



ATLANTIC DIALOGUES

EMERGING LEADERS PROGRAM

CONNECT. EMPOWER. INSPIRE



PROGRAM REPORT

2025 Edition



**POLICY CENTER
FOR THE NEW SOUTH**

THINK • STIMULATE • BRIDGE

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The ADEL 2025 cohort

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Overview of the Atlantic Dialogues Emerging Leaders Program

The Atlantic Dialogues Emerging Leaders (ADEL) program is the flagship leadership initiative of the Policy Center for the New South, bridging generational and perception gaps by integrating emerging leaders into global policy conversations. Grounded in inclusivity, knowledge sharing, and regional cooperation, it convenes policymakers, innovators, and changemakers from diverse sectors and regions to engage with shared challenges and contribute to shaping the Atlantic space.

At the Policy Center for the New South, leadership is understood as a responsibility exercised in the present. Through ADEL, emerging leaders are not positioned as observers of global affairs, but as active contributors to high-level debates and international platforms. Participants are selected on the basis of professional excellence and for their commitment to public impact, intellectual rigor, and constructive engagement with the complex realities across the Atlantic and beyond.

Connect

Each year, the program assembles 40 to 50 accomplished young leaders who have demonstrated sustained dedication to advancing social and economic progress within their communities and institutions. Drawn from diverse sectors and regions, they form a cohort defined by varied perspectives and shared purpose.

The program cultivates meaningful connections across generations, disciplines, and borders. Going beyond professional networking, it contributes to the consolidation of a lasting Atlantic community grounded in trust, dialogue, and long-term collaboration.

Empower

Effective leadership requires preparation, discernment, and the capacity to navigate complexity. Through substantive discussions, interactive workshops, and direct engagement with senior experts and decision makers, the ADEL program strengthens participants' strategic thinking and leadership practice.

The program encourages reflection as much as action. Participants become better able to articulate positions, challenge assumptions, and operate confidently within institutional and geopolitical contexts. Empowerment translates into readiness to contribute thoughtfully and effectively within their respective spheres of influence.

Inspire

The ADEL program fosters an environment in which ideas are examined with rigor, and debate is approached with openness. By bringing together diverse experiences and viewpoints, the program stimulates fresh thinking and cross-specific dialogue.

Participants emerge from the program with strengthened networks, sharpened insight, and renewed clarity of purpose. The exchanges initiated during the program extend well beyond its duration, continuing through an active alumni community, members of which remain engaged in shaping policy, institutions, and public discourse across the Atlantic space.

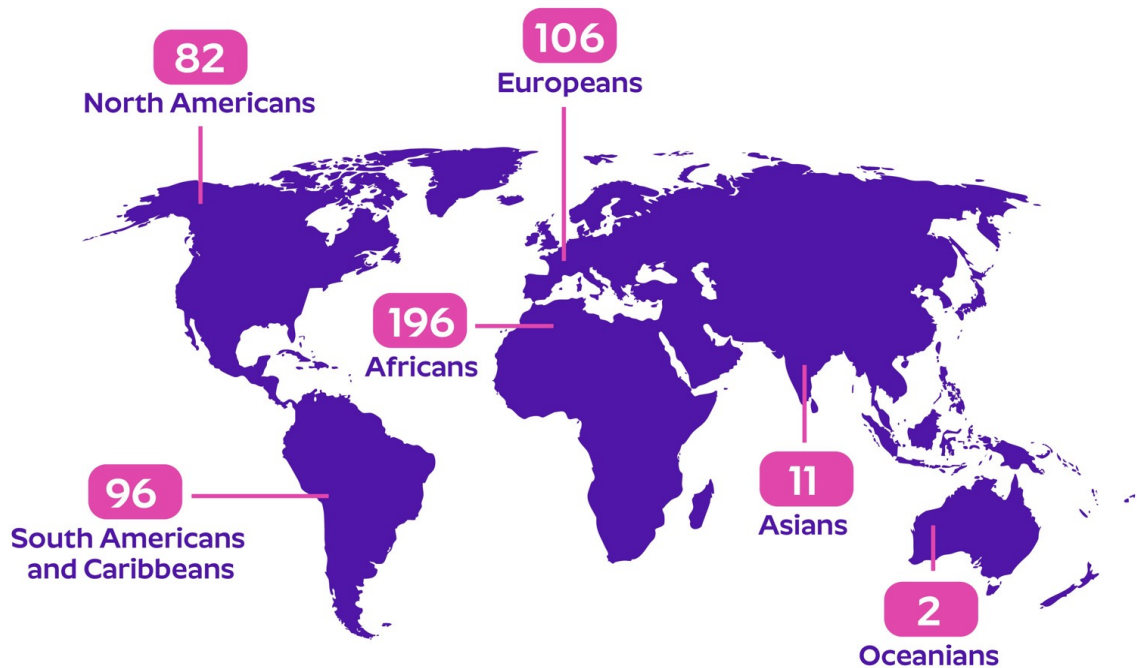
The ADEL Community in Numbers

12
EDITIONS

+490
ALUMNI

+78
NATIONALITIES

+1900
APPLICATIONS IN 2025



The 2025 Edition

The 12th Atlantic Dialogues Emerging Leaders program took place from December 7 to 11, 2025, in Rabat, Morocco. From a highly competitive pool of more than 1,900 applicants representing 125 countries, 42 exceptional young professionals, aged 25 to 35, were selected. The cohort included participants from 27 countries across the Atlantic Basin, spanning Africa, Europe, and the Americas, with additional representation from Asia and Oceania, reflecting the program's growing global reach and worldwide interest in Atlantic-related issues.

Participants 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 490 members from 78 countries, underscoring its expanding global influence and impact.

Each year, the ADEL program is 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 2025 program 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 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 the main 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.

The 2025 ADEL program reaffirmed 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



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1. STRATEGIC FRAMING

■ Opening the Journey: Leadership, Community, and the Atlantic Horizon

Session

Opening Remarks: More than A Decade of Impact: The ADEL Program's Legacy and the 2025 Cohort's Journey

Speaker



Fadila Filali, Manager of the Youth Leadership Initiatives and the Atlantic Dialogues Emerging Leaders (ADEL) program, welcomed the 2025 cohort by highlighting PCNS's continued commitment to empowering the next generation of leaders. She reflected on the creation of the Youth Leadership Initiatives section, established to expand and structure the Policy Center's efforts toward youth engagement, leadership development, and global dialogue. Within this broader vision, ADEL remains a flagship initiative dedicated to identifying and supporting promising young professionals from across the Atlantic space.

Addressing the participants, she emphasized the highly competitive nature of this year's selection process. The program received more than 1,900 applications and involved more than 45 reviewers across several evaluation committees, before ultimately selecting a cohort of 42 participants. Their presence in Rabat reflected both the rigor of the program and the remarkable potential of the individuals selected to contribute to policy conversations and leadership initiatives.





The 2025 cohort brought together participants from 27 countries, reflecting the diversity and global outlook that define the ADEL program. By joining, participants also become part of a vibrant and growing community of more than 450 ADEL alumni worldwide: leaders who continue to collaborate on research, policy initiatives, and professional partnerships, well beyond the duration of the program itself.

Over the course of four days, the program combined policy discussions, leadership development, and creative thinking. Through workshops, debates, and interactive sessions, participants were invited to explore themes including leadership in times of uncertainty, innovation for inclusive development, and the future of the Atlantic space. Cultural experiences in Rabat, exchanges with students from Mohammed VI Polytechnic University, and informal networking opportunities further enriched the program, fostering meaningful connections among participants.



