

Annual Report



RETHINKING DEMOCRACY

2021



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 wellbeing of people around the world.

Club de Madrid is an international, non-partisan and non-profit organisation which harnesses the hands-on governance experience of more than 100 Members from over 70 countries and a global network of advisers and partners from 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 national and multilateral level.



Table of CONTENTS

Page	
04	Message from the President
06	Next Generation Democracy
30	Shared Societies
46	Multilateralism and Global Cooperation
58	Outreach and Development
62	Communications
66	Finances and Administration
70	Who We Are

Message from the PRESIDENT



Another difficult yet rewarding year is now behind us. While the ongoing pandemic affected much of our work, and in some cases, even our individual wellbeing, collectively, we also celebrated our 20th anniversary. Throughout the year, we highlighted the urgency of ensuring vaccine equity and vaccinations for all across the globe. In their individual capacities, a number of our Members participated in international initiatives set up to address the global health challenges. They deserve special recognition, gratitude and continued encouragement from all of us.

While most of our work during 2021 had to be carried out online, we managed to maintain and, perhaps, even increase the number and tempo of our activities, positioning Club de Madrid in various relevant governmental intergovernmental and civil society dialogues and processes. At the same time, we continued to work on the three main priorities outlined in our 2020-2022 strategy – **democracy, multilateralism and shared societies**.

The *Global Commission on Democracy and Emergencies* set up in 2021 completed its remit and its Final Report was published. Together with the Concluding Document of our 2021 Annual Policy Dialogue on *Rethinking Democracy*, we now have a set of specific recommendations that our Members, partners and colleagues can use to address the extremely serious regression of democracy that has become apparent across the globe. The recommendations charted in these two Club de Madrid exercises

were presented to U.S. senior officials leading preparations for the *Summit for Democracy* held in early December, as well as to leading U.S. and international civil society organisations to collectively contribute to discussions at this Summit.

In the context of our **Next Generation Democracy** priority area, we continued our work on the governance of digital transformation and artificial intelligence and their impact on fundamental rights and the resilience of democracies. The results of these discussions are the foundations we will be using to draw up our 2022 Policy Dialogue which is scheduled to take place in September 2022 in Vietnam.

During this past year, and as part of our focus on **Multilateralism and Global Cooperation**, we engaged intensely with both the United Nations Secretariat and global civil society partners, contributing to shape an agenda based on a more effective, better networked multilateral system as proposed by the UN Secretary-General. At his request and through our own internal discussions, we prepared a broad set of proposals responding to each of the action areas included in the UN75 Declaration adopted by the UN General Assembly in September 2020. Given the relentless backsliding in social development and growing inequality, both seriously aggravated by the COVID-19 pandemic, we put forward a proposal to the UN suggesting it convene a second World Social Summit in 2025. UN Secretary-General Guterres included this proposal as one of the main recommendations in

his seminal *Our Common Agenda* report released in September 2021. In 2022, Club de Madrid will continue engaging with the United Nations Secretariat, the President of the General Assembly and organised civil society, to boost efforts to reinvigorate the multilateral system.

The continuation of our work on **Shared Societies** will be the third main focus of Club de Madrid's activities in 2022. The experience of the last few years has showcased the danger and dramatic cost of polarisation in our societies. Insisting on the need for shared, as opposed to divided societies, is imperative. Our work aims to strengthen this message and bring it to policymakers around the world.

I wish to sincerely thank all our Members for their commitment and engagement in 2021. I would also like to thank our Secretariat in Madrid for their highly effective work and dedication in particularly trying circumstances. In spite of the pandemic, our Members and Secretariat forged ahead, enabling us to broaden and strengthen our efforts, our positioning and our impact. I look forward to our continued cooperation and earnestly hope that we will be able to meet in person in 2022 and plan our future initiatives together.

A handwritten signature in black ink, reading "Danilo Türk".

Danilo Türk
President of Slovenia (2007-2012) and
President of Club de Madrid

Next Generation Memo

Club de Madrid | Annual Report 2021 **Rethinking Democracy**



Rethinking DEMOCRACY BACKGROUND

For some time, there has been widespread concern that **democracy is in decline**. Political developments around the world have revealed societies which are increasingly divid-

ed by populist discourse and governance styles that have stretched the limits of democratic institutions.

Corruption, systemic inequalities and deficient public-service

delivery are undermining citizens' trust in democratic leaders, and the disastrous public health and economic repercussions of COVID-19 are casting doubts over the ability of dem-

ocratic systems to tackle major global issues.

The profound societal changes brought about by the digital revolution are also raising new questions about the very essence of democracy and the mechanisms through which democratic values are promoted, experienced and attacked.

There is broad consensus among experts and policymakers that a **major transformation of our democratic systems** is imperative if we are to produce the cit-

izen-centred, inclusive, responsive and transparent institutions needed to tackle the challenges of this new era.

The U.S. administration's commitment to bring democracy back to the centre of U.S. foreign policy bodes a **fresh global impetus towards democratic renewal**. New U.S. leadership, combined with the EU's unwavering commitment to this objective and the tireless efforts of countless political and civil society leaders on all continents, opens a window of hope for democracy around the

world; hope for a novel wave of democratic change, based on the international exchange of good practices and innovative ideas that will allow us to reboot old and new democracies alike.

As we enter this period of opportunity, **Club de Madrid** aims to leverage its unique position on the global stage to mobilise a critical mass of support for that much needed democratic renewal.

NGD ACTIVITIES

Club de Madrid's 2021 endeavours under this programme focused on the following initiatives and activities, which provided essential tools for our advocacy in 2022.

NEXT GENERATION DEMOCRACY

“RETHINKING DEMOCRACY” Club de Madrid's Annual Policy Dialogue

Online event, co-organised with Bertelsmann Stiftung in partnership with the Alfred Landecker Foundation, the Boston Global Forum, the Spanish Ministry of Foreign Affairs, the German Federal Foreign Office and the United States Institute for Peace, 27-29 October 2021. This event reflected on the current and future state of democracy and defined key elements and recommendations for its reinvigoration.

Harnessing the expertise of over 50 organisations from around the globe, this event served as the first global civil society initiative to contribute content and vision to the US-led Summit for Democracy. Conclusions were later shared with senior U.S. State Department and U.S. National Security Council officers, as well as with different European Commissioners and heads of regional organisations. To strengthen advocacy for this key endeavour and its recommendations, Club de Madrid joined the Summit for Democracy's civil society working group on countering authoritarianism and the Glob-

al Democracy Coalition Forum, launched by International IDEA. Both groups will accompany the Summit for Democracy's year of action, as will Club de Madrid.

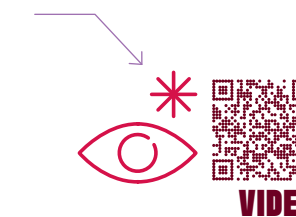
Discussions in our Rethinking Democracy Policy Dialogue were organised around three thematic, multi-stakeholder working groups, namely The New Information Ecosystem, Responsible Leadership, and Resilient Institutions. DT Institute, Hertie School of Governance and Carnegie Endowment for International Peace led the working group preparations and discussions, which began months ahead of the Policy Dialogue. A set of papers reflecting and summarising the working groups' views served as the background for Action Lab discussions that fuelled both the High-level Segment of the Policy Dialogue and the final Concluding Document.

Given the importance that Club de Madrid places on integrating the voice of youth in our work, a specific line of action was established, engaging students from universities in different regions of the world

who shared their views on Rethinking Democracy through a set of papers. The universities involved included the University of Sao Paulo, Howards University, European University Institute, the University of Cape Town and the University of Seoul.

Through the Policy Dialogue, Members underscored their commitment to protect and promote democracy worldwide and formulated a series of reflections and proposals included in a Concluding Document to be shared with key democracy assistance actors and serve as the foundation for future programmatic work. The document calls on governments and societies to counter authoritarianism and toxic polarisation; promote responsible leadership and resilient democratic institutions; combat corruption and lack of transparency; promote an information ecosystem that serves the public interest; invest in democratic systems that can deliver and respond to global challenges; protect civil space, and foster inclusive participation and democratic culture.

Thirty Club de Madrid Members and Advisors, and over 80 renowned experts, representatives of governments, international organisations, academia, think tanks and civil society contributed to the discussions during the Policy Dialogue's three-day High-level Segment on 27, 28 and 29 October, and the preceding working group meetings.



