ATLANTIC DIALOGUES

EMERGING
LEADERS
P R O G R A M

ATLANTIC DIALOGUES EMERGING LEADERS

P R O G R A M R E P O R T

2019 Edition

POLICY CENTER
FOR THE NEW SOUTH

THINK • STIMULATE • BRIDGE

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Overview of the Atlantic Dialogues Emerging Leaders Program

The Policy Center for the New South (PCNS) believes in filling in the generational and perception gaps, and this can only be achieved when the younger generations of leaders and professionals are given a seat at the table, to challenge the established perspectives and forward the conversations. The PCNS supports youth as the leaders of today and has faith in their capacity to inflict change in the present. It also believes in: intergenerational dialogue and co-leadership; youth as agents of change; youth in decision making and as important players in international platforms and debates; and youth as part of the solution to pressing Atlantic and worldwide challenges. This is what drove the PCNS to co-create and sustain the Atlantic Dialogues Emerging Leaders (ADEL) program, a young professionals platform that has been running for eight years and that connects, empowers and inspires rising leaders from across sectors, fields and regions.

Connect

The ADEL program brings together 40 to 50 young leaders annually, who have a strong sense of commitment to social and economic issues facing their communities in particular and the world in general. Through this program, the PCNS aims to create a diverse, inclusive and interconnected network of young change-makers and thought leaders who may see the world through different lenses but who have a shared drive for lasting social change, creating impact, and changing narratives.

Empower

The PCNS understands the importance of leadership, of vision holders and creators, and wants to contribute to the personal and professional leadership journey of the Emerging Leaders through empowerment. The ADEL program exposes its participants to insights from established leaders, and thought-provoking and reflective sessions. With innovative workshops and visits, the program enables participants to further develop leadership, design thinking, and collective intelligence skills needed to thrive in today's complex policy and business realms.

Inspire

By gathering a diverse group of young leaders, the PCNS hopes to provide the backdrop for cross-sectoral collaborations and synergies, and to be a vector for inspiration and new ideas. The aim of this program is to challenge the cohort with new ideas and perspectives, and provide them with tools that they can take away and use in their respective careers.The ADEL program responds to the PCNS's support for youth leadership and serves the purpose of connecting and inspiring young professionals with the ultimate goal of building and leveraging a community of connected and engaged young leaders.

2019 Edition

Every year, the program is designed to fit the selected cohort and consists of:

1) Structured group conversations with decision and opinion makers on key Atlantic development and cooperation issues

2) Informal meetings with community leaders and think tank representatives, and

3) Capacity building workshops with leadership, collective intelligence, and design thinking experts.

The PCNS organized the 2019 edition of the ADEL program and welcomed the 8th Cohort participants from December 9th to December 11th 2019, in Marrakesh, Morocco, for two and a half days of discussions, workshops, and activities.

These 50 selected Emerging Leaders were chosen out of a pool of over 2000 applicants for their professional achievement and growth, leadership potential and demonstrated leadership in their communities and profession, interest in policy making on topics and issues relevant to the Atlantic space, and commitment to global, Atlantic or local engagement. This group was characterized by a great diversity, as over 27 countries from the Atlantic space and Africa were represented, also bringing perspectives from different sectors and fields and respecting gender parity.

For this edition of the program, the PCNS organized sessions that got ADELs thinking about the state of the world, different narratives and realities, the power of collective intelligence and design thinking for policy making and much more. The group was invited to contribute to a written report summarizing the respective sessions of the program.

The purpose of this exercise, which was conducted for the first time in the 2019 edition, was to involve the ADELs in the collective effort of producing a comprehensive account of the sessions and debates of their program, the result of which is the present report.

This report will serve as a document of reference covering the different sessions conducted by experts and moderators, who actively participated in creating fruitful discussions and who joined this experience in the spirit of sharing with, and challenging, the group.

Lilia Rizk
Program Manager, ADEL Program, Policy Center for the New South

1. Introductory Remarks

- **Speakers:** Lilia Rizk, Program Manager, ADEL Program, PCNS; **Bouchra Rahmouni**, Director of Research, Partnerships and Events, PCNS
- **Rapporteur:** Jihad Bnimoussa, Morocco
- **Session Date:** Monday, December 9th 2019

On the eve of the launch of the Emerging Leaders Program, the team welcomed the 50 Emerging Leaders with a networking cocktail. Lilia Rizk the program coordinator introduced the program, followed by a word from Bouchra Rahmouni, the Director of research, partnerships and events at the (PCNS), on behalf of Mr. Karim El Aynaoui, President of the PCNS.

Lilia Rizk welcomed the participants and highlighted the diversity of the group who had gathered from around the Atlantic basin. Statistics showed a variety of cultural backgrounds and languages. The group represented a perfect gender balance with members from 27 countries. She described the mission of PCNS and its position as a key think tank for the South, contributing to changing the narrative, producing knowledge and cooperating in and with the South. Lilia then introduced Ms. Rahmouni who remarked on how large the Emerging Leaders community had become with 350 members.

Bouchra Rahmouni added that the PCNS aims to improve public policies for the global South, contributing to global strategy issues, and creating research around international relations and public policy. It aims to change the narrative and create one by the South and for the South. It has a growing in-house expertise and a range of partnerships. The Emerging Leaders Program was created because of a lack of inclusion of youth in decision-making processes. PCNS wanted to create a platform for youth to connect and have the opportunity to be involved in the Atlantic Dialogues. The purpose of the program is to create intergenerational dialogue and bridge the gap between generations.

2. Story Telling and the Power of Narrative for Social Transformation

- **Speaker:** Enuma Okoro, Nigerian-American author, speaker, and creative consultant
- **Rapporteur:** Ritika Passi, India
- **Session Date:** Monday, December 9, 2019

Polarized polities, across democracies old and new, are a reality of our disrupted world. In Europe, populist parties have seen their support triple over the past 20 years with one European in every four voting in their favor today; the United States is currently headed by a president driving the course of his country on white identity politics. With consensus fracturing on globalization and multiculturalism, countries are turning inward and insular. This has implications for how governments and societies are responding to pressing issues such as trade, inequality and migration, as traditional political and economic ideologies give way to mobilization based on narrowing identities.