Fadila also underscored the collective effort behind the initiative, acknowledging the contributions of the many teams, whose dedication made the program possible.

Closing her remarks, she encouraged participants to embrace the week with curiosity, openness, and a spirit of collaboration. As she reminded the cohort:

"Leadership is not about being the best; it's about making everyone else better."

With this message, participants were invited to use the ADEL experience not only as an opportunity for personal growth, but also as a platform to uplift others, exchange ideas, and contribute to shaping a stronger and more connected Atlantic community.



■ Leadership With Purpose: Navigating Complexity in a Changing World

Session

Keynote Speech: Unlocking the Potential of Tomorrow's Leaders: A Journey of Purpose and Impact

Speaker



Karim El Aynaoui

Executive President, Policy Center for the New South

Rapporteurs:

- **Imane Dahou**
- **David Gomez-Gil**
- **Fosco Riani**

In an international environment marked by growing geopolitical complexity, technological disruption, and shifting power dynamics, the question of leadership has become increasingly central to the effectiveness of public policy and global governance. Addressing global challenges today requires leaders who can navigate uncertainty, foster dialogue across regions, and build bridges between diverse perspectives. Within this evolving landscape, empowering younger generations to participate meaningfully in policy discussions has emerged as a strategic priority for institutions that seek to remain forward-looking and relevant.

Against this backdrop, **Karim El Aynaoui**, Executive President of the Policy Center for the New South, delivered a keynote speech at the ADEL 2025. His remarks reflected on the evolving role of leadership in an increasingly interconnected world and the importance of cultivating intellectual curiosity, critical thinking, and openness to diverse perspectives. His intervention emphasized that effective leadership is not solely grounded in expertise, but also in purpose, ethical reflection, and the willingness to engage constructively with complexity.



Karim El Aynaoui highlighted youth as a critical asset in shaping future policy debates. Younger generations, he noted, bring a unique combination of energy, creativity, and openness that can help challenge established narratives and introduce new ways of thinking about global challenges. Programs such as ADEL are designed precisely to harness this potential by creating platforms for emerging leaders to exchange ideas, confront complex policy questions, and engage with a broad network of policymakers, scholars, and practitioners.

The discussion also explored evolving North–South dynamics through the concept of the ‘New South’. According to him, this emerging paradigm reflects a confident, “post-post-colonial” vision of the Global South that is pragmatic, non-ideological, and increasingly proactive in shaping international conversations. Rather than positioning itself in opposition to existing structures, this perspective emphasizes constructive engagement, reform-oriented approaches, and renewed commitment to multilateral cooperation. In this context, Morocco occupies a strategic role as a bridge between regions, facilitating dialogue and promoting balanced approaches to development and global governance.

Turning to leadership and policymaking, he underscored that public policy cannot be understood purely as a technical exercise. Policy

decisions are shaped by a complex interaction of ethics, personality, intellectual curiosity, and philosophical outlook. Decision-making in this field is therefore inherently imperfect and often influenced by political dynamics, competing narratives, and contextual constraints. Effective leadership requires humility, self-awareness, and the ability to remain intellectually flexible while navigating these uncertainties.

Karim El Aynaoui also reflected on the importance of reform as a gradual and balanced process. Sustainable transformation, he argued, rarely emerges from abrupt disruption, but rather from inclusive and carefully calibrated reforms that build on existing institutional knowledge, while adapting to evolving realities. Morocco’s development trajectory illustrates this approach, privileging dialogue, stability, and long-term strategic thinking over abrupt institutional change.

Concluding his remarks, Karim El Aynaoui encouraged participants to approach the program with curiosity, openness, and a willingness to engage deeply in the discussions ahead. He reminded the cohort that leadership ultimately begins with authenticity and conviction, urging them to remain attentive to the values that guide their engagement in public life. As he noted:

“You have something very precious: energy... be ready for surprises, be open and curious, and do what you believe in.”



■ Reframing the Atlantic Project: From Foresight to Institutional Credibility

Session

Atlantic Community: Build, Connect, Anticipate

Facilitators



**Oumayma
Bourhriba**

Senior Economist, Policy
Center for the New South



Amal El Ouassif

International Relations
Senior Specialist, Policy
Center for the New South



Oussama Tayebi

International Relations
Senior Specialist, Policy
Center for the New South

Rapporteurs:

- **David Gómez-Gil**
- **Fosco Riani**
- **Yulia Yarmolenko**

For more than a decade, the Atlantic Basin has occupied a strategic position in global governance. Trade flows, energy corridors, maritime routes, digital infrastructure, migration patterns, and security arrangements bind its northern and southern shores into dense webs of interdependence. Yet this material interconnectedness has not translated into a fully articulated political or institutional architecture to govern the region coherently. The Atlantic is deeply connected in practice but insufficiently consolidated in structure.

Since 2018, the ADEL program has sought to address this gap through a cumulative intellectual exercise known as Atlantic Vision 2025. Successive cohorts of emerging leaders have engaged in structured reflection on the structural challenges facing the basin, and on the necessary conditions for a more coherent, inclusive, and strategically aligned Atlantic Community. The 2025 horizon

has now been reached. The significance of this milestone is not chronological, it is methodological.

The 2025 program marked a transition from projection to consolidation. What began as a foresight exercise oriented towards imagining a future Atlantic Community has matured into a sustained intellectual endeavor that progressively delineates its architecture, constraints, and enabling conditions. The question is no longer whether such a community should exist. It is whether it can be rendered credible.





During the previous years of the program, several cross-cutting diagnoses were increasingly refined. Economic asymmetries persist between North and South, particularly in access to capital, technological capacity, and infrastructure governance. Regulatory incoherence and fragmented trade frameworks continue to reduce resilience within global value chains. Political trust remains uneven, with enduring perceptions of asymmetrical influence in agenda-setting and institutional design. Social systems across the basin struggle to absorb the cumulative pressures of climate disruption, demographic shifts, migration dynamics, and accelerating technological transformation.

Meanwhile, institutional density has increased. Regional organizations, multilateral initiatives, and bilateral partnerships have proliferated. Security cooperation has deepened in specific domains. Climate diplomacy and blue economy frameworks have expanded. Youth-engagement platforms have multiplied. Yet multiplication has not guaranteed alignment.

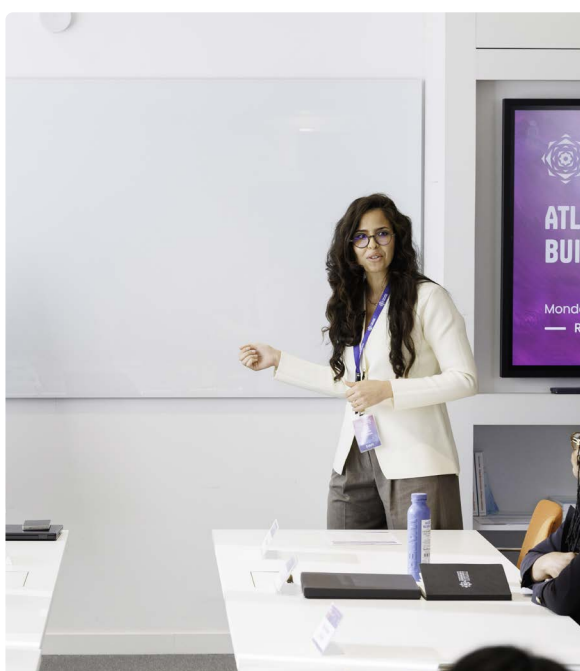


The core structural bottleneck identified by the 2025 cohort is coordination.

