

GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

Building a World
Safe for Difference

12-14 November 2008

Rotterdam

The Netherlands



City of Rotterdam



Comunidad de Madrid

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Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

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Global Forum on Leadership for Shared Societies

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Report

We need to always think about what are our powers. It is not just creating the legal framework that is anti discriminatory, or having a charter of rights and freedoms, having human rights acts, having anti-discrimination laws and tribunals... It is using the power you have to frame questions in a way that invite people to feel like "we" and to use your power as much as possible to make the landscape of power reflect the people upon whom that power is being exercised.

Kim Campbell

Former Prime Minister of Canada

Member, and former Secretary General and Acting President, Club of Madrid

Introduction

The Global Forum in Rotterdam was a platform to bring the Shared Societies Project and its ideas to the attention of leaders and the wider public and a springboard to take the project to a new stage. The Club de Madrid's 2008 Annual Conference was the setting for the two-day Forum. It was organised jointly with the City of Rotterdam (with additional funding from Madrid's regional government - the Comunidad de Madrid).

As a city, Rotterdam is very diverse and faces many of the challenges of creating shared societies. It is a dynamic city and its government has demonstrated through many examples of policies and practices that it is possible to meet those challenges.

Rotterdam was also an ideal partner because as a city government it drew attention to the importance of local leadership in dealing with social divisions. Also, it had already hosted an important conference in 2006, "Integrating Cities," in partnership with the European Commission and Eurocities. The additional fact that Rotterdam was at the time preparing to be the European City of Youth in 2009, and also was hosting the European Youth Forum at the same time as the Global Forum, made it possible to link the two. Social diversity is not only an issue for the older generation and as was noted during the Forum the younger generation is often the most ready to embrace diversity - but some of the younger generation are also the most openly hostile to people who are different.

The **Club of Madrid**, whose members are 70 current and former Heads of State/Government from 50 countries with more than two millennia of collective political experience, works to strengthen "democracy that delivers". Bill Clinton is honorary chair and Jimmy Carter and Kofi Annan are honorary members. Its President is Ricardo Lagos (Chile), and Vice President is Mary Robinson (Ireland).

The **Shared Societies Project** responds to a call from leaders worldwide for options and action plans to address the challenge of coexistence, a challenge facing every society. Jenny Shipley (New Zealand) and Cassam Uteem (Mauritius) co-chair the Project.

The **City of Rotterdam** – aiming to be Europe's leading Intercultural City and European Youth Capital in 2009 – exemplifies the challenge of implementing local policies to meet the global challenge that is coexistence in diversity. Former Dutch Prime Minister and Chair of the city's International Advisory Board Ruud Lubbers, Member of the Club of Madrid, and Mayor Ivo Opstelten participated in the Global Forum.

The Theme: Building a World Safe for Difference

The Forum and the Shared Societies Project highlighted what may be “the most important conversation of our time”—that of how to manage ethnic, cultural, religious and other identity differences while protecting and preserving human dignity.

Nations, cities and communities are becoming ever more intertwined and intercultural. Ninety percent of the world’s countries have at least a ten percent minority population. Inter-community tensions rise as a result of pressures caused by the current economic uncertainty, energy and climate change crises and food emergencies, all of which threaten social stability. Leaders face the challenge of building and maintaining shared societies and a world made safe for difference. Many embrace and celebrate diversity – seeing strength for their societies in difference – and recognize the economic, social and political opportunities.

By working to promote dialogue, deepen understanding, and create opportunity, many leaders are reducing the hate, hurt and humiliation that undermine human dignity. Others, though, sensing, reflecting or exploiting fears and prejudices based on differences and insecurity among their constituents – who feel their identity, their community or their economic well-being threatened - call for secured borders and deportations.

The Forum sought to identify and share the motives, incentives and benefits that drive leaders to act for social cohesion and celebrate the commitment of leaders and communities working towards that goal. It also hoped to inspire other leaders and, to do so, identified policies and practices that reduce identity-based conflict and build shared futures where diversity is celebrated and is a resource towards achieving the economic and social betterment of all.

Planning, staging and logistical arrangements

Because the First Global Forum was the launch pad for the active phase of the Shared Cities Project, during which the project will engage directly with current leaders and international organisations and influence the global discourse and language on social cohesion, there were certain necessary outcomes. It needed to be challenging and indicate energy and urgency and show that the Project was grounded, timely and global in its reach and commitment. The Forum was also a market place for ideas – reflecting the way in which the Project draws on experience around the world and shares these ideas with others. A number of aspects of the way the Forum was organised contributed to realising this vision.

Partnership with Rotterdam

Rotterdam provided the backdrop of a vibrant, multi-cultural city. Our partners at Rotterdam City Hall arranged a series of visits to local projects working on inter-cultural relations and support to new arrivals or marginalised groups. They also arranged cultural presentations during the Forum and particularly at the dinner events.



The City of Rotterdam provided some interesting participants who reminded the Forum of the importance of local leadership and action at the local level as well as the national level. The city did not claim to have found all the answers and was willing to show openly its approaches, and allow them to be scrutinised by the Forum participants. Rotterdam is also a city in transition, respecting its former industrial and shipping past and finding new ways to transform and use that heritage. The Forum was constantly reminded of the excitement in finding new and creative ways forward as the participants moved around the city and used buildings for purposes for which they were not created – not least the Van Nelle Factory.

Location

The main conference venue was the Van Nelle Factory, a historic building which used to serve as a large tea, coffee and tobacco processing plant with a striking 1920s design and it has now been adapted for small business units and as a conference centre. The dinner with the European Youth Forum was held in the Schiecentrale¹, former turbine hall of a power station. Both venues, and others, were unusual and stimulating, adding to the sense of excitement, energy and creativity. They had clearly retained much of their original industrial character and the way they could be adapted reinforced the idea of moving forward and change.



The Van Nelle centre was itself very practical and ideally suited to the purpose of the Forum and created the intended atmosphere. Because it was a former factory it had a very large open floor area which could accommodate all the various areas that the conference needed by use of curtains: the main plenary meeting, breakout groups, coffee bar and exhibition area, formal and informal dining rooms, and a small internet access point.



Participants walked from one area to another aware of all the different activities, reinforcing the sense that there was a lot happening. The event management organisation, Kuiters Idea and Organization, and their associates developed an imaginative and effective design for the Forum.

The main plenary area was constructed with raised seating

¹ See Annex IV on the Van Nelle Factory and the Schiecentrale



round three sides with a low platform for speakers and panellists on the fourth side. There were large video monitors that mainly carried the title of the conference and occasionally the title of each session. The monitors showed the introductory video at the beginning and, at the start of the second day, a sample of shots taken on the first day.

The breakout areas were very innovative with inflated “cocoons” made from white material in a darkened space. They looked somewhat mysterious and when breakout groups were in session gave the air of spaces of light and energy in the surrounding darkness. They were well suited to discussions.

The coffee/exhibition area was adjacent to the windows and was a bright sociable meeting space. There was a colourful exhibition of patchwork quilts related to the theme of the conference entitled “Quilts which Cry out, Challenge and Question. This exhibit followed the structure of the Project’s set of 10 Commitments, which was also used as the organising framework for a display of photos of the Rotterdam projects visited by participants. This space also included a video installation from the British Council.

Site Visits²

In order to connect the discussions to practical experiences in dealing with social divisions and building shared societies, a series of visits to projects and activities around Rotterdam was arranged as the first session of the conference. The City Council and the Shared Societies Project were able to identify local projects and initiatives that relate to each of the 10 Commitments of the Project and this helped to introduce this framework of the ingredients for building shared societies to Forum participants.

The site visits got the conference off to a good start. The participants left their hotels early and were a bit bleary-eyed on a cold morning but by the time everyone got to the van Nelle conference centre after the visits, they had a sense of something concrete on which they could come together. They had met people dealing with real issues at the local level and found out about the experience of living in the neighbourhoods and taking part in projects to build shared societies.



Side visit with Pres. Chissano of Mozambique and Pres. Hurtado of Ecuador

² See Annex V on the site visits

Format of Panel Sessions

The format of the sessions was based on discussion rather than speeches. The layout was a set of armchairs in a shallow arc and the facilitator of the session asked questions and encouraged interaction between the panellists and later between the panellists and the audience. It worked well. The speakers were relatively informal and engaged. The audience also got more involved than often happens at conferences.

Participation³

The participants also helped to make the conference. There were enough influential people to give the impression that something could be done by this group. The mix of people was even more important.

All sectors took part: known personalities including a member of the Dutch Royal Household and Bill Clinton; young people beginning their adult involvement; representatives of critical grass roots organisations; political leaders, including a current head of state and several ministers; leading experts on the topic and of course members of the Club de Madrid.

There was a particularly good representation of people from intergovernmental organisations who are important if the Project is to influence international discourse on the topic. It was pleasing that most of them not only contributed as panellists but listened to other panels and took part in breakout sessions.

It was significant that there was still a good attendance at the end as often at conferences people begin to drift away before the end. A number of people said it was the most diverse group of influential individuals that they had experienced.



Participants in the Q&A of one of the sessions

Content and Programme

The programme⁴ was arranged around six plenary sessions and two sets of breakout groups. The thread connecting the sessions was the series of issues that have to be thought about in developing a commitment to building a shared society. In plenary and breakout sessions, participants engaged in constructive dialogue that serves to inspire leaders and call them to action to promote social cohesion.

³ See Annex I for a full list of confirmed participants

⁴ See Annex II

Panel I: Why Shared Societies: The Rationale

In order to develop a commitment to shared societies it is necessary to see the importance of shared societies, in ethical and moral terms, from practical and political perspectives and in relation to self interest and economic and other benefits. The panel was made up of people who represented each of these points of view and they discussed how they, from their orientation, make the arguments which justify the importance of shared societies. It was clear that there is no other option – suppression and assimilation do not work and cannot be justified. Living together is the only way forward.

In my own country, we realized that problems could not be solved without people and leaders working together to create a shared society, a shared future, where the colour of one's skin, or one's religion or ethnic heritage are no longer barriers to being treated with dignity nor to full participation in society

*Letter from Nelson **Mandela** to the Forum*

Dialogue is essential so that there is a transmission of experiences from the younger generations to the older generations. For the constitutional change we took two years debating because we had to go to the village to discuss. We did not discuss in parliament or in television.

*Joaquim **Chissano**
Former President of Mozambique*

Panel II: Examples of Building Shared Societies

Once it is accepted that building shared societies to overcome divisions is necessary it is important then to think how it can be done. This panel included leaders, from Northern Ireland, Mozambique and

Tanzania, who had helped their communities move away from social divisions. The session was important because the panellists reinforced the idea that even in the middle of deep conflict it is possible to reach out to opponents and begin a process to construct a new shared society. That requires courageous leaders who themselves have had to rethink their ideas.

Panel III: Taking Responsibility: The Role of National and Local Leaders

The positive message from the last session begs the question, though, of how the process of building shared societies begins; and, crucially, where does responsibility lie. The Project believes everyone in a society and friends outside it have a part to play, but equally it believes the ultimate responsibility lies with leaders. There needs to be political will to stimulate and support initiatives. In this session a number of leaders talked about the nature of that role and how it can be carried out.

We need national movements of local initiatives, because at the local level, things can be done.

*Tariq **Ramadan**
Erasmus Universiteit, Professor*



Panel IV: Supporting Leadership to Build Capacities for Shared Societies

There are two approaches we need. First to hold leaders accountable to the agreements they make; but we also need to see if we can find some incentive for them to act on those for the benefit of their own society.

Knut Vollebaek, High Commissioner for National Minorities, OSCE

While the buck stops with the leader, leaders need support. Some of it comes from intergovernmental organisations, some from non-governmental organisations such as the Club de Madrid, and some from civil society.

This panel was made up of people from such organisations who talked about their experience in offering support to current leaders and helping them build their capacities for leadership for shared societies.

Panel V: Taking the Ideas Forward: A Global Call to Action

Overall the Forum was designed to be a platform to bring the Shared Societies Project and its ideas to the attention of current leaders and the wider public and to be a springboard to promote shared societies. The Club de Madrid at its General Assembly earlier in the week had adopted a Global Call to Action⁵ and in this final session the Forum was invited to support the Call. Each sector had considered in small groups a specific addition they would like to add to the Call and these were now shared with all the participants.

In order to have a true social cohesion, it's going to be essential to put the dignity of every individual at the centre.

Ricardo Lagos
Former President of Chile
President of the Club de Madrid

Closing Keynote Remarks



The final session then moved into a review of the themes of the Forum through the closing remarks of Bill Clinton, former US President and Honorary Chair of the Club of Madrid.

So we either have to learn to get along and respect one another and not define each other by negative reference, while celebrating our diversity or we are finished. We have no option.

Bill Clinton
Former President of the United States of America
Honorary Co-Chair of the Club de Madrid

⁵ See Annex III



Breakout Groups

The two sets of breakout groups complemented the content of the plenary sessions and also introduced a new dynamic in the discussion of specific issues. The Shared Societies Project has adopted 10 Commitments or areas of policies that must be addressed if a shared society is to be realised, and each of the first set of breakout groups looked at one commitment and how it had been implemented in practice⁶. In each group the experience of one country was considered and this was related to one site visit from the beginning of the Forum as an example of a local level initiative. The groups considered how important was the commitment and ideas on how it can be implemented. The general conclusion was that the commitments are important and can be acted upon.

