



2018 Annual Report

Democracy that Delivers



WORLD LEADERSHIP ALLIANCE
CLUB DE MADRID



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2018 Annual Report

Table of Contents

Message from
the President

4

6 Introduction

Next Generation
Democracy

8

09 The Project

12 In Action
Roundtable on Next Generation
Democracy for North America

14 Looking Forward
Information Integrity and the Future of Democracy

16 In Country
INSPIRED+ Inclusive Dialogues on Human and Labour Rights

INSPIRED+ Cape Verde:
Building a Legal Framework for Domestic Workers

INSPIRED+ Kyrgyzstan and Mongolia:
Labour Inclusion for Persons with Disabilities

INSPIRED+ Paraguay:
Implementing the National Law on Violence Against Women

INSPIRED+ Pakistan:
A Better Livelihood for Women in Agriculture

22 Preventing
Violent Extremism
Leaders Telling a Different Story

26 Shared Societies
The Project 27

Shared Societies & Agenda 2030:
A Pillar of Sustainable Development

Shared Societies & Environmental Sustainability:
Towards Inclusive Responses to Environmental Challenges

Shared Societies & Migration:
Towards Inclusive Responses to Migration's Challenges

Shared Societies & Peace:
Preventing Conflict through Inclusion

Education for Shared Societies · Shaping a Global Agenda 36

Imperial Springs
International
Forum 38

Building Bridges with China
in a Changing World

42 Young Mediterranean
Voices
Empowering Young
Leaders to Act · In the Works

Behind
the Scenes 44

45 Institutional Relations and Outreach
Building New Strategic Partnerships

46 Communications
Telling our Stories

47 Finance & Administration
Resources and Support

48 About us

Message from the President

2018 was a mixed bag for democracy around the world



Jānis Deīnats

On the global stage, a new wave of protectionism and isolationism is casting a shadow of uncertainty over the capacity of multilateral institutions to sustain the commitment of major global actors. Multilateral coalitions to tackle major global challenges, such as climate change and migration, have suffered setbacks, as major players shied away from binding commitments.

For organizations like the World Leadership Alliance - Club de Madrid (WLA - CdM), striving to support democracy and good governance, it may seem that we are stalling. Progress is slow and gets less attention than crises. But small battles matter and small victories add up to big changes, over time. This is how democracy evolves and how our work bears results.

We particularly want to thank the Members of our President's Circle - Dr Chau Chak Wing, Chair of the WLA - CdM President's Circle in Asia-Pacific, Fundación ACS, the Slifka Foundation and the Charitable Foundation, led by philanthropist Steve Killelea - for making our work possible.

This report presents our small victories of the past year, in the long process of helping democracies take root, consolidate and continuously improve in a changing global context. We owe them to the relentless engagement of our Members, particularly the well over 50 Members who actively participated in our project, outreach and statutory activities, and we share them with the myriad of partners whose support enriched our work and extended our reach.

Vaira Vīķe-Freiberga

The Economist's *Democracy Index 2018* announced that the democratic decline observed in previous years had stopped in 2018 – that more countries had improved their scores on democratic indicators than had worsened them. Improvements around the world were noted in citizens' willingness to engage in politics, and in women's political participation in particular.

Yet, some challenges to democracy were felt with increasing strength in the past year. Citizens' disillusionment with formal political institutions has continued to spur protests, like the Yellow Jackets in France. Political polarisation is reported to be on the rise. Fake news and other forms of information manipulation are distorting citizens' political perceptions. And populism is threatening democratic values in a growing number of countries in all regions.

Introduction

Democracy that Delivers

This *Annual Report* embodies WLA - CdM's first comprehensive assessment of the annual results of our work in support of democracy that delivers. It is not intended to give a complete account of our activities, but rather to gauge our incidence on global, regional and national processes related to the construction, consolidation and continuous improvement of democracy and governance.

It is an exercise of accountability to donors and partners to inform them of the change WLA - CdM has been able to effect with their support. It also reflects our commitment to institutional learning, as the thoughtful consideration of our results of 2018 will enable us to better plan, execute and communicate our work in years ahead.

Measuring the results of interventions in support of democracy and governance is no easy task. Traditional techniques for results assessment are confounded by the complexity, non-linearity and intangibility of political processes. For this report, WLA - CdM chose to blend two methodological approaches: outcome harvesting, which consists in identifying changes in the world and working backwards to trace how our interventions plausibly contributed to these changes; and narrative assessment, through structured conversations with staff, to critically examine outcome claims and uncover how results came about.

Next Generation Democracy

Next Generation Democracy **The Project**



There has been for some time a generalized concern that democracy is in decline – that the link of representation is broken, corruption and deficient public services are hindering trust in democratic institutions, and the relevance of democratic governance is challenged by global issues that transcend the boundaries of the Nation State.

The Next Generation Democracy project (2014-18) brought together WLA - CdM Members, experts and practitioners from broad communities of practice to analyse the challenges facing democracy around the world and shape a forward-looking agenda for the future of democracy.



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7 Policy dialogues

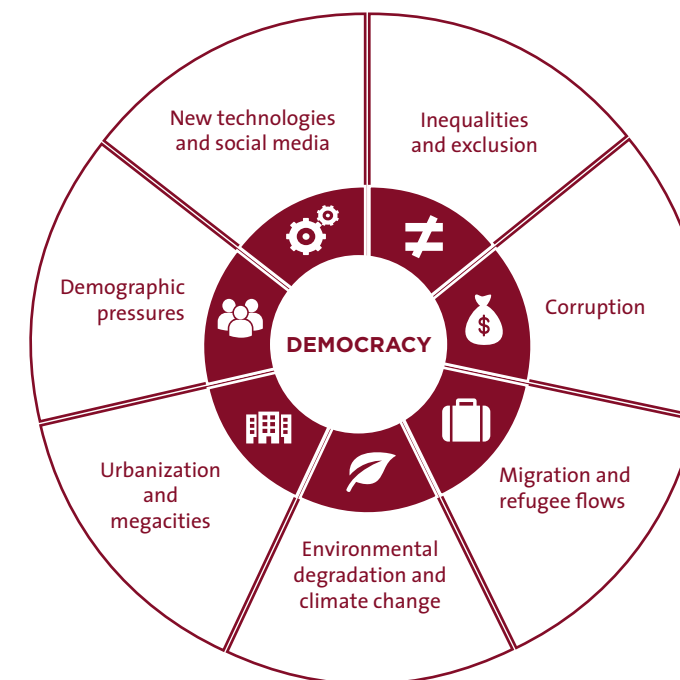
200 Participating institutions

Strategic partners:

Bertelsmann Stiftung, International IDEA, regional think tanks

Strong with decades of experience shaping democracy in their home countries, WLA - CdM Members steered a lively collective reflection over a three-year period, that allowed for the identification of seven global drivers of democracy – seven phenomena that are pushing and pulling on democratic development around the world.

These drivers are inequalities and inclusion, corruption, urbanization and the rise of megacities, demographic pressures, migration and refugee flows, environmental degradation and climate change, and the growing use of new technologies and social media.



