



ANNUAL REPORT 2020

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CHAIR'S STATEMENT

José Juan Ruiz

A YEAR OF RELENTLESS CHANGE AND TRANSFORMATION



This time last year, in his statement to our previous annual report, my friend and predecessor as Chair Emilio Lamo de Espinosa, wrote of how, 'in our hyper-connected and hyper-communicated world, marked by increasing polarisation and the fragility of our capacity for dialogue, the Elcano Royal Institute seeks to provide lucidity and rigour through analysis, research and the creation of spaces to debate ideas and seek consensus.'

In the months that followed, the relentless pace of change and transformation has continued unabated. While some of the risks identified last year may have faded, others remain and new challenges and opportunities have inevitably emerged. The emergence of effective vaccines against COVID-19 has been the real game-changer, giving genuine hope that we can finally begin to put the nightmare that has pushed our health systems, economies and societies to the limit and dominated our lives for all too long behind us.

Of course, challenges still lie ahead, not least the fact that we cannot claim to have truly defeated the pandemic until everyone in the world has been vaccinated. Nonetheless, we are starting to see confidence in our collective ability and the acknowledgement of the need—highlighted by the pandemic—to build a more stable and predictable international order.

The tide of pessimism may be abating but this does not make the international agenda any easier to navigate. Quite the contrary. The main issues that dominate global debates remain highly complex: energy and the fight against climate change; the technological revolution and the future of work; the future of our democracies; the provision of global public goods like health, security and defence; the cities of the future; the image of countries; and inclusive growth. All these remain formidable challenges with clear economic, social, institutional and geopolitical implications for our societies and businesses.

There are two key lessons to be learned from the pandemic. The first is that our lives, our health and our prosperity depend not only on us but also on the fate of those around us. We can change and improve the governance of globalisation but we cannot deny that the world has become irreversibly flattened, integrated and interconnected. The second is that ignorance, the dismissal of experts, mistruths and improvisation can all have the potential to fatally wound our societies. To win the future, we need science, knowledge and data. But we also need empathy, effective institutions and consensus on a large scale to address sources of weakness and vulnerability.

The Elcano Royal Institute will continue to contribute to this process by building on our predecessors. It

We are starting to see confidence in our collective ability and the acknowledgement of the need—highlighted by the pandemic—to build a more stable and predictable international order

is currently undergoing a process to strengthen its human capital, internal organisation, IT systems, research agenda and international partnerships to allow it to deliver the Institute's core mission of providing rigorous and independent analysis of current affairs, grounded in science and data, creating fora for debate and consensus and for developing proposals and solutions to the

problems we face. New beginnings are always exciting, especially when the global outlook presents as many opportunities as it does today. With the backing and generosity of our Board of Trustees, our Business Advisory Council and the collaborating entities that support us, the Elcano Royal Institute is ready to set out on this new stage of its journey.

DIRECTOR'S STATEMENT



Charles Powell

THE YEAR WE LIVED DANGEROUSLY

For many, or at least for myself, 2020 will be remembered as 'the year we lived dangerously'. It started out like so many others, with the usual cycle of working group meetings, seminars, conferences and debates. However, when the Spanish Government declared a State of Alarm on 30 March, everything changed (in some ways, perhaps irrevocably so). After a number of days marked by a deep sense of uncertainty, the Institute swung into gear, transferring all in-person activities to virtual formats and ensuring the continuity of most of its work within a matter of days. We were also delighted to see that the think tanks with whom we have worked for so many years were able to do the same, quickly organising virtual events. Not only did these help to make sense of and respond to the uncertainty and concern created by the pandemic, they were a powerful reminder that we belong to a global community of knowledge (and values), which has risen to the challenge of the pandemic. In these difficult times, I was particularly struck by the campaign launched in Milan by our colleagues at the Italian Institute for International Political Studies, with the slogan 'in dark times, think tanks keep their lights on'. Those words seemed to perfectly encapsulate how many of us felt.

In the following pages, readers can see for themselves the incredible effort made by our team at the Elcano Royal Institute in response

to the pandemic. For me, it is a clear example of the responsiveness of everyone who works at the Institute and of their personal dedication and commitment and I am deeply grateful for the incredible efforts they have made.

Despite the enormous suffering that COVID-19 has caused (and continues to cause), both in Spain and around the world, one of the positives to emerge is that the pandemic has led the Institute to focus on the impact of the crisis on three levels: global, European and Spanish. As you will see in this report, the pandemic and its consequences have quickly become a leitmotif of much of our work, guiding our research and providing it with a common thread. The pandemic fast became the lens for reflecting on a number of issues that were already priorities, such as the advance—or retreat—of globalisation, the ups and downs of the European integration process and the plethora of challenges created by the modernisation—and internationalisation—of the productive structure of Spain.

Similarly, while the transition to a virtual workplace represented a major challenge, it also brought with it some unexpected benefits. In addition to providing access to leading international speakers, which before the pandemic we would often struggle to fit in to our activities, we were pleasantly surprised to find that the profile of our virtual audiences was

younger and contained more women than that of in-person activities. In short, in this and other areas, we have been able to make a virtue out of necessity. It remains to be seen—and this is also a question mark in terms of our future evolution as an institute—to what extent the patterns of working and internal operation developed during the crisis will remain in place when it is finally over.

In closing, I would like to offer my personal thanks to Emilio Lamo de Espinosa, who left the post of Chair

of the Institute shortly after the end of the surprising and convulsive year that was 2020. I am deeply indebted to him for the trust he placed in me by appointing me Deputy Director of the Institute in 2004, and again in 2011, when he offered me the post of Director. I hope I have lived up to his expectations and I will always be grateful for having the opportunity to work with him over the years on this exciting project, which we embarked upon almost two decades ago.

‘The Elcano Royal Institute showed its responsiveness in the face of the pandemic, migrating all its in-person activities to virtual platforms. Despite the enormous suffering that COVID-19 has caused (and continues to cause), one of the positives to emerge is that the pandemic has led the Institute to focus on the impact of the crisis on three levels: global, European and Spanish’

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THE YEAR AT A GLANCE

REACH AND IMPACT

56

publications

25 working papers (18 in Spanish and 7 in English); 3 Elcano Reports, 8 reports (7 in Spanish and 1 in English); 14 papers (11 in Spanish and 3 in English); 6 policy papers (5 in Spanish and 1 in English)

142

ARI analyses published online

99 in Spanish, 42 in English and 1 in Arabic

41

Expert Comments published online

31 in Spanish and 10 in English

222

posts on the Elcano blog

160 in Spanish and 62 in English

108

events

55 public (debates, presentations and round tables) and 53 private (seminars and meetings)

46

working group meetings

involving around 800 experts

4,010

mentions

in the media
1,810 in international
publications

2,048,419

visits to our website

71% from outside Spain

521,445

visits to our blog

64% from outside
Spain

20,575

**subscribers to the
Elcano newsletter**

5,182

**subscribers
to CIBERelcano**

4,102

**subscribers to the
Novedades en la
Red bulletin**

84,897

**Followers on social
media**

56,370 Twitter
9,706 Facebook
14,628 LinkedIn
2,590 Instagram
1,737 YouTube

THE LEADING SPANISH THINK TANK FOR INTERNATIONAL AND STRATEGIC STUDIES

The Elcano Royal Institute is the leading Spanish think tank for international and strategic studies, providing a Spanish, European and global perspective.

Our mission is to promote knowledge of international affairs and Spanish international relations in society. We provide a hub for analysis and for generating ideas that can be used by decision makers in the political, public and private spheres, as well as social agents and academics.

Our mission is backed by a commitment to provide a forum for consensus-building in a context of defending peace, multilateralism, democracy, the social market economy, freedom and human rights.

Pluralism and transparency

Formed in 2001 as a private foundation, the organisational structure of the Elcano Royal Institute balances public and private interests, promoting the exchange of ideas in a plural and independent setting that welcomes diverse political and social perspectives. It provides a space for dialogue and a forum for discussion and analysis by stimulating debate and bringing together a broad range of opinions on international affairs, especially in areas that affect Spanish international relations and their impact on different aspects of society.

Its highest governing body is the Board of Trustees, whose Honorary President is HM King Felipe VI. The Institute also has a Business Advisory Council, a Scientific Council and numerous Collaborating Entities. It is chaired by José Juan Ruiz and directed by Charles Powell.

Open and collaborative debate

The activities of the Elcano Royal Institute are structured around thematic and geographic priorities. The former include energy, climate change, security and defence, the global economy, international terrorism, the international image of Spain, and demographics and migration. In terms of the latter, the Institute focuses on Europe, the Atlantic, Latin America, Sub-Saharan Africa, Asia-Pacific, the Maghreb and the Middle East.

We analyse global events and trends to provide ideas and recommendations for decision-making, backed by a permanent multidisciplinary team of highly qualified researchers and a wide network of expert associates. The Institute also benefits from the participation of leading authorities in Spain in the areas of foreign policy, defence, business and enterprise, public administration, and the academic, cultural and social sectors.

We analyse global events and trends to provide ideas and recommendations for decision-making

Collective intelligence

Our working groups are a fundamental part of our mission. Their members include key figures from public institutions, business, academia and journalism, as well as experts from other think tanks. The groups are complemented by visits to the Institute by leading international figures and a wide-ranging programme of events, including seminars, round tables, conferences, debates, working meetings, presentations and appearances, all focused on key issues on the international agenda.

Our intensive activity is designed to channel a broad range of insights into collective intelligence to provide Spanish society with a better understanding of both the problems we face and their potential solutions.

THE COVID-19 PANDEMIC: A STRATEGIC REFLECTION FROM SPAIN

The COVID-19 pandemic has had extraordinary consequences at all levels and has highlighted the importance of global governance and European integration to our daily lives. The Elcano Royal Institute has sought to contribute to reflections on how best to respond to the challenges created by the health, economic and social crisis through a rigorous and multidisciplinary approach that is consistent with that of other countries, the EU and global institutions like the World Health Organization and the G20, all under the umbrella of the Elcano Special Dossier on the COVID-19 pandemic.

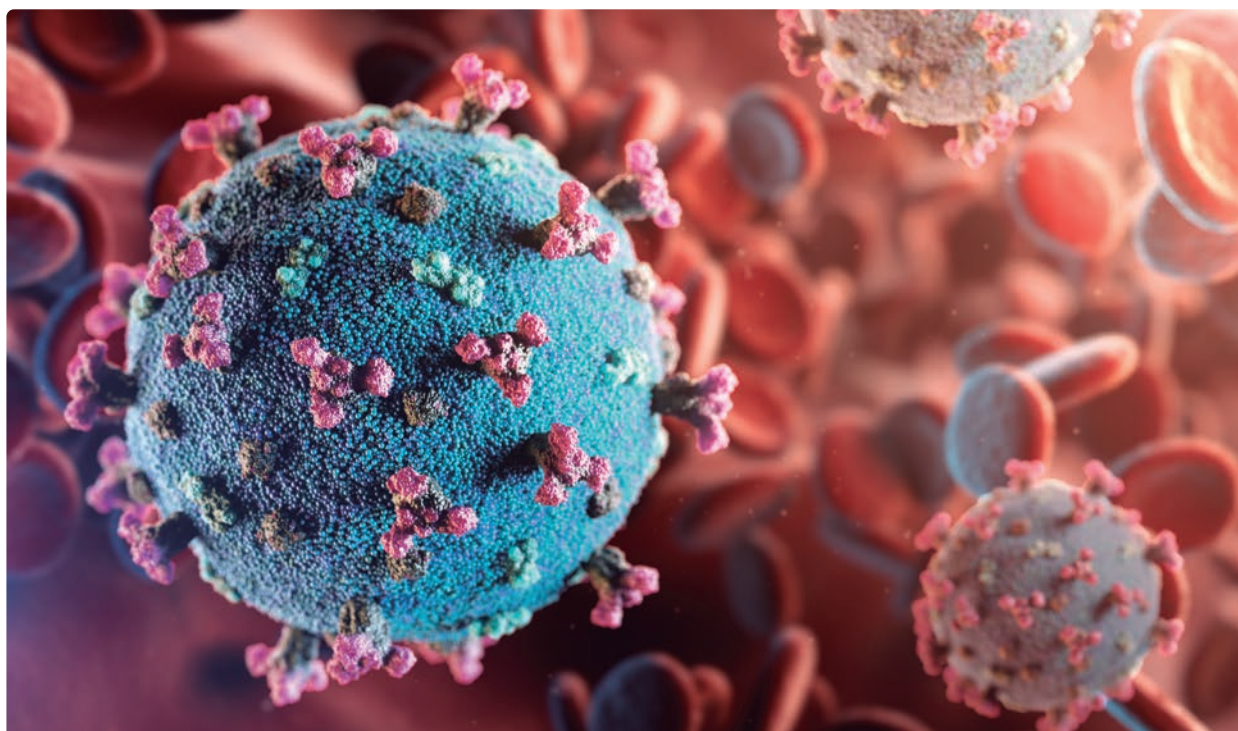
From an international perspective, COVID-19 is also a highly disruptive phenomenon with geopolitical ramifications, especially for the rivalry between the United States and China, but also for the fragile governance of globalisation, European integration and the range of regional scenarios that underpin Spanish foreign policy.

