



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



# PROGRAM REPORT

2024 Edition



THINK • STIMULATE • BRIDGE

**Rapporteurs:**

The 2024 ADEL cohort

**Report Coordination:**

**Majda Belkheiri**, Program Officer, Youth Leadership Initiatives Section, PCNS

**Majda Lazaar**, Junior Program Officer, Youth Leadership Initiatives Section, PCNS

**Graphic Design:**

**Youssef Ait El Kadi**, Senior Graphic Designer, PCNS

**Editing:**

Una Kamri-McGurk

# Table of Contents

Overview of the Atlantic Dialogues Emerging Leaders Program	4
The ADEL Community in Numbers	5
The 2024 Edition	6
Cohort Feedback	7
Introductory Remarks	8
<b>THEMATIC SESSIONS</b>	<b>10</b>
Unlocking the Potential of Tomorrow’s Leaders with Purpose and Impact	10
Multilateral Organizations and the Next Generation	12
Cultivating Purpose-Driven Leadership and Teams	14
Transformative Leadership in Education and Beyond	16
Climate Action and Financing	18
Artificial Intelligence and Information Integrity	20
Design Thinking in Policy Making	22
Impact Investment for Youth Empowerment and Sustainable Development	24
City Policy: What Local Leaders Can Achieve	26
Agrifood Systems Leadership in Practice	28
Constructive Debate and Lobbying	30
Building Unbreakable Networks	31
Media Training Strategies for Effective Communication	32
Technological Advancements and the Evolution of Skills for Tomorrow's Workforce	34
Rethinking Resilience in a Volatile World	36
Bridging the North-South divide for Future Generations	38
Wider Atlantic Challenges Viewed by Emerging Leaders	40
<b>ACTIVITIES &amp; SIDE EVENTS</b>	<b>42</b>
Visit to the University Mohammed VI Polytechnic Campus	42
Visit of Rabat: The City of Lights – A Journey Through History and Heritage	43
Night Owl: Unpopular Opinions–Convince Me if You Can!	44
Thematic Lunch: Caregiving Moonshots	46
Building Bridges: ADEL 2024 Cohort Connects with UM6P Students	48
About the 2024 ADEL Cohort	49

# Overview of the Atlantic Dialogues Emerging Leaders Program

The Atlantic Dialogues Emerging Leaders (ADEL) program, spearheaded by the Policy Center for the New South (PCNS), is a flagship initiative designed to bridge generational and perception gaps, empowering young professionals to actively contribute to and shape global conversations. Rooted in inclusivity, knowledge-sharing and regional cooperation, the program provides a platform for the next generation of changemakers, policymakers, and innovators to challenge established perspectives, foster intergenerational dialogue, and co-create solutions to today's most pressing global challenges.

PCNS firmly believes that youth are not only the leaders of tomorrow but also of today. Through the ADEL program, young professionals are given a seat at the table, where they engage in high-level debates and contribute meaningfully to international platforms. Recognizing youth as agents of change, the program equips them with the skills, insights, and networks needed to navigate and address complex socio-economic and geopolitical challenges across the Atlantic and beyond.

## Connect

Each year, the ADEL program brings together 40 to 50 outstanding young leaders who have demonstrated a steadfast commitment to tackling social and economic challenges, both within their local communities and on a global scale. Through this initiative, PCNS fosters a diverse and dynamic network of emerging change-makers, uniting professionals from different sectors, backgrounds, and perspectives around a shared mission: driving meaningful impact, reshaping narratives, and championing lasting social change. By fostering inclusivity, diversity, and global interconnectedness, ADEL creates a unique platform where young visionaries collaborate, innovate, and lead transformative initiatives.

## Empower

At PCNS, we believe leadership is not just about influence—it is about vision, action, and impact. The ADEL program enhances both the personal and professional leadership journeys of its participants by exposing them to thought-provoking discussions, immersive experiences, and mentorship from established global leaders. Through interactive workshops, strategic visits, and innovative learning sessions, participants refine essential skills such as leadership development, design thinking, and collective intelligence—preparing them to navigate the complexities of today's policy and business landscapes with confidence and agility.

## Inspire

By bringing together a diverse cohort of young professionals, the ADEL program fosters an environment that encourages collaboration, sparks creativity, and amplifies innovation. More than just a learning experience, it builds bridges across sectors, generates fresh perspectives, and catalyzes cross-disciplinary synergies. Participants leave not only with newfound inspiration and practical tools but also with a strengthened commitment to driving positive change in their respective fields and communities.

For over a decade, the ADEL program has connected, empowered, and inspired hundreds of young leaders from diverse backgrounds, industries, and regions. As a thriving and ever-growing community, its alumni continue to lead transformative initiatives, drive impactful policies, and reshape global narratives.

## The ADEL Community in Numbers

**11**

EDITIONS

**+440**

ALUMNI

**+70**

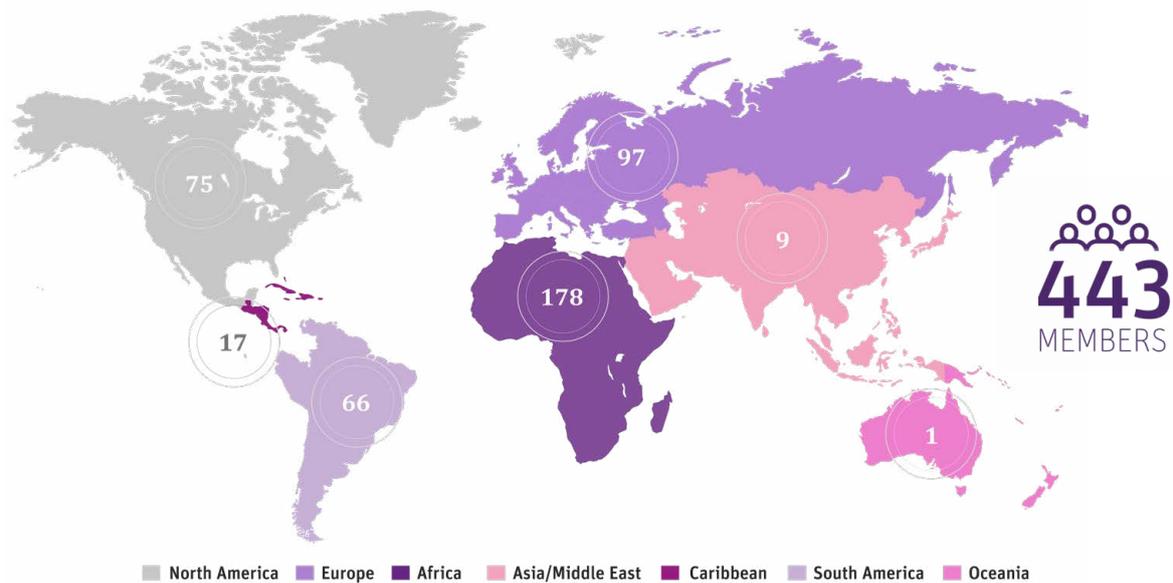
NATIONALITIES

**+1600**

APPLICATIONS / YEAR

**7**

IMPACTFUL PROJECTS FINANCED ACROSS THE ATLANTIC



# The 2024 Edition

The 11<sup>th</sup> edition of the Atlantic Dialogues Emerging Leaders (ADEL) program took place from December 8-12, 2024, in Rabat, Morocco. This year, 41 exceptional young professionals, aged 25 to 35, were selected from a highly competitive pool of over 1,300 applicants representing 134 countries.

The cohort included participants from 23 nations across the Atlantic region, spanning Africa, Latin America, Europe, North America, and Asia. They brought expertise from a wide range of sectors, including academia, consultancy, government agencies, international organizations, media, NGOs, the private sector, public administration, and think tanks. With this latest cohort, the ADEL network now comprises over 450 members from more than 70 countries, underscoring its expanding global influence and impact.