Economic integration without regulatory coherence generates friction rather than resilience. Political dialogue without institutional embedding produces volatility rather than trust. Social protection without fiscal sustainability remains fragile. Identity-building without tangible exchange risks rhetorical exhaustion. Youth leadership without intergenerational coalition-building remains episodic rather than systemic.

These coordination gaps are unfolding within a broader context of global fragmentation. The Atlantic Basin remains one of the world's busiest maritime corridors and a central artery for global trade and energy flows. It is becoming more geopolitically relevant amid the erosion of multilateral consensus, the resurgence of transactional diplomacy, and the concentration of technological power. In this environment, the Atlantic space embodies both vulnerability and opportunity.

Against this backdrop, the 2025 edition posed a deliberately demanding question: **what would a credible, shared Atlantic Community look like by 2035 and beyond, and what steps must be taken now to make it operational?**



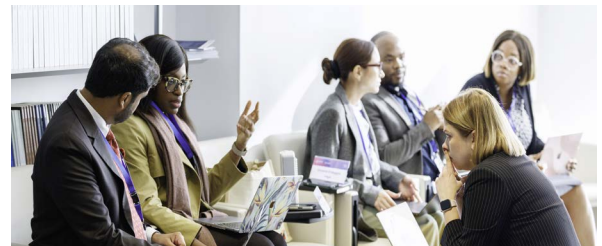
Credibility requires measurable outcomes in domains that shape citizens' lived realities, including employment, mobility, food security, climate resilience, digital inclusion, and social protection. It requires equitable participation mechanisms that address North-South asymmetries structurally rather than rhetorically. It requires embedding cooperation within existing regional frameworks, rather than creating redundant institutional layers. It requires resilience-oriented governance capable of absorbing shocks and adapting to accelerated change.

Most fundamentally, it requires leadership capacity aligned with systemic complexity.

The Atlantic Vision exercise has thus evolved from speculative foresight into a governance laboratory. Its purpose is no longer confined to the articulation of possibilities. The aim now is to interrogate the distance between ambition and implementation, and to cultivate the intellectual and relational capacities necessary to close that gap.



A comprehensive report is published after each year's ADEL program to capture the workshop's key discussions, reflect the progression of its ideas, and document the work accomplished since its inception. It is available on the PCNS website (www.policycenter.ma) under the title 'Atlantic Vision 2025: Building an Atlantic Community'.



2. LEADERSHIP IN AN AGE OF SYSTEMIC DISRUPTION

Institutional alignment cannot occur in a vacuum. It depends on whether leadership is able to operate within environments characterized by volatility, uncertainty, complexity, and ambiguity. The 2025 ADEL program recognized that structural transformation in the Atlantic space is inseparable from the cultivation of leadership models adapted to systemic disruption.

Across sessions, a coherent redefinition emerged. Leadership is no longer primarily an exercise of positional authority. It is the disciplined practice of adaptive capacity exercised within relational systems, under conditions of sustained uncertainty.

■ Relational Leadership and the Architecture of Trust

Session

Leadership as Connection: Navigating the Power of Community

Facilitator



Wadia Ait Hamza

Director of Leadership Programs, Mohamed Bin Zayed University of Artificial Intelligence (ADEL 2012)

Rapporteurs:

- **Nancy Adossi**
- **Luladay Berhanu Mengistie**
- **Yulia Yarmolenko**

Wadia Ait Hamza, ADEL 2012 alumnus and Director of Leadership Programs at Mohamed Bin Zayed University of Artificial Intelligence, articulated a relational paradigm of leadership grounded in service, authenticity, and community-building. Drawing from his book *How Can I Serve: Navigating Leadership and Building Communities*, Ait Hamza challenged hierarchical archetypes that equate leadership with control or technical superiority.





Instead, he framed leadership as stewardship. Authority derives from trust, and trust derives from consistency, empathy, and intentional listening. Leadership is enacted in everyday decisions that cultivate psychological safety, shared ownership, and mutual accountability. This relational framing is particularly important in the Atlantic context. The basin is marked by historical asymmetries and evolving power configurations. Without relational capital, trust built through transparency and reciprocity, policy alignment remains fragile.



Participants analyzed how leadership can be evaluated. While efficiency and outcome delivery remain essential, they are insufficient in isolation. Fear-driven decision making, lack of integrity, and command-and-control reflexes often erode legitimacy more rapidly than technical miscalculation. Relational leadership transforms institutions from rigid hierarchies into adaptive ecosystems. It embeds emotional intelligence as a core competence, enabling leaders to balance autonomy with accountability, and to mediate between local and global pressures.

In volatile systems, relational capital becomes stabilizing infrastructure.

■ Governing in an Era of Structural Disruption

Session

Leading in Uncertainty: Rethinking Resilience in a Volatile World

Facilitator



Nik Gowing, Founder and Co-Director of Thinking the Unthinkable, extended this analysis by confronting a structural illusion that continues to shape policymaking: the assumption of stability.



Rapporteur:

- **Sofia Lalinde**



Nik Gowing argued that contemporary global systems have entered a phase of sustained disruption in which predictability can no longer be assumed as the baseline condition of governance. What many institutions still interpret as temporary shocks are, in fact, structural transformations. Geopolitical fragmentation, vulnerabilities in critical infrastructure, fiscal stress, technological concentration, and climate-driven uninsurability are not isolated phenomena. They are interconnected risks that interact in cascading and non-linear ways, amplifying one another.



Yet most governance frameworks remain designed for continuity rather than volatility. National security strategies are often developed without corresponding national resilience strategies. Planning cycles presume time horizons that no longer exist. Institutional conformity, once rewarded as a sign of discipline and stability, now frequently constrains adaptive thinking.

Gowing introduced the concept of 'black elephants' to describe major risks that are visible but deliberately avoided in political discourse. The challenge is not only cognitive; it is institutional. Political incentives often discourage open acknowledgment of systemic vulnerability, as admitting fragility can be perceived as weakness. As a result, known risks remain insufficiently addressed until they escalate.

Against this backdrop, resilience must replace stability as the organizing principle of governance. Resilience does not imply preserving a static order. It refers to the capacity of systems to absorb shocks, adapt to evolving conditions, and maintain functional continuity amid volatility.

For the Wider Atlantic, this reframing is particularly significant. The basin occupies a strategic position in an increasingly fragmented global order. Disruption undoubtedly generates vulnerability. Yet it also creates openings for recalibration. Regions historically positioned as peripheral actors may use periods of systemic realignment to renegotiate influence and redefine their strategic roles.

Adaptive leadership in such an environment requires more than technical expertise. It demands cognitive flexibility, a willingness to abandon outdated rulebooks, and the institutional courage to experiment within politically constrained contexts.

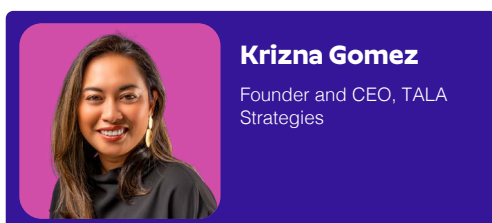


■ Futures Literacy and Strategic Anticipation

Session

Why Futures Thinking Matters: Anticipating Change and Uncertainty

Facilitator



Krizna Gomez, Founder and CEO of TALA Strategies, underlined the necessity of anticipation as a leadership discipline. ‘Futures thinking’, she emphasized, is not prediction. It is structured exploration of multiple plausible trajectories.