The second set of breakout groups were based on different sectors or interests in society, each of which has an important role to play in building shared societies⁷: the business community, media, NGOs and civil society, security services, migrant groups, gender equality, local authorities, youth, religion and religious institutions, education and cultural institutions, the international community and inter-governmental organisations.



These groups considered the interests of their sector in relation to shared societies and the role they can play in ensuring that they come about. As mentioned earlier these groups prepared specific contributions to the Global Call to Action which identified steps that their sector needed to take to ensure that it makes a positive contribution to building shared societies.

The sessions rapidly developed a constructive but critical edge, emphasising the urgency of the issue and the importance of action to protect marginalised communities. Speakers from the platform and from the floor also emphasised that respect for human dignity and human rights and fairness and justice are crucial elements if we are to create truly cohesive societies and build national, regional and global stability, which could so easily be undermined by ignoring the needs of sections of the community, leaving them feeling that they do not fully belong in the societies in which they live, and keeping them on the margins of society.

After The Forum

At the end of the conference there was an air of purpose – a sense that the ideas of the Shared Societies Project could make a difference. Connections were established and strengthened and are being built on in the current year as the Global Call to Action is brought before many different meetings and events where it is presented and participants are able to subscribe to it. At the same time the Club

⁶ See concept note of breakout sessions I in Annex VI

⁷ See concept note of breakout groups II in Annex VI



of Madrid is continuing its support to current leaders listening to their concerns and sharing ideas for overcoming problems and inspiring them to take action to address problems of social inclusion and work to build better more inclusive and shared societies.



What Participants Said During the Forum

On Why Shared Societies? Plenary Session I

Without justice and the rule of law there can be no reconciliation, there can be no real peace, there can be no social cohesion.



A shared society is a socially cohesive society. It is stable, it is safe, it respects human rights of every individual and provides him or her with equal opportunities in all spheres of life. It is tolerant and respects diversity, it requires strong political leadership to construct and nurture such a society. Such a society is more likely to ensure the economic progress of the people as well.

Cassam Uteem

Former President of Mauritius
Shared Societies Project co-chair



People want to have a sense of identity recognized. It is not enough to just feel you do have a sense of identity, that is the first step, but the people long for recognition and acknowledgement, and when you get those two things: a deep sense of who you are, where your origins come from, where is your place to stand, and then, even if you have migrated, if people will allow you still to feel enriched by those roots and have a new place to stand and there is recognition and acknowledgement, it appears that those two steps are critical and people are then willing to participate.



Jenny Shipley

Former Prime Minister of New Zealand
Shared Societies Project co-chair



We appreciate who each individual is, and what they bring to the table, the differences are valuable, but we are still connecting on an equal plane. And I think that is what younger generations have been doing through popular culture.



In any society that is going to create social cohesion and be effective you need the wisdom and the experience of elders and the strength and the fortitude of young people to be able to make that happen.

Jeff Johnson

Black Entertainment Television



We speak of personal freedom but it needs also to be said that our freedom is not only personal but also interpersonal. As human beings we cannot be genuinely free in isolation, we can only be genuinely free if we are part of a community of other free persons. Freedom is not solitary, but it is social.



Bishop **Athenagoras** of Sinope
Ecumenical Patriarchate serving in
Belgium

We are only free if we become a 'prosopon' – to use the Greek word for "person" – which means, literally, the face. If we turn towards others looking into their eyes and allowing them to look into ours, then we are prosopon. And to turn away from sharing, or refusing to share, is to renounce liberty.



In economic terms the difference between being in the bottom fifth and the top fifth of countries in social cohesion is a 19 percentage point increase in growth rates....this is good business, this is good economics to invest in [shared societies]. Yes, it is good for all the other things we have heard, but it is also just good basic sense. And that is why unless we do this we are not going to have the hope.



Steen **Jorgensen**
The World Bank

When I travel in Africa or in the Middle East and I see people willing to make a difference in their lives and taking on leadership responsibility, I am optimistic. I think the most important thing for leaders [to do] is to give them space, get out of their way, and give them the tools. And that is what you can do as former and current leaders, is to really talk to your colleagues, get them to create that space, create that room for innovation, for diversity. Then, it is going to happen.



Sadik **Harchaoui**
The Institute for Multicultural Development
The Netherlands

What is sharing? For me sharing is the opposite of claiming. So if you want to share the future, you should not claim the future.



Suddenly huge sums of money can be produced to bail out banks, and yet we cannot get the much more modest sum to ensure that the poorest countries will reach the Millennium Development Goals. That to me is the real failure of political will. It is as if somehow we have not committed to each other in that social solidarity that is really what it is at the heart of our Shared Societies Project.



We believe that every individual has his/her identities, and many identities, as you say. And all those identities have to be respected; all the differences have to be respected. To be able to do that, one has to be able to get to know the other person.

Mary Robinson

Former President of Ireland

Vice President of the Club de Madrid



On Examples of Change in Building Shared Societies. Plenary II

My first appeal would be to the international community as a whole to focus as much as possible on prevention and on supporting political leaders to do the right things in order to avoid conflict. That has to do in many circumstances with political choices but it has also to do with a lot of economic social problems, lots of underlying factors of conflict and so international cooperation is essential both in the political and diplomatic dimension but also in helping countries solve social environmental problems that can lead to conflict.



António Guterres

Former Prime Minister of Portugal

UN High Commissioner for Refugees



Leadership is absolutely essential in bringing people with you.... Dialogue is essential so that there is a transmission of experiences from the older generations to the younger generations. For constitutional change we took 2 years debating because we had to go to the villages to discuss. We did not discuss [only] in parliament or on television.



Joachim Chissano

Former President of Mozambique



In our conflict the leaders played with the people's fear because that was the way to be popular. But it comes a critical moment where you realize that the conflict is futile. I joined the army because I believed the solution to our conflict was to fight it and somebody would win, but that wasn't the solution and often it is about a personal journey that leaders undertake. It is not just the journey in society but the leaders, that we have heard take risks, have a personal journey and they come to a personal moment where they realize the futility of the conflict and that they need to begin the peace. Then they start not playing with people's fears.



To develop a common understanding for peace you need to have something at the beginning that people can embrace as a consensus. In Northern Ireland we developed something called the principles of democracy and non violence as the basis for our negotiation and as the basis of our process, and I think it is something that can be common.

Jeffrey Donaldson
 Minister in the Office of First and Deputy
 First Minister
 Northern Ireland



On Taking Responsibility in Building Shared Societies. Plenary III

If we can reach out and make people feel that they are not alone, that we respect who they are and seek out those common threads of an active kindness or a conversation, some recognition or acknowledgement, an opportunity or an invitation, a job offer... By doing so we are in fact making them less alone and more included.... Look for opportunities where we too can reach out so that people will feel less alone, more recognized and valued, so the dream of a cohesive and shared society has the potential to become a reality.



Jenny Shipley
 Former Prime Minister of New Zealand
 The Shared Societies Project co-chair



We need to always think about what are our powers. It is not just creating the legal framework that is anti discriminatory, or having a charter of rights and freedoms, having human rights acts, having anti-discrimination laws and tribunals... It is using the power you have to frame questions in a way that invite people to feel like "we" and to use your power as much as possible to make the landscape of power reflect the people upon whom that power is being exercised.



Kim Campbell
 Former Prime Minister of Canada



We need national awareness of things that can be done locally. This is what I call national movements of local initiatives, because at the local level, things can be done.

As long as you speak about integration, it is not in your mind that we are part of the society.



A shared society is sharing power as much as sharing colour.... So it has to do with trust, it has to do with an equality policy, and it also has to do about not what we can call today integration, what I would call contribution, what I would call what you give to your society.

Tariq Ramadan

Erasmus Universiteit, Professor



It is very important for the people in this Forum to see that what they learn here, what they hear here, and that they take it back to their peoples.

Runaldo Ronald Venetiaan

President of Suriname



On Principles and Effectiveness: Building Leadership Capacities for Shared Societies – Plenary IV

What we are striving for is diversity, not neutrality.

I remember from the start of my political career if there were too many differences in debates within my own party I became nervous, I wanted to keep the control. That is a very dangerous approach. ... We should not only accept and respect differences, we should welcome them. We should even celebrate them, as leaders, because difference, diversity, is an enrichment of our societies. So, as leaders, we should encourage differences in our societies.



Kjell Magne Bondevik

Former Prime Minister of Norway



My experience is that there is no country in the world where there are not social leaders, often women – but not only women – men, young people who are prepared to work towards their vision of a future...of freedom and inclusivity.

[Ownership of development projects] should be real ownership in countries, but that can only work if the governments of countries conceive of ownership not as a partial political privilege or an elitist partial vision, but actually conceive of ownership as a multi stakeholder process that they go through with their different constituencies and they come to solutions.



Sylvia Borren
GCAP Co-Chair, Director



I think there are two approaches we need. Both to hold [leaders] accountable for the agreements that have signed, the conventions they adhere to, and the promises they have made, but also see if we could find some incentive for this.... And this of course is the crux and the difficult part, that it is in their own interest to implement these things. It is not as I said earlier that this is altruism, but it is actually for the benefit of their own society.



It is correct that if we work together we may know each other better, butthe majority do not. The majority lives separately, the majority is suspicious because we live in....no-trust societies. And that is something we have to work with leadership to overcome

Knut Vollebaek
OSCE, High Commissioner on National Minorities



The first test of leadership is to actually recognise that we have the authority to convene and use it. The Club of Madrid has this authority.

Ashraf Ghani
The Institute for State Effectiveness
Member of the Shared Societies Project
Advisory Board





We can talk about great religions, a statement which, by implication, means that other religions are not so great. So we need to include religions, non book-based religions, mostly the religions of Africa, African traditional religions, religion of so called Amerindians and other parts of the world.

Olabiya Yaï
UNESCO, President of the Executive Board



Launching a Global Call to Action on Leadership for Shared Societies



In order to have true social cohesion it's going to be essential to put the dignity of every individual at the centre.

Ricardo Lagos
Former President of Chile
President of the Club de Madrid



There are different kinds of social cohesion. There is the good kind of cohesion of inclusion; and the bad kind of cohesion of exclusion. One of the important roles of leaders is to unsettle bad social cohesion. President Chissano [as noted here in the plenary session], in a convention of his political party, FRELIMO, before the end of the civil war that saw FRELIMO beat RENAMO, began referring to RENAMO in a new way. Instead of the usual "armed bandits" he began to call them "brothers in the wilderness". In this way, he began to unsettle the coalition, whose leader he was, so that they began to think about politics in society in a different way. Leaders unsettle this social cohesion, not because they want us to feel bad but because they know that unless that exclusive cohesion is discomforted, we will not make additional progress.



Societies that receive immigrants are blessed because they gain in the end citizens by choice, not merely citizens by accidental birth. These are citizens by choice who by definition as well are globally competent because they know and engage more than one of the world's societies.

Jorge Domínguez
Weatherhead Center for International Affairs. Harvard University



Encourage leaders, political leaders, corporate leaders, civil society leaders to understand their own psychological make up, their own psychological triggers. I think many leaders do not take time to really understand how their primary years in life have given them certain biases, certain triggers, certain reactions to women, to people from other cultures or whatever, and if leadership also includes life long learning for personal leadership to understand where their hang-ups are, then we might get a little bit better at leadership too.

Anonymous comment



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City of Rotterdam





Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex I

List of Participants



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

**12 - 14 November 2008
Rotterdam, The Netherlands**



City of Rotterdam



The Shared Societies Project:
Democratic Leadership for Dialogue, Diversity and Social Cohesion

Global Forum on Leadership for Shared Societies
building a world safe for difference

Rotterdam, November 12-14,

Confirmed Participants

As of November 4, 2008

Awadh Al Badi	King Faisal Center for Research and Islamic Studies, Director of Research
Abdullah Alderazi	Bahrain Human Rights Society, Deputy Secretary General
Selahattin Alpar	Ambassador of Turkey in The Hague
Esen Altug	Consul General of Turkey in The Hague
François Améli	Ostad Elahi Foundation, Board of Trustees Member
Martin Ängeby	Stockholm County
Charles Ansbacher	Boston Landmarks Orchestra, Founder and Conductor
José Maria Argueta	Conflict Management Consultant
Genaro Arriagada	Community of Democracies
Nizam Assaf	Amman Center for Human Rights Studies, Director
Athenagoras of Sinope	Right Reverend Bishop of Sinope. Auxiliary bishop of the Ecumenical Patriarchate serving in Belgium
Rachida Azough	Kosmopolis, Creative Director
Ineke Bakker	City of Rotterdam, Department, Youth, Education and Society, General Director
Jeannette Baljeu	City of Rotterdam, Vice-Mayor
Martin Banks	Parliament Magazine, Correspondent
Robert Baruch	City of Rotterdam, Feijenoord district Vice Mayor
Thijs Bauwens	City of Rotterdam, Project Leader Welkom in Rotterdam
Coert Beerman	Rabobank Rotterdam, Director
Peeter Bekker	Talma School, Director
Bruce Berman	EDG Project Queen's University of Canada
Elaine S. Berman	Queen's University, Canada
Belisario Betancur	President of Colombia (1982-1986) Club de Madrid Member
Ashok Kumar Bharti	Confederation of Dalit Organisations, Chairman
Valdis Birkavs	Prime Minister of the Republic of Latvia (1993-1994) Club de Madrid Member
Piet Boekhoud	Albeda College, Director