Each year, the ADEL program is thoughtfully designed to reflect the expertise of its participants while addressing the most pressing economic, political, and social challenges facing the Atlantic region and beyond. The 2024 edition featured a curated series of discussions, interactive workshops, thought-provoking sessions, and field visits, equipping participants with the tools and insights needed to drive meaningful change.

Participants were also invited to contribute to a collaborative written report, an initiative first introduced in 2019. This collective effort ensures that the rich discussions, diverse perspectives, and key insights from the program are documented and shared as a valuable resource for policymakers, thought leaders, and the wider ADEL community.

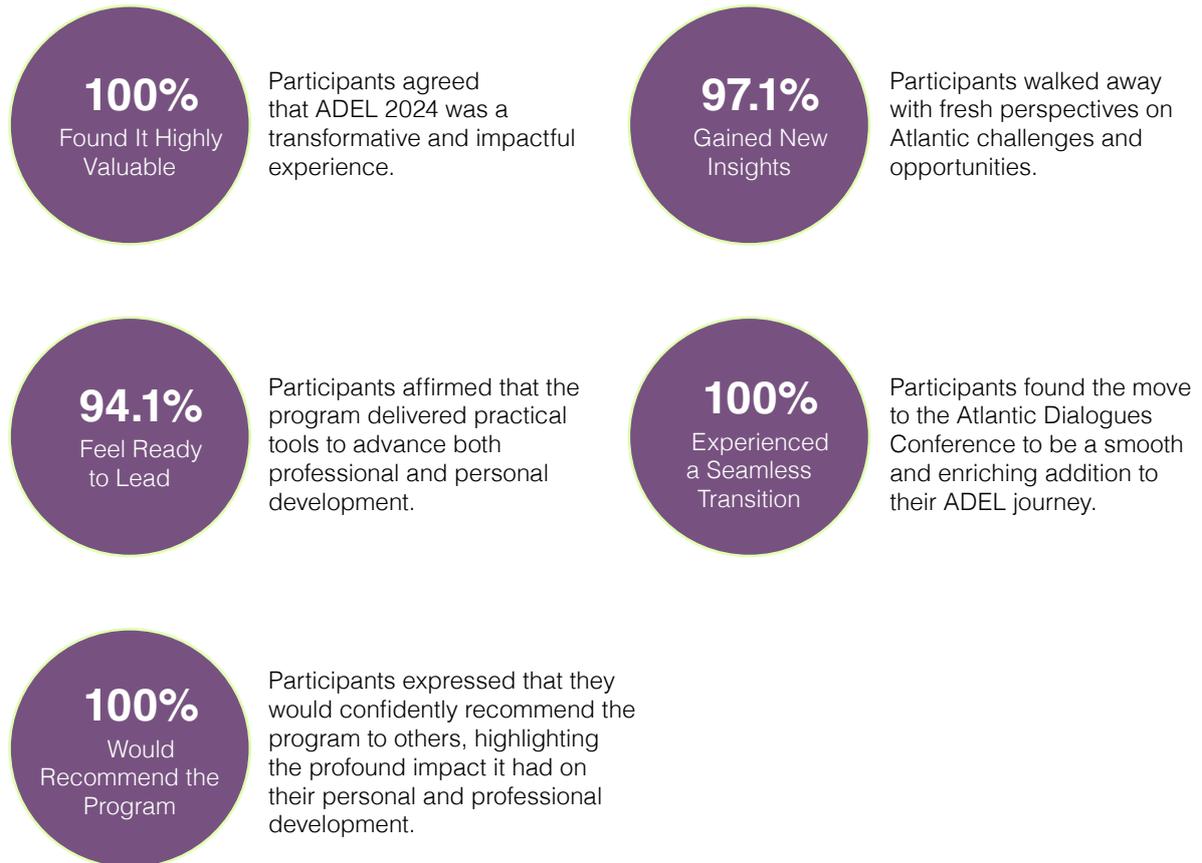
Serving as a comprehensive record of the program, the report captures key takeaways from expert-led sessions and moderated discussions. Distinguished speakers and facilitators played a pivotal role in enriching conversations, encouraging knowledge exchange, and challenging perspectives, fostering an engaging and thought-provoking experience for all participants.

This edition of the ADEL program reaffirms the PCNS's commitment to equipping young leaders with the knowledge, skills, and networks necessary to shape the future of the Atlantic and beyond.

**The ADEL Team**

# Cohort Feedback

With **34 participants out of 41** (82.9% response rate) sharing their insights, the 2024 ADEL Program proved to be a transformative experience. Here's how the numbers tell the story:



# Introductory Remarks

## A Decade of Impact: The ADEL Program's Legacy and the 2024 Cohort's Journey

**Session date:** Sunday, December 8, 2024

**Speakers:**



**Lilia Rizk**  
Former ADEL Manager (2017-2023) and Head Coordinator of the Atlantic Dialogues, Policy Center for the New South



**Fadila Filali**  
Manager, Youth Leadership Initiatives, Policy Center for the New South



**Lilia Rizk**, former ADEL Manager (2017-2023) and Head Coordinator of the Atlantic Dialogues, emphasized that the program's foundation aligns with PCNS's broader mission—to reshape the narrative around the Global South, produce knowledge within the region, and promote alternative perspectives on global issues. Intergenerational collaboration is embedded in PCNS's institutional DNA, fostering an environment where young professionals, researchers, and project managers work closely with senior fellows on research and policy development.

The ADEL program is a key pillar of the Atlantic Dialogues, the flagship conference of PCNS. Since its inception in 2012, the program has provided a platform for young leaders across the Atlantic space to engage with senior policymakers and experts, fostering inclusive, intergenerational dialogue. By granting emerging voices access to spaces traditionally reserved for established leaders, ADEL has played a key role in bridging the North-South divide and amplifying the perspectives of young professionals in global discussions.



ADEL is more than just a leadership program—it is a community. Over the years, it has evolved into a global network of over 450 alumni, many of whom continue to collaborate on research, policy initiatives, and professional partnerships. PCNS remains committed to nurturing this network, ensuring that the connections formed during the program endure well beyond the annual gathering.

**Fadila Filali**, ADEL Program Manager, welcomed the 2024 cohort, emphasizing the rigorous selection process that brought them together. The 2024 program was carefully curated to offer a dynamic blend of policy workshops, leadership training, and creative thinking sessions, providing an immersive and transformative experience. Over four days, participants engaged in discussions on leadership, climate action, governance, and regional integration, while also exploring the cultural richness of Rabat through city tours and interactive sessions.



While the four-day program serves as a catalyst for meaningful discussions and connections, its impact extends far beyond these sessions. The relationships forged during ADEL lay the groundwork for future partnerships, collaborations, and collective action. The true strength of the program lies in the networks built, the ideas exchanged, and the ongoing contributions of its alumni in shaping policy and driving change across the Atlantic space.



As Fadila Filali noted, the success of ADEL is the result of a collective effort—stemming from the PCNS team, program coordinators, colleagues, and volunteers—who have dedicated their time and expertise to crafting an enriching experience. The ADEL journey is not just about individual growth but about uplifting others, fostering meaningful exchanges, and creating a lasting impact.

Closing with a powerful message on leadership, she reminded participants:

*“Leadership is not about being the best; it’s about making everyone else better.”*



# THEMATIC SESSIONS

## Unlocking the Potential of Tomorrow's Leaders with Purpose and Impact

**Session date:** Monday, December 9, 2024

**Speaker:**



**Rapporteurs:**

- **Pauline Veron**, France
- **Steven Höfner**, Germany

In an engaging session with the 2024 ADEL cohort, **Karim El Aynaoui** welcomed participants with a powerful message on intentionality, emphasizing the value of diverse perspectives in shaping global discourse. He provided an overview of the PCNS, positioning it as a bridge between the Global North and South—a think tank dedicated to research-driven policy engagement, intergenerational dialogue, and fostering innovation. Morocco, a middle-income nation with a rich multicultural identity, exemplifies both the opportunities and challenges of balancing regional dynamics, global engagement, and internal development.