The session began with the speaker, Enuma Okoro, identifying the intention behind this interaction: to encourage awareness in each ADEL participant of the diverse nature of everyone's "story" – who they are, their experiences, and what they bring to the table. It is the internalization of stories and context that build perspectives, which in turn shape outcomes of our interactions, whether at the interpersonal or policymaking level. In other words, our individual stories cultivate our value systems, expectations and responses; they allow us to connect with others and "get things done." Points of commonality or differences effectively stem from varying narratives that we use to navigate our external environments and which, fundamentally, help define our identities.

Enuma Okoro emphasized the importance of knowing our own stories, of learning how to tell our stories, and of listening to other stories. This involves being aware of how and why we think and behave in certain ways; trusting the value of our individual perceptions that we bring to the table; and actively listening to what others contribute. It is from a process of exchange – of hearing and of being heard, respected and valued – that more empathic and conscious decision-making can arise.

The speaker led the ADEL group through two exercises that underscored the diversity of personal narratives and allowed participants to share individual stories while bonding over shared experiences.

3.   Collective Intelligence

- **Speaker:** Lex Paulson, Founding Director, School of Collective Intelligence, Mohammed VI Polytechnic University
- **Rapporteur:** Hanae Bezad, Morocco
- **Session Date:** Monday, December 9th 2019

The School of Collective Intelligence brings a new way of rethinking society and public policy. It brings together a number of intersectional sciences that includes Data Science, History, Sociology, Mathematics and Political Sciences…etc. The purpose is to present models of public policy that take into account the specificities of each society/community and optimize its outputs. The main question we need to ask ourselves that collective intelligence addresses is how do we shift from fragile hierarchical systems to resilient networks?

In this session, Lex Paulson gave a global presentation of what Collective Intelligence exactly is, how it works and how it can help implement values that we mistakenly take for granted, the most important being Democracy and Justice.

Lex Paulson started by highlighting major differences between the concept of a Democracy and the concept of a Republic. With the independence of the USA, the American founding fathers never considered establishing a Democracy in the sense that it will allow the participation of every member of the society in the decision-making process. The idea was to let go of the practices of the Monarchy without giving up the powers it possessed and limiting it to a certain category of wealthy and highly educated white men.

A Democracy is not to be mistaken with the Republican system. In this context, citizens actually put into practice their political rights once a year. The right to vote expanded to include other categories of society; barriers were being destroyed and almost every citizen had the right to vote. This evolution still misses the fact that this process was still a very constrained way to think about power in the political system. We – as in the US and the other 120 countries that inherited the republican system- in fact, do not live in democracies, but in republics with a slight democratic flavor.

Before moving to the concept of Collective Intelligence, Lex Paulson illustrated what citizen power could look like: the steps one or many citizens could take in order to face a certain problem within the society. He listed six steps, illustrated through his water scarcity example, and identified them as the six functional capacities of Collective Intelligence.

It starts with a thorough observation of the problem in order to understand it first, then collect, model and interpret the data from that observation to stimulate different cognitive profiles and explore possible options and solutions. Then comes the deliberation step in which citizens do not only vote but also come into a consensus of the actions that should be taken and implemented. Finally, an effort to keep this process alive is to make it a memory and a part of the society's identity. This is where the Republican system does not necessarily allow for the full stimulation of collective intelligence as it limits public action to certain people and in a limited time.

Looking back at the model of the Athenian democracy, their decision to transform the established political systems because of the power struggles gave place to a rising middle class that acquired new skills and was able to establish a new political system. The two major institutions were the Ecclesia (Assembly) and the Boulé (Council). The effect of these changes on Athens are to be observed in what is left from their civilization. It is all due to an efficient exploitation of collective intelligence. The other important element is their effort to ensure an effective distribution of power, spread of knowledge and periodic exchange of political power between citizens.

In order to change the idea of what expertise is, it is indispensable to change the scope of the conversation from standard and recognized experts, or else expand the scope of expertise to be inclusive of everyone's capacity to contribute in the conversation. One arena of such conversation could be institutions of higher education.

At the Mohammed VI Polytechnic University (UM6P), the school of Collective Intelligence is built around three main pillars: Cognition which encompasses notions of evolutionary biology, cognitive science, data science, philosophy, epistemology and ethics; Systems Design which encompasses skills related to democratic innovation, networks and design, change management, participatory design; Facilitation which impasses skills related to community organizing, intrapreneurship, emotional intelligence and conflict resolution;

The School of Collective Intelligence focuses on designing the best models that take into account several indicators. These include: minimum individual competence and decentralized information, cognitive and stakeholder diversity, the use of low cost communication with a sorting by relevance of information. Finally, the protection of the independence of judgment by encouraging the voting process and prioritizing fair algorithms.

Collective intelligence relies on decentralized information services, cognitive diversity, independent judgment and effective aggregation.

4. Climate-Energy Policies for a Low-Carbon Transition

- **Speakers:** Zakaria Naimi, Manager - Green Energy Park, IRESEN; Valeria Maria Aruffo, Director of External Relations, Dii Desert Energy; Jaouad Cherkaoui, Adviser, AMEE
- **Moderator:** Rim Berahab, Economist, PCNS
- **Rapporteur:** Iskander Erzini Vernoit, Morocco
- **Session Date:** Tuesday, December 10th 2019

Climate change is the defining issue of our time. However, global annual emissions in 2019 rose once again, reaching record levels, due in part to growing demand for oil and gas. This trajectory places the goals of the Paris Agreement in jeopardy. If the world is to achieve the goals of the Paris Agreement, the world will likely have to achieve a net-zero energy system by mid-century. Delivering this energy transition will require a range of ambitious policy and structural reforms to support the adjustment of sectors, firms and workers that will be disrupted.

Zakaria Naimi, the manager of the Green Energy Park (an IRESEN and UM6P project), delivered a presentation on the changing landscape of Morocco's strategic national energy priorities, with an emphasis on "Power-to-X" (PtX) technologies. After providing a historical background on Morocco's leading renewable energy strategy, Naimi explained why PtX made strategic sense for Morocco. The national vision, which he outlined, is for Morocco to become one of the leading exporters of green molecules within 10 years. He noted that there would be a space for an international market for green hydrogen, notably in the EU, due to the transition to net-zero emissions. Morocco has established a national commission on PtX, resulting in a twenty-year national roadmap for the sector until 2040.

