

2025 INTERNATIONAL NEWSLETTER

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NADA BIAZ
General Director

EDITORIAL

The year 2025 has been one of remarkable achievements and renewed international outreach for the École Nationale Supérieure de l'Administration. In a context where societies face rapid change, driven by technological, environmental, and demographic shifts, public institutions are called upon to renew their models of governance and leadership. At ENSA, we see this moment not as a disruption, but as an opportunity to reinvent future public leaders training. Our mission remains clear: to advance excellence, ethics, and innovation in public administration. Today, however, excellence transcends mere procedural mastery. It requires cultivating adaptability, digital fluency, and a mindset of continuous learning, essential qualities that empower civil servants to navigate complexity and lead with decisive impact.

We are committed to preparing leaders for a lifelong engagement in service to the public good. The administrators of tomorrow must be able to learn, unlearn, and relearn continuously, effectively bridging disciplines, sectors, and generations.

To support this journey, ENSA spent 2025 strengthening its international presence. Through engagement in global conferences and the signing of new Memoranda of Understanding with leading institutions, we are implementing a wider strategic vision: connecting the Moroccan public administration to global networks of knowledge and best practices. This reflects our fundamental belief that effective governance is built on dialogue, mutual learning, and shared experiences.

As we look toward 2026, our goal is to consolidate ENSA's role as a catalyst for transformation and a vital laboratory for ideas that will shape the public administration of the future. The challenges ahead demand not only technical skills, but also vision, creativity, and a deep sense of purpose.

Together with our partners, faculty, and students, we will continue to invest in human capital development, and in the dynamics that keep public service effective ; thereby, reaffirming our enduring commitment to preparing the public leaders of tomorrow.



Nada BIAZ

General Director of ENSA

2025 HIGHLIGHTS : A YEAR IN REVIEW

THE FULL-TIME POST GRADUATE ENSA DEGREE PROGRAM

ENSA welcomed 49 new students to its two-year initial training program in 2025, selected from more than 1,400 applicants nationwide. This new class reflects the richness of Morocco's academic landscape, bringing together highly qualified postgraduates from leading business, engineering, economics, and law schools. Almost 60% of the students are women, a testament to ENSA's ongoing commitment to diversity and balanced representation in public service.

The program combines rigorous academic learning with practical experience, offering courses in public management, law, economics, finance, and diplomacy, alongside training in foreign languages and research methods. It also encourages teamwork and innovation through collective projects focused on national public policies priorities and digital transformation.

To gain practical exposure, ENSA's students undertake internships and study visits both in Morocco and abroad. This year, several were hosted by France's Institut National du Service Public (INSP), the Centre National de la Fonction Publique Territoriale (CNFPT), and the Hainaut Provincial Administration in Belgium. Others participated in study visits to the European Commission in Brussels and academic programs at Tianjin University and the Beijing Administration Institute (BAI) in China, allowing them to deepen their understanding of international public governance and to strengthen ENSA's institutional partnerships worldwide.

Institutional Internships



ENSA students immersed in French prefectures, regional councils and municipalities through INSP and CNFPT, with the French Embassy in Morocco as a key institutional partner



Administrative Internships in Belgium
ENSA students hosted by the Province of Hainaut



ENSA students in Brussels as part of their internship program, visiting the European Commission and focusing on public policy, administrative innovation, and reform



Internship program at Tianjin University and BAI in China, continuing the academic exchange on public policy, administrative innovation, and reform

ENSA EXECUTIVE EDUCATION PROGRAMS

In 2025, ENSA's executive education programs experienced substantial growth, enrolling about 4,000 participants across 701 training days as of November. By the end of the year, participation is projected to reach 8,000 individuals over 1,140 training days. This sustained expansion underscores ENSA's leading role in professional development and its commitment to strengthening institutional capacities within public administrations and beyond.

A key driver of this growth is the tailor-made training delivered to a diverse range of national administrations and public institutions. Among the many beneficiaries in 2025 were the Ministry of Agriculture, Maritime Fisheries, Rural Development, and Water and Forests; the Ministry of Habous and Islamic Affairs; and the Ministry of Higher Education, Scientific Research, and Innovation.

In addition, interministerial training programs brought together 130 participants from a variety of institutions, promoting cross-institutional learning and collaboration.