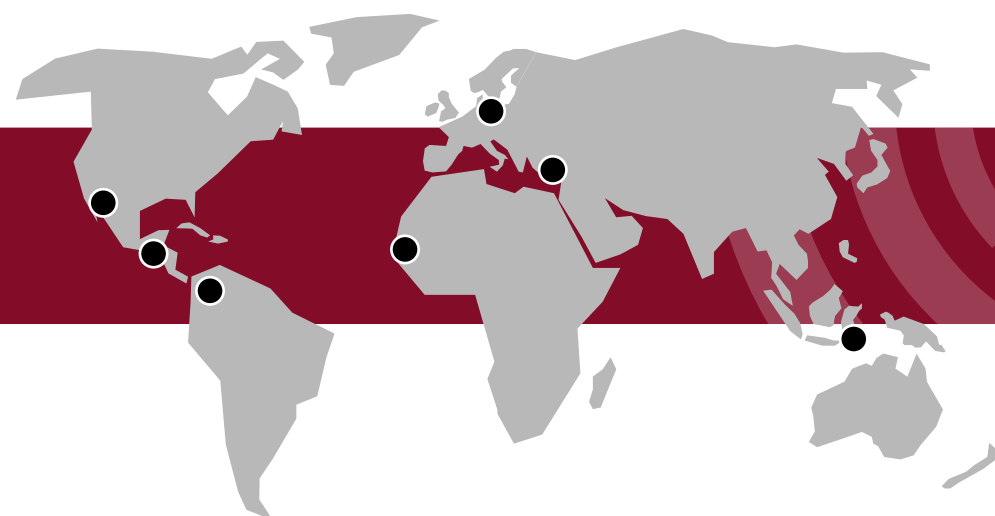
They must inform policies aimed at consolidating democracy to meet the aspirations of the next generation. Released on the International Day of Democracy 2018, the project's final report also presents a series of propositions on how to do just that.

Through the Next Generation Democracy project, WLA - CdM put critical questions on democracy on the agenda of international actors and helped identify coalitions of willing partners to take action. Global initiatives aimed at addressing several of the global drivers of democracy – such as the *Global Compact for Safe, Orderly and Regular Migration* and the *United Nations' High-level Panel on Digital Cooperation* – are now underway and WLA - CdM is proud to have hosted early global discussions that helped frame these issues.



'The accumulated knowledge, the experience, the profile and the commitment to democracy of WLA - CdM Members makes a very important contribution to raising the profile of issues that threaten democratic values and raising the profile of democracy.'

Kim Campbell,
WLA - CdM Member,
October 2018



Next Generation Democracy In Action

Roundtable: Next Generation Democracy for North America



35 Political &
business leaders

100,000
Impressions on
social media

**Strategic
partner:** NewCo

**Financial
partners:**
Alan B. Slifka
Foundation,
Omidyar Network

Populism, political mistrust and disinformation in the digital era were the dominant issues in the last regional exercise of the Next Generation Democracy project, organised in San Francisco in February 2018.

WLA - CdM President Vaira Vike-Freiberga and Members Esko Aho, Kim Campbell, Jean Chrétien and Jorge Quiroga, joined by the Secretary-General of the Organization of American States, Luis Almagro, led the discussions in a thought-provoking exchange on practical approaches to advance democracy in Canada, Mexico and the United States, with a particular focus on the interplay between democracy and technology.

Held on the eve of the *NewCo Shift Forum*, the dialogue enabled constructive interaction between democracy promoters and tech industry leaders – a crucial bridge to build at a time when the tech industry was being singled out as the culprit of attacks on democratic values in the wake of the Cambridge Analytica scandal.



‘Head spinning day with world and tech leaders at NGDAmerica, culminating in a dinner in which a call for tech platforms to truly understand and commit to democratic values in governance emerged. I sense consensus and progress.’

John Battelle,
Chief Executive Officer, NewCo,
February 2018

Next Generation Democracy Looking Forward

Information Integrity and the Future of Democracy



Citizen access to information is a fundamental pillar of democratic societies. As citizens increasingly turn to their phones and tablets to get their news, the information that circulates on social media and online platforms has gained influence over political perceptions. This makes the integrity of that information paramount for the healthy functioning of democracies around the world.

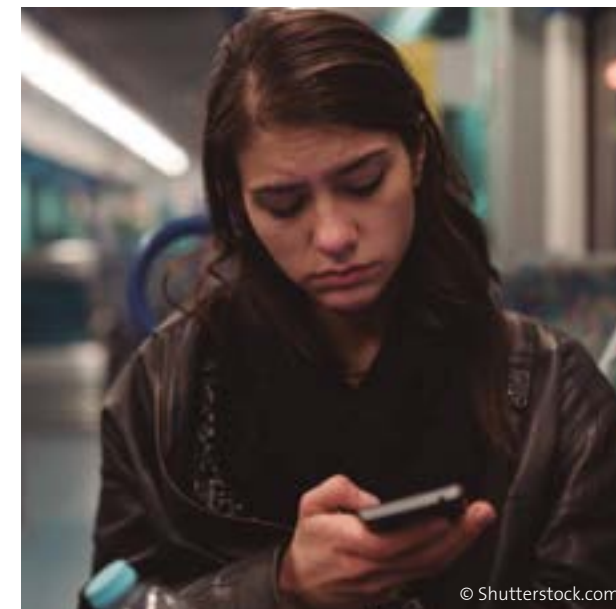
Spurred by the viral circulation of fake news during the 2016 US presidential election and Brexit referendum, initiatives to curb the impact of attacks to information integrity on democracy have been multiplying. International cooperation in this area, however, has lagged behind.

Citizen access to trustworthy, balanced and complete information in the digital space stands out as a new democratic right.

Co-host:
MFA of Latvia

Knowledge partners:
**NATO StratCom CoE,
Latvian Association
of Political Scientists**

Financial partners:
**LMT, V. Vitols,
I. Skoks, K. Lipmans**



In 2018, WLA - CdM launched a new initiative aimed at breaking down silos between nations and communities of practice in tackling threats to information integrity. A roundtable on *Global Governance for Information Integrity*, held in Riga in September 2018, brought policy-makers, academic experts, industry leaders and journalists together in a dialogue led by WLA - CdM President Vaira Vike-Freiberga and Members Valdis Birkavs, Tsakhia Elbegdorj, Alfred Gusenbauer and Mehdi Jomaa.

The dialogue allowed WLA - CdM to identify actionable areas of consensus, including the need to define information integrity as a political right and the crucial importance of civic education in the digital space.

Most importantly, it positioned WLA - CdM to take further action for information integrity with a broad coalition of partners. In November 2018, upon invitation from Microsoft and the Government of France, WLA - CdM joined the Paris Call for Trust and Security in Cyberspace, a community of over 300 public, private, academic and civil society organizations committed to promote trust, security and responsible behaviour in the digital environment. Conversations are underway with some of these organizations on possible joint projects towards this goal.



Next Generation Democracy In Country

INSPIRED+ Inclusive Dialogues on Human and Labour Rights



Countries:

**Armenia, Bolivia,
Cape Verde, Georgia,
Kyrgyzstan, Mongolia,
Pakistan, Paraguay,
the Philippines**

Partners:

**European Partnership for
Democracy, Netherlands
Institute for Multiparty
Democracy, local NGOs**

Inequalities and exclusion are putting pressure on politics and policy all around the world. Unequal access to wealth, employment, social services and power stands in the way of a democracy that delivers for all. The European Union (EU) funded INSPIRED+ project supports policy dialogues in nine countries to identify and promote policy reforms that would favour inclusion by making the exercise of human and labour rights effective for all, through the full implementation of United Nations (UN) and International Labour Organization conventions required to access the EU's Generalised Scheme of Preferences Plus.

WLA - CdM Members are supporting these dialogues by sharing their individual and collective experience in human and labour rights protection, bringing the dialogues' policy recommendations to national political leaders, and advising local actors on the journey from dialogue to action.

INSPIRED+ Cape Verde

Building a Legal Framework for Domestic Workers



In August 2018, 13,000 female domestic workers from Cape Verde joined forces to create the Association of Female Domestic Workers of Cape Verde, the country's first formal structure specifically focusing on promoting their labour rights. While the Cape Verdean Labour Code has recognized domestic work as a profession since 2008, no legal framework to regulate it has been approved yet. Consequently, it remains largely within the informal sector, with low wages, limited access to unemployment and pension benefits, and little oversight.