Valeria Maria Aruffo, the director of external relations for Dii Desert Energy, presented the new vision of "Desertec 3.0", which focuses on market acceleration for 'green electrons' and 'green molecules' to be produced locally for social-economic development, industrialization and job creation, which may eventually lead to substantial export of green energy. This latest evolution in strategy focuses on the growing role of hydrogen in decarbonization. It targets the potential for renewables-based production of hydrogen in the MENA the creation of local hydrogen economies and revenue opportunities for export. In support of this agenda, Dii possesses an extensive array of international partners that include Masen, Nareva, ACWA Power, Siemens, tyssenkrupp, Sonelgaz and State Grid Corporation of China among others. The vision of hydrogen as a bridge between Europe and North Africa, Aruffo noted, fit in well with

the goals of the EU as part of the European Green Deal. Moreover, Dii has recently published the "Green Hydrogen for a European Green Deal A 2x40 GW Initiative", co--written by Prof. Ad van Wijk, Member of Dii Advisory Board, and Jorgo Chatzimarkakis, Secretary General of Hydrogen Europe as well as "The North-Africa Europe Manifesto" with co-operation with IRESEN and Frank Wouters, Chairman of Dii Advisory Board.

Jaouad Cherkaoui, adviser at AMEE (the Moroccan Agency for Energy Efficiency), gave a presentation on Morocco's national strategy for energy efficiency. Energy efficiency is important to Morocco because the country has historically been almost entirely dependent on imports to meet its energy needs. Increases in energy efficiency thus reduces foreign imports and their associated costs. Energy efficiency is also an important pillar for delivering Morocco's international climate policy commitments, i.e. emissions reductions in Morocco's NDC, under the Paris Agreement. AMEE plays a number of roles in Morocco, including but not limited to proposing new laws, planning energy efficiency roadmaps for specific sectors, and building national expertise and pilot projects. The goal is to reduce Morocco's energy consumption by 20% by 2030.

After the panelists made their respective presentations, there was a question-and-answer session in which the Emerging Leaders posed questions. In response to a question about connecting infrastructure between Europe and North Africa, Valeria Aruffo noted hydrogen can be stored and transported by converting the existing natural gas infrastructure. However, the real issue is how to combine gas infrastructures and hydrogen. Recent studies shown that transporting 'green molecules' in pipelines is 10-20 times more cost-effective than transporting 'green electrons'. Zakaria Naimi acknowledged the challenge of water scarcity, and said that for this reason all PtX plants would need to be connected to desalination plants. Jaouad Cherkaoui emphasized on the importance of training skilled workers, noting that Morocco had an energy efficiency training center in Marrakesh that has been operating for several decades and trains workers from the rest of the African continent.

5.   Collective Memory and Reconciliation: Peace Building in Communities

- **Speakers:** Kidane Kiros, Professor-Researcher, School of Humanities, Economics and Social Sciences, Mohammed VI Polytechnic University's; Leonardo Párraga, Director, Bogotart; Thomas Richter, Associate Director at Political Risk Consultancy, Avisa Partners
- **Moderator:** Sara Mokaddem, International Relations Specialist, PCNS
- **Rapporteur:** Teresa de Almeida Braga Rossi, Brazil
- **Session Date:** Tuesday, December 10th 2019

Many countries witnessed severe violations of human rights which represented one of the triggering factors of political reforms. Still and all, transitions associated with these reforms require a reconciliation process. In fact, the reconciliation process is heavily influenced by the nation's collective memory in terms of both methods and mechanisms deployed. In this regard, the healing of memories becomes a compulsory step towards state and citizenship building. The peace building processes launched in many countries with violent pasts are crucial in ensuring their stability as well as avoiding future violent tensions.

In order to promote a reflection on these issues, Professor Kidane Kiros opened up the session by briefly exposing main theoretical concepts namely collective trauma, memory, reconciliation and peace building. Afterwards, Atlantic Dialogues Emerging Leader (ADEL) alumni Thomas Richter from Germany and Leonardo Párraga from Colombia respectively presented two case studies. The first case was centered on Germany´s transition process after World War II as well as its reunification in 1990. The second case focused on the situation of Colombia after the peace treaty ending guerrilla war with the Revolutionary Armed Forces (FARC).

Professor Kidane Kiros emphasized on both the uniqueness of each process as well as the importance of its specific conflict context in designing an institutional transition. He described the basic necessary elements to promote a successful reconciliation process that is able to prevent future conflicts. Successful political and judicial transitions usually occur in two different phases, he pointed out, the first step is to reach a temporary agreement, generally through mediation and negotiation. This agreement is intended to ensure a minimum of understanding at the leadership level, capable of neutralizing the confrontational narratives and allowing society to move towards a deeper reconciliation process. The second step is to promote a change in societal recollection of the conflict. The contending narratives must be openly debated and placed into dialogue so that society can agree upon a shared national narrative.
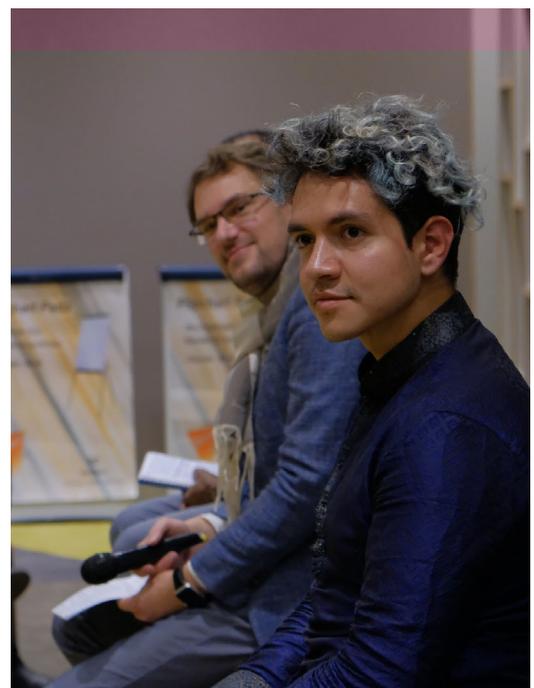
This common narrative is built on series of fundamental consensuses, including, but not limited to, the need for reconciliation and its meaning, human rights violations as well as crimes against humanity, the appropriate punishments and the rules that should apply to the political transition.

