latin America and the Caribbean (CARLAC) organized a session on "Énergies renouvelables à faible teneur en carbone: enseignements tirés des régions MENA" (Low carbon Renewable Energy: Lessons Learned in the MENA region). Several decision-makers and experts in the field of deploying renewable energies attended the event. Discussions focused on the future deployment paths of renewable energy to achieve the Paris Agreement objectives. These discussions focused in particular on the situation in Latin America, the Middle East and North African countries.

## Decarbonization of electricity grids: progress and challenges ahead

The climate targets set at COP21 in Paris can only be achieved if the emphasis is placed on promoting low-carbon electricity sources. On the one hand, electricity generation alone is the main contributor to energy-related CO<sub>2</sub> emissions. On the other hand, global demand for electricity is expected to increase by 40% by 2030. Despite encouraging signs such as last year's record investment in renewable energies as well as falling technology costs, the path to complete decarbonization of electricity systems is still long and difficult.

Aware of this challenge, OCP Policy Center organized a joint session with the French Institute of International Relations (IFRI) on "Decarbonization of electricity networks: progress made and challenges to be met" with the aim of discussing decarbonization strategies for electricity and identifying areas in which stronger international cooperation should be pursued. Experts who took part in the event were able to propose possible scenarios in order to give decision-makers guidance on the central issue of CO<sub>2</sub> emissions linked to energy.

## How can sustainable energy drive prosperity?

OCP Policy Center organized jointly with Agence Française de Développement (AFD) and the Intergovernmental Panel on Climate Change (IPCC) a side event during COP22 under the theme "How Sustainable Energy Can Drive Prosperity in a Warming planet? "

COP21 emphasized the need to adapt to climate change. In parallel to the political commitment of countries to reduce carbon emissions, the role of energy for prosperity does not seem to have been sufficiently highlighted. All countries, including developing and emerging ones, are now involved in the implementation of the production and use of sustainable energy.

Empirical research suggests that energy is crucial to economic prosperity, and that the transition towards low-carbon energy is crucial for developing countries. Therefore, what would be the factors and conditions to maximize prosperity while minimizing the production and use of coal and oil? What will be the consequences of such a constraint? In what conditions can the decoupling between fossil energy and growth Of GDP take place? What would be the consequences of a delay in the implementation of this change of energy? These were the issues debated by the experts participating in this panel.



- (1) **Tayeb Amagroud**, Energy expert and Senior Fellow - OCP Policy Center
- (2) **Gael Giraud**, Economist, French Development Agency (AFD)
- (3) **Hervé Letreut**, Member of the Intergovernmental Panel on Climate Change (IPCC)

# WORKSHOP ON THE GLOBAL JOB MARKET

September 1 – 2, 2016 - Paris

*Organized by OCP Policy Center, in partnership with the International Monetary Fund and Brunel University in London*



OCP Policy Center and the International Monetary Fund, in partnership with Brunel University in London, organized a workshop in Paris on September 1 and 2, 2016 on the realities and trends that characterize the global labor markets.

The conference was held within a context of an economic recovery in many advanced economies and sluggish growth in several developing economies, accompanied by an increase in the unemployment rates.

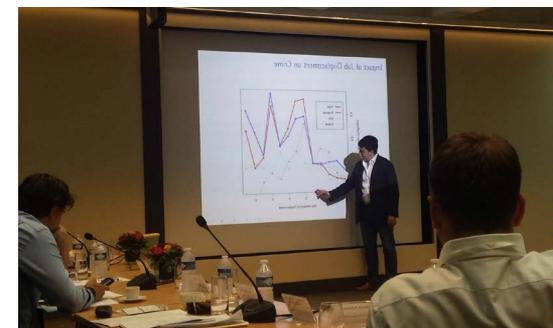
Given these developments and several other underlying trends in the job market, experts from international organizations, research institutes and universities, as well as renowned professionals from the political and business arenas came to share their perspectives on employment strategies, the linkage between employment and growth, employability and inclusion, and the effectiveness of structural reforms. This meeting resulted in the publication of a special issue in the "Open Economies Review" in 2017. **Nauro Campos** (Brunel University of London), **Prakash Loungani** (IMF) and **Karim El Aynaoui** (OCP Policy Center), will contribute to this issue. The book will include the best papers presented at the conference sessions.

The second session, "Jobs and Growth: The Role of Policies and Institutions" was moderated by **Marc Uzan** (Reinventing Bretton Woods Committee) on the basis of a paper written by **Karim El Aynaoui** and **Aomar Ibourk** (OCP Policy Center) entitled "Policy Lessons from Okun's Law for African Countries."