By combining academic rigor with practical, field-oriented learning, ENSA's programs continue to respond to the evolving needs of professionals in public administration, governance, finance, and digital transformation. Through the promotion of lifelong learning and the facilitation of knowledge exchange, ENSA reinforces the competencies and leadership of those shaping Morocco's administrative and institutional landscape.



**Group photo during an executive education program with
Nada Biaz, Director General of ENSA**

ENSA EXECUTIVE EDUCATION PROGRAMS



Executive education in public innovation and digital transformation for executives in the agriculture sector



Executive education in internal auditing for executives of the Ministry of Endowments and Islamic Affairs



Executive education in accounting and tax management for executives of the National Agency for Public Equipment



Executive education in project management for executives in the agriculture sector

PARTNERSHIPS AND ACADEMIC COOPERATION

Center for Research and Analysis of Public Action and Policies

The Centre de Réflexion et d'Analyse de l'Action et Politiques Publiques (CRAAP) is an independent think tank dedicated to generating innovative and operational ideas for modernizing Morocco's public administration and enriching national debate on governance and public policies. Embedded within ENSA, the Center operates in alignment with the School's strategic orientations, reinforcing its mission to promote innovation, evidence-based reform, and the renewal of public action.

To advance these goals, CRAAP positions itself as a hub for introducing new ideas into public debate and encouraging collective reflection. In doing so, it seeks to serve as a source of policy innovation, a forum for mobilization, and a driver of forward-looking transformation within Morocco's governance landscape.

Throughout 2025, CRAAP translated its analytical work into concrete initiatives designed to enhance the effectiveness and performance of public administration. These efforts, ranging from the development of strategic frameworks to the formulation of actionable reform proposals, highlight its ability to transform research into practical levers for institutional improvement and to connect knowledge and practice across institutions, policymakers, and the wider public.

This momentum aligns fully with ENSA's CAP 2026 strategy, which prioritizes reinforcing synergies with public and private institutions, consolidating territorial anchoring through regional cooperation, and deepening international partnerships. During this year, ENSA advanced its vision by expanding collaborations across Africa, Asia, Europe, and South America through new agreements, hosted delegations, and joint initiatives. These actions reinforce our School's role as a platform for exchange and cooperation dedicated to training administrative elites at both national and international levels.

Together, CRAAP's intellectual contributions and ENSA's partnership policy form a coherent and ambitious agenda for the transformation of Morocco's public administration. Through the combined efforts of research, dialogue, and cooperation, they contribute to building a more efficient, transparent, and collaborative administrative system aligned with the Kingdom's strategic vision.

STRENGTHENING INSTITUTIONAL PARTNERSHIPS

- **Memorandum of Understanding with the Higher Institute of the Judiciary**

On January 10, 2025, a Memorandum of Understanding was signed between ENSA and the Higher Institute of the Judiciary to strengthen cooperation in the field of legal training. The agreement aims to develop joint programs, organize academic and scientific events, and promote collaborative research and academic production.



- **Cooperation Agreement with the Kingdom's Judicial Agency**

On April 15, 2025, a Cooperation Agreement was concluded between ENSA and the Kingdom's Judicial Agency to enhance collaboration in training and continuing education, exchange expertise in judicial dispute management, build institutional capacity, and advance joint research in legal and administrative governance.



- **Partnership with the Casablanca-Settat Regional Investment Center**

On October 8, 2025, ENSA signed a partnership agreement with the Casablanca-Settat Regional Investment Center that aims to strengthen cooperation in training, capacity building, applied research, and experience exchange in governance and investment support, in line with ENSA's vision of fostering a modern, integrated public administration that supports territorial development.



ACADEMIC EVENTS AND SCIENTIFIC RESEARCH

A BROAD SPACE TO ENRICH DIALOGUE AND INTELLECTUAL PRODUCTION

As part of its mission to promote intellectual debate and bridge the gap between academic research and public policy, ENSA has established itself as a national hub for high-level reflection through the "Jeud'ENSA" Ministerial Lecture Series.

Since its inception, this flagship initiative has hosted 12 ministers and senior government officials, including five in 2025, offering an exceptional platform for open dialogue between decision-makers, scholars, and future public leaders. Addressing key issues such as constitutional reform, investment financing, territorial governance, digital transformation, and the strategic organization of the 2030 FIFA World Cup, the series has significantly contributed to enriching public debate and advancing institutional thinking on governance and development.