Futures thinking is often misunderstood as an attempt to predict what will happen, whereas it is primarily a disciplined process of systematically exploring multiple plausible futures and strengthening preparedness, regardless of which trajectory ultimately materializes. The objective is not certainty, but readiness. Leaders frequently fall prey to normalcy bias, the cognitive tendency to assume that future conditions will resemble past patterns. In an era defined by accelerated technological convergence, geopolitical realignment, climate volatility, and institutional mistrust, such bias becomes costly. Underestimating risk because it does not fit established mental models leads to delayed response and structural fragility.



Rapporteur:

- Maria Fernanda Bozmoski
- Pablo Marquez Quidiello
- Nad'a Úradníčková



Furthermore, individuals and societies experience risk and uncertainty differently. Empathy is uneven. Some communities feel disruption immediately, while others remain insulated until cascading effects unfold. Futures literacy therefore requires both analytical rigor and cross-perspective awareness. While modern education often trains individuals to specialize within narrow domains, the future demands cognitive agility across disciplines. Economic shifts, climate disruption, technological transformation, and political legitimacy are increasingly intertwined. A strong futures imagination becomes essential.

Yet many foresight approaches fail because they remain abstract and overly analytical. They produce scenarios without building real cognitive or emotional capacity. Anticipation must engage emotion as well as intellect. Without emotional engagement, foresight remains detached from lived reality, and fails to shape decisions.

The Rogue Futurism framework offers a structured pathway for cultivating this discipline.

- The first step is to look wide by identifying trends across STEEP dimensions (Social, Technological, Economic, Environmental, and Political) while deliberately examining blind spots. Events must be understood in terms of their structural complexity rather than in isolation.
- The second step is to dig deep, uncovering the forces beneath visible trends. The decline of public trust in institutions, for example, reflects accumulated structural drivers rather than episodic dissatisfaction.
- The third step involves scanning the peripheries for signals of change. Emerging phenomena such as decentralized autonomous organizations, the convergence of artificial intelligence and bioengineering, or evolving notions of authorship and agency may appear marginal. Yet when connected, such signals can indicate directional shifts in governance and power.
- The fourth step is to build and simulate future worlds by combining trends, deep drivers, and signals into structured scenarios. Episodic future thinking enhances this process by grounding scenarios in lived, first-person experience. Embodied simulations strengthen habit formation, expand creativity, and generate more-accurate insights into behavioral responses. They transform distant possibilities into cognitively proximate realities.



Future preparedness also requires balance. Facts without emotional resonance fail to mobilize. Emotion without factual grounding destabilizes. Leaders must calibrate urgency with agency and manage the 'elastic band' of time perception, avoiding both complacency and panic. Effective foresight resists dystopian fatalism as much as naïve optimism. Communication ultimately determines whether scenarios inform policy, or remain theoretical exercises.

The final steps involve drawing out strategic lessons and institutionalizing them. Insights must inform resource allocation, regulatory design, and leadership training. Futures literacy becomes durable only when cultivated continuously.

In the Atlantic context, anticipation is not optional. Maritime governance, energy transitions, demographic shifts, digital infrastructure concentration, food-system vulnerability, and climate-driven migration all demand forward-looking capacity.

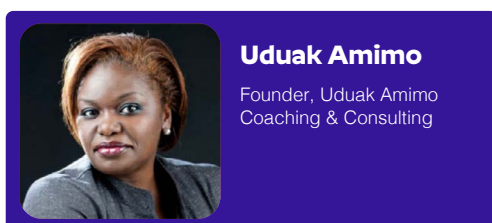
Anticipation becomes a strategic discipline embedded within leadership practice. It is not prediction. It is preparedness anchored in disciplined imagination.

■ Communication and Narrative Authority

Session

Media Training Strategies for Effective Communication

Facilitator



Rapporteur:

- **Alejandra Durán de Huerta**
- **Juan Camilo Jimenez**
- **Rita Sallaberry**



Leadership within complex systems depends not only on strategic vision or technical competence, but on narrative authority. **Uduak Amimo**, Founder of Uduak Amimo Coaching & Consulting, emphasized that communication is not an accessory to leadership. It is its operational core. Leaders are judged not only by what they decide, but on how clearly, confidently, and coherently they articulate those decisions.

The session opened with a simple yet revealing exercise: guided breathing practice. The purpose was not symbolic. It underscored a foundational principle of effective leadership communication: state precedes message. A leader's internal condition, whether calm, grounded, or unsettled, directly shapes external delivery. In high-pressure environments, communication effectiveness is inseparable from psychological composure.

In contemporary information ecosystems characterized by polarized audiences, compressed media cycles, and heightened scrutiny, leaders are frequently pressured into immediate reaction. Media actors and stakeholders are trained to elicit spontaneous responses. Yet effective leadership requires resisting this impulse. Protecting the quality of the message is a strategic act. Preparation therefore becomes foundational. Strong communication begins long before public engagement. Leaders must arrive secure in their ideas, having reviewed all relevant materials and clarified their strategic objectives.



Equally important are the pitfalls to avoid. Visible hesitation in voice or posture undermines authority. Communication without clarity of purpose erodes trust. Defensive pushback, particularly when unsupported by evidence, weakens legitimacy. Talking at audiences, rather than engaging them relationally, diminishes influence. Communication, at its core, is an interaction, not a monologue.

Uduak Amimo's central premise was unequivocal: communication is the real work of leadership. Influence, inspiration, and follower capacity are strengthened through clarity and consistency. However, effectiveness is context dependent. What resonates for one audience may fall flat for another. Leadership communication must therefore be situationally calibrated. Context awareness becomes critical. Leaders must ask not only what they are saying, but what they are truly communicating beneath the literal message.

A central tool introduced during the session was audience mapping. Effective communication begins with disciplined analysis of those being addressed. Before engaging, leaders should consider: Who are they? What do they care about? What do they want? What do they fear? What decision or action do they need to take next in relation to the issue? This mapping shapes tone, level of detail, examples, and persuasion strategy. It also prevents reactive positioning. Leaders must avoid adopting a victim stance, even under constraint. Owning the narrative while acknowledging contextual limitations strengthens authority.

For Atlantic cooperation, narrative competence carries particular weight. Shared identity cannot be proclaimed into existence. It must be constructed through credible storytelling grounded in tangible outcomes. In a region marked by historical asymmetries and evolving geopolitical dynamics, narrative authority reinforces institutional legitimacy.

Across the leadership track, a coherent model emerges. Leadership in a context of systemic disruption requires relational authority, resilience-oriented governance, futures literacy, and narrative competence. Authority is redefined as adaptive capacity exercised within interconnected systems. Institutional credibility in the Atlantic space depends not only on policy alignment, but on leaders capable of navigating volatility without retreating into rigidity.

Communication is not peripheral to this process. It is the medium through which strategy becomes influence and intention becomes action.



3. INNOVATION AS A TOOL FOR GOVERNANCE

If leadership under disruption requires adaptive capacity, governance under disruption requires innovative methods. In the Atlantic context, in which economic interdependence intersects with geopolitical realignment and technological acceleration, innovation and anticipation must move from conceptual aspiration to institutional practice.

If anticipation widens the strategic lens, innovation determines how institutions respond within that widened frame. The ADEL 2025 program approached innovation not as technological novelty, but as institutional method, and explored how structured experimentation, strategic foresight, and policy entrepreneurship can translate ideas into institutional transformation.