Drawing on his experience at PCNS, Morocco's Central Bank, and Mohammed VI Polytechnic University (UM6P), he outlined his leadership approach, emphasizing passion and ambition as fundamental drivers of meaningful impact. He highlighted institutional resilience, stressing the importance of prioritizing long-term sustainability over short-term gains to ensure lasting relevance and effectiveness.



Central to his leadership philosophy is strategic team building—selecting individuals who share a common vision and demonstrate cognitive alignment is crucial for fostering innovation and ensuring organizational coherence. He also emphasized the significance of intellectual independence, advocating for a leadership style that engages in policy discourse with integrity, free from external pressures that could compromise the institution's mission or values.

**Karim El Aynaoui** provided an assessment of the financial sustainability challenges faced by institutions in the Global South, particularly the limitations of project-based funding models. While such models provide short-term resources, he noted that they are often shaped by external narratives and priorities, which can constrain the institutions' ability to maintain intellectual independence and long-term strategic direction.



Turning to decision-making, he emphasized that moral leadership is not about avoiding difficult choices but confronting them with conviction and ethical clarity. Effective leadership, he noted, requires a delicate balance between pragmatism and principle—knowing when to take calculated risks, when to stand firm, and when adaptation is necessary.

Concluding with a reflection on leadership principles, Karim El Aynaoui shared three guiding tenets that have shaped his approach:

1. Pursue work that aligns with your passions and values—authenticity and dedication are critical for sustained impact.
2. Maintain external perspective and intellectual flexibility—understanding broader contexts ensures adaptability and relevance.
3. Take responsibility for your actions and choices—true leadership is defined by accountability and integrity.

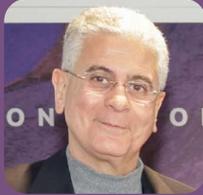
Leaving the ADEL cohort with a final challenge, he urged them to engage critically, think independently, and actively contribute to the evolving discourse on governance and leadership. He reminded them that leadership is not just about responding to current realities but about shaping the future with foresight, responsibility, and purpose.



# Multilateral Organizations and the Next Generation

Session date: Monday, December 9, 2024

## Speakers:



**Ferid Belhaj**  
Senior Fellow, PCNS, Former Vice President for Middle East and North Africa, World Bank



**Ilaria Carnevali**  
Resident Representative in the Kingdom of Morocco, United Nations Development Programme (UNDP)

## Moderator:



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

## Rapporteurs:

- **Vicky Aridi**, Kenya
- **Ayoub Benfdila**, Morocco

The session examined the pivotal role of multilateral organizations in shaping global policies that impact youth, spanning employment, education, and governance. Given the rapid expansion of the young population, particularly in regions like MENA, these institutions must evolve their strategies to better support the next generation. Discussions centered on how organizations such as the United Nations and the World Bank are addressing youth challenges and positioning them as key stakeholders in global development.

A central theme was the pressing issue of youth unemployment, particularly in MENA, where projections indicate that by 2050, over 300 million young individuals will enter the job market. While traditional sectors are contracting, emerging industries in the green and digital economies remain constrained by inadequate legal frameworks. The panel underscored the importance of public-private partnerships in accelerating employment opportunities, highlighting initiatives such as UNDP's Green Jobs and Growth Accelerator, which supports youth-led SMEs in sustainable industries.



Education reform emerged as another critical focus, with discussions highlighting how current systems often fail to equip young people with the skills needed for an evolving labor market. Panelists emphasized the importance of aligning curricula with job market demands, integrating lifelong learning, and strengthening digital literacy and entrepreneurship. The World Bank’s digital literacy programs and investments in education reform were cited as proactive steps in this direction. Additionally, there were calls for a shift in mindset—one that embraces adaptability and views failure as a learning opportunity rather than a setback.



The conversation also underscored the need for meaningful youth participation in multilateral institutions. While the UN Youth Office’s Youth 2030 strategy was recognized as a model for institutionalizing youth engagement, speakers stressed that, beyond formal policies, organizations must actively share power with young people and ensure that diverse voices are genuinely included in decision-making processes.

The session concluded with key recommendations, including fostering stronger public-private collaboration, reforming education to better reflect labor market needs, and ensuring youth play a central role in policymaking. Speakers urged both multilateral organizations and young leaders to work together in shaping a more inclusive future.



# Cultivating Purpose-Driven Leadership and Teams

**Session date:** Monday, December 9, 2024

**Facilitators:**



**Wadia Ait Hamza**  
Senior Advisory Consultant  
(2012 alum)



**Asmae El Hajji**  
Program Director, Moroccan  
Leadership Institute (2018  
alum)

**Rapporteurs:**

- **Eduarda Zoghbi**, Brazil
- **Luisa Fernanda Gallo Herrán**, Colombia

As leadership evolves in an increasingly complex and interconnected world, traditional notions of authority are being challenged. By fostering trust, embracing diverse perspectives, and cultivating a shared vision, leaders can navigate uncertainty and build more inclusive and resilient communities.

Facilitated by **Wadia Ait Hamza** and **Asmae El Hajji**, this session explored leadership as a mindset and a process, moving beyond traditional hierarchies to focus on influence, trust, and systems thinking. Participants were encouraged to challenge conventional leadership definitions and recognize that true leadership is not about authority, but about the

ability to inspire and mobilize others toward a shared vision. The essence of leadership was defined as a balance of vision, resilience, and the ability to inspire action. A key takeaway was the "first follower" principle, which underscores that leadership is not just about ideas but about mobilizing others to create change. Another key theme was the power of storytelling in leadership. By examining historical and contemporary leaders, participants discussed how narratives shape legitimacy and influence. The conversation extended to how leaders gain recognition, questioning whether institutional legitimacy reinforces leadership or if leadership itself drives institutionalization.



Figures such as Sergio Vieira de Mello, Jane Goodall, Michelle Obama, and Malala Yousafzai were highlighted as examples of individuals whose leadership went beyond vision to challenge norms, build movements, and deliver tangible change.

Emotional intelligence emerged as another essential leadership quality, enabling leaders to differentiate between what people want and what they need. Participants explored how leaders must foster environments where teams feel valued, supported, and empowered to contribute meaningfully.



Beyond individual leadership qualities, the session emphasized systems leadership—the ability to think holistically and integrate perspectives to address complex global challenges. Using the example of child labor in the DRC’s cobalt mines, participants explored how leadership is not just about solving isolated problems but about mobilizing diverse actors—governments, corporations, civil society, and communities—to drive systemic change. Leadership, in this sense, is about understanding interdependencies, creating partnerships, and designing interventions that are sustainable and inclusive.



The session closed with a discussion on servant leadership, advocating for a shift from command-and-control models to leadership that empowers and elevates others. Participants reflected on their collective responsibility as emerging leaders, committing to amplifying youth voices, fostering resilient teams, and driving change through inclusive leadership approaches. They acknowledged their own "superpowers"—strong networks, adaptability, and a shared commitment to meaningful impact—and explored actionable ways to leverage these strengths in decision-making spaces.

This session reinforced that leadership is not a fixed role but an evolving practice. True leaders are those who navigate complexity with vision, act with integrity, and inspire collective action, ensuring that their work does not merely respond to the challenges of today, but actively shapes the future.



# Transformative Leadership in Education and Beyond

Session date: Tuesday, December 10, 2024

## Speaker:



## Moderator:



## Rapporteurs:

- **Yasmina Asrarguis**, Morocco
- **Natalie Delille**, USA

As Africa navigates rapid technological and economic shifts, universities play a critical role in shaping the future of innovation, sustainability, and policy reform. By fostering stronger connections between academia, industry, and policymakers, universities can drive long-term economic resilience and meaningful social progress.