Not only must Spain's European policy be reconsidered but the country must reassess its

foreign policy in general. The transformations in international relations being caused by the pandemic require more proactive diplomacy and to rely less on the certainties that have come from being part of the Euro-Atlantic world.

As part of this multidisciplinary approach, in 2020, the Elcano Royal Institute conducted in-depth analysis of the key aspects of the impact of COVID-19 in Africa, the US response to the crisis, the implications for European strategic autonomy, the link between fake news and the main social media platforms, Russia and China's disinformation campaigns on COVID-19, the geopolitics of vaccines, the risks and opportunities created by COVID-19 for the development of poorer countries, aid narratives in health and the impact of the crisis on gender equality.

Explore the **Elcano Special Dossier on the COVID-19 pandemic:**
especiales.realinstitutoelcano.org/coronavirus/



Spain and the coronavirus crisis

As well as being uniquely affected by the pandemic, Spain also faces the reconstruction with a number of key weaknesses. Its reliance on tourism (among the sectors hardest hit by the pandemic) has been compounded by the lack of technology in the country's productive structure, a fragile labour market, deeply ingrained inequality from the previous crisis and a high level of public debt that has constrained stimulus plans.

However, the country also has a number of major strengths. Spain has shown considerable resilience: its public services did not collapse during the state of alarm and its economy even appears to be more robust than during the Great Recession of 2008–13, with more exporting power, a solid financial system and, above all, a more balanced European approach to the crisis.

In the working paper 'España y la crisis del coronavirus: una reflexión estratégica en contexto europeo e internacional' (Spain and the coronavirus crisis: a strategic reflection in the European and international context), the Elcano Royal Institute addressed the threats and opportunities facing Spain in three areas where domestic public policy and international action are interrelated: health and the management

of the state of alarm; the economy; and social protection and sustainability.

Recovery or metamorphosis?

The global impact of the pandemic is set to be even deeper than the Great Recession and Spain will be particularly exposed. There is no way of knowing how long it will take until the economy returns to some form of normality or what the new normal will be. However, while the shift towards a greener, more digital and more sustainable model of production was already on the agenda before the crisis, COVID-19 has made the transformation of Spain's model of production inevitable.

The report '¿Recuperación o metamorfosis? Un plan de transformación económica para España' (Recovery or metamorphosis: A plan for the economic transformation of Spain) sets out a strategy that will allow the country to emerge from the crisis based on international trade and multilateralism, a solid and cohesive Europe, and a national policy framework to transform its model of production in full coordination with the private sector. The strategy sketches out a range of specific measures supported by four horizontal vectors: digitalisation; the ecological transition; inclusion and the fight against inequality; and internationalisation.



Spanish industrial policy after COVID-19

The pandemic has affected the industrial transformation that was taking place in the EU and Spain. The transformation was and remains necessary to improve competitiveness, address the loss of technological sovereignty and ensure the survival of the industrial base of both the country and the continent. The level of technology in Spain varies widely and its contribution to the economy is below the European average. Budgetary instability prevents the development of long-term programmes for technology and industry and there is a lack of training to meet the demands of industry.

The pandemic provides an opportunity for a new industrial policy on an issue that is discussed in the policy paper ‘Una política industrial transformadora para la España post COVID-19’ (A transformational industrial policy for Spain after COVID-19), which identifies priorities and criteria for the response, alongside short-term measures to mitigate the impact (recovery) and ensure alignment with long-term measures (transformation).

COVID-19 and defence

The crisis triggered by the pandemic will also have an effect on the defence sector. While the sector is willing to share the burden and support measures with other sectors, its response to the pandemic has been exemplary and it must not be penalised.

These concerns have spurred various European think tanks, including the Elcano Royal Institute, to mobilise to prevent European defence from once again bearing the brunt of the economic crisis. In Spain, this reflection has involved the heads of the armed forces, industry and academia. The conclusions are set out in the policy paper ‘Implicaciones del COVID-19 para la Defensa’ (Implications of COVID-19 for defence).

Latin America in times of COVID

The crisis caused by COVID-19 creates an opportunity to rethink relations between Spain and Latin America and take a closer look at both the role Spain can and should play in the region and its relations with Latin America. Our Latin American partners expect Spain and the EU to play a role in the region’s fight against the pandemic and the subsequent economic recovery. Failure to do so could have serious repercussions in the medium and long term.

The pandemic has affected the industrial transformation that was taking place in the EU and Spain and that is needed to improve competitiveness and stem the loss of technological sovereignty

The Elcano Report ‘Las relaciones España-América Latina en tiempos del COVID-19’ (Relations between Spain and Latin America in the times of COVID-19) examines the best way for Spain to position itself in Latin America as part of a two-way relationship, whose result depends not only on Spanish proposals and policies but also on those from across the Atlantic.

The Elcano Royal Institute has also produced a number of papers analysing issues such as the role of regional development banks in Latin America in the post-COVID world, regional coordination to address the pandemic in this geographic area, the impact of the coronavirus on the Latin American economy and energy sector, and the concentration of presidential power in the region.

COVID-19 and China-EU relations

The COVID-19 crisis has coincided with debates across Europe on the need for a more consistent stance on China. The pandemic has resulted in closer cooperation between the two powers but it has also highlighted the fault lines on the continent when it comes to the growing influence of the Asian giant.

The report 'COVID-19 and Europe-China Relations: A country level analysis', produced by the European Think Tank Network on China (ETNC)—of which the Elcano Royal Institute is a member—seeks to identify and highlight the key challenges facing bilateral relations between China and a range of European countries, including Spain.

The Elcano Royal Institute has also studied the strengths and weaknesses of cooperation between Spain and China, the latter's image in Spain and the extent to which the coronavirus has affected China's international standing.

Globalisation and the pandemic

The COVID-19 crisis has had a deglobalising effect on international relations, possibly the biggest since the Great Recession. Moreover, international travel restrictions have had a particularly strong impact on the 'soft' relations that have led globalisation in recent years.

'La globalización en tiempos de pandemia' (Globalisation during the pandemic) uses the variables of the Elcano Global Presence Index to analyse these issues. The added value of the economic dimension of the global presence index could suffer a fall of up to 12.0%, while the military component could increase by 7.6%. While the pandemic's impact on technology, culture and information remains to be seen, the soft dimension could contract by between 9% and 14.3%. All this means that COVID-19 could trigger a contraction in globalisation of between 7.5% and 8.8%. This would be the largest fall since the start of the Elcano Global Presence Index, including during the collapse of the Soviet Union and the Great Recession.

The pandemic has increased cooperation between Europe and China but has also highlighted the fault lines in Europe when it comes to the growing influence of the Asian giant

PROMOTING INNOVATION AND DIGITAL CONTENT

With its successive lockdowns, social distancing and travel restrictions, the pandemic has had a profound impact on many areas, not least on how organisations communicate, relate to their target audiences and go about their day-to-day activities. In 2020, the Elcano Royal Institute addressed this challenge by boosting its capacity for innovation, embracing online and remote working, creating new digital content and running virtual activities. In March 2020, just as the world seemed to grind to a halt, the Institute sprang into action.

Its response has been extraordinary. In 2020, it doubled the number of digital events, helping drive the impact of its work. Visits to the website, Special Dossiers and the Elcano blog increased by 112% with respect to 2019 to reach over 2.5 million visits. Our potential reach on social media grew to 488 million users.

Three quarters of private meetings organised in 2020 used virtual or hybrid platforms and 90% of our public events were held online, all of which allowed us to run a total of 154 activities. These changes have permitted much larger audiences than were possible under the restrictions of in-person events, removing geographic barriers for speakers and facilitating personal interaction. All our streamed debates and round tables were recorded and uploaded to our YouTube channel for subsequent viewing.

Similarly, as part of its effective response to the challenges created by the pandemic and to better understand this unprecedented phenomenon, the Institute has complemented its publications with short video clips broadcast via online channels and social media, helping connect our team of analysts with civil society.



Watch the trailer of our policy paper offering a Spanish reflection on the pandemic in a European and international context (**España y la crisis del coronavirus: una reflexión estratégica en contexto europeo e internacional**).



Watch clips of the Expert Comments on the **COVID-19 crisis**.

EXPANDING OUR INTERNATIONAL REACH



In 2020, the Elcano Royal Institute expanded its international reach and influence through the Elcano Brussels office, as well as through collaboration with think tanks in other countries, international projects, its presence in the international press and the internationalisation of its digital content.

The Elcano Brussels office

To promote the coordination of the Spanish and European response to the pandemic, boost Spain's influence in the EU and raise European awareness of the country's national strategic priorities, the Elcano Brussels office worked intensively throughout 2020, providing a forum for political decision makers, civil society, business and experts.

The Institute has used a series of virtual seminars to stimulate reflection on how to think and act as a network, Spain's position on the European response to the pandemic and the country's role in European defence. The debate has involved Spanish members of the European Parliament, members of the European External Action Service, the European Commission, the Permanent Representation of Spain to the EU, the European Council, the Office of the High Representative of the European Union for

Foreign Affairs and Security Policy, the Ministry of Foreign affairs, European Union and Cooperation, and the Ministry of Defence.

The conclusions are set out in analysis examining issues including COVID-19, strategic European autonomy and Spanish foreign policy ('¿Más allá del multilateralismo? COVID-19, autonomía estratégica europea y política exterior española'); the key ways to increase Spanish influence in Brussels ('Presencia, papeles, procesos y pasta: cuatro claves para aumentar la influencia de España en Bruselas'); mobilising Spanish talent in global knowledge ecosystems ('Movilizar el talento español en ecosistemas globales de conocimiento: guías para la acción'); how Spain can shape European defence policy ('España y el futuro de la política de defensa europea: hacia una estrategia de influencia'); and the country's presence in Europe during the euro crisis and the pandemic ('La presencia de España en Europa en las crisis del euro y de la pandemia').

Read the Elcano Analysis on **Spain's influence in the EU**: www.realinstitutoelcano.org/wps/portal/rielcano_es/elcano-en-bruselas/novedades

The Elcano Royal Institute has strengthened its ties with the international think tank networks it belongs to

Expanding our international network

In 2020, the Elcano Royal Institute also intensified its collaboration with international think tanks, foundations and research centres. It signed agreements with the Munich Security Conference, the European Climate Foundation, the European Union – Latin America and Caribbean Foundation, the Organisation of Ibero-American States and the Friedrich Naumann Foundation for Freedom. The Institute worked with numerous think tanks throughout the year, including the Aspen Institute in Italy, the European Policy Centre, the Institute for the Promotion of Latin America and the Caribbean, the Korea Foundation and the Forum of Strategic Dialogue in Israel.

The Institute has also strengthened its ties with the international think tank networks it belongs to: the Ibero-American Network of International Studies (RIBEI), of which the Elcano Royal Institute currently holds the Executive Secretariat; the Euro-Mediterranean Study Commission (EuroMeSCo); the European Association of Development Research and Training Institute (EADI); the Armament Industry European Research Group (ARES); the Spanish Network of the Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures; the Ibero-American Research Network for East Asian Studies (REDIAO); Think Global, Act European (TGAE); the Trans European Policy Studies Association (TEPSA); and the European Policy Institute Network (EPIN). In 2020, the Institute also joined the European Think Tanks Group (ETTG), which brings together six leading institutions in the field of international development policy. Finally, the Institute contributed a policy brief titled 'Managing the transition to multi-stakeholder artificial intelligence governance' at the Think-20 network, a grouping of think tanks in G20 countries, whose presidency was held by Saudi Arabia in 2020.