The need to unite domestic workers in a professional association had been identified early in the national dialogue process led by the **Cape-Verdean Association Against Gender-Based Violence (ACVLCVBG)** under the INSPIRED+ project. WLA - CdM Member José Luis Rodríguez Zapatero visited Cape Verde in February

2018 and relayed this recommendation, together with advice for the formalization of domestic work, to parliamentarians, cabinet ministers, the Prime Minister and the President of the Republic, drawing on his own experience driving the reform of domestic work in Spain. In the weeks following his visit, his words were echoed repeatedly in Parliament, media attention to the issue of domestic work continued, and the activities organised by the **ACVLCVBG** in furtherance of the INSPIRED+ project counted on the participation of high-ranking state figures, including the First Lady. This created an empowering climate for domestic workers and helped pave the way for the creation of their professional association. This is only the first step in a long process of change – but it ensures that, as law-makers act on their commitment to develop a regulatory framework for domestic work, domestic workers will have a voice in the debate.



‘Many of the words spoken by President Zapatero were repeated immensely in Parliament and given as example, especially by the President of the Assembly. This was new language in our public discourse.’

Deborah Cristina Vera-Cruz, Project Manager,
Cape-Verdean Association Against Gender-Based Violence,
June 2018



INSPIRED+ Kyrgyzstan and Mongolia

Labour Inclusion for Persons with Disabilities



© UN Photo / Evan Schneider



‘Ratification of the UN Convention on the Rights of Persons with Disabilities will have costs, but it can reinforce the rights of persons with disabilities, including labour rights. It needs to be implemented step by step.’

Kjell Magne Bondevik,
WLA - CdM Member,
June 2018



The *UN Convention on the Rights of Persons with Disabilities* sets international standards on the application of rights – including labour rights – to persons with disabilities. It embodies decades of work to change attitudes towards persons with disabilities, considering them capable of being active members of society.

Kyrgyzstan and Mongolia are two countries where persons with disabilities face obstacles to fully partake in socioeconomic life. Kyrgyzstan signed the UN Convention in 2011 but has not yet ratified it, hampered by the budgetary implications that ratification would entail. Mongolia ratified the UN Convention in 2009, but the implementation of public policy in line with this commitment is hindered by insufficient state capacity and inadequate mechanisms. In both countries, persons with disabilities have long been advocating for the full realisation of their rights to work and do business. In both countries, the INSPIRED+ project has been supporting national dialogues on these issues, bringing together business associations, trade unions and advocacy groups to formulate recommendations for concrete action by legislative and executive authorities on the inclusion of persons with disabilities in the workplace.



‘We need to ratify this convention, and fulfill all the mandatory terms. The government must support this decision, and not pretend as if it did not concern anyone. Society that takes care of the weak is a strong society.’

Mukhammedkalyi Abylgaziev,
Prime Minister of Kyrgyzstan, August 2018
[reported by the Kyrgyz National News Agency]



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In Kyrgyzstan, the national dialogue was led by the **Centre for Policy Initiatives** and underscored *inter alia* the importance for Kyrgyzstan to ratify the UN Convention. WLA - CdM Member Kjell Magne Bondevik visited Kyrgyzstan in June 2018 and relayed the dialogue-based recommendations to parliamentarians, cabinet ministers and some 80 officials of the Ministry of Labour. His visit brought the employment of persons with disabilities to the fore and prompted a public commitment by Kyrgyz Prime Minister Abylgaziev to ratify the UN Convention. The Kyrgyz government has since reasserted this commitment and included it in its 2019 state budget. Ratification, when completed, will open the door for significant legal and practical improvements for persons with disabilities in Kyrgyzstan.

In Mongolia, the national dialogue was led by local NGO **Tegsh Niigem** and focused on the ongoing review of the Employment Promotion Law, led by the

Ministry of Labour and Social Protection. It produced recommendations related to vocational and education training, accommodation measures in the workplace and economic incentives for employers who hire persons with disabilities. WLA - CdM Member Petre Roman visited Mongolia in October 2018 to share European best practices in promoting the employment of persons with disabilities, and convey the recommendations that arose from the national dialogue to Mongolian authorities.

His participation facilitated access to relevant ministerial actors for **Tegsh Niigem** and propitiated the negotiation of a Memorandum of Understanding between the NGO and a newly established National Agency for the Development of Persons with Disabilities. This new formal collaboration between **Tegsh Niigem** and the state agency responsible for persons with disabilities will increase their ability to inform Mongolia's future policy.

INSPIRED+ Paraguay

Implementing the National Law on Violence Against Women



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Law 5777 of 2016 is the cornerstone for the protection of women against gender-based violence in Paraguay. Fruit of a difficult consensus, it was met with resistance in the judicial system and has yet failed to be fully implemented due to, *inter alia*, insufficient resource allocation among responsible state institutions. An Inter-Institutional Board, legally intended to facilitate responsibility-sharing, had yet failed to be constituted more than 18 months after the legislation came into force.

Under the INSPIRED+ project, local advocacy group **Decidamos** led a national dialogue to define and promote mechanisms for civil society participation, alongside state institutions, in the implementation of Law 5777. WLA - CdM Vice-President Laura Chinchilla visited Paraguay in November 2018 to share her experience fighting gender-based violence in Costa Rica. Her presence alongside **Decidamos** was instrumental in bringing high-level state representatives to the dialogue and ensure that our partner's recommendations reached key decision-makers, including the Minister for Women and the General Prosecutor. She prompted a public commitment from the Presidency to push for the Inter-Institutional Board to be convened – a commitment that has since been fulfilled, with the first meeting of the Board held in late November. The General Prosecutor's Office has also given suite to President Chinchilla's visit by announcing the creation of a Special Unit against domestic violence, with a mandate closely aligned with **Decidamos**' recommendations.



‘Former President Laura Chinchilla of Costa Rica stood out throughout her mandate for empowering women and combating domestic violence and criminality. Paraguay will advance towards strategies to promote the full protection and empowerment of women.’

Hugo Cáceres,
Spokesperson for the Presidency of Paraguay,
November 2018



INSPIRED+ Pakistan

A Better Livelihood for Women in Agriculture



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In the Pakistani province of Punjab, agriculture is the main source of employment for most of 82 million rural dwellers, and women make up over 70% of the agricultural workforce. While Pakistan has ratified over a dozen international conventions relevant to the socio-economic rights of women in agriculture, the country's labour laws leave them largely unprotected. Women farmers lack secure control over land, labour and resources, and they are most often excluded from contract-farming arrangements. Punjab's labour policy of 2015 did call for action on this issue, but no progress has yet been made.

Under the INSPIRED+ project, the **Aurat Foundation** – a national NGO with 30 years of experience in women's empowerment – convened a national dialogue on the labour rights of female agricultural workers, leading to the formulation of policy recommendations on female ownership of land, agricultural wages, social protection and working conditions, and access to food transfer programmes. In October 2018, WLA - CdM Member Tsakhia Elbegdorj visited Pakistan to help the **Aurat Foundation** promote its key recommendations to a wide audience, including civil society groups and key senior government officials.

Through bilateral meetings with the Governor of Punjab, the Punjab Minister for Women Development and the Speaker of the Provincial Assembly, he helped secure access to high-level officials and reinforce the visibility of women in agriculture, in a context where women's rights rarely feature prominently on the political agenda. The Minister for Women Development has since invited **Aurat Foundation** to become the first civil society organization to join a Steering Committee for Women Empowerment, mandated to develop a plan for women's socio-economic empowerment.