In a discussion led by **Hicham El Habti**, President of Mohammed VI Polytechnic University (UM6P), participants examined the intersection of higher education, technological innovation, and policy reform in advancing Africa's development. The conversation underscored the role of universities as drivers of economic resilience, environmental sustainability, and social progress, emphasizing the need for practical, interdisciplinary research that directly addresses regional challenges.

**Hicham El Habti** highlighted UM6P's strategic focus on agriculture, digital transformation, and energy transition, illustrating how academic



institutions can bridge scientific research with practical solutions. The discussion addressed the challenges of scaling agricultural innovations, particularly in the context of fragmented land ownership and the high costs of implementation. A key area of focus was agriculture, a sector deeply intertwined with food security, economic resilience, and environmental sustainability. Given Morocco's seventh consecutive year of drought, UM6P has prioritized green technologies, precision agriculture, and climate-resilient solutions to address Africa's growing challenges. Examples include:

- The introduction of quinoa as a drought-resistant alternative to wheat in arid regions.
- The deployment of satellite imaging for soil and crop management, enhancing productivity and sustainability.
- Initiatives like AI Moutmir, which sends agronomists to work directly with farmers—each agronomist supporting approximately 200 farmers—though scaling up remains complex and costly.

Beyond agriculture, education remains central to UM6P's vision, with a strong emphasis on technological transformation. The upcoming School of Digital Transformation will further integrate coding, AI, and digital skills into academic programs, ensuring that African students are equipped for the jobs of the future.

However, the conversation also highlighted the need for policies that support responsible AI deployment, ensuring that technological adoption enhances educational outcomes without exacerbating existing inequalities. As Hicham El Habti noted, AI represents both an opportunity and a challenge, requiring educational institutions to strike a balance between innovation and accessibility, particularly in contexts where digital infrastructure remains unevenly distributed. Beyond technological innovation, the session addressed the alignment between education and employment, emphasizing that universities must engage with policymakers and industry to produce graduates equipped for evolving economic landscapes. However, systemic change requires not only academic transformation but also policy shifts that support long-term, locally relevant innovation.



# Climate Action and Financing

**Session date:** Tuesday, December 10, 2024

**Speakers:**



**Iskander Erzini Vernoit**  
Founding Director, Imal Initiative for Climate & Development (2019 alum)



**Jessa Coleman**  
Climate Finance and Decarbonization Expert (2019 alum)

**Moderator:**



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

**Rapporteurs:**

- **Sofia Horsfall**, Italy
- **Chrissie Kayode**, Nigeria

Climate finance is a crucial yet contentious aspect of global climate action, requiring negotiations, policy decisions, and financial commitments to support both mitigation and adaptation efforts. The divide between the Global North and South remains a key challenge, as developing nations struggle to access adequate funding despite bearing the brunt of climate impacts. Ensuring effective and transparent financing mechanisms is essential to bridging this gap and accelerating climate resilience.

This session examined key takeaways from COP29, highlighting ongoing funding challenges and innovative financial solutions. A major concern was the continued shortfall in financial commitments, particularly for developing nations. Discussions on the New Collective Quantified Goal (NCQG) reflected frustration over delayed targets, with the proposed \$300 billion concessional finance goal by 2035 deemed insufficient. This deepened the trust deficit between the Global North and South, reinforcing calls for increased public funding for adaptation, loss, and damage.





The session explored innovative financing tools like debt-for-climate swaps, public-private partnerships, and blended finance. While these offer potential, legal and structural barriers limit their scalability. Public finance must take the lead, particularly in adaptation projects that lack private sector appeal.

Multilateralism was emphasized as essential, but COP29 exposed inefficiencies, with developed nations accused of delaying commitments. Fragmentation among Global South nations weakened their negotiating power, highlighting the need for stronger coalitions.



Looking ahead to COP30 in Belem, Brazil, discussions will focus on implementing nationally determined contributions (NDCs). However, without concrete financial commitments, progress will be limited. The session stressed the need for increased public funding, transparency in allocations, and tailored financial mechanisms to ensure inclusive and effective climate action.



# Artificial Intelligence and Information Integrity

**Session date:** Tuesday, December 10, 2024

**Facilitators:**



**Rapporteurs:**

- **Matteo Colacchio**, Italy
- **Gian Clavadetscher**, Switzerland
- **Miguel A. Rozo**, Canada

As artificial intelligence (AI) continues to advance rapidly, concerns about its impact on information integrity have intensified. Generative AI has revolutionized content creation, increasing both the speed and scale of information production but also raising significant challenges in combating misinformation, ensuring authenticity, and maintaining human oversight. Addressing these risks is crucial to safeguarding trust in the digital ecosystem.

This session examined the role of AI in disinformation and media manipulation, emphasizing the difficulty of detecting AI-

generated content. The lack of clear traceability mechanisms complicates verification efforts, increasing the risk of misinformation campaigns. Participants highlighted the urgency of developing content authenticity markers to enhance accountability.

Another major concern was the over-reliance on AI-driven decision-making in critical sectors such as healthcare, finance, and law. The discussion underscored the importance of human oversight—the “human in the loop” approach—to prevent flawed outcomes and ensure responsible governance of AI systems.

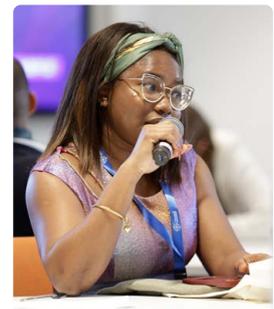




Policy solutions focused on strengthening transparency, regulation, and public-private cooperation. Recommendations included mandatory labeling of AI-generated content, global regulatory frameworks for high-risk applications like military AI, and workforce training programs to reduce overdependence on automated decision-making. The session also stressed the need for digital literacy initiatives to equip individuals with the skills to critically assess AI-generated information.



The discussion concluded with a call for greater collaboration between policymakers, tech developers, and civil society to foster a transparent and accountable AI ecosystem. While AI presents vast opportunities for innovation, proactive measures are essential to prevent misuse and uphold information integrity in the digital era.



# Design Thinking in Policy Making

**Session date:** Tuesday, December 10, 2024

---

**Facilitator:**



**Ade Mabogunje**

Senior Research Engineer,  
Stanford University

**Rapporteurs:**

- **Asma Akremi**, Tunisia
- **Marie-Noelle Nwokolo**, Ghana

As policy challenges grow in complexity, there is an increasing need for adaptive, inclusive, and people-centered approaches to governance. By moving beyond rigid structures and embracing continuous refinement, policymakers can develop solutions that are more responsive to societal needs and better equipped to navigate uncertainty.

Led by **Ade Mabogunje**, this session explored design thinking as a transformative approach to policymaking, emphasizing empathy, iteration, and human-centered innovation. The discussion challenged traditional, rigid policy structures, advocating instead for adaptive frameworks that evolve through continuous feedback and refinement.

A core theme was the democratization of design, reinforcing that anyone can engage in problem-solving when equipped with the right tools. Design thinking is inherently people-centric, requiring policymakers to understand lived experiences and integrate diverse perspectives. He highlighted empathy as a fundamental policy tool, asserting that effective governance is not just about efficiency but about crafting solutions that genuinely reflect societal needs. The role of AI in policymaking was also examined, noting that AI is a tool for optimization, not a substitute for human creativity or moral reasoning. While AI enhances decision-making, innovation remains a distinctly human capacity—one driven by imagination, context, and ethical considerations.





The discussion also emphasized courage in leadership, framing policy as an iterative process that benefits from experimentation, risk-taking, and a willingness to challenge the status quo. Ade Mabogunje underscored the need for “kind policies”—those that are not only effective but also considerate, inclusive, and designed with human dignity at their core.