Each of these ministerial lectures has been followed by the publication of a Policy Brief, produced by ENSA's CRAAP, capturing the key insights, analysis, and recommendations emerging from the discussions. These analytical outputs aim to transform knowledge sharing into actionable guidance for policymakers, thereby reinforcing our contribution to evidence-based public governance and administrative modernization.

Through this dynamic articulation between academic events and scientific production, ENSA continues to nurture a culture of reflection, dialogue, and innovation at the service of Morocco's public sector transformation and its international influence.

"JEUD'ENSA" LECTURE SERIES FOR THE 2024–2025 ACADEMIC YEAR



- **Opening Lecture on "Developments in the 2011 Constitution and the Role of Constitutional Justice"**

On January 16, 2025, the opening session of the JEUD'ENSA lecture series 2024/2025 edition was delivered by Professor Mohammed Amine Benabdallah, President of the Constitutional Court and member of the Royal Academy. The lecture focused on the latest developments in Morocco's 2011 Constitution and the pivotal role of constitutional justice in ensuring democratic governance.

- **SEMINAR ON INVESTMENT FINANCING: MULTIPLE APPROACHES AND INNOVATIVE PROSPECTS**



On February 20, 2025, in partnership with the Moroccan Order of Chartered Accountants, ENSA hosted a national seminar titled: "Investment Financing: Which Mechanisms for Which Needs?". The seminar featured significant participation from government officials, economic experts, and representatives from both the public and private sectors. Notably, the event was inaugurated by Mr. Karim Zidan, Minister Delegate in charge of Investment, Convergence, and Public Policy Evaluation, who delivered a keynote speech on national investment priorities.





- **Joint Organization of Two International Events with Chinese Partners**

On April 24 and 25, 2025, ENSA hosted two international seminars, as part of its institutional partnership with the School of Economics and Management at Tianjin University and the Beijing Administration Institute. The first day featured a seminar entitled: "Territorial Governance and Regionalization: Comparative Perspectives between Morocco and China." The second day was marked by the international seminar : "Women and Artificial Intelligence: Towards Redefining Leadership", which was inaugurated by a distinguished opening lecture delivered by Ms. Amal El Fallah Seghrouchni, Minister Delegate in charge of Digital Transition and Public Administration Reform, with the presence of the former Ambassador of China in Morocco.



- **Closing of the JEUD'ENSA lecture series 2024/2025 edition with a Ministerial Lecture by Mr. Fouzi Lekjaa**

On July 7, 2025, a ministerial lecture was delivered by Mr. Fouzi Lekjaa, Minister Delegate in Charge of the Budget and President of the Royal Moroccan Football Federation. The lecture was entitled: "World Cup 2030: Financial, Institutional, and Strategic Challenges." Discussions were structured around Morocco's joint bid with Spain and Portugal to host the 2030 FIFA World Cup as a transformative national project, emphasizing its financial model, infrastructural development, and strategic importance for diplomacy, governance, and sustainable growth.

LAUNCH OF THE "JEUD'ENSA" LECTURE SERIES FOR THE 2025–2026 ACADEMIC YEAR

- **On the occasion of the beginning of the new academic year, ENSA inaugurated the JEUD'ENSA lecture series 2025/2026 edition in partnership with the German Embassy in Rabat and the Hertie School in Germany.**

The opening international seminar was held on Thursday, September 4, 2025, under the theme: "Climate Governance: Global Ambition, National Policies, and Local Development." This inaugural event reflects our School's commitment to linking academic training with national and international priorities, providing a platform for interaction between students and senior staff on one hand, and decision-makers and experts on the other. It also aims to address current issues related to public policies and governance, enriching the debate on ways to modernize public administration and strengthen its role in Morocco's sustainable development.



PUBLIC POLICY BRIEFS AND MINISTERIAL CONFERENCES REPORTS

In 2025, ENSA's CRAAP recorded a remarkable research momentum, culminating in the publication of a series of Policy Briefs and Ministerial Conferences Reports addressing key issues in governance, development, and innovation. These publications included:



- **January 16, 2025 – “Updates to the 2011 Constitution and the Role of Constitutional Justice”**

Based on the lecture delivered by Professor Mohamed Amin Benabdellah, President of the Constitutional Court and member of the Royal Academy of Morocco, this policy brief analyzed the major innovations introduced by the 2011 Constitution in strengthening constitutional oversight. It underscored the central role of the Constitutional Court in consolidating the rule of law and upholding the supremacy of the Constitution.