Preventing Violent Extremism

Leaders Telling a Different Story



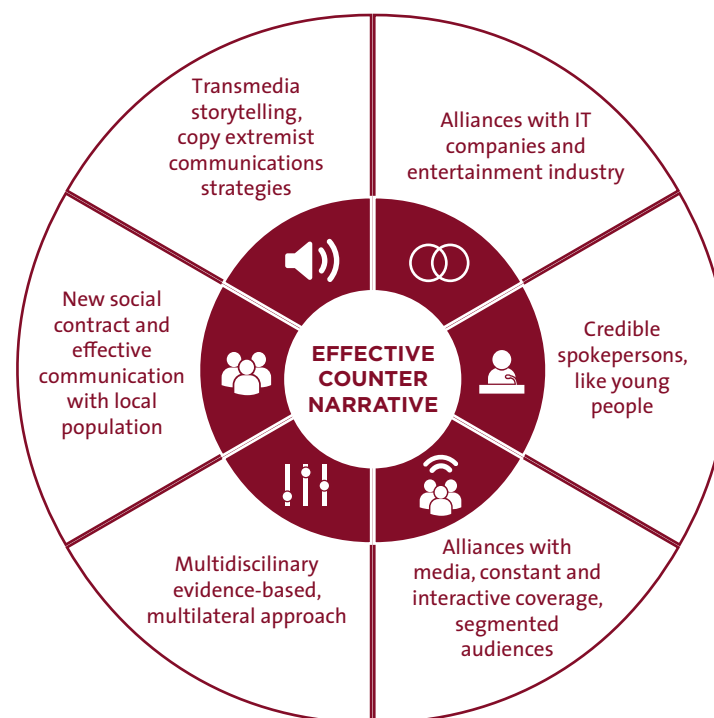
Violent extremism is a global issue. According to the Institute for Economics and Peace's *Global Terrorism Index 2018*, over 60 countries have suffered at least one deadly terrorist attack each year since 2012, and the global economic impact of terrorism reached around US\$52 billion in 2017. While radicalization into violent extremism may take different paths, terrorist organizations use common messages, tools and channels to reach into vulnerable communities.

In 2016-2017, with support from the European Commission, WLA - CdM implemented the project *Preventing Violent Extremism: Leaders Telling a Different Story*. Conducted in collaboration with the Samir Kassir Foundation, it channelled the collective expertise of policymakers, media experts, practitioners and WLA - CdM Members to analyse the communication strategies of terrorist groups in three countries - Lebanon, Tunisia and Nigeria - and formulate a set of policy recommendations to prevent radicalization through effective counter-narratives.

These policy recommendations were then promoted at national level, yielding a significant influence over national counter-terrorism policies. In Nigeria, for instance, the project fed into the *National Action Plan for Preventing and Countering Violent Extremism* through direct WLA - CdM outreach and ongoing advocacy by civil society organizations involved in the project.

In 2018, WLA - CdM sought to extend the influence of the policy recommendations beyond the national level by promoting them in various global fora. In June 2018, WLA - CdM Member Mehdi Jomaa underscored the recommendations, particularly those focusing on the role of youth, at the *UN High-level Conference of Heads of Counter-Terrorism Agencies of Member States* in New York, and in a series of bilateral meetings with high-level UN officials on the margins of the Conference. The EU Directorate-General for International Cooperation and Development also invited the WLA - CdM Secretariat to bring the recommendations arising from this project to the Paris Peace Forum 2018.

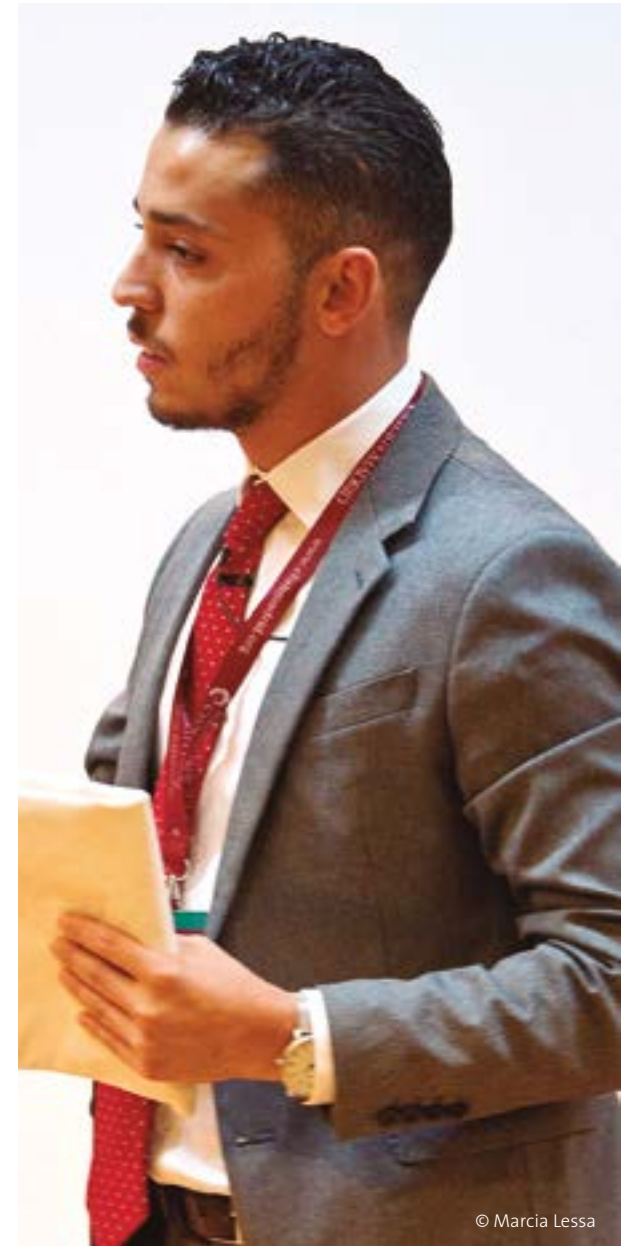
The results of this project have also informed the work of other actors in the counter-terrorism community. Most importantly, the UN Security Council used the report in drafting Resolution 2354, which puts forward a comprehensive international framework to counter terrorist narratives, inviting UN institutions and Member States to apply measures closely aligned with our recommendations in the design of their counter narrative efforts.



Shared Societies Project

Shared Societies The Project

WLA - CdM has been promoting Shared Societies for over 12 years, providing leaders with greater understanding of the benefits and means to advance social inclusion as an essential element in democratic development. In partnership with the Alan B. Slifka Foundation, we strongly advocated to mainstream a Shared Societies approach in the Sustainable Development Goals and Agenda 2030, and continue to promote a holistic approach to sustainable development, with social inclusion at its core. In 2018, the Shared Societies approach has underpinned numerous WLA - CdM initiatives, including a *Global Agenda on Education for Shared Societies*.



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A Shared Society is one in which all individuals hold status as equally contributing participants, free to express their differences while integrating their voices within the broader population. It respects everyone's dignity and human rights while providing every individual with equal opportunity.

SHARED SOCIETIES Agenda 2030

A Pillar of Sustainable Development



In 2018, we continued to advocate for global agenda-setters to weave the principles of Shared Societies in their approach to sustainable development. As countries and institutions scramble to take policy action to meet the Sustainable Development Goals, WLA - CdM reached out to targeted interlocutors, at national and global levels, to heighten their awareness of the value of an inclusive approach.

At the *UN Public Service Forum* in Marrakech in June 2018, WLA - CdM Vice-President Cassam Uteem urged 750 public servants from over 100 countries to take a Shared Societies approach in addressing the challenges of public administration, particularly the systemic transformation that the implementation of Agenda 2030 is demanding from civil servants. He also advocated bilaterally with the UN Under Secretary General for Economic and Social Affairs for the inclusive implementation of Agenda 2030 at the

country level. The *final communiqué* of the *UN Public Service Forum* reflects the broad adoption of the Shared Societies approach among participants and includes two recommendations directly aimed at fostering a Shared Societies approach to governance.

