



**CLUB
DE
MADRID**

ANNUAL REPORT **2020**

**MULTILATERALISM
THAT DELIVERS**

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ANNUAL REPORT
2020

Club de Madrid is the world's largest forum of democratic former Presidents and Prime Ministers, who leverage their individual and collective leadership experience and global reach to strengthen inclusive, democratic practice and improve the well-being of people around the world.

A non-partisan and international non-profit organisation, it counts on the hands-on governance experience of more than 100 Members from over 70 countries and a global network of advisers and partners across all sectors of society.

This unique alliance stimulates dialogue, builds bridges and engages in focused advocacy to strengthen public policy and effective leadership through policy recommendations that tackle challenges such as inclusion, sustainable development and peace at the national and multilateral level.



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MESSAGE FROM THE PRESIDENT

Much like the rest of the world, Club de Madrid began 2020 with optimism and an ambitious working plan to pursue our mission of strengthening democratic practice. Soon, however, the COVID-19 global pandemic struck, threw the world into uncertainty and altered our plans.

We soon understood the magnitude of the pandemic's social, economic and political consequences. COVID-19 was going to exacerbate fissures, polarize our societies and bring about institutional fragility, at both the international and national levels. As a result, COVID-19 inevitably became a cross-cutting concern in all of the organisation's programmatic activity, becoming a serious consideration within our three strategic priorities – Next Generation Democracy, Shared Societies and Multilateralism and Global Cooperation.

To begin with, the pandemic has forced all governments to take extraordinary measures affecting fundamental rights. When handled improperly – and especially when sustained beyond the health emergency –

these measures have posed a serious risk to fundamental rights, the rule of law and democracy itself.

But COVID-19 has only added to a long list of daunting problems we need to tackle. Efforts to address climate change remain insufficient and unchecked technological development throws work and information ecosystems into disarray. The pandemic has exacerbated existing feelings of economic anxiety, unresolved from past crises. It is only by raising the quality of decision-making that we will be able to meet the many existing challenges. Multilateral cooperation is today more important than ever.

Contributing to a system of global cooperation fit for the 21st Century and resilient to future disruptions has been a fundamental principle of our work during the year 2020. Our alliance represents an independent effort towards sustainable development, inclusion and peace. Club de Madrid Members have a voice and political credibility that current leaders listen to and trust. They have the experience of having

been in office and as formers, no longer tied to the responsibilities of their office, they are well positioned and freer to share their expertise. In this sense, Club de Madrid Members are uniquely suited to provide peer to peer advice to current leaders and to lead advocacy efforts to strengthen public policy.

Acting on the principle of solidarity, we have raised our voice to demand a universal, equitable and free distribution of COVID-19 vaccines, across the globe, where no one, be it in high, middle or low income countries is left behind. Club de Madrid has led and collaborated with a series



ecosystem.

The year 2020 was, without a doubt, a difficult year for all. The new reality also affected our traditional methodologies and operational culture as our activities went online, but it did not thwart our objective of strengthening democratic practice and boosting the resilience of our institutions during these difficult times. I would like to extend my heartfelt thanks to my fellow Members, Advisors, partners and the Secretariat for their valuable contributions to Club de Madrid. We closed 2020 firmly convinced that Club de Madrid has made a valuable contribution in addressing the health, social and economic crisis from a democratic perspective and in pursuing a more inclusive, sustainable and democratic future.

of initiatives urging G20 and European Union leaders to take action towards increased and reinvigorated global cooperation to more effectively address the health, social and economic consequences of COVID-19.

The need for bold, collective action at all governmental levels has never been greater during these past 75 years than it is now. Our Annual Policy Dialogue and the resulting Call to Action on “Multilateralism Must Deliver” became a significant contribution of our work throughout 2020. Co-organised with Bertelsmann Stiftung and with the strong support of the German Foreign Office, and of the Robert Bosch Stiftung, amongst others, this activity brought together Club de Madrid Members, experts and representatives from governments and civil society in the formulation of recommendations for an equitable, secure and sustainable system of global cooperation and renewed multilateral institutions. These included a call for a ‘Bretton Woods’ Digital Accord or a new World Summit on Social

Development amongst others. These recommendations, that brought together main elements of our three different lines of work through a joint institutional effort, are now being shared through targeted advocacy efforts and networks such as UN75/Our Common Agenda, UN2020/Coalition for the UN We Need or the Peoples Vaccine Alliance.

In the midst of this crisis and through its signature approach based on democratic practice, Club de Madrid launched a series of Principles for Equity During Global Crises to support decision making in these turbulent times. Work under the Shared Societies Project continued to focus on strengthening inclusive economies and supporting the attainment of the Sustainable Development Goals, whilst initiatives under our Next Generation Democracy programme centred mostly on digital technologies and good governance. Our work to counter today's digital disruption led to a proposal for a Democratic Alliance for Digital Governance, and a global approach to policymaking around the digital

Danilo Türk
President of Slovenia (2007-2012)

| NEXT GENERATION DEMOCRACY

DIGITALISATION AND **GOOD GOVERNANCE**

Digital Transformation

Contributes to building consensus around a rights-based agenda for the governance of digital transformation at national, regional and global levels in our increasingly interconnected world.

The deployment of digital technologies to address the pandemic has provided alternative options in the interest of global public safety, making their role and that of artificial intelligence ever more relevant, even in political spheres. In the case of democracies, for example, elemental aspects like holding free, fair and transparent elections in times of global emergencies, disinformation, misinformation, and freedom of association, have acquired mounting significance. The impact of big data on fundamental rights, the social contract, and the public debate, are key dimensions of democratic life that are being transformed by the digital revolution, in ways that have been particularly important since the onset of the pandemic.

With social norms potentially compromised by the pace of digitalization, artificial intelligence and social media, and gaps in the rules-based multilateral trading system generating trade and technology tensions between states, a foundational, norm-setting initiative is imperative to ensure we manage digitalization before it manages us.

Digital technologies are rapidly transforming society and this process, disruptive in itself, has been exacerbated by the unexpected emergence of a major, global public health emergency. The rapid and massive spread of the COVID-19 virus forced governments, citizens and businesses around the world to respect new social distancing norms and to turn to digital technologies for an ever greater share of their daily activities.

Analyses trends affecting democratic development and proposes public policies to protect and strengthen the future of democracy. Inclusion, institutional resilience, responsible leadership, transparency, and accountability are essential pillars of the democracy that Club de Madrid aims to bolster and pursue.

NEXT GENERATION **DEMOCRACY**

At Club de Madrid we led and participated in several projects and activities implemented in this programmatic area during 2020, including:

TRANSATLANTIC APPROACHES ON DIGITAL GOVERNANCE: A NEW SOCIAL CONTRACT IN THE AGE OF ARTIFICIAL INTELLIGENCE

Co-organised with Boston Global Forum, explored the need for a new social contract on digital technologies, artificial intelligence (AI) and digital governance it also proposed the establishment of both a Democratic Alliance for Digital Governance and an Artificial Intelligence Ethics Index.



MEMBERS ENGAGED

- Danilo Türk**
President of Slovenia (2007-2012)
- Valdis Birkavs**
Prime Minister of Latvia (1993-1994)
- Vaira Vīķe-Freiberga**
President of Latvia (1999-2007)
- Esko Aho**
Prime Minister of Finland (1991-1995)
- Cristina Manzano**
Representative, FRIDE
- Zlatko Lagumdžija**
Prime Minister of Bosnia and Herzegovina (2001-2002)
- Kim Campbell**
Prime Minister of Canada (1993)
- Alexander Stubb**
Prime Minister of Finland (2014-2015)
- Jan Peter Balkenende**
Prime Minister of the Netherlands (2002-2010)
- Jerry Jones**
Advisor of Club de Madrid and Executive Vice-President, Ethics and Legal Officer, Live Ramp



Related Publications
Transatlantic Approaches On Digital Governance: A New Social Contract In The Age Of Artificial Intelligence

“There are potential benefits of increased feedback between governments and citizens, but governments must remember their role of delivering basic goods to society and ensure that humans still govern and not machines.”

Vaira Vīķe-Freiberga
President of Latvia (1999-2007)



Policy Lab on Transatlantic Approaches on Digital Governance: A New Social Contract in the Age of Artificial Intelligence, 17 September 2020.

“Technology cannot be stopped but a social model can be designed which will create social trust and ensure equality.”

Esko Aho
Prime Minister of Finland (1991-1995)

Policy Lab on Transatlantic Approaches on Digital Governance: A New Social Contract in the Age of Artificial Intelligence, 17 September 2020.



DIGITAL COOPERATION AND A BETTER GLOBAL FUTURE

One of the thematic pillars of Club de Madrid’s Annual Policy Dialogue “Multilateralism that Delivers”, co-led by Boston Global Forum and World Economic Forum, held online, 28-30 October 2020: Focused on three areas where international agreement and transnational initiatives could make an important difference: i) data for forecasting and accountability; ii) AI and digital transaction auditing and standards enforcement and; iii) governance for digital platforms,. The discussions and resulting policy brief culminated in the recommendation to establish a Bretton Woods for Digitalization.