Politics of memory and public history are critical in the construction as well as the dissemination of this shared narrative. In fact, archives where once secret documents can be consulted, trauma site museums and consensus on how the conflict should be taught in schools are of critical importance.

There are several mechanisms that can be used in a transitional justice system, with different objectives and attributions. Some societies chose to set procedures that are purely inquisitive, such as truth commissions, while others conduct trials, implement reparations or promote constitutional reforms. Regardless of the type of transition chosen, it is important to avoid falling into two traps during the reconciliation process. The first trap is amnesia – the temptation to leave the past behind. The second trap is revenge – the temptation to promote victor's justice instead of restorative justice.

Following Professor Kidane's presentation, Leonardo Párraga offered context on the history of the conflict surrounding FARC in Colombia by pointing out his experience. He realized that one of the greatest obstacles to the peace building process was the lack of information that the general population had about the guerrilla fighters, and vice-versa. This misinformation allowed one side to dehumanize the other. Thereby, he launched a campaign to collect "letters of reconciliation", in which people affected by guerrilla violence would write to fighters about their feelings, resentments and hopes for peace in the country; the fighters would write back. Art can be a valuable tool in reconciliation processes because it humanizes your opponent, promotes empathy and allows people to envision a better future.

Finally, Thomas Richter shared his analysis about politics of memory in Germany through comparing the reconciliation process after World War II to the one after the country's reunification in 1990. He concluded that Germany did not succeed in creating a common narrative about reunification like it did about World War II. As a result, the country is more divided now than it has been in a long time.

6. Skills Workshops: Leadership: Strengthening your Leadership Portfolio: Strategies for Maximizing your Impact, Career Growth and Networking

- **Speaker:** Wadia Ait Hamza, Head of the Global Shapers Community, World Economic Forum
- **Rapporteur:** Selin Benjamin Bocio Richardson, Dominican Republic
- **Session Date:** Wednesday, December 11th 2019

Nowadays, leaders' responsibilities represent a controversial issue. Hence, it is of great importance to distinguish between leadership and management in order to optimally use one's leadership potential. Leaders must genuinely look at leadership from different perspectives as well as discern its practices in distinctive fields. The objective sought from the workshop was to acquire a more holistic view of leadership. Furthermore, the goal was to enable the Emerging Leaders to gain a better understanding of skills required for both contextualizing as well as managing complexity in an innovative way.

In the entrepreneurial world, the terms "leader" and "manager" are often used interchangeably. Be that as it may, it is very important to distinguish between both terms in order to expound features of a good leader. To do so, Wadia Ait Hamza pointed out that Leadership is about inspiring and transferring skills to others while management is about planning and executing orders. As a matter of fact, a good leader continuously and proactively takes the initiative. In light of this, a good leader must demonstrate a strong personality, a great amount of courage, and a clear vision with ambition to succeed and surpass all difficulties along the way. It was also pointed out that a good leader encourages the team to perform to their optimum and drives organizational success. On the other hand, Wadia Ait Hamza explained that a manager is responsible for planning work systems, policies, and procedures that enable and encourage the optimum performance of its people as well as other resources within a business organization.

During the workshop, as a means of simplifying the learning process of each participant, the Emerging Leaders were divided into two groups to perform an interactive activity. They needed to mention outstanding leaders with their characteristics, or people that they considered were leading their fields in a positive manner. Some of the names mentioned were Greta Thunberg, Nelson Mandela, Martin Luther King, Mahatma Gandhi, Barack Obama, Kim Kardashian, Malala Yousafzai, and so on. Interestingly, Wadia Ait Hamza pointed out that he was surprised to see in the final list many famous people that nobody knew personally. He argued that it is important to follow and consider notable figures as leaders; nevertheless, he stated that nobody within the group knew any of these people closely to learn from their leadership skills. Then, he invited the groups to recognize the hard work and leadership skills of those around them. He challenged the Emerging Leaders to look more closely into their inner circles, at family and relatives, as often times the latter's leadership helps shape the people we are today.

Similarly, the Emerging leaders identified the different characteristics that a true leader must possess. Furthermore, it was discussed that every leader has their unique essence that makes them reach and inspire their audience. At the end of the workshop, the emerging leaders comprehended that they are already the leaders of today and that leaders are not only those people who have a large number of followers, but those who are working consistently to build a better world.

7.   Skills Workshop: Design Thinking: Innovation Ecosystems Across the Atlantic

- **Speaker:** Ade Mabogunje, Senior Research Scientist, Center for Design Research, Stanford University
- **Rapporteur:** Jonatan Beun, Argentina
- **Session Date:** Monday, December 9th 2019

"Is it possible for a rural pre-literate community to transform itself from a state of poverty to a state of prosperity in zero time?" asked Dr. Ade Mabogunje to the Emerging Leaders breaking the morn-ing silence. It might sound impossible, however, if we go back in time, exploring the galaxy or riding a car that drives by itself were inconceivable for society. It is almost inarguable that innovation is essential to face today's volatile, uncertain, complex and ambiguous context. It is the key to have sustainable economic growth, but more importantly, it helps us to overcome wicked challenges. Then, the question we need to address is how can individuals and organizations be more innovative?

Until some years ago, many people accredited innovation as a consequence and effort of science. It could only happen in big research and development departments or in laboratories. Nevertheless, there is another discipline that is fundamental to achieve innovation: design. Design helps us to put concepts in practice and make ideas real. It is about changing systems, products, services, policies, experiences -you name it- into preferred ones. If science is knowledge, design is behavior.

Don Valentine, an American venture capitalist who was one of the pioneers in investing in Steve Jobs, also understood the importance and influence of behavior when seeking for innovation. Unlike other investors of that time that would always call entrepreneurs to come to their fancy houses or offices, when Don heard about Steve Jobs he insisted on going to the place where Jobs and Wozniak were working. He believed that the space where entrepreneurs spent the majority of their time working said much more than a pitch presentation. Looking at their workplace was a great method to analyze and understand the behavior of the entrepreneurs and decide if it was worth investing.