Rethinking Democracy



MEMBERS



Aminata Touré
Prime Minister of Senegal
(2013-2014)



Dalia Grybauskaitė
President of Lithuania
(2009-2019)



Danilo Türk
President of Slovenia
(2007-2012)



Ernesto Zedillo
President of Mexico
(1994-2000)



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



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



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



Ivo Josipović
President of Croatia
(2010-2015)



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



Jorge Quiroga
President of Bolivia
(2001-2002)



José Manuel Barroso
Prime Minister of Portugal
(2002-2004), President of the
European Commission
(2004-2014)



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



Kim Campbell
Prime Minister of Canada
(1993)



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



Laura Chinchilla
President of Costa Rica
(2010-2014)



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



Mehdi Jomaa
Prime Minister of Tunisia
(2014)



Ricardo Lagos
President of Chile
(2000-2006)



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



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

ADVISORS



Aleksander Likhotal
Professor, Geneva School of
Diplomacy and International
Relations



Bolivar Lamounier
Director of Augurium



Cristina Manzano
Director of EsGlobal



Jerry Jones
Advisor of Club de Madrid



Sean Cleary
Executive Vice-Chair of the
FutureWorld Foundation



Susana Malcorra
Minister of Foreign Affairs
and Worship of Argentina
(2015-2017)



Ted Piccone
Non-resident senior fellow
at Brookings



Timothy Phillips
Co-Chair and Co-Founder
of the Project for Justice
in Times of Transition

“Education is the number one factor shaping generations of democrats. Educating people on democratic values can make a difference. We should emphasise civic education in our solutions”



Laura Chinchilla
President of Costa Rica
(2010-2014)

Policy Dialogue on Rethinking
Democracy, 27 October 2021

“The fight between democracy and authoritarianism is one of the greatest challenges of our times”



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

Policy Dialogue on Rethinking
Democracy, 28 October 2021

“People need to work together to solve problems. If we fail to do so, democracy suffers. The cause of the ills of democracy we can’t ignore is that we are facing political nationalism”



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

Policy Dialogue on Rethinking
Democracy, 27 October 2021



RELATED PUBLICATIONS



Concluding Document
on Rethinking
Democracy



Position paper on The New Information
Ecosystem - A Question of Trust, Truth
and Freedom of Speech



Position paper on Responsible
Leadership in Democracy -
Values and Accountability



Position paper on
Resilient Democracies,
Resilient Institutions



Position
paper
on youth



Video The New
Information
Ecosystem



Video Responsible
Leadership in
Democracy



Video Resilient
Democracies,
Resilient Institutions



NEXT GENERATION DEMOCRACY

GLOBAL COMMISSION ON DEMOCRACY AND EMERGENCIES

Draws lessons from the COVID-19 pandemic experience and presents recommendations to enhance democracies' resilience to future emergencies

GLOBAL COMMISSION ON DEMOCRACY AND EMERGENCIES (GCDE) BACKGROUND

The spread of COVID-19 has shaken societies around the globe since the beginning of 2020. In the democratic world, the pandemic appeared in the middle of a crisis of and in democracy long in the making. In some countries, it precipitated a worrisome deterioration of democratic governance and jeopardised the stability of democratic institutions. In others, it provided an opportunity for democratic leaders to rise to the occasion and regain citizens' trust through their capacity to deliver in the nation's interests. In most countries, however, COVID-19 has cast a potent spotlight on previously unnoticed or poorly addressed systemic flaws that limit democracy's capacity to emerge from the crisis unscathed. The COVID-19 pandemic is teaching us that the resilience of democracy, that is, the ability of democratic systems to function, to deliver, to be trusted and to command the enduring commitment of their citizens to democratic values and principles when confronted with an emergency, is not to be taken for granted.

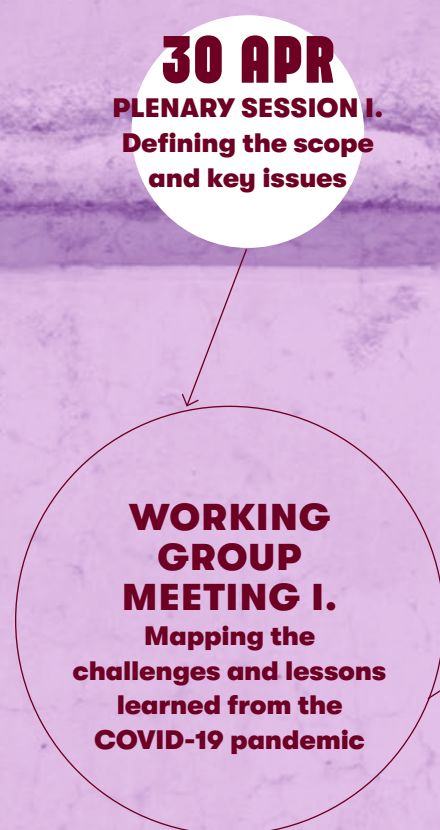
It is incumbent on democracies to draw on the lessons of the COVID-19 experience to be better prepared to face future emergencies with an effective, democratic approach. National and global leaders are being

called upon to rethink the foundations of our societies. Democracy's capacity for self-correction is invoked and democratic leaders are enjoined to take action, here and now, to enhance their democracies' resilience, as well as their ability to deliver in uncertain times.

Drawing lessons from the experience of COVID-19 to enhance the resilience of democratic systems in future emergencies is an enormous task, particularly as the pandemic continues to evolve through successive, highly uneven phases. Political scientists and democracy experts from around the world—in governments, international organisations, academia, think tanks and civil society—have been collecting data, producing analyses and putting forward recommendations to that effect in impressive numbers since the pandemic began. To integrate the ideas presented by the broad community of experts into a single global effort, bringing together thematic silos, geographies and communities of practice, Club de Madrid convened a Global Commission on Democracy and Emergencies.



GCDE ACTIVITIES



7 JUNE
WG1 - Mechanisms
of democracy &
fundamental rights

10 JUNE
WG2 - Social
inclusion in
emergency response

1 JULY
WG3 - Effective leadership
& democratic culture

19 AUG
Asia & Pacific – Policy
success through
anticipation: building a
democratic culture of
emergency preparedness

24 AUG
Africa & Middle East – Delivering for youth
in emergency response and recovery:
making democracy fit-for-purpose to
meet the needs of young people.

8 OCT
Latin America – Building trust between
citizens and public institutions in
emergency situations: lessons learned
from Latin America during COVID-19

13 SEPT
PLENARY II.
Good practices and lessons learned
from the pandemic to prevent
/ act in future global crises

**REGIONAL
DISCUSSIONS**
Identifying regional
challenges and
good practices

5 OCT
WG1 - Mechanisms
of democracy &
fundamental rights

29 SEPT
WG2 - Social inclusion in
emergency response

**WORKING
GROUP
MEETING II.**
Identifying good
practices and
innovative ideas

13 OCT
WG3 - Effective leadership
& democratic culture

29 DEC
Final Report drawn up
and published on Club
de Madrid website

4 NOV
**Plenary Session III. Review of
final policy recommendations
for the final report**

Held online with International IDEA, Oxfam International and Edelman as knowledge partners, March-December 2021. Drawing lessons from the experience of COVID-19 to enhance the resilience of democratic systems to future emergencies.

The Global Commission built its work around three cornerstones of democratic resilience: the mechanisms of democracy & fundamental rights, social inclusion, and effective leadership & democratic culture.

Over the course of nine months and in the midst of the ongoing and dynamic COVID-19 pandemic, a series of working sessions, deliberations, and regional consultations were held to identify good practices and

the lessons learned about democracies' ability to keep institutions functioning; to protect fundamental rights within emergency response; to deliver services, including emergency services, inclusively to all citizens; and to respond to the crisis with the kind of leadership that serves to uphold citizens' trust in democracy.

Chaired by Member **Yves Leterme**, with Member **Aminata Touré** and **Kevin Casas-Zamora** (Secretary-General of International IDEA and former Vice-President of Costa Rica) as vice-chairs, the Global Commission brought together a total of sixteen commissioners, including Club de Madrid Members and leaders from other organisations. Three knowledge

partners, **International IDEA**, **Oxfam International** and **Edelman**, helped guide the Global Commission's reflections by preparing papers providing data, analysis and basic frameworks for its recommendations.

The final report, which includes full list of Commissioners, was launched in late December 2021, presents a series of **20 recommendations**, directed at democratic governments, public institutions, and political and civil society stakeholders around the world, to help guide their steps as they seek to put in place the conditions that will enable a more effective, more democratic response to future emergencies. The report will be widely distributed and shared throughout 2022.



