



Annual Conference | Little Rock, AR, USA | 17-18 December 2012

Harnessing 21st Century Solutions:

A Focus on Women

Final Report

Check out the Conference's website!
<http://bit.ly/12eL96g>



1



2



3



4



5



6

1. Mayra Buvinic, Senior Fellow of the United Nations Foundation; 2. A poster on the streets of Little Rock;
 3. Manal Al Dowanyan's art exhibit of her work 'I AM'; 4. Lina Hundaileh, Owner of Al-Zaytouni Company (Jordan);
 5. Carol Kidu, Former Member of Parliament and Former Minister for Community Development of Papua New Guinea;
 6. Felipe González, President of the Government of Spain (1982-1996) and Member of the Club de Madrid

- 4 ACKNOWLEDGEMENTS
- 6 FOREWORD: Creating a new narrative on Women's Empowerment for the 21st Century
- 10 EXECUTIVE SUMMARY: General Recommendations
- 16 FRAMING THE DEBATE: Celebrating the fact Women's Agenda is moving forward
- 20 CHALLENGES TO DEMOCRATIC EMPOWERMENT PROCESSES: From legislation to implementation within Democratic Empowerment Processes
- 28 MAPPING BEST PRACTICES: Engaging all in an agenda for all

ANNEXES

- 38 1. Program of the Club de Madrid Annual Conference 'Harnessing 21st Century Solutions: A Focus on Women'
- 42 2. List of participants of the Club de Madrid Annual Conference: 'Harnessing 21st Century Solutions: A Focus on Women'

¹ Drafted by Agustina Briano Zerbino, Club de Madrid Institutional Relations Officer and 2012 Conference Coordinator, with the support of: Belén Villar, Women Programme Officer; Mariana Migliari, Internal Governance Officer and; Ana Lutidze, Research Intern. Designed by Miguel Muñoz, Communications Assistant
 The views expressed in this report do not necessarily reflect the opinion of the Club de Madrid or the partners and donors of this Annual Conference. If you have any comments or suggestions please contact us at clubmadrid@clubmadrid.org

The Club de Madrid would especially like to thank President Clinton for his hospitality, as well as the team of the William J. Clinton Foundation and the Clinton Presidential Center, all of whom were vital in making this Conference possible.

We also wish to thank the State of Arkansas and the cities of Little Rock and North Little Rock who so enthusiastically and generously supported the organization of this event. Special acknowledgments for Governor Beebe, Mayor Stodola, Mayor Hays, and Club de Madrid Advisor Jerry Jones.

A very special word of thanks must also go to our main sponsors, Acxiom and the Ford Foundation, both of whom know very well the importance of women's empowerment for the full realization of society.

Leading multinationals, foundations and multilaterals such as Walmart,

Microsoft, the Council of Women World Leaders, The Institute for Inclusive Society UN Women, NATO, Heifer International and the International Labour Organization, have also come onboard with a shared vision on the need to redefine gender and development strategies beyond 2015.

For supporting the participation of grass roots representatives from around the globe our sincere gratitude goes to the New Field Foundation, the Inter American Development Bank and the Ministry of Foreign Affairs of New Zealand who appreciate the importance of sharing experiences in a joint and collaborative search for ideas that will serve to implement better strategies and achieve greater impact back home.

It was a pleasure to organize this dialogue in Little Rock and to get a feel of true southern warmth and hospitality. Last but not least, we want to extend our very special thanks to every volunteer from the Clinton School of Public Service who generously and warmly offered their time and energy to make this event a success. Everyone saw this Conference as an opportunity to cooperate in fostering "democracy that delivers", the Club de Madrid motto that inspires all of our actions.



Creating a new narrative on women's empowerment for the 21st Century

Once a year, on the occasion of its General Assembly, the Club de Madrid holds its thinkfest, an Annual Conference on a topic of relevance and importance on the international agenda, and upon which Members can have a particular impact in the medium and long terms. The focus of the 2012 Conference, held at the Clinton Presidential Center in Little Rock, Arkansas from 17-18 December, hosted by President Bill Clinton and organized in collaboration with the William J. Clinton Foundation and the support of the Council of Women World Leaders and UN Women as institutional partners, was "Harnessing 21st Century Solutions: a Focus on Women".

The Club de Madrid is an independent non-profit organization composed of 93 democratic former Presidents and Prime Ministers from 60 different countries. It constitutes the world's largest forum of former Heads of State and Government, who have come together to respond to a growing demand for support among current leaders in two key areas: democratic leadership and governance; and response to crisis and post-crisis situations. Both lines of work share the common goal of addressing the challenge of democratic governance and political conflict as well as that of building functional and inclusive societies, where the leadership experience of our Members is most valuable.

Women's empowerment has been on national and international agendas for years and we have witnessed significant progress in the last few decades. There is much to celebrate as women around the world increasingly gain the right to vote, to education, and to property, amongst



Wim Kok, Prime Minister of The Netherlands (1994-2002) and President of the Club de Madrid

others, becoming autonomous members of society capable of changing their communities as well as of securing their own personal and professional fulfilment. In the 21st century we have finally reached broad consensus on the very basic understanding that women's rights are human rights.

While progress is undeniable, there are a multitude of challenges that hinder the full realization of women's capacities worldwide, often even thwarting the implementation of important legislative advances. A new narrative for women's empowerment is necessary for the 21st Century, one that underscores that the women's agenda is an agenda for all; that women are crucial agents of development; that fosters legislative changes and mechanisms of support and that goes beyond women to also focus on men and on society as a whole, in order to make the system truly functional and promote most prosperity. Therefore, beyond recognizing that gender equality must be an essential component of all democratization agendas, for there is no democracy without the full participation of and respect for women's rights, and there is not a challenge in the world that cannot be better addressed if women are involved in the solution, elevating the status of women and closing the gender gap is also one of the most powerful prescriptions for sustainable growth.



Minister of Foreign Affairs of Canada John Baird



Nobel Prize Laureate 2011 Tawakel Karman, Co-Founder of Women Journalists Without Chains

Under this framework, the Conference gathered approximately 200 participants from different sectors of society, over 50 countries and six continents around this all important issue of women's political and economic empowerment. Over 30 Members of the Club de Madrid, all democratic, former Heads of State and Government, had the opportunity to exchange and share views and experiences with representatives from government, multilateral organizations, business, academia and grass roots organizations from countries as varied as Argentina, Australia, Azerbaijan, Colombia, Egypt, Ghana, Jordan, Kazakhstan, Papua New Guinea, Peru, Rwanda, Saudi

Arabia, and Uganda. Participants included Tawakel Karman, 2011 Nobel Peace Prize Award winner; John Baird, Minister of Foreign Affairs of Canada and Geena Davis, Academy Award Winning Actor and Founder of the Geena Davis Institute on Gender in Media, amongst others.



It is about prosperity ... not about a battle of men against women. It never has been that. It is a battle of men and women who get it and men and women who don't get it. It is about where we need to go for the future of this world and how.

Kim Campbell. PM of Canada (1993). Member of the Club de Madrid.

For years, in fulfilment of its mission of 'promoting democracy that delivers', the Club de Madrid has been addressing the challenge of equitable participation of women in politics, government, and the economy, all vital to effective democracy and essential for achieving sustainable development. This Conference provided an ideal platform to explore specific challenges to women's broader participation in society given current economic and political realities, as well as to identify and share best practices and recommendations that will allow governments and the private sector to create enabling environments for women to realize their full economic and political potential, particularly, in light of the deadline for the achievements of the Millennium Development Goals in 2015 and the establishment of the new Sustainable Development Goals. For this purpose the conference was structured around three plenary sessions, six breakouts and three special/thematic meal talks.²

² See Annex 1: Program and List of Participants of the Club de Madrid Annual Conference on Harnessing 21st Century Solutions: A Focus on Women

The Conference focused on critical issues such as positive actions; access and control of natural resources, clean energy and new technologies, particularly internet and mobile technology; inclusive peace and security processes; work life balance, the care economy, and the fight against trafficking, amongst others. All of this for the purpose of:

- Identifying effective solutions to further the empowerment of women in the 21st Century, as well as best practices in areas directly related to enabling women to realize their full economic and political potential and policy recommendations to effectively scale them up.
- Contributing to the coordination of stakeholders around a set of priorities and actions in this field.

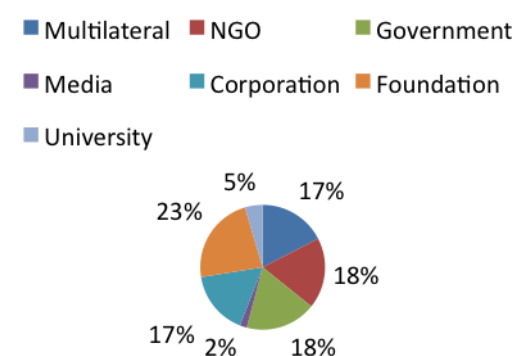
In this report we have identified these best practices and recommendations with the objective of sharing them amongst main stakeholders and contributing towards continued and coordinated efforts.

We wish to take this opportunity to thank our friends from Arkansas once again, particularly the cities of Little Rock and North Little Rock, our sponsors, partners, speakers, experts, volunteers and all those who have made this unique experience possible. It has definitely been a very inspiring process. We look forward to working with all of you to foster the conclusions of this Conference.

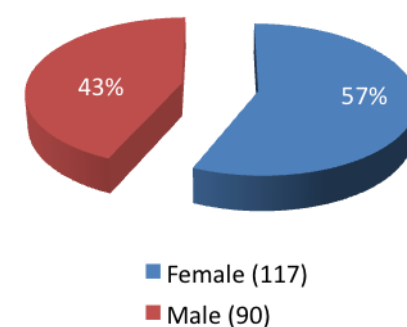


Mary Robinson, President of Ireland (1990-1997) and Member of the Club de Madrid

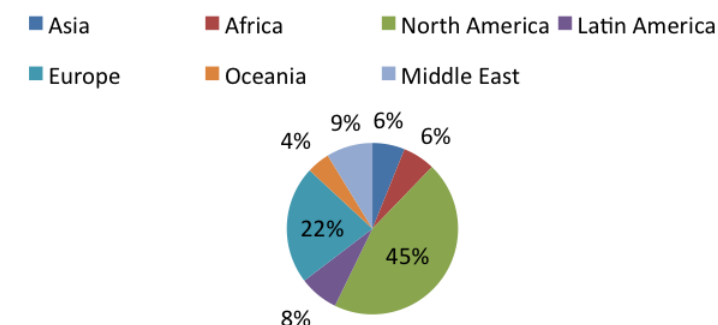
Type of Organization



Participants per Gender



Participants per region



General Recommendations

The Club de Madrid is uniquely positioned to facilitate inclusive dialogue while simultaneously ensuring national ownership of a variety of transitional, transformational and reform processes. In this particular instance and seeking to identify ways to bring down the barriers that prevent women's empowerment processes, recommendations were identified to continue working with top leadership, building bridges between government and civil society, at the country, regional and global levels. Sustained, progressive advancement in the areas outlined below through constructive collaboration with relevant stakeholders, advocacy campaigns, policy enactment, resource allocation and implementation, will be essential for assuring Gender Equality.