MEMBER ENGAGED

Esko Aho
Prime Minister of Finland (1991-1995)



Related Publications
Call for Universal
Ads Transparency

THE VIRTUAL INSANITY PROJECT

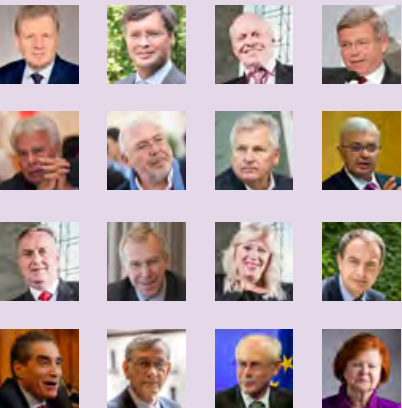
A Closer Look at Digital Political Advertising, led by the European Partnership for Democracy and supported by CIVITATES, assessed tensions between electoral integrity and online political advertising which largely escapes the regulatory frameworks that typically apply to traditional, off-line political advertising. The resulting Call for Universal Ads Transparency, endorsed by Club de Madrid as project partner, sets out a roadmap for reform aimed at collectively pursuing and promoting basic principles for political ad transparency. It also highlights the need of regulating digital platforms to mitigate its adverse impact on democratic processes. Although the online space is an ever growing component of political deliberation, a place where opinions are shaped and where citizens should be able to express their views freely, increased transparency and accountability are recommended to ensure Internet platforms protect democratic processes, the rule of law and fundamental rights.

Club de Madrid followed up with the Op-Ed “Why am I not seeing this ad?”, by Member Jan Peter Balkenende, published by the EU Observer on 14 September 2020, and a letter, signed by 16 European Club de Madrid Members, addressed to European Commission President, Ursula von der Leyen, on the occasion of the publication of the draft Digital Services Act (DSA) and Digital Markets Act (DMA).



Related Publications
Why am I not
seeing this ad?

“With the DSA and the DMA, the EU has an opportunity to create the transparency and accountability frameworks needed to ensure internet platforms take appropriate measures to safeguard democratic processes and human rights, and address the challenging concentration of power.”




Signatories: Club de Madrid Members
Esko Aho, Jan Peter Balkenende,
Valdis Birkavcs, Kjell Magne Bondevik,
Felipe González, Alfred Gusenbauer,
Aleksander Kwasniewski, Rexhep
Meidani, Zlatko Lagumdžija, Yves
Leterme, Iveta Radicova, José
Luis Rodríguez Zapatero, Petre
Roman, Danilo Türk, Herman Van
Rompu, Vaira Vike-Freiberga.

Letter sent to the European
Commission President, Ursula von
der Leyen, 8 December 2020.

As a way of deepening our content development and outreach, Club de Madrid also engaged with partners in analysing the following challenges associated to new digital ecosystems:

- ▶ **A New Social Contract in the Age of Artificial Intelligence: The Protection of Privacy Rights in Times of the COVID-19 Pandemic**
Online roundtable co-organised with Boston Global Forum, May 2020: Explored the deployment of digital technologies as we addressed the pandemic’s implications in terms of privacy rights and the need to ensure proper data and AI management through a revised social contract. Members engaged: Danilo Türk and Esko Aho.
- ▶ **Digital Technologies, Elections and Democracy in Times of the COVID-19 Pandemic**
Online roundtable, August 2020: Addressed electronic voting, the role of social media in electoral campaigns and disinformation. The digital divide in terms of access, bandwidth and skills was identified as a major challenge for both socio-economic and democratic development. Members engaged: Joyce Banda and Hanna Suchocka.
- ▶ **Democracy and Tech Policy – What COVID-19 has Taught Us**
Online session during International Democracy Week, co-organised by International Institute for Democracy and Electoral Assistance (International IDEA), European Endowment for Democracy (EED), European Partnership for Democracy (EPD), European Network of Political Foundations (ENoP) and Carnegie Europe, September 2020: Highlighted the need to devise instruments that will allow us to reap the benefits of digitalization while managing the emerging threats to fundamental rights and new challenges in terms of inequalities or disinformation.

MEMBER ENGAGED

 **Danilo Türk**
President of Slovenia
(2007-2012)





“The idea of the Social Contract 2020 is to consolidate and to lay out the foundation for a multi-stakeholder and not a country specific approach; a set of principles that converge and build on a consensus. The interesting thing about the new Social Contract is that it is predicated on consensus building.”

“When thinking of a digital social contract with a global approach, we have to be very careful since it is a challenge to reach a consensus when national interest is a priority.”



Nazli Choucri, Professor of Political Science at the Massachusetts Institute of Technology, Member of the Boston Global Forum’s Board of Thinkers



Online roundtable: A New Social Contract in the Age of Artificial Intelligence: the Protection of Privacy Rights in Times of the COVID-19 Pandemic, 12 May 2020.



Danilo Türk President of Slovenia (2007-2012)

Outputs produced through these various projects and activities have concretely called for: a Democratic Alliance for Digital Governance; the creation of an Artificial Intelligence Ethics Index and a “Bretton Woods for Digitalization”; a globally agreed set of norms and measures to enable improved global connectivity and data flows, inclusive digital platforms and better internet management. On the issue of digital political advertising, attention was drawn on, with the need for transparency and accountability to ensure Internet platforms protect democratic processes, the rule of law and fundamental rights in a skilled balance between legislation and freedom of expression.

At Club de Madrid we are using these outputs to urge policy makers, international organizations, the tech industry and civil society actors to take immediate action on regulating the use of technology to generate greater social trust and foster an inclusive, accountable, transparent, and ethical digital

system, respectful of human rights and a rules-based international order. A new five-year programmatic collaboration with the Boston Global Forum (BGF) will allow us to further advocate for the above mentioned proposals, exploring and supporting the relationship between digitalization and good governance.

MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



Joyce Banda
President of Malawi
(2012-2014)



Esko Aho
Prime Minister of
Finland (1991-1995)



Hanna Suchocka
Prime Minister of Poland
(1992-1993)

| NEXT GENERATION DEMOCRACY

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YOUNG MEDITERRANEAN VOICES

Youth Democratic Engagement

Promotes the active engagement of youth in democratic developments central to achieving sustainable, inclusive and stable societies.

The Young Mediterranean Voices (YMV) project, led by the Anna Lindh Foundation, works to empower young leaders from Europe and the Southern Mediterranean area to enhance a culture of dialogue, contribute to public policy making and shape media discourses.

Club de Madrid Members developed the mentorship facet of the project, in this case, by sharing their knowledge and experience on women's political participation and sustainability, always within the SDG framework and zeroing-in on the role of youth in advocating for effective policies on these matters, particularly in the context of the COVID-19 pandemic. Some of the most notable recommendations referred to the need of obtaining reliable statistical data on the state of gender equality in the region; the ratio between men and women able to read

and write; equity in access to primary education; income gaps and disparities; barriers to women's inclusion; and inclusive leaderships capable of creating a culture of dialogue between societies.

Palestinian and Moroccan National Young Mediterranean Voices Leadership Forum (online led by Anna Lindh Foundation, November 2020): Offered a unique opportunity for the program's participants to directly engage with experienced political leaders and to exchange views on the development and eventual attainment of national and regional policy change.

MEMBERS ENGAGED

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

George Papandreou
Prime Minister of Greece (2009-2011)

“I encourage your activism, and I recommend you refer to the UN Declaration of Human Rights when making your demands and base your recommendations and future work on these fundamental principles. You have to change the things that need to change, but not take away human rights.”