**Nauro Campos** (Brunel University) moderated the third session. Titled "Labor Flows: Mobility, Migration, Displacement", this session discussed the implications of migratory movements in labor markets.

The fourth session, entitled "Policy Priorities and Prospects for the EU," led by **Jean-Bernard Chatelain** (Paris School of Economics) focused exclusively on the European labor market, providing a critical overview of job market trends.

The fifth and final session, entitled "The Design of Labor Market Institutions" provided an opportunity to discuss the rules to be followed when designing labor market policies. **Ahmed Tritah** (University of Maine) chaired this session.



- (1) **Prakash Loungani**, Advisor at IMF Research department and Senior Visiting Fellow - OCP Policy Center  
 (2) **Laurence M. Ball**, Economist, Johns Hopkins University  
 (3) **Nathalie González Prieto**, IMF Researcher

# OUR TEAM



**Karim  
EL AYNAOUI**  
Managing Director



**Khalid  
BERRADI**  
Chief Operating  
Officer



**Fatima  
NADDARI**  
Managing Director  
Assistant



**Abdelaaziz  
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Economist



**Rim  
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**Tayeb  
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**Mohamed EL HARRAK**  
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**LiLia RIZK**  
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**Ihssane GUENNOUN**  
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**Youssef EI HAYANI**  
Program Officer



**Samia SADEQ**  
Financial & Operations Officer



**Mohamed Hamza SALLOUHI**  
Operations Program Assistant



**Soukaina LAABIRI**  
Junior Operation Officer



**Lamia EL BAKKAL**  
Program Assistant



**Hasnaa TADILI**  
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**Sanaa RAHBI**  
IT Manager



**Youssef AIT EL KADI**  
Graphic Designer

# OUR EXPERTS

## Long Term Development



**Jalal Abdel-Latif**  
Responsible for the Capacity Building Division of the Economic Commission for Africa Ethiopia



**Pierre-Richard Agénor**  
Professor at the University of Manchester U.K.



**Eduardo Amaral Haddad**  
Professor at the University of São Paulo Brazil



**Otaviano Canuto**  
Executive Director at the World Bank Brazil



**Uri Dadush**  
Associate researcher at Bruegel U.S.A



**Hinh T. Dinh**  
Professor at the University of Indiana U.S.A



**Aomar Ibourk**  
Professor at the Cadi Ayyad University Morocco



**Larabi Jaïdi**  
Former professor at the University Mohamed V Morocco



**Moubarack Lo**  
President of the Emergence Institut and Advisor to the Prime Minister of Senegal



**Prakash Loungani**  
Advisor at the International Monetary Fund and Professor at Vanderbilt University U.S.A



**Fathallah Oualalou**  
Former Minister of Economy and Finance and Former Professor at the Mohamed V University Morocco



**Landry Signé**  
Consultant at the Center for African Studies at Stanford University U.S.A



**Vera Songwe**  
Director of the Regional Office for West and Central Africa at the International Financial Company (IFC) Cameroon

## Agriculture, Environment and Food Security



**Azzedine Azzam**  
Professor at the University of Nebraska-Lincoln U.S.A



**Mohamed Rachid Doukkali**  
Professor at the Agronomic and Veterinarian Institute Hassan II Morocco



**Rabi H. Mohtar**  
Professor at Texas A&M University U.S.A

## Commodity Economics and Finance



**Tayeb Amegroud**  
Founder of GPower  
Consultants  
Morocco



**Rabah Arezki**  
Head of the Commodities  
and Environment  
Department at the  
International Monetary  
Fund  
U.S.A



**Ezana Bocresion**  
Associate Director of  
Aeneas Holdings  
U.S.A



**Laura El-Katiri**  
International Energy  
Consultant  
UAE



**Helyette Geman**  
Professor at the  
University John  
Hopkins  
UK



**Yves Jégourel**  
Professor at the  
University of Bordeaux  
and at the Toulouse  
Business School  
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**Francis Perrin**  
Director of the Institut des  
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University Jean Moulin Lyon 3  
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## Geopolitics and International Relations