As the post-2015 agenda is designed and the Sustainable Development Goals defined, more attention needs to be placed on implementation. When goals are identified, the tools and mechanisms necessary to achieve them should also be explored. The challenge of promoting development and social justice is not only about setting targets but, more importantly, about shedding light on the 'how' - the instruments and vehicles needed to achieve them in the most effective and efficient way according to differentiated realities.



Saudi Arabian Artist Manal Al Dowayan and Academy Award Winner Actor Geena Davis, Founder of the Geena Davis Institute of Gender in Media

When talking about women we are not talking about a monolithic group but rather of a group that embraces many different characteristics. This should be considered when reflecting upon the elements that hinder or prevent the implementation of existing legislation or conventions, namely, participation, education, cultural norms and the socio-economic environment.

Likewise, our women's empowerment agenda in the 21st century is an agenda for all that looks to bring out the full potential of societies. It is vital to engage men in these conversations, not only as advocates but also as stakeholders. The system discriminates against both men and women and solutions need to be identified amongst and for all.

According to the above, the Members of the Club de Madrid, with the input of all participants, suggest the following:



Club de Madrid Advisor Jerry Jones

1. **Root causes of poverty must be proactively addressed and economic opportunities for women encouraged.** This may include advocacy for comprehensive sustainable human development rather than just economic development, including the transfer of the care economy into the formal economy. Sustainable human development must, by definition, be multidisciplinary. There must, therefore, be much more coordination between Development Agencies and Ministries of Energy, Environment and other social sectors.
2. **A 'critical mass' of women must be made visible in all sectors of society in order to change mind sets.** This must be attained both in political and corporate governing bodies and in all sectors, including the military, information and communication technologies and agriculture. Quota systems can and do work; they are an essential and necessary non-permanent instrument to achieve equal participation among men and women in both the public and private sectors.

According to UN Women today 28 countries have met or exceeded a critical mass - understood as 30 percent or more - of women in parliaments; there are 19 women serving as elected or appointed Heads of State and Government, and they make up 17 per cent of all ministers³.

3. **Increased and enhanced participation of women with voice and agency.** Sometimes, depending on the context, a critical mass of women may not be enough to ensure impact. Other means,

³ www.progress.unwomen.org viewed 16/01/2013

such as education and targeted training modules to accompany more women find their voices and exercise power should be implemented. Club de Madrid's role building bridges between governments and civil society via political dialogue, beyond official government relations, support these empowerment processes.

4. Countries need to commit to a legal framework to give women rights to their own bodies and their own decision making. Legislation is still needed to address Gender Equality and ensure that governments sign, ratify and implement the Convention for the Elimination of Discrimination Against Women (CEDAW), United Nations Security Council Resolution 1325 (UNSCR 1325), labour and other international standards giving equal rights to women and men. As laws change, the global attitude toward the issue will change. Even though approximately 117 countries have equal pay laws, women are still paid on average 10-30 per cent less than men across all regions and sectors⁴.



Those countries where there continues to be legal and social barriers to women's full participation and freedom are countries that will not reach their full potential

John Baird, Minister of Foreign Affairs of Canada

5. Education curricula and didactic material should be revised and awareness campaigns reinvented to avoid stereotyping men and women and redefine what is possible. Society must be educated on gender issues; women need to know their rights and have targeted training for economic empowerment, networking and coordination. On the other hand, boys should receive better learning on domestic tasks.

6. A new social contract between the State and citizens, as well as between women and men, in Arab Spring countries should be supported. Women's role in the Arab Spring has been crucial; however the trajectory of their gains remains to be seen. Structural impediments (legal regulations and societal norms) remain at the basis of limited women's access to human, social and economic rights.

7. Art and Media must be used as powerful vehicles for social change. It is fundamental to focus on how female characters are depicted and how this affects people and society so that constructive and impactful changes can be introduced. Redefining what is possible can be an extremely powerful vehicle for social change.

⁴ www.progress.unwomen.org viewed 16/01/2013

8. Differentiate between culture and harmful traditional practices in order to change the norms, mindsets and prejudices that hinder women's empowerment. Without addressing the underlying structural inequities that are present in communities and at the household level, changes at the corporate and governmental level will be less effective and global policies will not be translated into local solutions⁵. Violence against women must be legislated as a crime and the mechanisms necessary to bring about effective justice implemented. There cannot be sustainable peace settlements without justice. 125 countries have outlawed domestic violence; however, 603 million women and girls continue to live in countries with no specific legal protection from domestic violence⁶.

9. Scale up access to clean energy technology by building them into existing social protection systems. The inclusion of access to these in social protection systems through microcredits, for example, should be promoted due to the great benefits they bring to households and especially to women. Governments should commit to achieving universal access to energy, preferably clean energy, by 2030.

10. The potential of information and communication technologies (ICTs) as powerful empowerment tools must be harnessed. It is fundamental to address issues related to access, affordability and distribution in order to close the gender gap in ICTs.

⁵ This suggestion is in line with the latest resolution on violence of 57th Session of the Commission on the Status of Women that met in New York on March 7th, 2013.

⁶ www.progress.unwomen.org viewed 16/01/2013



Roza Otunbayeva, President of Kyrgyzstan (2010-2011) and Member of the Club de Madrid

11. **The private sector must realise it has self interest in what is right. Inclusion of women in their decision making is in their interest.** Firms need only focus on the problem, the solution and what the company is good at. The case of Information and Communication Technologies (ICTs) and access to energy, internet or mobile phones are specific examples of the benefits these alliances can bring.

12. **Global strategy and agendas must be coordinated amongst different stakeholders.** Some of these opportunities are:

- UK's G8 Presidency will address the persistent problem of rape as a weapon of war and all forms of sexual violence against women and girls, including women trafficking in conflict situation.
- G20's women's economic empowerment agenda with the ILO
- Foreign policies of committed nations should include work towards the empowerment of women worldwide. This could be particularly relevant in Arab Spring countries where the issue of women's empowerment seems to have disappeared and is even back tracking. On issues of peace and security, it is very commendable that in late 2012 NATO announced the appointment of a new Special Representative on Resolution UN 1325.



Leila Janah, Club de Madrid Young Leadership Award 2012, with Members of the Club de Madrid Wim Kok and Bill Clinton

Club de Madrid Commitments to Action:

On this occasion Club de Madrid Members reinforced their commitment to promote gender equality worldwide and to continue working with the methodology of Leaders working with Leaders: grassroots women leaders, youth leaders, indigenous peoples and other groups. Assuring gender equality is not a mere commitment or goal but a living reality for all of us.

The Club de Madrid will focus particularly on:

- Contributing to ensure a critical mass of women in decision-making positions (military and security sectors, business, government, and all sectors of society);
- Promoting public-private sector partnership which assures the inclusion of women in formal markets and corporate leadership positions;
- Supporting civil society and governmental dialogues on gender equality and other gender sensitive issues;
- Advocating for governments to take ownership of the elimination of gender based violence;
- Transferring care economies to mainstream economies as a way of recognizing this role, typically undertaken by women, and empowering women in the economy;
- Sustaining cultural transformation for assuring non-harmful behaviors containing women voices in decision-making on utilizing natural resources, leading political agendas, and formally participating in the economy.

Through its Secretariat, the Club de Madrid will continue to work at two different levels, firstly mainstreaming the recommendations outlined above in all our projects and programmes and secondly, continuing to implement gender-specific projects.



José Luis Rodríguez Zapatero, President of the Government of Spain (2004-2011) and Member of the Club de Madrid



Theo Sowa, Interim CEO of African Women's Development Fund (Ghana)



Vice Admiral Carol Pottenger

Celebrating the fact Women's agenda is moving forward

The women's agenda has advanced significantly. As UN Women's factsheet on the Progress of World's Women shows, in 1911 only two countries allowed women to vote. Today, out of the 192 member states of the United Nations, 139 constitution's guarantee gender equality, 117 have equal pay laws and 125 outlaw domestic violence. Nevertheless, there are still many obstacles that prevent the harnessing of women's full potential in society. These must be carefully explored in order to amend strategies and action plans. 2015 provides an ideal 'target' year with the deadline for the Millennium Development Goals.

Within this context the Conference was structured around two interconnected thematic strands – political and economic empowerment – each divided into specific policy areas for analysis. Plenaries served to set the scene, as well as to wrap-up and identify main conclusions, while specific policy areas were explored within the various breakout sessions, allowing the Club de Madrid to facilitate dynamic exchanges and the active engagement of all participants.

The key challenges to resolve in this field in the 21st century included the following:



Irene Natividad, President of the Global Summit of Women

Secrets to Securing Equality in the Board Room and Beyond

Quotas are a transitory tool of affirmative action that aim to bridge existing gaps by balancing historical discrimination in access to opportunities within the political and economic spheres. Have gender quotas been an effective instrument in ensuring greater access and participation of women? How much more needs to be done? The debate compared countries with successful gender quota systems (Norway) and countries that refuse to consider them (US).

Harnessing Technology for Women's Political Empowerment: the 2.0 Challenge⁷

The capacity of Information and Communication Technologies to enable girls and women to harness power was most recently and vividly illustrated by the Arab Spring. It is now a fact that

⁷ Organized with the support of Microsoft

we are increasingly becoming a 2.0 society. Actors or stakeholders unable to participate in this new information society find themselves progressively marginalized. How are different groups and generations of women affected by this trend and the opportunities it brings for meaningful participation in transformational societies?

Are peace and security processes sufficiently inclusive to be socially just and effective?⁸

UN Security Council Resolutions 1325 (2000), 1820 (2008), 1888 and 1889 (both 2009) laid the ground for the recognition and participation of women in conflict and post-conflict situations. The number of women participating at the political level has increased in recent years, including the Nobel Peace Prize going to three African women who found their voice in seeking peace in their respective countries after devastating conflicts. All said, we are witnessing positive momentum in strengthening gender responsive, democratic governance structures and processes. However, is legislation enough to ensure women's effective participation? What does true implementation and enforcement look like? Is there a gap between rhetoric and practice?