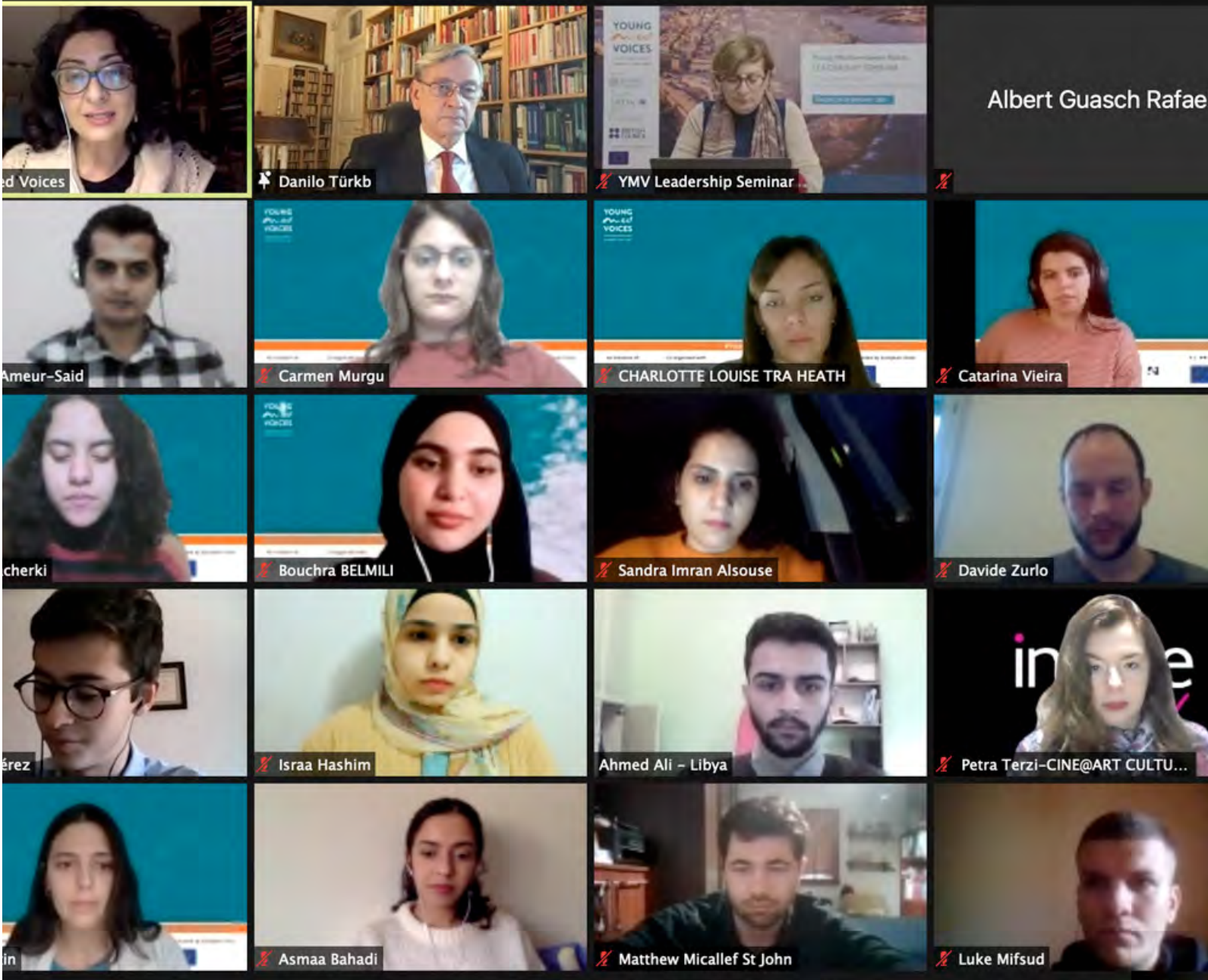


Vaira Vike-Freiberga
President of Latvia (1999-2007)

Palestine National Young Mediterranean Voices Leadership Forum, 28 November 2020.



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Provides leaders with greater understanding of the benefits to advance social inclusion as an essential element in democratic development. In partnership with the Alan B. Slifka Foundation, Club de Madrid has been promoting shared societies for over 12 years; a society in which all individuals are equally important and equally free to express differences integrating their voices and actively participating.

SHARED SOCIETIES PROJECT

| SHARED SOCIETIES PROJECT

THE PROJECT

Advancing Social Inclusion

2020 has reminded us of how wide a gap we need to bridge for our societies to be truly shared. Around the world, COVID-19 has cast a dark shadow on enduring dynamics of inequalities and exclusion, with some groups disproportionately suffering from the health and economic consequences of the pandemic. Black Lives Matter protests, following the death of George Floyd in May 2020, also spread across the US and around the world, in a heightened global conscience of systemic racism in all its dimensions.

Through the Shared Societies Project, we at Club de Madrid have been adding our voice to the global call for social justice and putting forward recommendations for the global community to seize the devastation of COVID-19 as an opportunity to build back more inclusive, just and cohesive societies.

“We often think of resilience in terms of how indigenous peoples have faced adversity and survived with and through their cultural integrity. This is also a moment where the learning and traditions of indigenous cultures are critical for resilience – a term which means ‘springing back’ – of the rest of the world.”



Danilo Türk
President of Slovenia
(2007-2012)



Laura Chinchilla
President of Costa Rica
(2010-2014)

Statement on Occasion
of the International Day
of the World's Indigenous
Peoples, 9 August 2020.



| SHARED SOCIETIES PROJECT

COVID-19

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Putting Equity at the Heart of Policy

Provides a set of Principles for Equity During Global Crises to frame and guide our efforts going forward.

The multiple and intersecting fault lines revealed by COVID-19 in societies around the world, along socio-economic, legal, racial, religious and gender axes, have only strengthened Club de Madrid's resolve to help build back better by promoting equity as a fundamental objective of public policy making. The need for policy-makers to adopt a principled approach to decision-making in all critical areas - from public health to the economy, from domestic governance to international cooperation - has never been clearer. For this purpose, we crafted a set of Principles for Equity During Global Crises. To frame and guide our own and others' efforts going forward.

Perhaps one of the clearest instances evidencing this principled, equity approach was the very broad support which Club de Madrid Members offered the People's Vaccine Alliance, a high-level political call for universal access to a COVID-19 vaccine at the World Health Assembly in May 2020. By the end of the year, it appeared that the call had been heard, and COVAX - the global initiative to ensure rapid and equitable access to COVID-19 vaccines for all countries - announced it would be in a position to deliver at least 1.3 billion donor-funded doses of vaccines to 92 low- and middle-income economies in 2021.


CLUB DE MADRID'S PRINCIPLES FOR EQUITY DURING GLOBAL CRISES

- 1 ▶ Inclusive public health is critical for containing pandemics such as COVID-19 and for ensuring the wellbeing of all
- 2 ▶ Inclusive economic strategies are needed to strengthen the resilience of the most vulnerable populations and of the broader global economy
- 3 ▶ Respectful standards for inclusive discourse are required to protect vulnerable populations
- 4 ▶ Multilateral and global efforts to prioritize social inclusion are critical for the effectiveness of coordinated strategies to transcend global crises
- 5 ▶ A reinvigorated focus on citizen participation and social inclusion is key to strengthen Club de Madrid's capacity to address global crises



Related Publications

Principles for Equity During Global Crises



19

“We are calling on Health Ministers at the World Health Assembly to rally behind a people’s vaccine against this disease urgently. Governments and international partners must unite around a global guarantee which ensures that, when a safe and effective vaccine is developed, it is produced rapidly at scale and made available for all people, in all countries, free of charge. The same applies for all treatments, diagnostics, and other technologies for COVID-19.”



Uniting behind a people's vaccine against COVID-19
Open Letter from the People's Vaccine Alliance to the World Health Assembly, signed by 43 Members of the Club de Madrid.

Throughout 2020, with the objective of disseminating our key messages amongst target audiences, Club de Madrid engaged with partners in a series of other activities aimed at identifying and promoting actionable measures to put equity at the heart of the global economic response to the COVID-19 pandemic and its consequences:

UNITE GLOBAL PARLIAMENTARIANS NETWORK TO END INFECTIOUS DISEASES

Online session, July 2020, and UNITE’s Global Summit on Public Health, September 2020: Discussed socially inclusive policy responses, calling for universal social protection and learning-oriented leadership emphasizing the importance of leaving no one - and no country - behind.

MEMBERS ENGAGED

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

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

Aminata Touré
Prime Minister of Senegal (2013-2014)

AN INCLUSIVE, GLOBAL STRATEGY TO #LEAVENOONEBEHIND DURING AND AFTER COVID-19

Online side event during the UN High Level Political Forum, co-organized with the UN Department for Economic and Social Affairs, July 2020: Analysed the fundamental building blocks of a global strategy to leave no one behind The discussion brought recommendations on international finance and taxation, inter-regional equity and socially inclusive policy-making to key UN influencers, WHO officials and the Southern Voice network of 50+ think tanks from the Global South.

MEMBERS ENGAGED

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


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

Danilo Türk
President of Slovenia (2007-2012)

HIGH-LEVEL VIRTUAL PANEL ON COVID-19 AND EDUCATION

Organized by the Qatar Foundation on the margins of the UN General Assembly, September 2020:, Highlighted the importance of the G20 in promoting effective policy coordination and financial support for continued access to education during the COVID-19 crisis.

MEMBERS ENGAGED

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Danilo Türk
President of Slovenia (2007-2012)

While most international organizations and bodies, including UN, World Bank and G20, have declared their commitment to greater equity, much as Club de Madrid, the major challenge continues to lie ahead, in moving from commitment to adoption and actual implementation.



A Framework for Sustainable Development

Fosters the inclusive integration of the Sustainable Development Goals at a national and global level highlighting “leave no one behind” as a priority.

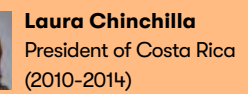
The 2030 Agenda for Sustainable Development embodies the global community's aspiration to build Shared Societies through the attainment of its 17 Sustainable Development Goals (SDGs). While COVID-19 has severely disrupted global progress towards these goals, the 2030 Agenda remains a significant blueprint for action, formally adopted by 193 countries and strengthened by a periodic review mechanism meant to inspire and encourage effective implementation.

From the time of their consideration and formulation, we at Club de Madrid have and continue to advocate for an inclusive approach to SDG implementation – one that takes all-of-society input into account in policy design, implementation and monitoring, paying particular attention to the needs of the most vulnerable.



To share key messages on this front Club de Madrid engaged in:

MEMBERS ENGAGED



SOUTHERN VOICE'S GLOBAL REPORT ON THE STATE OF THE SDGS

Southern Voice, a network of over 50 think tanks from the Global South, has been a key partner in this endeavour during 2020: As such, Club de Madrid contributed towards the drafting of the report and participated in its launch, emphasizing the necessary acceleration of SDG implementation, particularly that of inclusive prosperity for groups still being left behind.