An innovation culture is the result of a sum of rules and beliefs that craft the behavior of an ecosystem, and these behaviors vary depending on the culture and context of the community. In other words, innovation is not only a high-level strategic policy, but it is also human responding and interacting with an environment. For instance, Silicon Valley, due to its small but concentrated territory led people to mingle, talk and collaborate with each other. The conditions of its location contributed to the creation of an ecosystem that shares information, nurtures from different points of view and fosters competitiveness. In other words, it created an ecosystem that adopts an innovation culture.

In their book "The Rainforest: The Secret to Building the Next Silicon Valley" published in 2013, Victor Hwang and Greg Horowitt use the analogy of a rainforest to describe innovative ecosystems like the Silicon Valley. A rainforest is home of a wide diversity of flora and fauna that combined create new species. Just like Silicon Valley, a rainforest is an open and unstructured ecosystem that finds balance through competition and collaboration of its components. In this regard, Hwang and Horowitt identified different rules that foster a rainforest. These rules are guidelines to build a community of people that share the same passion for venturing in groundbreaking and impactful projects and creates synergies among its members. They start by breaking the rules and allowing people to dream, adopting an open attitude and listening that encourages mutual trust. They prioritize fairness over advantage, experimentation and repetition, allowing people to fail but persist. The last rule is to pay it forward and ensure the continuity of the process.

Having a deep understanding of the ecosystem that surrounds your organization -or yourself- is fundamental to foster a culture of innovation. The rainforest canvas is a practical and holistic tool that helps to identify who the different members are, the variables of an ecosystem and how they interact between each other.

Finally, it is important to bring to light that many decision-makers often seek to create an innovative context by focusing only on the shallow variables or layers. Changing a culture goes beyond trends, infrastructure or even policies. It is more closely situated to the changes of nature and human behavior rather than re-structuring organigrams or measuring KPIs. Moreover, in this regard, creating the right ecosystem can nudge you in the right direction to achieve the change you need to be more innovative.

8. Incorporating Psychosocial Dynamics into Public Policies

- **Speaker:** Bruno Boccara, Founder of Socio-Analytic Dialogue, Former Lead Economist World Bank and Director Standard & Poor's
- **Rapporteur:** Jordan Kronen, United States
- **Session Date:** Wednesday, December 11th 2019

In general, the central premise that if a policy (A) resulted in a negative outcome (B), the logical conclusion would be that once A is reversed, B would thus dissipate and no longer exist. However, applied in the real world, countries have experienced the residual effects of policies that injure the collective psychosocial dynamics within the society. In other words, the damage has already been done and the injury cannot be rectified by simply retracting past transgressions. In fact, when analysing a country, it is crucial to look at both the surface and below the surface; to examine economic indicators and the conscious or subconscious societal actions. These aspects need to be looked at simultaneously to understand the entirety of a complex society. This analysis needs to be conducted in a robust and comprehensive manner if one is serious about learning about its chosen subject or case study.

Chile seemingly was Bruno Boccara's major focus as he dedicated a significant amount of time discussing this case study—specifically Augusto Pinochet's rule. The speaker hints at Pinochet's departure, or lack thereof, that set the stage for the country's misfortunes. Pinochet's failure to properly exit from the public eye created an impediment for Chile to truly mourn and move on as a nation. Sticking with the Chile case study, he goes on to explain that although Chile is doing well economically and in other developmental indicators, the misery index remains stubbornly high. When the Chilean administration recently increased bus ticket fares, a movement of social unrest was born. In response, the government reduced them to their original status, and yet the marches continued in Santiago. Something more was at play, below the surface—almost as if the society had a subconscious that was activated by a narcissistic injury. This is quite puzzling, but may show that psychosocial dynamics do, in fact, exist.

France is also a great example as the yellow jacket protests continue to pour into the Parisian streets even though it ranks among the wealthiest countries in the world. Their collective identity and what they believed to be their narrative is changing and, from their perspective, it is changing for the worse.

Afterwards, Bruno Boccara diverges from his main case to mention the difference between Africa and South America regarding their experience with colonization. The difference is that a mixing of races happened in South America and not in Africa. The colonizers engaged in mass scale raping of the indigenous populations in South America. This was inherently a different trauma as opposed to the African continent being subjected to the Trans-Atlantic Slave Trade. When we have a trauma, he went on to say, we need a vehicle to portray it. Some traumatic experiences become imprinted in the national character. Some will matter and some will not. How does it impact international relations and policies? How does it affect domestic politics? These are some of the questions he grappled with in his work.

Several Emerging Leaders challenged and futher engaged with Bruno Boccara about his methodology and evidence. According to Emerging Leaders of the group, trauma is experienced differently by differing groups, and argued that these differences in experiences had to be taken into account in psychosocial analyses. These dialogues, to which the ADEL group had many during the conference, are not only worthy, but are necessary for us to move forward in our collective efforts to solve the world's problems, together.

9. Gender, Race and Culture: Social Responsibility in the 21ˢᵗ Century

- **Speakers:** Nouzha Chekrouni, Senior Fellow, PCNS; **Sarah Glover**, Manager of Social Strategy, NBC Owned Television Stations; **Richard Lui**, News Anchor, MSNBC and NBC News; **Máximo Plo Seco**, Business Development and Client Engagement Manager, Diversity Atlas at Cultural Infusion.
- **Moderator:** Chika Uwazie, CEO, Career Queen, Nigeria
- **Rapporteur:** Antonella Pelizzari Eyheramonho, Argentina
- **Session Date:** Wednesday, December 11th 2019

In the last years, gender and race issues started to take a preeminent place in social, economic and political debates. For us, emerging leaders, it is crucial to engage women and minorities in global governance and implement principles of inclusiveness and mutual respect in workplaces and societies. Despite the efforts and significant progress, structural inequality based on gender, race, class, disability and/or other ethnicity persists around the world. Debating about women's right to choose over their bodies, affirmative action policies and other minority-inclusion programs should not be an isolated discussion but become part of our cultural system.

During this session, the speakers encouraged us to think over this issue through their own personal and professional experiences. The conversation started with broad subjects such as ways in which we can overcome the negative cultural bias and the definition of an inclusive society or company. Chika Uwazie asked about the feasibility of structural change in our day-to-day lives and the responsibility of young leaders in changing mindsets about gender and race. Finally, the audience asked about the effectiveness of quotas; the difference between gender equality and gender equity; and the way of improving the diversity in spaces like the ADEL Program.