Josep Borrell, High Representative of the European Union for Foreign Affairs and Security Policy, talking with Charles Powell, Director of the Elcano Royal Institute at the Brussels Forum 2020, organised by the German Marshall Fund.

International projects

The Elcano Royal Institute has been involved in a number of international projects run by the European Commission and NATO, some of which ended in 2020.

The year saw the conclusion of MINDb4ACT, a project conducted under the auspices of the European Commission's Horizon 2020 research programme which saw the Elcano Royal Institute coordinate a consortium of 18 think tanks and institutions from ten European countries over a period of three years to develop new policies to prevent violent radicalisation.

The Institute also participated in a further two Horizon 2020 projects on violent radicalisation: the Judicial Strategies Against all Forms of Violent Extremism in Prison (J-SAFE) project, which seeks to build the capacity of judges and prosecutors as part of the prevention of violent radicalisation in prisons and is led by Agenfor International; and the Building Resilience to Reduce Polarisation and Growing Extremism (BRIDGE) project to build resilience to the polarisation of society in local areas, led by the non-governmental organisation the European Forum for Urban Security (EFUS).

On the issue of energy and climate, the Elcano Royal Institute participated in the Market Uptake of Solar Thermal Electricity (MUSTEC) project. This Horizon 2020 project is coordinated by the Spanish Energy, Environment and Technology Research Centre and aims to explore and propose solutions to overcome obstacles to the current and future deployment of solar thermal energy, which is a major source of renewable electricity for countries

in central and northern Europe. The Institute is also involved in the European Union, Mediterranean and African Integration in the Global Age (AMENET) project, funded by the European Commission under the Erasmus+ programme. The project brings together a network of researchers in both Europe and Africa. It analyses the integration of Africa, the Mediterranean and Europe and studies the intensification of economic, trade and political relations between the two continents.

The Institute also continued its work on the NATO project Responding to Emerging Security Challenges in NATO's Southern Neighbourhood, in partnership with the Moroccan Centre for Strategic Studies, the Jordan Centre for Strategic Studies and the Institute for Statecraft in the UK.

Our growing impact beyond Spain

The promotion of digital content has been accompanied by a significant increase in internationalisation. In 2020, 71% of visits to the Elcano website and 65% of visits to the Elcano blog come from outside Spain. There has been significant growth in traffic from Latin America and the Caribbean, which increased by 235% to almost 1.2 million visits, making up 57% of all traffic. The remainder comes from the rest of Europe (10%), North America (4%), Asia (3%), Africa (1%) and Oceania (0.2%).

The Institute's international projection is also reflected in its increased presence in international media: one-third of the 4,010 mentions came from outlets in 89 countries, including *The Washington Post*, *Foreign Policy*, *Der Spiegel*, *CNN*, *The Guardian*, *The Financial Times*, the BBC and *El Mercurio* and *Clarín*.



REPUTATION

The Elcano Royal Institute was ranked second in Western Europe and 11th in the world in the category of Foreign Policy and International Affairs in the 2020 Global Go To Think Tanks Index (GGTTI), produced annually by the University of Pennsylvania (an increase of seven and four places, respectively).

The Institute also maintained its position as the leading Spanish think tank.

This means that in Western Europe, the Institute is now ranked ahead of some of the most prestigious think tanks on the continent, including Chatham House in the UK, the French Institute of International Relations, the Clingendael Institute in the Netherlands, the Italian Institute of International Affairs, the Jacques Delors Institute in France, the German Institute for International and Security Affairs, the European Council on Foreign Relations and the Stockholm International Peace Research Institute.

The Elcano Royal Institute was ranked 29th in the world (including the United States), advancing 18 places with respect to 2019 and placing it in front of think tanks like the Atlantic Council and the Chinese Academy of Social Sciences.

The Elcano Royal Institute is now ranked second in Western Europe and 11th in the world in the category of Foreign Policy and International Affairs

PARLIAMENTARY APPEARANCES

Our analysts are regularly invited by the Spanish Congress of Deputies to share expert perspectives and reflections. In 2020, our analysts were also invited to appear before the parliaments of the autonomous communities of Madrid and Aragon, thereby increasing the Institute's presence in Spain.

Ignacio Molina, senior analyst for Europe was invited by the Spanish Socialist Workers' Party and Ciudadanos parliamentary groups to appear before the working group on the European Union of the Congress of Deputies Commission for the Social and Economic Reconstruction. Molina used his contribution to recommend that Spain support effective European mechanisms to handle future health crises and to stress the importance of Spain and the rest of the EU working to bring together

the World Health Organization, the World Trade Organization and the World Tourism Organization to reactivate international trade and tourism.

On 2 July, Ignacio Molina was also invited to appear before the European Affairs Committee of the Aragonese parliament for a session on the new political and budget priorities for the European Union and the impact on Aragon to help it develop criteria on the issue.

On 17 September, Federico Steinberg, senior analyst in political economy was invited by the Ciudadanos group to appear before the parliament of the autonomous community of Madrid to share his expertise on European measures that could be used for the recovery and to promote activity in the region.



Ignacio Molina, Senior Analyst for Europe addressing the EU working group of the Commission for Social and Economic Reconstruction of the Congress of Deputies on 1 June 2020.

COMMITMENT TO GENDER EQUALITY

The Elcano Royal Institute is deeply committed to gender equality as a fundamental and cross-cutting principle of its Articles of Association and the issue is present in a number of research areas. Since 2019, the Institute has also had a research group on gender equality and foreign policy.

The Institute's analysis of the pandemic and its consequences in 2020 have paid specific attention to gender and the global impact on the international agenda when it comes to gender equality. It also updated the Elcano Special Dossier on Women, Peace and Security, adding new material to mark the 20th anniversary of United Nations Security Council Resolution 1325. Outstanding challenges in this area were also addressed at a round table for the 20th anniversary of the resolution, which discussed the outstanding challenges for the women, peace and security agenda and was held in partnership with the UNESCO Chair of Conflict Resolution at the University of Cordoba and the Council of Cordoba.

The Institute partnered with the Swedish Embassy to organise a virtual round table on gender equality after COVID-19 and the role of the United Nations, which saw the participation of the Swedish

ambassador in Madrid, Teppo Tauriainen, the Secretary of State for International Cooperation, Ángeles Moreno, the Deputy Executive Director of UN Women, Asa Regner, and the Director-General for UN policy, Conflict and Humanitarian Affairs at the Swedish Ministry of Foreign Affairs, Carl Skau. The Institute also participated in an online dialogue titled 'Lessons learned on gender policy post COVID-19', organised by the Delegation of the European Union to Mexico, in partnership with the Centre for European Policy Studies, México Evalúa and COMEXI.

The Elcano Royal Institute continued to support the European Parliament's #DóndeEstánEllas project, which was launched in 2018 to increase the presence of women speakers in public debate. In 2020, despite the pandemic and a fall in the presence of women in debates in global terms, the Institute increased the participation of women speakers in public events by two points to 35%.

Explore the Elcano Special Dossier **Women, peace and security: 20 years since 1325**: especiales.realinstitutoelcano.org/mujeres-paz-seguridad



Watch the round table on **gender equality after COVID-19 and the role of the United Nations**

FORUM FOR DIALOGUE

The decision to quickly move events and private virtual meetings online allowed the Elcano Royal Institute to host distinguished political representatives from both Spain and abroad whose geographic distance would otherwise have prevented them from taking part in the Institute's activities.

Participants in our events included Sidi M. Omar, representative of the Polisario Front to the United Nations; Sanjay Verma, ambassador of India to Spain; Simon Fraser, deputy chairman of Chatham House; José Manuel Albares, the new Spanish ambassador to France; former Spanish President José Luis Rodríguez Zapatero; Teresa Ribera, Fourth Vice-President of the Spanish Government and Minister for the Ecological Transition and the Demographic Challenge; Enrique Mora, the new political director of the European External Action Service; Ione Belarra, Secretary of State for the 2030 Agenda; Augusto Santos Silva, Portuguese Minister of Foreign Affairs; and Svetlana Tijanovskaya, leader of the Belarus pro-democracy movement.

Participants in the Elcano Royal Institute's working groups included Juan José Escobar, Spanish ambassador to Iraq; Ignacio Sánchez Amor, the European Parliament's new rapporteur on Turkey; Esther Solano, lecturer at the Federal University of São Paulo; Manuel Cebrián, of the Max Planck

Institute for Human Development; Marta Lagos, director of Latinobarómetro; Juan González-Barba, Secretary of State for the European Union; Ángeles Moreno, Secretary of State for International Cooperation; John Seaman, analyst at the French Institute of International Relations; Pablo de Ramón-Laca, Director-General of the Treasury; Sebastián Nieto Parra, director of the Latin America and Caribbean Unit at the OECD Development Centre; Nasser Kamel, Secretary-General of the Union for the Mediterranean; Jaime Atienza Azcona, head of debt policy at Oxfam International; Miguel Tiana Álvarez, Deputy Director-General of the Management of External Debt and International Financing at the Ministry of Economic Affairs and Digital Transformation; Rosa María Lastra, head of the Institute of Banking and Finance Law at the Centre for Commercial Law Studies at Queen Mary University of London; Carme Artigas, Secretary of State for Digitalisation and Artificial Intelligence; Santiago Carbó, lecturer in economics and finance at the University College of Financial Studies (CUNEF); Alejandra Kindelán, director of the Banco Santander Research Service; David Vegara, lecturer in Economics at ESADE; José Luis Blanco of Acciona and Helena Viñés Fiestas, of BNP Paribas AM, both members of the European Commission's Technical Expert Group on Sustainable Finance; Christoph Wolfrum, Minister of the German Embassy in Spain; Eric Lonergan and Mark Blyth, authors of the



Augusto Santos Silva, Minister of Foreign Affairs of Portugal.



Teresa Ribera, Fourth Vice-President of the Government and Minister for the Ecological Transition and the Demographic Challenge

book *Angrynomics*; Cynthia Arnson, director of the Latin America Programme at the Woodrow Wilson Center; Salvador Romero Ballivián, president of the Supreme Electoral Tribunal of Bolivia; Michaël Tanchum, lecturer in international relations at the University of Navarra and Senior Associate Fellow at the Austrian Institute for European and Security Policy; Clara Cabrera, Ambassador for Gender Equality in Foreign Policy; Graham Weale and Mikel González, of the Basque Centre for Climate Change (BC3); Luis Vicente León, chairman of Datanálisis; Eva Martínez, Director-General of the Maghreb, the Mediterranean and the Near East of the Ministry of Foreign Affairs, European Union and Cooperation; Manuel Muñiz, Secretary of State for Global Spain of the Ministry of Foreign Affairs, European Union and Cooperation; Carlos Gascó Travesedo, Executive Director of Energy Policy of the Ministry of Energy of the United Arab Emirates; Ernest Urtasun, Member of the European Parliament, representing the Greens Group; Luis Martí, Director of Regulation at Acciona; Christian García Almenar, a Spanish entrepreneur in Silicon Valley; and Andrés Pedreño, professor of applied economics at the University of Alicante.

The Institute hosted key national and international political figures



Svetlana Tijanovskaya, leader of the Belarus pro-democracy movement, with Charles Powell, Director of the Elcano Royal Institute.



Elcano debate on Brexit and the potential consequences for Spain and Europe, with Charles Powell, Director of the Elcano Royal Institute; Hugh Elliott, British ambassador to Spain; Anna Bosch, journalist for TVE; Belén Romana, Chair of the Digital Future Society; and Federico Steinberg, Senior Analyst at the Elcano Royal Institute.