SUPPORT FOR THE IMPLEMENTATION OF SDGS AT THE COUNTRY LEVEL WAS POSTPONED TO 2021 DUE TO THE PANDEMIC

| SHARED SOCIETIES PROJECT

INCLUSIVE ECONOMIES

A Call for Global Social Justice

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Promotes people-centred economic strategies that address employment and sustainable growth for all segments of the population, as well as more inclusive parameters for social protection.

Inclusive economies are fundamental to Shared Societies. The disproportionate impact of COVID-19 on vulnerable communities has shown that resilience depends largely on the possibility for all citizens to reap the benefits of economic development. Access to formal employment, decent housing, digital technologies and social

protection have been determinant in allowing individuals and communities to protect their health and livelihood through the pandemic.

Throughout 2020, Club de Madrid advocated for economic inclusion to be integrated as a core objective of global governance culminating in a call

for a global reflection on a new social contract, fit for the post-COVID era and for a new World Summit on Social Development. Support for such a Summit is growing among civil society groups and an expanding community of partners working on UN matters. At Club de Madrid we will continue our advocacy with UN institutions and Member States in 2021.

“If we are to ensure our global institutions are transformative, they must return to their founding philosophy. Social justice, inclusion and equity can no longer be guiding principles. They must be the core of our work to deliver global economic security.”



Building Back Better: “Transforming our Global Economic Governance Institutions for Shared Societies”, in Just Transitions (ed. Liam Byrne, MP), pp. 158-162.



Danilo Türk
President of Slovenia
(2007-2012)



Cassam Uteem
President of Mauritius
(1992-2002)

This was done through the following:

JUST TRANSITIONS

Book edited by Liam Byrne for the Parliamentary Network of the World Bank and the IMF, October 2020: Club de Madrid wrote a chapter of the book developing this argument and providing a rich backdrop on how to make post-COVID recovery green and inclusive. The publication was launched during the Global Parliamentary Forum and the IMF-World Bank Annual Meetings.

MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



Cassam Uteem
President of Mauritius
(1992-2002)

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MEMBERS ENGAGED



Laura Chinchilla
President of Costa Rica
(2010-2014)



Aminata Touré
Prime Minister of Senegal
(2013-2014)

TRANSFORMING MULTILATERALISM FOR 21ST CENTURY SOCIAL JUSTICE AND INCLUSION

Thematic pillar of Club de Madrid's Annual Policy Dialogue “Multilateralism that Delivers”, co-led by Friedrich Ebert Stiftung, and held online, 28-30 October 2020: Developed new arguments and outreach tools to raise awareness on the issue and to mobilise political will. A policy brief on Transforming Multilateralism for 21st Century Social Justice and Inclusion was produced, including recommendations on the need for tax reform, debt relief and a reviewed role for international financial institutions. Since then, Club de Madrid has continued to work with the Friedrich-Ebert Stiftung to create momentum around these proposals.

25TH ANNIVERSARY OF THE 1995 WORLD SUMMIT ON SOCIAL DEVELOPMENT

As part of the advocacy strategy, Club de Madrid and the Friedrich Ebert Stiftung produced a video message for the UN General Assembly in occasion of the 59th Commission on Economic and Social Development and, as part of this important anniversary, called for a new edition of the Summit reaching key decision makers on the matter.

MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)

| SHARED SOCIETIES PROJECT

INCLUSIVE POLITICS

An Antidote to Polarization

Seeks to support and empower current democratic leaders to counter polarization and appease identity-driven political tensions, building on Club de Madrid Members' experience leading societies.

Deficiencies in social justice and inclusion have found their political expression in the rise of identity-driven tensions and mounting polarization across the globe. While the US presidential election and transition in the final weeks of 2020 epitomized the scourge, populism, divisive speech and a winner-takes-all approach to governance, the limits of democracy have been stretched around the world, from Brazil to Poland, from Italy to India. Building on its Members' experience leading divided societies down the long road to reconciliation and social cohesion, in 2020 at Club de Madrid we have undertaken early efforts to reflect on these challenges and propose solutions to help current democratic leaders counter polarization and appease identity-driven political tensions. The recommendations shared through this outreach centred on the importance of bridge-building between different communities to meet the challenges of our time and on inclusive political dialogue as the essential mechanism to address the root causes of polarization. Engagement in the following has served to prepare the way for deeper work on this matter in 2021.

MANDELA BRIDGES WORLD E-SUMMIT

Organised online by Ubuntu Global Network, July, 2000: Engaged in this initiative, focused on youth empowerment in the defense of human rights and the reconciliation of peoples, as a means of establishing an exchange with youth.

MEMBERS ENGAGED

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Joyce Banda
President of Malawi (2012-2014)
- 

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

Tarja Halonen
President of Finland (2000-2012)
- 

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

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

Danilo Türk
President of Slovenia (2007-2012)

INTERNAL DISCUSSION ON THE CHALLENGES OF POLARIZATION FOR DEMOCRACY

Chatham house online roundtable co-organised with Beyond Conflict, September 2020: Explored the deleterious effects of democratic polarization in US and abroad, exchanging views and experiences with senior experts from Beyond Conflict, the Carnegie Endowment for International Peace and the Blavatnik School of Government at Oxford University.

MEMBERS ENGAGED

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

Kim Campbell
Prime Minister of Canada (1993)
- 

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

Danilo Türk
President of Slovenia (2007-2012)



| SHARED SOCIETIES PROJECT

MIGRATION

Shifting the Narrative

Advocates for a migration policy that takes into account the specific vulnerabilities and needs of migrants in global and regional policy responses and processes, elaborating key policy recommendations for their implementation.

The growing movement of people across borders, whether migrants or refugees, and the challenges of their inclusion in host communities, have been intertwined with the rise of populist anti-migrant public discourse and the adoption of nationalist, exclusionary policy measures. In 2020, the exodus of millions of Venezuelans has brought this challenge to the fore across Latin America, and large-scale displacements from Syria, Yemen, Myanmar and conflict-ridden countries of Central Africa, inter alia, have continued to drive political pressures around migration in other parts of the world.

These challenges can best be tackled through an inclusive approach to migration management, addressing inter-group relations in origin and host countries and engaging

those opposed to migration in an open dialogue.

In this sense, we have specifically called for renewed regional cooperation in Latin America founded on inclusive leadership. As a result of their collaborations, Club de Madrid and Organization of American States (OAS) have acquired a heightened sense of the importance of a positive public discourse around migration in Latin America, and will be working throughout 2021 on a joint publication to help Latin American leaders promote an inclusive narrative, building on the experience of Club de Madrid Members and the insights of key regional experts.



In 2020, Club de Madrid continued to promote this approach with key global and regional institutions, including through the following collaborations:

MEMBERS ENGAGED



Boris Tadić
President of Serbia
(2004-2012)



Danilo Türk
President of Slovenia
(2007-2012)

COMPREHENSIVE RESPONSE FRAMEWORKS FOR MASS MOVEMENTS OF INTERNALLY DISPLACED PERSONS, MIGRANTS, REFUGEES, DEPORTEES AND RETURNEES

—
Online roundtable co-organized with Organization of American States (OAS) and the Migration Policy Institute, March, 2020: Shared experiences of regional good practices and policy instruments from Europe and discussed their possible application in Latin America.

MEMBERS ENGAGED



Laura Chinchilla
President of Costa Rica
(2010-2014)

MOBILITY IN TIMES OF CRISIS: THE COVID-19 PANDEMIC AS AN OPPORTUNITY TO RETHINK MIGRATION IN CENTRAL AMERICA AND THE CARIBBEAN

—
Online roundtable co-organised with OAS, Dominican Republic's National Institute of Migration and migration officials from Mexico City: Addressed policy proposals for the inclusion of migrants in Latin America, in the context of COVID-19 emphasizing the structural shortcomings of the Latin American social development model.

“A key issue is the prevention and fight against xenophobia and hate speech affecting migrants, and now particularly those messages that try to blame migrants for the problems caused by COVID-19.”



Betilde Muñoz-Pogossia
OAS Director for Social Inclusion



Live session on “Mobility in times of crisis: The COVID-19 pandemic as an opportunity to rethink migration in Central America and the Caribbean”, 29 July 2020.

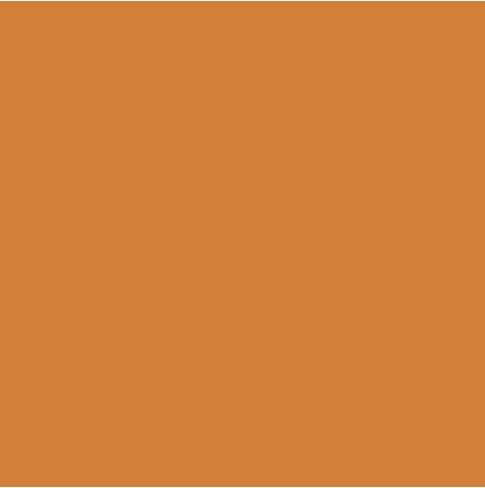
| SHARED SOCIETIES PROJECT

INCLUSIVE PEACE

Social Inclusion as a Safeguard from Conflict

Promotes the importance of social inclusion in fragile and conflict-ridden societies. Club de Madrid is convinced that, just as peace provides a favourable environment for Shared Societies to flourish, so do Shared Societies help sustain peace and prevent conflict.