The first statement was that a culture is alive and dynamic, constantly changing, and that it is important to take it into account during our analysis. For Nouzha Chekrouni, it is the young generation's responsibility to prepare the world to be more inclusive and diverse, and to achieve this, it is important to "question leadership", in order to allow diversity to be promoted top-down. She also insisted on the importance of gender equality, and the role of this generation in achieving the latter.

After that, Sarah Glover shared that while leadership positions are often afforded to men, expanding leadership opportunities for women and minorities is a good business practice as the data proves that diverse teams perform better. To achieve more inclusion, it is vital to, first, deconstruct our language and second, start working in minimal changes that can achieve a midterm bigger change. Another improvement that should be taken into account is the creation of diverse teams, since they work better and are more profitable at the same time, while they change the current narratives. Richard Lui pointed out that we should also make more efforts to change the language we use in order to make it more respectful with differences. We must deconstruct the way we refer to each other as the commonly accepted "Hey you guys!" when there are other genders in the meeting, or in the jokes we make.

During the entire session, the role of young leaders was highlighted as a key resource to inspire others. We are called to action by influencing those who take the decisions to analyze "who is hiring who". Moreover, we have to convey the joint work between the public and private sectors. All in all, to achieve an inclusive and diverse society, all sectors have to be involved. Besides the important achievements made, there is still much to be done. Indeed, the transition to a more diverse society will be painful and will involve a lot of struggle. However, the final outcome is worth the effort.

At the end of the panel, the results of the survey conveyed by Maximo Plo Seco's Diversity Atlas among the ADEL cohort were presented. The figures showed that the group is rich in terms of languages, ethnicities, beliefs and backgrounds. This tool helped to identify common interest as well as multiply the possible path of cooperation between the emerging leaders.

10. Society 2.0 : A New Equilibrium?

- **Speakers:** Aminata Touré, President, Economic, Social and Environmental Council & Former Prime Minister of Senegal ; Dominique Guillo, Vice-dean, Faculty of Governance, Economics and Social Sciences, Mohamed VI Polytechnic University; Lex Paulson, Founding Director, School of Collective Intelligence, Mohamed VI Polytechnic University
- **Moderator:** Alan Kasujja, Presenter, BBC News
- **Rapporteur:** Omayra Issa, Canada
- **Session Date:** Wednesday, December 11th 2019

From Colombia to France, Lebanon to the US, technological advances and demographic shifts are driving new debates about economic opportunity and social responsibility. The central questions all societies must face – how we can live together? And how does a society find its balance? – are being posed by a new generation.

Lex Paulson talked about the importance of thinking more creatively through the lens of collective thinking in order to create social harmony. Dominique Guillo mentioned the need for a new social contact through dialogue, which in his estimation has been a constant public issue since the 19th century. Aminata Touré stressed on the importance of practical solutions, notably the strategic objective to narrow social gaps. She said that there needs to be more resource-sharing in order to curb social inequalities. The speakers offered their perspectives on how to build harmonious societies.

Touré cautioned on what she called a roll-back on the human rights agenda. She stressed that social inequalities lead to violence in societies and urged young people to fight against inequalities. She said members of society should be able to work together despite their disagreement. In order to build a more harmonious society, people should identify and work with peace brokers within their communities, especially in times of social unrest. Paulson said young people should be trained in active listening, while learning how to think collectively.