Elcano Debates

Six public events, four of which were online, were held in 2020 as part of the cycle of Elcano Debates, launched in 2016 in partnership with the Botín Foundation. The debates covered the topics of Spain's position in the world in 2020; Brexit and its consequences for Spain and Europe; the impact of COVID-19 on the balance of health, politics and the welfare state in Latin America; how Spain can take advantage of the European recovery fund; who votes and why in the US elections; and how the Biden presidency will change US foreign policy. Participants included Hugh Elliott, British ambassador to Spain; Anna Bosch, reporter for TVE; Belén Romana, Chair of the Digital Future Society; Cristina Gallach, Secretary of State for Foreign Affairs and for Ibero-America and the Caribbean; Susana Malcorra, Dean of the School of Global and Public Affairs at IE University and former Minister of Foreign Affairs and Worship of Argentina; Jorge Sicilia, Chief Economist at the BBVA Group; Isabel Riaño, Deputy Director of the Cabinet of the Minister of Economic Affairs and the Digital Transformation; Paz Guzmán, of the Representation of the European Commission in Spain; Joshua M. Blank, of the University of Texas; Linda Chávez, of the Niskanen Center; Daniel Blanch, of Saint Louis University; Sebastián Royo, of Suffolk University; Daniel S. Hamilton, of the Johns Hopkins University School of Advanced International Studies; Heather Conley, of the Center for Strategic and International Studies; and Jeffrey H. Michaels, of the Barcelona Institute of International Studies.

Similarly, in partnership with the Office of the European Parliament in Spain, the Institute organised a series of four debates: digitalisation and data privacy in the EU in the post-COVID world; the Green Deal and the ecological transition; the EU's role in the world; and the future of the EU. Participants included Ibán García, Domènec Ruiz Devesa, Ignacio Sánchez Amor and Javier López, of the Progressive Alliance of Socialists and Democrats group; Susana Solís, Javier Nart and Soraya Rodríguez, of the Renew Europe group; and Javier Zarzalejos, of the European People's Party group.



Watch the debate on the future of the EU in the post-COVID world, focused on digitalisation and data privacy

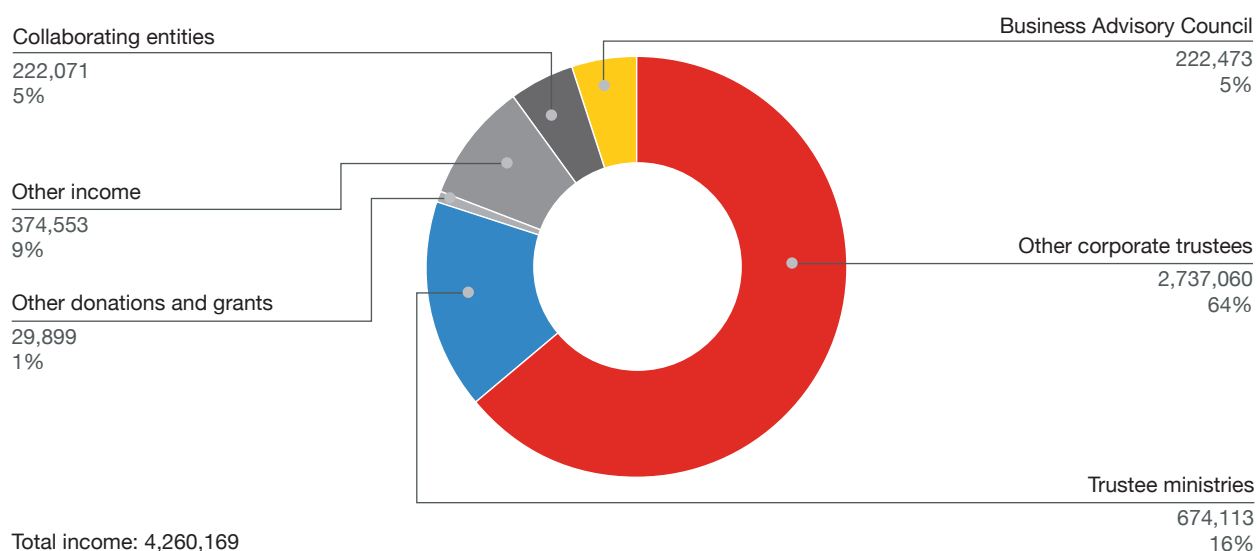
COMMITTED TO TRANSPARENCY

Transparency, good governance and access to information on the administration of the Institute are core principles of its management. The transparency section of our website provides information on the annual accounts, the latest budgets, public and private sources of financing, the Articles of Association and the Code of Good Governance.

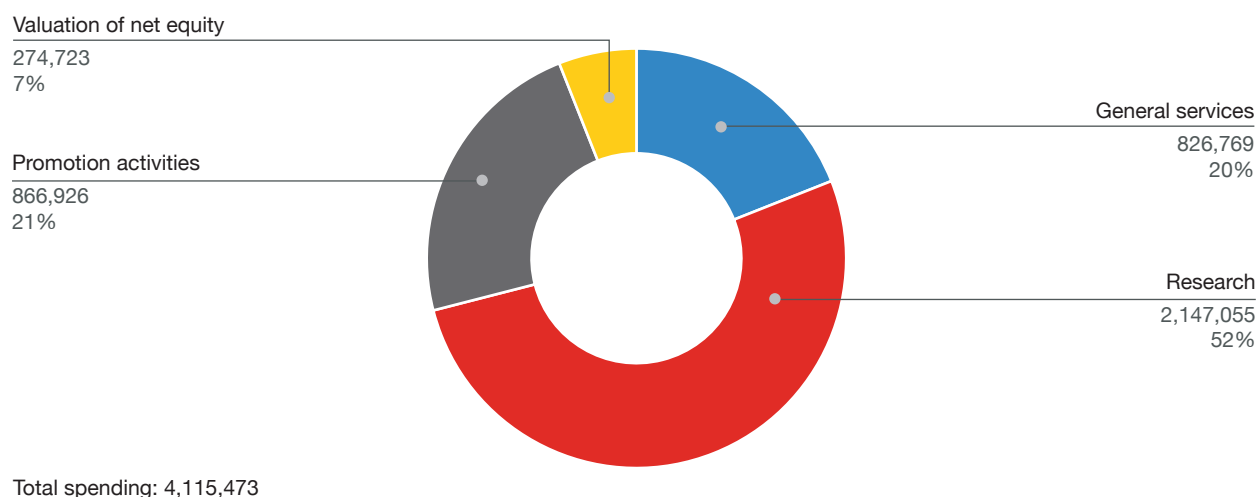
In 2019, the Institute also launched a confidential and transparent channel to allow staff and partners to submit complaints and concerns to the corresponding parties. It also obtained accreditation for transparency and good practices from Lealtad Instituciones.

Visit the **Transparency** section of our website: www.realinstitutoelcano.org/wps/portal/rielcano_es/sobre-elcano/transparencia

Income by funding source (€)



Spending (€)





RESEARCH

KEY ASPECTS OF SPANISH FOREIGN POLICY

In 2020, the Elcano Royal Institute contributed to reflections on Spain's strategy on external action, providing analysis of the key foreign policy issues for the country in the context of the pandemic, emphasising bilateral relations with key partners, both due to the strategic nature of these relationships and the potential they offer going forward. Other major areas of research include Spain's responses to irregular migration, the Spanish perspective on the governance of development aid, the challenges facing Spain from global jihadism, Spanish investment in Sub-Saharan Africa and Spanish culture in Asia (specifically Japan).

Spain in the World 2020: Perspectives and challenges in the context of COVID-19

The year was dominated by the emergence of COVID-19, the start of a new parliament after a rerun of the 2019 elections and the foreign policy of the new coalition government. The economic and

security context has been largely determined by the global health crisis and its effects on the growing geopolitical rivalry between China and the United States.

The policy paper 'España en el mundo en 2020: perspectivas y desafíos en el marco del coronavirus' (Spain in the world 2020: outlooks and challenges in the context of the coronavirus) analyses the potential role for Spain in the new European political cycle. The cycle, which ends in 2024, will also be determined by the impact of the health crisis on all aspects of integration and Spanish foreign policy in other geographic regions (Latin America, the United States, the Mediterranean, Africa and Asia-Pacific), largely characterised by domestic instability. It also analyses Spain's role in international affairs, which has been affected by the pandemic, in terms of both the governance and the content of the 2030 Agenda (cooperation policy, climate action, human rights and gender equality).

His Majesty King Felipe VI and Her Majesty Queen Letizia attending a meeting at the Elcano Royal Institute on 25 May with members of the Scientific Council to analyse the international situation in light of the pandemic



Bilateral relations with China and the US

COVID-19 does not appear to have resulted in a qualitative change in relations between Spain and China. However, this is not to say that the crisis has not affected bilateral relations between the two countries. On the contrary, the pandemic is driving two opposing trends: while China has emerged as an indispensable partner for Spain, issues related to governance and the limits of cooperation have become hard to ignore. All this has fuelled the perception of a Chinese threat in Spain at the same time as China's emergence as Spain's second preferred ally outside the EU, a topic discussed in the analysis 'Spain-China relations and COVID-19: the bright and dark sides of a necessary partnership for Spain'.

The year also presented an opportunity for in-depth debate and reflection on the relationship between Spain and the United States at a time of change on both sides of the Atlantic, as well as in the broader international context. Spanish-US ties are fluctuating, close and asymmetric. Moreover, this relationship cannot be ignored or taken for granted in the current climate of uncertainty. Much has changed in Spain and the United States, as well as in the international order, which is undergoing a transition to a new model whose characteristics are not yet known. However, the same issues arise: what is the true nature of the relationship between the United States and Spain? How is it characterised? What should be the foundations of the relationship going forward? These issues are addressed in the Elcano Report 'Relaciones bilaterales España-EE UU' (Bilateral Spain-US relations).

Immigration in the times of COVID-19

The reaction to the spread of the pandemic in 2020 led all but a few States to close their external borders, a measure that has severely curtailed international migration. Similarly, the economic crisis caused by the lockdown measures has plunged tens of thousands of immigrants throughout the world into unemployment and precarious situations, as noted in the analysis 'La inmigración en los tiempos del virus' (Immigration in the times of the virus). In the short term, the pandemic has resulted in a protectionist impulse, which has highlighted the dependence on the migrant workforce in the key sector of agriculture. However, the long-term impact remains uncertain and will depend on the duration and intensity of the economic crisis caused by the pandemic.



Read the Elcano Report on
Spain-US relations **Relaciones
España – Estados Unidos:**

Prior to COVID-19, Spain had set an example when it came to controlling borders and the integration of immigrants, despite having one of the highest levels of immigration in the EU in recent decades. In the future, however, the country will need to address challenges such as a rebound in immigration numbers, the integration of second and third generation immigrants, the significant rise in asylum seekers, attempts to establish a common European policy and the issue of unaccompanied minors. All this will require major changes to immigration policy, as discussed in the analysis 'Inmigración, ¿problema u oportunidad?: claves para una nueva política migratoria' (Is immigration a problem or an opportunity: key aspects for a new migration policy).

A Spanish perspective on development aid, influence and governance

In 2020, the Elcano Royal Institute concluded a three-year project with the Bill & Melinda Gates Foundation based on the dual objectives of exploring the aid–influence nexus and helping build a new narrative on aid in Spain, focused on the contribution of aid to the broader role played by the country in globalisation.

Spanish development cooperation is still not a state policy. This would require reforms to improve its effectiveness, building a new narrative that brings together a wide range of political and ideological perspectives for addressing the issue. The analysis ‘Una nueva narrativa para la ayuda española’ (A new analysis for Spanish aid) notes that Spain is frequently perceived as an outlier donor, following a larger—and so far unreversed—cut to its development aid budget than the EU or OECD average during the Great Recession. However, the analysis of the discourse since the start of the millennium shows that it has embraced the international consensus on aid (both in terms of its motivations and its development objectives). Moreover, it has even done so to a greater extent than other larger donors like the UK and Sweden.

The Spanish perspectives on the challenges facing the EU as a force for global development were discussed at the round table ‘EU and Spanish cooperation, looking back and forward’.

Spanish culture in Asia: transformations, opportunities and challenges

In 2020, the Elcano Royal Institute began a multi-year project to analyse the presence of Spanish culture in Asia, as well as opportunities to grow Spanish cultural and creative industries in China, the Republic of Korea and Japan.

This work has resulted in the working paper ‘Lengua y cultura en español en el Japón de la era Reiwa’ (published in 2021), which reviews bilateral cultural relations between Spain and Japan, as well as trends in Japanese cultural policy and its links to the country’s international projection of soft power. It also examines the transformation of the education system in Japan and the range of foreign languages offered at all levels of teaching.