[Read more](#)



- **February 20, 2025 – “Investment Financing: Which Mechanisms for Which Needs?”**

This policy brief examined mechanisms for mobilizing public and private financing to support developmental transformations. It identified the key challenges to investment attractiveness and proposed approaches to build trust between public and private actors in order to stimulate inclusive and sustainable growth.

[Read more](#)



- **April 24, 2025 – “Territorial Governance and Decentralization: Moroccan-Chinese Comparative Perspectives”**

Drawing on insights from the joint academic week with Tianjin University and the Beijing Administration Institute, this publication offered a comparative analysis of Moroccan and Chinese experiences in territorial governance and decentralization. It outlined lessons learned and formulated recommendations to strengthen local governance and advance regional development.

[Read more](#)



- **April 25, 2025 – “Women's Leadership and the Role of Women in Artificial Intelligence”**

Produced following the international conference bringing together Moroccan and Chinese experts, and featuring the participation of Ms. Amal El Fallah Seghrouchni, Minister Delegate in charge of Digital Transition and Administrative Reform, this policy brief explored the role of women in driving digital transformation. It emphasized the need to empower women in emerging technology sectors and presented pioneering initiatives that could inspire future public policies.

[Read more](#)



- **July 7, 2025 – “World Cup 2030: Financial, Institutional, and Strategic Stakes”**

Based on the ministerial lecture by Mr. Fouzi Lekjaa, Delegate Minister in charge of the Budget and President of the Royal Moroccan Football Federation, this brief analyzed the financial, institutional, and strategic dimensions of the 2030 World Cup. It examined the event’s potential economic impact and its role in fostering regional development through infrastructure and policy innovation.

[Read more](#)



- **September 4, 2025 – “Climate Governance: Global Ambitions, National Policies, and Local Development”**

This publication summarized the outcomes of the international seminar co-organized by ENSA, the Hertie School in Berlin, and the Embassy of the Federal Republic of Germany in Rabat. As the opening event of the 2025–2026 Jeud’ENSA lecture series, it contributed to advancing discussions on integrating climate considerations into national public policies and promoting sustainable territorial development.

[Read more](#)



Throughout 2025, ENSA established itself as a model of qualitative repositioning through a three-pronged strategy: diversifying its academic and institutional partnerships, launching the regional caravan to strengthen its presence across Morocco, and expanding its international outreach by signing Cooperation Agreements with prestigious institutions.

This trajectory has made our School a case study featured in Kotler’s works on institutional transformation strategies, highlighting ENSA as a pioneering example in modernizing public training institutions and enhancing their capacity to address national and international challenges.

Through ministerial conferences, scientific seminars, collective student projects evaluating public policies, and the publication of policy briefs, ENSA reaffirms its commitment to contributing to public debate and enriching critical thinking on governance and public policy issues. This dynamic positions our School as a national platform for intellectual exchange, scientific dialogue, and knowledge production aimed at supporting evidence-based policymaking and administrative effectiveness.

TERRITORIAL ANCHORING THROUGH STRATEGIC REGIONAL PARTNERSHIPS

ENSA's Regional Caravan : Our Institutional Engagement in Advancing Regionalization

In full alignment with the High Directives of His Majesty King Mohammed VI, aimed at consolidating advanced regionalization, achieving spatial justice, and modernizing public administration, ENSA launched its "Regional Caravan" as a pioneering and ambitious strategic initiative.

The Caravan aims to strengthen our engagement with our regional and academic environment and to uphold the principle of proximity to local actors by supporting the training and mentoring of regional human resources and encouraging applied research on regional development issues. It also seeks to consolidate partnerships with elected councils, universities, and various regional institutional stakeholders, to promote joint reflection on ways to modernize decentralized administration, and to raise awareness about ENSA's training programs and the opportunities to join them. This initiative was implemented in 2025 through six major regional stops:

- **Souss-Massa Region – January 23, 2025**

The Regional Caravan was officially launched from Agadir, with an institutional stop hosted by the École Nationale de Commerce et de Gestion at Ibn Zohr University. On this occasion, two agreements were signed with the Souss-Massa Regional Council and the aforementioned university, establishing a strategic partnership to support training and research aimed at achieving comprehensive and sustainable territorial development.