In closing, participants were encouraged to view policy as a creative endeavor, one that requires vision, adaptability, and a commitment to continuous learning. As Ade Mabogunje aptly put it, ***“We create the world we live in. That means we can uncreate it and build a better one, one built with empathy.”***

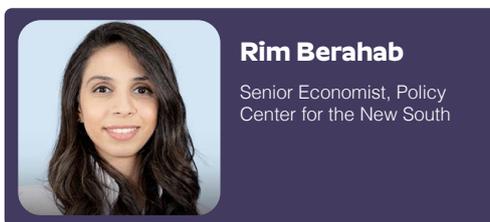
# Impact Investment for Youth Empowerment and Sustainable Development

**Session date:** Tuesday, December 10, 2024

**Speakers:**



**Moderator:**



**Rapporteurs:**

- **Gerold Dreyer**, Namibia
- **Florencio Venté**, Colombia

Impact investment is gaining momentum as a powerful tool for sustainable development, combining financial returns with positive social and environmental outcomes. Valued at US\$1.5 trillion and growing at 14% annually, the industry remains heavily concentrated in the Global North. This session explored how impact investment can empower youth and drive sustainable economic development in the Atlantic Basin, addressing key challenges, opportunities, and policy solutions.

A central theme of the discussion was the need to democratize investment opportunities, ensuring that young entrepreneurs are not just beneficiaries but active participants in the impact investment ecosystem. Panelists highlighted the growing success of youth-led social enterprises, showcasing their potential to drive innovation and economic transformation. However, challenges such as uneven capital distribution, regulatory barriers, and difficulties in measuring impact continue to hinder the full participation of marginalized communities and small-scale entrepreneurs.



Practical examples demonstrated the value of targeted investment programs. Initiatives like Al Amana's Youth in Business microfinance program in Morocco and the Digital Farming School in Côte d'Ivoire highlight the importance of integrating public policies, private sector engagement, and support for local entrepreneurship. Despite existing hurdles, these programs illustrate how impact investment can drive local development and empower underserved communities.



The session concluded with a call for stronger cross-sector collaboration to create an enabling environment for impact investment. By addressing existing barriers and aligning investment strategies with sustainable development goals, stakeholders can unlock new opportunities for young entrepreneurs and underserved communities in the Atlantic Basin.

Panelists emphasized the need for inclusive investment ecosystems, improved impact valuation metrics, and reduced regulatory barriers to enhance the effectiveness of impact investment. Expanding partnerships between investors, governments, and local enterprises was identified as crucial, along with increasing access to smaller investment ticket sizes to support early-stage entrepreneurs.



# City Policy: What Local Leaders Can Achieve

Session date: Wednesday, December 11, 2024

## Facilitators:



**Oumaima El Idrissi**  
Municipal Councillor and Vice President of Anfa, Casablanca (2023 alum)



**José Pedro Reis**  
Senior Organisational Strategy Officer, BIOPOLIS-CIBIO (2022 alum)

## Rapporteurs:

- **Eszter Karácsony**, France
- **Chris Zhou**, Canada

As demographic and economic hubs, cities are playing an increasingly significant role in addressing global challenges, from climate change and economic inclusion to digital transformation and civic engagement. Despite their proximity to citizens and direct impact on daily life, urban governments often lack formal legislative authority and representation in international decision-making. However, through soft power, strategic partnerships, and creative policymaking, cities are finding ways to shape policies beyond their official mandates.

In this session, **Oumaima El Idrissi** and **José Pedro Reis** examined how cities navigate governance constraints and influence national and global policy through non-traditional tools such as public awareness campaigns, urban diplomacy, and alternative funding models. Examples included grassroots sustainability initiatives, cross-municipal economic partnerships, and digital governance innovations aimed at improving service delivery and civic participation.





4. The Future of Democracy: Enhancing civic participation through digital tools, improving digital literacy across diverse age groups, and engaging the corporate sector and educational institutions to promote greater electoral and policy engagement.
5. Equity and Inclusion: Establishing an Equity Committee within urban governance, composed of elected officials and representatives from underserved communities, to ensure greater inclusivity in policy formulation and decision-making.
6. Climate Resilience and Natural Disasters: Strengthening urban infrastructure to withstand climate-induced disasters and fostering better coordination between city, national, and financial institutions to enhance disaster preparedness and emergency response systems.

Participants engaged in a group exercise to explore innovative ways cities can tackle major global challenges, focusing on six key areas:

1. Climate Change and Sustainability: Raising public awareness through education and community-driven campaigns on waste management, involving schools, NGOs, and influencers to encourage both bottom-up and top-down approaches to environmental responsibility.
2. Trade and Economic Growth: Encouraging resource redistribution through city partnerships, where wealthier cities collaborate with smaller municipalities to create new value chains and sustainable economic networks.
3. Digital Transformation: Developing city e-government platforms to streamline business registration, utility payments, and digital public services, requiring public-private partnerships for infrastructure and training.



Despite institutional limitations, cities are increasingly shaping policy landscapes beyond their formal authority, influencing national and international decision-making through coalitions, strategic governance, and innovative solutions. By leveraging soft power, city diplomacy, and cross-sector collaboration, urban governments are demonstrating that local leadership can drive global change, reinforcing the principle of **“thinking globally, acting locally.”**

# Agrifood Systems Leadership in Practice

Session date: Wednesday, December 11, 2024

## Speakers:



**Muhammadou M.O. Kah**  
Permanent Representative of the Republic of Gambia to the United Nations Office in Geneva



**Isabelle Tsakok**  
Senior Fellow, Policy Center for the New South



**Leonardus Vergütz**  
Chief Innovation Officer, OCP Group

## Moderator:



**Debisi Araba**  
Visiting Research Fellow, Centre for Environmental Policy, Imperial College London

## Rapporteur:

**Majda Lazaar**, Junior Program Officer, Policy Center for the New South

Agrifood systems are central to economic development, sustainability, and food security but face growing challenges due to climate change, political instability, and shifting global trade dynamics. Transforming these systems requires strong leadership to foster innovation, shape policies, and build resilience in the face of uncertainty. Without decisive action, vulnerabilities in food systems will persist, threatening long-term sustainability.

Discussions highlighted the need for an enabling environment that fosters leadership, investment, and collaboration. Achieving agrifood systems transformation requires balancing policy frameworks, technological innovation, and sustainable business practices. Effective leadership must be guided by a clear vision, strategic execution, and a commitment to continuous learning. Strengthening institutional capacity and promoting collective leadership were identified as essential for lasting impact.





The discussion underscored the importance of fostering a leadership culture that encourages experimentation, trust, and collaboration. Participants were reminded of the value of timely feedback, effective communication, and trust-building in leadership settings. These elements are critical to ensuring that agrifood systems leadership initiatives are both impactful and sustainable. Ultimately, leadership is not just about strategy—it is about inspiring and engaging others in meaningful change.

A key theme was leadership's role in driving systemic transformation. Success depends on mobilizing teams, maintaining focus, and continuously assessing progress. The conversation also addressed the fear of failure, which can stifle innovation. Speakers emphasized that failure is only permanent when vision is unclear or efforts are abandoned. Leadership in agrifood systems must be adaptive and purpose-driven, creating an environment where transformation can thrive.



The panel concluded with recommendations to integrate leadership training into agrifood education, strengthen cross-sector collaboration, and promote leadership values such as adaptability, strategic thinking, and resilience. Participants were encouraged to apply these insights in their professional environments, ensuring leadership remains a driving force in agrifood transformation. By fostering a strong leadership culture, the next generation of changemakers can contribute to building more sustainable, inclusive and resilient food systems.