MEMBERS ENGAGED



Kim Campbell
Prime Minister of Canada (1993)



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



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



Hanna Suchocka
Prime Minister of Poland (1992-1993)



Han Seung-soo
Prime Minister of Korea (2008-2009)



Aminata Touré
Prime Minister of Senegal (2013-2014)



Danilo Türk
President of Slovenia (2007-2012)



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



Mehdi Jomaa
Prime Minister of Tunisia (2014)



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



Jorge Quiroga
President of Bolivia (2001-2002)



Roza Otunbayeva
President of Kyrgyzstan (2010-2011)



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



RELATED PUBLICATIONS



Democracy & emergencies: lessons learned from the COVID-19 pandemic for democratic resilience



Working Paper – Mechanisms of democracy & fundamental rights



Working Paper – Responding with equality: the case for combating extreme inequality to tackle crises, strengthen democracy and foster a fairer future in the wake of the coronavirus pandemic



Working Paper – Effective leadership & democratic culture: building trust between citizens and public institutions in emergency situations



Yves Leterme
Club de Madrid Member,
Chair of the Global
Commission on Democracy and
Emergencies



Global Commission on Democracy & Emergencies: learning from the COVID-19 pandemic



Africa & Middle East – Delivering for youth in emergency response and recovery: making democracy fit-for-purpose to meet the needs of young people



Asia & Pacific – Policy success through anticipation: building a democratic culture of emergency preparedness



Latin America – Building trust between citizens and public institutions in emergency situations: lessons learned from Latin America during COVID-19



20

21

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 level in our increasingly interconnected world.

BACKGROUND

Digital transformation is rapidly reshaping the panorama of fundamental rights around the world. While digital technologies and artificial intelligence (AI) create new opportunities for the enjoyment of human rights, they also generate new threats to their protection. Likewise, they are introducing new concepts of rights and obligations that arise directly from the relationship between citizens and technology.

With social mores potentially compromised by the speed of digitalisation, artificial intelligence and social media, and international tensions created by loopholes in the rules-based multilateral system for AI and digital governance, Club de Madrid believes that a foundational, norm-setting initiative is imperative to ensure that we govern digitalisation before it governs us.


In this context, Club de Madrid, in partnership with the Boston Global Forum (BGF), is implementing a five-year initiative (2021-2025) to contribute to global consensus-building around a human-centred agenda for digital transformation and the governance of digital societies.

ACTIVITY


Fundamental Rights in AI & Digital Societies - Towards an International Accord. This online event, co-organised with the Boston Global Forum on 7-9 September, focused on the intersections between digital technologies, fundamental rights and global governance, analysing challenges and opportunities to bring our global community to agreement on a basic set of principles to protect and promote fundamental rights in AI and digital societies.

The anchor of the discussions was a vision for a human-centred digital age, analysing the opportunities for and threats to fundamental rights in AI and digital societies; transatlantic approaches to protect them, and the elements and processes necessary for a broader, international legal framework.


As a result of the initiative, both organisations committed to continue working in 2022 towards a *Global Alliance for Digital Governance*, bringing together national governments, high-tech companies and civil society to champion an international accord on AI and digital technologies.




Kevin Rudd
Prime Minister of Australia




Hanna Suchocka
Prime Minister of Poland (1992-1993)




Aminata Touré
Prime Minister of Senegal (2013-2014)



Danilo Türk
President of Slovenia (2007-2012)



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



Sean Cleary
Executive Vice-Chair of the FutureWorld Foundation



MEMBERS AND ADVISORS



Esko Aho
Prime Minister of Finland (1991-1995)



Kim Campbell
Prime Minister of Canada (1993)



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



Doris Leuthard
President of Switzerland (2010-2017)



Iveta Radicova
Prime Minister of Slovakia (2010-2012)

“It is extremely important that the policymakers in democracy have as much support as possible, not just

on the technical aspects, but also in understanding the nexus between technological developments and what that can mean for business, trade, and all sorts of good things, and what it means for the reality of democratic governance”



Kim Campbell
Prime Minister of Canada (1993)

Policy Lab on Fundamental Rights in AI & Digital Societies - Towards an International Accord, 7-9 September 2021



RELATED PUBLICATIONS



Three subcommittees prepared working papers on the opportunities and threats to fundamental rights in AI and digital societies; the transatlantic approaches to protect them, and the elements and processes necessary for an international legal framework.



The final document brought together input from the papers and the Policy Lab discussions, creating a set of policy recommendations to move towards an international accord on AI.



VIDEO

MEDIA DIALOGUE: SUPPORTING SUSTAINABLE MEDIA SECTOR REFORM IN KYRGYZSTAN

**International perspectives on
information policy and media
development in the digital age**

**Recommendations for the inclusive development of an
Information Policy Strategy in the Kyrgyz Republic.**



Online webinar held in collaboration with Article 19 and European Partnership for Democracy (EPD) as the leader of the Media Dialogue project, May 2021. This event focused on supporting local partners to develop an Information Policy Strategy under the umbrella of the EU Media Dialogue grant programme to improve the media environment in the country. The objective of the project was to harness the power of the media in safeguarding conflict-free elections, providing public-service value content and supporting high-quality journalism with media policy reforms.

Club de Madrid supported the Media Dialogue project by holding a discussion that provided a platform for dialogue and reflection between international high-level media experts and stakeholders on the benefits of reforming media policy and legislation in line with international freedom of expression standards and good practices.



MEMBER ENGAGED



Boris Tadic
President of Serbia
(2004-2012)

**“There is no
democracy
without
free media.**

But free media is not a guarantee of democracy. It depends on the country’s political culture”



Boris Tadic
President of Serbia
(2004-2012)



Twitter
thread



**RELATED
PUBLICATIONS**



VIDEO

YouTube video of the session: International perspectives on information policy and media development



Read final
report here

GENDER EQUALITY

Gender equality is central and mainstreamed in our advocacy efforts and programmes since a democracy that delivers can only be achieved when all people, men and women, have equal rights, opportunities and responsibilities.

Djuntu pa igualdadi: a participatory response to gender-based violence in Cape Verde

Conference. Ten years of the Gender Violence Law in Cape Verde

Online conference, held in collaboration with the European Partnership for Democracy (EPD) as project leader, 26 March 2021. The event supported local partners in the struggle to combat gender-based violence (GBV) in Cape Verde. The *Djuntu Pa Igualdadi* project is conducting a participatory audit on the implementation of the GBV Law and its regulation and collecting data on the implementation of the law in conjunction with civil society partners.

Member Rodríguez Zapatero stressed the importance of placing gender at the core of every policy action and highlighted three important cornerstones: prevention, protection and participation, and stated that the most important change our civilisations will see in the

21st century is women conquering equality.

Club de Madrid also contributed to this project through online campaigns featuring some of its Members. These were led by local partners and reinforced the importance of the Gender Violence Law, underlining the need for a comprehensive legal approach that takes into account the importance of a public policy evaluation culture with a participatory approach.

In a second phase of this project, Club de Madrid is considering a high-level mission to Cape Verde in 2022 to advocate for a new gender-based violence law, improved access to integrated social and psychological public services and the strengthening of women's participation as agents of development and change.



MEMBER ENGAGED



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

MEMBERS IN THE VIDEO/ SOCIAL MEDIA CAMPAIGN



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



Aminata Touré
Prime Minister of Senegal (2013-2014)



Hilda Heine
President of the Marshall Islands (2016-2020)



Tarja Halonen
President of Finland (2000-2012)

“The most important change of the 21st century will be the conquest of women’s rights”



Article on Zapatero's speech at the conference, published in the digital newspaper *El Plural*



Twitter thread



RELATED PUBLICATIONS



VIDEO

Marie-Louise Coleiro Preca



VIDEO

Aminata Touré



VIDEO

Joyce Hilda Banda



VIDEO

Tarja Halonen

YOUNG MEDITERRANEAN VOICES

Youth Democratic Engagement

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

role of youth as drivers of social change were some of the themes addressed in these activities that were Club de Madrid's last contribution to the project which finalised in the first semester of 2021.

The Young Mediterranean Voices (YMV) project, led by the Anna Lindh Foundation, centred on empowering young leaders from Europe and the Southern Mediterranean area to enhance a culture of dialogue, contribute to public policymaking and shape media discourse.

The 2021 Virtual Leadership Seminar, held from 27-29 January, brought together over 25 active

young leaders from across the Euro-Med region. Club de Madrid Members were key participants in the event supporting the mentorship and capacity-building dimension of the project and the networking skills of Euro-Mediterranean representatives encouraging them to bring positive social change to their communities.

Inspirational leadership and policy-making experiences in areas such as effective policy shaping and the



MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



Tarja Halonen
President of Finland
(2000-2012)

“Basic economic, health, political and social structures, both at the national and international level, must be strengthened to reduce existing inequalities”



Tarja Halonen
President of Finland
(2000-2012)



shared societies

2.

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

Shared Societies & GLOBAL DEVELOPMENT

Promoting inclusive development to leave no one behind

Provides policy leadership to shape global development efforts around a shared commitment to equity and inclusion.