**Abdelhak Bassou**  
Former Director of the  
Moroccan Royal Police  
Institute  
Morocco



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



**Marcus Vinicius  
de Freitas**  
Professor at the  
Armando Alvares  
Penteado Foundation  
Brazil



**Rachid El Houdaigui**  
Professor at the Abdelmalek  
Essaadi University  
Morocco



**Mohamed Loulichki**  
Former Ambassador of  
Morocco



**Aziz Mekouar**  
Former Ambassador of  
Morocco



**Abdellah Saaf**  
Former Minister of  
Education and Professor  
at the University  
Mohamed V  
Morocco

# LIST OF PUBLICATIONS



## Long Term Development

Titre	Type
Walking the Talk of the Africa Rising Narrative	Blog
Featured Q & A: How Will the Fed's Rate Affect Latin America?	Blog
The Current Brazilian Situation	Blog
Current African Economic and Strategic Challenges and Opportunities: Intersecting Views from China and Morocco	Blog
The Roles of Think Tanks in China-Morocco Cooperation	Blog
Economies émergentes: Faits stylisés et perspectives	Blog
Successfully Transforming African Agribusiness Through Private Equity Capital Part III	Blog
The Economic Implications of the Brexit Mess	Blog
China's Spillovers on Latin America and the Caribbean	Blog
Tales of Emerging Markets	Blog
Turkey's Economy at the Crossroads	Blog
Brazil Needs an Honest Waste Loss	Blog
A Straitjacket to help Brazil Fight Fiscal Obesity	Blog
The Global Economy Remains Unbalanced	Blog
Ce qu'écrire veut dire	Blog
Equilibres externes, compétitivité et processus de transformation structurelle de l'économie Marocaine	Book
La Chine et nous : Répondre au second dépassement	Book
Industrial Policy: A Guide for the Perplexed	Policy Briefs
Brazil and Africa: Historic Relations and Future Opportunities	Policy Briefs
Learning Achievement in Morocco: A Status Assessment	Policy Briefs
What Happened to World Trade	Policy Briefs
Africa-Atlantic Integration: Can the Economy Unite What Geology has Divided?	Policy Briefs
Housing Policies in Africa & Brazil: The Role of PPPs for low-income housing	Policy Briefs
Politics, Policies and Prospects of the MENA Region	Policy Briefs

Mexico's Strategic Comparative Advantage in GLOBAL Trade: At the Crossroads of NAFTA, the Pacific Alliance, TTP, and TTIP	Policy Briefs
How to Implement Domestic Resource Mobilization Successfully for Effective Delivery of Sustainable Development Goals in Africa: Part I	Policy Briefs
How to Implement DRM Successfully for Effective Delivery of SDGs in Africa: Part II	Policy Briefs
Morocco's 2014-2020 industrial Strategy and its Potential Implications for the Structural Transformation Process	Policy Briefs
Enhancing a Continental Policy on Energy Access in Africa	Policy Briefs
The Global Outlook, Secular Stagnation, and the MENA region	Policy Briefs
The Importance of the Water-Energy-Food Nexus in the Implementation of the Sustainable Development Goals	Policy Briefs
Argentina's Shifting Politics: New Prospects for Collaboration with Africa?	Policy Briefs
L'intégration économique en Afrique: un processus en cours	Policy Briefs
Using Foreign Direct Investment to Upgrade and Diversify Exports from Morocco: Opportunities and Challenges in Comparative Perspective	Policy Paper
Industrial Policy, Structural Change and Global Value Chain Participation: Case Study of Morocco, Tunisia and Egypt	Policy Paper
Climbing the Global Digital Ladder: Latin America's Inescapable Trial	Policy Paper
Should Developing Countries Fear Secular Stagnation?	Policy Paper
Politiques publiques, transformation industrielle, croissance et emploi au Maroc: une analyse quantitative	SIAJ*
Reconfiguración del Sur Global: África, América Latina y el «siglo de Asia»	SIAJ*
GLOBAL Jobs Report: Edition 2016	Report
GLOBAL Jobs Report: Updated 2016	Report
Seven Years after the Crisis: Intersecting Perspectives	Report
GLOBAL Jobs Report: Update November 2016	Report
Atlantic Currents: An Annual Report on Wider Atlantic Perspectives and Patterns	Report
Fluctuations in Emerging Economies: Regional and Global Factors	Research paper
Analyse comparative des déterminants de la croissance des pays de l'UEMOA et des pays à forte croissance	Research paper
Incentives and Firms Productivity: Exploring Multidimensional Fiscal Incentives in a Developing Country	Research paper
Performances en lecture au Maroc: approche par genre	Research paper
Structure des échanges entre le Maroc et l'Afrique: Une analyse de la spécialisation du commerce	Research paper
Le défi de la transformation économique structurelle: une analyse par la complexité économique	Research paper
Du mouvement associatif marocain: le récit et le sens	Research paper