Lucas Bolsius	City of Rotterdam, Vice-Mayor
Kjell Magne Bondevik	Prime Minister of Norway (1997-2000, 2001-2005) Club de Madrid Member
Zhou Borong	China Institute for International Strategic Studies, Senior Advisor
Sylvia Borren	GCAP Co-Chair, Director
Harlow Brammerloo	City of Rotterdam, Chair Council Noord
Hans Broere	City of Rotterdam, Project Manager Department Social Affairs and Employment
Rafael Bueno	Casa Asia, East-West Dialogue Director
Kim Campbell	Prime Minister of Canada (1993) Club de Madrid Member
José Carreño	Journal El Universal (Mexico)
Viviane Castro	Regional Coordinator for the Earth Action Network Latin America and the Caribbean. GCAP Chile, Director
Carlos Augusto Chacón	High Studies Institute on Integration and Legislative Development, Advisor
MaryEtta Cheney	Consultant
Mohand Cherifi	UNDP, Coordinator WACAP
Joaquim Chissano	President of Mozambique (1986-2004) Club de Madrid Member
William J. Clinton	President of the United States of America (1992-2000) Club de Madrid Member
Jean-Marie Cullen	National Youth Council of Ireland, International Officer
Victor P. Dahdaleh	DADCO Group, Chairman
Muhammad Darawsha	The Abraham Fund Initiatives, Co Director
Chris de Lange	City of Rotterdam, EU Coordinator
Sven de Lange	Rotterdam Youth Council
Alex Denaley	British Youth Council
Rut Diamint	Universidad Torcuato Di Tella, Professor of Political Science
Ali Dogramaci	Rector of Bilkent University, Turkey
Jorge I. Domínguez	Weatherhead Center for International Affairs. Harvard University
Valnora Edwin	Campaign for Good Governance, Coordinator. Sierra Leone
Rogier Elshout	Your World, Representative
John England	Leeds City Council, Lead Chief Officer Adult Services
Didem Erken Metin	Greek Turkish Youth Quintet
Andreas Ernst	UBS, Global Deputy Head of Philanthropy Services
Deren Eryilmaz Pogun	Greek Turkish Youth Quintet
Mounira Fakhro	Member of the Project's Expert Advisory Panel. Social Activist
Gilda Farrell	Council of Europe, Chief of the Social Cohesion Development Division
Vigdis Finnbogadottir	President of Iceland (1980-1996) Vigdis Finbogadottir Institute of Foreign Languages Club de Madrid Member

Mari Fitzduff	Member of the Project's Expert Advisory Panel Coexistence International, Director. Brandeis University
Roberto Foa	Department of Government, Harvard University, Researcher
Vaira Freiberga	President of Latvia (1999-2007) Club de Madrid Member
David French	Westminster Foundation for Democracy, Chief Executive Officer
César Gaviria	President of Colombia (1990-1994) Club de Madrid Member
Leonard Geluk	City of Rotterdam, Vice-Mayor
Ashraf Ghani	The Institute for State Effectiveness, Chairman
Leone Gianturco	Community of Sant'Egidio
Dionyssis Grammenos	Greek Turkish Youth Quintet
Rik Grashoff	City of Rotterdam, Vice-Mayor
Christoffer Gronstad	European Youth Forum, Bureau member
Simon Guentner	Eurocities, Policy Officer
António Guterres Oliveira	Prime Minister of Portugal (1995-2001) UNHCR High Commissioner Club de Madrid Member
Jochum Haakma	TMF, Business Director
Mark Harbers	City of Rotterdam, Vice-Mayor
Sadik Harchaoui	The Institute for Multicultural Development, Managing Director
Fikria Harrouch	UNESCO Youth Forum
Diego Hidalgo	FRIDE, President Club de Madrid, Member of the Constituent Foundations
Sally Holt	Aga Khan Foundation
Margreeth Hordijk	City of Rotterdam, Head Department International Affairs
Wim Hoogendorn	City of Rotterdam
Swanee Hunt	Women and Public Policy Program at JFKSG, Director Hunt Alternatives Fund, President
Osvaldo Hurtado	President of Ecuador (1981-1984) Club de Madrid Member
Frans Jennekens	European Broadcasting Union, Chairman Intercultural and Diversity Group
Anthony Jones	Gorbachev Foundation of North America, Vicepresident Club de Madrid, Member of the Constituent Foundations
Hywel Jones	Network of European Foundations, Director. European Policy Centre, Chairman
Steen L. Jorgensen	Human Development Middle East and North Africa Region, World Bank, Sector Director
Hamit Karakus	City of Rotterdam, Vice-Mayor
Irene Klinger	Organization of American States, Director of the Department of International Affairs
Leni Konialidis	Greek Turkish Youth Quintet
Ad Kooimans	City of Rotterdam, Member of the Board of Kamers met Kansen

Jantine Kriens	City of Rotterdam, Vice-Mayor
Milan Kučan	President of the Republic of Slovenia (1992-2002) Club de Madrid Member
Chandrika Kumaratunga	President of Sri Lanka (1994-2005) Club de Madrid Member
Ricardo Lagos	President of Chile (March 2000-March 2006) President of the Club de Madrid
Zlatko Lagumdzija	Prime Minister of Bosnia & Herzegovina (2001-2002) Social Democratic Party, President Club de Madrid Member
Bolívar Lamounier	Augurium, Director
Hong Koo Lee	Prime Minister of South Korea (1994-1995) Seoul Forum for International Affairs Club de Madrid Member
Jos Lemmers	Council of Europe, Head of the Department for Democratic Participation
Tatjana Ljubic	ACIPS
Ruud Lubbers	Prime Minister of The Netherlands (1982-1994) Club de Madrid Member
Rob Lynes	Deputy Director Operations for the British Council
Ram Manikkalingam	Senior Advisor to the Centre for Humanitarian Dialogue
Cristina Manzano	Foreign Policy Spanish Edition, Director
Alexandre Marc	World Bank, Acting Sector Manager Social Development
Jan Markerink	City of Rotterdam, Chair Council Overschie
Fathi Marshood	New Israel Fund, SHATIL Office in Haifa
Maximilian Martin	UBS, Global Head of Philanthropy Services
Mohsen Marzouk	Arab Democracy Fund, Director
A. Mascarenhas Monteiro	Former President of Cape Verde (1991-2001) Club de Madrid Member
Miria Matembe	Former Minister of Ethics and Integration, Uganda
George Matthews	Gorbachev Foundation of North America, President Club de Madrid, Member of the Constituent Foundations
Clem McCartney	Shared Societies Project Policy and Content Coordinator
Kristofer Mc Ghee	British Youth Council
Rebecca Miller	Hunt Alternatives Fund
Joaquín Mirkin	Safe Democracy Foundation, Executive Director
Øistein Mjærum	Oslo Center for Peace and Human Rights, Chief of Staff
Benjamin Mkapa	President of the United Republic of Tanzania (1995-2000, 2000-2006) Club de Madrid Member
Sarifa Moola	Member of the Project's Expert Advisory Panel International Writers Festival Facilitator
Simon Mundy	Senior Associate Fellow of the Conflict, Security and Development Group, King's College
Kumi Naidoo	Civicus, Secretary General and Chief Executive Officer

Muhammad Najib	Center for Security and Peace Studies, Gadjah Mada University
Dalita Navarro	Consultant
Matthew Neuhaus	Commonwealth Secretariat, Director Political Affairs
Peter R. Neumann	King's College London, Centre for Defence Studies, Director
Jan Niessen	Migration Policy Group, Director
Leslye Obiora	Institute for Research on African Women, Children and Culture Founder
Ivo Opstelten	Mayor of the City of Rotterdam
Ömür Orhun	OSCE, Personal Representative to the Chairman-in-Office on combating intolerance and discrimination against Muslims
Amabel Orraca-Ndiaye	African Development Bank, Lead Expert in the office of the Vicepresident for Operations
Ciara O'Sullivan	GCAP, Media Coordinator
Ernesto Ottone	CEPAL, Former Vice-Secretary General
John Packer	Human Rights Centre, England
Marcello Palazzi	Progressio Foundation, Founder President
Clive F. Palmer	Mineralogy Pty Ltd., Chairman and Founder
Andrés Pastrana	President of Colombia (1998-2002) Club de Madrid Member
Naina Patel	Policy Research Institute on Ageing and Ethnicity, Executive Director
Marco Perolini	European Youth Forum, Human Rights and Equality Policy Officer
Fernando Perpiñá-Robert	Club de Madrid, Secretary General
Tim Phillips	Project on Justice in Times of Transition, Co-Founder. Harvard University
Marc Piévic	Ostad Elahi Foundation, General Delegate
Todd L. Pittinsky	JFK School of Government , Center for Public Leadership. Harvard University, Research Director
Giuseppe Porcaro	European Youth Forum, UN and Global Affairs Coordinator
Juan Prat y Coll	Ambassador of Spain in The Hague
Jorge Quiroga	President of Bolivia (2001-2002) FUNDEMOS, Party Leader Club de Madrid Member
Constantin Rallis	Ambassador of Greece in The Hague
Tariq Ramadan	Erasmus Universiteit, Professor
Albert Ramdin	Organization of American States, Assistant Secretary General
Mary Robinson	President of Ireland (1990-1997), Ethical Globalization Initiative, Vice President of the Club de Madrid
José Manuel Romero	FRIDE, Trustee Club de Madrid, Member of the Constituent Foundations
Mark Salter	Democracy Analysis & Assessment (DAA), Senior Programme Officer

Jorge Sampaio	President of the Republic of Portugal (1996-2001, 2001-2006). Club de Madrid Member
Gayane Sargsyan	Forum of the 21 st Century Leaders, Coordinator of the Caucasus Forum for Solidarity and Cooperation
Aram Sarr	African Youth Coalition Against Hunger, President of the Gambian Chapter African Youth Employment Vision, Founder
Richard Scalzo	City of Rotterdam, North District Vice-Mayor
Annemiek Schlotter	City of Rotterdam, Project Employee Kamers met Kansen
Dominic Schrijer	City of Rotterdam, Vice-Mayor
Bettina Schwarzmayr	European Youth Forum
Hamid Senni	Vision Enabler
Dina Shehata	Al Ahram Center, Political Analyst
Jennifer Mary Shipley	Prime Minister of New Zealand (1997-1999) Shared Societies Project Co-chair Club de Madrid Member
Sarah Silver	Alan B. Slifka Foundation, Executive Director
Richard Simeon	University of Toronto, Professor of Political Science
Ibrahim Spalburg	City of Rotterdam SPIOR, Director
Georgia Stefanopoulos	Greek Turkish Youth Quintet
G�rard Stoudmann	Special Envoy for Francophone Africa, Ministry of Foreign Affairs of Switzerland
Abator Thomas	50/50 Group, Co-Founder and Former President. Former Minister of Health and Sanitation, Sierra Leone
Clare Thomas	City of London, Chief Grants Officer
Alejandro Toledo	President of Peru (2001-2006) Club de Madrid Member
Ayhan Tonca	Dutch Government-Muslim Contact Group
Cyriel Triesschi�n	RADAR, General Director
Deniz T�rkmen	Greek Turkish Youth Quintet
Simon Underwood	Newcastle, Head of Social Inclusion Chief Executive's Office, Civic Centre
Cassam Uteem	President of the Republic of Mauritius (July 1992-1997, 1997- February 2002) Club de Madrid Member
Laine van der Linden	Kosmopolis, Director Rotterdam
Dorien van der Maarel	Talma School, Vice Director
Marieke van Doorn	European Partnership for Democracy, Coordinator EPD Secretariat
Harrie van Onna	City of Rotterdam
Mabel van Oranje	The Elders, CEO
Paul van Tongeren	GPPAC, Director
Melany van Twuijver	Economic Development Board Rotterdam, Vice-Secretary General
Rinaldo Ronald Venetiaan	President of the Republic of Suriname
Knut Vollebaek	OSCE, High Commissioner on National Minorities

Roel von Meijenfeldt	Netherlands Institute for Multiparty Democracy, Executive Director
Marianne Vorthoren	City of Rotterdam SPIOR, Policy Officer
Jaakko Weuro	European Youth Forum, Vice-President
Iris Willems	City of Rotterdam, Project Assistant
Adrien K. Wing	University of Iowa. Bessie Dutton Murray Professor. Associate Dean for Faculty Development
Beate Winkler	Bureau of European Policy Advisers (BEPA), EC
Olabiya B.J. Yai	UNESCO, President of the Executive Board
Nurperi Yucesoy	Greek Turkish Youth Quintet
Sergei Zelenev	Member of the Project's Expert Advisory Panel UNDESA Social Integration Branch, Chief

Club de Madrid Staff

Fernando Perpiñá-Robert	Secretary General
María Elena Agüero	Director of Institutional Relations and Special Projects
Sean C. Carroll	Director of Programs
Ricardo Hidalgo	Chief Financial Officer
Nicolas Rougy	Director of the Brussels Office
Victor Arango	Director of Communications. The Shared Societies Project
Nacho Espinosa	Program Officer. The Shared Societies Project
Alicia López-Tejero	Development Officer
Arwa Shobaki	Project Officer. FAME
Agustina Briano	Assistant to the Director of Institutional Relations
Rubén Campos	Assistant to Programs Director
María Romero	Logistics Officer
Carmen Sánchez Miranda	Program Officer
Sara de la Peña	Program Assistant
Francisco Láuzara	Volunteer

City of Rotterdam Staff

Julia Dotulong	City of Rotterdam, Communication Officer
Fred Mandersloot	City of Rotterdam, Admin. Partner
Ria van de Ende	City of Rotterdam, Protocol Officer
Sara van Eijk	City of Rotterdam, Communication Officer



Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex II Programme



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

12 - 14 November 2008
Rotterdam, The Netherlands



City of Rotterdam



Global Forum on Leadership for Shared Societies: *Building a world safe for difference*

12-14 November, 2008 • Rotterdam • The Netherlands

As of Nov. 12, 2008

Wednesday, November 12 - Global Forum on Leadership for Shared Societies **Opening**

- 18:45 Departure of Forum participants from hotels
- 19:00 Arrival of participants and welcome drinks **Rotterdam City Hall**
Coolsingel 40
3011 AD Rotterdam
Main Hall
- 19:30 Opening Choir "Kosmopolis"
Performance "Together forever"
- 19:45 **Forum Opens.** Sit-down dinner
Remarks from hosts:
Ivo **Opstelten**, Mayor of Rotterdam
Ricardo **Lagos**, President of the Club de Madrid **Rotterdam City Hall**
Burgerzaal

Thursday, November 13 – Global Forum on Leadership for Shared Societies. **INSPIRATION**

- 07:45 Departure from hotels to site visits
- 08:30 **Site visits to social cohesion projects**
Small group visits to local, regional and national initiatives
All confirmed participants in the Forum must register for the site visit and breakout sessions they wish to participate in through the [Forum's registration site](#).
- 10:00 Departure from working visits to Forum Venue
- 10:30 Arrival of participants to Conference Venue
Welcome Coffee **Van Nelle**
Ontwerpfabriek
Van Nelleweg 1
3044 BC Rotterdam
www.ontwerpfabriek.nl
- 11:00 **Opening Plenary Session**
Why Shared Societies?
The rationale for building a shared society
Renowned and emerging leaders discuss the importance of leadership for fostering dialogue, managing diversity and increasing social cohesion
Purpose:
 - To establish the importance of promoting shared societies
 - To make the case for building shared societies
 - To stress the importance of leadership in building shared societies
Video "setting the scene"
Welcome Remarks: Mary **Robinson**, Vice President of the Club of Madrid
Featured Panellists:
 - Jennifer Mary **Shipley** – Former Prime Minister of New Zealand. Project Co-Chair
 - Cassam **Uteem** – Former President of Mauritius. Project Co-Chair
 - Bishop **Athenagoras** of Sinope
 - Sadik **Harchaoui** - The Institute for Multicultural Development (TBC)
 - Swanee **Hunt** – Initiative for Inclusive Security
 - Jeff **Johnson** – Black Entrainment Television. Transatlantic Network 2020, BC
- 12:45 Lunch

- 14:30 **Plenary Session II**
Building Shared Societies: Examples of change
Northern Ireland: *Political Leaders discuss how "the troubles" are being solved*
 Featured **Panellists:**
- Jeffrey **Donaldson** – MP, MLA, Minister in the Office of First Minister and Deputy First Minister, Democratic Unionist Party
 - Gerard **Diver** – Mayor of Derry City, SDLP
- Mozambique** – *Leaders describe how the civil war ended and the subsequent process of social reconstruction*
 Featured **Panellists:**
- Joaquim **Chissano** – Former President of Mozambique
 - Benjamin **Mkapa** – Former President of Tanzania
 - Leone **Gianturco** – Sant'Edigio Community
- Moderator:** Mari **Fitzduff** – Member of the Project's Expert Advisory Panel. Coexistence International, Director. Brandeis University
- Purpose:**
- To inspire participants with the idea that change is possible
 - To show how leaders in one country recognised the need for change and went about achieving it
 - To understand the process by which leaders hostile to each other were able to work together and gain confidence in each other
 - To discuss the obstacles they faced and how they met those challenges
- 16:00 Coffee break
- 16:30 **Break-out Sessions I**
Small group discussions of inspiring examples –at national and city level- of policies and practices matching Commitments/Calls for Action for Shared Societies
Purpose:
- To inspire participants with the idea that change is possible
 - To show how and why leaders in one country recognised the need for change and went about achieving it
 - To discuss the obstacles they faced and how they met those challenges
 - To demonstrate the approach of the Club de Madrid, working alongside leaders to help them to think through and resolve issues
- Each group will consider the experience of one country with particular emphasis on initiatives related to one of the [Commitments](#) in the [Declaration for Social Cohesion](#).*
- | | |
|--|---|
| I. Locating Responsibility – New Zealand | VI. Physical environment – Sweden |
| II. Creating Opportunities – Mauritius | VII. Education system – Bosnia-Herzegovina |
| III. Monitoring structures – Canada | VIII. Encouraging a shared vision – S. Africa |
| IV. Ensuring the legal framework – India | IX. Promoting respect – Sierra Leone |
| V. Economic disadvantages – Latvia | X. Reducing hostility – South America |
- All participants should choose their preferred breakout session through the [Forum's registration site](#)*
- 18:00 Transportation to hotels
- 19:30 Transport from hotels to dinner venue
- 20:00 Joint dinner Global Forum – European Youth Forum
 Interaction by Carl **Rohde**
 Introduction by Steven **van Eijck**
 Remarks by: Cassam **Uteem** (Club de Madrid)
 and Bettina **Schwarzmayr** (EYF, President)
 Street dance performance by students from **Codarts**
- 22:30 Transportation back to hotels

Schiecentrale
 Lloydstraat 5
 3024 EA Rotterdam

Friday, November 14 – Global Forum on Leadership for Shared Societies. **CALL TO ACTION**

08:15 Departure from Hotels to Forum Venue

Van Nelle
Ontwerpfabriek

09:00 **Plenary Session III: Taking Responsibility**
National, multilateral and local leaders on: Where and how to place responsibility for social inclusion policies and practices into government

Purpose:

- To emphasise the importance of leadership and political will in building shared societies
- To promote the idea that responsibility for building social cohesion has to be clearly located in governmental structures – “the buck stops here”
- To discuss the sources of the political will and commitment needed to tackle social division and how it can be mobilised
- To clarify how the relationship between leaders and their own societies on the one hand, and regional powers on the other, affects, both positively and negatively, the willingness to promote social cohesion
- To emphasise the importance of offering internal and external support for leaders working to build social cohesion and consider how that support can be given sensitively
- To gain support from participants for the principle that leaders must apply the Commitments of the Shared Societies Project in their society and ensure implementation of those which are lacking

Featured Panellists:

- Jenny **Shipley** – Former Prime Minister of New Zealand
- Tariq **Ramadan** – Erasmus University
- Albert **Ramdim** – Organization of American States, Assistant Secretary General
- Rik **Grashoff** – City of Rotterdam, Vice Mayor
- Runaldo Ronald **Venetiaan**, President of Suriname

Political response:

- Kim **Campbell** – Former Prime Minister of Canada

Moderated by Prof. Adrien K. **Wing** – University of Iowa

10:30 Coffee Break

11:00 **Break-out Sessions II:**
Discussion on the contribution of specific sectors to promoting social cohesion and how to gain their support

Purpose:

- To highlight the context in which political leaders respond to the challenges of social disintegration and building social cohesion
- To acknowledge the ramifications of social breakdown on different sectors of society, neighbouring countries and farther a field
- To examine the influence of internal interest groups, neighbouring countries and the international community on local tensions and the danger that they will adopt partisan positions and in doing so encourage greater polarisation rather than accommodation
- To consider how different sectors can make a positive contribution to promoting social cohesion

- | | |
|---------------------------------|----------------------------------|
| • <i>Business community</i> | • <i>Local authorities</i> |
| • <i>Media</i> | • <i>Youth</i> |
| • <i>NGOs and civil society</i> | • <i>Religion</i> |
| • <i>Security Services</i> | • <i>Education and Culture</i> |
| • <i>Migrant Groups</i> | • <i>International Community</i> |
| • <i>Gender Inequality</i> | |

13:00 Lunch

- 14:30 **Plenary Session IV**
Principles and Effectiveness:
Building Leadership Capacities for Shared Societies
Following on the theme of Plenary III that leaders are responsible, this session looks at what kind of leadership is required and how it emerges and can be promoted within society and with support from external actors.
- Purpose:**
- To highlight the need for balanced leadership that promotes values and principles but also respects difference
 - To share experiences of working to develop capacities for effective and values-based leadership committed to building shared societies
 - To acknowledge the risks of promoting leadership from outside without community support
 - To identify what is common in developing leadership and how external actors can build support for those commonalities?
 - To consider how those commonalities can be widely disseminated, recognised and affirmed
- Featured Panellists**
- Kjell Magne **Bondevik** – Former Prime Minister of Norway
 - Sylvia **Borren** – Global Call for Action against Poverty Co-Chair
 - Ashraf **Ghani** – The Institute of State Effectiveness
 - Knut **Vollebaek** – OSCE High Commissioner on National Minorities
 - Beate **Winkler** – European Commission Bureau of Advisers
 - António **Guterres Oliveira** – Former Prime Minister of Portugal. UNHCR High Commissioner
- Moderator: José **Carreño** – El Universal, Mexico
- 16:00 Coffee Break
- 16:30 **Global Call to Action: Commitments towards building momentum**
Presentation of the Global Call to Action, reflecting the content of the discussion during the conference, with response from current leaders,.
- Purpose:**
- To review ideas and developments that emerged during the meeting
 - To input specific sectorial proposals to the Call To Action
 - To obtain the endorsement of the Call to Action by the Forum
 - To explore what are the next steps for promoting the Call to Action and the materials and principles of the Shared Societies Project
 - To engage the wider international community
- Featured Speakers:**
- Ricardo **Lagos**, chair – President of the Club de Madrid
 - Jorge **Domínguez**, moderator - Weatherhead Center for Intn'l Affairs. Harvard Univ.
 - Sector Group Responses to Call to Action: Club of Madrid **Members**
 - Jorge Branco de **Sampaio** – UN High Representative for the Alliance of Civilisations
Former President of Portugal
- 17:30 Closing Keynote remarks:
- Bill **Clinton** – Honorary Co-Chair of the Club of Madrid;
former President of the United States
- 18:00 Drinks
- 18:30 **Closing Dinner**
Performance by the Greek Turkish Youth Quintet
Performance by Suzanna **Lubrano**
Queen **Summercarnival** of Rotterdam drum band
- 21:30 Transportation back to hotels



Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex III

Call to Action for Leadership on Social Cohesion



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

**12 - 14 November 2008
Rotterdam, The Netherlands**



City of Rotterdam





**A CLUB DE MADRID CALL TO ACTION
FOR LEADERSHIP ON SOCIAL COHESION:
BUILDING SHARED SOCIETIES AND A WORLD SAFE FOR DIFFERENCE
ROTTERDAM, 14 NOVEMBER 2008**

The Club de Madrid – whose members are 72 current and former heads of state and government from 51 countries – meeting in Rotterdam 12-14 November 2008, reaffirmed its commitment to promoting leadership for social cohesion and shared societies as a key priority for the world today.

Leadership Required

We call to action all peoples, leaders and organisations in all sectors of society and walks of life to redouble efforts towards building understanding and tolerance. Beyond that, we call on leaders to show by example that when societies' dominant groups recognise and fully include others, particularly those who bring richness through difference, will be for the betterment of all. We call on leaders to ensure that no-one is excluded from opportunity or left behind in the journey to Participation, Progress and Prosperity.

We call on them to use their spheres of influence – at the community, local, provincial, national, regional and global levels – to work together to promote and ensure social inclusion and cohesion. We call on them to recognise that achieving social cohesion and creating a world safe for difference is essential for the well-being of individuals, states and the world as a whole.

No 'Plan B'

We declare that there is no other option – no plan B – if we are to avoid a world continually wracked by identity-based tensions, inter-community divisions, inequality, and injustice. Without action, tension will continue to beget conflict, and conflict will breed violence.

If individuals and peoples are not able to express themselves in their language, enjoy their culture and traditions, and pursue their aspirations, they will not live freely nor fulfil their dreams. As such, they are a loss to the potential of their society and the world as a whole.

If we are not able to accept difference and to learn to understand the unfamiliar in others, and are not helped to engage with others, barriers are created between people and communities which fester and lead to social disintegration with devastating consequences.

Action Partners

The Club de Madrid believes in building shared societies, based on co-operation and welcoming the contributions of all. We reject attempts to build homogeneous societies, in which difference is discouraged or even forbidden.

At a time when global financial, food, and energy crises will exacerbate the tendency to seek scapegoats among those different from us, this work is more important than ever. We make this Call to Action too, though, at a time of hope, when barriers are being brought down and change may come from new directions, leading us together from difference to shared societies.

Basic Principles

We have identified basic principles on which true social cohesion and shared societies can be created. We call on all leaders to uphold and apply those principles and measure progress towards social cohesion against them.

The basic principle we cherish is respect for the dignity of every individual. We equally value the principle of respect for human rights and the rule of law.

No section of society, either the majority or the minority, can expect to have license to act in any way it likes, ignoring others and their rights. Central to the vision of a shared society is a social equilibrium in which all members of society, while expressing their own identity and aspirations, are expected also to do so in ways that accept the dignity and rights of others with different identities. Critical also is the principle of rule-of-law, adhered to by leaders and all members of society.

Equality and fairness are essential principles in building shared societies and it cannot exist where there is discrimination, marginalisation and lack of opportunity for all.

The Club de Madrid was founded on the principle of democracy and we believe that democracy enhances the possibility of building a shared society if all sections of society are able to express their aspirations and needs. However, we recognise that many democracies fail to promote social cohesion, and that the importance of building social cohesion also applies to authoritarian states.

We are clear about what has to be done and we in the Club de Madrid have prepared a Portfolio of Policies and Practices that document the ways in which it has been done by others.