Throughout 2021, Club de Madrid advocated for equity and inclusion to be at the core of the implementation of the **2030 Agenda and the Sustainable Development Goals (SDGs)**, through a series of policy discussions and advocacy initiatives that placed special emphasis on the challenges to social inclusion exacerbated by COVID-19. Unequal access to healthcare, housing, remote work, education, livelihood support and social protection have placed certain communities—many of which are minorities—in a position of heightened vulnerability as a result of the pandemic, making inclusive social development a necessary condition for stronger resilience to future crises.

Building on extensive consultations with over 25 Members, Advisors and partners from across the globe, Club de Madrid actively called for a **World Summit for Social Development** as an urgent and necessary forum to revitalise the global commitment to Agenda 2030 and the SDGs and, in particular to their social dimension, framed in a new narrative suited to the post-COVID reality. This recommendation was included in Club de Madrid's report *Our Common Agenda: UN After 75*, submitted to the UN Secretary-General in March 2021 and subsequently echoed in the *Our Common Agenda* report which the UN Secretary-General presented to the General Assembly in September.



Our Common Agenda:
UN After 75



“Addressing the gaps evidenced and exacerbated by COVID-19 in terms of access to health, education, decent work and social protection

will require decisive political commitment to the social dimension of the 2030 Agenda, and a coordinated push by the UN and its Member States, international financial institutions, regional organisations and other development actors, including businesses and civil society. There is no better nor more inclusive forum than the UN to evoke such a commitment and to call so many to action.”



Club de Madrid's Position
Paper on *Our Shared
Commitment to Social
Development*, November 2021

Throughout 2021, with the objective of gathering momentum for a renewed global commitment to inclusive social development, Club de Madrid engaged with partners in the following activities:

LIVE SESSION AT THE 59TH SESSION OF THE UN COMMISSION FOR SOCIAL DEVELOPMENT

Official online side-event, co-organised by FES, 10 February. This session discussed the importance of shaping and strengthening multilateral efforts towards social justice and inclusion in the post-COVID era. The event brought together the International Trade Union Confederation, the NGO Committee on Social Development and representatives from Colombia and Portugal.



MEMBER ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



Aminata Touré
Prime Minister of Senegal
(2013-2014)

VIDEO PRESENTATION AT THE CSOCD59 CIVIL SOCIETY FORUM

Club de Madrid and FES co-produced a short video titled *Time to Shake the Trees*, February. The video was presented at the CSOCD59 Civil Society Forum and featured on the UN Social Development Network's website and social media channels and called for a second World Summit on Social Development.



VIDEO

Time to Shake the Trees

SOCIAL DEVELOPMENT POLICIES AFTER THE COVID-19 PANDEMIC: REDUCING INEQUALITIES TO MAKE EVERYONE COUNT

Virtual side-event during the UN's High-Level Political Forum, co-hosted with Portugal's Mission to the UN, 6 July. This session highlighted our proposal for a World Summit on Social Development to ensure that the multilateral system delivers on the social dimension of the 2030 Agenda. Participants included Oxfam International, Aurat Foundation (Pakistan), and representatives from Morocco, Argentina and Portugal.



MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



Aminata Touré
Prime Minister of Senegal
(2013-2014)



MEMBERS ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)



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

SYMI SYMPOSIUM 2021

Club de Madrid panel, *The R-evolution of development models: from global to local - Foresight on the challenges of a just and inclusive green transition*, 11-15 July. This event emphasised the need to update the 2030 Agenda narrative, with an emphasis on social inclusion, through a second World Summit on Social Development, and promoted the concept of *Shared Societies* as a framework for planning a sustainable future.

SOUTHERN VOICE'S 3RD ANNUAL CONFERENCE

Club de Madrid Opening Plenary shaping an equitable post-COVID world: the role of Global South think tanks, 9 November. This meeting highlighted the impact of the pandemic on marginalised communities and the need for the international community to come together to address this unprecedented moment in time. The Panel was joined by the UN Assistant Secretary-General for Strategic Coordination, the Director of the OECD Development Centre and the T-20 Indonesia Co-Chair.



MEMBER ENGAGED



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

Encouraged by the UN Secretary-General's call for a World Social Summit in 2025, Club de Madrid continues to drum up consensus around this initiative among UN Member States, with whom the responsibility to act now rests, and within civil society, whose involvement will be crucial to ensure broad-based, inclusive change.



PRINCIPLES FOR EQUITY DURING GLOBAL CRISES

In October 2020, Club de Madrid Members approved a set of **Principles for Equity during Global Crises**, as the guidelines for placing equity at the centre of policy responses to COVID-19. In March 2021, on the first anniversary of the WHO official declaration of the pandemic, we restated the relevance of these principles through a seven-week-long social media campaign under the #EquityThursdays hashtag. Our weekly posts illustrated how the Principles for Equity had come to life in discussions of various sorts and on various topics, from public health to economic policy.



Principles for Equity
during Global Crises

“Consideration should be given to holding a World Social Summit in 2025.”

This would be an opportunity to hold a different form of global deliberation and to live up to the values, including trust and listening, that underpin the social contract. The Summit outcome could be an update of the 1995 Copenhagen Declaration on Social Development, covering issues such as universal social protection floors, including universal health coverage, adequate housing, education for all and decent work, and give momentum towards achieving the Sustainable Development Goals.”



Our Common
Agenda, Report of the
Secretary-General,
United Nations, 2021

Building Leadership for Shared Societies

Seeks to empower emerging leader, those committed to granting equal participation to minorities and vulnerable communities in decision-making processes, to counter discriminatory rhetoric, given the current climate of political polarisation.

SHARED SOCIETIES' EMERGING LEADERS: UBUNTU UNITED NATIONS INITIATIVE



MEMBER ENGAGED



Danilo Türk
President of Slovenia
(2007-2012)

As part of our efforts to support the empowerment of young people committed to social justice and inclusion, Club de Madrid supported the Ubuntu United Nations initiative entitled "Building bridges: igniting youth action for unity and diversity" through Member engagement in the following activities:

Online Launch, 16 May. This event encouraged young leaders to engage in national and global challenges in their countries in a panel shared with UNSG António Guterres and the Portuguese President, Marcelo Rebelo de Sousa.

Online Inter-generational Policy Dialogues (October-December). This activity encouraged youth representatives to play a significant role in national efforts to implement the 2030 Agenda, with inspirational messages based on the *Shared Societies* vision of inclusion and unity in diversity and applying a *Shared Societies* perspective to the analysis of policy issues that are relevant to the younger generation. Club de Madrid Members led specific sessions of dialogue on Peace and Reconciliation, Intercultural and Interfaith Dialogue, Overcoming Poverty, Human Rights, Gender Equality and Environmental Protection. The initiative mobilised around 600 young delegates from the 190 countries with a seat at the United Nations. (Members engaged: Club de Madrid Members Bachelet, Elbegdorj, Ramos Horta and Türk)



VIDEOS



Inaugural
session



Michelle
Bachelet



Danilo
Türk



Elbegdorj
Tsakhia



“In order to tackle social exclusion, we have to believe social inclusion is possible”



Elbegdorj Tsakhia
President of Mongolia
(2009-2017)



MEMBERS INVOLVED AS “CHAMPIONS”



Elbegdorj Tsakhia
President of Mongolia
(2009-2017)



Tarja Halonen
President of Finland
(2000-2012)



Chandrika Kumaratunga
President of Sri Lanka
(1994-2005)



Aleksander Kwasniewski
President of Poland
(1995-2005)



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



Kevin Rudd
Prime Minister
of Australia



Boris Tadić
President of Serbia
(2004-2012)

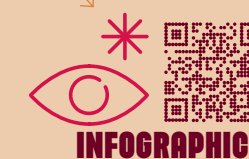


Cassam Uteem
President of Mauritius
(1992-2002)

BUILDING INCLUSIVE LEADERSHIP: POLITICAL VOICES FOR INCLUSION

Club de Madrid identified a select group of political leaders and public servants from current and former public administrations, at national and local level, who have pioneered successful approaches to appease identity-based tensions and bridge the gaps of polarisation and social division in their countries and communities. Extracting lessons from their individual and collective experience enabled Club de Madrid to demonstrate the benefits of inclusive discourse and policy action and formulate recommendations for other leaders.

These resources are being integrated in a digital platform to be launched in 2022 that showcases their profiles and a set of good practices drawn from their experiences. 2022 will see further development of this project with Leader Insight Sessions to discuss possible responses to managing identity-based divisions and polarisation. The conclusions of these sessions will be compiled in a final report as a tool to guide and support current political leaders in this task.



INFOGRAPHICS

Infographic Online Platform

Going forward, this effort will enhance Club de Madrid's capacity to support political processes and offer political leaders specific, practical recommendations for inclusive discourse and policy action to build *Shared Societies* from a public service and political leadership position.