Ambassador Swanee Hunt, Former US Ambassador to Austria and Chair of Hunt Alternatives Fund., with Kamilia Kuku, G40 representative of NuWEDA (Sudan)

Creating a 21st century work-life balance

Current revisions in laws on work-family balance are capturing the changing reality of the lives of both men and women, as well as that of the labor market. Traditionally, the private sphere, and thus the reconciliation of work-family responsibilities, was considered outside the ambit of law. Increasingly, new reformist projects are recognizing this concern as pivotal to efficiency and equality in the workplace and the home. Additionally, work-family obligations are now placed at the heart of labor law reform. In concretizing such concerns, however, law and policy reform must provide corresponding safety nets and mechanisms so that both sexes can live by values of shared family responsibility. While honoring the child caring duties and parental leave of women, however, reforms must be wary of reinforcing traditional gender stereotypes. Furthermore, laws that only focus on women's childrearing and child bearing responsibilities must not disadvantage men who choose to bear the bulk of childrearing responsibilities. Special treatment must be offered to both men and women who choose to perform child caring and child rearing duties. This session analyzed a breadth of approaches to reconciling work-family obligations by comparing legislation and policymaking on family leave, mandatory paternal leave and child care policies.

⁸ Organized in collaboration with the Institute for Inclusive Society and with the support of NATO.

How can societies ensure women's rights to access and control of natural resources?⁹

Unstable social and political environments and the absence of good governance preclude sustainable economic growth and can hamper food security. Sustainable development is linked to and depends on women's economic contributions, both formal and informal. Food security is directly related to food intake and ultimately the health and nutritional status of households which usually falls within the realm of women's responsibilities. Cultural barriers that prevent societies from unleashing and harnessing the economic potential of women must be removed. If women are to be fully effective in contributing to food and nutrition security they need to be able to exercise their right to access and control of natural resources, including land tenure. Rio +20 deliberations were reviewed and explored with a focus on how societies can best prioritize mechanisms to ensure women's right to access and control to natural resources.

Sharing responsibilities in the fight against trafficking of women

The feminization of migration requires greater gender sensibility in policies on international migration. Women migrant workers are important contributors to socio-economic development in both countries of origin and destination, in both formal and informal sectors. The movement of a significant number of women migrant workers may be facilitated by means of fraudulent or irregular documentation and sham marriages, sometimes even by the very technologies that enhance important freedoms. The link between migration and trafficking in persons should be further explored in order to strengthen efforts towards protecting women migrant workers from violence, discrimination, exploitation and abuse. How should responsibility to tackle this crime best be shared amongst all stakeholders through joint and collaborative approaches?

Women in Art and Media¹⁰

Media and visual imagery play an important role in the context of women's empowerment and deepening of democratic values, such as freedom of expression, and directly participating in the

⁹ Organized in collaboration with the New Field Foundation
¹⁰ Organized with the support of the Ford Foundation and the Geena Davis Institute for Gender in Media

The labour force participation rates for men are 76 per cent in MENA versus 74 for the rest of the world but the respective rates for women are 27 per cent versus 56 per cent. In other words, only one in four Arab women is in the labour force (26 per cent) compared to a world average of 51 per cent.

ILO-UNDP "Rethinking Economic Growth: Towards Productive and Inclusive Arab Societies. 2012"

formulation and maintenance of policies that reflect the diversity of human beings.

Through the Geena Davis Institute for Gender in Media and the production of several studies, actor Geena Davis has discovered that most people (within and outside the film industry) cannot identify that there is a clear imbalance in female representation in films and animated cartoons. The female characters that are portrayed in these vehicles are narrowly stereotyped and hyper sexualized creating thus a skewed image of oneself and women's value in society. In reality, the message that is given is that "girls take up less space than boys" and that women are less important than men. "Our society is in effect training our children to accept this gender imbalance".

Women in the MENA Region: Towards a New Social Contract¹¹

Opportunities raised by the Arab Spring lead us to rethink and voice the need for a new social contract for women in the MENA region. Women's individual citizenship rights are only partially recognized and honoured in this region where family often mediates women's citizenship. This generates room for the exclusion of women in many areas, including national statistics on how women's work is counted, access to employment and/or social protection. In assuming that women are dependent, States fail to provide them with basic rights, opportunities and entitlements.

In terms of economic rights and decent work, the region still remains the lowest in the world for female economic participation, despite the high level of female education. In general, the world of work remains not attractive to women. Insufficient employment generation and the poor quality of jobs created, along with the deficiencies in the national frameworks for gender equality, contribute to women's limited participation in the world of work. Women's presence often appears in the low wage or informal sector. Still the public sector remains the main purveyor of employment for women, given its more favorable terms and conditions in comparison with the private sector. Women have limited participation in the ownership of enterprises, and in government, workers' and employers' organizations. Where they participate, they are often in lower positions. A rethinking of strategies to attract women to the labour force is necessary. To this end, social protection is extremely important. Wage increases and expansion of universal maternity benefits are some of the means to facilitate women's access to economic rights. Women's entrepreneurship initiatives and women's activism in the workers' unions were highlighted as two examples for discussion.



*Tarja Halonen, President of Finland (2000-2012)
and Member of the Club de Madrid*

¹¹ Organized by the ILO Regional Office for the Arab States (ROAS)

From legislation to implementation within democratic empowerment processes

Many international conventions exist on women's rights, the most relevant being The United Nations Convention for the Elimination of All Forms of Discrimination against Women (CEDAW) which entered into force in 1981 and which has been ratified by 187 out of 193 UN member countries. At the national level, countries need to commit to a legal framework guaranteeing women's rights to their own bodies and their own decision making processes. For example, of these 186 countries that have ratified CEDAW, 42 have imposed at least one reservation, limiting the treaty's application in practice. Most reservations are related to women's family, marriage, nationality and religious rights.¹² The gender gap is, therefore, still evident for the detriment of all. In the 21st century we are faced with the imperative of leaving rhetoric behind. Here below the main obstacles identified as preventing us from going from legislation to implementation in empowerment processes are outlined:

PARTICIPATION; the importance of the 'critical mass'

Many argue that by having a 'critical mass' of women access a certain sector or specific discussion, be it in the public or private spheres, the results slowly come by themselves. The women that make up this 'critical mass' serve as role models to other women and hence open the way for others showing what is "possible". Likewise, the mere fact that women are taking part in a discussion or engaging in a specific sector will automatically lead to different outcomes or outputs, as new issues are brought to the policy agendas, such as, concerns regarding access to public goods, like water. This has been the result of the implementation of quotas in different regions and countries, but evidence shows it is not always enough.

For example, some argue that women in various countries no longer find barriers to getting a foot in the door but find important difficulties to move up the ladder and advance to top managerial positions. This represents a problem of 'upgrade' rather than of 'intake'. In this regard, many argue in favor of quotas at the board level in private firms. Here again, whilst many supported the positive discrimination provided by quotas, others highlighted that again this was not enough. This may be because apart from gaining a 'seat at the table', women should have 'voice and agency' to make the most out of these situations.

Women are often also excluded on the basis of ethnicity or religion, thus suffering a double discrimination not always addressed by quotas. Bringing down barriers to participation is therefore crucial but not enough and must therefore be accompanied by other enabling factors.

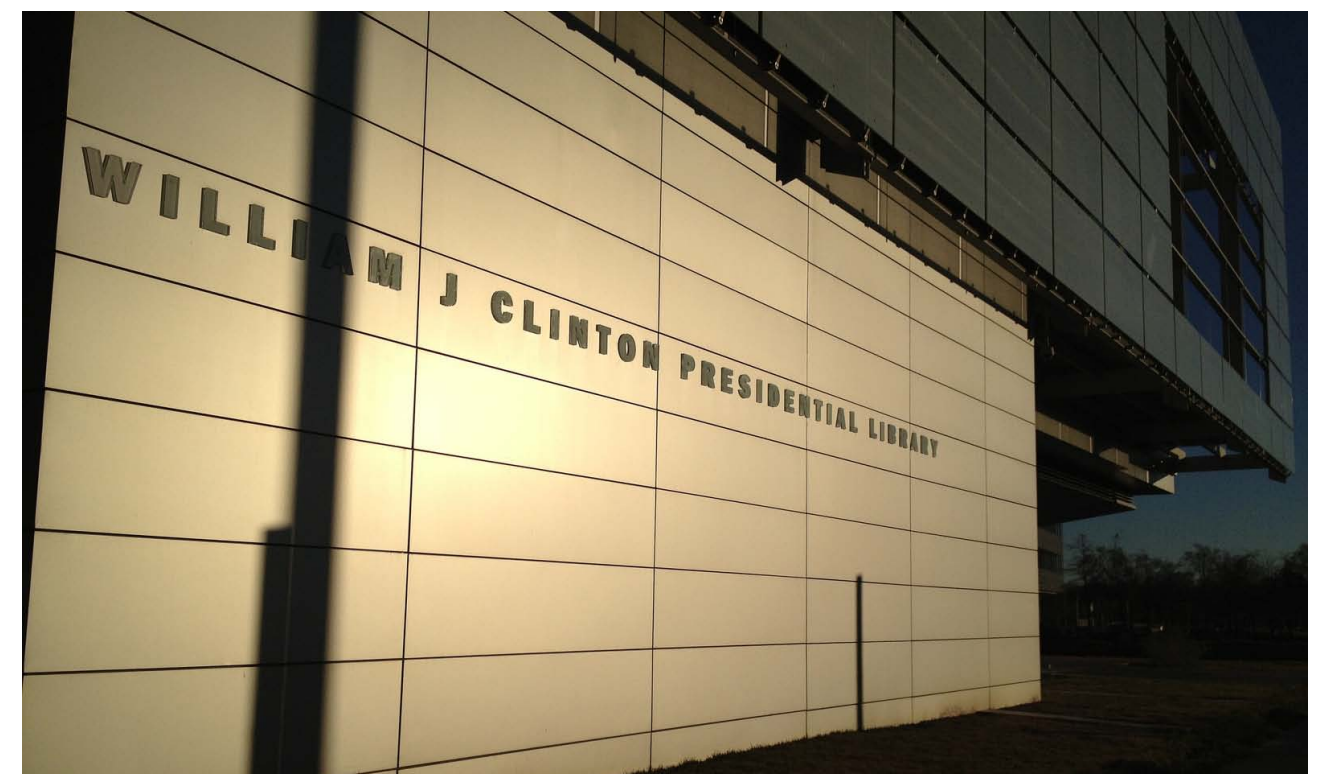
¹² www.progress.unwomen.org

EDUCATION; a 'critical mass' that is 'voice and agency'

To ensure that this critical mass with access can maximize its potential, with or without quotas, it is important for women to have training and education. Many women around the globe cannot access education, due to outright discrimination, lack of means or care responsibilities. But would this mean that all educated women would seek high geared jobs if they had the choice? In Saudi Arabia the number of female college graduates has increased in recent years but women continue to only represent a small proportion of those in the work force. In Spain, women are performing better in high education qualifications than men but men continue to control most management and high responsibility positions. Why does this occur? Is it a free choice whereby women are choosing not to engage or are there obstacles that prevent them from engaging in the public sphere on an equal footing to men?