- **Oriental Region – March 13, 2025**

As part of expanding the regional partnership network, ENSA's Regional Caravan visited Oujda, where an academic Cooperation Agreement was signed with Mohammed I University to promote joint research and training development. Additionally, a tripartite agreement was signed between ENSA, the Regional Authority, and the Regional Council, aiming to qualify local staff and support administrative modernization projects in line with governance and regional development priorities in the Oriental Region.



INTERNATIONAL PARTNERSHIPS AND COOPERATION AGREEMENTS

ENSA signed 12 Cooperation Agreements with international institutions to establish multidimensional partnerships encompassing academic and continuing education, applied research, and the exchange of expertise in public administration. These agreements serve as a framework for the development of joint training programs, the organization of specialized courses and scientific events, and the facilitation of study visits for staff, faculty, and students. They place particular emphasis on strategic areas such as digital transformation, sustainable and territorial development, capacity building for senior management, women's leadership, and the contribution of universities to the advancement of governance. Fully consistent with Morocco's national orientations in international administrative cooperation, these partnerships contribute to reinforcing institutional capacities and modernizing public administration at both central and regional levels.



- **Instituto Nacional de Administração (INA)-Portugal**

On March 20, 2025, a Memorandum of Understanding was signed between ENSA and the National Institute of Administration of Portugal (INA), in Lisbon.

- **Scuola Nazionale dell'Amministrazione (SNA) – Italy**

On March 21, 2025, a Cooperation Agreement was signed between ENSA and Italy's Scuola Nazionale dell'Amministrazione (SNA) with the presence of His Excellency Ambassador of the Kingdom of Morocco in Italy.





- Istituto Italiano di Scienze Amministrative (IISA)-Italy**

 On March 21, 2025, a Cooperation Agreement was signed between ENSA and the Istituto Italiano di Scienze Amministrative (IISA).

- Tianjin University – China**

 On April 25, 2025, a Memorandum of Understanding was signed between ENSA and Tianjin University.



- Beijing Administration Institute (BAI) – China**

 On April 25, 2025, following the signing of a Memorandum of Understanding between ENSA and the Beijing Administration Institute (BAI) on October 16, 2024, an official BAI delegation visited ENSA to consolidate the partnership.

- National School of Public Administration – Poland (KSAP)**

 On May 21, 2025, a Memorandum of Understanding was signed between ENSA and the Krajowa Szkoła Administracji Publicznej of Poland, in Warsaw.





- **Kenya School of Government (KSG) – Kenya**

On May 26–27, 2025, during the official visit of the Prime Minister and Minister of Foreign Affairs of the Republic of Kenya to Morocco, a Memorandum of Understanding was signed between ENSA and the Kenya School of Government (KSG).

- **Ghana Institute of Management and Public Administration (GIMPA) – Ghana**

On June 10, 2025, a Memorandum of Understanding was signed between ENSA and the Ghana Institute of Management and Public Administration (GIMPA).



- **Institut National de Formation et de Perfectionnement (INFP) – Guinea**

On July 16, 2025, a Memorandum of Understanding was signed between ENSA and the Institut National de Formation et de Perfectionnement (INFP) of Guinea.

- **École Nationale d'Administration (ENA) – Gabon**

On July 18, 2025, a Memorandum of Understanding was signed between ENSA and the École Nationale d'Administration (ENA) of Gabon.



- **Hertie School – Berlin, Germany**

On September 4, 2025, ENSA hosted, in partnership with the Embassy of the Federal Republic of Germany in Rabat, an institutional meeting with the Hertie School in Berlin, marked by the signing of a Memorandum of Understanding and followed by an international conference on climate governance.

- **Instituto Nacional de Administración Pública (INAP) – Mexico**

On October 14, 2025, a Memorandum of Understanding was signed between ENSA and the Instituto Nacional de Administración Pública (INAP) of Mexico, at the residence of His Excellency Ambassador of the Kingdom of Morocco in Mexico.