Read the policy paper on Spanish business interests in Sub-Saharan Africa: **La empresa española en África Subsahariana: estrategias, experiencias y riesgos**

Spanish investment in Sub-Saharan Africa

At first glance, the African continent may seem of limited relevance to Spanish economic international relations. However, African countries are becoming increasingly important in sectoral terms, particularly when it comes to exports and investment.

Spanish exports to Africa have grown over the last ten years, with a number of African countries more than doubling imports from Spain during this period. When it comes to investment, despite its limited relative size, Spain is ranked tenth for investments for projects in Africa.

The policy paper ‘La empresa española en África Subsahariana: estrategias, experiencias y riesgos’ (Spanish business in Sub-Saharan Africa: Strategies, experiences and risks) provides an in-depth analysis of the strategies, risks (real and perceived) and future outlooks for Spanish companies currently doing business in African markets and helps to understand the potential importance of the continent.

THE EU'S NEW POLITICAL AND ECONOMIC CYCLE (2019–24)

In 2020, the Elcano Royal Institute has paid particular attention to the European Commission recovery plan, which aims to deal with the economic crisis in the wake of the emergency caused by the pandemic. It has also closely monitored the institutional, political, economic and social priorities set by the European Commission from a Spanish perspective, seeking to shape the agenda based on the interests of Spain and the EU as a whole.

The European Recovery Plan

In addition to setting out a series of financial instruments, the Next Generation EU recovery plan for Europe ratifies a strategy for recovery and growth that is consistent with the EU's long-term objectives. The analysis 'España ante el acuerdo del Consejo Europeo de julio de 2020' (Spain and the European Council agreement of July 2020) argues that Spain must seize the opportunity provided by the new instruments to drive the transformation of its own economy, cultivating a virtuous circle through an intelligent framework for planning and managing investment, as well as implementing a reform programme to tackle the challenges facing the country and to modernise its economy.

However, the complexity of the figures and range of instruments available mean the problem is far from simple. The paper 'Las cifras del Plan de Recuperación para Europa' (The figures of the European Recovery Plan) addresses this issue by systematising and summarising the recovery plan to better understand its importance and innovation in the context of European integration.

The international profile of the EU

The new 'geopolitical' European Commission is tasked with rethinking the international positioning of the EU and its role on the international stage. This reflection must be grounded in the EU's current global strategy, which was published in 2016 and insists on the need to expand the bloc's military capacity and focus on its near and extended neighbourhood.

The policy paper '¿Actor regional o global? El perfil internacional de la UE' (Regional or global actor? The International profile of the EU) uses the Elcano Global Presence Index to analyse the alignment of the strategy with the volume, nature and geographic distribution of the EU's projection on the international stage. Its findings broadly agree with the global strategy's concern that there is gap between the EU's presence and its international influence.



Watch the Elcano debate on Spain and the EU recovery fund: **¿Cómo puede España aprovechar el Fondo de Recuperación europeo?**

The European Commission has made the continent's adaptation to the digital era a top priority, placing an emphasis on technological sovereignty, cybersecurity and artificial intelligence

The European digital agenda

The European Commission has made the continent's adaptation to the digital era a top priority, placing an emphasis on technological sovereignty, cybersecurity and artificial intelligence. The pandemic has shown the need to make progress on digitalisation and artificial intelligence, with the former playing a fundamental role in ensuring the continuity of the economy during the crisis. However, faced with rising unemployment, deglobalisation and a growing desire to repatriate activities (a trend that hurts the weakest), the paper 'Por una pausa temporal vinculada al COVID-19 en la automatización' (For a temporary pause in automation due to COVID-19) advocates slowing down the roll-out of new technology that automates tasks carried out by humans, while allowing technology that delivers improvements. However, this can only be achieved through national and international agreements and requires the involvement of bodies such as the International Labour Organization. Such a pause could be used to promote technology training programmes funded using the required fiscal stimulus packages.

The report 'El futuro digital de Europa' (Europe's digital future) contributes to efforts to design a new paradigm for the digital sector by studying the progress of digitalisation on the continent, how the challenge of digitalisation is being addressed by political institutions, the measures being adopted by the European Commission to position Europe at the cutting edge of digitalisation the issues facing the industrial sector and labour market, and developments in standards and regulations.

Climate change and its governance in the EU

The EU has shown its desire to lead on climate action through its Green Deal, the adoption of a European Climate Law, the threat of implementing a carbon border tax and by levelling up its ambitions for 2030. The analysis 'Cambio climático 2020: ciencia, tras el maratón COP 25, el Pacto Verde Europeo y legislación climática en España' (Climate change 2020: Science, after the COP 25 marathon, the European Green Deal and climate legislation in Spain) warns that this leadership will be less concentrated than during the Obama–Xi era and will require more partnerships in a context where the largest emitters (China, the United States, India, Russia and Brazil) have yet to clearly state their intentions to scale up their commitments or have even worked to frustrate climate negotiations and ambitions.

Spain's decarbonisation objectives are among the most ambitious in the EU in terms of the effort the country needs to make by 2030. Its approach is set out in the Spanish National Integrated Energy and Climate Plan 2021–30, the key document that provides guidelines for investing in the transformation of Spain's economic model for 2030. It is based on the objective of making progress on decarbonisation, emphasising the energy sector, which accounts for three quarters of emissions. The comment 'Desde España para Europa: propuestas para una recuperación verde a la crisis del COVID-19' (From Spain to Europe: Proposals for a green recovery from the COVID-19 crisis) analyses the key measures in the plan, which envisages over €241 billion of investment between 2021 and 2030, 80% from the private sector.

The EU and the global jihadist threat

Following the jihadist attacks on 7 July 2005 in London, the EU established a European model for responding to extremist violence and approved a new strategy establishing the prevention of radicalisation and recruitment as one of its four priorities for tackling terrorism. The model marked a shift away from the traditional reactive, security-based approach to incorporate prevention and anticipation.

The paradigm shift has also entailed a progressive and general expansion of the mapping of actors involved in countering the jihadist threat, creating an opportunity for non-governmental agents in an area of activity previously reserved for the security forces, legal operators and political decision makers.

As part of the shift, 2020 saw the Institute complete the Horizon 2020 project 'Mapping, identifying and developing skills and opportunities for innovative, ethical and effective action against violent

extremism' (MINDb4ACT), which began in 2018. Led by the Institute, the objective of the project was to improve policies to fight violent extremism in Europe. The working paper 'Evaluación de proyectos a pequeña escala en materia de prevención de la radicalización violenta: una visión aplicada' ('Evaluation of small-scale projects for the prevention of violent radicalisation: An applied vision) summarises a number of lessons learned in developing frameworks for evaluating projects to prevent violent radicalisation on a small scale.

The Institute also organised the eighth Global Terrorism Forum, which addressed the implications for Spain of jihadism and terrorism in the Sahel. Speakers included Conrad Tribble, Deputy Chief of Mission at the US Embassy Madrid; Katherine Zimmerman, of the American Enterprise Institute of Washington; Matthew Nevins, of the Bureau of Intelligence and Research of the US Department of State; and representatives of the Spanish National Police Corps, the Civil Guard and the Ministry of Foreign Affairs, European Union and Cooperation.



Launch of the eighth Elcano Global Terrorism Forum, with Rafael Pérez Ruiz, Secretary of State of the Ministry of the Interior; Emilio Lamo de Espinosa, Chair of the Elcano Royal Institute; and Conrad Tribble, Deputy Chief of Mission at the US Embassy Madrid

A SPANISH AND EUROPEAN PERSPECTIVE ON THE GLOBAL AGENDA

The main challenges facing Spain are increasingly global and require the country to play a more active role in their management and solution. In 2020, the Elcano Royal Institute continued to engage with the global agenda, contributing reflections and suggestions on how the Spanish public administration, business sector and civil society (understood broadly) can navigate an international context increasingly marked by rivalry between major powers, the rise of protectionism and technology transformations that will have an enormous impact on international relations and foreign policy, ushering in new rules and mechanisms for global regulation.

Technology transformations

Technological supremacy is a key aspect of the rivalry between the US and China, adding further pressure to already tense transatlantic relations. This issue is discussed in the working paper 'La carrera entre EE UU y China y el futuro de las relaciones transatlánticas' (The race between the US and China and the future of Transatlantic Relations), which analyses the relationship between the narrative and the reality based on the link between new technology, the defence of shared values, regulation and the various geopolitical dimensions. Values are becoming an increasingly important part of the transatlantic debate on technology, especially with the rise of surveillance systems based on artificial intelligence and other exportable aspects of techno-authoritarianism, but equally in terms of ideology and geopolitics. The United States and Europe must give careful consideration to the issue of human rights in the digital era and define clear values for new technology.

The ethical principles for controlling artificial intelligence have been addressed in numerous proposals from a range of countries, international organisations and large businesses. All this is being driven by a geopolitical race based on the premise that these principles must be incorporated into programming, and that systems must always remain under human control. The working paper 'Geopolítica de la ética en la Inteligencia Artificial' (Geopolitics and the ethics of artificial intelligence) analyses the main proposals in this area, highlighting the underlying conflicts in terms of culture, values and control.

Technological supremacy is a key aspect of the rivalry between the US and China, adding further pressure to already tense transatlantic relations

COVID-19 has also tested the resilience of critical infrastructure and the networks and communications systems of cyberspace. The effects of the pandemic have been markedly different from the incidents and attacks traditionally faced by cybersecurity experts, providing a useful case for analysis. The Elcano Royal Institute Cyberpolitics Working Group, with contributions from both the public and private sector, has published a working paper based on a collective reflection on the lessons learned from COVID-19 in this area ('Ciberlecciones aprendidas del COVID-19').

Towards a new 'international disorder'

The pandemic has triggered a synchronised global recession of unprecedented depth. All this has taken place against the backdrop of significantly weakened institutions for multilateral cooperation,



Presentation of the European Think Tank Network on China's annual report 'Europe in the Face of US-China Rivalry', with Ana Palacio, former Minister of Foreign Affairs and member of the Elcano Royal Institute Scientific Council; Pilar Méndez, Deputy Director-General of South-East Asia of the Ministry of Foreign Affairs, European Union and Cooperation; Francisco Martínez Boluda, partner at Uría Menéndez; and Mario Esteban and Miguel Otero, senior analysts at the Elcano Royal Institute and editors of the report

with the strong potential for the recession to be followed by a political and social crisis that will play into the hands of nationalists. It comes as no surprise then to hear talk of the end of globalisation as we know it. The analysis 'El futuro de la globalización' (The future of globalisation) warns of the risks inherent to this phenomenon, noting that neither pandemics nor climate change can be addressed without closer international cooperation.

Similarly, the unilateralism that characterised the Trump administration and an increasingly assertive China have caused the EU to reassess its strategic outlook. Member states agree on the need to strengthen economic ties with China, while at the same time regarding Washington as their biggest ally outside the EU and depending on the military protection of the US. The report 'Europe in the Face of US-China Rivalry', published with the European Think Tank Network on China analyses the complex position of the EU, caught between the United States—a key socioeconomic and strategic partner—and China, the bloc's second largest market and poised to become the world's next economic superpower.

In this context, in 2020 the Elcano Royal Institute paid close attention to the US presidential elections

and Joe Biden's victory, which offers the hope of redressing his predecessor's isolationist approach to foreign policy. The results of this research and these debates have been compiled in a Special Dossier on the United States.

The Institute has also continued to analyse the position of a revisionist Russia, the role of Europe in stabilising the Korea Peninsula (in partnership with the Korea Foundation) and the collaboration required between the EU and Japan as a key aspect of preserving the international rules-based liberal order as the foundation of global development and well-being.

Latin America

Latin America ended 2020 in the grip of a deep economic and social crisis and with an intense political and electoral calendar that included no fewer than six elections. However, this is merely the warm-up act for a 2021 that is set to be full of elections and uncertainty. The Elcano Royal

Explore the Elcano special dossier on the **United States**:
<https://especiales.realinstitutoelcano.org/eeuu/2020/>

Institute has followed these electoral processes in depth, alongside the impact of COVID-19 in the region, noting that the pandemic has increased the concentration of presidential power in Latin American countries that lack strong institutions to support leaders and hold them to account. These issues are discussed in analyses on Brazil, Bolsonaro and COVID-19 ('Brasil, Jair Bolsonaro y el COVID-19'); the rise in the concentration of presidential power in the absence of a safety net ('La crisis del coronavirus en América Latina: un incremento del presidencialismo sin red de seguridad'); political challenges for health systems and political uncertainty ('El COVID-19 en América Latina: desafíos políticos, retos para los sistemas sanitarios e incertidumbre política'); and elections in the region and the new normality ('Elecciones, crisis y pandemia en América Latina en la 'nueva normalidad'').