Shared Societies Response to Migration in Latin America

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

CHANGING THE NARRATIVES: DEMYSTIFYING MIGRATION IN LATIN AMERICA

This new initiative has been developed in collaboration with the Department of Social Inclusion of the Organization of American States and Equilibrium CenDE to draw up evidence-based recommendations and tools for political leaders and public servants to generate positive migration narratives and improve migration-related policy frameworks. These recommendations will be put together in a final report to be launched in February 2022 that will include findings on the effect of migration narratives, examining their construction and impact on public opinion. This document aims to serve as an advocacy tool to catalyse policy dialogue and reflections on migration and integration policies in this subcontinent, improving the capacity of leaders and public servants in Latin America to participate and engage more effectively in the public debate around migration in the region.

Online Consultative Workshop co-organised with Equilibrium CenDE (Peru), SUDIMER, UNAM (México) and Diásporas (Colombia), 29 June. This event present-

ed the preliminary findings of the in-country research study on migration narratives in Peru, Mexico, and Colombia. The participants, which included government representatives, regional organisations, journalists and migration experts, provided feedback on the outcomes and recommendations discussed to promote inclusion and prevent anti-migrant narratives.



MEMBERS AND PARTNERS



Laura Chinchilla
President of Costa Rica
(2010-2014)

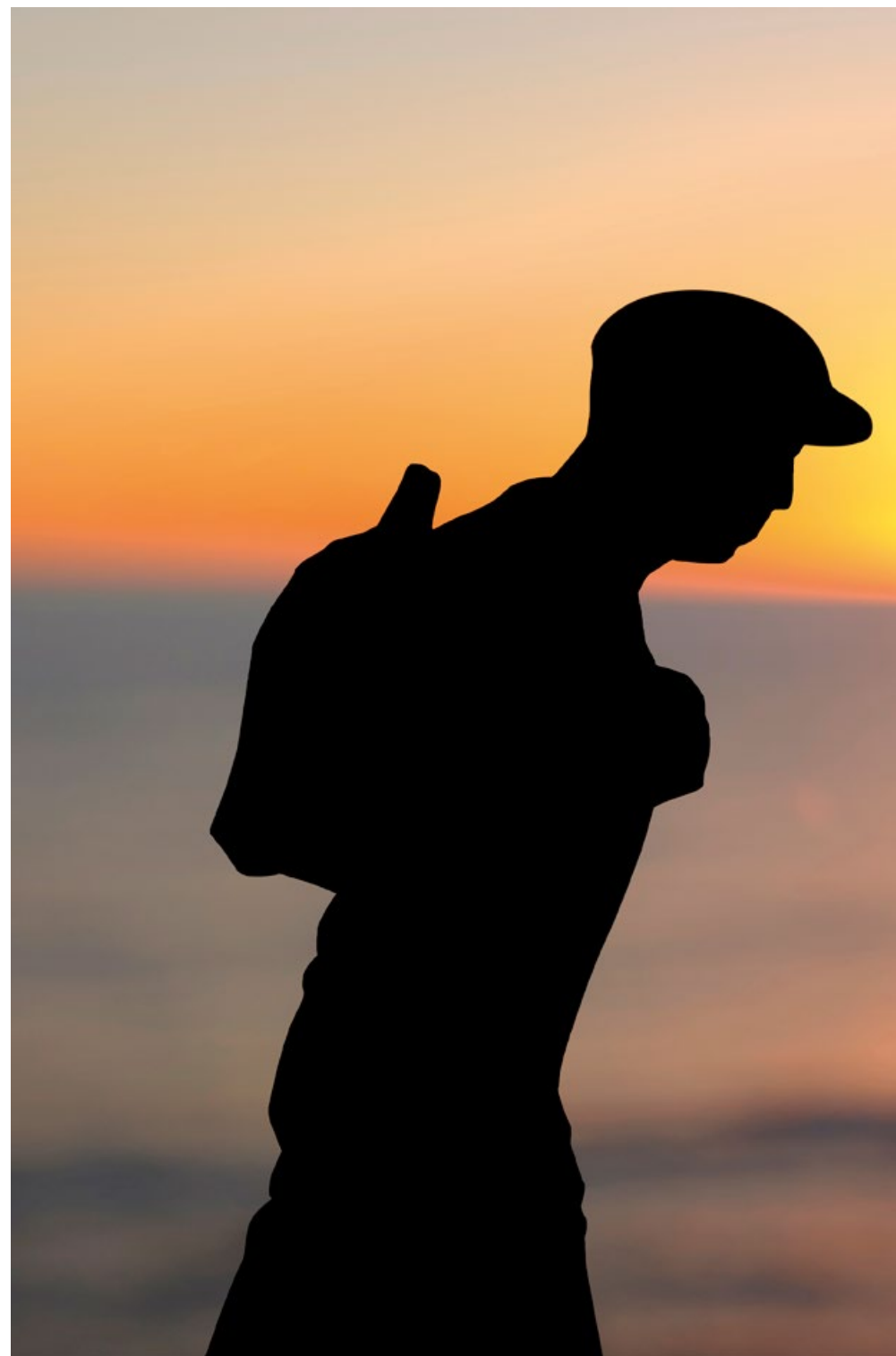


Florinda Rojas
SSP NetPLUS Member



PRESS

Mitos, prejuicios y narrativas
agravan la situación de los migrantes



Shared Societies in-country implementation

Offers direct counsel to national political representatives on how to build Shared Societies given their specific national context.

PAKISTAN

Club de Madrid, in partnership with Aurat Foundation, supported the inclusive implementation of Agenda 2030 in Pakistan by organising a series of discussions aimed at demonstrating the importance of inclusion and participation of diverse social groups in the effective achievement of SDGs in this country. Three online sessions were organised bringing together a large number of participants in an open exchange of ideas and good practices and generating lively interaction with traditional and social media:



MEMBER ENGAGED



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

“THE ROLE OF PARLIAMENTARIANS IN ENSURING INCLUSIVE AND PARTICIPATORY DEVELOPMENT IN PAKISTAN”,

co-organised with the National and Provincial Assemblies' Parliamentary Taskforces on SDGs and the Parliamentary Commission for Human Rights to analyse inter-institutional coordination, the inclusion of stakeholders in development planning, the role of Parliament during the COVID-19 crisis and the relevance of a gender perspective in parliamentary work.

“INTEGRATING VULNERABLE COMMUNITIES’ INPUTS TO AN INCLUSIVE DEVELOPMENT ROADMAP IN PAKISTAN”

bringing together several religious and ethnic minority leaders from across the country to discuss their different engagement experiences with governmental institutions on inclusive and participatory development with the objective of bolstering strategies and agreements between the state and vulnerable communities for the inclusive and participatory implementation of SDGs.



MEMBER ENGAGED



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



MEMBER ENGAGED



Kim Campbell
Prime Minister of Canada
(1993)

“CIVIL SOCIETY PERSPECTIVES ON AN INCLUSIVE DEVELOPMENT ROADMAP IN PAKISTAN”

to foster consensus and consolidate strategies between the State and a broad range of CSOs - workers’ unions, the media, the transgender community and organisations for people with disabilities - on the need to craft sustainable development policies to effectively achieve the SDGs in an inclusive and participatory manner.



MEMBER ENGAGED



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

A Call to Action, reflecting the key ideas and recommendations discussed, was published and disseminated among institutions and stakeholders engaged in Agenda 2030 implementation, including the President’s Office, the Human Rights Ministry, Religious Affairs Ministry and the Convener of the Task Force on SDGs in the National Assembly.

A second phase of the initiative featured virtual, high-level bilateral meetings with Pakistani leaders engaged in SDG implementation, such as the Head of the SDG Unit in the Ministry of Planning Development and Special Initiatives, during which recommendations were shared and discussed one-to-one. Both partners look forward to continuing this project in 2022.



Civil Society Perspectives on Inclusive Development Roadmap in Pakistan



Integrating Vulnerable Communities Inputs to Inclusive Development Roadmap in Pakistan



Inclusive Implementation of Agenda 2030 in Pakistan



PERU

Club de Madrid and the NGO Ashanti-Peru launched “Dialogue for the inclusion of the Afro-Peruvian people” in June 2021 to support civil society efforts in the country. A series of bilateral and public virtual events, as detailed below, tackled the inclusion of this particular identity group and the visibility of the challenges faced in this sphere by the new government elected in July 2021.

A second phase of this joint initiative with Ashanti Peru was agreed and is scheduled to continue in 2022, focusing on greater interaction with Peruvian parliamentarians and the approval of specific legislation against racism.

Activities

Online bilateral meetings for the “Assessment Phase”, May-June. These meetings identified the main challenges facing the Afro-Peruvian community that need to be addressed by the new Government of Peru elected in July 2021. Bilateral meetings were held with representatives from the ministries of Human Rights, Culture and Education.