Call to Action

We have identified 10 areas of policy commitments that complement one another towards achieving a shared society and to which we call all leaders to commit themselves to action. We call on all other sectors of society to support leaders to make and implement these commitments.

At our Global Forum for Leadership on Shared Societies in Rotterdam, we have invited principal sectors of the global community to contribute key ideas for taking forward this Call to Action

Urgency to Act

We believe there is no excuse for avoiding the imperative to build social cohesion. Oft-cited excuses such as resource scarcity or the presence of conflict are in fact reasons to make increased efforts to value all people in society and respect their diversity.

The issue cannot wait. Action is needed now. The process of building social cohesion starts at the top and we call on all leaders to endorse and act on this Call to Action.

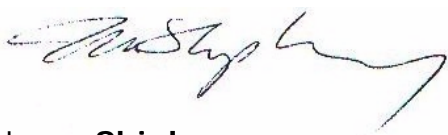
Signed:



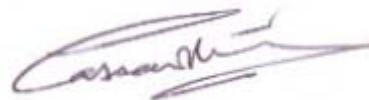
Ricardo Lagos
President of the Club de Madrid



Mary Robinson
Vice President of the Club de Madrid



Jenny Shipley
Co-Chair, Shared Societies Project



Cassam Uteem
Co-Chair, Shared Societies Project



**EL CLUB DE MADRID HACE UN LLAMAMIENTO A LA ACCIÓN
DE LOS LÍDERES A FAVOR DE LA COHESIÓN SOCIAL:
*LOGRAR SOCIEDADES INCLUSIVAS
Y UN MUNDO MÁS SEGURO PARA LA DIVERSIDAD*
ROTTERDAM, 14 DE NOVIEMBRE DE 2008**

El Club de Madrid, formado por 72 ex Jefes de Estado y de Gobierno de 51 países, se reunió en Rotterdam del 12 al 14 de noviembre de 2008. En esta reunión se volvió a expresar el compromiso del Club con la promoción del liderazgo para la cohesión social y las sociedades inclusivas como una prioridad clave en el mundo actual.

Se necesita liderazgo

Nuestro llamamiento a la acción se dirige a todos, líderes y organizaciones de todos los sectores de la sociedad, personas de todas las profesiones y condiciones sociales, para que intensifiquen los esfuerzos que permitan avanzar hacia una mayor comprensión y tolerancia. También hacemos un llamamiento a los líderes para que muestren con su ejemplo que cuando los grupos dominantes de cualquier sociedad reconocen e incluyen sin reservas a los demás, en particular a aquellos que con su diferencia enriquecen a las sociedades, toda la sociedad mejora. Hacemos un llamamiento a los líderes para que no se excluya a ninguna persona ni se deje atrás a nadie en el camino hacia la Participación, el Progreso y la Prosperidad.

Hacemos un llamamiento para que usen sus esferas de influencia tanto en sus comunidades como a nivel local, provincial, nacional, regional y mundial, con el fin de trabajar en colaboración para promover y asegurar la inclusión y la cohesión social. Hacemos un llamamiento para que reconozcan que el logro de la cohesión social y la creación de un mundo seguro en el que se respeten las distintas identidades es fundamental para el bienestar de los individuos, de los estados y del mundo en su totalidad.

No hay alternativa. No hay 'Plan B'

Declaramos que no hay otra opción, ningún plan B, si no queremos vivir en un mundo continuamente asolado por tensiones generadas por el conflicto entre distintas identidades, las divisiones en el seno de las comunidades, la desigualdad y la injusticia. Si no actuamos, la tensión continuará engendrando conflictos y estos conflictos, a su vez, engendrarán violencia.

Si los individuos y los pueblos no pueden expresarse en su propio idioma, disfrutar de su cultura y tradiciones, y luchar por aquello a lo que aspiran, no vivirán con libertad ni lograrán cumplir sus sueños. En una situación semejante, representarán una pérdida para el potencial de la sociedad a la que pertenecen y para el mundo en general.

Si no somos capaces de aceptar las diferencias ni de aprender a comprender lo que nos resulta desconocido de los demás; si no se nos ayuda a comprometernos con los demás, se crean barreras entre las personas y las comunidades; barreras que pudren, se hacen cada vez mayores y finalmente conducen a la desintegración social, con consecuencias devastadoras.

Socios en la Acción

El Club de Madrid cree que se pueden lograr sociedades inclusivas basándose en la cooperación y aceptando las contribuciones de todos. Rechazamos los intentos de construir sociedades homogéneas en las que se excluye o incluso se prohíbe la diferencia.

En una época en la que las crisis financieras, alimenticias y energéticas mundiales agravarán la tendencia a buscar chivos expiatorios entre quienes son diferentes a nosotros, esta labor cobra más importancia que nunca. Sin embargo, también hacemos este llamamiento a la acción en un momento de esperanza, en el que se han derribado barreras y en el que el cambio puede llegar de nuevas direcciones, llevándonos a sociedades inclusivas a partir de las diferencias.

Principios Básicos

Hemos identificado los principios básicos sobre los que se pueden crear la verdadera cohesión social y sociedades inclusivas. Hacemos un llamamiento a todos los líderes para mantener y aplicar esos principios y usarlos para valorar los avances que se hacen en el camino hacia la cohesión social.

El principio básico que más valoramos es el respeto por la dignidad de cada individuo.

También valoramos en la misma medida el principio de respeto por los derechos humanos y el estado de derecho.

Ningún sector de ninguna sociedad, ya sea parte de la mayoría o de la minoría, puede creerse con derecho a actuar como le plazca, ignorando los derechos de los demás. Un aspecto fundamental de una sociedad inclusiva es el equilibrio social en el que todos los miembros de la sociedad, con libertad de expresar su propia identidad y sus propias aspiraciones, lo hacen respetando la dignidad y los derechos de quienes son diferentes. También es fundamental el estado de derecho, que debe ser respetado por los líderes y todos los miembros de la sociedad.

Igualdad y justicia son también principios esenciales para lograr sociedades inclusivas y no podrán existir allí donde haya discriminación, marginación o no haya igualdad de oportunidades para todos.

El Club de Madrid se fundó sobre el principio de la democracia y creemos que la democracia aumenta la posibilidad de lograr una sociedad inclusiva si todos los sectores de la sociedad pueden expresar sus aspiraciones y sus necesidades. Sin embargo, reconocemos que muchas democracias no facilitan la cohesión social y que la importancia de lograrla es también aplicable a los estados autoritarios.

Tenemos claro lo que hay que hacer y, como miembros del Club de Madrid, hemos preparado una muestra de Políticas y Prácticas que documentan las formas que han permitido a otros a llevarlo a cabo.

Llamamiento a la acción

Hemos identificado diez áreas de compromisos políticos que se complementan entre sí para lograr una sociedad inclusiva. Hacemos un llamamiento a todos los líderes para que hagan suyos estos compromisos y emprendan la acción. Hacemos un llamamiento a todos los demás sectores de la sociedad para que apoyen a los líderes a asumir y poner en práctica estos compromisos.

En nuestro Foro Global sobre Liderazgo para las Sociedades Inclusivas, que tuvo lugar en Rotterdam, invitamos a los principales sectores de la comunidad mundial a contribuir con ideas clave para avanzar en este llamamiento a la acción.

Urgencia de actuación

Creemos que no hay excusa para no cumplir con el deber de facilitar la cohesión social. Excusas citadas a menudo como la escasez de recursos o la presencia de un conflicto son, de hecho, razones que deben empujarnos a hacer mayores esfuerzos para valorar a todas las personas que forman parte de la sociedad y respetar su diversidad.

El problema no puede esperar. Tenemos que actuar ahora mismo. El proceso de lograr la cohesión social debe comenzar desde arriba; pedimos a todos los líderes que aprueben y apoyen con su actuación este llamamiento a la acción.

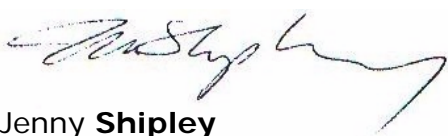
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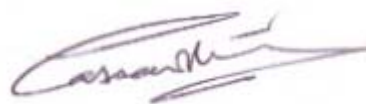
Ricardo Lagos
Presidente del Club de Madrid



Mary Robinson
Vicepresidenta del Club de Madrid



Jenny Shipley
Co-Presidenta del Proyecto
por una Sociedad Inclusiva



Cassam Uteem
Co-Presidente del Proyecto
por una Sociedad Inclusiva



UN APPEL A L'ACTION DU CLUB DE MADRID
POUR UN LEADERSHIP EN MATIERE DE COHESION SOCIALE :
CONSTRUIRE DES SOCIETES PARTAGEES ET UN MONDE BASE SUR LA DIFFERENCE
ROTTERDAM, 14 NOVEMBRE 2008

A l'occasion de sa réunion organisée du 12 au 14 novembre 2008 à Rotterdam, le Club de Madrid, composé de 72 anciens ou actuels chefs d'Etat et de gouvernement de 51 pays, a réaffirmé son engagement en faveur d'un leadership en matière de cohésion sociale et souligné l'émergence de sociétés partagées comme l'une des principales priorités du monde d'aujourd'hui.

Un leadership nécessaire

Nous appelons tous les peuples, dirigeants et organisations de tous les secteurs de la société et de toutes les origines à agir et à redoubler d'efforts pour favoriser l'émergence d'un monde plus compréhensif et tolérant. En outre, nous appelons les dirigeants à montrer l'exemple et à prouver que la reconnaissance, par les groupes dominants de la société, de l'existence et de la nécessaire inclusion de tous les acteurs, en particulier ceux permettant un enrichissement en raison de leur différence, agira pour le bien de tous. Nous appelons les dirigeants à garantir que chacun aura sa chance et que personne ne sera exclus sur le chemin vers une société plus participative, plus avancée et plus prospère.

Nous appelons aussi les dirigeants à utiliser leur influence, aux niveaux communautaire, local, provincial, national, régional et international, pour travailler ensemble à la promotion et à l'avènement de l'inclusion et de la cohésion sociales. Nous les appelons à reconnaître que la cohésion sociale et l'émergence d'un monde basé sur la différence sont deux conditions essentielles au bien-être des individus, des Etats et du monde dans son ensemble.

Il n'y a pas de plan de secours

Nous affirmons qu'il n'y a aucune autre option si nous voulons éviter l'émergence d'un monde terrassé par des tensions identitaires constantes, des divisions intra-communautaires, les inégalités et l'injustice. Si nous n'agissons pas, les tensions continueront d'engendrer des conflits et nous entraîneront dans une spirale de violence.

Si les individus et les peuples ne sont pas en mesure de s'exprimer dans leur langue, de jouir de leur culture et de leurs traditions, de poursuivre leurs espoirs, ils ne pourront ni vivre libres, ni accomplir leurs rêves. Ils échoueront alors à renforcer le potentiel de leur société ou du monde dans son ensemble.

Si nous ne parvenons pas à accepter la différence et à apprendre à comprendre ce qui nous est inconnu chez autrui, si nous n'arrivons pas à nouer des liens avec les autres, les peuples et les communautés seront séparés par des barrières qui les envenimeront et entraîneront une désintégration aux conséquences catastrophiques.

Partenaires dans l'action

Le Club de Madrid croit en la création de sociétés partagées, basées sur la coopération et l'accueil des contributions de tous. Nous rejetons les tentatives visant à construire des sociétés homogènes, au sein desquelles la différence est découragée, voire interdite.

A une époque où les crises internationales financière, alimentaire et énergétique exacerbent notre tendance à chercher des boucs émissaires parmi ceux qui ne nous ressemblent pas, ce travail est plus important que jamais. Mais, nous lançons aussi cet Appel à l'action dans un moment d'espoir, alors que nous voyons des barrières s'écrouler et le changement venir de provenances insoupçonnées, surmontant nos différences et nous rassemblant au sein de sociétés partagées.

Principes de base

Nous avons identifié des principes de base sur lesquels s'appuyer pour faire émerger une vraie cohésion sociale et des sociétés partagées. Nous appelons tous les dirigeants du monde à respecter et à appliquer ces principes et à mesurer les progrès accomplis sur le chemin de la cohésion sociale.

Le principe le plus important et le plus cher à nos cœurs est celui du respect de la dignité de chacun.

Nous valorisons tout autant le respect des droits de l'homme et l'Etat de droit.

Aucun secteur de la société, majoritaire ou minoritaire, ne peut s'attendre à pouvoir agir à sa guise, en ignorant ses droits et ceux d'autrui. Au centre de notre vision d'une société partagée se trouve un équilibre social où tous les membres de la société peuvent exprimer leur propre identité et leurs espoirs, en acceptant la dignité et les droits de ceux dont l'identité est différente. Le principe de l'Etat de droit est également capital : il doit être respecté par les dirigeants et tous les membres de la société.

L'égalité et l'équité sont des principes essentiels à la construction de sociétés partagées. Ils ne peuvent exister lorsque règnent la discrimination, la marginalisation et l'absence d'opportunités pour tous.

Le Club de Madrid a été créé sur la base du principe démocratique. Nous considérons que la démocratie augmente la possibilité de construire une société partagée, à condition que tous les secteurs de celle-ci puissent exprimer leurs désirs et leurs besoins. Toutefois, nous reconnaissons également que nombreuses sont les démocraties à avoir échoué à promouvoir la cohésion sociale, réalité tout aussi capitale au sein d'Etats autoritaires.

Le Club de Madrid sait ce qui doit être fait et a préparé un ensemble de politiques et de pratiques montrant les voies empruntées par d'autres acteurs.