The Institute has also analysed the ratification process for the EU–Mercosur Trade Agreement and its potential repercussions for Spain. The issue was addressed in an analysis that examined the position of Mercosur in the necessary restructuring of the multilateral global trade system, alongside the conditions for intensifying regional economic cooperation in the various spaces for Latin American countries ('La agenda del MERCOSUR

y sus principales frentes de negociaciones comerciales'). The analysis '¿Distracción o norte? La convergencia Alianza del Pacífico-MERCOSUR' (Distraction or North? The Pacific Alliance–Mercosur convergence) stresses that the sense of urgency for integration in general and for convergence between the Pacific Alliance and Mercosur in particular will be misplaced unless it leads to deep integration and avoids creating new powerless mechanisms. Similarly, the working paper 'La convergencia entre Alianza del Pacífico y MERCOSUR: potencial y conflictos' (The convergence of the Pacific Alliance and Mercosur: Potential and conflicts) insists on the need to make progress on regional integration and cooperation, despite a discouraging political scenario.

Supported by Friedrich Naumann Stiftung, in collaboration with the University of the Americas Puebla (Mexico), the National University of La Plata (Argentina), the Central University (Ecuador) and the Peruvian Army Centre for Strategic Studies, in 2020 the Institute also continued its work on the effective response of the State to the threat posed by organised crime in Latin America. The book *La Seguridad en el marco del Estado de Derecho* (*Security in the Context of the Rule of Law*) explores the symbiotic relationship between rule of law and the capacity to address new security threats.



Watch the Elcano debate on COVID-19 and Latin America: **El impacto del COVID-19 en América Latina: un balance sanitario, político y económico provisional**



The Maghreb and the Middle East

The COVID-19 pandemic has swept through the countries of the Arab world at a time when the region was already facing significant pressure. The responses of the Arab states to the threat posed by the coronavirus have aggravated a number of existing problems, transforming socioeconomic challenges into political crises and fuelling demands for change in countries in the Middle East and the Maghreb. The economic and social cost of the dramatic restrictions imposed by Arab governments may prove too much to bear, as warned in the analysis 'El coronavirus en los países árabes: ¿tormenta pasajera, oportunidad de cambio o hecatombe regional?' (The coronavirus in Arab countries: Passing storm, opportunity for change or regional calamity).

In this context, the working paper 'Treinta años de políticas mediterráneas de la UE (1989-2019): un balance' (Thirty years of the EU's Mediterranean policies (1989–2019): A review) provides a critical analysis of the bloc's recent policies in the region, analysing their strengths and weaknesses.

The responses of the Arab states to the threat posed by the coronavirus have aggravated a number of existing problems, transforming socioeconomic challenges into political crises

ELCANO TOOLS FOR ANALYSING THE INTERNATIONAL RELATIONS AND IMAGE OF SPAIN

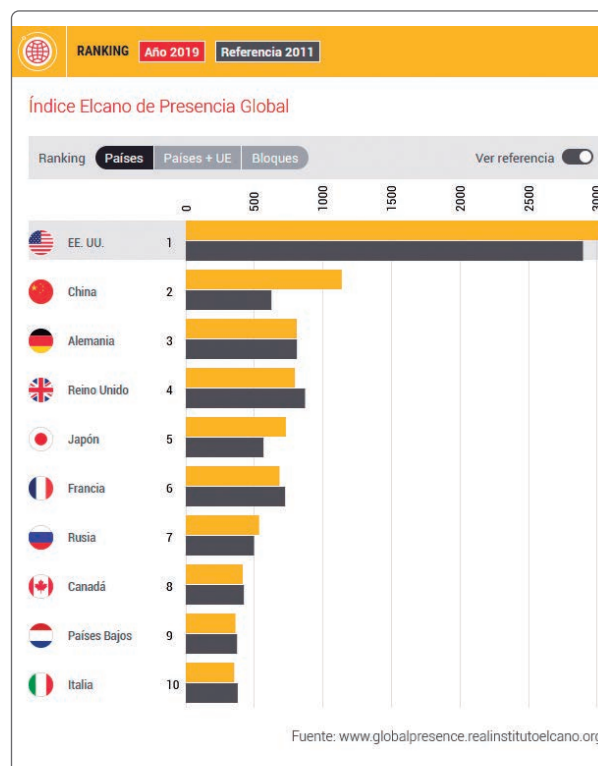
The Elcano Royal Institute has developed four tools with proprietary methodologies for analysing the international relations and image of Spain: the Elcano Global Presence Index, the Spanish Image–Reality Indicator System, the Elcano Royal Institute Barometer and the Spanish Image Barometer. In 2020, we published updates to the first three of these tools and a new edition of the report on Spain's reputation in the world.

Elcano Global Presence Index

In 2020, the Institute launched a new edition of the Elcano Global Presence Index, with a further ten countries: Afghanistan, Albania, Bahrain, Bosnia and Herzegovina, Cambodia, Georgia, Laos, Madagascar, Nepal and North Macedonia. The new additions take the number of countries included in the calculations of the index to 130. The tool now covers all regions of the globe, representing 99% of the global economy and 94% of the world's population.

Its different variables and dimensions allow the index to reflect the volume of exchange throughout the world and thus to be used as a proxy for globalisation. The new edition shows that the world was already deglobalising before COVID-19 struck, with the added global presence across the 130 countries falling markedly between 2018 and 2019 before the declaration of a global pandemic. Globalisation fell by 2.6% in a year, the largest drop since the index began, including during the episode of deglobalisation after the fall of the Soviet Union. Despite small increases in the military (0.8%) and soft power (1.1%) dimensions, the fall is largely a result of a contraction in the economic dimension (-5.2%).

In terms of the ranking of global presence, the top ten countries remained the United States, followed by China, Germany, the UK, Japan, France, Russia, Canada, the Netherlands and Italy, with no change from their positions in 2018.



The Elcano Global Presence Index: 2020 ranking

Nonetheless, there have been a number of interesting developments: China has grown (and continues to grow) to become a global player, while other emerging Asian countries have systematically increased their global presence, surpassing their Latin American and European peers to enter the top 20. In parallel, the global presence has fallen for all Western countries. This includes the United States (with a significant fall of 300 points), Germany, the UK, France, Canada, the Netherlands and Italy.



Technology and innovation are the areas where Spain has seen the biggest improvements in its image, while international responsibility is the main area where external perceptions of Spain have outpaced the reality

Spanish Image–Reality Indicator System

This system of indicators seeks to capture the difference between the reality in Spain and the country's perception in international public opinion, helping identify the areas in which its image does not adequately reflect the reality.

The 2020 edition systematically compares different aspects of Spain's image abroad with objective data gathered from international statistics. The result is classified into three groups: areas where the international reality of Spain largely agrees with the assessments outside the country; areas where the reality is significantly worse than the image;

and, finally, the areas where the reality Spain is significantly better than its image.

The improvement in Spain's international image in 2019 across all components when compared to the previous year means there are now only three areas where the country is at least three positions below the ranking produced using objective data. These are attracting international events, investment and tourism.

Technology and innovation are the areas where Spain has seen the biggest improvements in its image, while international responsibility (measured in terms of development aid) is the main area where external perceptions of Spain have outpaced the reality.

The vast majority of the Spanish population believe the Sino-US rivalry could have or has already had negative consequences for Spain, while climate change continues to top the list of Spain's foreign policy priorities

Elcano Royal Institute Barometer

The Elcano Royal Institute Barometer is based on a regular survey of a representative sample of the Spanish population. The 2020 edition was designed before the national and international upheaval caused by COVID-19, meaning the questionnaire did not ask about the impact of the pandemic. Nonetheless, this unprecedented situation has affected the answers to a number of the questions. The main conclusions of the barometer were:

- China's reputation in Spain improved slightly.
- China grew to become the second preferred non-EU international partner among the Spanish public, behind the United States.
- The US and China are equally ranked in terms of potential threats, especially on trade.
- The vast majority of the Spanish population (93%) believe the Sino-US rivalry could have or has already had negative consequences for Spain.
- COVID-19 has resulted in investment in science being ranked alongside investment in alternative energy sources, the priority for EU spending. Defence and European foreign policy come last.
- The barometer also found that 75% of people in Spain had no interest in US politics and 70% were unable to name any of the candidates in the Democrat primaries.
- Climate change continues to top the list of Spain's foreign policy priorities and immigration continues to be neglected as a political objective. Despite concerns about climate change, the Spanish public are unaware of the impact of their choices as consumers on the climate.
- Support has increased for Spain's membership of NATO and the hosting of the US bases in Morón and Rota.

Spain's reputation in the world: Country RepTrak®2020

A study on Spain's international reputation has analysed perceptions of the country based on a representative sample of the general public in 28 countries, including members of the influential former G8 group.

Spain's reputation continued to recover in 2020, following its fall between 2011 and 2013. The Pulse indicator, which measures the degree to which people trust, admire, respect and have a good feeling for a place or their emotional bond to a country, remained stable at 75 points on a scale of 0–100, meaning Spain's reputation has not been affected by the health crisis. Spain was ranked 13th in terms of reputation, based on the evaluations by respondents in the countries of the former G8.

The country's reputation is still strongly grounded in 'softer' variables related to the talent of its population, its way of life, the natural environment and the potential for leisure and entertainment. Despite modest improvements in 'hard' variables like the level of technology and innovation, the recognition of brands and companies, and the education system, they remain the weakest aspects.

Variables from the 'institutional quality' dimension and those related to the economy and business were ranked in the middle. Despite being the main casualties of the financial crisis, they continued to recover in 2020.

Spain's reputation continued to recover in 2020



Watch the presentation of the study on Spain's reputation in the world: 'La reputación de España en el mundo'

The background features a complex, abstract pattern of white geometric shapes. These include various rectangles of different sizes, circles of different diameters, and a central sunburst-like shape composed of many thin, radiating lines. The shapes are arranged in a way that creates a sense of depth and structure, reminiscent of a modern architectural or design layout.

GOVERNANCE

BOARD OF TRUSTEES

The Board of Trustees is the highest governing body of the Elcano Royal Institute and is tasked with ensuring the Institute fulfils its mission and objectives. It exercises its functions through plenary sessions or a delegated Executive Committee. HM King Felipe VI is the Honorary President of the Board.

The Board of Trustees meets in ordinary session twice a year and performs the major functions of representing, governing and administering the Foundation. Its duties include approving the Annual Plan of Action, the budget, the accounts and the Annual Report of activities. Its duties also include nominating the Chair, Deputy Chair, Director and Secretary of the Board of Trustees, and appointing the members of the Executive Committee. It also decides on the admission of new members and appointments to the Scientific Council, following

their proposal by the Executive Committee. It is represented on the Transparency Committee.

The Board of Trustees comprises the chairs of the Elcano Royal Institute trustee companies and organisations, the former prime ministers of Spain (Felipe González, José María Aznar, José Luis Rodríguez Zapatero and Mariano Rajoy), ministers of Foreign Affairs, the European Union and Cooperation, ministers of Defence, ministers of Economics Affairs and the Digital Transformation, ministers of Culture and Sport, and a trustee nominated by the main opposition party.

Representatives from academia, culture and society and former ministers of Foreign Affairs and of Defence also participate in an elective capacity.

More about the **Elcano Royal Institute Board of Trustees**: http://www.realinstitutoelcano.org/wps/portal/rielcano_en/about-elcano/board-of-trustees



Elcano Royal Institute Board of Trustees meeting on 18 June 2020

Elcano Royal Institute Board of Trustees*

Honorary President: HM King Felipe VI

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* Membership of the Board of Trustees as of 31 December 2020.