Online dialogue “*Democracy and Inclusion: dialogue between former President Laura Chinchilla and Members of the Parliament of the Republic of Peru*”, 28 August. This event shared some of the lessons learned and identified by the *Shared Societies Project* in the region as well as Member Chinchilla’s own experience on inclusion policies for the Afro-descendant community in Costa Rica. The initiative brought together over fifteen Peruvian parliamentarians from different political parties who presented numerous proposals and challenges on topics such as the inclusion of linguistic minorities, the challenges of Afro-descendants in Peru and more specific LGBTQ+ community issues. Margot Palacios, President of the Peruvian Parliamentary Commission on Indigenous, Andean and Afro-descendant Affairs also joined the session and expressed her commitment to the objectives of the Club de Madrid-Ashanti initiative, inviting the President of Ashanti Peru, Marco Ramírez, to attend a working session of the Parliamentary Commission on the subject.



MEMBER ENGAGED



Laura Chinchilla
President of Costa Rica
(2010-2014)



MEMBER ENGAGED



Aminata Touré
Prime Minister of Senegal
(2013-2014)

Online dialogue “*Dialogue for the inclusion of the Afro-Peruvian people*”, 11 October. This initiative strengthened local capacities and increased awareness of this challenge among Peruvian Government representatives including Susana Matute, the Director of Afro-Peruvian Policies at the Ministry of Culture, and Percy Castillo, Peru’s Deputy Ombudsman. The issues on the agenda included: i) discrimination through media portrayals, treatment by the administration or non-recognition in the Constitution; ii) data on the perception of Afro-Peruvians in the country and; iii) the need to implement policies, not only approve them. Member Touré focused her contribution on how Africans and Afro-descendants have suffered racism across all continents and stressed the importance of investing in laws to counter racism in our societies.

PARAGUAY

SDG 1
NO POVERTY

SDG 2
ZERO
HUNGER

SDG 10
REDUCED
INEQUALITIES

SDG 13
CLIMATE
ACTION

In partnership with the local NGO Decidamos, Club de Madrid supported Paraguayan authorities and civil society organisations in their efforts to ensure the adoption and eventual implementation of inclusive public policies in the context of the 2030 Agenda, particularly SDGs 1, 2, 10 and 13, with special emphasis on indigenous and peasant populations. Building on the conclusions of the Voluntary National Review (VNR) on SDG progress presented by Paraguay in July 2021, the first phase of the project entailed the drafting of four reports on policymaking status in the aforementioned SDG areas from 2016-2020, and on the perspectives and challenges for 2021-2025. This was followed up with a series of consultative workshops with political and social actors as illustrated below.

A second phase of the project convened a series of online bilateral meetings with high-level Paraguayan Government leaders, including the President, civil society organisations and the international community to disseminate the final reports. These efforts were combined with a communications campaign and a podcast series with Club de Madrid Members and experts to address policy priorities to advance the SDG areas of interest.

Activities

Virtual consultation with the SDG Commission in Paraguay, 18 August. This event brought the initiatives’ objectives and policy proposals to representatives of ministries and national institutions in Paraguay’s National SDG Commission, emphasising the organisers’ willingness to support this process and highlighting Club de Madrid’s commitment to bringing the individual and collective experience of its Members in similar exercises to the Paraguayan process.

Consultation Session with Civil Society, 6 October. This session discussed the situation of the SDGs from 2016-2020 with representatives of civil society groups and identified specific recommendations for 2021-2025.

Consultation Session with Political Parties, 22 October. This event focused on the role of political leaders and parliamentarians in SDG implementation, bringing together representatives from eight different political parties.



MEMBER ENGAGED



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



ADVISOR ENGAGED



Susana Malcorra
Minister of Foreign Affairs
and Worship of Argentina
(2015-2017)

Multilateralism and Global COOPERATION



3.

To rally consensus among the global community around an inclusive, rules-based, sustainable approach to address global challenges.



MULTILATERALISM AND GLOBAL COOPERATION

GLOBAL PUBLIC HEALTH AFTER COVID-19: MULTILATERALISM THAT DELIVERS FOR IMPROVED PANDEMIC PREVENTION, PREPAREDNESS AND RESPONSE

CCOVID-19 evidenced the importance of providing global, collective and coordinated responses, based on more effective global health security mechanisms. To that end, empowering the WHO, providing it with greater authority, reinforced capabilities, resources and programs to build health resilience at community level, and enhancing international cooperation is a priority to strengthen the world's health architecture.

Following our commitment to continue advocating for multilat-

eralism that effectively delivers on global public health security, with the support of the AIDS Healthcare Foundation (AHF) and the AHF Global Public Health Institute at the University of Miami (Florida), we moved forward with our work in conjunction with the Panel for a Global Public Health Convention (GPHC) to tackle pandemic prevention, preparedness, and response shortcomings by bringing the discussion of the need for a global treaty, convention, or international agreement to the World Health Organization's World Health Assembly, the UNGA and the G20.

Our advocacy efforts highlighted below raised our concerns on the urgent need for the reform of the world's public health architecture to effectively prevent, prepare and respond to infectious disease outbreaks and other public health emergencies.



MEMBERS AND ADVISORS



Joyce Banda
President of Malawi
(2012-2014)



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



Kim Campbell
Prime Minister of Canada (1993)



Laura Chinchilla
President of Costa Rica (2010-2014)



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



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



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



Mario Monti
Prime Minister of Italy (2011-2013)



Danilo Türk
President of Slovenia (2007-2012)



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



Susana Malcorra
Minister of Foreign Affairs and Worship of Argentina (2015-2017)



RELATED PUBLICATIONS



Club de Madrid statement on World Health Day with recommendations for a reinforced global public health system, 7 April 2021



Open letter ahead of the Global Health Summit to be held in Rome on 21 May 2021



Open letter to world leaders: a historic opportunity to achieve global pandemic preparedness and response, 11 November 2021

INTERGENERATIONAL LEADERSHIP FOR THE FUTURE OF EUROPE



CLUB DE MADRID

European Strategic Autonomy

Cycle of Dialogues
Intergenerational Leadership for the Future of Europe

25 JUNE 2021





In 2021, with the support of the Spanish Ministry of Foreign Affairs, European Union and Cooperation, Club de Madrid continued advocating for a strong, united, autonomous and open European Union that is capable of responding to current challenges in the context of the Conference on the Future of Europe.

Our analysis focused on a series of thematic priorities for Club de Madrid including the future of European strategic autonomy, the EU's digital and green transformations, and the strengthening of European

citizenship and fundamental values. Our exchanges brought together the political and experienced perspective of Club de Madrid Members from across Europe, the practical experience of political leaders from the Portuguese Presidency of the European Union, the Spanish Government and the European Commission, as well as the aspirations and vision of civil society representatives and youth leaders from the European think tank Friends of Europe and the youth organisation Equipo Europa. The results are part of our contribution to the Conference on the Future of Europe.

Activities

HIGH-LEVEL DIALOGUE ON EUROPEAN STRATEGIC AUTONOMY

This meeting was held on 25 June, with the debate focusing on whether the European Union should pursue Strategic Autonomy and push for greater European sovereignty growing in intensity. The sessions were devoted to reflecting on the European concept of Strategic Autonomy, the circumstances that make this debate relevant and controversial, and the implications that this concept carries at domestic and international levels. The sessions paid special attention to security and defence but also took into account other aspects of European Strategic Autonomy including the economy, capital, trade, health, energy, technology, standards and values.



MEMBERS ENGAGED

Herman Van Rompuy
Prime Minister of Belgium (2008-2009) and President of the European Council (2009-2014)

Danilo Türk
President of Slovenia (2007-2012)

Iveta Radicova
Prime Minister of Slovakia (2010-2012)

José Manuel Barroso
Prime Minister of Portugal (2002-2004), President of the European Commission (2004-2014), Chair of GAVI

Ivo Josipović
President of Croatia (2010-2015)

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

HIGH-LEVEL DIALOGUE ON EUROPEAN VALUES AND CITIZENSHIP

This discussion, held on 29 September, aimed to pinpoint specific mechanisms and proposals to strengthen the efforts of Member States and European institutions in ensuring full respect and implementation of all European values, including democracy and the rule of law in all European Member States. The initiative also addressed the development of possible mechanisms to strengthen the participation of European citizens in the democratic life of the European Union.



MEMBERS ENGAGED

Danilo Türk
President of Slovenia (2007-2012)

Aleksander Kwasniewski
President of Poland (1995-2005)

Alexander Stubb
Prime Minister of Finland (2014-2015)

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

Ivo Josipović
President of Croatia (2010-2015)

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

INTERGENERATIONAL CONSULTATIONS ON THE FUTURE OF THE EUROPEAN UNION

In September 2021, Club de Madrid organised a cycle of intergenerational dialogue between Members and youth representatives to navigate the future of Europe with emphasis on the green and digital transitions that are required to guarantee a prosperous and sustainable future for European citizens. The young people involved brought a fresh perspective to the debate on the reforms and transformations Europe needs to meet their hopes and expectations for a bright, secure future.