# Constructive Debate and Lobbying

Session date: Wednesday, December 11, 2024

**Facilitator:**



**Rapporteurs:**

- **Amandla Ndisi**, Kenya
- **Rafael Schmuziger**, Brazil

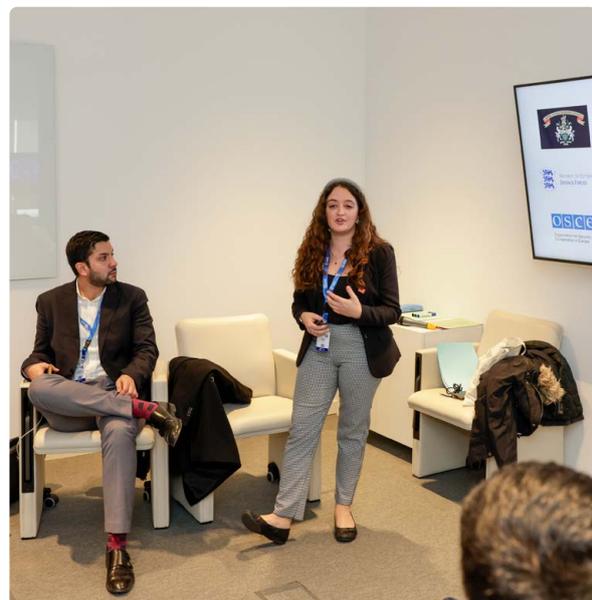


Effective advocacy and lobbying require structured reasoning, adaptability, and audience awareness. This session introduced practical tools for argumentation, emphasizing the significance of logical structure, emotional appeal, and strategic framing in influencing decision-makers.

An interactive debate exercise reinforced the importance of understanding opposing viewpoints, challenging participants to defend and then switch sides on a policy issue. This highlighted the value of flexibility, logic, and emotional intelligence in persuasion. Ultimately, the session emphasized that effective lobbying is not solely about having a strong argument but also about tailoring communication to resonate with the right audience.



Participants explored real-world lobbying experiences, ranging from negotiating project funding and engaging with policymakers to navigating workplace negotiations and public advocacy efforts. The discussion introduced key techniques, such as the ABC (Agree, Build, Challenge) model for structuring dialogue and the PEEL (Point, Evidence, Explanation, Link) framework for crafting compelling arguments.



# Building Unbreakable Networks

**Session date:** Wednesday, December 11, 2024

**Facilitator:**



**Rapporteurs:**

- **Jose Luis Gil Marroquin Lencioni**, Mexico
- **Valeria Scuto**, Italy

In today's interconnected world, networking goes beyond merely accumulating contacts; it involves fostering meaningful relationships that create opportunities, build resilience, and drive long-term impact. This session examined the roles of authenticity, intentionality, and perseverance in forging professional and personal networks, emphasizing that strong connections are based on shared values, trust, and mutual support rather than transactional exchanges.



Participants explored the concept of serendipity—the ability to recognize and capitalize on unexpected opportunities through meaningful encounters. The discussion highlighted how chance meetings, when approached with the right mindset, can lead

to transformative partnerships, professional growth, and collaborative ventures. Real-world examples illustrated how relationships formed in forums, leadership programs, and cross-sectoral events have been pivotal in advancing careers, securing funding, and driving impactful initiatives.



Through interactive exercises, participants assessed their own professional networks, identifying gaps and areas for strategic relationship-building. A speed networking exercise further underscored the importance of adaptability in engaging with diverse individuals across different sectors. Ultimately, the session reinforced that effective networking is not about immediate gain but about investing in relationships that evolve, strengthen, and create lasting opportunities over time.



# Media Training Strategies for Effective Communication

**Session date:** Wednesday, December 11, 2024

---

**Facilitator:**



**Rapporteurs:**

- **Michela Fumagalli Romario**, Italy
- **Paula Melisa Trad Malmood**, Argentina

Communication is a fundamental tool of leadership, shaping public perception, influencing decision-making, and determining how effectively a message is received. This session provided practical strategies for navigating media interactions, emphasizing the importance of clarity, composure, and adaptability when engaging with various audiences and platforms.

Participants explored the essential elements of communication, analyzing how tone, body language, and message delivery influence

credibility and impact. Drawing from real-world case studies, the session examined how public figures handle media scrutiny—showcasing both effective and ineffective communication strategies. The discussion highlighted the Mehrabian principle, which suggests that words play a relatively minor role in a message's impact, while tone, delivery, and body language contribute significantly. This underscores the importance of non-verbal cues in shaping audience perception, although the interpretation of messages heavily depends on context and platform.



A major takeaway was the significance of emotional regulation and strategic messaging in high-pressure situations. Techniques such as breath control were introduced as tools for maintaining composure, thinking clearly, and projecting confidence under stress. Participants practiced using the 3Vs (Vocal, Visual, and Verbal) framework to enhance their communication effectiveness. The session also explored the balance between logical and emotional appeals, analyzing how leaders tailor their messages based on the situation. Case studies of key figures provided insight into how preparation, authenticity, and strategic positioning influence public perception.

Through interactive exercises, participants learned how to structure responses using the PEEL framework and adjust their communication styles depending on their audience. The session also emphasized that not all questions require immediate answers, reinforcing that leaders can take control of their narrative by pausing, reframing, or deferring responses when necessary.



Ultimately, the session underscored that effective communication is not just about what is said, but how it is conveyed. Mastering media interactions requires preparation, emotional intelligence, and the ability to shape narratives with intention and authenticity.



# Technological Advancements and the Evolution of Skills for Tomorrow's Workforce

Session date: Wednesday, December 11, 2024

## Speakers:



## Moderator:



## Rapporteurs:

- **Riccardo Cima**, Italy
- **Ayjemal Gurbanova**, Turkmenistan

Education is undergoing a profound transformation as technological advancements reshape workforce demands. To ensure students are prepared for the future, educational systems must evolve to emphasize foundational skills, lifelong learning, digital accessibility, and stronger ties between education and employment. This session explored strategies to bridge the gap between traditional education models and modern labor market needs.

A major focus of the discussion was the need to align education with job market demands, highlighting the importance of foundational skills like literacy and numeracy, alongside advanced competencies such as problem-solving, digital literacy, and critical thinking. Panelists proposed a dual-track education system to address skill shortages in high-demand sectors like healthcare, green energy, and advanced technology.



The conversation also emphasized the necessity of lifelong learning and continuous upskilling. As industries evolve, education must integrate reskilling opportunities to ensure workforce adaptability. Strengthening partnerships between universities and workforce programs was identified as a key strategy to bridge the gap between higher education and employment, addressing the disconnect between traditional education models and real-world job opportunities.



The session concluded with key policy recommendations, including the development of market-driven curricula, the expansion of public-private partnerships, the integration of soft skills training, and leveraging digital transformation to modernize learning while ensuring equity. Despite challenges such as migration-related declines in school enrollment and disparities between public and private institutions, a holistic, adaptable, and inclusive approach is essential for preparing students for an ever-changing global workforce.

Accessibility and inclusivity were central to the discussion, focusing on ensuring equal access to digital tools and education, particularly for marginalized communities. Speakers proposed solutions such as income-based loan programs and increasing women's participation in education governance to promote inclusivity.



# Rethinking Resilience in a Volatile World

Session date: Thursday, December 12, 2024

**Facilitator:**



**Rapporteurs:**

- **Younes Zangiabadi**, Canada
- **Cinthya Porras**, Nicaragua

In an era of rapid change, technological disruptions, and geopolitical instability, leadership demands new approaches to resilience and adaptability. This session explored how leaders can navigate uncertainty by challenging traditional norms and adopting forward-thinking strategies. As the “era of tranquility” fades, the ability to thrive in unpredictable environments has become essential.

A key theme was the shift from traditional security-focused strategies to broader stability approaches. The fast-paced nature of today’s world mirrors wartime dynamics, making rigid leadership models ineffective. Panelists emphasized the need for leaders to rethink orthodoxies, develop new mental frameworks, and foster a culture of self-reinvention to remain effective in uncertain times.



The climate crisis was also highlighted as a destabilizing factor, particularly for regions such as North Africa. With global businesses retreating from climate commitments, stronger leadership and accountability are essential to managing environmental risks. The discussion underscored the importance of integrating climate resilience into national and corporate strategies.



to evolving challenges. The session concluded with key policy recommendations, including shifting from national security strategies to national stability strategies, fostering disruptive thinking within leadership circles, promoting an experimental approach to governance, and strengthening purpose-driven leadership through effective communication.