The World Bank Group’s new strategy, specifically establishing a commitment to address the drivers of fragility, including discrimination and economic and social exclusion, marks a milestone in the integration of a Shared Societies perspective in peacebuilding policy. Club de Madrid has been instrumental in supporting and promoting this shift in perspective and we are extremely pleased with this development.



Throughout 2020, we continued working on this area with the World Bank through the following:

WORLD BANK 2020 FRAGILITY FORUM KICK-OFF VIRTUAL SESSION

Co-organised with the Institute for State Effectiveness, June, 2020: Argued for the importance of investing in social inclusion as a tool for conflict prevention. The Forum followed the release of the first World Bank Group Strategy on Fragility, Conflict and Violence (2020-2025), and brought the attention of World Bank officials, policy-makers and practitioners from around the world to the needs of vulnerable populations in fragile settings and to ways of addressing the demand for conflict prevention from an inclusion perspective.



“The World Bank Group will pursue a people-centric approach in line with the principle to leave no one behind. It will focus on the most vulnerable and excluded groups. Exclusion, inequalities, and perceptions of injustice can drive fragility.”



Boris Tadic
President of Serbia (2004-2012)



World Bank Group
Strategy on Fragility,
Conflict and Violence
(2020-2025), p. 18.

To rally consensus among the global community around an inclusive, rules-based and sustainable approach in addressing global challenges.

MULTILATERALISM AND GLOBAL COOPERATION

I MULTILATERALISM AND GLOBAL COOPERATION

MULTILATERALISM THAT DELIVERS

Multilateral Cooperation is Not an Option

Calls for a renewed, global, democratic governance system based on the firm belief that multilateral cooperation is not an option.

Multilateralism is essential to the preservation of our societal values and to the resolution of transnational challenges related to peace and security, economic and financial stability and growth, ecological sustainability, digital transformation, trade, pandemics and others.

Since the foundation of the United Nations 75 years ago, the existence of a strong and rules-based multilateral system has been widely acknowledged and used as a key instrument for the global community to articulate common responses to common challenges. In line with our 2020-2022 programmatic strategy, at Club de Madrid we dedicate important efforts to promote and defend an enabling global environment for democracy by supporting the multilateral system as the guarantor of inclusive, consensus-based and sustainable responses to transnational

challenges including the 2030 Agenda as the compass for action.

Despite the weakening of multilateral efforts on many fronts, the COVID-19 pandemic - the most serious threat the entire world has had to face in the past 75 years - has evidenced the imperative of building communities in which all individuals have a sense of shared responsibility, as well as the importance of a multilateral system capable of addressing global challenges through a leadership approach based on values of solidarity, equity and cooperation, transcending a sole focus on national interests

In addition to the above, International peace and security remains among the foremost challenges of our time. Societies around the world continue to suffer the consequences of escalating or protracted crises, as well as the influence of growing geopolitical

instability. We at Club de Madrid have a clear understanding of the fact that international peace and security challenges cannot be addressed unilaterally and require a robust, inclusive, and rules-based approach within the multilateral system. The 75th Anniversary of the United Nations combined with the COVID-19 aftermath provided a unique opportunity to reflect on these matters by leveraging the collective experience of Club de Madrid Members on multilateralism and formulating a set of recommendations to make the existing institutional framework better fit for purpose in the face of current and future global challenges.



Related Publications
Call to Action from
Policy Dialogue 2020:
'Multilateralism Must Deliver'

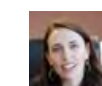
The Call to Action "Multilateralism Must Deliver", earlier mentioned in relation to digitalisation and social inclusion, was one of the main advocacy tools produced by Club de Madrid in 2020 bringing its three programmatic to the fore. It urges leaders to "shake the trees

of multilateralism" by "crafting a path that will lead us to an equitable, secure and sustainable system of global cooperation and renewed multilateral institutions, fit for purpose in the 21st century and resilient against future disasters". It includes a diverse set of concrete

recommendations, outlined below, that Club de Madrid shared with top United Nations and European Commission leadership, as well as with the Alliance of Multilateralism and civil society initiatives such as UN2020 or the People's Vaccine Alliance.



"I cannot recall a time in our recent history in which the importance of collectivism has been more critical than now."



Jacinda Ardern
Prime Minister of New Zealand



Club de Madrid
Annual Policy Lab on
Multilateralism that
Delivers, 30 October 2020.

Club de Madrid 2020 efforts under this programme focused on the following initiatives and activities, all of which will constitute essential tools for our advocacy in 2021.

“MULTILATERALISM THAT DELIVERS”: CLUB DE MADRID’S ANNUAL POLICY DIALOGUE

Held online and co-organised with Bertelsmann Stiftung in partnership with the German Federal Foreign Office and the Robert Bosch Stiftung, 28-30 October 2020: Explored the prospects of multilateralism and specific measures and policies essential to develop a more equitable, secure and sustainable system of global cooperation and renewed multilateral institutions, fit for purpose in the 21st century and resilient against future threats and disasters.

Discussions were organised around three thematic, multi-stakeholder Working Groups on Digitalisation, Sustainability, and Social Justice and Inclusion, with the COVID-19 pandemic included as a cross cutting issue. These were steered by Boston Global Forum and World Economic Forum, the German Environment Agency, and Friedrich Ebert Stiftung, respectively. Each of these formulated preliminary and actionable policy proposals through specific briefing papers that served as background for Breakout Action Lab discussions, thus fuelling both the Policy Dialogue and the final Call to Action. Regional perspectives were also organised with the Mo Ibrahim Foundation (Africa), Fundación Democracia y Desarrollo (Latin America) and the Observer Research Foundation (Asia).

Through the Policy Dialogue, Members reaffirmed their commitment to multilateralism and global cooperation as guarantors of inclusive, equitable, and sustainable policy responses for the preservation of our societal values and the resolution of transnational challenges such as peace and security; economic and financial stability and growth; ecological sustainability; digital transformation; trade; health security, and others.

Based on these exchanges, we formulated a series of policy recommendations and the aforementioned Call to Action “Multilateralism Must Deliver”, for political leaders, policymakers, the private sector, educators and civil society organisations to promote a renewed focus on democratic governance that is more participatory, accountable and inclusive. Some of these recommendations referred to the strengthening of regional organisations as key pillars of renewed multilateralism, the need to build consensus around the principles of multilateralism before debating institutional reforms and; intensified advocacy for the inclusion of sustainability and green growth objectives as drivers of post-COVID recovery, amongst others.



Related Publications
'Policy Dialogue
2020: Multilateralism
that Delivers'

MEMBERS ENGAGED

- Michelle Bachelet**
President of Chile (2006-2010; 2014-2018)
- Jan Peter Balkenende**
Prime Minister of the Netherlands (2002-2010)
- Gordon Brown**
Prime Minister of the United Kingdom (2007-2010)
- Kim Campbell**
Prime Minister of Canada (1993)
- Felipe Calderón**
President of Mexico (2006-2012)
- Fernando Henrique Cardoso**
President of Brazil (1995-2003)
- Laura Chinchilla**
President of Costa Rica (2010-2014)
- Joaquim Chissano**
President of Mozambique (1986-2005)
- Helen Clark**
Prime Minister of New Zealand (1999-2008)
- Mehdi Jomaa**
Prime Minister of Tunisia (2014)
- Ban Ki-moon**
Secretary General of the United Nations (2007-2016)
- Horst Köhler**
President of Germany (2004-2010)
- John Kufuor**
President of Ghana (2001-2009)
- Chandrika Kumaratunga**
President of Sri Lanka (1994-2005)
- Ricardo Lagos**
President of Chile (2000-2006)
- Yves Leterme**
Prime Minister of Belgium (2008, 2009-2011)
- Doris Leuthard**
President of Switzerland (2010-2017)
- Mario Monti**
Prime Minister of Italy (2011-2013)
- Olusegun Obasanjo**
President of Nigeria (1976-1979; 1999-2007)
- José Manuel Ramos-Horta**
President of Timor-Leste (2007-2012)
- Kevin Rudd**
Prime Minister of Australia (2007-2010, 2013)
- Jenny Shipley**
Prime Minister of New Zealand (1997-1999)
- Danilo Türk**
President of Slovenia (2007-2012)
- Elbegdorj Tsakhia**
President of Mongolia (2009-2017)
- Vaira Vīķe-Freiberga**
President of Latvia (1999-2007)
- Ernesto Zedillo**
President of Mexico (1994-2000)

MEMBERS ENGAGED

- Helen Clark**
Prime Minister of New Zealand (1999-2008)
- Esko Aho**
Prime Minister of Finland (1991-1995)
- Joyce Banda**
President of Malawi (2012-2014)
- Carl Bildt**
Prime Minister of Sweden (1991-1994)
- Kjell Magne Bondevik**
Prime Minister of Norway (1997-2000; 2001-2005)
- Laura Chinchilla**
President of Costa Rica (2010-2014)
- Tarja Halonen**
President of Finland (2000-2012)
- Ban Ki-Moon**
Secretary General of the United Nations (2007-2016)
- Ricardo Lagos**
President of Chile (2000-2006)
- Olusegun Obasanjo**
President of Nigeria (1976-1979; 1999-2007)
- Roza Otunbayeva**
President of Kyrgyzstan (2010-2011)
- José Manuel Ramos-Horta**
President of Timor-Leste (2007-2012)
- Alexander Stubb**
Prime Minister of Finland (2014-2015)
- Danilo Türk**
President of Slovenia (2007-2012)
- Aminata Touré**
Prime Minister of Senegal (2013-2014)

MULTILATERALISM, PEACE AND SECURITY: STRENGTHENING THE RULES-BASED MULTILATERAL FRAMEWORK TO SUSTAIN PEACE, ONLINE POLICY LAB

Organized in cooperation with the Crisis Management Initiative with the support of the Ministry for Foreign Affairs of Finland, 6-8 October, 2020: Shared innovative ideas to improve the effectiveness of the UN Security Council in terms of mediation and conflict prevention and to incorporate mechanisms of social justice, inclusion and equity into the peace and security agenda. Club de Madrid Members recalled the importance of an inclusive, networked and effective peace and security multilateral system where women, youth, the private sector and regional organizations can each contribute to that goal.