Executive Committee

<p>EMILIO LAMO DE ESPINOSA</p> <p>Chair Elcano Royal Institute</p>	<p>RAFAEL ESTRELLA</p> <p>Deputy Chair Elcano Royal Institute</p>	<p>CHARLES POWELL</p> <p>Director Elcano Royal Institute</p>
<p>MARÍA DOLORES DE COSPEDAL</p> <p>(Representative of the People's Party)</p>	<p>MINISTRY OF FOREIGN AFFAIRS, THE EUROPEAN UNION AND COOPERATION</p> <p>Manuel Muñiz Villa (Secretary of State for Global Spain)</p>	<p>MINISTRY OF DEFENCE</p> <p>Juan Francisco Martínez Núñez (Secretary-General for Defence Policy)</p>
<p>MINISTRY OF THE ECONOMY AND BUSINESS</p> <p>Carlos San Basilio Pardo (Secretary-General of the Treasury and International Finance)</p>	<p>MINISTRY OF CULTURE AND SPORT</p> <p>Andrea Gavela Llopis (Under Secretary for Culture and Sport)</p>	<p>ACERINOX</p> <p>Luis Gimeno Vallador (Secretary to the Board of Directors)</p>
<p>AIRBUS GROUP</p> <p>Jorge Manuel Domecq Director of Institutional Relations Spain and Director of Strategy at Airbus Defence & Space)</p>	<p>ATLANTIC COPPER</p> <p>Macarena Gutiérrez (Director of Finance)</p>	<p>BANCO SANTANDER</p> <p>Juan Manuel Cendoya (Vice-Chairman of Santander Spain)</p>
<p>BANKINTER</p> <p>María Paramés Director of People and Communications</p>	<p>BBVA</p> <p>María Abascal Rojo (Director of Institutional Relations)</p>	<p>CAIXABANK</p> <p>Enric Fernández Martínez (Corporate Director of Strategic Planning and Studies)</p>
<p>ENAGÁS</p> <p>Jesús Saldaña (Director of Business Development)</p>	<p>FUNDACIÓN JUAN-MIGUEL VILLAR MIR</p> <p>Julio Iglesias de Ussel (Secretary to the Board of Directors)</p>	<p>FUNDACIÓN MUTUA MADRILEÑA</p> <p>Lorenzo Cooklin (CEO)</p>
<p>FUNDACIÓN TECNALIA RESEARCH & INNOVATION</p> <p>Hipólito Suárez (Secretary General Aernnova Aerospace)</p>	<p>IBERDROLA</p> <p>Ángeles Santamaría (CEO)</p>	<p>IBM</p> <p>Nieves Delgado (Vice-President of Sales)</p>
<p>INDITEX</p> <p>Jesús Echevarría (Director of Institutional Relations)</p>	<p>NATURGY</p> <p>Jordi García Tabernero (Director of Communications and Institutional Relations)</p>	<p>CEPSA</p> <p>Íñigo Díaz de Espada (Deputy Chairman of the CEPESA Foundation)</p>
<p>RENFE</p> <p>Pilar Oviedo Cabrillo (Deputy CEO)</p>	<p>REPSOL</p> <p>Ángel Luis Bautista (Director of Institutional Relations)</p>	<p>TELEFÓNICA</p> <p>Trinidad Jiménez (Director of Global Public Affairs Strategy)</p>
<p>JOSÉ MANUEL ROMERO</p> <p>(Secretary of the Board of Trustees)</p>		<p>ANTONIO SÁNCHEZ MONTERO</p> <p>(Deputy Secretary of the Board of Trustees)</p>

* Members of the Executive Committee as of 31 December 2020.

EXECUTIVE COMMITTEE

The Executive Committee is the Foundation's executive arm, delegated by the Board of Trustees and responsible for fulfilling its directives. It is headed by the Chair of the Board of Trustees and its members are chosen to represent the trustee companies and ministries. Its functions include oversight of compliance with the objectives and budget, the programming of activities of

interest to complement the Plan of Action, and proposing new members and the basic criteria for signing new agreements and protocols. It is also responsible for determining the distribution and application of available resources among the Foundation's goals, within the general guidelines set by the Board of Trustees. It meets six times a year.

BUSINESS ADVISORY COUNCIL

The Business Advisory Council comprises companies and organisations involved in drawing up the Elcano Royal Institute plans of action and working proposals. It advises the Board of Trustees and the Executive Committee, and is consulted in the drafting of the Annual Plan of Action.

It also supports the organisation of meetings and publishing and promotion activities, and participates in the Foundation's working groups. It meets periodically.

More details on the **Elcano Royal Institute Corporate Members' Programme**:

http://www.realinstitutoelcano.org/wps/portal/rielcano_en/about-elcano/corporate-members-programme

Business Advisory Council

CAF – DEVELOPMENT BANK OF LATIN AMERICA Luis Carranza Ugarte (Executive Chairman)	ACCIONA José Manuel Entrecanales (Executive Chairman)
EL CORTE INGLÉS Marta Álvarez (Chairwoman)	ENDESA José D. Bogas Gálvez (CEO)
ESCRIBANO MECHANICAL & ENGINEERING Ángel Escribano (Chairman)	

SCIENTIFIC COUNCIL

The Scientific Council is the consultative body of the Elcano Royal Institute for activities to ensure effective fulfilment of the Foundation's objectives, especially for research, publications, technical consultancy and institutional relations. It comprises experts from academia, think tanks, the media, politics and other spheres of public life with a specific connection to international relations.

The council meets periodically, at least once a year, although its members often meet the Institute's other researchers and collaborators in working groups focused on specific areas to debate different issues and produce relevant reports.



© House of HM King Felipe VI
Scientific Council meeting on 23 May 2020

As of 31 December 2020, the Scientific Council had 58 members:

- **Manuel Alcántara:** Professor of Political Science and Government, University of Salamanca
- **José María de Areilza:** Secretary General, Fundación Aspen Institute Spain
- **Francisco Aldecoa:** Professor of International Relations, Complutense University of Madrid
- **Paz Andrés Sáenz de Santamaría:** Professor of International Public Law and International Relations, University of Oviedo
- **Miguel Ángel Ballesteros:** Director of the Department of National Security, Presidential Cabinet of the Government of Spain
- **Esther Barbé:** Coordinator of the Programme for Security, Power and Multilateralism in a Globalised World, Barcelona Institute of International Studies; Professor at the Autonomous University of Barcelona
- **Lluís Bassets:** Deputy Director, El País
- **Belén Becerril Atienza:** Deputy Director, of the University Institute of European Studies
- **Rut Bermejo:** Director of the Masters in Forensic Criminal Dangerousness Profiles, King Juan Carlos University
- **José Luis Calvo Albero:** Director of the Coordination and Studies Division, Ministry of Defence
- **Carlos Carnero:** Managing Director, Fundación Alternativas
- **Emilio Cassinello:** Director-General, Toledo International Center for Peace (CITpax), Ambassador of Spain
- **Carlos Closa:** Researcher, Institute of Public Policy and Goods, Spanish National Research Council (CSIC)
- **Concepción Escobar:** Professor of International Public Law, Spanish University of Distance Education (UNED)
- **Juan José Escobar:** Ambassador of Spain to Iraq
- **Elvire Fabry:** Senior Research Fellow, Jacques Delors Institute
- **Enrique Fanjul:** State Trade Expert
- **Caterina García Segura:** Professor of International Relations, Pompeu Fabra University
- **Vicente Garrido:** Director of the International Affairs and Foreign Policy Institute (INCIPE)
- **Carlos Gaspar:** Senior Researcher, Portuguese Institute of International Relations (IPRI)

- **Miguel Hernando de Larramendi:** Lecturer in Arabic and Islamic Studies, University of Castile–La Mancha
- **Enrique Herrera Viedma:** Vice-Rector for Research and Transfer, University of Granada
- **Jean-François Huchet:** President of the French National Institute of Oriental Languages and Civilisations (INALCO)
- **Gustav Lindstrom:** Director, European Union Institute for Security Studies
- **Carlos López Blanco:** Senior Consultant, Flint Spain
- **Bernabé López:** Emeritus Professor of Arab and Islamic Studies, Autonomous University of Madrid
- **Francisco Luzón:** Former Chairman of Argentaria; Former CEO for Latin America, Banco de Santander
- **Paolo Magri:** Executive Vice-President and Director, Italian Institute for International Political Studies (ISPI)
- **Susana Malcorra:** Dean, IE School of Global and Public Affairs
- **Stefano Manservigi:** Former Director-General of International Cooperation and Development, European Commission
- **Cristina Manzano:** Director, Esglobal
- **José María Marín Quemada:** President, National Commission on Markets and Competition (CNMC)
- **Ibrahim Mayaki:** CEO, African Union Development Agency (AUDA-NEPAD)
- **Ramón de Miguel:** Diplomat
- **Áurea Moltó:** Deputy Editor of Foreign Policy and Editor of politicaexterior.com, Política Exterior
- **Pol Morillas:** Director, Barcelona Centre for International Affairs (CIDOB)
- **Camino Mortera-Martínez:** Senior Research Fellow, Centre for European Reform
- **Moisés Naím:** Distinguished Fellow, Carnegie Endowment for International Peace
- **Robin Niblett:** Director, Chatham House
- **Julia Alicia Olmo:** Consul-General in Houston (United States), Ministry of Foreign Affairs, the European Union and Cooperation
- **Ana Palacio:** Former Minister of Foreign Affairs
- **Ramón Pérez-Maura:** Deputy Director, ABC
- **Josep Piqué i Camps:** Former Minister of Foreign Affairs
- **Elena Pisonero:** Chairwoman, Hispasat
- **Eduardo Posada-Carbó:** Director of the Latin American Centre, University of Oxford
- **Belén Romana García:** Independent Economic Adviser, Santander Group
- **Felipe Sahagún:** Teacher and journalist
- **Félix Sanz Roldán:** Former Secretary of State; Director, National Intelligence Centre, Ministry of Defence
- **Diego Sánchez-Ancochea:** Director, School of Interdisciplinary Area Studies, Latin American Centre
- **Fidel Sendagorta:** Ambassador of Spain
- **Anna Terrón:** Director, International and Ibero-American Foundation for Administration and Public Policies
- **Nathalie Tocci:** Director of the Italian Institute of International Affairs
- **José Ignacio Torreblanca:** Head of Madrid Office and Senior Policy Fellow, European Council on Foreign Relations
- **Manuel Alcántara:** Lecturer in Political Science and Government, Pablo de Olavide University
- **Jordi Vaquer:** Director, Open Society Initiative for Europe
- **Lorenzo Vidino:** Director, Program on Extremism, George Washington University
- **Kirsten Westphal:** Head of the Geopolitics of Energy Transformation Project, German Institute for International and Security Affairs (SWP)
- **Richard Youngs:** Senior Fellow, Democracy and Rule of Law Programme, Carnegie Endowment for International Peace
- **Javier Zarzalejos Nieto:** Director, FAES Foundation



ANNEXES

WORKING GROUPS

The Elcano Royal Institute's working groups are one of its biggest assets, with a style of working that allows input from a wide range of experts from different business, academic, professional and ideological backgrounds. Members meet under

the Chatham House rule, and receive a personal and non-transferable invitation from the researcher coordinating the group.

The following working groups met in 2020:

1. *Sub-Saharan Africa – directed by Ainhoa Marín*

This group monitors the political, economic and social reality in Sub-Saharan Africa, with a focus on the G20 and IMF agreements for debt relief in the subregion.

2. *International Economy – directed by Federico Steinberg*

This group analyses issues such as the financing strategy of Spain (alternatives and risks), the challenges the pandemic has created for the financial system, the future of monetary policy, the lessons of the Greek crisis for the governance of the euro and opportunities for Spain associated with European funds, from an economic and business perspective.

3. *Technology Transformations – directed by Andrés Ortega*

This group monitors Spain's digital policy, the trends in machinery and digital mobilisation, and entrepreneur and start-up systems in Spain and the US.

4. *Spanish Foreign Policy – directed by Ignacio Molina*

This group supports the Spanish External Action Strategy through proposals that contribute to analysis and review work.

5. *The Future of Europe – directed by Ignacio Molina and Ilke Toygür*

This group is focused on the German presidency of the European Council.

6. *Energy and Climate Change – directed by Gonzalo Escribano and Lara Lázaro*

This group is focused on the geopolitical challenges related to energy and the key environmental and energy policy tools for strengthening Spain's presence in the EU; the impact of the pandemic on the energy sector; and the geostrategic implications of the energy transition in the Gulf.