As global uncertainties escalate, leaders must embrace adaptability, resilience, and strategic foresight. By challenging outdated norms, fostering innovation, and adopting a proactive approach to crisis management, they can drive meaningful change in an increasingly unpredictable world.



Another core concept explored was the role of experimentation in leadership. Panelists warned against “zombie orthodoxies”—outdated policies that persist despite evidence of their ineffectiveness. A “Dare to Try” mindset was encouraged, where failures are seen as necessary steps toward innovation. By fostering a culture of safe experimentation, organizations and governments can remain agile in response



# Bridging the North-South divide for Future Generations

**Session date:** Thursday, December 12, 2024

---

**Facilitator:**



**Rapporteur:**

**Majda Lazaar**, Junior Program  
Officer, Policy Center for the New  
South

The world is experiencing "rolling crises" that exacerbate global inequalities and challenge traditional globalization frameworks. This session explored how these crises disproportionately impact different regions, emphasizing the need for equitable development strategies and inclusive global governance. The discussion highlighted the shifting global order and the growing influence of developing nations in shaping new economic and political alliances.

A key theme was the waning influence of the Western-led liberal world order, with concerns about the effectiveness of institutions like the United Nations in resolving global crises. Examples such as disparities in international sanctions and the global vaccine distribution gap illustrate increasing mistrust in Western governance models. The rise of alternative alliances, including BRICS and the Shanghai Cooperation Organization, reflects the Global South's push for greater autonomy and representation.





Economic instability remains a pressing challenge for developing nations, where debt crises and unemployment contribute to internal security risks. Unlike developed countries, which prioritize military and cyber threats in their national security agendas, many Global South nations focus on economic stability and social welfare. Panelists emphasized the importance of alternative financial structures—such as cross-border payment systems and local currency trade—to reduce dependency on traditional Western financial institutions.

The session also examined the growing influence of corporate entities in shaping global governance. As businesses increasingly drive policy decisions and attract young talent away from political institutions, panelists underscored the need for reforms to ensure fair

representation of the Global South. Addressing shared challenges—such as climate change, migration, and trade tensions—requires a collaborative, inclusive approach to ensure governance frameworks reflect the diverse realities of a rapidly changing world.

The session concluded with key policy recommendations, including strengthening multilateral cooperation, prioritizing support for vulnerable populations, reforming global financial institutions to provide debt relief, leveraging strategic investments and regional partnerships for sustainable development, and upholding universal human rights standards. A call to action urged leaders to foster dialogue and drive transformative change, emphasizing the need to build a fairer, more sustainable global order for future generations.



# Wider Atlantic Challenges Viewed by Emerging Leaders

Session date: Saturday, December 14, 2024

## Speakers:



**Danielle Alakija**  
Founder & CEO, The SOLI Group



**Asma Bachikh**  
Investment Associate, Asian Infrastructure Investment Bank



**Swapneel Mehta**  
Co-founder, SimPPL

## Moderator:



**Rafael Schmuziger**  
Global Response Manager, Meta



**Siphokazi Sibahle Sinalo Magadla**  
Consultant, International Finance CorporationSouth



**Nik Gowing**  
Founder & Co-Director, Thinking the Unthinkable

## Rapporteurs:

- **Alexander Parsalidis**, Canada
- **Saudareep Bag**, India

The closing plenary of the Atlantic Dialogues conference is dedicated to the Emerging Leaders, providing a platform for the next generation of Atlantic changemakers to share their perspectives on the challenges and opportunities shaping the future. Each year, the cohort selects four representatives to take the stage, offering a dynamic and forward-looking conclusion to the conference.

This year's discussion centered on leadership, resilience, collaboration, and identity, reflecting the evolving role of young leaders in a rapidly changing global landscape. The session highlighted the transformative power of incremental change, emphasizing how small, deliberate actions can drive systemic transformation and foster sustainable development.





Responsible leadership was a key theme, stressing the importance of adaptive leadership skills to navigate uncertainty and complexity. The discussion underscored the need for intergenerational dialogue, recognizing that meaningful change requires shared perspectives between experienced leaders and the next generation. The session also challenged traditional notions of collaboration, advocating for relationships built on mutual understanding rather than transactional exchanges. This approach fosters equitable partnerships that transcend conventional power structures and geographic divides.



Identity and inclusion were central to the discussion, with speakers exploring the fluidity of identity in a globalized world and emphasizing the role of diversity and mentorship in leadership development. The importance of resilience as a foundational skill was highlighted, focusing on adaptability, innovation, and continuous learning as key tools for navigating volatility.



Finally, the conversation turned to South-South cooperation, urging deeper knowledge exchange and collaboration among nations in the Global South. The speakers emphasized that meaningful progress requires fostering shared responsibility and strengthening partnerships beyond traditional North-South dynamics.



# ACTIVITIES & SIDE EVENTS

## Visit to the University Mohammed VI Polytechnic Campus

**Date:** Monday, December 9, 2024

The visit to the UM6P campus in Rabat, including the Faculty of Governance, Economics, and Social Sciences (FGSES), Africa Business School (ABS), and Public Policy School (PPS), along with its library and sports infrastructure, offered participants valuable insight into the university's academic initiatives and training opportunities. This experience allowed them to bridge key concepts from the ADEL program with practical and educational applications.



# Visit of Rabat: The City of Lights – A Journey Through History and Heritage

**Date:** Tuesday, December 10, 2024

---

As part of their exploration of Rabat, participants visited some of the city's most iconic landmarks, including the historic Hassan Tower, the picturesque Kasbah of the Oudayas, and the vibrant Rue des Consuls. This immersive experience offered them a deeper understanding of Rabat's cultural and architectural heritage, highlighting the city's unique fusion of tradition and modernity.



# Night Owl: Unpopular Opinions–Convince Me if You Can!

**Date:** Tuesday, December 10, 2024

**Facilitators:**



**Rapporteur:**

**Juan Pablo Biset**, Argentina

The session “Convince Me If You Can” was an interactive and thought-provoking debate that challenged conventional thinking on key global issues. Held as a Night Owl Session, it encouraged participants to present and defend unconventional or controversial viewpoints across geopolitical, economic, and social domains.

Discussions spanned a wide array of themes, including the role of war in shaping national policies, critiques of the UN Security Council’s

effectiveness, and the relevance of geopolitical borders in an increasingly interconnected world. Participants also debated the societal impact of social media, the feasibility of mental readiness tests for online engagement, and the effectiveness of current climate finance mechanisms, such as COP conferences. Additionally, questions surrounding reparations for colonialism and the balance between prioritizing basic human needs and technological advancements sparked intense exchanges.





This session also highlighted the critical need to amplify youth voices and marginalized perspectives in decision-making forums. Participants stressed that traditional power structures continue to dominate policy discussions, often stifling innovative approaches to urgent global issues. The role of civil society was a key focus, with calls for stronger grassroots engagement in geopolitical and economic decision-making.

Key takeaways underscored the need for policy shifts in multiple areas. Some participants argued that, while destructive, war can sometimes be a catalyst for national objectives. Others called for reforms to multilateral organizations, particularly the UN Security Council, to enhance global cooperation. In social policy, proposals included introducing mental readiness tests for social media users and reallocating climate funds toward food security to address pressing global challenges.



Ultimately, this session provided a platform to challenge boundaries and rethink deeply ingrained perspectives. The debate underscored that addressing complex global challenges requires open dialogue, a willingness to engage with diverse viewpoints, and the courage to question existing paradigms. As global issues evolve, such sessions remain vital in fostering informed and inclusive discussions on the future of international cooperation and governance.