The WLA - CdM Secretariat was also invited by WLA - CdM Member Helen Clark to participate in the *SDG16 Global Action Council*, organised by the United Arab Emirates as part of the *World Government Summit* in February 2018. This provided an opportunity to work the Shared Societies approach into a collaborative effort in the formulation of concrete proposals.



‘Transforming the world and realising the SDGs by 2030 will require a paradigm shift in the way societies govern themselves. It will require rethinking the role of government and the way it interacts with civil society and the private sector in managing a country’s public affairs and responding to people’s needs, particularly to the needs of future generations. There is a need for new governance models with new approaches to leadership, geared towards citizen participation, and engagement. Renewed efforts are needed to improve effectiveness, inclusiveness, responsiveness and accountability.’

Final communiqué,
UN Public Service Forum,
June 2018.



SHARED SOCIETIES Environmental Sustainability

Towards Inclusive Responses to Environmental Challenges



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Society and the environment are the pillars of sustainable development. Just as the relevance of a Shared Societies approach to development has been widely embraced by global agenda-setters, its application to environmental challenges has received much less attention. As promoters of the Shared Societies approach, WLA - CdM took upon itself to shed light on its relevance to help policy-makers tackle the most pressing environmental challenges.

Starting in 2016, WLA - CdM convened a working group of inter-governmental, national, civil society, business and indigenous representatives to analyse the link between Shared Societies and environmental sustainability. The working group produced three documents offering a complete account of its deliberations, concise policy orientations on the application of a Shared Societies approach to environmental policy-making, and specific policy recommendations on the society-environment nexus in the implementation of Agenda 2030.

In 2018, WLA - CdM Members promoted the policy proposals through targeted outreach to policy-makers, legislators and civil society groups. In February 2018, WLA - CdM Members Wim Kok and Zlatko Lagumdžija presented the recommendations to various civil society groups and parliamentarians - including the *All-Party Parliamentary Group on the UN Global Goals for Sustainable Development* - in the United Kingdom. In March 2018, WLA - CdM Members Carlos Mesa and Danilo Turk facilitated an open discussion with Washington-based actors, on the margins of the *World Bank's Fragility Forum*, in partnership with the World Bank and Search for Common Ground. The formal ratification of the Working Group's final statement by the WLA - CdM General Assembly in October 2018 will pave the way for further advocacy in 2019 and beyond.



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SHARED SOCIETIES Migration

Towards Inclusive Responses to Migration's Challenges



There are over 258 million migrants - people living outside their country of birth - around the world today. Migratory flows are expected to continue to grow and have the potential to provide immense benefits for the migrants, host communities and communities of origin. But they can also pose significant challenges, if migration policy fails to pay attention to inter-group relations or to address such relations without inclusive input.

The Global Compact for Safe, Orderly and Regular Migration - the international community's first attempt to agree on migration policy under the auspices of the UN - offered an opportunity to advocate for the relevance of a Shared Societies approach in developing policy responses to the challenges posed by migration. The initial drafts of the agreement, released in early 2018, failed to reflect the crucial need to take into account the experience of migrants, transit countries and host communities. After successfully identifying areas of consensus among its Members, WLA - CdM set out to advocate for the importance of addressing inter-group relations in migrants' origin and host countries, through an inclusive approach involving all stakeholders.



WLA - CdM Members Carlos Mesa and Danilo Turk first raised this issue with the New York-based diplomatic community in March 2018, in a discussion hosted by Spain's Permanent Mission to the UN. WLA - CdM Member Zlatko Lagumdžija also raised it bilaterally with the UN Special Representative for International Migration, and WLA - CdM Secretariat staff promoted it in the *UN Refugee Agency's Annual Consultation with NGOs* in Geneva in June.

Upon publication of the final draft of the Global Compact, WLA - CdM Members Alfred Gusenbauer and Mehdi Jomaa emphasized in an [Open Letter](#) the particular need to engage with groups hostile to migration to tackle negative perceptions of migration and the relationships between migrants and other communities. The letter received 10.000 impressions on Twitter and was publicly acknowledged by Juan José Gómez Camacho, Permanent Representative of Mexico to the UN and co-chair of the Global Compact. The WLA - CdM Secretariat also secured an opportunity to reiterate this message at a plenary session of the *Intergovernmental Conference on the Global Compact*, in Marrakech, in December 2018.

Conversations with other organizations, together with the positive response to the Open Letter, allowed us to ascertain that, while the Global Compact fell short of expectations in terms of participation and reach, the principles of Shared Societies have broad support in the global community addressing migration challenges. The notion that migration policy requires a whole-of-society participative approach is widely shared and will likely continue to spread as the Global Compact provides a platform for the international community to deepen its cooperation on migration



‘Those hostile to migrants place severe constraints on governments’ capacity and willingness to tackle the problems. By providing clarity and certainty, the Compact will make it easier to address those hostile and, if their underlying concerns can be resolved and they are less opposed to managing migration in ways, that in turn will free Governments to actively implement and strengthen the Global Compact. It creates a virtuous circle.’

Alfred Gusenbauer and Mehdi Jomaa,
WLA - CdM Members,
Open Letter, 27 August 2018



SHARED SOCIETIES | Peace

Preventing Conflict
through Inclusion

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Goal 16 of Agenda 2030 embodies the global community's commitment to peaceful and inclusive societies. In pursuit of this goal, the UN Security Council and General Assembly passed parallel resolutions in April 2016, renewing their commitment to conflict prevention and sustaining peace. UN Secretary-General António Guterres, a WLA - CdM Member on leave, announced conflict prevention as his key priority, and the UN joined hands with the World Bank in a joint study team on the prevention of violent conflict. This opened a window of opportunity for WLA - CdM to bring to the fore the symbiotic relationship between Shared Societies and peace. Just as peace provides a favourable environment for Shared Societies to flourish, so do Shared Societies help sustain peace and prevent conflict.

Throughout 2018, WLA - CdM conveyed this message in multiple global fora on conflict prevention. WLA - CdM Members Laura Chinchilla, Zlatko Lagumdžija and Danilo Turk had provided input into the UN-World Bank joint study on the prevention of violent conflict, emphasising the importance of inclusive development for conflict prevention. Their contribution was acknowledged and aptly reflected in the final report *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, which was presented on the margins of the World Bank Fragility Forum in March 2018. The Forum was also an opportunity for WLA - CdM Members Joyce Banda, Carlos Mesa and Danilo Turk to steer a reflection on Shared Societies and conflict prevention with leading civil society actors, in a plenary session co-hosted with the Brookings Institution and the Institute for State Effectiveness.

In the following months, WLA - CdM continued to raise awareness of the relationship between Shared Societies and peace, including by co-organizing a roundtable with the UN Department of Political Affairs and the Quaker United Nations Office in New York. WLA - CdM Member Zlatko Lagumdžija also presented the Shared Societies approach on the margins of the UN General Assembly *High-Level Meeting on Peacebuilding and Sustaining Peace* in April 2018, while the WLA - CdM Secretariat emphasised the relationship between Shared Societies and Positive Peace at the *Positive Peace Conference* organised by the Institute for Economics and Peace in association with the Stanford Center for Latin American Studies in November 2018.

While further advocacy is needed, 2018 provides grounds for optimism on the international community's embrace of Shared Societies as an approach to prevent conflict and sustain peace. In practice, this could transform peacebuilding efforts around the world, from a security-centered to a development-centered perspective – and Somalia might be the first case in point, having embarked in 2018 on a transition process in which social development and inclusive decision-making have remained front and centre.



‘The UN spends five times less on development assistance than on security in the Sahel. It is important to change this approach. Investments on development would prevent security issues by addressing the grievances of different groups through political and social inclusion, and the promotion of tolerance and cohesion.’