This also serves to show that women are a diverse group and the agenda must reflect this through tailored approaches avoiding monolithic analyses.

Education curricula should be revised to avoid stereotypes and portrait women in all sectors of society from the military, to technology to government. There is a need to rewrite what is 'possible'. Here art and media would be powerful tools and vehicles.



William J. Clinton Presidential Center

CULTURAL TRANSFORMATIONS; changing mindsets

Beyond educating oneself, the required transformation must be accompanied by a change in mindsets and gender roles in society. Public perception of leadership around the globe mostly views men in positions of authority and management, not women. The pervasiveness of negative social norms and attitudes continue to be important obstacles for the equal participation of women in society. Earlier on, reference was made to the broad recognition that women rights are human rights, and human rights are women rights.

Nevertheless, there are still tensions on whether human rights are western or universal in value. This is a highly controversial issue exacerbated by the acceleration of cultural transactions in this era of globalization. In some cases, this process has led to a destructive polarisation between identity and modernisation that affects women both in the private and public spheres. Therefore, caution here is mandatory. We must differentiate between culture and harmful traditional practices such as genital mutilation, childhood marriages amongst others. Certain harmful practices could even be defined as a crime in national legislations, such as as violence against women. Political will to lead the way here is vital.

All forms of underlying structural inequalities must be addressed not only at the international and national levels, but also in communities and at the household. Without addressing these inequities and inequalities, change at the corporate and governmental level will be less effective.

Against this backdrop, women who act as 'voice and agency' around the globe, have already achieved an important milestone for many and can help to change mindsets. Having a woman in a leadership position can change the perception of women as leaders and they can finally be viewed as "good" leaders. This has other positive ramifications: girls' enrollment in school can be increased and girls' own personal aspirations grow. But there are few cases, mostly due to the competing pressures of paid work and family obligations. The reproductive and care role stereotypes of women in society and the system that roots them in continue to be an obstacle for women who are educated and have access and act as 'voice and agency', and ever more so for women with no education and access.



Governor of Arkansas Mike Beebe

THE SYSTEM; creating an enabling environment

According to the 2012 World Bank Development Report, a disproportionate care giving responsibility by women is one of the single most important challenges to gender equality and thus to women's empowerment. Likewise, according to a recent analysis by the UK Equal Opportunities Commission, the lack of shared caring responsibilities between men and women is the biggest cause of the pay gap. Women are disadvantaged and marginalized from the workplace, especially in high-level decision-making processes, because they also take on the burden of family responsibilities.

The system must support both men and women in the care of the home and the family. Essentially, stereotypes in care giving disproportionately disadvantage both men and women, and that is why it is a central public policy issue that cuts across national security and development. This needs to be resolved for the sake of prosperity and a sustainable economy. Population growth in an increasing number of developed economies such as South Korea or Italy is starting to be a problem that can only be tackled by deep reforms to the system that reconcile work and family.

Society has changed radically in the last decades and one of the most relevant examples are changes in family structures. There are now more single-parent households world wide. This new social dynamic has not been transferred to the work place which continues to be male-centric, not allowing for the flexibility and support of men and women in their additional roles as mothers and fathers. We need a system flexible enough to reconcile family and job responsibilities. The rigid legislation tries to put everybody into the same category when there are differences that must be addressed. The system must also cater for the new generations. In some countries, whilst women enter the job market, the grandparents take on the care duties for their grandchildren. This is not a sustainable system.



BBC Correspondent Stephen Sackur



Lili Fournier, Producer, Director and Host of Quest series PBS



Conference Family Photo

Likewise, to give value to the care economy it must be formalised and brought into the main economy. This is one of the most effective means to give value and empower the care worker – mostly women. This measure would also raise national GDP by drawing out house workers of the informal labour market.



Maya Harris, Vice President of the Democracy, Rights and Justice Program (Ford Foundation)

While this measure may be of special interest to governments capable of 'thinking out of the box' to increase social welfare and economic growth, the international economic crisis of the past 5 years is resulting in huge austerity reforms that are negatively impacting work-life balance expenditures across the board, especially in advanced economies. In Spain, for example, birth grants have been abolished and in Germany and Luxemburg parental leave benefits reduced. When the moment comes to cut expenditures, work-life balance is among the first to suffer. This is a serious problem. You are not only cutting back on policies that in the medium and long term promote new people entering the workforce, but you are also rolling back on policies that took many years to achieve, considered entitlements by those that have enjoyed them and thus a significant 'loss'.

It is precisely in times of crisis, when enabling environments fail, that empowerment tools and mechanisms for individual use become all important.

TOOLS AND MECHANISMS for Empowerment

In the 21st century two elements can be very significant tools for empowerment: access to energy and access to information and communication technologies (ICTs). With access to energy, clean energy preferably, women who would otherwise be burdened with household tasks such as looking for firewood or cooking would have time to go to school or engage in productive activities. Likewise, light at night would allow for more productive time



Sadiq Al Mahdi, Prime Minister of Sudan (1966-1967; 1986-1989) and Member of the Club de Madrid



Jorge Fernando Quiroga, President of Bolivia (2001-2002) and Member of the Club de Madrid, on the Arkansas local TV

and electricity would allow medicines and foods to be refrigerated, with the consequent impact on nutrition and health. Moreover, access to energy would facilitate the use of ICT elements such as mobile phones or computers.

ICT is a vast source of empowerment. It is a tool for literacy, health and economic empowerment. It is imperative that we bridge the gender gap in ICTs, and provide men and women equal access to internet and mobile phones. Some 300,000 fewer women than men have access to the latter. Accessibility and affordable internet access is especially critical for broad population access. Private/public partnerships are critical in this area. The private sector must understand that there is also 'self interest in what is good' and that there can also be growth by focusing on the bottom of the pyramid.

Engaging all in an agenda for all

In the discussion of the main challenges already identified in this report, many best practices were identified to move the agenda forward. Some of these are noted below.

While it is important for women to talk to women, it is essential to bring men into the conversation. Women's empowerment agenda is an agenda for all society and, as such, affects men who also need to be champions of this cause. In this CdM Conference there were more men than women. The Sex Discrimination Commissioner of Australia is embarking on a strategy to bring the most powerful men in the country together to advocate for gender equality through targeted campaigns.

There is also a lot of potential for private and public partnerships in issues related to girls and women. The Clinton Global Initiative, that brings government, business, philanthropy and civil society together, has secured 150 commitments worth \$1.7 billion in activities to promote women's empowerment. The potential for action is therefore there to be mobilized.

To change mindsets and cultures, it is important for women to be visible in all sectors of society from the military, to ICT to pharmaceuticals. In Mozambique, for example, women were involved in the war of independence and were part of a huge social change. Women took up arms alongside men to fight for freedom and were even given the task of training men to fight and handle weapons. As a result, men started seeing women in a different light. Much the same happened in Europe and the US during World Wars I and II, when women had to go to work in factories to keep national productivity going till the men came back from the frontline.

It is also important for women to intensify their networking in order to optimize learning and impact. The Council of Women World Leaders, for example, encourages women ministers to come together in areas such as the environment, finance, defense and others. This can be of important support in a male dominated work structure and can promote coordination in advocating for certain policies. Another good example is the The Doha Miracle. Under the understanding that climate has a huge impact on women, in particular, because of their food security responsibility in the household, the Mary Robinson Foundation launched an initiative to strength the decision making of women represented on the bodies of United Nations Framework Convention on Climate Change (UNFCCC), the Kyoto Protocol and the delegations going to the climate conferences. The result was the Doha Miracle, a decision that now stipulates that there has to be gender balance in all the bodies of the UNFCCC, including the Green Climate Fund.

Lastly, while international conventions and protocols are a vehicle to engage nations across the

globe, they also provide women with an important tool for empowerment. Most of these norms and resolutions, however, come without 'teeth' and there are no negative repercussions if norms are not respected. While some call for binding mechanisms and international sanctions for those countries that have signed on to international treaties but do not respect the corresponding rights, others like former Secretary of State Hilary Clinton call for mainstreaming women's empowerment criteria into foreign policy. In this way, ordinary citizens will not be punished for the actions of their governments but governments will be more aware of the fact that the protection of women's rights will be a factor in foreign policy decision making.

ON WOMEN'S POLITICAL EMPOWERMENT

Quotas

There was a very rich discussion under this topic and many best practices were shared. There is a persistent debate on whether it is most effective to implement quotas or to change mindsets in



Ricardo Lagos, President of Chile (2000-2006) and Member of the Club de Madrid

order to give equal access and opportunities to men and women in the board room and beyond. The conclusion was, however, that this is an artificial debate as what is most useful is to do both simultaneously: campaign vigorously, establish quota rules within political parties and implement changes in national legislation. Below are brief examples of what is being done in Chile and Norway.

Chile: During the Lagos Presidency in Chile (2000-2006) the challenge was addressed from both angles: mindsets and quotas. President Lagos appointed two women to his cabinet, Minister of Foreign Affairs and Minister of Defense, and for the first time two women were appointed to the Supreme Court.

Making women visible in these positions was important. Quotas were introduced at the political party level, starting with 20% women in party boards with collective decision-making, i.e., the national board, provincial board, state board, or the cabinet board. This percentage was then increased to 40%. Having women candidates, however, was not enough. One third of members elected to collective bodies had to be women. After six years of quotas, they were no longer needed for women had reached 40% of elected positions. Michelle Bachelet succeeded Ricardo Lagos, becoming the first female President of Chile. Despite this success story, the private sector remains an important obstacle in Chile.