■ Scenario Planning and Strategic Alignment

Session

Futurecraft – A Strategic Foresight Sprint

Facilitator



Steven Höfner

Resident Representative in Morocco, Konrad Adenauer Stiftung (ADEL 2024)

Rapporteurs:

- **Sofia Mastrostefano**
- **Kwezi Sogoni**

Steven Höfner, ADEL 2024 alumnus and Resident Representative in Morocco of the Konrad Adenauer Stiftung, led the session, introducing Transformative Scenario Planning (TSP) as a structured approach to navigating high-impact uncertainty.

Participants examined African Union–European Union relations in 2035 as a structured test case for application of TSP in a policy-relevant setting. The objective was not to predict the trajectory of the partnership, but to equip participants with a

methodological framework for navigating high-impact, high-uncertainty developments in an increasingly unpredictable global environment.





The session framed strategic foresight as a leadership skill and governance instrument, rather than a speculative exercise. TSP enables leaders to identify critical uncertainties, map structural drivers, and explore multiple plausible futures, instead of relying on prediction. In a rapidly shifting geopolitical and technological landscape, disciplined exploration becomes more strategic than forecasting.

Building on participants' expertise, the workshop focused on identifying key drivers shaping AU–EU relations. From a predefined set of macro-drivers and cross-cutting themes, participants selected high-impact, high-uncertainty variables, and translated them into opposing trend spectrums. Migration emerged as a consequential yet unpredictable factor, while climate change was treated as a structural condition with uncertain policy responses. Scenarios ranged from intensified fragmentation and transactional diplomacy, to conditional regulatory alignment and strategic partnership, as well as risks of technological bifurcation and asymmetric digital governance.

The methodological value of the exercise lay not in the plausibility of any single scenario, but in the stress-testing of assumptions. Scenario matrices meant participants had to confront uncomfortable possibilities and interrogate implicit biases. Foresight revealed hidden dependencies, exposed institutional blind spots, and clarified strategic leverage points. Even where consensus emerged around the likelihood of shallow or fragmented cooperation, the exercise demonstrated that such outcomes are shaped by identifiable drivers rather than inevitability.

For the Atlantic Basin more broadly, this anticipatory capacity is essential. Maritime governance, supply-chain resilience, food security, energy transitions, and digital-infrastructure concentration are domains characterized by cascading interdependence and high uncertainty. Without structured foresight, policymakers risk designing static interventions for systems that are already transforming. Structured foresight becomes therefore a governance discipline. It supports proactive alignment rather than reactive adjustment.

Foresight widens the strategic aperture through which leaders interpret change, enabling them to move from passive adaptation to intentional positioning within systemic transformation.



■ Design Thinking and Human-Centered Policy

Session

Design Thinking in Policy Making

Facilitator



Ade Mabogunje

Senior Research Engineer,
Stanford University

Ade Mabogunje, Senior Research Engineer at Stanford University, introduced design thinking as a corrective to technocratic rigidity in policymaking.

Traditional policy frameworks tend to prioritize regulation, compliance, and ex-post evaluation. They are optimized for stability rather than transformation. In this session, Ade Mabogunje introduced design thinking as a structural alternative, shifting policymaking from control to innovation. The central premise was that innovation often lacks because policy intent is limited to regulation rather than transformation. Governments frequently focus on implementation failure without interrogating whether the original formulation addressed root causes. Effective policy requires creativity at the design stage, grounded in contextual awareness and lived experience.

Design thinking offers a human-centered, iterative, and collaborative approach. It begins with empathy mapping and stakeholder immersion, ensuring that policies respond to real needs rather than abstract assumptions. Prototyping reduces systemic risk while increasing legitimacy.

Rapporteur:

- **Maame Abena Gyamerah**
- **Carlos Moura Teixeira**
- **Jonathan Nowak**



In the Atlantic context, in which regulatory harmonization spans diverse political and economic systems, such experimentation is particularly relevant. Reform cannot be imposed abstractly; it must be tested and adapted.



Participants also reflected on the ‘innovation paradox’. Imitation feels safe, while innovation is disruptive and uncomfortable. Yet the scale and complexity of contemporary challenges increasingly exceed the capacity of traditional policy cycles. Iterative experimentation becomes not optional but essential. Starting small and scaling strategically was emphasized as a pragmatic pathway. Pilot initiatives, such as Special Economic Zones, demonstrate how controlled experimentation can precede broader reform. However, limited resources and political pressures often constrain the ability of governments to test policies. This underscores the need for internal ‘design thinking champions’ that can apply iterative approaches pragmatically and communicate results transparently to build trust.

Diversity within teams emerged as another structural requirement. Innovation depends on different perspectives, not only in technical expertise but in cognitive style and worldview. Policymakers must deliberately engage with difference, using disagreement to expand perspective and reduce blind spots. The emotional dynamics of innovation were equally central. Institutional cultures often penalize failure, discouraging experimentation. Yet trial-and-error is intrinsic to transformation. Leaders must cultivate psychological safety, enabling teams to take measured risks. Negative emotions such as fear or frustration can be transformed into trust and collective purpose when accountability and transparency are present.

The metaphor of shifting from ‘plantation rules’ to ‘rainforest rules’ captured this transition. The former represents rigid, output-driven systems; the latter, adaptive ecosystems that foster diversity and collaboration. Structural transformation requires moving toward the latter model. Design thinking, therefore, is more than a toolkit.

Design thinking is a governance philosophy grounded in human scale, iterative learning, and adaptive collaboration. Without this structural shift, innovation remains rhetorical. With it, policymaking becomes capable of responding to complexity with resilience and creativity.



■ Policy Entrepreneurship and the Mechanics of Change

Session

Policy Entrepreneurship: Driving Change Across Sectors

Facilitator



Enrique Mendizabal, Founder and Director of On Think Tanks, grounded innovation within political reality in his session about policy entrepreneurship.

Technical soundness alone does not produce reform. As Enrique Mendizabal emphasized, change requires alignment between problem recognition, policy design, and political context. Policy entrepreneurs operate at the intersection of ideas and power. Reforms often fail not because solutions are flawed, but because context is misread, alliances are weak, or institutional resistance is underestimated.



Rapporteur:

- **Nancy Adossi**
- **Izzy Fenwick**
- **Fosco Riani**



The session framed policy entrepreneurship as both an individual and collective undertaking. Leaders across sectors can act as change agents, but their influence depends on understanding how change occurs. Mendizabal introduced the 'three strings' theory: durable reform emerges when problems, policies, and politics align. Without this convergence, even strong proposals stall.

Participants explored multiple theories of change, including policy windows, coalition dynamics, power elite influence, regime shifts, and narrative transformation. Change may result from shocks, strategic alliances, or shifts in dominant stories. reform is also often slower than expected. Institutional inertia, limited political will, and unrealistic expectations frequently derail efforts. Change is not an event but a sustained process.



The discussion also examined why reforms produce unintended consequences. Drawing on international examples, participants distinguished between human errors and systemic errors, including institutional inertia, leadership turnover, knowledge asymmetries, and limited deliberation. Most policy blunders stem from insufficient contextual understanding.

To structure reform efforts, participants engaged with the Rapid Outcome Mapping Approach (ROMA). This framework guides policymakers to define objectives, analyze context, identify opportunities across formal and informal spaces, assess capabilities, and develop targeted strategies. Effective strategy clarifies whose competencies must change, whose interests must shift, and where decision-making authority truly lies.

Four core skills differentiate impactful policy entrepreneurs: storytelling, networking, political fixing, and engineering (the capacity to translate ideas into operational processes). Research alone is insufficient; influence depends on relational and strategic competence.