Oscar Fernández-Taranco,
UN Assistant Secretary General for Peacebuilding Support,
World Bank Fragility Forum,
March 2018



Education for Shared Societies Shaping a Global Agenda



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Partner:
**Calouste Gulbenkian
Foundation**

Patrons:
**President of the
Republic of Portugal,
European Commissioner
for Education**

**Working Group
Leaders:**
**Hedayah, Mercy Corps,
Aga Khan Foundation**

160 Participants

Shared Societies are communities in which everyone has a sense of belonging and shared responsibility, free to express their differences in a common search for social cohesion. Building shared societies requires individuals to embrace the democratic values of respect and inclusion, and to have the skills to think critically, communicate effectively and rely on dialogue for problem solving and conflict prevention. Education is the foundation for these values and skills, and an essential lever to help citizens become responsible, engaged members of inclusive democratic societies.

In 2018, WLA - CdM invited dozens of organizations from the global education community to join forces in the formulation of a *Global Agenda on Education for Shared Societies* – a set of policy proposals highlighting education as a tool for building inclusive and peaceful societies, particularly in the face of the challenges posed by violent extremism, migration and the new digital environment.

Building on an Expert Task Force Meeting led by WLA - CdM Members Joyce Banda, Luis Alberto Lacalle, Zlatko Lagumdžija and Iveta Radicova, in Dubai in March 2018, on the margins of the Varkey Foundation's *Global Education and Skills Forum*, working groups were formed to delve into the power of education as a response to these challenges. Their insights and policy recommendations were shared for discussion among over 30 WLA - CdM Members and a broad community of education policy-makers, practitioners, experts and business representatives, gathered in Lisbon in October 2018 for WLA - CdM's annual *Policy Dialogue*.

In the course of 2019, these deliberations will be distilled into a *Global Agenda on Education for Shared Societies*, which WLA - CdM will use as an instrument to leverage political commitment to build shared societies through education, in line with Sustainable Development Goal #4 of Agenda 2030. The work accomplished in 2018 has positioned WLA - CdM as a relevant actor on the education-society nexus, and we will use this position to promote the *Global Agenda on Education for Shared Societies* at global, regional and national level.



**‘A Global Agenda can
draw political attention to
inclusive education which
sometimes is treated in
a rather narrow way as a
purely education issue.’**

Anonymous participant's feedback,
Policy Dialogue,
October 2018



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Imperial Springs International Forum

Building Bridges with China in a Changing World



With the global balance of power shifting towards Asia, the governance of global public goods, such as peace, security, development and climate, heightens the need for mutual understanding between China and the world. Since 2015, the *Imperial Springs International Forum*, co-hosted by the Chinese People's Association for Friendship with Foreign Countries and the Australia China Friendship and Exchange Association, has been providing a platform to build such understanding through international exchange and people-to-people diplomacy.

On its third year as co-organizer of the Forum, WLA - CdM is encouraged by the growing engagement of Chinese authorities in this constructive dialogue and the increasing visibility the dialogue is receiving in Chinese and international media. In December 2018, on the occasion of the 40th anniversary of China's opening up and reform process, over 30 WLA - CdM Members and as many international experts joined Chinese leaders in Guangzhou to exchange views on globalization, multilateralism and development, and their discussions were reported amply in Chinese, English and Spanish language media outlets.



**'I strongly believe that
in our global system,
it is important for China
to understand more about
the world and our partners,
and also for the world to
understand China.'**

Dr. Chau Chak Wing, Chair,
Asia-Pacific WLA - CdM President's Circle,
December 2018



After meeting bilaterally with WLA - CdM President Vaira Vike-Freiberga, Chinese Vice-President Wang Qishan reaffirmed in his speech at the Forum's inauguration session China's commitment to multilateralism and international free trade. With WLA - CdM Members' interventions largely focused on encouraging China's leadership to foster open, inclusive and rules-based global governance, a consensus emerged around the need for the international community to act together to promote peace and security, effectively implement Agenda 2030, safeguard global trade and investment, foster innovation and technological development for the benefit of all, and create an inclusive global economy.

Upon conclusion of the Forum, WLA - CdM President Vaira Vike-Freiberga and Dr. Chau Chak Wing, Chair of the WLA - CdM President's Circle in Asia-Pacific, were invited to lead a delegation of former leaders to meet with Chinese President Xi Jinping in Beijing. President Xi Jinping exchanged views with the

delegation on a number of international issues and stressed, among others, the need for a continuation and deepening of China's 40 year old opening up and reform process, China's vision for a transition from high-speed to high-quality growth, its support for win-win cooperation and multilateralism.

Such an open dialogue, at a time of growing international tensions over trade and technology, point to the importance of parallel channels of engagement, such as the Forum, to build bridges of understanding and highlight areas of consensus.



'It is important that the two largest economies and world leading countries work together toward solving global challenges, such as climate change, sustainable energy goals. We have to work together. Global development needs global solutions.'

Ban Ki-Moon,
WLA - CdM Member,
December 2018



Young Mediterranean Voices



Empowering Young Leaders to Act

In the Works



Empowering youth to participate in policy-making and shape political discourse is often listed among prescribed remedies against radicalization, disillusionment and populism. In the Arab region, the Anna Lindh Foundation and the British Council have been working since 2011 to develop the skills and opportunities for over 80,000 young leaders to speak up and be heard. In May 2018, the Anna Lindh Foundation launched the *Young Mediterranean Voices* project, which will bring young leaders from debate to leadership and expand the project's geographical scope into the Euro-Mediterranean area.

Throughout 2018, WLA - CdM Members have interacted with young leaders empowered by the **Anna Lindh Foundation** on multiple occasions, including through a breakfast meeting on youth empowerment on the margins of the UN General Assembly in September and in our Policy Dialogue on Education for Shared Societies in Lisbon in October. These early interactions have underscored the benefits of inter-generational dialogue and the value of young leaders' input in policy discussions.

In 2019-2020, WLA - CdM will join the *Young Mediterranean Voices* project and bring the leadership of its Members to national debate forums and regional leadership seminars. Preparatory work started in 2018 and will pave the way for mentoring and experience-sharing from our Members to young Mediterranean leaders in 2019-2020.

Behind the Scenes

Institutional Relations and Outreach

Building New Strategic Partnerships



In our rapidly changing world, where issues and actors intersect in increasingly complex webs, influencing political processes requires strong inter-institutional and inter-disciplinary partnerships. In 2018, WLA - CdM's work has benefited from the input, support and concurrence of numerous partners around the world, while new strategic relationships have been formed with a view to future collaboration.

The extensive network of partners who shared their expertise on Education for Shared Societies and supported the celebration of the Policy Dialogue in Lisbon were crucial enablers of WLA - CdM's work towards a *Global Agenda on Education for Shared Societies*. They will also constitute an essential coalition to promote the Global Agenda in their respective communities of practice.

A growing interest in the political challenges posed by new technologies, evidenced in several WLA - CdM activities in 2018, also brought about a need for strategic alliances with other organizations working at the intersection of technology and society. Through targeted outreach to the *Instituto de Empresa's Center for the Governance of Change and Microsoft*, among others, WLA - CdM has expanded its partnerships with key academic and business leaders in that sector, laying the ground for larger initiatives on governance and new technologies. Direct engagement of WLA - CdM President Vaira Vike-Freiberga with the *Boston Global Forum* and the

Dukakis Institute for Leadership and Innovation has also paved the way for a joint initiative on artificial intelligence and democracy in 2019.

WLA - CdM is also seeking to strengthen relationships with fact-based research institutions, who could provide timely and trusted sources of information for our work. In 2018, *RAND Corporation*, *IPSOS* and the *Pew Research Centre* provided valuable input into our programmatic work and will continue to do so in 2019 and beyond.

Finally, in 2018, WLA - CdM also joined forces with many other organizations for targeted activities that, we hope, will provide a strong basis for deeper partnerships in coming years. The participation of WLA - CdM Member Helen Clark in the *Rotary International Convention* in Toronto in June, for example, has evidenced possibilities of further collaboration in the areas of education, peace and diversity.