Norway: With a proportional electoral system and the “zipper system” applied by the party congress in each constituency, i.e., a party list with quotas for political parties, Norway has women in approximately 40% of its parliamentary seats. Already in 1986 Gro Harlem Brundtland appointed 8 women to her cabinet of 18. Since then, and even though not explicitly stipulated in national legislation, it is politically impossible to have a government in Norway with less



Mayra Buvinic, Senior Fellow of the United Nations Foundation

than 40% women. Kjell Magne Bondevik (Prime Minister from 1997-2000, 2001-2005) appointed a State Secretary on Equality Issues to ensure 40/60 distribution of women and men in all governmental committees and boards, making Norway the first country in the world to institutionalize a watchdog for equal rights.

Regarding the private sector, when increased representation of women on boards was merely “highly encouraged,” the rate of women’s representation only increased from 7% to 8%. However, a new law was passed in 2003 stipulating that all boards of publicly traded companies and also all main state-owned companies with more

than four members on the board needed to have 40/60 distribution of men and women. Despite initial criticism, within 2 years almost all companies fulfilled the new requirement. Participation of women in private sector board rooms increased from 22% in 2004 to 42% in 2009. This new law had other positive repercussions, including increased transparency, greater mid-long term analysis and considerations for, while men tended to focus on short term shareholder impact, women looked at long term stakeholder impact. There is momentum at the EU level. The European Commission is recommending quotas of 40% for board memberships for publicly traded companies but this is yet to be approved by the European Parliament and the Council.

France: After Norway, France became the second European country to establish quotas for women in corporate boards. In 1981, under President Mitterrand, the Minister of Women proposed a law to create a 20 % quota but this law was declared unconstitutional as it was considered contrary to the idea of equality protected by the constitution. To establish a quota system the constitution had to be changed and it is now at 40%. In politics, there is a 50-50 quota at the party level where a proportional system is observed for all elections: European, regional, local or municipal. An obstacle remains at the level of election to the Chamber of Deputies, however, for the system here is uninominal, making it more difficult to guarantee the participation of women. In this case,

financial sanctions are applied to the parties that do not present enough women as candidates. The fact that women have been exposed for the last 15 years to high political positions has helped change mentalities. Under President François Hollande, and following the example of President Zapatero in Spain (2004-2012), France has for the first time in its history a pure parity government. Therefore, even though there are many issues still to be resolved, such as gender violence or wage discrimination, in France quotas were effective in changing mindsets.

Spain: Spain is an interesting case study for legislation against gender based violence. Preventive measures and sanctions against perpetrators have been legislated and imposed as basic issues for assuring gender equality. Democracy is about implementing rights and opening spaces for equality.

Beyond the gender quotas in the executive branch that was introduced as a measure by President Rodríguez-Zapatero in his first Government, Spain passed a Law in 2004 (Organic Law 1/2004 of Integral Measures of Protection on Gender Based Violence) responding to a social reaction against violence. Aimed at accelerating judicial processes regarding violence against women, this law offers a rapid response mechanism in case of abuse: the suspected aggressor has to declare before a Judge within the 72 hours following the formal complaint of the victim. The sentence dictated by the Judge can entail immediate prison, a restraining order and/or a protection order for the victim.

That same Law created the State Observatory on Violence against women, a collegial inter-ministerial organ ascribed to the State Secretariat of Social Affairs and Equality that assesses and evaluates legislation, elaborates reports and action proposals on violence against women.

If quotas are seen as a positive tool for empowerment there is no need to wait for national legislation. In a country like Germany, where there is skepticism regarding quotas, cities such as Berlin and Nuremberg have implemented quotas despite the fact that there is no federal quota. Quebec has a female quota of 50% for board seats in government-owned companies based in that city (they are now at 42%).

It is also encouraging to learn that Malaysia has been the first Asian and Muslim country to implement female quotas. In June 2011, the Prime Minister announced a 30% quota for women in the boards of all publicly listed companies. Countries as diverse as the Philippines or Brazil are also exploring the implementation of corporate board quotas for women.



Kjell Magne Bondevik, Prime Minister of Norway (1997-2000; 2001-2005) and Member of the Club de Madrid

New Technologies

New technologies are one of the main empowering tools of the 21st century. Internet access and mobile phones are literally giving access to health, education, finances and information. A good example is an initiative by the Asia Pacific Forum on Women, Law and Development whereby they use mobile phone technology as a tool for organizing and coordinating domestic workers in the defense of their labor rights.

Policy changes are nevertheless fundamental to harness the transformative power of ICT's. For example, technology can provide educational modules, much in the same way that it is used to distribute entertainment. Education is vital for economic empowerment of and key to sustainable growth and all means must be sought to broaden and optimize access to all forms of education and training.

Affordability and access are also key factors of the potential of ICT's. There is an important gender gap as women see their access to ICT's relegated to that of men's. Reliable data is needed to adequately gauge the challenges being faced on this front and how they relate to cultural issues. There are numerous examples of best practices in public-private partnerships that can be scaled up and still much room for innovation. More space is needed for public-private dialogue and interaction in order to identify the optimal solutions for each particular case. Solutions exist and governments can help technology underpin long term systemic change by opening the market for private sector solution providers offering off-grid opportunities to the community.

In promoting access to ICTs, Microsoft Corporation is partnering with TV networks to offer broader broadband access, for example, in Microsoft Australia's "How will you change IT?"

Regarding affordability, the US State Department and the World Wide Web Foundation have come together to promote the Alliance for Affordable Internet. The goal of this initiative is to raise visibility and offer incentives for improving regulatory and policy frameworks that will encourage healthy competition and more efficient markets that will improve affordability.

The ICT sector is particularly male dominated. The government should provide greater resources and open the space for the inclusion of women in defining the research priorities for ICTs. In Indonesia for example, Indostat offers targeted products and grants to encourage development of services that better serve women thus facilitating mobile phone access to millions of women.

Peace & Security

Much progress has been made at the international level to engage women in peace and security process to ensure they are more participatory, representative and sustainable. The approval of

UN Security Council Resolution 1325 in October 2000 calls for the participation of women in all aspects of conflict prevention and resolution, thus providing an important impulse in this regard.

Countries are in different stages of mastering or having the resources to tackle the full implementation of UN Security Council Resolution 1325. Many factors, most which have been outlined above, present daunting challenges for the adequate implementation of this resolution. The lack of follow-up or monitoring mechanisms means that implementation depends on political will that is often lacking. To date, there are 39 countries that have adopted a National Action Plan on UNSCR 1325.¹³ The first country to launch a Plan was Denmark in 2005. Other key countries in the international stage such as the United States or the United Kingdom waited till 2011. In 2012, the North Atlantic Treaty Organization (NATO) appointed a High Representative on Resolution 1325, Ms. Mari Skåre, an encouraging step which we hope will lead to other similar actions.



Chandrika Kumaratunga, President of Sri Lanka (1994-2005) and Member of the Club de Madrid

It is necessary to ensure the effective implementation of UNSCR 1325 and the adoption of adequate legislation. The mobilization and development of a common agenda among stakeholders is crucial for mobilizing political will and reaching sustainable solutions. Coordination among the Ministries of Gender and Defense could be particularly effective and relevant, as would having more women in visible, top-level military positions at the national level.

Despite low levels of implementation, UNSCR 1325 provides an important tool for women in conflict situations around the world to claim their right to engage in peace and security processes. The focus must be placed on advocating and broadly disseminating information on this resolution, creating programs that enable women to 'master' their voice and the role that they can play in society, including in situations of conflict prevention and resolution. In Sri Lanka for example, during the war, educational campaigns were launched using the media, workshops, seminars, street theater and other creative programs to raise awareness and inform on key issues like power sharing and equal rights. The Kennedy School of Government brought together 110 women from 10 conflict zones around the globe. It now gathers more than 2,000 women and has created an Institute for Inclusive Security to focus on women, peace and security. The Club

¹³ <http://peacewomen.org/naps/list-of-naps> viewed 5th March, 2013.

de Madrid also raised awareness and promoted networking among stakeholders by helping to establish the G40 Group of women in the Greater Horn of Africa. This is an alliance of women working in favor of gender-responsive peace and security in their region and the design and implementation of national action plans in their countries.

Another aspect of this same issue is sexual violence in conflict situations of which women and children are overwhelmingly the greatest victims. In 2010 the Secretary General of the United Nations, Ban Ki-moon, appointed a Special Representative on Sexual Violence in Conflict. Part of the task of the Special Representative, currently Ms. Zainab Bangura from Sierra Leone, is to include violence against women as a crime in national legislation and eliminate sexual violence against women as a weapon of war. The UK Presidency of the G8 in 2013 will include this as one of the priorities in its agenda. Once legislation is passed in this regard, support mechanisms need to be implemented for real change and effective justice.



Farida Allaghi, Libian Human Rights Activist

There must be more programmes to help women find their voices and exercise power in post-conflict societies. Club de Madrid's role in building bridges between governments and civil society, beyond official government relations, is important to support women's empowerment processes.

ON WOMEN'S ECONOMIC EMPOWERMENT

Work-life balance

There are many examples of best practices to promote women's economic empowerment and inclusion in the work force. The most obvious is national legislation to ensure an equal playing field for men and women. The International Labour Organization states that the share of women in wage and salaried work grew during the last ten years from 42.8 per cent in 1999 to 47.3 per cent in 2009 whereas the share of vulnerable employment decreased from 55.9 to 51.2 per cent.¹⁴ Nevertheless, as UN Women points out, even though at least 117 countries have equal pay laws, on average women are still paid 10 to 30 percent less than men across all regions and sectors. Likewise, in a review of 126 countries, in more than a third, women are prohibited from working in the same industries as men. Discrimination therefore persists.

¹⁴ Report 'Women in Labour Markets: Measuring Progress and Identifying Challenges' at http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_elm/---trends/documents/publication/wcms_123835.pdf visited 19 march, 2013.

Given that women do not represent a monolithic group, the UN Foundation and Exxon Mobil have commissioned approximately 17 different research teams to gather credible evidence on what actually works to promote women's economic empowerment, for whom and where. Of about 3 billion jobs in the world, about half of them, 1.5 billion, are outside the formal labor market and women are overrepresented among those that are the very smallest entrepreneurs. Most efforts have focused on empowering this group of women and creating an environment that is as enabling for men as for women. Capital alone, either as a loan or a grant, is not enough to develop subsistence level, female-owned firms. Specific business training is also required. Often, if resources are offered in kind, as does the Heifer Foundation, (eg: a cow, a cook stove etc), it is more efficient than cash as women are likely to share cash with their families and communities. It is important to underscore that not all women are the same and not all businesses are the same so programs and policies must take diversity into account.