\* : Special Issues in Academic Journals



## Geopolitics and International Relations

Titre	Type
Is NATO Globalizing in the Light of Regional Geopolitical Upheavals?	Blog
The Evolving Landscape in the Sahel: a Snapshot	Blog
Mr. Trump: Can You Deliver it?	Blog
La Façade Atlantique de l'Afrique: un espace géopolitique en construction	Book
Dialogues Stratégiques: nouveaux axes stratégiques et défis sécuritaires: cas de la Chine et de la bande sahélo-saharienne	Book
Reconfiguration of the Global South: Africa and Latin America and «Asian Century»	Book
Robust Containment: French and US Security Policies in Africa	Note IFRI
From the Mediterranean to the Atlantic: A Corridor Vulnerable to Terrorism	Policy Briefs
China faced with the proliferation of the terrorist phenomenon in Africa	Policy Briefs
Energy Cooperation: a Prerequisite for Sustaining Energy Security	Policy Briefs
NATO's Mediterranean Dialogue: What are new possible approaches?	Policy Briefs
The «Islamic State» organization: a Continuation of Al Qaeda or an Emerging Rift	Policy Briefs
The Geopolitics of Egypt: Strengths, Opportunities, Constraints and Vulnerabilities	Policy Briefs
The new EU Global Strategy and What It Means for Morocco	Policy Briefs
Towards People-Centered Security Sectors in Africa: A Tale Of Missed Opportunities?	Policy Briefs
L'Otan, «acteur global de la sécurité internationale», à l'épreuve des bouleversements géopolitiques régionaux	Policy Paper
La Russie et la crise syrienne: le come-back de l'héritier de l'URSS et le changement de la donne en Syrie	Policy Paper
Le Golfe de Guinée, zone de contrastes: Richesses et vulnérabilités	Policy Paper
La politique européenne de voisinage: un phénix bureaucratique	Policy Paper
Ethiopia: Emergence and Positive Change in a Turbulent Geopolitical Context	Research paper
La Russie et le Maghreb	Research paper
Le sommet de l'OTAN à Varsovie: Clair-obscur du retour à l'endiguement	Research paper
Relations Maroc-Afrique subsaharienne: quel bilan pour les 15 dernières années?	Research paper



## Commodity Economics and Finance

Titre	Type
Suriname: A Tale of a Commodity-Dependent Economy Facing Shock of Prices	Blog
Local Content in Extractives Sector: Exploring Policy Issues in New Producing Countries	Blog
La valse des prix des bruts	Blog
The Future of Natural Gas: Markets and Geopolitics	Book
Managing Natural Resources: An Attempt to Clarify the Debate	Policy Briefs
The Development of The Liquefied Natural Gaz Spot Market: Origin and Implications	Policy Briefs
Policies for Managing Natural Resources in Low Income Countries	Policy Briefs
Global Commodity Markets 2016-2015 Forecasts	Policy Briefs
A Chequered African History of Commodity Markets. Part II: Cocoa	Policy Briefs
2016: Rebound Year for Hard Commodities?	Policy Briefs
The Rebound in Oil Prices: OPEC «Fine Tuning» in Question	Policy Briefs
Potash: A Typical Price War	Policy Briefs
Managing Natural Resources for Growth and Prosperity in Low Income Countries	Policy Paper
L'Afrique et les marchés mondiaux de matières premières: Leurres et lueurs	Report
Africa and the Global Commodity Markets	Report
Oxford Economic Papers: Food Price Volatility and its Consequences	SIAJ*

\* : Special Issues in Academic Journals



## Agriculture, Environment and Food Security

Titre	Type
A Green Revolution for Sustainable Food Production Systems in the Wider Atlantic is Necessary Today	Blog
A New Management of Soils for Sustainable Agricultural Development	Blog
The Water-Energy-Food Nexus in the Middle East and North Africa	Book
Les atouts du Maroc dans le domaine de l'énergie verte	Policy Briefs
The Importance of Agricultural Policy in Terms of Security, Defense and Sovereignty	Policy Briefs
Agricultural Models and Best Practices from Brazil and Southern Cone: Lessons for Africa	Policy Briefs
The Water-Energy-Food Nexus: Who Owns It?	Policy Briefs
The Role of Soils in Global Water and Food Security	Policy Briefs
The Road to Marrakech: Key Issues for COP22	Policy Briefs
Facilitating Food Trade within ECOWAS	Policy Briefs
From COP21 to COP22: Keeping the Momentum	Policy Paper



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