WLA - CdM Member Kim Campbell's participation in the *Better Lives Now* event co-organised by the *Aurora Humanitarian Initiative* has opened the door for continued collaboration in the areas of Shared Societies and migration. And the participation of WLA - CdM Member Luis Alberto Lacalle as mentor in the *Fundación Botín's Latin America Programme*, sharing his experience of public service with young leaders, provides a perfect example of WLA - CdM's potential to add value to educational programmes worldwide.

Communications

Telling our Stories



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The rise of digital technologies and social media as the preferred platforms for information sharing has profoundly affected the way organizations communicate about their work. The rapid flow of information and the growing use of real-time commentary have accelerated the news cycle and made the timeliness of communication initiatives ever so important.

In 2018, WLA - CdM doubled efforts to increase the visibility of its activities on traditional and social media through communication campaigns organised around major initiatives. Through proactive messaging, improved coordination with partners and Members, and experimentation with innovative tools for live-streaming, major institutional activities garnered notable attention and allowed for the significant expansion of WLA - CdM's social media reach, with increased followers and engagement rates on both Twitter and Facebook. Members' participation in media interviews also contributed to increased visibility, while the production of in-house audiovisual material around our activities has also equipped WLA - CdM with advocacy tools to continue disseminating the results of our work over months to come.

Over the last year, WLA - CdM also developed a number of communication initiatives aimed at complementing our long-term programmatic work with targeted advocacy on related issues. A social media campaign on women's political empowerment was carried out around International Women's Day, featuring messages from four women WLA - CdM Members. Video messages from WLA - CdM Members and partners also enabled us to advocate for a positive outlook on democracy at times when media attention focused on democratic decline, political disillusionment and the rise of populism.

The use of social media and digital platforms also enabled WLA - CdM to increase the visibility of its Members' engagement beyond our organization, by echoing their messages and sharing information about their activities.

Finance & Administration

Beyond Numbers

In 2018, WLA - CdM executed an annual budget of approximately 2.1 million EUR. We were privileged to count on the support of individuals and organizations, public and private, who made generous contributions to our core budget and programme activities. 11 of them were financial partners for the first time, while others have been collaborating with us for up to 12 years. Their engagement as financial partners but also as co-designers, co-implementers and participants in our activities has enriched our work and extended our reach. An expanded number of third-party collaborations – agreements wherein WLA - CdM Members contribute their expertise to external partners for specific activities – have also contributed to broadening our influence.

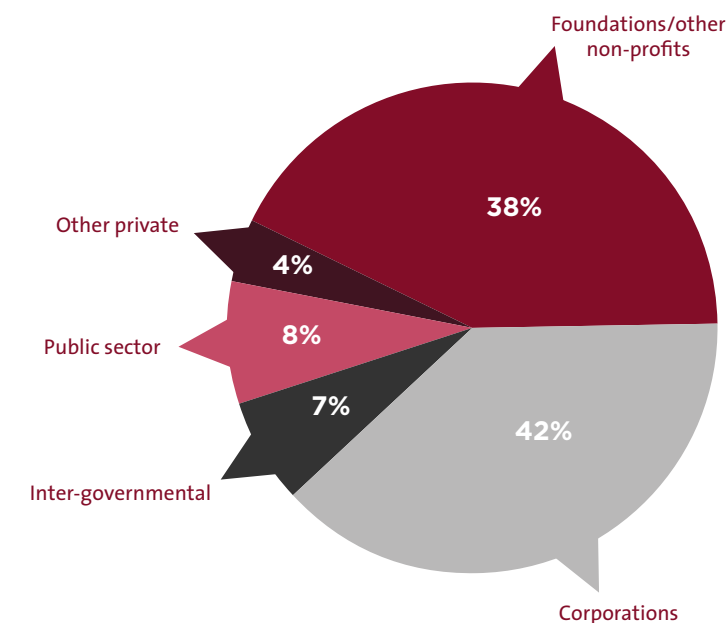
In 2018 we continued to progress in the consolidation of our financial resilience and solvency, with a positive net result for the sixth consecutive year. Moving forward, our financial priorities will focus on increasing our global level of activities and diversifying our funding base by reaching out to new donors and partners, with particular focus on the development of joint projects and programmes.

Main Donors

President's Circle:
ACS Foundation,
The Charitable Foundation,
Kingold Group

Project funding
(over 100,000 EUR in 2018):
Alan B. Slifka Foundation,
European Commission

In-kind contribution
(office space):
City of Madrid



About us

I Members

Americas



Arias, Oscar
President of Costa Rica
(1986-1990; 2006-2010)



Figueres, José María
President of Costa Rica
(1994-1998)



Patterson, Percival N.J.
Prime Minister
of Jamaica
(1992-2006)



Bachelet, Michelle
President of Chile
(2006-2010; 2014-2018)



Fox, Vicente
President of Mexico
(2000-2006)



Pérez de Cuéllar, Javier
President of the Council
of Ministers of Peru
(2000-2001)



Calderón, Felipe
President of Mexico
(2006-2012)



Frei Ruiz-Tagle, Eduardo
President of Chile
(1994-2000)



Piñera, Sebastián
(on leave)
President of Chile
(2010-2014)



Campbell, Kim
Prime Minister of Canada
(1993)



Gaviria, César
President of Colombia
(1990-1994)



Quiroga, Jorge
President of Bolivia
(2001-2002)



Cardoso, Fernando Henrique
President of Brazil
(1995-2003)



Hurtado, Osvaldo
President of Ecuador
(1981-1984)



Sanguinetti, Julio María
President of Uruguay
(1985-1990; 1995-2000)



Chrétien, Jean
Prime Minister
of Canada
(1993-2003)



Lacalle Herrera, Luis Alberto
President of Uruguay
(1990-1995)



Torrijos, Martín
President of Panama
(2004-2009)



Chinchilla, Laura
President of Costa Rica
(2010-2014)
Vice-President of
WLA - CdM



Lagos, Ricardo
President of Chile
(2000-2006)



Zedillo, Ernesto
President of Mexico
(1994-2000)



Clinton, William J.
President of the United
States of America
(1993-2001)
Honorary Co-Chair
of WLA - CdM



Mesa, Carlos
President of Bolivia
(2003-2005)



Fernández, Leonel
President of the
Dominican Republic
(1996-2000; 2004-2012)



Pastrana, Andrés
President of Colombia
(1998-2002)

Europe



Adamkus, Valdas
President of Lithuania
(1998-2003; 2004-2009)



Brundtland, Gro Harlem
Prime Minister
of Norway
(1981; 1986-1989;
1990-1996)



González, Felipe
President of the
Government of Spain
(1982-1996)



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



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



Gorbachev, Mikhail
President of the
Soviet Union
(1990-1991)



Ahtisaari, Martti
President of Finland
(1994-2000)



Buzek, Jerzy
Prime Minister Poland
(1997-2001)



Gusenbauer, Alfred
Federal Chancellor
of Austria
(2007-2008)



Aznar, José María
President of the
Government of Spain
(1996-2004)



Calmy-Rey, Micheline
President of Switzerland
(2007 and 2011)



Guterres, António
(on leave)
Prime Minister
of Portugal
(1995-2002)



Barroso, José Manuel
Prime Minister
of Portugal
(2002-2004)



Cavaco Silva, Aníbal
Prime Minister of Portugal
(1985-1995);
President of Portugal
(2006-2016)



Halonen, Tarja
President of Finland
(2000-2012)



Bildt, Carl
Prime Minister of Sweden
(1991-1994)



Dimitrov, Philip
Prime Minister
of Bulgaria
(1991-1992)



Hollande, François
President of France
(2012-2017)