Walmart, on the other hand, is committed to sourcing 20 billion dollars from women owned businesses over a five year period as a way of strengthening women's empowerment. Some countries may have quotas, both in public and private spheres, others don't. Walmart, for example, does not impose quotas for their suppliers but in their decision making process suppliers are asked about the number of women in their working force, signalling the importance of inclusion and ways in which these issues can be incorporated into business criteria and lead to behavioural change.

Others, such as the European Commission, have labeled the sharing of family responsibilities as the only way to achieve gender equality in the work place and home. Apart from formalizing the informal care giving economy, practices that seek to maximize the flexibility of the workplace include: working from home, intensive hour schedules, mandatory maternal and paternal leave policies as in Finland and Norway, baby care centers at the offices, among others.

Natural resources

Poverty reduction needs to effectively contemplate natural resource management, avoiding the excessive compartmentalization of policies. Related issues such effective processing, transport and storage of agricultural products; micro-financing; a better understanding of the bargaining power of households level are all important issues to be addressed in order to translate national and global policies into local solutions.

In this same regard, the Club de Madrid should encourage linking social safety nets with clean energy schemes. This should be strengthened through advocacy for a more comprehensive understanding of human development that does not only focus on economic development and Gross Domestic Product as the measurement of success, but that also looks at Co2 emissions and the quality of basic, public goods (air, water etc). The 21st century Needs more appropriate and adapted indexes.



*Kim Campbell, Prime Minister of Canada (1993)
and Member of the Club de Madrid*

Likewise women's participation in decision-making processes and on advisory boards related to nutrition and food security, as well as to access to clean energy resources should be increased. Particularly in poor rural areas, women are responsible for the food security of their household so these issues are vital to them. Women must be seen as agents of development for health and energy issues. Governments should create direct incentives for the use and dissemination of clean energies, for example, through the use of coupons or other measures.

The importance of linking the use of natural resources to conflict and post-conflict situations was also highlighted. These two elements should not be analyzed in silos for they are intimately interrelated. This will be increasingly relevant in light of the daunting challenge of climate change and its humanitarian impact which we are already witnessing in the growing number of climate change refugees.

Trafficking

The UN Survey on Global Trafficking was recently issued by the UN Office for Drugs and Crimes shows that 75% of the victims of trafficking are women and girls. There are 215 million migrants today, of which 50% are women. Projections indicate that by 2040 these figures may go up to 400 million, with the consequent impact that this will have on trafficking. Action must be taken to avoid further increases in the number of victims.

There are many patterns of trafficking around the world but poverty is at the root of most of them. The best policy recommendations to address this root cause are two halves of the same nutshell. On the one hand, to proactively create economic opportunities for women in their native countries through targeted educational training programmes and support to entrepreneurial activity through in-kind grants or microcredit. On the other, addressing the systematic disempowerment of girls and women through persistent cultural practices that demean them. Gender based violence is a crime and cannot be justified by custom. By the same token, cultural support systems that bind families and clans to protect women and girls from rights' abuses should be sustained.

Trafficking is an economic issue and one in which, in some cases, those involved do not even

know what they are getting into. There is an urgent need for governments, multilaterals and civil society to raise awareness on sex trafficking scams in countries that are prone to sex traffic targeting.

Designing and approving laws cannot be the only solution for the scourge of trafficking. There is a serious gap between legislation and implementation. Laws take a long time to be drafted and much longer to be implemented. People who have experienced these situations have a lot of pain to deal with, destruction of their bodies and of their integrity. Action has traditionally focused on creating barriers for "migration" and returning the person to his/her home country. Little concern is being placed on stopping the human suffering. The exploitation is not only sexual but also physical, through labor, and this has gone unreported in spite of equally devastating human consequences.

It is important to assess the measures that have been implemented to date to tackle the issue of trafficking – whether in fact they produce the expected results or perhaps have unintended consequences. For example, certain restrictive migration regimes, created for security reasons or to protect domestic labor, have in fact reduced opportunities for migration and enhanced the vulnerability of migrant workers, particularly of female women migrant workers. Another example is the profiling of a typical trafficking victim in certain countries which has almost stopped the possibility of legal migration opportunities, in turn feeding into clandestine mechanisms which almost inevitably expose the person to trafficking and other forms of exploitation.

There are several international cooperation modalities, especially within the judiciary and police spheres where good experiences and good practices have been exchanged so that countries can look into their own legal frameworks and try to recognize these practices and make them complimentary to each others' needs. The Dominican Republic and Haiti are working on having regular interactions between their respective custom officials countries so as to understand issues in each country and collaboration to identify, screen and assist.



Jeni Klugman, Director of Gender and Development, World Bank

In the same line as these comparative support systems, a global standard for dealing with sex trafficking as an abuse of human rights should be developed. This could serve as a basis to enhance cooperation among governmental institutions and unions regarding anti-sex trafficking practices and policies for the elimination of slavery.

Monday 17 December

13:15-14:30

INAUGURAL LUNCH. THEME: WOMEN IN ART AND MEDIA¹⁵

Master of Ceremonies:

Mark Muller, Founding Director, Beyond Borders Foundation

Welcome:

Mark Stodola, Mayor of Little Rock

Jorge Fernando Quiroga, President of Bolivia (2001-2002). Vicepresident of the Club de Madrid.

Facilitator:

Maya Harris, Vice President of the Democracy, Rights and Justice Program, Ford Foundation

Speakers:

Geena Davis, Founder, Geena Davis Institute of Gender in Media

Manal Al Dowanyan, Artist, Saudi Arabia¹⁶

15:00-15:30

OPENING SESSION

Speakers:

Stephanie S. Streett, Executive Director, William J. Clinton Foundation

Jerry Jones, Senior Vice President and Chief Legal Officer, Acxiom

Hillary R. Clinton (via video), U.S. Secretary of State

Wim Kok, Prime Minister of the Netherlands (1994-2002). President of the Club de Madrid

15:30-16:30

FRAMING THE DEBATE

Facilitator:

Bill Clinton, President of the United States (1992-2000). Honorary Chair of the Club de Madrid

Speakers:

Michelle Bachelet, Director of UN Women. President of Chile (2006-2010). Member of the Club de Madrid

Roza Otunbayeva, President of Kyrgyzstan (2010-2011). Member of the Club de Madrid

Felipe González, President of the Government of Spain (1982-1996). Member of the Club de Madrid

Joachim Chissano, President of Mozambique (1986-2005). Member of the Club de Madrid

¹⁵ Lunches were held at Heifer International

¹⁶ Manal Al Dowanyan's 'I AM' was exhibited at the Clinton Center

16:45-18:15

BREAKOUT SESSIONS. Track I: Political Empowerment

1. SECRETS TO SECURING EQUALITY IN THE BOARD ROOM AND BEYOND?

Facilitator:

Theo Sowa, Interim Chief Executive Officer, African Women's Development Fund

Initiators:

Kjell Magne Bondevik, Prime Minister of Norway (1997-2000; 2001-2005);

Ricardo Lagos, President of Chile (2000-2006)

José Luis Rodríguez Zapatero, President of the Government of Spain (2004-2011)

Speakers:

Irene Natividad, President of the Global Summit of Women

Laura Liswood, Secretary General, Council of Women World Leaders

Jeni Klugman, Director, Gender and Development, World Bank

2. HARNESSING TECHNOLOGY FOR WOMEN'S POLITICAL EMPOWERMENT: THE 2.0 CHALLENGE

Facilitator:

Lili Fournier, Producer, Director and Host (Quest Series PBS)

Initiators:

Vaira Vike-Freiberga, President of Latvia (1999-2007)

Esko Aho, Prime Minister of Finland (1991-1995)

Speakers:

Alicia Bárcena, Executive Secretary, ECLAC

Ann Mei Chang, Senior Advisor for Women and Technology, US State Department

Frank McCosker, Worldwide General Manager, International Organizations, Microsoft Corporation

3. ARE PEACE AND SECURITY PROCESSES SUFFICIENTLY INCLUSIVE TO BE SOCIALLY JUST AND EFFECTIVE?

Facilitator:

Ambassador Swanee Hunt, Chair, Hunt Alternatives Fund. Former U.S. Ambassador to Austria

Initiators:

Andrés Pastrana, President of Colombia (1998-2002)

Chandrika Kumaratunga, President of Sri Lanka (1994-2005)

Speakers:

Vice Admiral Carole

Pottenger, Deputy Chief of Staff Capability Development at NATO Headquarters

Supreme Allied Commander

Transformation, Norfolk, Va.

Kamilia Kuku, G40

Representative, NuWEDA,

Sudan

Zainab Bangura, UNSRSG on

Sexual Violence

19:30-21:00

OFFICIAL CONFERENCE DINNER HOSTED BY GOVERNOR BEEBE · Governors Mansion

Welcoming Words:

Mike Beebe, Governor of Arkansas

Mary Robinson, President of the Republic of Ireland (1990-1997). Member of the Club de Madrid

Master of ceremonies:

Jerry Jones, Senior Vice President and Chief Legal Officer, Acxiom

Dinner Talk: Arkansas

Pierre Ferrari, President and CEO, Heifer Foundation

Tuesday 18 December

09:00-10:30

BREAKOUT SESSIONS. Track II: Economic Empowerment

4. CREATING A 21ST CENTURY WORK-LIFE BALANCE

Facilitator:

Rangita de Silva de Alwis, Director of the Woodrow Wilson International Center for Scholars Global Women's Leadership Initiative

Initiators:

John Bruton, Prime Minister of Ireland (1994-1997)

Speakers:

Sharan Burrow (video), General Secretary, International Trade Union Confederation (ITUC)
Nada al-Nashif, Regional Director ILO Office for Arab States
Carla Koppell, Senior Coordinator for Gender Equality and Women's Empowerment, US Agency for International Development
Cecilia López Montaña, President and Founder, Centro Internacional de Pensamiento Económico y Social (CISOE)

5. HOW CAN SOCIETIES ENSURE WOMEN'S RIGHTS TO ACCESS AND CONTROL OF NATURAL RESOURCES?

Facilitator:

Richenda Van Leeuwen, Executive Director, Energy and Climate, Energy Access Initiative, United Nations Foundation (UNF)

Initiators:

Mary Robinson, President of Ireland (1990-1997)
Sadiq Al-Mahdi, Prime Minister of Sudan (1966-1967; 1986-1989)

Speakers:

Rajendra Pachauri (video), Director General, The Energy and Resources Institute (TERI)
Jamie Bechtel, Co-founder and CEO, New Course
Alimata Traore, President, COFERSA (New Field Foundation)
Katherine Lucey, Founder and CEO, Solar Sisters