Touré insisted on the preservation of the human rights agenda and encourages women and youth to form coalitions for social engagement. She explained that in Senegal, during her tenure in government, the country benchmarked stipends to help young families. Furthermore, she qualified the relationship between Africa and Europe as schizophrenic saying that Africans and Europeans can in fact talk to each other. This would help improve relations between the two continents. Guillo added that people should fight against stereotypes and racism in order to ensure social harmony. Finally, Paulson asserted that democracy was a work in progress and that history is a canvas for learning how far humanity has come. Democracy is an aspiration. All speakers insisted that the future remains to be built.
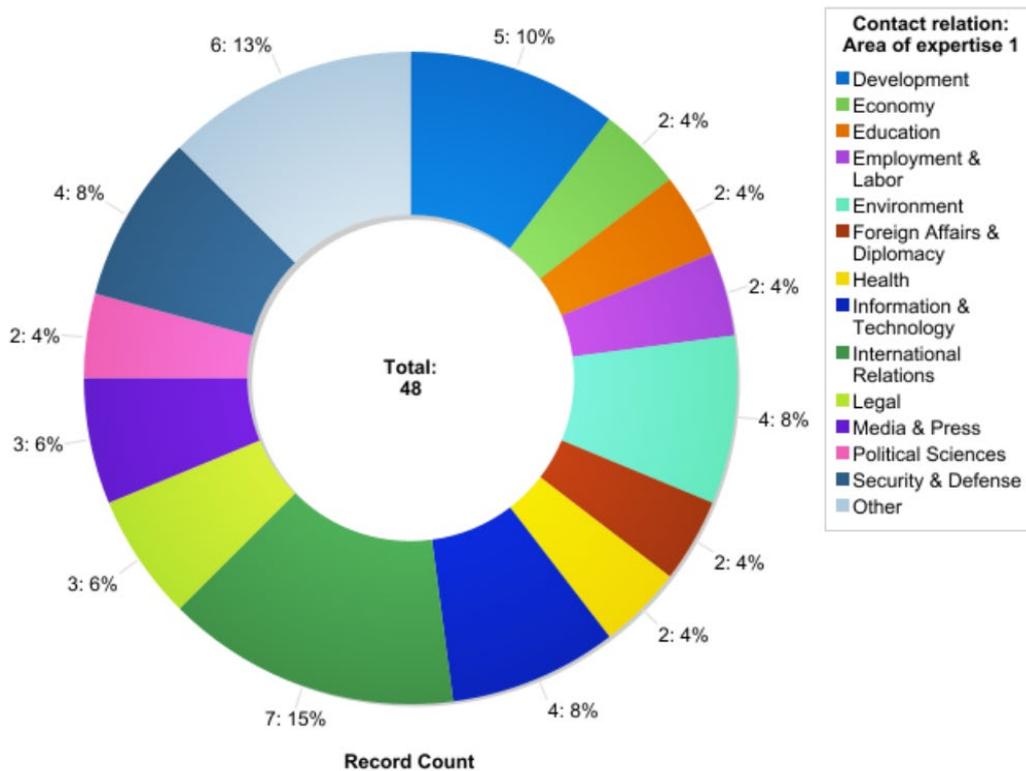
About the ADEL 2019 Cohort
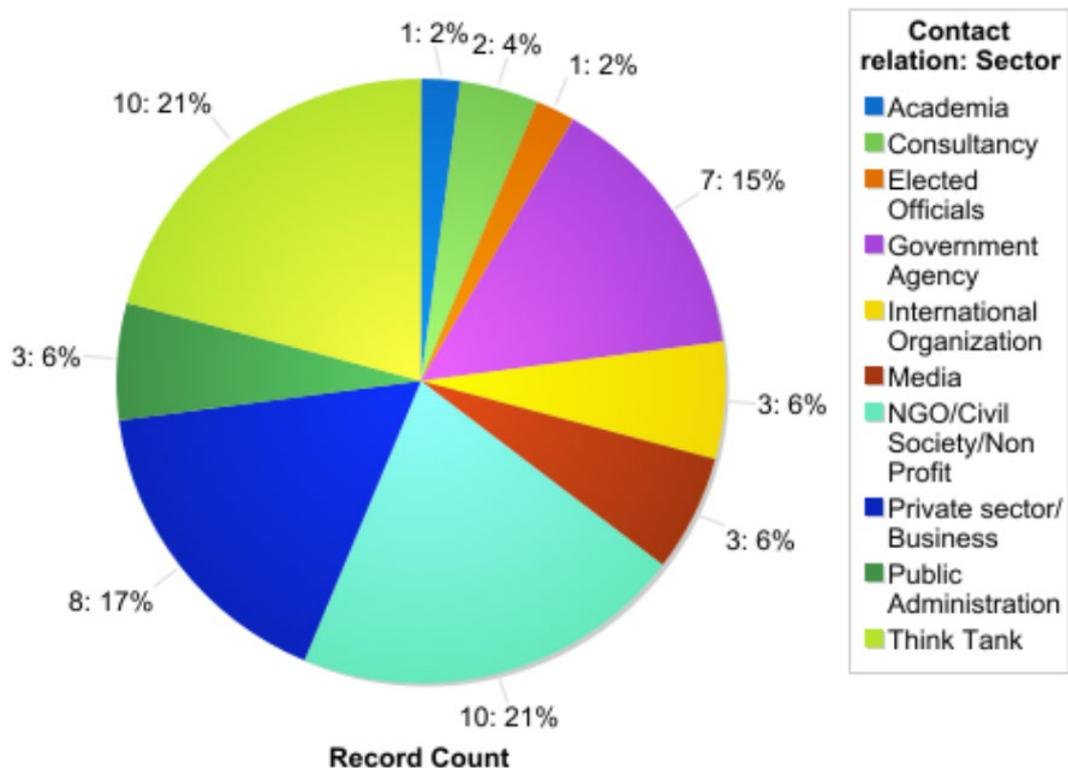
List of Participants

- **Foster Awintiti Akugri**, President Founder, Hacklab Foundation. Ghana

- **Chidiogo Akunyili**, Founder, She ROARs. Nigeria

- **Asim Ali**, Foreign Affairs Officer, U.S. Department of State. USA

- **Katrina Amupolo**, Business Development Coordinator, Community Skills Development Foundation. Namibia

- **Eric Asmar**, CEO, Happy Smala. France

- **Jonatan Beun**, Director for Capability Building and Innovation, Cabinet Office, Government Secretariat of Modernisation, Federal Government of Argentina. Argentina

- **Hanae Bezad**, CEO, Le Wagon Morocco. Morocco

- **Nicola Bilotta**, Researcher, Istituto Affari Internazionali (IAI). Italy

- **Jihad Bnimoussa**, Psychologist and CEO, InspireCorp. USA

- **Selin Bocio Richardson**, Co-Founder & Executive Director, Medical Foundation Bocio (FUMEBO). Dominican Republic

- **Max Bouchet**, Research Analyst, The Brookings Institute. France

- **Chaimae Bourjij**, Project Coordinator, Friedrich Naumann Foundation for Freedom. Morocco

- **Charlotte Brandsma**, Senior Program Officer, The German Marshall Fund of the United States. Netherlands

- **Chiara Maria Cocchiara**, System Operations Engineer, EUMETSAT. Italy

- **Jessa Coleman**, Programs Manager, PACE Financial Servicing. USA

- **Francisco Cordoba**, Co-Founder & CEO, NaaS (Fintech). Colombia

- **Teresa Danso-Danquah**, NextGen Leaders Program Manager, Disability:IN. USA

- **Teresa De Almeida Braga Rossi**, Project Analyst, Brazilian Center for International Relations (CEBRI). Brazil

- **Bushra Ebadi**, Youth Advisory Group and Executive Committee Member, Canadia Commission for UNESCO. Canada

- **Adil El Madani**, Policy Analyst, Belgian Ministry of Economic Affairs. Belgium

- **Iskander Erzini Vernoit**, Researcher, E3G. Morocco

- **Joana Flores**, Strategy Manager, Cancer Research UK. Portugal

- **Aziza Geleta**, Minister for Political Affairs and United Nations, Ethiopian Embassy in Kenya. Rthiopia

- **Roger Hilton**, Defence and Security Stream Manager, GLOBSEC. Canada

- **Meriem Idrissi Kaitouni**, Senior Account Manager, Edelman. Morocco

- **Omayra Issa**, Journalist, Canadian Broadcasting Corporation. Niger

- **Naimah Jabali-Nash**, Field Producer, Netflix / Firelight Films. USA

- **Rami Khoriaty**, Political Attaché and Director of Operations, Parliament of Canada. Canada

- **Kwamboka Kiangoi**, Legal Counsel, Judiciary of Kenya, Office of the Chief Justice. Kenya

- **Jordan Kronen**, Legislative Assistant, Washington State Senate, Office of Senator Liz Lovelett. USA

- **Emmanuel Lubanzadio**, Head of Public Policy for Sub-Saharan Africa, Twitter. Germany