MEMBERS ENGAGED

José Manuel Barroso
Prime Minister of Portugal (2002-2004), President of the European Commission (2004-2014), Chair of GAVI

Danilo Türk
President of Slovenia (2007-2012)

Ivo Josipović
President of Croatia (2010-2015)

“We need to fight for values. We should be strong in the fight for the European Union”



Aleksander Kwasniewski
President of Poland (1995-2005)



MULTILATERALISM AND GLOBAL COOPERATION

DIALOGUE BETWEEN CHINA AND THE WORLD

2021 Imperial Springs International Forum: multilateralism in the post-COVID era

The 2021 Imperial Springs International Forum, held in hybrid format from 5-6 December, focused on multilateralism in the post-COVID era. Its conclusions highlighted the need to strengthen multilateral cooperation through specific actions, revitalise the international system with the United Nations at its core, and suggested following up on the implementation of the UN Secretary-General's report on *Our Common Agenda* as a useful global platform for that purpose. The celebration of a second World Social Summit received wide support from international and Chinese participants. Over forty prominent leaders from China and other parts of the world participated in this year's Forum, including twenty Members of Club de Madrid, President Xi Jinping, and United Nations Secretary-General Guterres. Vice President Wang Qishan also took part in this year's Forum as did Li Xi, Secretary of the Communist Party of China's Provincial Committee

of Guangdong, who attended the event personally. As is customary, this Forum was held in partnership with the Chinese People's Association for Friendship with Foreign Countries (CPAFFC), the People's Government of Guangdong Province and the Australia China Friendship Association (ACFEA). It was hosted by Dr. Chau Chak Wing, Chair of the Asia-Pacific Region of Club de Madrid's President's Circle.



MEMBERS ENGAGED



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



Boris Tadić
President of Serbia
(2004-2012)



Danilo Türk
President of Slovenia
(2007-2012)



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



Esko Aho
Prime Minister of Finland
(1991-1995)



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



Han Seung-soo
Prime Minister of Korea
(2008-2009)



Ivo Josipović
President of Croatia
(2010-2015)



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



Jenny Shipley
Prime Minister of New Zealand
(1997-1999)



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



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



Laura Chinchilla
President of Costa Rica
(2010-2014)



Mauricio Macri
President of Argentina
(2015-2019)



Mehdi Jomaa
Prime Minister of Tunisia
(2014)



Ricardo Lagos
President of Chile
(2000-2006)



Roza Otunbayeva
President of Kyrgyzstan
(2010-2011)



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



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



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

ISIF Expert Meetings: 22-23 February and 30-31 August

In preparation for the Forum, Club de Madrid Members participated in two Expert Meetings that helped identify key elements and specific proposals in which ISIF could serve as a meaningful platform to find common ground at a time when dialogue appears to be increasingly difficult. Discussions covered issues such as delivering on the 2030 Agenda in the context of the COVID-19 pandemic; international governance of public health crises; the issue of leadership; reform of the global governance system; the economic recovery and revitalisation of globalisation.



MEMBERS ENGAGED



Aminata Touré
Prime Minister of
Senegal (2013-2014)



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



Danilo Türk
President of Slovenia
(2007-2012)



Jenny Shipley
Prime Minister of New
Zealand (1997-1999)



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



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



“Citizens all over the world are in need of responsive, responsible and reliable leaders able to help societies recover from COVID-19

and navigate through deep existential transformations affecting their present and future. Our societies need a kind of leadership able to fight poverty, climate change, conflict and human rights violations, and promote development, peace, and sustainability, principles at the very core of multilateralism”

“The world is facing unprecedented times that demonstrate the need for a solid and upgraded global cooperation system.

The COVID-19 pandemic has shown us the consequences of the world’s collective failure to act together for the common good. It is time to learn from our failures and build upon our joint interests”



Danilo Türk
President of Slovenia
(2007-2012)

“There is no better way to respond to the challenge posed by COVID-19

than the international community supporting the adoption of a new legally binding health treaty or convention”



Laura Chinchilla
President of Costa Rica
(2010-2014)



Outreach and DEVELOPMENT

4.

To rally consensus among the global community around an inclusive, rules-based, sustainable approach to address global challenges.



OUTREACH AND DEVELOPMENT

MAKING THINGS HAPPEN

In 2021, Club de Madrid's outreach work focused on fundraising and partnerships, and on leading advocacy efforts to ensure that the core messages of our efforts reached key processes and fora around the globe, as a way of ensuring that our recommendations obtained traction for maximum impact.

As part of our Multilateralism and Global Leadership efforts, we worked closely with the United Nations Executive Office, providing input for the *Our Common Agenda* Report and expressing our commitment to advancing its implementation. We are particularly satisfied with the inclusion of the recommendation for a World Social Summit in 2025 in the UN Secretary-General's report and will continue to mobilise political will among Member States. We also aim to be particularly active in the promotion of a digital global compact as part of our work on Digitalisation and Good Governance. Besides from its own efforts, Club de Madrid collaborated with two civil society networks (the Coalition for the UN We Need and the Global Governance Initiative Network) to

promote our common and shared goals of seeing a reinvigorated United Nations that is fit-for-purpose to address the challenges of the 21st century.

Under Rethinking Democracy, Club de Madrid successfully led the first global civil society exercise to contribute to the Summit for Democracy process. As a follow-up to our Annual Policy Dialogue, we joined the Summit for Democracy's civil society efforts and became a member of the working group on countering authoritarianism to feed our own key messages and expertise. Club de Madrid was also invited to join International IDEA's Global Democracy Coalition which has served to strengthen our participation and outreach through concerted civil society efforts towards the Summit for Democracy.

Likewise, closed door consultation meetings were set up throughout the year between Members and European Commissioners Jurvoa, Lenarcic, Suica and Urpilainen to share the findings of our work to inform and strengthen policymaking at European level.

Mobilising political will for an equitable vaccine for all has continued to be a key priority for us and, as such, we have continued to be an active member of the People's Vaccines Alliance. Our Members have also continued to reach out to the G20 and the IMF with various open letters in an effort to find solutions to the challenge of funding. We will continue to push until equitable levels of vaccination have been met.

At Club de Madrid we continue to be interested in engaging with likeminded institutions to share our work and maximise impact through synergies with our partners in their own fora. In this regard, we are very grateful to the Boao Forum, the Global Solutions Summit, the Future of Politics Summit and the World Justice Project for our institutional collaborations with them.

We thank all our President's Circle Members and programme donors and partners for all their support and engagement and for making our work possible.

COMMUNICATIONS



5.

COMMUNICATIONS

COMMUNICATIONS THAT DELIVER

Club de Madrid has generated 1,039 impacts, up 45% compared to the previous year, in 586 outlets from over 60 countries. It has reached almost a million and a half media users, resulting in a PR value of more than €1,300,000.