6. SHARING RESPONSIBILITIES IN THE FIGHT AGAINST TRAFFICKING OF WOMEN

Facilitator:

Jackie K. Weatherspoon, Former Member New Hampshire House of Representatives

Initiators:

Kim Campbell, Prime Minister of Canada (1993)
Tarja Halonen, President of Finland (2000-2012)

Speakers:

Luca Dall'Oglio, Chief of Mission, International Organization for Migration (IOM), Washington D. C.
Ruth Ojiambo, Isis-Women's International Cross Cultural Exchange (ISIS-WICCE), Uganda
Carol Kidu, Former Member of Parliament and Former Minister for Community Development, Papua New Guinea

11:00-13:00

BRINGING IT ALL TOGETHER

Facilitator:

Stephen Sackur, Correspondent, BBC

Keynote:

John Baird, Minister of Foreign Affairs of Canada

Speakers:

Sylvia Burwell, President, The Walmart Foundation
Bineta Diop, Director and Founder, Femmes Africa Solidarité (FAS)
Mayra Buvinic, Senior Fellow, United Nations Foundation
Adimaimalaga Tafuna'i, Executive Director, Women in Business Development Inc (Samoa)
Melanne Vermeer, Ambassador-at-Large, Global Women's Issues, U.S. State Department

13:00-14:30

LUNCH TALK: 'WOMEN IN THE MENA REGION: TOWARDS A NEW SOCIAL CONTRACT'

Facilitator:

Nada al-Nashif, Director of ILO Regional Office for Arab States

Speakers:

Muna AbuSulayman, Partner, Directions Consultancy LLC, Effective Strategic Philanthropy and CSR; MBC Co-host Kalam Nouam, Partner Glowork, Women Employment Opportunities. Saudi Arabia.
Rahma Fathalla, Egyptian Democratic Labour Congress
Lina Hundaileh, Owner, Al-Zaytouni Company, Jordan

15:15-16:30

CLOSING & AWARD GIVING CEREMONY

Club de Madrid Young Leadership Award presented to Leila Janah by:

Bill Clinton, President of the United States of America (1993-2001). Honorary Chair of the Club de Madrid
Wim Kok, Prime Minister of the Netherlands (1994-2002), President of the Club de Madrid
Leila Janah, Founder and CEO, Samasource

Facilitator:

Stephen Sackur, Correspondent, BBC

Speakers:

Tawakel Karman, Co-founder of Women Journalists without Chains. Nobel Peace Prize Laureate 2011
Kim Campbell, Prime Minister of Canada (1993)
Carol Kidu, Former Member of Parliament and Former Minister for Community Development, Papua New Guinea

19:00-21:00

RECEPTION AND DINNER OFFERED BY CITY OF NORTH LITTLE ROCK

*Members
of the Club
de Madrid*



Esko Aho
PM of Finland (1991-1995)



Abdul-Kareem Al-Eryani
PM of Yemen (1980-83; 1998-01)



Sadiq Al Mahdi
PM of Sudan (1966-67; 1986-89)



Tarja Halonen
Pres. of Finland (2000-2012)



Lionel Jospin
PM of France (1997-2002)



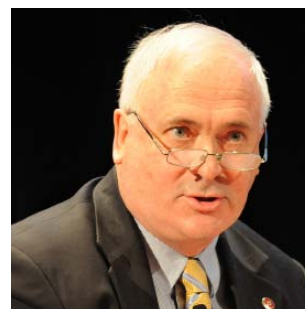
Wim Kok
PM of the Netherlands (1994-2002)



Chandrika Kumaratunga
Pres. of Sri Lanka (1994-2005)



Kjell Magne Bondevik
PM of Norway (1997-00; 2001-05)



John Bruton
PM of Ireland (1994-1997)



Jerzy Buzek
PM of Poland (1997-2001)



Luis Alberto Lacalle
Pres. of Uruguay (1990-1995)



Ricardo Lagos
Pres. of Chile (2000-2006)



Zlatko Lagumdžija
PM Bosnia & Herzegovina (2001-02)



Antonio Mascarenhas Monteiro
Pres. of Cape Verde (1991-2001)



Kim Campbell
PM of Canada (1993)



Joaquim Chissano
Pres. of Mozambique (1986-2005)



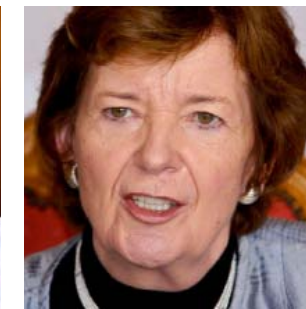
William J. Clinton
Pres. of the USA (1993-2001)



Roza Otunbayeva
Pres. of Kyrgyzstan (2010-2011)



Jorge Fernando Quiroga
Pres. of Bolivia (2001-2002)



Mary Robinson
Pres. of Ireland (1990-1997)



José Luis Rodríguez Zapatero
Pres. of Spain (2004-2011)



Eduardo Frei
Pres. of Chile (1994-2000)



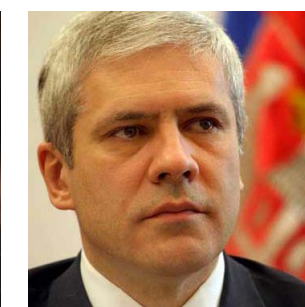
Felipe González
Pres. of Spain (1982-1996)



Alfred Gusenbauer
Chancellor of Austria (2007-08)



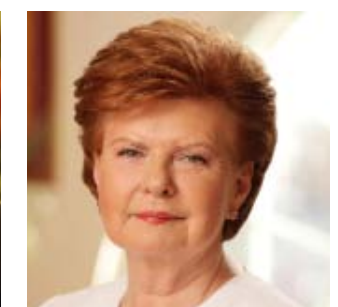
Petre Roman
PM of Romania (1989-1991)



Boris Tadić
Pres. of Serbia (2004-2012)



Cassam Uteem
Pres. of Mauritius (1992-2002)



Vaira Vīķe-Freiberga
Pres. of Latvia (1999-2007)

Members of the Constituent Foundations

Diego Hidalgo • Founder and Honorary President, Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE)
José Manuel Romero • Vice-President, Fundación para las Relaciones Internacionales y el Diálogo Exterior (FRIDE)
George Matthews • Chairman of the Gorbachev Foundation of North America
T. Anthony Jones • Vice-President and Executive Director of the Gorbachev Foundation of North America

Club de Madrid Secretariat

Carlos Westendorp • Secretary General. Former Minister of Foreign Affairs of the Government of Spain
María Elena Agüero • Deputy Secretary General
Ricardo Hidalgo • Chief Financial Officer
Rubén Campos • Programme Coordinator
Agustina Briano • Institutional Relations Officer
Luis Pérez • Communications Officer
María Romero • Logistics Officer
Irene Vergara • Energy/Democracy Program Officer
Belén Villar • Women, Peace & Security Program Officer
Irene Sánchez • Assistant Event Management

Club de Madrid Advisors

Rut C. Diamint • Professor, Universidad Torcuato di Tella, Argentina
Alexander Likhotal • President and CEO, Green Cross International
Tim Phillips • Co-Founder of the Project on Justice in Times of Transition, Harvard University
Theodore Piccone • Senior Fellow & Deputy Director for Foreign Policy Program, Brookings Institution



Some participants at the Heifer International

Speakers & facilitators

Muna AbuSulayman • Partner, Directions Consultancy LLC, Effective Strategic Philanthropy and CSR; MBC Co-host Kalam Nouam, Partner Glowork, Women Employment Opportunities. Saudi Arabia.
Manal Al Dowayan • Artist, Saudi Arabia.
Nada al-Nashif • Director of ILO Regional Office for Arab States
John Baird • Minister of Foreign Affairs, Department of Foreign Affairs and International Trade of Canada
Zainab Bangura • UNSRSG on Sexual Violence
Jamie Bechtel • Co-Founder and CEO, New Course
Mike Beebe • Governor of Arkansas
Sharan Burrow (via video) • General Secretary, International Trade Union Confederation (ITUC)
Sylvia Burwell • President, The Walmart Foundation
Inés Bustillo • Director of Washington Office, ECLAC
Mayra Buvinic • Senior Fellow, United Nations Foundation
Ann Mei Chang • Senior Advisor for Women and Technology, U.S. Department of State
Hillary Rodham Clinton (via video) • U.S. Secretary of State
Luca Dall'Oglio • Chief of Mission, International Organization for Migration (IOM), Washington D.C.
Geena Davis • Founder, Geena Davis Institute of Gender in Media
Rangita de Silva de Alwis • Director of the Wilson Center's Global Women's Leadership Initiative
Bineta Diop • Director and Founder, Femmes Africa Solidarité (FAS), Senegal
Rahma Fathalla • Egyptian Democratic Labour Congress
Pierre Ferrari • President and CEO, Heifer Project International
Lili Fournier • Producer, Director and Host, Quest Series PBS
Maya Harris • Vice president of the Democracy, Rights and Justice Program, Ford Foundation
Cheryl Hendricks • Senior Research Fellow, Institute for Security Studies, South Africa
Lina Hundaileh • Owner, Al-Zaytouni Company, Jordan
Swanee Hunt • Chair, Hunt Alternatives Fund. Former U.S. Ambassador to Austria
Leila Janah • Founder and CEO, Samasource
Jerry Jones • SVP and Chief Legal Officer, ACXiom
Tawakel Karman • Co-founder of Women Journalists without Chains (WJWC), Yemen. Nobel Peace Prize Laureate 2011
Carol Kidu • Former Member of Parliament and Former Minister for Community Development, Papua New Guinea
Jeni Klugman • Director, Gender and Development, World Bank
Carla Koppell • Senior Coordinator for Gender Equality and Women's Empowerment, U.S. Agency for International Development (USAID)
Kamilia Kuku • G40 Alliance Representative, NuWEDA, Sudan
Laura Liswood • Secretary General, Council of Women World Leaders
Cecilia López Montañó • Founder and President, Centro Internacional de Pensamiento Económico y Social (CISOE), Colombia
Katherine Lucey • Founder and CEO, Solar Sisters
Frank McCosker • Worldwide General Manager, International Organizations. Microsoft Corporation
Mark Muller Stuart QC • Founding Director, Beyond Borders Foundation
Irene Natividad • Chair, Corporate Women Directors International
Ruth Ojiambo • Isis-Women's International Cross Cultural Exchange (ISIS-WICCE), Uganda
Rajendra Pachauri (via video) • Director General, The Energy and Resources Institute (TERI)
Carole Pottenger • Vice Admiral. Deputy Chief of Staff Capability Development at NATO Headquarters Supreme Allied Commander Transformation, Norfolk, Va.
Stephen Sackur • Correspondent, BBC
Theo Sowa • Interim CEO, African Women's Development Fund, Ghana
Mark Stodola • Mayor, Little Rock
Stephanie S. Streett • Executive Director, William J. Clinton Foundation
William L. Swing • Director General, International Organization for Migration (IOM)
Alimata Traore • President, COFERSA, Mali (New Field Foundation)
Richenda Van Leeuwen • Executive Director, Energy and Climate, Energy Access Initiative, United Nations Foundation (UNF)
Melanne Verveer • Ambassador-at-Large, Global Women's Issues, U.S. State Department
Jackie K. Weatherspoon • Former Member, New Hampshire House of Representatives