Appel à l'action

Nous avons identifié 10 priorités complémentaires pour l'engagement politique permettant l'émergence d'une société partagée. Nous appelons tous les dirigeants à s'engager à agir. Nous appelons tous les autres secteurs de la société à les soutenir dans cette promesse et son application.

A l'occasion de notre Forum mondial consacré au leadership pour des sociétés partagées, organisé à Rotterdam, nous avons invité les principaux secteurs de la communauté internationale à réfléchir aux initiatives clés à prendre pour faire entendre cet Appel.

Il est urgent d'agir

Nous pensons qu'il n'existe aucune excuse pour éviter l'impératif qu'est le renforcement de la cohésion sociale. Les excuses souvent avancées, comme le manque de ressources ou l'existence de conflits, sont en fait des raisons supplémentaires d'accroître nos efforts pour apprécier chaque individu et respecter la diversité.

Nous ne pouvons attendre. Il nous faut agir maintenant. Le processus de construction de la cohésion sociale commence en haut de l'échelle et nous appelons tous les dirigeants à entendre cet Appel et à agir.

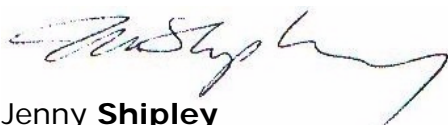
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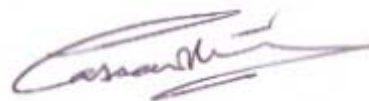
Ricardo Lagos
Président du Club de Madrid



Mary Robinson
Vice-Présidente du Club de Madrid



Jenny Shipley
Co-Présidente, Projet « Sociétés partagées »



Cassam Uteem
Co-Président, Projet « Sociétés partagées »



نداء "نادي مدريد" للقادة بالتحرك لاتخاذ إجراءات من شأنها تحقيق الترابط والتضامن الاجتماعي:

تكوين مجتمعات مشتركة وعالم آمن أساسه الاختلاف والتنوع

روتردام، 14 نوفمبر 2008

نادي مدريد الذي يتألف أعضاؤه من 72 رئيسًا وقائدًا حاليًا وسابقًا في دول وحكومات من بين 51 بلد قد أكد في اجتماعه في مدريد، 12-14 نوفمبر 2008، على التزامه بدعم تحقيق الترابط والتضامن الاجتماعي والمجتمعات المشتركة كأولوية أساسية للعالم اليوم.

دور القادة المطلوب

إننا ندعو الشعوب والقادة والمؤسسات من كافة قطاعات المجتمع والتوجهات إلى تكثيف جهودهم لتكوين مجتمع أساسه التفاهم والتسامح. وإلى جانب ذلك، فإننا نناشد القادة بتوضيح أمثلة تؤكد أن المجتمعات التي تعترف وتقدر فيها المجموعات السائدة والكبيرة المجموعات الأخرى – وخاصة تلك التي تثري من بنية وتكوين المجتمع باختلافها عنه - وتستوعبها يكون من شأنه نجاح وتقدم المجتمع بأكمله. إننا نناشد القادة بتعزيز فكرة عدم استبعاد أي فرد أو تجاهله خلال مسيرة المشاركة في التقدم والرفاهية.

إننا نناشدكم لاستخدام نطاق التأثير الذي يتمتعون به على مستوى المجتمع أو محليًا أو في مقاطعة معينة أو قومياً أو في منطقة معينة أو عالمياً للعمل معاً لدعم ونشر مبدأ الترابط والتضامن الاجتماعي. إننا نناشدكم بأن هدف تحقيق الترابط والتضامن الاجتماعي وتكوين عالم آمن يدعم الاختلاف والتنوع يعد ضرورياً لسلامة ورفاهية الأفراد والدول والعالم بأكمله.

استبعاد وجود خطة بديلة "خطة ب"

إننا نعلن أنه ليس هناك خيار آخر – خطة ب – إذا لم نتجنب وجود عالم متصدع باستمرار بسبب الصراعات التي تستند إلى هوية بعينها أو الانقسامات داخل المجتمع أو عدم المساواة أو غياب العدالة. إذا لم نتحرك ونتخذ إجراءات، فإن الصراعات ستستمر لتكون صدامات، وبالتالي ينتج عن الصدامات العنف.

إذا لم يستطع الأفراد والشعوب التعبير عن أنفسهم بلغتهم، والتمتع بثقافتهم وتقاليدهم، والمضي في تحقيق أهدافهم وتطلعاتهم، فإنهم لن يعيشوا بحرية ولن يحققوا أحلامهم. وبالتالي فهم خسارة وعقبة أمام تقدم مجتمعهم والعالم بأكمله.

إذا لم نتقبل الاختلاف ونتعرف على كيفية فهم ما هو غير مألوف عند الآخرين ولم يتم تشجيعنا على الانخراط مع الآخرين، فسيتم خلق نوع من العوائق بين الأفراد والمجتمعات، مما ينتج عنه تفكك اجتماعي تنبئه عواقب وخيمة.

شركاء التحرك واتخاذ الإجراءات

يؤمن نادي مدريد بفكرة إنشاء مجتمعات مشتركة أساسها التعاون وترحب بمساهمات كل الأفراد. إننا ننبذ محاولات تكوين مجتمعات متماثلة، يتم فيها رفض الاختلاف والتنوع أو استبعاده تماماً.

في الوقت الذي تتزايد فيه وتتفاقم الأزمات المالية والغذائية والطاقة العالمية، تتكون دائماً نزعة إلى البحث عن كبش فداء من بين من هم مختلفون عنا، ويعد هذا أمراً أكثر أهمية مما مضى. إلا أننا ندعو إلى التحرك واتخاذ إجراءات في وقت يدفعنا الأمل فيه كي نتلاشى الحواجز والعوائق ويأتي التغيير من اتجاهات جديدة، مما يوجهنا جميعاً من التفرق إلى المجتمعات المشتركة.

المبادئ الأساسية

لقد حددنا مبادئ أساسية يمكن على نسقها فعلياً تكوين ترابط وتضامن اجتماعي وإنشاء مجتمعات مشتركة حقيقية. إننا نناشد كافة القادة إلى تبني هذه المبادئ وتطبيقها وقياس مدى تقدم الترابط والتضامن الاجتماعي استناداً إليها.

إن المبدأ الأساسي الذي نتبناه هو الاحترام لرفعة كرامة كل فرد.

إننا جميعاً نقدر مبدأ احترام حقوق الإنسان وسيادة القانون.

ليس هناك قطاع من المجتمع، سواء كانت الأغلبية أم الأقلية، يتوقع أن يحصل على ترخيص للتصرف بأية طريقة تحلو له، مع تجاهل الآخرين وحقوقهم. وكعنصر أساسي إلى جانب رؤية المجتمع المشترك يأتي التوازن الاجتماعي الذي يتوقع من خلاله تعبير كافة أعضاء المجتمع عن هويتهم وتطلعاتهم بطرق تراعي كرامة وحقوق الآخرين من ذوي الهويات المختلفة. ويعد مبدأ سيادة القانون أيضاً من أهم المبادئ والذي يتعين على القادة وكافة أعضاء المجتمع الالتزام به.

المساواة والعدل من المبادئ الأساسية في تكوين المجتمعات المشتركة ولا يمكن أن تتوفر في بيئة تتسم بالتفرقة والتهميش وانعدام تكافؤ الفرص للجميع.

تم تأسيس نادي مدريد على مبدأ الديمقراطية ونحن نعتقد أن الديمقراطية تعزز من إمكانية تكوين مجتمع مشترك، إذا تمكن كل قطاع من قطاعات المجتمع من التعبير عن تطلعاته واحتياجاته. وعلى الرغم من ذلك فإننا على علم بأن العديد من الأنظمة الديمقراطية قد فشلت في دعم الترابط والتضامن الاجتماعي وأن أهمية تكوين ترابط وتضامن اجتماعي تنطبق أيضاً على الدول الديكتاتورية.

إلا أننا واضحين حيال ما ينبغي القيام به، وقد أعدنا في نادي مدريد منظومة من السياسات والممارسات التي توضح الطرق التي طبق من خلالها الآخرون هذا التوجه.

الدعوة إلى التحرك واتخاذ إجراءات

ولقد حددنا 10 نطاقات لبنود السياسة والتي يكمل كل منها الآخر للوصول إلى تحقيق مجتمع مشترك، وإننا ندعو كافة القادة للالتزام باتخاذ هذه الإجراءات ودعمها. إننا نناشد كافة قطاعات المجتمع لدعم القادة في إجراء وتنفيذ هذه الالتزامات.

لقد قمنا ضمن المنتدى العالمي للقادة فيما يتعلق بالمجتمعات المشتركة في روتردام بدعوة قطاعات رئيسية من المجتمع الدولي للمساهمة بأفكار رئيسية لتفعيل هذه الدعوة إلى التحرك واتخاذ الإجراءات.

ضرورة التحرك واتخاذ إجراءات بسرعة

إننا نعتقد أنه ليس هناك مبررات تحول دون ضرورة تكوين ترابط وتضامن اجتماعي. إن المبررات التي دائماً ما يتم ذكرها، مثل ندرة الموارد أو وجود صراع هي بذاتها أسباب فعلية تحث على زيادة الجهود الرامية إلى تقدير كافة الأفراد في المجتمع واحترام التنوع والتعددية.

لا يمكن لهذا الأمر أن ينتظر. حيث يتعين التحرك واتخاذ إجراءات الآن. إن عملية تكوين ترابط وتضامن اجتماعي تشغل الأهمية الأولى والعليا، ونحن نناشد كافة القادة لدعم ورعاية هذه الدعوة إلى التحرك واتخاذ إجراءات والعمل على تفعيلها.

توقيع:



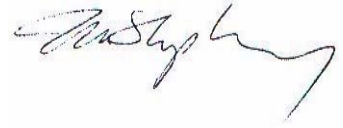
ماري روبنسون
نائب رئيس نادي مدريد



ريكاردو ليجوس
رئيس نادي مدريد



كاسام يوتيم
مساعد رئيس لجنة مشروع المجتمعات المشتركة



جني شيبلي
مساعد رئيس لجنة مشروع المجتمعات المشتركة

نادي مدريد هو عبارة عن مؤسسة مستقلة تهدف إلى دعم وتعزيز الديمقراطية حول العالم استناداً إلى خبرات وتجارب وموارد أعضائها الذين يمثلون 72 رئيساً ديمقراطياً سابقاً لدول وحكومات مختلفة. يقوم نادي مدريد بالشراكة مع المؤسسات والحكومات الأخرى، التي تشترك معه في أهداف دعم ونشر الديمقراطية بتوفير الاستشارات والدعم الاستراتيجي والنصائح الفنية للقادة والجهات التي تنشأ التحول إلى التوجه الديمقراطي ودعمه.

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马德里俱乐部

马德里俱乐部行动呼吁

领导建立社会凝聚力：

建立共享社会和一个差异安全的世界

鹿特丹, 2008年11月14日

马德里俱乐部---其成员是来自51个国家的72个现任或前任国家和政府元首---2008年11月12日至14日在鹿特丹开会，重申致力于促进领导建立社会凝聚力和共享社会，作为当今世界一个关键优先事项。

需要领导

我们呼吁社会各阶层和各界所有人民、领导人及组织采取行动，加倍努力，构建理解和宽容。除此之外，我们呼吁领导人以榜样表明，当社会的主导群体承认并充分包容其他群体、特别是那些通过差异带来丰富的群体的时候，对所有人都更有益处。我们呼吁领导人确保，没有人被排除在机会之外，没有人在走向参与、进步和繁荣的旅途中落在后边。

我们呼吁他们---在社区、地区、省、国家、区域及和全球各级---发挥自己的影响力，共同努力，促进并确保社会包容性和凝聚力。我们呼吁他们承认，实现社会凝聚力和创造一个差异安全的世界，是个人、国家以及整个世界福祉必不可少的。

“没有B计划”

我们声明，如果我们要避免世界继续遭受基于身份的紧张局势、社区间的分歧、不平等和不公正现象的骚扰，别无选择---没有B计划。不采取行动，紧张局势将会继续导致冲突，冲突将会继续滋生暴力行动。.