“We must think beyond the box, and consider how to repurpose our global institutions towards new ends. It is necessary to build more inclusive and dynamic, multi-stakeholder approaches, allowing the participation of new actors, including civil society, the private sector and sub-national entities. The idea is to probe the configuration of a new movement in favour of multilateralism and global cooperation for peace.”



Laura Chinchilla
President of Costa Rica
(2010-2014)



Policy Lab on Multilateralism, Peace and Security:
Strengthening the Rules-Based Multilateral Framework
to Sustain Peace. 6th October 2020.

| MULTILATERALISM AND GLOBAL COOPERATION

SUPPORTING UNITED NATIONS AND REGIONAL ORGANIZATIONS

Strengthening Key Institutions for an Effective Intergovernmental System

Contributes towards an effective intergovernmental system and a strengthening of these key institutions, enabling them both to play more significant global roles.

As we seek a more networked multilateralism, regional organizations will play an essential role in delivering the global governance the world needs at this time. Strong and effective regional organizations are more important than ever in light of the breadth of the challenges borne by the United Nations in its responsibility for providing prosperity, peace and security worldwide.

The establishment of the European Union has been one of the most important achievements of global peace, stability and prosperity in recent history. It has guaranteed an unprecedented period of security and well-being for millions of Europeans and has contributed to the stability of the

region, its neighbours and the whole world.

Citizens however are not satisfied with the latest performance of the European Union and are demanding innovative approaches against climate change; a fair and inclusive economy that works for everyone; a competitive region that leads its own digital transformation and is capable of sharing democratic values and making its own decisions without putting its role in the world at risk.

Club de Madrid firmly believes in a strong and healthy European Union able to respond to these challenges and to play a significant role as a global actor. If finally held, the Conference

on the Future of Europe will be a unique opportunity to strengthen the European Union by promoting a profound debate on the Union its citizens want. At Club de Madrid we are committed to this process and to its success. Seeking ways to reinforce the principles of inclusion and transparency that will govern the process, we organized the following consultations, dialogues and discussions on the future of Europe, which will set the basis for programmatic efforts in this space during 2021.



POLITICAL LEADERSHIP FOR THE FUTURE OF EUROPE ONLINE POLICY LAB

Organised with the Spanish Ministry of Foreign Affairs, European Union and Cooperation, 25th September, 2020: Discussed the future of the European Union as a global actor in an increasingly polarised world, in the context of the COVID-19 pandemic and in the midst of questioning of regional and multilateral structures. The exchange also addressed regional efforts in shaping a renewed, greener, and more inclusive and digital Europe. Dubravka Šuica, European Commission Vice-President for Democracy and Demography, participated in the exchange and welcomed the leadership and support of Club de Madrid in the lead-up to the Conference on The Future of Europe.

MEMBERS ENGAGED

- 

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

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

Mario Monti
Prime Minister of Italy
(2011-2013)
- 

Romano Prodi
Prime Minister of Italy
(1996-1998; 2006-2008)
- 

Danilo Türk
President of Slovenia
(2007-2012)
- 

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

MULTILATERALISM AND GLOBAL COOPERATION

DIALOGUE BETWEEN CHINA AND THE WORLD

A Platform for Dialogue

Encourages mutual understanding on critical global issues, particularly those affecting the state of the multilateral system as a contribution to enhanced international cooperation.

The Imperial Springs International Forum (ISIF) is a Track 2 dialogue amongst international and Chinese leaders, practitioners and scholars focused on global challenges. It has been organised annually since 2016, with the visionary and generous support of Dr. Chau Chak Wing, as a joint effort by the Australia China Friendship and Exchange Association, the Provincial Government of Guangdong, the Chinese People's Association of Friendship with Foreign Countries and Club de Madrid. This platform for dialogue has allowed us to engage on global governance and multilateralism in and from China, and at the highest leadership levels, turning it into a significant activity for understanding and exchange with this important country.

ISIF 2020 had to be postponed due to the COVID-19 pandemic but an experts preparatory meeting on Multilateralism and Global Cooperation was, nevertheless, held in July 2020. The health and economic crisis spurred by COVID-19 and the social and security consequences of the pandemic centred much of the exchange. ISIF 2021 will build upon the conclusions of this experts meeting and address the latest developments and key aspects on the future of global governance, more specifically, Multilateralism and Global Cooperation in the Post-Pandemic Era.





OUTREACH AND **DEVELOPMENT**

OUTREACH AND DEVELOPMENT

MAKING THINGS HAPPEN

Outreach in 2020 continued to focus on establishing partnerships and networks for the successful implementation of our work and as a means to increase our reach and impact through global and multi-stakeholder efforts that are intrinsic elements of the Club de Madrid approach.

2020 has been a year in which the entire world has had to adapt to a new and challenging context. While we were able to shift the bulk of our activity to online formats and fulfil most of our programmatic objectives in 2020, the pandemic did result in an inability to travel and in the postponement of many international events that inevitably led Club de Madrid to re-evaluate how we engage and communicate as an organization. This has encouraged us to better harness the technological capacity of the online world to serve our mission. Despite the inability of holding face to face activities, Club de Madrid has been able to engage Members and partners effectively for the purpose of content development and, particularly, to strengthen our advocacy capacity.

We at Club de Madrid engaged in advocacy campaigns and endorsed initiatives urging for concrete actions to mitigate the impact of COVID-19 and to build more resilient societies and democracies, always insisting on the protection of the most vulnerable and the need to leave no one behind. Club de Madrid Members called out to the G20, IMF, World Bank and EU leaders for them to step up their response to the pandemic. We also joined the People's Vaccine Alliance, adding our Member's voice and agency to this coalition of organisations and activists united under a common aim of campaigning for a 'people's vaccine' for COVID-19; one based on shared knowledge and freely available to everyone everywhere.

As reflected in this Report's programme section, the organisation was also very engaged and supportive of the global dialogue and consultations organised around the United Nations' 75th Anniversary. Club de Madrid joined both the very broad-based process led from the UN Secretariat, the UN2020 civil society process and directly engaged with the Member States through the Permanent Representatives of Qatar and Sweden who co-chaired the drafting of the political declaration unanimously adopted by the 74th Session of the General Assembly. We will continue to engage on the follow-up processes in 2021, both with the "Our Common Agenda" report led by the UN Secretariat and with the civil society initiative UN2020 renamed Coalition for the UN we Need. Club de Madrid will continue to contribute to the reflection on the implementation of the UN75 recommendations. This will be a central element of our work on Multilateralism and Global Cooperation, through which we will be rolling out our key recommendations in various

ways, such as through Club de Madrid programming and Member participation in third-party activities programmatically linked to our 2020-2022 Strategy.