Other participants

Penny Abeywardena • Head of Girls & Women, Clinton Global Initiative
Aileen Adams • Deputy Mayor of the City of Los Angeles for Strategic Partnerships
Mahnaz Afkhami • President & CEO, Women's Learning Partnership (WLP)
Najla Alfaraj • Electronics Engineering Department, College of Technological Studies (CTS), Public Authority of Applied Education and Training (PAAET). Kuwait.
Samira Alfozan • Saudi Arabia
Farida Allaghi • Founder and President, Libyan Forum for the support of Civil Society" LFCS" and A Human Rights Activist. Libya
Alaa M. Al Shroogi • Cuadro Fine Art Gallery, Dubai, UAE
Joel E. Anderson • Chancellor, University of Arkansas at Little Rock
Loreen Arbus • President, The Loreen Arbus Foundation
Barbara Barrett • United States Ambassador to Finland (2008-2009)
Daniela Bas • Director of the Division of Social Development, UNDESA
Doug Becker • Founder, Laureate Education
Kelly Behrend • Director of Corporate Responsibility, The Peacework Development Fund, Inc.
Asrul Daniel bin Ahmed • Researcher, Global Movement of Moderates Foundation, Malaysia.
Robert "Bob" Bloom • Executive Vice President, CFO & Treasurer, Heifer International
Harriet Brights
Elizabeth Broderick • Sex Discrimination Commissioner and Commissioner Responsible for Age Discrimination of Australia (World Bank Advisory Council on Gender and Development)
Alessio J. Brown • Executive Director GES, Kiel Institute for the World Economy
Matt Browne • Center for American Progress
Paula Caldwell St. Onge • Consulate General of Canada (Texas, New Mexico, Louisiana, Oklahoma, Arkansas, Kansas)
Mildred O. Callear • Executive Vice President and Board Member, Small Enterprise Assistance Funds
Angela Camacho • Associate General Counsel, Microsoft Latin America and the Caribbean
Christy Carpenter • Chief Executive Officer, Winthrop Rockefeller Institute
Sean Carroll • Senior Director, Creative Associates International
Aaron Cesar • Director, Delfina Foundation

Somali Cerise • Coordinator Gender Project, Social Cohesion Unit, OECD Development Center
Hela Cheikhrouhou • Director Energy, Environment and Climate Change, African Development Bank
Gertrude Clark
Sean Cleary • Executive Vice Chair, Future World Foundation
Geoffrey Cowan • President, The Annenberg Foundation Trust at Sunnylands
Amitabh Desai • Director of Foreign Policy, Clinton Foundation
Aart de Geus • Chairman and CEO, Bertelsmann Stiftung
M. Jane Dickey • Rose Law Firm
Famara Dieudhiou Fahamu • Project Coordinator, 'We Are the Solution: Celebrating Family Farming in Africa' Campaign, New Field Foundation
Madeline Di Nonno • Executive Director, Geena Davis Institute on Gender in Media
Peter Eigen • Founder, former Chair and Chairman of the Advisory Council, Transparency International
Dora Flesher • Chief Financial Officer, Positive Atmosphere Reaches Kids Inc.
Terri Garner • Director, William J. Clinton Presidential Library
Blair Glencorse • Club de Madrid's Transitional Leadership Project. Advisor
Mark Grobmyer • Chairman, Global Technology Deployment Initiative and Senior Advisor SEAF
Gretchen Hall • President and CEO, Little Rock Convention & Visitors Bureau
Kristin Haffert • Principal, Haffert Global
Patrick Hays • Mayor, North Little Rock
Nicky Hamilton • Consultant
Annette Heuser • Executive Director, Bertelsmann Foundation
Sarah Hobson • Executive Director, New Field Foundation
Scott Howe • CEO, ACXIAM
David Jacobson • Kutack Rock LLP
Shirin Jamshidi • Booz Allen Hamilton
Leila Janah • Founder and CEO, Samasource
LaShawn Jefferson • Program Officer on Women's Human Rights, Ford Foundation
Cindy Jones-Nyland • Executive Vice President of Marketing & Resource Development, Heifer International
Grant Jones • Candidate, Darwin College, University of Cambridge, Judge Business School
Judy Jones • Chairperson, Arkansas Tennis Patrons Foundation
Martha Deacon Jones • Attorney at Law

Sarah Kambou • President, International Center for Research on Women
Murat Karimsakov • Chairman of the Executive Body of the "Eurasian Economic Club of Scientists" Association
Ruth Kavuma • Former Member of Parliament, Uganda
Surina Khan • Director of Gender Rights and Equality, Ford Foundation
Elia King de Jordan • Executive Director, Rais Vida (Peru)
Jakub Klepal • Executive Director, Forum 2000
Daniel Korn • Director for Corporate Affairs, Microsoft Latin America and the Caribbean
Ritva Koukku-Ronde • Ambassador of Finland to the United States
Kate Lappin • Regional Coordinator. Asia Pacific Forum on Women, Law and Development (APWLD)
Maria Leissner • Secretary General, Community of Democracies
Benjamin Leslie • Founder, Leslie Ventures
Talgat Lliyas • UN Kazakhstan
Paul Leopoulos • Co-founder, Thea Foundation
Linda Leopoulos • Co-founder, Thea Foundation
Chad Lipton • Program Manager, Energy Initiative, Mission Programs, National Geographic Society
Emily Malkin • Program Assistant, Council of Women World Leaders
Mariam Mansury • Community of Experts Manager, Institute for Inclusive Security
Susana A. Markham • Director, Women's Political Participation, National Democratic Institute (NDI)
John Mayner • Vice President, Marketing and Communications, Little Rock Convention & Visitors Bureau
Katie McClain • Director, Building Retrofit Program, William J. Clinton Foundation
Dustin McDaniel • Arkansas Attorney General
Thomas (Mack) L. McLarty • CEO, McLarty Companies
Donna McLarty • CO-Founder and Vice Chair Emeritus, Vital Voices Global Partnership
Shirley Morgan • Legal Counsel, Mineralogy Pty. Ltd, Australia
Andrew Morrison • Chief of the Gender and Diversity Unit, Inter-American Development Bank+
Ursula Müller • Director General for Policy issues and Political Governance of Bilateral Development Cooperation and Sectoral Affairs, Federal Ministry for Economic Cooperation and Development of Germany
Rovshan Muradov • Executive Director Nizami Ganjavi International Center and Founding Member Eurasia Dialogue Center, Azerbaijan
Shalina Nataraj • Director, Advocacy and Partnerships, Global Fund for Women
Tabara Ndiaye • Programme Officer, New Field Foundation

Alyse Nelson • President and Chief Executive Officer, Vital Voices
Serik Nugerbekov • Senator of the Republic of Kazakhstan. Co-chair of the Coordination Council of the "Eurasian Economic Club of Scientists" (Former Head of the socio-economic monitoring department of the Administration of the President of the Republic of Kazakhstan)
Diego Osorio • Club de Madrid's Transitional Leadership Project. Advisor
Michele Ozumba • President and CEO, Women's Funding Network
David Pryor • Former Governor, Congressman and Senator for Arkansas
Barbara Pryor • Artist
Roland Rich • Executive Head of the UN Democracy Fund
Flor Rojas • Founder, Fundación Educación Para Los Derechos Humanos (Foundation Education for Human Rights), Dominican Republic
Sophia Said • Senior Policy Adviser, Ingenuity Outcomes, LLC
Holly Sargent • Founding Director of the Women's Leadership Board, Harvard Kennedy School
Michael Schmitz • Executive Director, ICLEI-USA
Janice Sharry • Partner, Haynes & Boone, LLP
Sarah Silver • Executive Director, Alan B. Slifka Foundation
Alan Sims • Vice President Sales and Services, Little Rock Convention and Visitors Bureau
Geoff Smith • Mineralogy Pty. Ltd, Australia
Stephen Kennedy Smith • Park-Agency Kennedy Enterprises
Anne Speed
Susan Stautberg • Co Chair, Women Corporate Directors
Amy Stewart • Rose Law Firm
Nada Stirratt • EVP, ACXIAM
Bill Sweeney • President/CEO, International Foundation for Electoral Systems (IFES)
Raymond Tam • Mineralogy Pty. Ltd, Australia
Sarah Thorn • Senior Director, Federal Government Relations, Walmart Stores Inc.
Rebecca Troutman • NATO Headquarters Supreme Allied Commander Transformation, Norfolk, Va.
James Guy Tucker • Director, Pacific GeneTech Limited
Betty Tucker • Director of Development, Psychiatric Research Institute
Henri Van Eeghen • Chief Operations Officer, Cordaid
Elizabeth Vazquez • President, CEO and Co-Founder, WEConnect
Peter Walkenhorst • Senior Project Manager, Germany and Asia, Bertelsmann Stiftung
Stanislas Wodjewodzki • Advisor to the Haiti Foreign Affairs Ministry, Government of Haiti
Eugene Yun • Managing Director, P80 Group Foundation

Check out the Conference's website!
<http://bit.ly/12el96g>

The **Club de Madrid** is an independent non-profit organization composed of 93 democratic former Presidents and Prime Ministers from 62 different countries, constituting the world's largest forum of former Heads of State and Government, who have come together to respond to a growing demand for support among leaders in two key areas: democratic leadership and governance; and response to crisis and post-crisis situations. Both lines of work share the common goal of addressing the challenge of democratic governance and political conflict as well as that of building functional and inclusive societies, where the leadership experience of our Members is most valuable.

This event was co-sponsored by the following organisations

Main Sponsor



Platinum Sponsor



Gold Sponsor



Silver Sponsors



Institutional Partners



Institutional Supporters



XI General Assembly



International
Labour
Organization



NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Aid Programme

Supporters



Office of Arkansas Governor
Mike Beebe



ROSE LAW FIRM