In the Atlantic context, policy entrepreneurship is essential. Structural alignment across trade, infrastructure, climate governance, and digital regulation requires actors who are able to build coalitions and sustain reform across political cycles.

Durable change rarely results from singular interventions. It emerges through cumulative alignment over time of ideas, actors, and institutions.

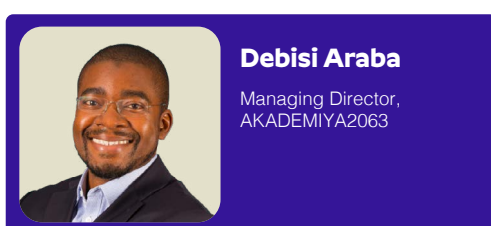


■ Agriculture, Innovation, and the Foundations of Resilience

Session

Agritech and the Future of Food Security in Africa

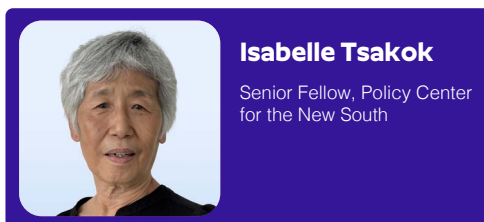
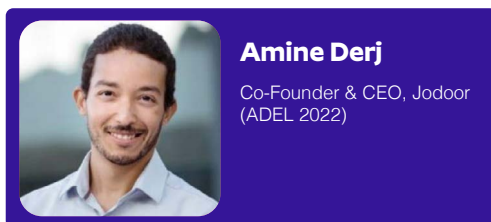
Moderator



Rapporteur:

- **Nancy Adossi**
- **Izzy Fenwick**
- **Fosco Riani**

Speakers



The session brought together **Debisi Araba**, Managing Director of AKADEMIYA2063, **Amine Derj**, ADEL 2022 alumnus and Co-Founder and CEO of Jodoor; and **Isabelle Tsakok**, Senior Fellow at the Policy Center for the New South. Their discussion went beyond sectoral analysis and illuminated the structural interdependencies linking productivity, governance, and geopolitical stability.

Agriculture remains central to economic transformation across much of the Southern Atlantic, underpinning employment, livelihood security, and rural stability. Yet structural productivity constraints persist. Water scarcity, land degradation, financing gaps, fragmented markets, limited access to context-specific technologies, and weak extension systems continue to restrict yield growth and value-chain integration.



Food security must therefore be understood not only as a humanitarian concern, but as an economic and geopolitical imperative. Countries that depend on food imports are vulnerable to price volatility and supply chain disruptions. Climate change intensifies these pressures through droughts, floods, and shifting growing seasons, amplifying exposure to systemic shocks. In this context, food systems are directly linked to macroeconomic stability and political resilience.



The broader structural lesson is clear: productivity is decisive. Without sustained productivity growth, demographic pressures strain social systems. Without food security, political stability weakens. Without coordinated governance, innovation fails to translate into systemic impact. Food systems thus function as both an economic backbone and a geopolitical lever within the Atlantic space. Climate adaptation, supply chain resilience, and trade alignment converge within agricultural policy.

Structural transformation in this domain demands alignment across capital allocation, research ecosystems, regulatory oversight, and regional trade architecture. It exemplifies the wider imperative of translating strategic ambition into coordinated institutional action.

Agri-tech innovation offers major opportunities, but solutions must be context-sensitive. Digital tools, improved seed systems, and precision agriculture can enhance productivity only when adapted to local soil conditions, water availability, farmer capacity, and market realities. Technological innovation alone is insufficient. To scale sustainably, it requires supportive regulatory frameworks, accessible financing mechanisms, and institutional coordination.

Markets, moreover, depend on clear rules. Sustainable productivity gains require coherent governance of land use, water rights, trade standards, and pricing mechanisms. Public investment in infrastructure, research, and institutional capacity remains indispensable. Without regulatory coherence and strategic alignment, private-sector innovation risks fragmentation.



■ Transformative Leadership in Education Ecosystems

Session

Insights on Transformative Leadership in Education and Beyond

Moderator



Rim Berahab

Senior Economist, Policy
Center for the New South

Rapporteur:

- **Pauline Despis Pigozzo**
- **Victoria Di Baggio Vega**
- **Noureddine Hamri**

Speaker



Hicham El Habti

President, Mohammed VI
Polytechnic University

In parallel to food systems, higher education institutions play decisive roles in shaping long-term economic resilience and societal transformation. In his dialogue with participants, **Hicham El Habti**, President of Mohammed VI Polytechnic University, set out a vision of universities not merely as academic institutions, but as engines of systemic change.

Leadership in this context is no longer confined to administration or disciplinary excellence; it is the capacity to move institutions and societies from one state to another, guided by a clear long-term 'North Star' and sustained collective alignment.

Universities occupy a unique position at the intersection of talent development, knowledge production, and societal impact. Their role extends beyond education as a service. They produce



agency, shaping human capital, innovation capacity, and civic participation. In regions where demographic transitions and technological disruption unfold unevenly, higher education is a structural determinant of competitiveness and social stability.



The transformation of education systems requires strategic clarity, diversified funding, and participatory governance. Institutional ambition must be matched by resource mobilization, long-term financial planning, and openness to calculated risk. Strategic visions cannot remain static; they must be reassessed periodically through inclusive processes that respond to societal and technological change.

Interdisciplinarity emerged as a critical but often under-realized ambition. Disciplinary silos, misaligned incentives, and unclear problem framing frequently impede collaboration. Effective interdisciplinarity is anchored in concrete, real-world challenges, such as water scarcity or food systems, that naturally require coordination across scientific, policy, and behavioral domains. Funding mechanisms and evaluation frameworks must therefore incentivize problem-driven research, rather than narrow disciplinary outputs.

Artificial intelligence further accelerates this transformation. Beyond technical expertise, universities must cultivate human-centric skills resilient to automation, including critical thinking, ethical reasoning, and collective intelligence. Hybrid learning models supported by AI can enhance personalization and engagement, but institutional relevance ultimately depends on measurable impact, including graduate employability and societal contribution.

Sustainability and social responsibility are also part of the mission of contemporary universities. Particularly in contexts disproportionately affected by the changing climate, higher education institutions must embed applied sustainability

and community engagement into curricula and research agendas. Innovation must remain socially grounded, rather than technologically detached.

Global collaboration and local contextualization must coexist. Cross-border research partnerships, student mobility, and open science deepen integration, yet value lies increasingly in adapting global technologies to local realities. Data representativeness and contextual relevance are critical, especially in fields such as AI and genomics.



Finally, universities function as innovation ecosystems that link research, entrepreneurship, and public policy. Structured pathways for deep-tech development, access to early-stage capital, and alignment with national innovation strategies help translate research into scalable solutions. Ultimately, education, like agriculture, illustrates the interplay between productivity and governance.

Institutional capacity within universities shapes economic resilience and political agency. Without knowledge production, innovation stagnates. Without institutional integrity, education loses legitimacy.

4. CHALLENGING NARRATIVES AND BROADENING PERSPECTIVES

While the ADEL 2025 program's core sessions focused on leadership, governance innovation, and sectoral transformation, several complementary formats broadened the scope of engagement and intellectual exchange. These special sessions created spaces for participants to challenge assumptions, test arguments, and engage in more spontaneous forms of dialogue. By moving beyond traditional panel discussions and workshops, the program encouraged intellectual agility, persuasive reasoning, and the ability to navigate disagreement—essential skills for leaders operating in complex and contested policy environments.