- **Zakaria Mamou**, Co-founder and President, FIDEA (International Forum for African Entrepreneurship Development. Morocco

- **Doreen Mashu**, Development Consultant, Funder of the Good Heritage. Zimbabwe

- **Ruth Mariana Mejia Padilla**, Founder & CEO, Global Center of Social strategy. Mexico

- **Adauto Modesto Junior**, Chief Economist, Development Bank of Minas Gerais. Brazil

- **Sarala Morusupalli**, Founder & Treasurer, EmpowerLife & U.S. Democratic Party. USA

- **Juan Diego Mujica Filippi**, Researcher, Harvard Law School. Peru

- **Brent Oglesby**, Social/Cultural Analyst, NATO. USA

- **Ritika Passi**, Associate Fellow and Project Editor, Observor Research Foundation. India

- **Antonella Pelizzari Eyheramonho**, Advisor on International Relations, Office of the Chief of the Cabinet of Ministers of Argentina, Government of Argentina. Argentina

- **Maximo Plo Seco**, Business Development and Client Engagement Manager, Diversity Atlas. Spain

- **Matteo Pugliese**, Associate Research Fellow, ISPI. Italy

- **Daniel Saka Mbumba**, Vice President – International Sanctions Project Manager, BNP Paribas. France

- **Sahil Shah**, Project Lead, Kenya Business Guide. Kenya

- **Edna Liliana Valencia Murillo**, Presenter, France 24. Colombia

- **Ronald Van Den Heuvel**, Political Advisor, Executive Advisory Group of the Royal Netherlands Army Commander, Ministry of Defence. Netherlands

- **Kheston Walkins**, CEO / Chief NeuroInnovation Officer, Allegori. Trinidad and Tobago

- **Denica Yotova**, Programmes Coordinator, European Council on Foreign Relations. Bulgaria
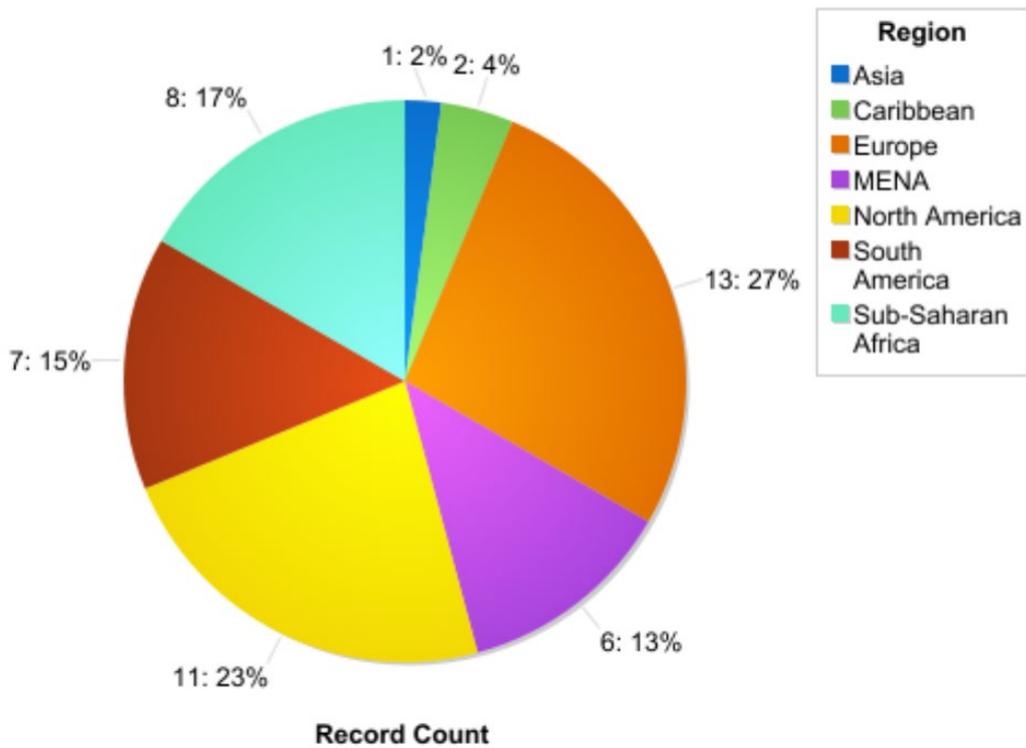
ADEL 2019 : Area of expertise

6: 13%   5: 10%   2: 4%   2: 4%   2: 4%

**Contact relation:
Area of expertise 1**

- Development
- Economy
- Education
- Employment & Labor
- Environment
- Foreign Affairs & Diplomacy
- Health
- Information & Technology
- International Relations
- Legal
- Media & Press
- Political Sciences
- Security & Defense
- Other

Total:
48

4: 8%   2: 4%   4: 8%   2: 4%   3: 6%   2: 4%   3: 6%   7: 15%   4: 8%

Record Count

ADEL 2019 : Sector

1: 2% 2: 4% 1: 2%   10: 21%   7: 15%

Contact relation: Sector

- Academia
- Consultancy
- Elected Officials
- Government Agency
- International Organization
- Media
- NGO/Civil Society/Non Profit
- Private sector/ Business
- Public Administration
- Think Tank

3: 6%   3: 6%   3: 6%   8: 17%   10: 21%

Record Count

ADEL 2019 : Region

1: 2%   2: 4%

8: 17%

13: 27%

7: 15%

6: 13%

11: 23%

Record Count

Region
- Asia
- Caribbean
- Europe
- MENA
- North America
- South America
- Sub-Saharan Africa

ADEL 2019 : Gender

Female: 24

Male: 24

Record Count (y-axis: 0, 5, 10, 15, 20, 25)

Gender

About Policy Center for the New South

Policy Center for the New South, formerly OCP Policy Center, is a Moroccan policy-oriented think tank based in Rabat, Morocco, striving to promote knowledge sharing and to contribute to an enriched reflection on key economic and international relations issues. By offering a southern perspective on major regional and global strategic challenges facing developing and emerging countries, the Policy Center for the New South aims to provide a meaningful policy-making contribution through its four research programs: Agriculture, Environment and Food Security, Economic and Social Development, Commodity Economics and Finance, Geopolitics and International Relations.