7. *The China-US-EU Strategic Triangle – directed by Mario Esteban*

This group analyses the strategy that should be followed by the EU on the US and China, as well as the expectations regarding the Biden Administration's China policy and its influence on Europe.

8. *Forgotten Arab Revolutions – directed by Haizam Amirah Fernández*

This group analyses the potential consequences of demographic, economic and social changes in Arab countries.

9. *Latin America – directed by Carlos Malamud*

This group has examined the policies pursued by the Brazilian president Jair Bolsonaro, the impact of COVID-19 in Latin America, relations between Spain and Latin America in the context of the pandemic, Latin American elections during the pandemic (especially the Bolivian presidential elections and the Brazilian municipal elections), and the crisis in Venezuela.

10. *Trends in Security and Defence – directed by Félix Arteaga*

This group is focused on the development of the military and operational capacity of the Spanish armed forces and the industrial and technological base of the defence industry.

11. *Cyberpolitics – directed by Félix Arteaga*

This group supports the National Cybersecurity Forum as a meeting space for the public and private sectors.

12. *The 2030 Agenda – directed by Iliana Olivié and Aitor Pérez*

This group supports the implementation of the 2030 Agenda in Spanish cooperation and Spanish external action as a whole, with a particular focus on the challenges of delivering on this ambitious development agenda.

13. *Gender Equality and International Relations – directed by María Solanas*

This group has debated the first draft of the forthcoming strategy on gender equality in foreign policy of the Ministry of Foreign Affairs, European Union and Cooperation, and monitors gender equality in European foreign policy.

14. *Turkey in a Changing World – directed by Ilke Toygür*

This group analyses the relationship between Turkey and the EU.

15. *Working Groups of the Elcano Brussels office*

There are three working groups attached to the Brussels office: General European Affairs, led by Ignacio Molina and Luis Simón; European Economic Affairs, led by Federico Steinberg, Miguel Otero and Luis Simón; and European Foreign, Security and Defence Policy, led by Luis Simón and Félix Arteaga.

FINANCIAL INFORMATION



De conformidad con los Estatutos de la Fundación Real Instituto Elcano de Estudios Internacionales y Estratégicos, las cuentas anuales y memoria correspondientes al ejercicio 2020 han sido formuladas, en forma abreviada, por el Presidente de su Patronato.

La memoria, que completa y amplía la información contenida en el balance y cuenta de resultados, incluye asimismo los cambios habidos en los órganos de gobierno, dirección y representación y el grado de cumplimiento de las reglas relativas al destino de rentas e ingresos.

Las cuentas y memoria anual de la Fundación han sido asimismo previamente analizadas por la Comisión Ejecutiva, que, de conformidad con los Estatutos Fundacionales, propuso su aprobación por el Patronato, aprobación ésta que tuvo lugar finalmente mediante acuerdo de este órgano de fecha 2 de junio de 2021.

Al concurrir los requisitos legales del artículo 25.5 de la Ley de Fundaciones, la Fundación somete sus cuentas anuales a auditoría externa. La pertinente auditoría de cuentas ha sido desarrollada, como en ejercicios anteriores, por Deloitte, que ha emitido su informe, sin objeciones ni salvedades, en fecha 5 de mayo de 2021.



BALANCE ABREVIADO AL 31 DE DICIEMBRE DE 2020

<u>ACTIVO</u>	Euros 2020	Euros 2019
<i>A) ACTIVO NO CORRIENTE</i>	<i>920.483</i>	<i>77.857</i>
I. Inmovilizado intangible	899.040	57.749
Aplicaciones informáticas	9.812	17.033
Derechos s/activos cedidos en uso	889.228	40.716
III. Inmovilizado material	21.443	20.108
Mobiliario	2.657	4.535
Equipos para procesos de información	18.786	15.573
<i>B) ACTIVO CORRIENTE</i>	<i>1.608.771</i>	<i>1.456.156</i>
III. Usuarios y otros deudores de la actividad propia	481	137
Otros	481	137
IV. Deudores comerciales y otras cuentas a cobrar	234.719	289.927
Deudores varios	234.719	289.927
VII. Periodificaciones a corto plazo	37.769	30.507
Gastos anticipados	37.769	30.507
VIII. Efectivo y otros activos líquidos equivalentes	1.335.802	1.135.585
Tesorería	1.335.802	1.135.585
<i>TOTAL ACTIVO</i>	<i>2.529.254</i>	<i>1.534.013</i>



BALANCE ABREVIADO AL 31 DE DICIEMBRE DE 2020

<u>PATRIMONIO NETO Y PASIVO</u>	Euros 2020	Euros 2019
A) PATRIMONIO NETO	1.983.282	989.999
A-1) Fondos propios	1.094.054	949.283
I. Dotación fundacional	54.091	54.091
Dotación fundacional	54.091	54.091
III. Excedentes de ejercicios anteriores	895.192	878.459
Remanente	2.277.254	2.260.521
(Excedente negativo de ejercicios anteriores)	(1.382.062)	(1.382.062)
IV. Excedente del ejercicio	144.771	16.733
A-3) Subvenciones, donaciones y legados recibidos	889.228	40.716
1320. Otras subvenciones	889.228	40.716
C) PASIVO CORRIENTE	545.972	544.014
VI. Acreedores comerciales y otras cuentas a pagar	452.644	335.617
Proveedores	240.207	142.345
Acreedores varios	74.947	41.985
Otras deudas con las Administraciones Públicas	137.490	151.287
VII. Periodificaciones a corto plazo	93.328	208.397
Ingresos anticipados	93.328	208.397
TOTAL PATRIMONIO NETO Y PASIVO	2.529.254	1.534.013



**CUENTA DE RESULTADOS ABREVIADA CORRESPONDIENTE
AL EJERCICIO TERMINADO EL 31 DE DICIEMBRE DE 2020**

	Euros 2020	Euros 2019
A. Excedente del ejercicio		
1. Ingresos de la actividad propia	3.610.892	3.685.690
Ingresos de promociones, patrocinadores y colaboraciones	3.181.603	3.310.273
Subvenciones, imputadas al excedente del ejercicio	429.289	375.417
2. Ventas y otros ingresos ordinarios de la actividad mercantil	45.078	34.103
7. Otros ingresos de la actividad	329.551	412.094
Ingresos accesorios y otros de gestión corriente	329.551	412.094
8. Gastos de personal	(1.607.902)	(1.757.003)
Sueldos, salarios y asimilados	(1.228.851)	(1.342.753)
Cargas sociales	(332.548)	(360.677)
Otros gastos sociales	(46.503)	(53.573)
9. Otros gastos de la actividad	(2.215.813)	(2.270.972)
10. Amortización del inmovilizado	(291.758)	(331.473)
11. Subvenciones, donaciones y legados de capital traspasados al excedente del ejercicio	274.723	244.294
Afectas a la actividad propia	274.723	244.294
A.1) EXCEDENTE DE LA ACTIVIDAD	144.771	16.733
A.2) EXCEDENTE DE LAS OPERACIONES FINANCIERAS	-	-
A.3) EXCEDENTE ANTES DE IMPUESTOS	144.771	16.733
19. Impuestos sobre beneficios	-	-
A.4) VARIACIÓN DE PATRIMONIO NETO RECONOCIDA EN EL EXCEDENTE DEL EJERCICIO	144.771	16.733
B. Ingresos y gastos imputados directamente al patrimonio neto		
B.1) VARIAC. DE PATRIM. NETO POR ING. Y GTOS RECONOCIDOS DIRECTAMENTE EN EL PATRIMONIO NETO	1.123.235	12.135
C. Reclasificaciones al excedente del ejercicio		
Donaciones y legados recibidos	(274.723)	(244.294)
C.1) VARIACIÓN DE PATRIMONIO NETO POR RECLASIFICACIONES AL EXCEDENTE DEL EJERCICIO	(274.723)	(244.294)
D. Variaciones de patrimonio neto por ingresos y gastos imputados directamente al patrimonio neto	848.512	(232.159)
I. RESULTADO TOTAL, VARIAC. DEL PATRIMONIO NETO EN EL EJº	993.283	(215.426)

Board of Trustees

 GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS EXTERIORES UNIÓN EUROPEA Y COOPERACIÓN	 GOBIERNO DE ESPAÑA	MINISTERIO DE DEFENSA
 GOBIERNO DE ESPAÑA	MINISTERIO DE ASUNTOS ECONÓMICOS Y TRANSFORMACIÓN DIGITAL	 GOBIERNO DE ESPAÑA	MINISTERIO DE CULTURA Y DEPORTE

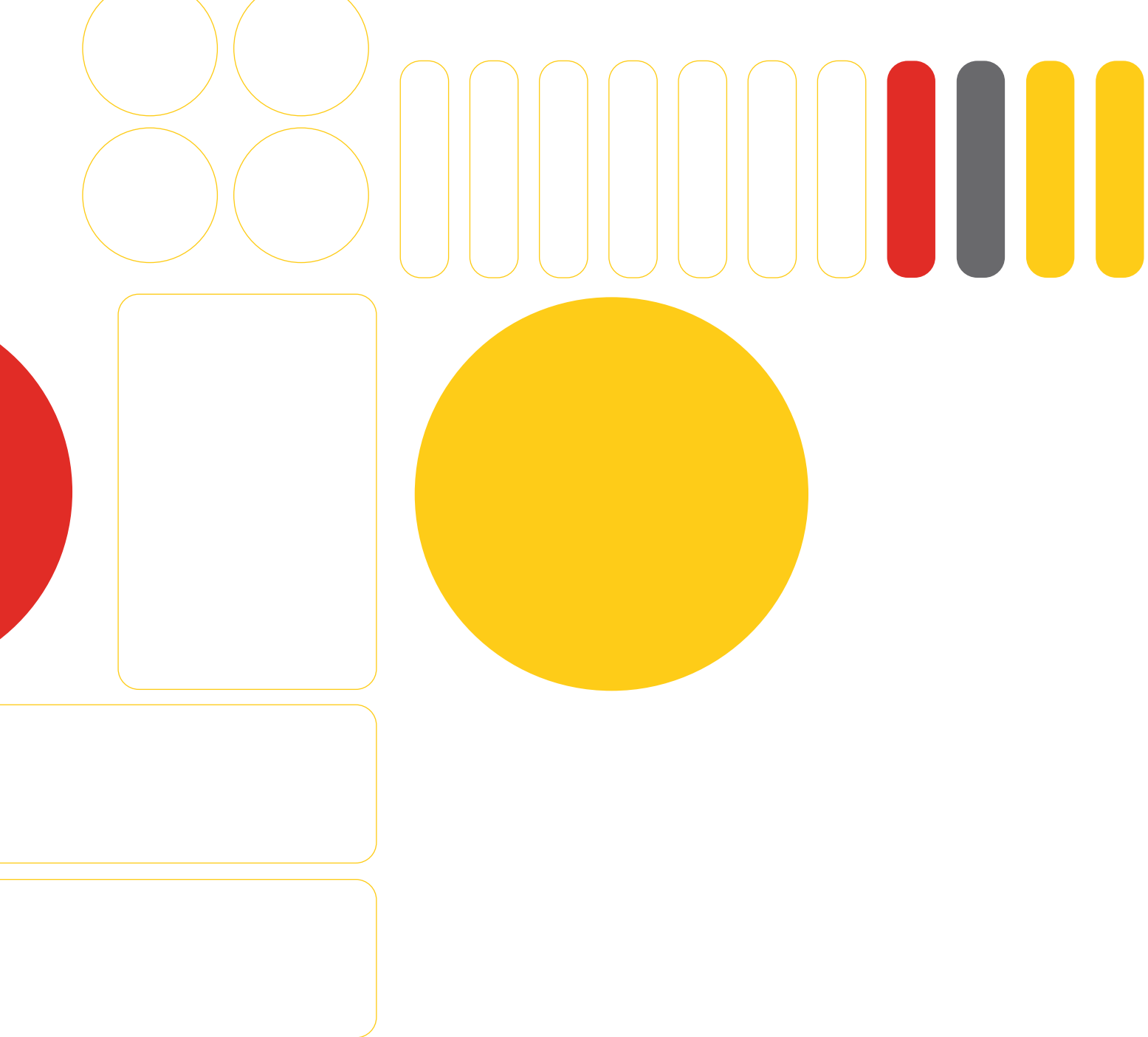


Business Advisory Council



Collaborating Entities





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