# Thematic Lunch: Caregiving Moonshots

Date: Wednesday, December 11, 2024

Facilitator:



Rapporteur:

Yasmina Asrarguis, Morocco

The care economy, or "careconomy," is a frequently overlooked yet essential sector encompassing all forms of caregiving, from elderly care to childcare, across both paid and unpaid labor in formal and informal settings. During this thematic lunch, Richard Lui led a discussion on the economic, social, and policy dimensions of the care economy, emphasizing its profound impact on global markets and societal well-being.

The conversation underscored the sheer magnitude of the care sector, valued at an estimated \$10 trillion globally and involving over 2 billion caregivers. In the United States alone, caregiving represents a \$2 trillion market, encompassing 100 million caregivers—approximately 38% of the population. In the Global South, caregiving constitutes a significant economic activity valued at over \$1 trillion, highlighting its universality and economic importance across regions.





institutionalizing the care economy could drive economic growth, improve social welfare, and address pressing challenges such as aging populations, loneliness, and undervalued labor.

The session concluded with a thought-provoking reflection: ***“You are either a caregiver or you will be one; if not, you will receive care at some point.”*** This statement underscores the universal relevance of the care economy and the urgency of strategic, inclusive policies to support it. By fostering collaboration between governments, industries, and nonprofits, stakeholders can unlock the sector’s potential and drive meaningful change in both economic and social spheres.

Despite its scale, the care economy faces systemic challenges. A key issue discussed was the sector’s fragmentation, which has led to insufficient investment, formal recognition, and structural support. This gap presents both a challenge and an opportunity for innovation, financial investment, and broader social impact. The discussion also explored how caregiving intersects with other societal dynamics, such as immigration, particularly in aging nations increasingly reliant on migrant workers for care roles. Richard Lui and participants discussed several policy recommendations to enhance the care economy’s effectiveness and sustainability. These included formalizing and structuring the sector to ensure stronger labor protections, optimizing value extraction while maintaining equity and accessibility, and addressing the emotional, social, and economic needs of both caregivers and recipients. Recognizing and



# Building Bridges: ADEL 2024 Cohort Connects with UM6P Students

**Date:** Thursday, December 12, 2024

The participants engaged in an interactive session with UM6P students, fostering a dynamic exchange of ideas on education and future careers. The discussion provided a platform for students to ask insightful questions about their aspirations, with ADEL participants offering valuable advice drawn from their experiences as emerging leaders and their diverse educational and professional journeys. This enriching dialogue not only inspired the students but also underscored the importance of collaboration, mentorship, and shared perspectives in shaping the next generation of leaders.



# ABOUT THE 2024 ADEL COHORT

## List of Participants:

1. **Asma Akremi, Associate Counsellor**, MENA Region, European Bank for Development and Reconstruction, Tunisia
2. **Danielle Alakija**, Founder & CEO, The SOLI Group, Nigeria
3. **Miguel Arias Rozo**, Mid-Career MPA Candidate, Harvard University, Canada
4. **Vicky Aridi**, Program Manager- YEO 2030, Making Cents International, Kenya
5. **Yasmina Asrarguis**, Public Relations Associate Officer, UNESCO, Morocco
6. **Asma Bachikh**, Investment Associate, Asian Infrastructure Investment Bank, Morocco
7. **Saudareep Bag**, Associate Fellow, ORF, India
8. **Ayoub Benfdila**, Project Manager of “She Has Access” program, WE CAN MOROCCO, Morocco
9. **Juan Pablo Biset**, Advisor to the President of the City Legislature and Vice-chief of the City Government, Government of the City of Buenos Aires, Argentina
10. **Riccardo Cima**, Global Trade Advisory, Deloitte, Italy
11. **Gian Clavadetscher**, Field Consultant, International Criminal Court, Switzerland
12. **Matteo Colacchio**, Program Manager, ISPI, Italy
13. **Fay Cowper**, Founder and Principal, Insaniya Global, USA
14. **Natalie Delille**, Manager, Visa, USA
15. **Gerold Dreyer**, Market Access and Export Promotion Consultant, Namibia Investment Promotion and Development Board (NIPDB), Namibia
16. **Michela Fumagalli Romario**, Corporate Operations Project Manager, SOL Group, Italy
17. **Luisa Fernanda Gallo Herran**, Program Manager, European Union Commission, Colombia
18. **Jose Luis Gil Marroquin Lencioni**, Anticorruption Team Lead, United State Agency for International Development, Mexico
19. **Ayjemal Gurbanova**, Policy Analyst, Dublin City University, Turkmenistan
20. **Steven Höfner**, Resident Representative, Konrad Adenauer Stiftung, Germany
21. **Sofia Horsfall**, CDP Task Force Project Manager for Italian G7 Presidency, CASSA DEPOSITI E PRESTITI, Italy
22. **Eszter Karacsony**, Research Analyst, Institut Sapiens, France
23. **Christiana Kayode**, Partner, FirCap, Nigeria
24. **Siphokazi Sibahle Sinalo Magadla**, Consultant, International Finance Corporation (IFC), South Africa
25. **Diego Marroquin Bitar**, Inaugural Bersin-Foster North America Scholar, The Woodrow Wilson International Center for Scholars, Mexico
26. **Swapneel Mehta**, Postdoctoral Associate and Founder, Massachusetts Institute of Technology and Boston University and SimPPL, India
27. **Carmen Elisa Mendez Silva**, Operations Assistant, The World Bank, Honduras
28. **Amandla Ndisi**, Foreign Service Officer, Ministry of Foreign and Diaspora Affairs, Kenya
29. **Marie-Noelle Nwokolo**, G20-compact with Africa Coordinator, African Center for Economic Transformation (ACET), Ghana
30. **Gaston Ocampo**, Secretary General, Institute for the Promotion of Latin America and the Caribbean (IPDAL), Argentina
31. **Alexander Parsalidis**, Trade Policy Analyst, Government of Canada, Canada
32. **Cinthya Porras**, Monitoring and Evaluation Assistant, UNICEF, Nicaragua
33. **Rafael Schmuziger Goldzweig**, Global Response Manager, Meta, Brazil
34. **Valeria Scuto**, Civil-Military Engagement Staff Officer, NATO Strategic Direction - South Hub (NSD-S Hub), Italy
35. **Paula Melisa Trad Malmod**, Journalist | Foreign Correspondent, La Mecha, Argentina
36. **Fabian Vaca**, CEO, Enseña Ecuador, Ecuador
37. **Florencio Vente**, Co-Director – Founder, Migration Youth and Children Platform & Locals, Colombia
38. **Pauline Veron**, Policy Officer, ECDPM, France
39. **Younes Zangiabadi**, Co-founder and Deputy Director, Institute for Peace & Diplomacy, Canada
40. **Chris Zhou**, Senior Advisor to the Minister, Office of the Canadian Minister of Small Business, Canada
41. **Eduarda Zoghbi**, Climate and Energy Specialist, Climate Investment Funds, Brazil

## About Policy Center for the New South

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

The PCNS makes the case for an open, accountable, and enterprising 'new South' that defines its own narratives and mental maps around the Mediterranean and South Atlantic basins, as part of a forward-looking relationship with the rest of the world. Through its analytical endeavors, the think tank supports the development of public policies in Africa and gives the floor to experts from the South. This stance is focused on dialogue and partnership and cultivates African expertise and excellence needed for the accurate analysis of African and global challenges, and proposals for solutions.

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

Finally, the think tank is developing a community of young leaders through the Atlantic Dialogues Emerging Leaders program (ADEL), which is a space for cooperation and networking between a new generation of decision-makers from the government, business, and civil-society sectors. Through this initiative, which already counts more than 450 members, the Policy Center for the New South contributes to intergenerational dialogue and the emergence of tomorrow's leaders.



## **Policy Center for the New South**

Rabat Campus of Mohammed VI Polytechnic University  
Rocade Rabat Salé  
11103 Morocco  
Email : [contact@policycenter.ma](mailto:contact@policycenter.ma)  
Phone : +212 5 37 54 04 04  
Fax : +212 5 37 71 31 54