INTERNATIONAL NETWORKS AND ORGANIZATIONS: A STRONG PRESENCE FOR EFFECTIVE ADMINISTRATIVE DIPLOMACY

- **Participation of ENSA in the Annual International Conference of the International Institute of Administrative Sciences in New Delhi**

As part of strengthening its international presence within specialized networks in public administration, ENSA participated in the annual conference of the International Institute of Administrative Sciences (IIAS), held in New Delhi from February 10 to 14, 2025, under the theme: "Administrative Reforms and Citizenship: Towards Reaching the Most Marginalized Groups." The event brought together over 750 experts and 208 institutions from 58 countries, with 383 academic presentations delivered.



- **Re-election of the Director General of ENSA as Vice-President of the International Institute of Administrative Sciences, representing the African Continent.**

On June 3, 2025, during the ordinary general assembly of the International Institute of Administrative Sciences (IIAS) convened to renew its governing bodies, Ms. Nada Biaz was re-elected as Vice-President representing the African continent, as well as a member of the Institute's Finance Committee and Board of Directors.



- **Participation of ENSA in the 7th International Conference on Public Policy in Thailand**

As part of its international cooperation and outreach strategy, ENSA took part in the 7th International Conference on Public Policy (ICPP7), held in Chiang Mai, Thailand, from July 1 to 4, 2025, and organized by the International Public Policy Association (IPPA). As one of the world's leading scientific platforms, the conference brought together public policy experts, researchers, and decision-makers, offering opportunities to exchange experiences and develop new academic partnerships in research and training.



- **Participation of an ENSA Delegation in the Annual International Conference on Administrative Sciences in Mexico**

From October 13 to 17, 2025, a delegation from ENSA, led by its Director General, Ms. Nada Biaz, visited Mexico City to attend the Annual International Conference on Administrative Sciences. The event was organized by the International Association of Schools and Institutes of Administration (IASIA) under the supervision of the International Institute of Administrative Sciences (IIAS), in partnership with the Instituto Nacional de Administración Pública (INAP) of Mexico. Centered on the theme "Shaping the Future of Governance: Transforming Mindsets, Enhancing Competencies, and Expanding Knowledge," the conference gathered experts and institutions from around the world. Ms. Nada Biaz represented ENSA in her capacity as Vice-President of the IIAS for the African continent.

EXCHANGE OF WORKING VISITS WITH FOREIGN COUNTERPARTS : OPENING NEW AVENUES FOR COOPERATION AND KNOWLEDGE SHARING



- **Hosting the Launch Ceremony of the Third Phase of the SOF Fund by the German Cooperation (GIZ)**

On February 6, 2025, ENSA hosted the launch of the third phase of the Flexible Advisory Fund for Structural and Organizational Policies (SOF III), supervised by the Gesellschaft für Internationale Zusammenarbeit (GIZ Morocco). The fund aims to support reform initiatives within Moroccan public institutions.



- **Participation in the Project Supporting Digital Training Development for Civil Servants**

ENSA took part in the international project PADeFF (Supporting Digital Training Development for Civil Servants), led by the French Ministry of Foreign Affairs and the National Institute of Public Service (INSP). The initiative aims to modernize public administration training through digitalization and innovative teaching methods. As part of the project, an ENSA delegation participated in a study visit to Paris and Strasbourg from February 3 to 7, 2025, to explore France's digital training systems.



- **Participation in the Human Resources Forum in Kazakhstan**

On June 20, 2025, ENSA participated in the Human Resources Forum held in Astana, organized by the Academy of Public Administration of Kazakhstan in collaboration with the Kazakh Public Service Agency. The forum, under the theme "Gov-HR: New Systems, Modern Services, and Innovative Solutions," provided a platform to explore modern approaches to public sector talent management and solutions to enhance the effectiveness of human resources.



- **Reception of a Delegation from the National School of Administration, Journalism, and Justice in Mauritania (ENAJM)**

On Friday, July 4, 2025, ENSA received a delegation from ENAJM, in the Islamic Republic of Mauritania, to strengthen cooperation between African administrative training institutions. The visit served as an opportunity to expand bilateral collaboration in training, knowledge exchange, and scientific research, contributing to the modernization of public administration in both countries.