Together, these sessions showed that leadership is not only about producing solutions, but also about engaging constructively with competing perspectives, and questioning dominant narratives.

■ Night Owl Session—Unpopular Opinions: Convince Me If You Can!

Facilitator



Akram Zaoui

Senior International
Relations Specialist, Policy
Center for the New South

This session, facilitated by **Akram Zaoui**, Senior International Relations Specialist at the Policy Center for the New South, introduced an interactive debate format designed to challenge participants' analytical agility and rhetorical skills. Organized as an informal evening exchange, the session encouraged emerging leaders to step outside their intellectual comfort zones and engage with provocative ideas that often remain unspoken in conventional policy discussions.





Participants were invited to defend before their peers unconventional, controversial, or counterintuitive viewpoints. The exercise required them to construct persuasive arguments around positions they might not necessarily hold, forcing them to engage deeply with competing perspectives. Rather than seeking consensus, the format deliberately created space for disagreement and intellectual confrontation.

The session's objective was to strengthen participants' capacity for persuasion and critical reasoning. In policy environments characterized by competing narratives and complex stakeholder dynamics, leaders must often communicate contested or unpopular ideas. The ability to articulate arguments clearly, anticipate counterarguments, and engage constructively with criticism therefore becomes a core leadership skill.

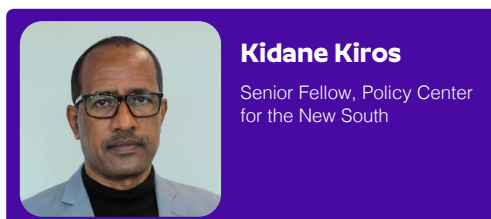
Throughout the discussion, participants practiced skills including framing of arguments, responding to challenges in real time, and adapting communication strategies to different audiences. The exercise also highlighted the importance of listening as an integral component of persuasion. Understanding opposing viewpoints enabled participants to refine their arguments and recognize the assumptions underlying their own reasoning.

Beyond the debate itself, the session illustrated the value of structured disagreement as a learning tool. By defending unfamiliar ideas and confronting alternative perspectives, participants developed greater intellectual flexibility and gained insight into the complexity of policy debates. The session demonstrated that productive disagreement, when grounded in mutual respect and curiosity, can strengthen analytical thinking and foster more nuanced approaches to leadership and decision-making.



■ Crosscurrents Debate—‘The New South’: Myth, Rhetoric, or Reality?

Facilitator



This session, facilitated by **Kidane Kiros**, Senior Fellow at Policy Center for the New South, invited participants to examine one of the central geopolitical narratives that shapes contemporary discussions on global governance. Framed as a structured exchange of perspectives, the debate explored whether the notion of the ‘New South’ reflects a substantive shift in global power dynamics, or whether it remains primarily a conceptual and rhetorical construct.

Participants discussed the evolving role of countries across Africa, Latin America, and Asia in shaping international political and economic agendas. Several perspectives emphasized the growing agency of Southern actors in global governance, pointing to expanding diplomatic engagement, the rise of new regional partnerships, and increased participation in multilateral initiatives. These developments suggest a gradual rebalancing of global influence, and a growing capacity among Global South countries to shape international debates.



The discussion also encouraged participants to interrogate the limits of this narrative. Despite signs of transformation, structural asymmetries continue to characterize the global system. Disparities in access to capital, technological infrastructure, and institutional influence remain significant obstacles for many Global South countries. Participants therefore explored whether the concept of the ‘New South’ risks oversimplifying the diversity of experiences and trajectories across regions.



The debate also examined the strategic implications of the concept. For some participants, the 'New South' represents a framework through which emerging economies can articulate new forms of cooperation and collective agency. For others, it functions primarily as a political narrative that must be scrutinized to avoid masking persistent inequalities in global governance structures.

The session underscored the importance of critically engaging with geopolitical narratives that shape international discourse. Concepts such as the 'New South' can provide valuable frameworks to help interpret global change, but their analytical relevance depends on continuous questioning and contextual understanding. By confronting competing interpretations, the debate encouraged participants to move beyond simplified narratives and to develop a more nuanced understanding of the evolving dynamics shaping the wider Atlantic and global order.



■ Thematic Lunch: Caregiving Moonshot Salon

Facilitator



Hamza Saoudi

Senior Economist, Policy
Center for the New South

The lunch, facilitated by **Hamza Saoudi**, Senior Economist at the Policy Center for the New South, offered participants an informal yet intellectually rigorous space for focused policy conversation. This format created a relaxed atmosphere that encouraged open exchange while maintaining a high level of analytical engagement. As participants gathered around the table, the session blended listening, reflection, and discussion, allowing emerging leaders to explore complex policy questions in a setting that was both convivial and thought provoking.

The conversation centered on the concept of the care economy and its often overlooked role in shaping labor markets, productivity, and long-term economic resilience. Participants examined how care work, both paid and unpaid, sustains quality of life and enables individuals to participate fully in economic and social life. Activities including childcare, healthcare, education, and eldercare form a critical foundation for human capital development, yet a significant share of this work remains invisible within traditional economic measurements.



Discussions also explored how the distribution of care responsibilities affects labor market participation, particularly for women. Participants reflected on how insufficient care systems can limit workforce participation and contribute to long-term employment and income disparities. The exchange highlighted that strengthening care infrastructure should be a social priority and also an economic strategy to support productivity, inclusion, and sustainable growth.



By encouraging participants to reflect on bold and transformative ideas for strengthening care systems, the ‘moonshot’ approach invited forward-looking thinking on how policy innovation could better recognize and support the invisible infrastructure that sustains economies and societies.



■ The Atlantic Dialogues Conference Closing Plenary: Wider Atlantic Challenges Viewed by Emerging Leaders

Speakers



Aliyyah Ahad

Director & EU Representative, Government of Bermuda, Brussels Office



Maria Fernanda Bozmoski

Director, Impact and Operations | Central America Lead, Atlantic Council



Noureddine Hamri

Founder, Turn up the light



Carlos Moura Teixeira

Political Advisor to the EU Special Representative for the Sahel, Office of the EU Special Representative for the Sahel

The Atlantic Dialogues conference's closing plenary traditionally leaves the floor to the Emerging Leaders, giving the next generation of Atlantic changemakers an opportunity to share their perspectives on the challenges and opportunities ahead for the region. Each year the ADEL cohort selects several representatives to take the stage, providing a forward-looking reflection that blends the discussions held throughout the ADEL program with the broader themes of the Atlantic Dialogues conference.

The 2025 discussion focused on the future of cooperation across the Atlantic Basin and emphasized the need to reconnect global governance frameworks with the lived realities of people and communities. Rather than approaching the Atlantic primarily as a geopolitical construct, speakers highlighted the importance of centering discussions on young people and practical forms of collaboration that can address shared challenges such as climate change, the need for new economic opportunities, and social cohesion.





The discussion also emphasized the importance of grounding policy debates in practical cooperation. Speakers noted that large multilateral narratives often appear distant from citizens' everyday concerns and risk remaining disconnected from outcomes. Instead, they highlighted the value of bottom-up collaboration between practitioners, technical experts, and sector-specific institutions. Examples of cross-border technical cooperation, such as collaboration between energy agencies on renewable technologies, illustrate how practical partnerships can build trust and deliver measurable progress while informing broader policy frameworks.