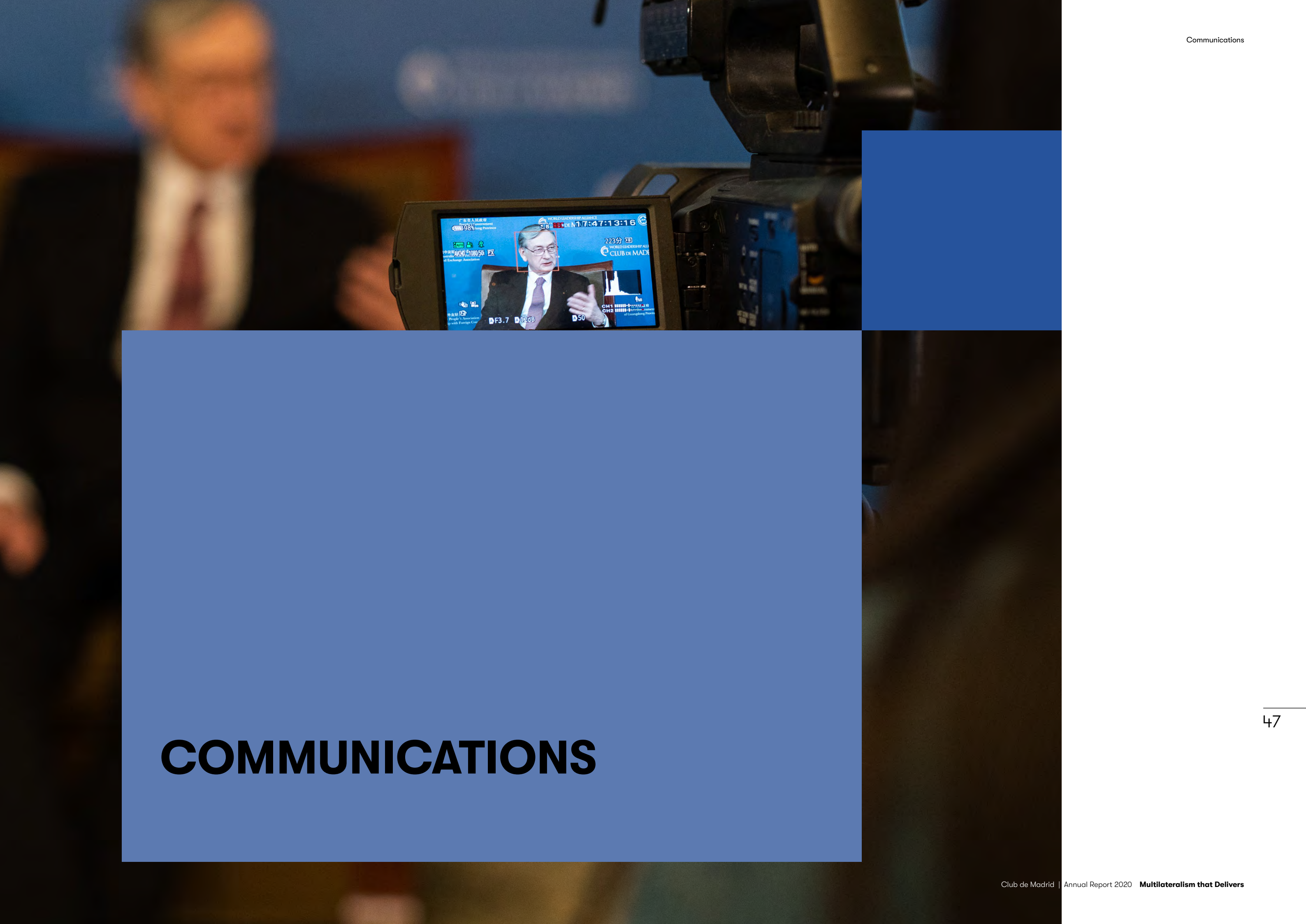
Beyond our work with the UN and the EU, partnerships with the Foreign Ministries of Germany, Finland and Spain in 2020 also served to strengthen the organization's bilateral relationship with these governments.

It is important to acknowledge and express our appreciation for the collaboration and support received from all institutional and financial partners, particularly the Members of the President's Circle, for their untiring support Club de Madrid's network has been considerably strengthened in 2020, in spite of the pandemic, the lock-downs and the forced shift into teleworking and virtual formats. The organization has grown and become more

innovative and pro-active as it fulfils its mission, one that has only grown in importance in the face of the pandemic. This dynamic will most likely continue into 2021, and Club de Madrid will surely continue to deepen and broaden its work with old and new partners alike.

Speakers at Club de Madrid's Annual Policy Dialogue 2020





COMMUNICATIONS

| COMMUNICATIONS

COMMUNICATIONS THAT **DELIVERS**

The COVID-19 pandemic has exacerbated the use of social and technological platforms to communicate Club de Madrid’s work. Our communications structures have had to be adjusted to support visibility and impact in this new reality. Most efforts have focused on updating Club de Madrid’s digital channels and website, supporting a robust streaming platform, ensuring quality videos for a better user experience, and actively covering the activities on both social media channels and traditional media. In order to keep our growing network better informed, a tri-monthly newsletter has also been designed and linked to Club de Madrid’s website.

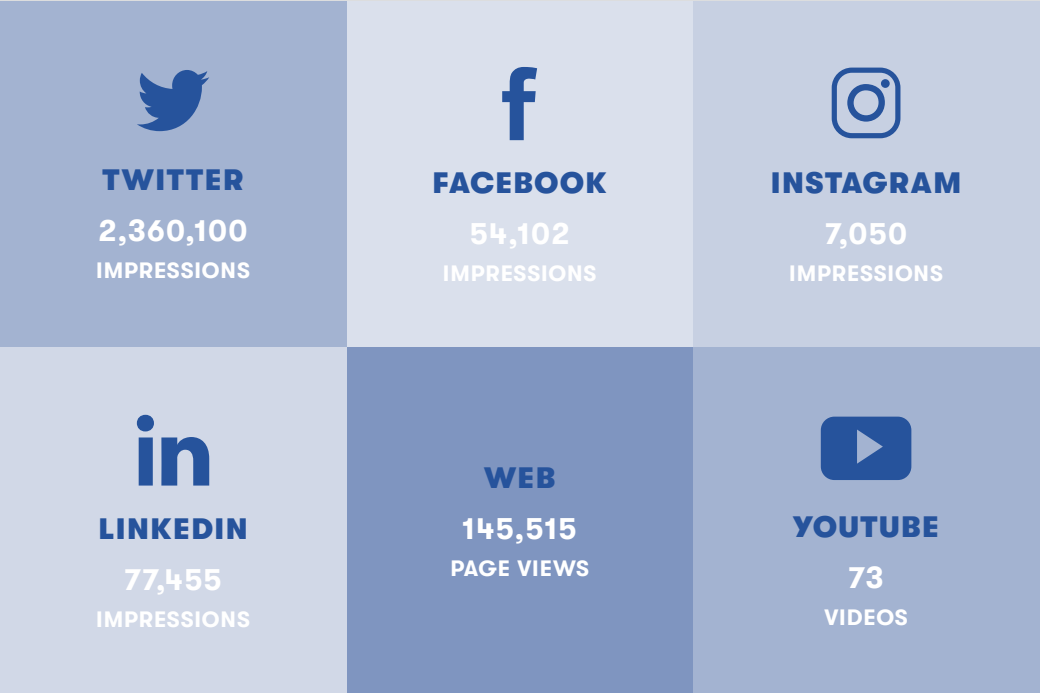
A new set of communications products have been produced for the Policy Labs and Live Sessions, including video outputs, media pieces and extensive social media supporting campaigns. Following the outbreak, different advocacy and outreach processes have been launched (graphics below). As for this year’s Policy Dialogue on “Multilateralism that Delivers”, the first online Club de Madrid’s Policy Dialogue, the strategy included important media outreach as well as an extensive campaign around the Call to Action to increase the reach of the activity. As a result, the Policy Dialogue reached 366,420 impressions on Twitter.

By using the different interaction options that social media offers, our organization has become more approachable and reachable. Club de Madrid’s Members are key participants in the production and dissemination of different kinds of online materials (e.g. Contributions; Instagram Posts...). A Club de Madrid Instagram account was also launched this year, which has served to diversify

the organization’s audience by engaging youth more easily, as well as to showcase the “backstage” of the organization. Twitter is key in the coverage of live sessions and keeping Club de Madrid’s audiences up to date, and our YouTube account has increased the number of videos substantially, Club de Madrid’s social media strategy has also expanded the use of LinkedIn and Facebook towards greater reach and dissemination.

As one of the main outputs of the year, Club de Madrid has undergone the updating of the visual identity, rebranding all its communication materials and channels, and implementing a brand book, with the aim of expanding its influence and reach.

12 months of online activity have meant:



Main media appearances



FINANCES AND **ADMINISTRATION**

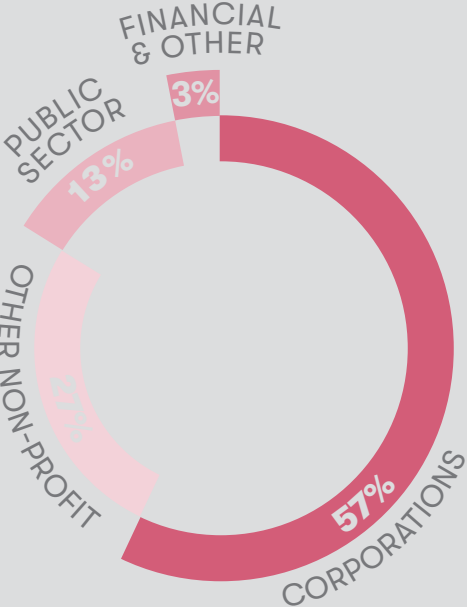
FINANCES AND ADMINISTRATION

BEYOND NUMBERS

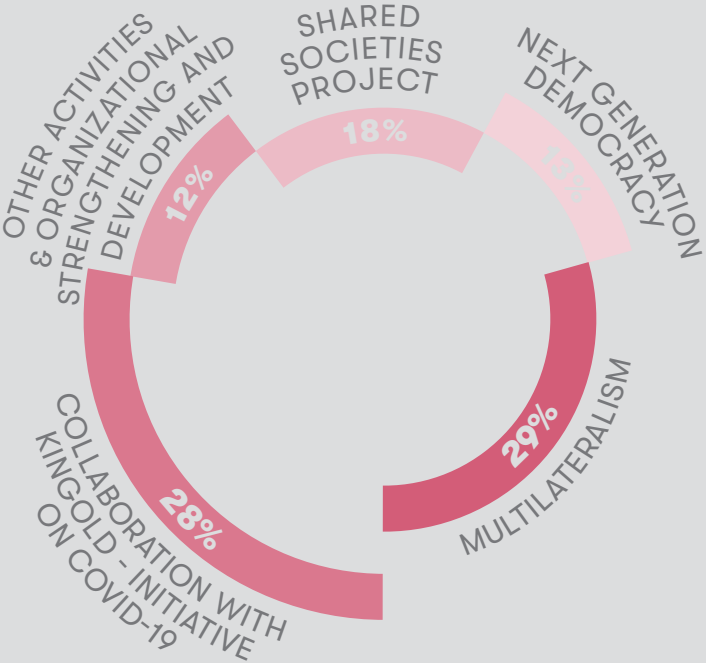
In spite of the difficult 2020 context, the organization was able to increase its global budget and to engage new financial partners, some of them for significant multiannual collaborations. Total expenses reached 2.15 million EUR. Activity expenses shifted from those related to the organization of face-to-face activities to the production of virtual events. The postponement of some activity led to a reduction in income that resulted in a moderate deficit, equivalent to 4% of reserves, therefore with a low impact in Club de Madrid’s solvency.