- **Reception of a Delegation from the Kenyan School of Government (KSG)**

In line with the Memorandum of Understanding signed between Morocco and Kenya on May 26, 2025, establishing an official partnership between ENSA and KSG, our School received an official delegation from KSG on Tuesday, July 22, 2025. The visit aimed to activate the agreed areas of cooperation between the two institutions.

- **Participation of a School Professor in a Seminar Organized by the Chinese National Academy of Administration and Governance**

From September 22 to 25, 2025, a professor from ENSA took part in the annual seminar of the China–Arab World Policy Research and Capacity Building Network (CANPRCB), organized by the Chinese National Academy of Administration and Governance (CNAG) in Beijing. Centered on “High-Performance Governance and Modernization of National Governance Systems,” the seminar included a study visit to Hangzhou, allowing participants to explore innovative governance practices and economic development strategies in China.



- **Academic and Cultural Residency with Tianjin University and Cooperation with Chinese Institutions**

From April 20 to 30, 2025, ENSA hosted a Tianjin University delegation composed of 19 students and 5 professors for a 10-day academic and cultural residency featuring lectures, seminars, and discussions on public governance. The visit included a lecture by Mr. Abdel Latif Zeghnoun, Director General of the National Agency for Strategic Management of State Contributions. Subsequently, an official Tianjin University delegation led by Ms. Huibin Du, Dean of the Faculty of Economics and Management, visited ENSA to consolidate academic ties.

In parallel, ENSA received a delegation from the Beijing Administration Institute to discuss joint training programs and collaborative academic projects. This partnership was further deepened through a study visit in Beijing and Tianjin in June 2025, attended by ENSA students. The cycle of exchanges concluded with an official reception at the Embassy of the People's Republic of China in Rabat, attended by delegations from Tianjin University, the Beijing Administration Institute, and ENSA. The event underscored the strengthening of academic, cultural, and scientific cooperation between Moroccan and Chinese institutions.



- **Participation of ENSA in a Bilateral Meeting at INA – Portugal**

In line with the Memorandum of Understanding between Morocco and Portugal, an ENSA delegation took part in a bilateral meeting hosted by the Instituto Nacional de Administração (INA) in Lisbon on November 20, 2025. The meeting focused on leadership development, public service transformation, and capacity-building.

The opening session brought together representatives from both institutions, with the presence of his Excellency Ambassador of the Kingdom of Morocco in Portugal. Discussions highlighted training for senior civil servants, innovation and digitalization in public administration, and the promotion of a human rights culture within the public sector.

This meeting contributed to strengthening cooperation between ENSA and INA and opened the way for joint research, exchange programs, and new collaborative initiatives.



DIGITAL TRANSFORMATION

PERMANENT DIGITAL EXHIBITION

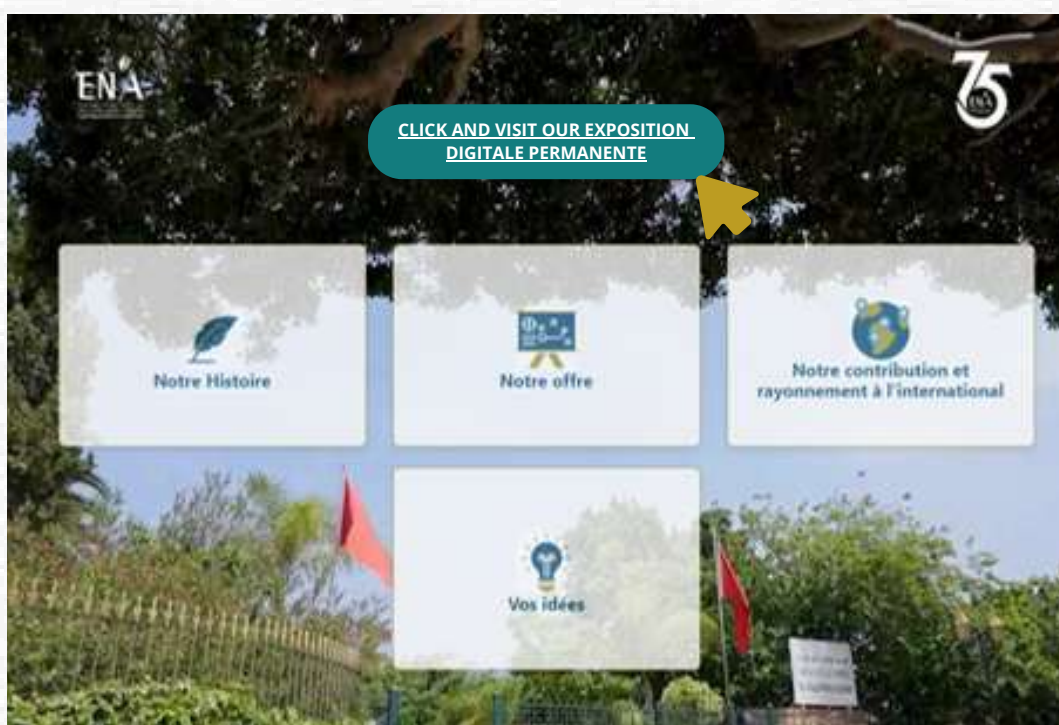
ENSA, rich in history and institutional heritage, has always placed great importance on preserving and sharing its legacy. Over the decades, our School has cultivated a strong identity rooted in public service, excellence, and innovation in administrative education. To ensure that this heritage remains accessible to future generations, ENSA established an on-site museum featuring interactive tablets and digital displays. This space allows visitors, students, researchers, and the broader public alike, to discover our School's remarkable evolution and gain a deeper understanding of its values, traditions, and contributions to public administration in Morocco.