如果个人和民族不能够以自己的语言表达自己，不能够享受自己的文化和传统，不能够追求自己的愿望，他们将不能自由地生活，也不能实现自己的梦想。如果是这样，他们将是他们的社会和整个世界的潜能的损失。

如果我们不能够接受差异，不能够学会理解其他人所拥有的我们不熟悉的东西，得不到与他人接触的帮助，那将在人民和社区之间制造障碍，这种障碍将恶化并导致社会解体，并造成破坏性后果。

行动伙伴

马德里俱乐部相信在合作的基础上建立共享社会，欢迎所有人作贡献。我们反对试图建立阻止、甚至禁止差异的单一社会。

在全球金融、食品及能源危机将加剧在那些不同于我们的人中寻求替罪羊的趋势的时候，这项工作比以往更加重要。我们也是在希望之时，在障碍正在被消除和变化可能来自新方向，引导我们一起从差异走向共享社会的时候，作出这一行动呼吁的。

基本原则

我们已经确定了创建真正的社会凝聚力和共享社会的基本原则。我们呼吁所有领导人坚持并运用这些原则，用这些原则来衡量在走向社会凝聚力所取得的进展。

我们珍视的基本原则是尊重每一个人的尊严。我们同样重视尊重人权和法制的原则。

任何社会阶层，无论是多数还是少数，都不能期望有无视他人和他人的权利、随意行事的特许。共享社会理想的核心是社会平等，所有社会成员在表示自己身份和愿望的同时，对身份不同的其他人也这样做，接受他们的尊严和权利。领导人和社会所有成员都恪守法治原则也是非常重要的。

平等和公平是建立共享社会的基本原则。如果存在歧视、边缘化和所有人缺乏机会，共享社会就不可能存在。

马德里俱乐部是建立在民主原则之上的。我们认为，如果社会各界都能够表达他们的愿望和需求，民主将增强建设共享社会的可能性。然而，我们认为许多民主国家未能促进社会凝聚力，我们也认为建立社会凝聚力的重要性也适用于专制国家。

我们清楚必须做什么，我们马德里俱乐部已经编制了一套**政策和做法选编**，编入了别人已经采取的做法。

行动呼吁

我们已经确定了**10项政策承诺领域**，它们在实现共享社会上相互补充，我们呼吁各国领导人承诺采取行动，实施这**10项政策**。我们呼吁所有其他社会阶层支持领导人作出和履行这些承诺。

在我们的**鹿特丹全球领导人共享社会论坛**上，我们邀请全球社会主要阶层为落实这一行动呼吁贡献重要的意见。

行动紧迫性

我们认为，没有任何借口回避建立社会凝聚力的必要性。诸如资源匮乏或冲突存在等经常引用的理由，实际上是加紧努力珍惜社会上所有的人和尊重他们的多样性的理由。

这个问题不能等待。现在需要采取行动。建设社会凝聚力的进程始于最高层，我们呼吁所有领导人赞同并按照这一**行动呼吁**采取行动。

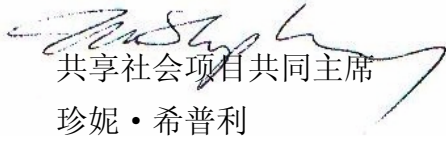
签字:



马德里俱乐部主任
里卡多 · 拉各斯
(签字)



马德里俱乐部副主任
玛丽 · 鲁滨逊
(签字)



共享社会项目共同主席
珍妮 · 希普利
(签字)



共享社会项目共同主席
卡萨姆 · 乌蒂姆
(签字)



ОБРАЩЕНИЕ МАДРИДСКОГО КЛУБА

ЛИДЕРСТВО ВО ИМЯ СОЦИАЛЬНОЙ СПЛОЧЁННОСТИ:

ПОСТРОЕНИЕ ОБЩЕСТВА УЧАСТИЯ И МИРА, ХРАНЯЩЕГО РАЗНООБРАЗИЕ

РОТТЕРДАМ, 14 НОЯБРЯ 2008 Г.

Мадридский клуб, членами которого являются 72 действующих и бывших глав государств и правительств из 51 страны, на своей встрече в Роттердаме 12-14 ноября 2008 г. подтвердил свою готовность содействовать лидерству во имя социальной сплочённости и Общества участия как приоритетной задачи современности.

Потребность в лидерстве

Мы обращаемся ко всем народам, лидерам и организациям всех сфер и слоёв общества с призывом удвоить усилия по созданию мира взаимопонимания и толерантности. Мы обращаемся с отдельным призывом к лидерам показать на примере, что когда доминирующие группы общества признают и интегрируют других, в особенности тех, кто своим отличием увеличивает разнообразие, выигрывают все. Мы призываем лидеров сделать всё для того, чтобы никто не был лишён возможности или оставлен за бортом на пути к Участию, Прогрессу и Процветанию.

Мы призываем их использовать всё своё влияние – на местном, районном, провинциальном, национальном, региональном и глобальном уровнях – в совместной работе по реализации и обеспечению социальной интеграции и сплочённости. Мы призываем их согласиться с тем, что обеспечение социальной сплочённости и построение мира, хранящего разнообразие, необходимы для благосостояния людей, государств и мира в целом.

Никаких планов «Б»

Мы заявляем, что не существует иного пути – нет никакого плана «Б», – если мы не хотим жить в мире, раздираемом трениями из-за различий в идентичности, общественными разделениями, неравенством и несправедливостью. Если ничего не делать, трения будут порождать конфликты, а конфликты плодить насилие.

Люди и народы, лишённые возможности выразиться на родном языке, наслаждаться плодами своей культуры и своими традициями, следовать своим чаяниям, не могут жить свободно, не могут реализовать свои мечты. Тогда они потеряны как для своего общества, так и для мира в целом.

Если мы сами неспособны признавать отличия, научиться понимать чужое, и ничто не помогает нам в общении с другими, между людьми и обществами возникают раздражающие барьеры, ведущие к социальной дезинтеграции с разрушительными последствиями.

Партнёры по совместным действиям

Мадридский клуб верит в возможность построения общества участия, основанного на сотрудничестве и приветствующего вклад любого участника. Мы отвергаем попытки построения однородных обществ, отвергающих, а то и запрещающих разнообразие.

Когда мировой финансовый, продовольственный и энергетический кризис усиливает склонность искать козлов отпущения среди тех, кто отличен от нас, эта работа важна, как никогда. Но время нашего Обращения есть и время надежды, когда рушатся барьеры, когда с неожиданных сторон можно ждать перемен, способных привести нас от простого разнообразия к обществу участия.

Основные принципы

Мы обозначили базовые принципы, на которых могут быть основаны подлинная социальная сплочённость и общество участия. Мы призываем всех лидеров поддержать эти принципы, применять их, ими измерять продвижение к социальной сплочённости.

Наш основной принцип – это уважение достоинства каждой личности.

Мы равно ценим принцип уважения прав человека и верховенство закона.

Никакая часть общества, будь то большинство или меньшинство, не вправе ожидать, что ей будет позволено поступать по собственной прихоти, игнорируя других людей и их права. Основопологающим для нашего видения общества участия является социальное равновесие, при котором все члены общества выражают свою идентичность и свои чаяния, проявляя уважение к достоинству и правам носителей иных идентичностей. Решающее значение имеет также приверженность лидеров и всех членов общества принципу верховенства закона.

Равенство и справедливость – важнейшие принципы построения общества участия; такое общество невозможно в условиях дискриминации, маргинализации, отсутствия равных возможностей.

Мадридский клуб был основан на принципе демократии, и мы верим, что демократия способствует построению общества участия, если все слои общества имеют возможность выражать свои чаяния и потребности. Мы признаём, однако, что во многих демократических государствах социальная сплочённость не обеспечена и что обеспечение социальной сплочённости важно и для авторитарных государств.

Нам ясно, что делать; нами, в Мадридском клубе, подготовлен Портфель стратегий и практик, документирующий то, что сделано в этом отношении другими.

Призыв к действию

Нами обозначены 10 сфер приложения политических усилий, которые взаимно дополняют друг друга на пути к обществу участия, и мы призываем всех лидеров действовать в этих направлениях. Мы обращаемся с призывом ко всем слоям общества поддержать своих лидеров в этих усилиях.

Наш Глобальный форум лидерства во имя общества участия в Роттердаме обратился к ключевым группам глобального сообщества с предложением содействовать своими идеями реализации нашего Обращения.

Безотлагательность действия

По нашему убеждению, уклонение от требований императива социальной сплочённости не имеет оправдания. Недостаток ресурсов или наличие конфликтов, которые чаще всего приводятся в качестве таких оправданий, в действительности требуют как раз дополнительных усилий по обеспечению ценности всех членов общества и уважения их многообразия.

Это дело не ждёт. Действовать надо сейчас. Процесс создания социальной сплочённости начинается наверху, и мы призываем всех лидеров поддержать наше Обращение и действовать в соответствии с ним.

Подписи:

Рикардо **Лагос**

Президент Мадридского клуба

Мэри **Робинсон**

Вице-президент Мадридского клуба

Дженни **Шипли**

Сопредседатель Проекта Общества
участия

Кассам **Утем,**

Сопредседатель Проекта Общества
участия



Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex IV

The Van Nelle Factory & Schiecentrale



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

12 - 14 November 2008
Rotterdam, The Netherlands



City of Rotterdam



VAN NELLE ONTWERPFABRIEK



Van Nelle Ontwerpfabriek Rotterdam, a monument

The Van Nelle Ontwerpfabriek is an imposing building with international appeal. It is of inestimable cultural and historical value, having the status of a nationally protected monument and being included on the UNESCO World Heritage list.

The industrial monument Van Nelle Ontwerpfabriek was built between 1926 and 1930 by the architects Van der Vlugt and Brinkman. It was designed around the concepts of light, air and space and is considered the most important example of the 'het Nieuwe Bouwen' movement. Van Nelle Ontwerpfabriek was declared a national monument in 1983.



For many years these buildings were factories producing coffee, tea and tobacco. In the mid 1990s the factories were closed, and renovation work started in 1998. Nowadays they house inspiring offices and business workspaces. They also offer an attractive location for events, conferences, seminars, movie and theatre productions and photo-shoots.



From the outside the building is monumental, but inside it is innovative and modern. The location with its own jetty is worth a visit in itself





The Schiecentrale Powerstation

Welcome to the historic 'Lloyd Quarter', the history of which goes back to the early 1900's. Due to the growth of commerce, Rotterdam developed new harbours to the west of the city. The Lloyd pier got its name from the shipping company Rotterdamsche Lloyd. This company built a big terminal for its steamers to the Dutch-Indies. The quarter thrived from 1900 up to 1960, but then the activity decreased. Ports were moved even further west, closer to the sea, because ships needed more depth and more space for loading and onward transportation.

The monumental Schiecentrale in the Lloyd Quarter was built in 1904. This power station was the first one in Rotterdam and produced electricity for the port and the city for 80 years. Around 1990 the factory lost its original function. The City of Rotterdam decided to give this spot a new destination: a creative factory for companies involved in AV, multimedia, tv, film and IT. The factory and its surroundings have been converted into a sparkling, creative quarter where living, business and pleasure are combined. The turbine halls in the Schiecentrale Powerstation now serve as a multifunctional venue for events and tv-productions.

Prominent media companies such as the national network Link, the local tv-channel RTV Rijnmond, international advertising and design agencies, and many startups in IT and multimedia form the new heart of this district. Former warehouses have been cultivated to trendy lofts and architecturally inspired living-and-working spaces. Hotels, restaurants, a theatre, a fairground and a beautiful view over the river attract both locals and inhabitants of Greater Rotterdam.



Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex V

Site Visits



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

**12 - 14 November 2008
Rotterdam, The Netherlands**



City of Rotterdam





Global Forum on Leadership for Shared Societies
Building a World Safe for Difference

Site visits to local initiatives on shared societies
November 14 at 08:30

On November 13 from 8:30 until 10:00 small group visits have been organised place to visit local, regional and Dutch national initiatives at local level of implementation.

Each group will visit, experience and learn about a local endeavour which is implementing one of the commitments in the Commitments for Shared Societies. The site visits have been chosen with this in mind and in order to demonstrate local lines of approach in dealing with social cohesion.

The breakout sessions of November 13 will include a representative from the Rotterdam projects/initiatives seen during the morning site visits, who will be asked to provide comparative analysis. These sessions will also be matched with specific commitments from the Portfolio of Policy and Practice, so that each commitment will be illustrated by a country and a local experience.

The aim of these visits is to inspire, inform and challenge participants by looking to these visible practices which have been initiated to handle various issues in society. Furthermore, these Rotterdam practices will provide the participants with input for discussion on how to deal with the challenges of diversity.

The following projects will be visited:

I. Portfolio for participation (Rotterdam City Hall)

Commitment I: Locating Responsibility

It is important to locate responsibilities for social cohesion within government structures (Commitment I). Therefore, integration and participation is the number one priority of the Rotterdam City Council. "The participation of all Rotterdammers" is the focus. The important task is to give Rotterdammers opportunities and call upon everyone to participate. Rotterdam has chosen a preventive and an unorthodox approach to combat degradation in parts of the city.

II. People make the city (District Feijenoord)

Commitment II: Creating Opportunities

Opportunities for consultation of minorities should exist (Commitment II) "People make the city" is a programme aimed at stimulating local residents to agree on rules concerning the quality of life in their streets and about the manner in which they associate with one another as neighbours. It looks to organise citizenship in its most direct and practical form, and combines city etiquette with the existing programme of "Opzoomeren" and the project of the Turkish community in Feijenoord, in order to come to social cohesion.

III. Newcomers (Welcome in Rotterdam)

Commitment III: Monitoring Structures

Apart from learning the language and focussing on society, it is crucial that “new” and “old” residents get in contact with one another. Therefore, structures and policies should be monitored to promote social cohesion and constructive community relationships (Commitment III). This site-visit pays attention to these “new” and “old” residents, as well as to migrants who have resided within the city over a longer period of time and have not yet had the opportunity to learn the language. They are enabled to take language courses, in order for them to be better able to participate in society.

IV. Combating discrimination (RADAR)

Commitment IV: Ensuring the Legal Framework

The quality of life is severely affected in a negative way when, as a consequence of discrimination on any grounds, people are excluded from society. For that reason, it is important that the legal framework protects the rights of the individual (Commitment IV). The organisation RADAR makes sure that discrimination at a local level does not take place, amongst others by organising a well thought out procedure for complaints. Apart from that, in cooperation with the police department and representatives of nightlife entrepreneurs, they have developed and implemented a protocol concerning the “policies at the door”, combating these forms of discrimination.