Looking forward, and considering the uncertainties that the pandemic still brings to any forecast, the main objective will be to consolidate partnerships and develop new ones in order to diversify the funding base of the organization, with a special focus on securing funding for new programmatic initiatives within the 2020-2022 programmatic framework.

Income sources



Resources per activity





WHO LIST OF MEMBERS

● President ● Vice Presidents ● Members of the Board of Directors

List of Members

AFRICA AND THE MIDDLE EAST



- Joyce Banda**
President of Malawi
(2012-2014)
- Rupiah Banda**
President of Zambia (2008-2011)
- Joaquim Chissano**
President of Mozambique
(1986-2005)
- Luisa Diogo**
Prime Minister of Mozambique
(2004-2010)
- Amine Gemayel**
President of Lebanon
(1982-1988)
- Hamadi Jebali**
Prime Minister of Tunisia
(2011-2013)
- Mehdi Jomaa**
Prime Minister of Tunisia
(2014)
- Ellen Johnson Sirleaf**
President of Liberia
(2006-2018)
- John Kufuor**
President of Ghana
(2001-2009)
- Thabo Mbeki**
President of South Africa
(1999-2008)
- James Michel**
President of the Seychelles
(2004-2016)
- Festus Mogae**
President of Botswana
(1998-2008)
- Olusegun Obasanjo**
President of Nigeria
(1976-1979; 1999-2007)
- Fuad Siniora**
Prime Minister of Lebanon
(2005-2009)
- Aminata Touré**
Prime Minister of Senegal
(2013-2014)
- Cassam Uteem**
President of Mauritius
(1992-2002) ● ●

ASIA-PACIFIC



- Helen Clark**
Prime Minister of New Zealand
(1999-2008) ●
- Yasuo Fukuda**
Prime Minister of Japan
(2007-2008)
- Han Seung-soo**
Prime Minister of Korea
(2008-2009)
- Hilda Heine**
President of the Marshall Islands
(2016-2020)
- Chandrika Kumaratunga**
President of Sri Lanka
(1994-2005)
- Hong Koo Lee**
Prime Minister of Korea
(1994-1995)
- Roza Otunbayeva**
President of Kyrgyzstan
(2010-2011)
- Anand Pangarachun**
Prime Minister of Thailand
(1991-1992)
- Pratibha Patil**
President of India
(2007-2012)
- Punsalma Ochirbat**
President of Mongolia
(1990-1997)
- Fidel Valdez Ramos**
President of the Philippines
(1992-1998)
- José Manuel Ramos-Horta**
President of Timor-Leste
(2007-2012) ●
- Kevin Rudd**
Prime Minister of Australia
(2007-2010, 2013)
- Jenny Shipley**
Prime Minister of New Zealand
(1997-1999)
- Elbegdorj Tsakhia**
President of Mongolia
(2009-2017)
- Jigme Yoser Thinley**
Prime Minister of Bhutan
(2008-2013)

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

AMERICAS



- Oscar Arias**
President of Costa Rica
(1986-1990; 2006-2010)
- Michelle Bachelet**
President of Chile
(2006-2010; 2014-2018)
- Felipe Calderón**
President of Mexico
(2006-2012)
- Kim Campbell**
Prime Minister of Canada
(1993) ●
- Fernando Henrique Cardoso**
President of Brazil
(1995-2003)
- Jean Chrétien**
Prime Minister of Canada
(1993-2003)
- Laura Chinchilla**
President of Costa Rica
(2010-2014) ● ●
- William J. Clinton**
President of the United States of America (1993-2001)
- Leonel Fernández** President of the Dominican Republic (1996-2000; 2004-2012)
- José María Figueres**
President of Costa Rica
(1994-1998)
- Vicente Fox**
President of Mexico
(2000-2006)
- Eduardo Frei Ruiz-Tagle**
President of Chile
(1994-2000)
- César Gaviria**
President of Colombia
(1990-1994)
- Osvaldo Hurtado**
President of Ecuador
(1981-1984)
- Luis Alberto Lacalle Herrera**
President of Uruguay
(1990-1995)



Ricardo Lagos
President of Chile
(2000-2006)



Mauricio Macri
President of Argentina
(2015-2019)



Carlos Mesa
President of Bolivia
(2003-2005)



Andrés Pastrana
President of Colombia
(1998-2002)



P.J. Patterson
Prime Minister of Jamaica
(1992-2006)



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



Jorge Quiroga
President of Bolivia
(2001-2002)



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



Martín Torrijos
President of Panama
(2004-2009)



Ernesto Zedillo
President of Mexico
(1994-2000)

EUROPE





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



Esko Aho
Prime Minister of Finland (1991-1995)



Martti Ahtisaari
President of Finland
(1994-2000)



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



Jan Peter Balkenende
Prime Minister of the Netherlands
(2002-2010)



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



Carl Bildt
Prime Minister of Sweden
(1991-1994)



Valdis Birkavs
Prime Minister of Latvia
(1993-1994)



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




Gordon Brown
Prime Minister of the United Kingdom (2007-2010)



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



John Bruton
Prime Minister of Ireland
(1994-1997)



Jerzy Buzek
Prime Minister of Poland
(1997-2001)



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



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



Marie Louise Coleiro Preca
President of Malta
(2014-2019)



Dominique de Villepin
Prime Minister of France
(2005-2007)



Philip Dimitrov
Prime Minister of Bulgaria
(1991-1992)



Vigdís Finnbogadóttir
President of Iceland
(1980-1996)



Joachim Gauck
President of Germany
(2012-2017)



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



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



Dalia Grybauskaitė
President of Lithuania
(2009-2019)



Alfred Gusenbauer
Chancellor of Austria
(2007-2008)



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



Tarja Halonen
President of Finland
(2000-2012)



François Hollande
President of France
(2012-2017)



Ivo Josipović
President of Croatia
(2010-2015)



Jean-Claude Juncker
Prime Minister of Luxembourg
(1995-2013)



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



Horst Köhler
President of Germany
(2004-2010)



Milan Kučan
President of Slovenia
(1991-2002)



Aleksander Kwasniewski
President of Poland
(1995-2005)



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



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



Enrico Letta
Prime Minister of Italy
(2013-2014)



Doris Leuthard
President of Switzerland
(2010-2017)



Rexhep Meidani
President of Albania
(1997-2002)



Mario Monti
Prime Minister of Italy
(2011-2013)



George Papandreou
Prime Minister of Greece
(2009-2011)



Romano Prodi
Prime Minister of Italy
(1996-1998; 2006-2008)



Iveta Radicova
Prime Minister of Slovakia
(2010-2012)



Mariano Rajoy
President of the Government of Spain (2011-2018)



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



Mary Robinson
President of Ireland
(1990-1997)



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



Petre Roman
Prime Minister of Romania
(1989-1991)



Aung San Suu Kyi
(on leave)
State Counsellor of Myanmar



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



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



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



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



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



Jorge Sampaio
President of Portugal
(1996-2006)



Wolfgang Schäussel
Chancellor of Austria
(2000-2007)



Johanna Sigurdardóttir
Prime Minister of Iceland
(2009-2013)



Hanna Suchocka
Prime Minister of Poland
(1992-1993)



Alexander Stubb
Prime Minister of Finland
(2014-2015)



Boris Tadić
President of Serbia
(2004-2012)



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



Danilo Türk
President of Slovenia
(2007-2012)



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



Guy Verhofstadt
Prime Minister of Belgium
(1999-2008)



Vaira Vīķe-Freiberga
President of Latvia
(1999-2007)



Viktor Yushchenko
President of Ukraine
(2005-2010)

HONORARY MEMBERS

REPRESENTATIVES OF THE CONSTITUENT FOUNDATIONS

INSTITUTIONAL MEMBERS



Regional Government of Madrid



Madrid City Council



Ministry of Foreign Affairs, Government of Spain



Cristina Manzano
Representative, FRIDE



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



George Matthews
Chairman, GFNA



José Manuel Romero
Vice-President, FRIDE

SECRETARY GENERAL



María Elena Agüero
(2016-present)

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