Birkavs, Valdis
Prime Minister of Latvia
(1993-1994)



Finnbogadóttir, Vigdís
President of Iceland
(1980-1996)



Juppé, Alain (on leave)
Prime Minister of France
(1995-1997)



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



Gauck, Joachim
President of Germany
(2012-2017)



Köhler, Horst
President of Germany
(2004-2010)



Kučan, Milan
President of Slovenia
(1991-2002)



Kwasniewski, Aleksander
President of Poland
(1995-2005)



Lagumdžija, Zlatko
Prime Minister of Bosnia
and Herzegovina
(2001-2002)



Leterme, Yves
Prime Minister
of Belgium
(2008, 2009-2011)



Meidani, Rexhep
President of Albania
(1997-2002)



Papandreou, George
Prime Minister of Greece
(2009-2011)



Prodi, Romano
President of the Council
of Ministers of Italy
(1996-1998; 2006-2008)



Radicova, Iveta
Prime Minister
of Slovakia
(2010-2012)



Rasmussen, Poul Nyrup
Prime Minister
of Denmark
(1993-2001)



Ribas-Reig, Oscar
Prime Minister
of Andorra
(1982-1984, 1990-1994)



Robinson, Mary
President of the
Rep. of Ireland
(1990-1997)



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



Roman, Petre
Prime Minister
of Romania
(1989-1991)



Sampaio, Jorge
President of Portugal
(1996-2006)



Schüssel, Wolfgang
Chancellor of Austria
(2000-2007)



Sigurdardóttir, Johanna
Prime Minister of Iceland
(2009-2013)



Suchocka, Hanna
Prime Minister of Poland
(1992-1993)



Tadic, Boris
President of Serbia
(2004-2012)



Thorning-Schmidt, Helle
Prime Minister
of Denmark
(2011-2015)



Turk, Danilo
President of Slovenia
(2007-2012)



Van Rompuy, Herman
Prime Minister
of Belgium
(2008-2009)



Verhofstadt, Guy
Prime Minister
of Belgium
(1999-2008)



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

Asia-Pacific



Clark, Helen
Prime Minister
of New Zealand
(1999-2008)



Otunbayeva, Roza
President of
the Kyrgyz Republic
(2010-2011)



Rudd, Kevin
Prime Minister
of Australia
(2007-2010, 2013)



Fukuda, Yasuo
Prime Minister of Japan
(2007-2008)



Panyarachun, Anand
Prime Minister
of Thailand
(1991-1992)



Shipley, Jennifer Mary
Prime Minister
of New Zealand
(1997-1999)



**Habibie, Bacharuddin
Jusuf**
President of Indonesia
(1998-1999)



Patil, Pratibha
President of India
(2007-2012)



Tsakhia, Elbegdorj
President of Mongolia
(2009-2017)



Han, Seung-soo
Prime Minister
of the Rep. of Korea
(2008-2009)



Punsalmaa, Ochirbat
President of Mongolia
(1990-1997)



Thinley, Jigme Yoser
Prime Minister of Bhutan
(2008-2013)



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



Ramos, Fidel Valdez
President of
the Philippines
(1992-1998)



**Yudhoyono,
Susilo Bambang**
President of Indonesia
(2004-2014)



Lee, Hong Koo
Prime Minister
the Rep. of Korea
(1994-1995)



Ramos-Horta, José Manuel
President of Timor-Leste
(2007-2012)

Africa and the Middle East



Sadig Al Mahdi
Prime Minister of Sudan
(1966-1967, 1986-1989)



Gemayel, Amine
President of Lebanon
(1982-1988)



Mkapa, Benjamin
President of Tanzania
(1995-2005)



Banda, Joyce
President of Malawi
(2012-2014)



Jebali, Hamadi
Prime Minister of Tunisia
(2011-2013)



Mogae, Festus
President of Botswana
(1998-2008)



Banda, Rupiah
President of Zambia
(2008-2011)



Jomaa, Mehdi
Prime Minister of Tunisia
(2014)



Obasanjo, Olusegun
President of Nigeria
(1976-1979; 1999-2007)



Chissano, Joaquim
President of
Mozambique
(1986-2005)



Johnson-Sirleaf
President of Liberia
(2006-2018)



Siniora, Fuad
Prime Minister
of Lebanon
(2005-2009)



Diogo, Luisa
Prime Minister
of Mozambique
(2004-2010)



Kufuor, John
President of Ghana
(2001-2009)



Touré, Aminata
Prime Minister
of Senegal (2013-2014)



El Keib, Abdurrah
Prime Minister of Libya
(2011-2012)



Mbeki, Thabo
President of South Africa
(1999-2008)



Uteem, Cassam
President of Mauritius
(1992-2002)
Vice-President of
WLA - CdM

Honorary



Solana, Javier
E.U. High Representative
for the Common Foreign
and Security Policy
(1999-2009)



Delors, Jacques
President of the
European
Commission
(1985-1995)



Iglesias, Enrique
Secretary General of
the Ibero-American
Cooperation Secretariat
(2005-2013)



Ban Ki-moon
Secretary General of
the United Nations
(2007-2016)



Carter, Jimmy
President of the United
States of America
(1977-1981)



Aung San Suu Kyi
Member of
Parliament (Burma)

Secretary General



Agüero, María Elena
(2016-present)

Representatives of the Constituent Foundations



Hidalgo, Diego
Founder and Honorary
President,
FRIDE



Matthews, George
Chairman,
GFNA

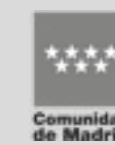


Jones, T. Anthony
Vice-President and
Executive Director,
GFNA



Romero, José Manuel
Vice-President,
FRIDE

Institutional



Regional Government
of Madrid



Madrid City
Council



Ministry of
Foreign Affairs
Government of Spain

Board of Directors



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



Chinchilla, Laura
President of Costa Rica
(2010-2014)
Vice-President of
WLA - CdM



Uteem, Cassam
President of Mauritius
(1992-2002)
Vice-President of
WLA - CdM



Sadig Al Mahdi
Prime Minister of Sudan
(1966-1967, 1986-1989)



Campbell, Kim
Prime Minister of Canada
(1993)



Clark, Helen
Prime Minister
of New Zealand
(1999-2008)



Ramos-Horta, José Manuel
President of Timor-Leste
(2007-2012)



Turk, Danilo
President of Slovenia
(2007-2012)



Hidalgo, Diego
Founder and Honorary
President,
FRIDE



Jones, T. Anthony
Vice-President and
Executive Director,
GFNA



Agüero, María Elena
Secretary General of
Club de Madrid
(2016-present)

About



WORLD LEADERSHIP ALLIANCE
CLUB DE MADRID

In Memoriam

In 2018, WLA - CdM suffered the loss of four Members who had served the organization with distinction during many years. They will be remembered with affection for their relentless commitment to the principles of democracy and their personal engagement in the mission of WLA - CdM.



Kofi Annan,
Secretary-General of
the United Nations
(1997-2006)



Belisario Betancur,
President of Colombia
(1982-1986)



Ruud Lubbers,
Prime Minister of
the Netherlands
(1982-1994)



Wim Kok,
Prime Minister of
the Netherlands
(1994-2002)

WLA - CdM is the largest global assembly of political leaders working to strengthen democratic values, good governance and the well-being of citizens across the globe.

As a nonprofit, non-partisan, international organization, it brings together over 100 democratic former Heads of State and Government from over 60 countries and a global body of advisors and experts practitioners who, on a *pro bono* basis, offer their voice and agency to today's political and civil society leaders and policymakers. WLA - CdM responds to a global demand for trusted advice in addressing the challenges of democracy that delivers.

It represents an independent effort towards good governance, sustainable development, inclusion and peace, not bound by the interest or pressures of institutions and governments, by providing the experience, access and convening power of its Members.

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