**MAIN MEDIA APPEARANCES**











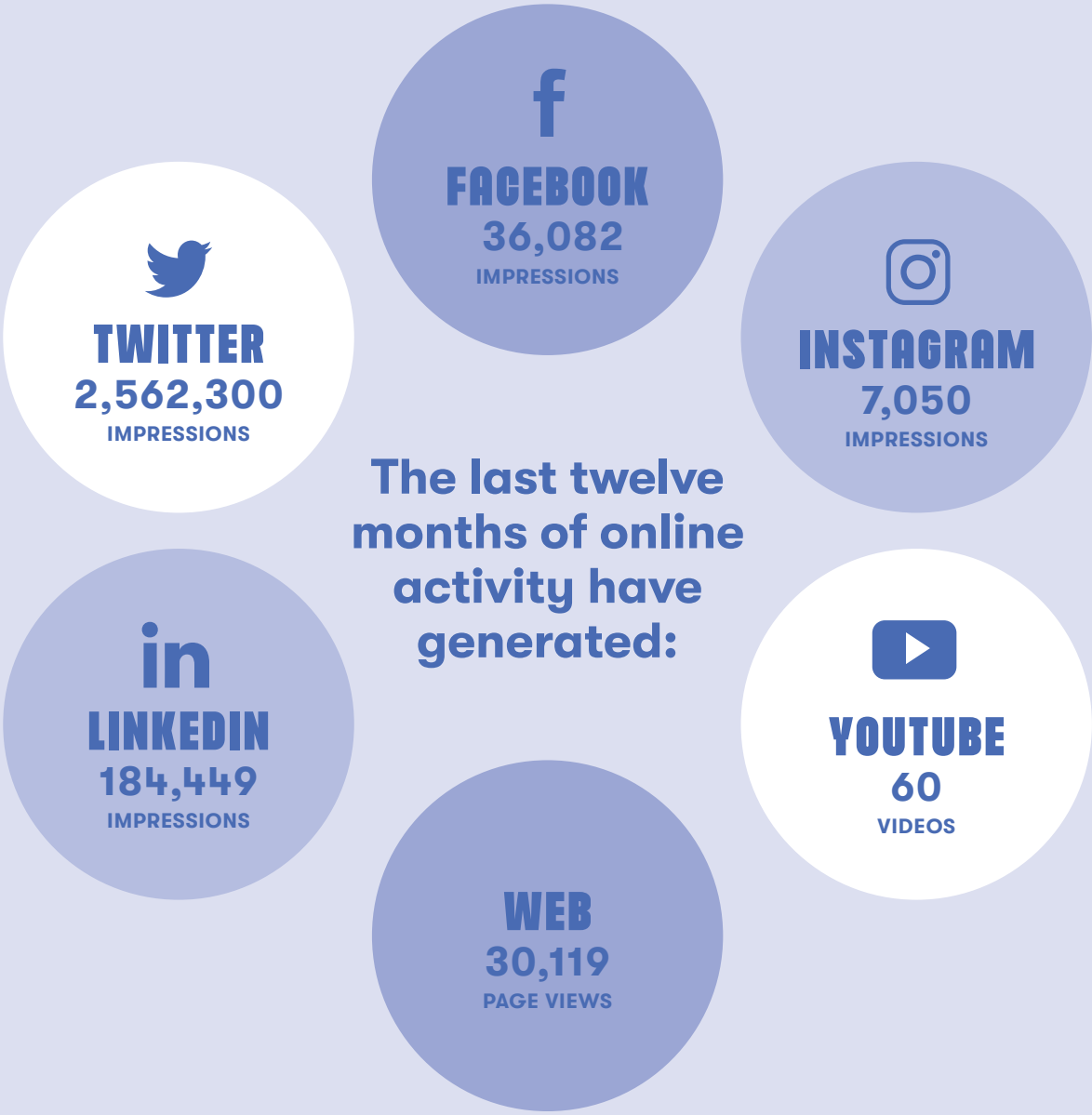








Club de Madrid’s social media accounts continued to be crucial to promote the organisation’s work and to engage different actors. October 2021 was our most successful month ever on social media.



Coinciding with Club de Madrid’s 20th anniversary, we updated our branding and released our first podcast series, *Democracy in Practice*, featuring conversations with Members, looking back at key issues and milestones in Club de Madrid’s work over the last twenty years. This has proved to be a new, highly effective channel to share our Members’ experience and we aim to continue working on a new podcast series for 2022.

**LISTEN**

Democracy in Practice podcast

Finance and ADMINIS- TRATION

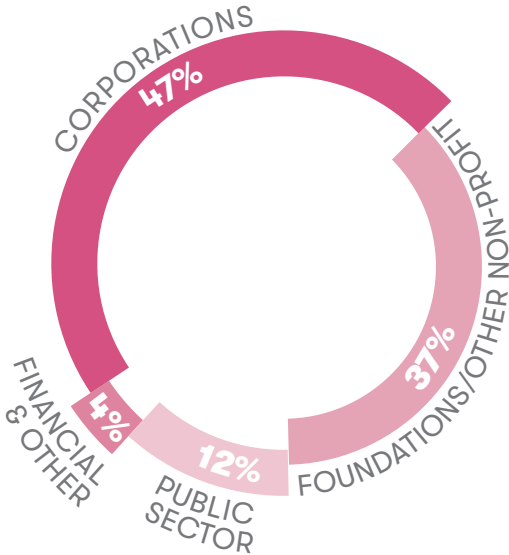


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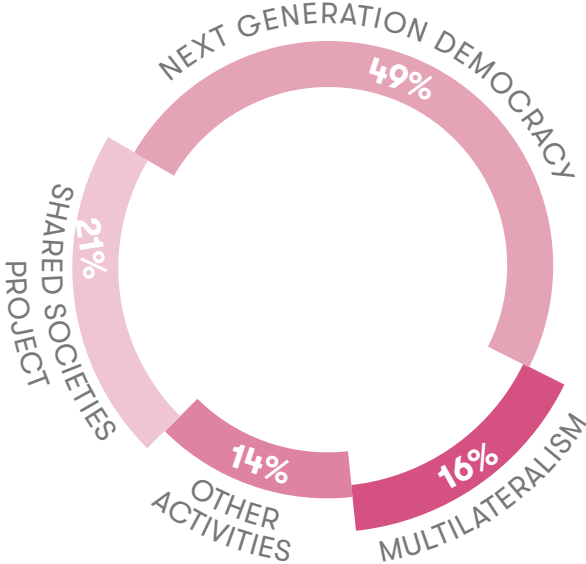
BEYOND NUMBERS

In 2021, Club de Madrid increased its activity-related revenue by 16%, approaching pre-pandemic levels. Total expenses reached 1.77 million EUR. Most of the activity was still “virtual”, although some “hybrid” virtual/face-to-face activities and missions were organised in the last four months of the year. The financial result of the year was again positive, with a small surplus that will help increase reserves. The objective for 2022 is to continue increasing our activities and budget, with more face-to-face events, if the pandemic allows, identifying and securing new partnerships and sources of funding both for core and programme activities.

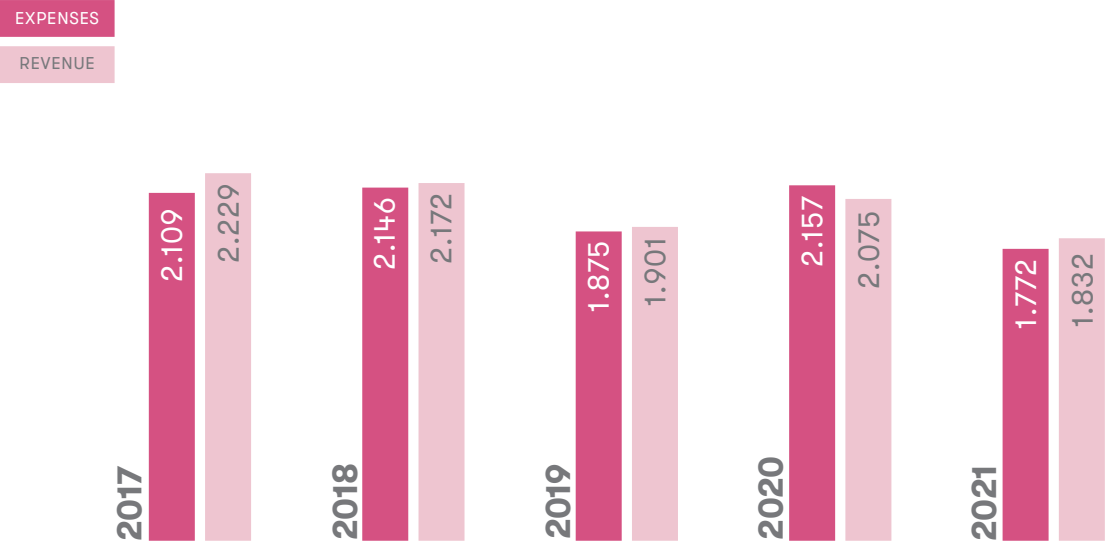
Sources of income



Use of resources per activity



Evolution of expenses and revenue (million EUR)





WHO WE ARE

?

AFRICA
AND THE
MIDDLE EAST



- Joyce Banda**
President of Malawi
(2012-2014)
- 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 Panyarachun**
Prime Minister of Thailand
(1991-1992)
- Pratibha Patil**
President of India
(2007-2012)
- Punsalmaa 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)



Martin 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)


**Jorge Sampaio**
President of Portugal
(1996-2006)


**Wolfgang Schüssel**
Chancellor of Austria
(2000-2007)

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


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


**Boris Tadic**
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 Vike-Freiberga**
President of Latvia
(1999-2007) ●


**Viktor Yushchenko**
President of Ukraine
(2005-2010)

HONORARY MEMBERS



**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)


**Ángel Gurría**
Secretary General of the Organisation for Economic Cooperation and Development
(2006-2021)


**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)


REPRESENTATIVES OF THE CONSTITUENT FOUNDATIONS




**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)

INSTITUTIONAL MEMBERS



**Regional Government of Madrid**

**Madrid City Council**

**Ministry of Foreign Affairs, Government of Spain**

Secretariat

Palacio de Cañete
C/ Mayor 69, planta 1
28013 Madrid, Spain

clubmadrid.org

+34671201674 @ClubdeMadrid @club_de_madrid



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