In 2025, ENSA took a significant step forward with the launch of one of its flagship projects: the Permanent Digital Exhibition (Musée Digital). Developed as part of the CAP ENSA 2026 strategic vision, this initiative represents a major milestone in our digital transformation. Its goal is to preserve, valorize, and disseminate ENSA's institutional memory through an immersive and interactive experience accessible both on-site and online.

The digital exhibition offers a journey through five major historical phases: from the École Marocaine d'Administration (EMA) to the École Nationale d'Administration Publique (ENAP), then to the École Nationale d'Administration (ENA), the Institut Supérieur de l'Administration (ISA), and finally to ENSA as it stands today. Each stage of this transformation is illustrated through rich multimedia content: archival photographs, video testimonials from key figures, digitalized historical documents, and interactive timelines.

Accessible through ENSA's official website, the platform invites visitors to explore our School's milestones, outstanding alumni, and its growing role in shaping Morocco's administrative landscape. Beyond a simple archive, this digital project embodies ENSA's dual mission: to modernize public administration through innovation and to transmit knowledge through memory and experience.

By bridging the past and the future, the Permanent Digital Exhibition stands as a living testament to ENSA's enduring commitment to excellence, transparency, and the modernization of public service in Morocco.



SHAPING TOMORROW KEY PROJECTS AND PRIORITIES FOR 2026

As ENSA concludes a year marked by significant progress, it approaches 2026 with renewed ambition and a clear sense of direction. Building on the momentum of 2025, the school will accelerate its digital transformation, integrating IA, modernizing tools, platforms, and learning environments to fully support the evolving needs of students, professionals, and public institutions. Innovation will continue to guide these efforts, reinforcing ENSA's role as a catalyst for forward-looking administrative practice.


This drive for modernization is matched by the continued expansion of our national and international partnerships, which remain central to ENSA's strategy. In 2026, the school will deepen longstanding collaborations and pursue new strategic agreements, broadening channels of knowledge exchange and strengthening our collective capacity to shape the future of public governance.

Sustained by this collaborative ethos, the Jeud'ENSA lecture series will continue to provide a forum for rigorous and high-level debate. By welcoming prominent thinkers and practitioners, it will explore the policy challenges that define our time, extending the rich discussions of the past year and reaffirming ENSA's position as a hub of informed dialogue and administrative diplomacy.


These intellectual engagements will underpin the evolution of our core mission: training and professional development. In 2026, programs will be further refined and expanded to remain aligned with the priorities of Morocco's public administration, ensuring they prepare the next generation of civil servants and leaders.


Drawing on the achievements, insights, and partnerships of 2025, ENSA enters 2026 determined to help shape a more connected, innovative, and forward-thinking public administration. This closing year has strengthened the foundation; the one ahead offers the opportunity to build upon it with purpose, ambition, and a continued commitment to excellence and service.





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