V. Jobs for young migrants (DAAD)

Commitment V: Economic Disadvantages

As a consequence of the rapid (economic) developments, increasing demands are being placed in the area of professional qualifications. Subsequently, steps should be taken to deal with economic disadvantages faced by sections of society which are discriminated against (Commitment V). Some groups of young people encounter difficulties in achieving the required basic qualifications. DAAD works together with the business community and together they try to prepare these young people as well as possible for a professional career.

VI. Feeling at home (street in the Northern district)

Commitment VI: Physical Environment

Within our individualistic society, opportunities should be created for people to come together. Physical environments create opportunities for social interaction (Commitment VI). City squares and streets are able to provide this chance. During this site-visit the beauty and colourfulness of the city is shown.

VII. Role of education in integration (Extended school)

Commitment VII: Education System

Many primary schools in European cities are confronted with the challenge of fitting children of migrant people into the educational system. Therefore, it is important that the education system demonstrates commitment to shared society (Commitment VII). The role parents play in this is crucial. We will visit a primary school in which these challenges are apparent.

VIII. Marketing identity (el Hema)

Commitment VIII: Encouraging a Shared Vision of Society

Within an intercultural society, different cultures become more interwoven. This initiates a process to encourage the creation of a shared vision of society (Commitment VIII). The site visit will demonstrate how an icon of Dutch society has been transformed into its Arabic mirror image.

IX. Opportunities and resources (Chambers with chances)

Commitment IX: Promoting Respect

Some of the young people did not grow up in a stimulating or rewarding environment and they are in danger of being excluded from society. So, the basic values of respect, understanding and appreciation of cultural, religious and ethnic diversity should be promoted (Commitment IX). Chambers with chances stimulates these young people, most of the time with a foreign background, to function within our society. Chambers with chances starts with helping these people to have a normal life rhythm, and subsequently finding and using their interests and talents.

X. Preventing radicalisation (Mosque)

Commitment X: Reducing Hostility

Nowadays, the fear for radicalisation increases. Consequently, steps should be taken to reduce tensions and hostility between communities (Commitment X). Although, different approaches to this issue exist, Rotterdam concentrates itself on a more preventive method. A Mosque will be visited during which the approaches of Spior which concentrates itself on the relationship between the authorities and the Muslim communities, and of a city mariner, a public official with a role unique to Rotterdam, will be demonstrated.

When registering for the Forum all participants were able to choose the site visit of their interest. If you have not already done so, please refer to the time table on the back of your accreditation to see the site visit to which you have been assigned.

For further information contact any member of the staff.



Global Forum on Leadership for Shared Societies

Building a World Safe for Difference

Annex VI

Breakout Sessions



GLOBAL FORUM ON LEADERSHIP FOR SHARED SOCIETIES

**12 - 14 November 2008
Rotterdam, The Netherlands**



City of Rotterdam



Global Forum on Leadership for Shared Societies
Building a World Safe for Difference

Breakout Session I
Building Social Cohesion: Examples of change

Concept Note

When: Thursday 13th; 16:30 – 18:00

Purpose:

- To inspire participants with the idea that change is possible
- To show how and why leaders in one country recognised the need for change and went about achieving it
- To discuss the obstacles they faced and how they met those challenges
- To demonstrate the approach of the Club de Madrid, working alongside leaders to help them to think through and resolve issues

Format:

Each group would consider the experience of one country, with (when feasible) particular emphasis on initiatives related to one of the commitments in the Portfolio of Shared Society Policies and Practices. The examples have been chosen with this in mind and most of the situations would be from the home countries of members of the Club de Madrid. The groups will include a representative from the Rotterdam projects/initiatives seen during the morning site visits, who will be asked to provide comparative analysis. These examples will also be matched with specific commitments from the Portfolio of Policy and Practice.

The panel for each group would include at least one political leader from the country chosen (usually a member of the Club de Madrid) an expert from that country or who has worked extensively there and a representative from the project visited earlier. A moderator would chair the session and a rapporteur would collect key lessons.

Methodology/key points

The political leader would begin the session by a short presentation answering the following questions:

- What issues did the state face in relation to social cohesion?
- What initiatives were introduced?
- How was support for it generated?
- Was it implemented as planned?
- What was achieved?
- What problems remained? What remaining challenges would you value comment and discussion about?
- What is your own suggestions in relation to these challenges?

The expert(s) will be asked to present the country case and then other participants would join in discussion. The primary focus of the session would be on how to respond to continuing challenges and continue the process of building social cohesion, including drawing out lessons for use in other contexts. At a suitable point the moderator would invite others to share experience from their own situation beginning with the representative from the local project to connect the project's experience to the specific Commitment being discussed. This would allow the discussion to broaden to reflect on the morning visit and action at the community level, and to connect that experience to the national experience or, if the group wishes, the discussion of the country example could continue.

The rapporteur will record key insights and at the end of the session forward these to the group planning the conference final statement and also post them on large sheets in the coffee area to be seen by other delegates. There will not be a report back to the plenary session.

Key points to highlight are:

- Change is possible
- Bringing marginalised groups into the mainstream benefits the whole society
- It is better to take action before problems escalate
- Resistance can be overcome
- Political will is a key ingredient
- Maintaining social cohesion is a long term challenge and leaders must be alert to continuing or new problems
- Collaborative problem solving (as practiced in Club de Madrid missions) is the most effective way to help leaders plan strategies for building social cohesion [Moderator could reinforce this point at the end of the session, if the group discussion has warranted it, and possibly also at the beginning]

Countries

It is assumed Mozambique and Northern Ireland will already have been discussed in a similar way in a plenary session which models the format of these breakout sessions. The linking of Commitments, countries and Rotterdam projects is given in the following table:

Commitment	Country Example	City Example
I Locate responsibility for social cohesion within government structures	New Zealand Within the department of the Prime minister there is a portfolio for Maori Affairs and also Maori Relations Units in a number of city authorities	Rotterdam City Council (vice mayor and city mariner) Integration and participation is the number one priority of the Rotterdam City Council. "The participation of all Rotterdammers" is the focus. The important task is to give Rotterdammers opportunities and call upon everyone to participate. Rotterdam has chosen a preventive and an unorthodox approach to combat degradation in parts of the city. It concerns a set of measures, including physical interventions, the improvement of safety, but also investments in social programmes. At the Rotterdam City Hall the vice mayor together with a city mariner will provide information concerning these policy areas.
II Create opportunities for minorities to be consulted	Mauritius Mauritius has tried to ensure that all sections of the community are represented in national affairs and in this way ensure that all sections of the community feel part of the nation.	People make the city (District Delfshaven) "People make the city" is a programme aimed at stimulating local residents to agree on rules concerning the quality of life in their streets and about the manner in which they associate with one another as neighbours. It looks to organise citizenship in its most direct and practical form, and combines city etiquette with the existing programme of "Opzoomeren" and the project of the Turkish community in Delfshaven, in order to come to social cohesion.
III Monitor structures and policies to ensure they are supportive of social cohesion	Canada The Canadian Constitution and Declaration of Rights and Freedoms determines that laws must respect the rights and the Supreme Court monitors compliance with this requirement	Newcomers (Welcome in Rotterdam) Apart from learning the language and focussing on society, it is crucial that "new" and "old" residents get in contact with one another. This site-visit pays attention to both aspects, as well as to migrants who have resided within the city over a longer period of time and have not yet had the opportunity to learn the language. They are enabled to take language courses, in order for them to be better able to participate in society.

Commitment	Country Example	City Example
IV Ensure the legal framework protects the rights of the individual	India The constitution ensures special protection for lower caste and tribal peoples and various measures of affirmative action have been introduced	Combating discrimination (RADAR) The quality of life is severely affected in a negative way when, as a consequence of discrimination on any grounds, people are excluded from society. The organisation RADAR makes sure that discrimination at a local level does not take place, amongst others by organising a well thought out procedure for complaints. Apart from that, in cooperation with the police department and representatives of nightlife entrepreneurs, they have developed and implemented a protocol concerning the “policies at the door”, combating these forms of discrimination.
V Deal with economic disadvantages faced by those discriminated against	Latvia Measures have been introduced in conjunction with the Roma people to ensure their full participation in the economic life of the country	Jobs for young migrants (DAAD) As a consequence of the rapid (economic) developments, increasing demands are being placed in the area of professional qualifications. Some groups of young people encounter difficulties in achieving the required basic qualifications. DAAD works together with the business community and together they try to prepare these young people as well as possible for a professional career.
VI Ensure that physical environments create opportunities for social interaction	Sweden Sweden has done a lot in this area in taking inter-community issues into consideration in town planning	Feeling at home (square in the Northern district) Within our individualistic society, opportunities should be created for people to come together. City squares are able to provide this chance. During this site-visit the beauty and colourfulness of the city is shown.
VII An education system that demonstrates a commitment to a shared society	Bosnia-Herzegovina Bosnia faces serious problems in achieving co-operation between schools of different religious communities but there are significant initiatives being taken to tackle the problems	Role of education in integration (Extended school) Many primary schools in European cities are confronted with the challenge of fitting children of migrant people into the educational system. The role parents play in this is crucial. We will visit a primary school in which these challenges are apparent.

Commitment	Country Example	City Example
VIII Initiate a process to encourage the creation of a shared vision of society	South Africa Following the divisions during the Apartheid era between African communities as well as between blacks and whites conscious actions have been taken to develop a common identity for the nation	Marketing identity (el Hema) Within an intercultural society, different cultures become more interwoven. This site visit will demonstrate how an icon of Dutch society has been transformed into its Arabic reflection.
IX Promote respect, understanding and appreciation of diversity	Nigeria There have been important initiatives at state and civil society level in Northern Nigeria to overcome past tensions between Christians and Muslims and between different tribal groups and develop understanding between the communities	Opportunities and resources (Chambers with chances) Some of the young people did not grow up in a stimulating or rewarding environment and they are in danger to be excluded from society. Chambers with chances stimulates these young people, most of the time with a foreign background, to function within our society. Chambers with chances starts with helping these people to have a normal life rhythm, and subsequently finding and using their interests and talents.
X Take steps to reduce tensions and hostility between communities	Brazil There have been state-sponsored initiatives in various parts of the country to promote human security e.g the Security Plans in Diadema, Midnight Sports in Brasilia, <i>Fila Vivo!</i> In the state of Minas Gerais and Fight for Peace in Rio de Janeiro	Preventing radicalisation (Mosque) Nowadays, the fear for radicalisation increases. Although, different approaches to this issue exist, Rotterdam concentrates itself on a more preventive method. A Mosque will be visited during which the approaches of Spior which concentrates itself on the relationship between the authorities and the Muslim communities, and of a city mariner will be demonstrated.

Global Forum on Leadership for Shared Societies
Building a World Safe for Difference

Breakout Session II
The contribution of specific sectors to promoting social cohesion and how to gain their support
Concept Note

When: Friday 14 November; 11:15 – 13:00

Purpose:

- To highlight the context in which political leaders respond to the challenges of social disintegration and building social cohesion
- To acknowledge the ramifications of social breakdown on different sectors of society, neighbouring countries and farther a field
- To examine the influence of internal interest groups, neighbouring countries and the international community on local tensions and the danger that they will adopt partisan positions and in doing so encourage greater polarisation rather than accommodation
- To consider how different sectors can make a positive contribution to promoting social cohesion
- To prepare sector-specific proposals for the Global Forum Call for Action

Format:

There will be eleven small groups on the following topics (can be reduced to ten if space does not allow):

- Economic development, the business community and social cohesion
- The contribution of local authorities
- The role of the media in entrenching division or promoting social cohesion
- The contribution of young people in promoting social cohesion
- Tackling gender inequality and the contribution of women in building social cohesion between diverse sections of society
- The role of NGOs and civil society in promoting social cohesion
- Religion as a divisive or inclusive influence in society and the role of religious institutions in promoting social cohesion
- The role of the security services in promoting social cohesion both internally and in the way they carry out their duties
- Education and culture
- Migrant groups

- The commitment of the international community to promoting shared societies and opportunities for ensuring the place of building shared societies on the international agenda

Methodology/key points

Each group will be made up of participants from the relevant sector and from other sectors (participants will have already selected which group they want to participate in when they registered for the Forum). They will be moderated by a member of the Club de Madrid or City of Rotterdam and an expert from the sector which is the subject of the group. Two experts will introduce the topic. They will talk about the roles that the sector tends to play and the impact of this approach on social cohesion. They will suggest the most positive role the sector could play and how that might be achieved. Other participants will be invited to comment and answer the following questions:

- Why is social cohesion important for this sector?
- Why does this sector often not promote social cohesion?
- What support does the sector need from political leaders to ensure that they are committed to social cohesion?
- How can the sector influence political leaders and support them in promoting social cohesion?
- How can the sector make use of and support the dissemination of the Portfolio of Examples of Policies and Practices for building Shared Societies

The group will prepare proposals on the most constructive role the sector could fulfil. In particular they will produce three concrete statements in the form of bullet points designed to be included in the Global Forum Call for Action.

1. A specific statement of a role/or roles that the sector is called upon to undertake in order to promote social cohesion.
2. A call to political leaders stating specific assistance the sector needs in order to fulfil the role(s)
3. A specific commitment on the way the ideas of the Shared Societies Project will be promoted within the sector, including fora where it will be raised.

A rapporteur will record the proceedings and ensure the three key points are shared with the group working on the conference final statement/call for action and are displayed on posters during the lunch session. A fuller report of the session will also be prepared.

N.B. All representatives of international bodies will be invited to participate in the breakout group on the role of the international community and their agenda will be more focused on consideration of whether their agencies can take up the work of the Shared Societies Project and if so how this will be done. One of them will be asked to share the conclusions they reach in the final plenary session.