A central theme of the conversation was the growing disconnect between institutions and younger generations. The speakers stressed that many young people do not reject democratic systems but are increasingly frustrated with governance models that appear unable to deliver tangible results. Rebuilding trust therefore requires meaningful opportunities to be created for youth participation, while ensuring that emerging leaders are involved early in policymaking processes, rather than positioned on the margins of decision-making.



Another aspect of the discussion concerned the evolving nature of cooperation within the Atlantic space. Participants explored the potential for more flexible forms of collaboration, suggesting that rigid institutional structures may no longer be sufficient to address complex transnational challenges. Instead, emerging leaders highlighted the value of variable-geometry cooperation, with coalitions of willing actors collaborating on shared priorities and moving forward at different speeds, depending on context and capacity.





The conversation also revisited the concept of the New South, describing it not simply as a geographic category but as an emerging space of agency and responsibility. From this perspective, countries across the Global South contribute increasingly to the shaping of global agendas and to the redefinition of partnerships beyond traditional North-South dynamics. Strengthening cooperation among these actors, while maintaining open channels of dialogue across the Atlantic Basin, was presented as an important step toward building a more balanced and inclusive global order.

Throughout the discussion, speakers emphasized that the future of the Atlantic will depend on inclusive governance models that can integrate diverse voices and perspectives. Youth engagement, flexible partnerships, and practical cooperation were identified as essential ingredients for building a more resilient and connected Atlantic community.

By placing the perspectives of emerging leaders at the center of the closing plenary, the session offered a powerful reminder that the future of the Atlantic Basin will ultimately be shaped not only by institutions and policies, but also by the creativity, engagement, and responsibility of the next generation.



BEYOND THE SESSIONS: ACTIVITIES AND COMMUNITY ENGAGEMENT

Alongside the thematic sessions, the 2025 ADEL program incorporated a series of activities designed to strengthen interpersonal connections, encourage cross-generational exchange, and situate participants within the broader cultural and institutional context of Rabat. These activities complemented the program's intellectual depth by fostering trust, reflection, and community.

■ Icebreaker

The program opened with an interactive icebreaker designed to foster familiarity within the cohort. Through the exercise 'Two Truths and a Lie', participants shared personal anecdotes and unexpected insights in a light and engaging format.

The activity set a relaxed tone from the outset, enabling participants to connect beyond their professional roles, before the formal sessions commenced.



■ Visit to Rabat | The City of Lights A Journey Through History and Heritage

As part of their immersion in the host city, participants explored several of Rabat's most emblematic landmarks, including the historic Hassan Tower, the Kasbah of the Oudayas, and Rue des Consuls.

The guided visit offered more than a cultural interlude. It provided insight into the historical trajectory of Morocco's capital and its place within the Atlantic space, highlighting the city's architectural richness, and its enduring balance between tradition and modernity.



■ Building Bridges

ADEL 2025 Cohort Connects with UM6P Students

The cohort took part in an interactive session with students from Mohammed VI Polytechnic University, creating a space for dialogue on education, career development, and leadership pathways.

Students shared their aspirations and questions, while ADEL participants reflected on their professional journeys and institutional experiences. The exchange underscored the importance of mentorship, shared learning, and sustained engagement between emerging leaders at different stages of their educational and professional lives.



■ Networking Dinner

The networking dinner offered an informal setting for continued exchange among participants, speakers, and ADEL alumni from previous cohorts.

Beyond its social dimension, the evening reflected one of ADEL's defining strengths: its continuity across generations of leaders. Outside the structure of formal sessions, the gathering encouraged open conversation, shared experiences, and the strengthening of long-term relationships, reaffirming ADEL as an enduring community in which dialogue and collaboration extend beyond the program in any one year.



■ Meeting with Richard Lui

Participants engaged in a conversation with Richard Lui, anchor and journalist at NBC News/MSNBC, on the care economy and its broader social and economic implications. Drawing from his work on caregiving and public responsibility, he invited reflection on how care intersects with leadership and policy. The exchange underscored the human dimension of decision-making, and the importance of integrating empathy into institutional practice.



COHORT REFLECTIONS AND INSIGHTS: THE ADEL EXPERIENCE

The 2025 cohort's reflections offer a clear perspective on the experience that defined this year's program. What emerges is a program grounded in serious dialogue, diverse viewpoints, and genuine connection.

100%

Overall Satisfaction

100%

Felt Fully Integrated into the ADEL Community

100%

Satisfied with Networking and Professional Connections

What They Walked Away With

Constructive Debate and Meaningful Dialogue

"I will never forget the Unpopular Opinions session, a space where we truly deconstructed ourselves and practiced thoughtful, blunt, open dialogue: not reactive exchanges, but conversations grounded in real listening"

— Kátia Fenyves

Broadened Cross-Regional Leadership Perspective

"The ADEL program was a great opportunity to network with peers from around the world, learn, and exchange ideas on common interests and challenges"

— Aude Darnal

Strengthened Ability to Navigate Uncertainty

"One of the most powerful aspects of the program was learning how to think the unthinkable and look toward the future in a context of accelerated change and global crises affecting every continent"

— Victoria Di Baggio Vega

A Trusted and Enduring Community

"It moved beyond networking into genuine trust, and people sharing honestly during our night owls or other sessions, challenging each other thoughtfully, and showing up with generosity"

— Maria Fernanda Bozmoski

BEYOND THE METRICS

A consistent thread runs through the 2025 program testimonials: ADEL is not simply a convening of people. It is a formative leadership space in which emerging leaders refine their thinking, challenge assumptions, and build relationships grounded in trust, responsibility, and shared ambition.

As one participant said:

“ADEL was a much-needed reset. In an increasingly polarized world, it reminded me of the enduring positives of the global order, clarified my own role and responsibility within it, and reaffirmed what becomes possible when people engage with ideas openly, honestly, and with a genuine commitment to solutions”



Luladay Berhanu Mengistie

The 2025 cohort left with strengthened capabilities, renewed clarity, and a shared commitment to shaping a more resilient and cooperative Atlantic space.

THE ADEL 2025 COHORT

1. **Ramy Abdelhady**, Graduate Teaching Assistant, University of Bristol, Egypt
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4. **Damilola Hamid Balogun**, Co-founder and Chief Executive Officer, Youth Sustainable Development Network, Nigeria
5. **Maria Fernanda Bozmoski**, Director, Impact and Operations | Central America, Atlantic Council, Costa Rica
6. **Imane Dahou**, Cybersecurity and Data Protection Manager, SIA, Morocco
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12. **Nik Gowing**, Founder and Co-Director, Thinking the Unthinkable
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14. **Kidane Kiros**, Senior Fellow, Policy Center for the New South
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16. **Ade Mabogunje**, Senior Research Engineer, Stanford University
17. **Enrique Mendizabal**, Founder and Director, On Think Tanks
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20. **Isabelle Tsakok**, Senior Fellow, Policy Center for the New South
21. **Akram Zaoui**, Senior International Relations Specialist, Policy Center for the New South

About the 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 and to the tackling of issues that challenge Morocco and the rest of Africa as integral parts of the global South.

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

PCNS brings together researchers, publishes their work, and capitalizes on a network of renowned partners, representative of different regions of the world. PCNS hosts a series of gatherings in different formats and 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, through the Atlantic Dialogues Emerging Leaders program (ADEL), the think tank cultivates a dynamic community of young leaders, and fosters a space for cooperation, exchange, and network-building among a new generation of decision-makers from government, business, and civil society. Through this initiative, which has now brought together more than 490 members, the Policy Center for the New South advances intergenerational dialogue, and contributes to shaping the leaders of tomorrow.

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