

# PROGRAMMATIC STRATEGY

2023-2025

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# FOREWORD

Over the past two decades, Club de Madrid has helped strengthen and consolidate democracy through the direct engagement of our Members, in a period when democracy and global cooperation, as we know them, brought significant outcomes.

Today, humanity is transitioning to a new era that will require fresh ways of thinking and of achieving goals. This will take time. In addition, it will require strong political will and robust leadership.

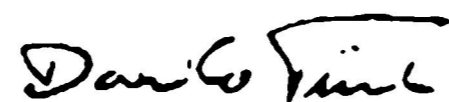
Democracy and global cooperation need to evolve with the times if they are to succeed. The question for Club de Madrid is where do we want to focus our efforts so we can move in the best direction? What sort of horizon is to shape our thinking?

Do we want to help improve existing systems or transform them? Or instead, do we want to drive innovation to help create an entirely new model much better fit for these new times?

Considering the context in which we operate, the three-year frame of our strategy, and our capacity to influence policymaking, our approach focuses on helping improve existing systems with an eye to transforming them so they are a better fit for the new, changing world. In parallel, our efforts also centre on galvanising new ways of thinking that could help create a model that will provide a sound footing to successfully navigate a new era of social organisation and global cooperation.

Club de Madrid's 2023-2025 Programmatic Strategy aims to guide the organisation's efforts for the next three years with an eye on 2030 and the end of the Decade of Action for accelerating sustainable solutions to the world's biggest challenges. This document is the result of an extensive consultation process. It reflects the visions of our Members and encapsulates how Club de Madrid intends to leverage its mandate over the next three years.

There are mounting challenges ahead of us. On behalf of my fellow Club de Madrid Members, I would like to express our steadfast determination to bring our individual and collective democratic experience to the service of today's leaders and citizens to create a more inclusive, sustainable and peaceful world.



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

# STRATEGY SUMMARY

<b>VISION</b>	A peaceful world where the Rule of Law and respect for fundamental human rights prevail. A world that delivers sustainable development, social inclusion and wellbeing for all.
<b>MISSION</b>	To help strengthen and consolidate democracy and global cooperation around the world through dialogue, specific projects and partnerships aimed at driving positive policy change.
<b>STRATEGIC OBJECTIVES</b>	<ul style="list-style-type: none"><li>◦ To enhance reflection and broaden perspectives.</li><li>◦ To build consensus through dialogue.</li><li>◦ To inspire and encourage positive leadership.</li></ul>
<b>PROGRAMME PILLARS</b>	<ul style="list-style-type: none"><li>◦ <b>Democracy and democratic governance.</b></li><li>◦ <b>Multilateralism and global cooperation.</b></li><li>◦ <b>Fostering Shared Societies.</b></li></ul> <p>Cross-cutting issues:</p> <ul style="list-style-type: none"><li>• Partnering for a peaceful, secure and stable world.</li><li>• Leadership for Climate Action.</li><li>• Backing for human-centred digital transformation.</li></ul>
<b>GUIDING PRINCIPLES</b>	<ul style="list-style-type: none"><li>◦ Non-partisanship.</li><li>◦ Diversity and inclusion.</li><li>◦ Intergenerational engagement.</li><li>◦ Regional, networked approach.</li></ul>
<b>ENABLERS</b>	<ul style="list-style-type: none"><li>◦ Member engagement.</li><li>◦ Partnerships and resources.</li><li>◦ Peer-to-peer support.</li><li>◦ Building bridges.</li><li>◦ Amplifiers of democratic principles.</li><li>◦ Mentoring emerging leaders.</li><li>◦ Agenda-shaping through policy dialogue.</li><li>◦ Global advocacy.</li><li>◦ In-country support.</li></ul>

# BACKGROUND ON CLUB DE MADRID

**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.

As 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, along with a global network of advisers and partners across all sectors of society.

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

## VISION

The Members of Club de Madrid share a common vision of a peaceful world where the Rule of Law and respect for fundamental human rights prevail. A world that delivers sustainable development, social inclusion and wellbeing for all.

## MISSION

Club de Madrid aims to help strengthen and consolidate democracy and global cooperation around the world through dialogue, specific projects and partnerships aimed at driving positive policy change. Our Members bring their unmatched individual and collective experience of democratic governance to the service of democratic leaders and civil society around the world.

To fulfil its mission, Club de Madrid works on three interrelated **strategic goals**:

- 1. To enhance reflection and broaden perspectives** among global democratic leaders on the major challenges and opportunities facing democracy, global cooperation, social inclusion and sustainable development around the world.
- 2. To build consensus** among political, social and business leaders on pathways and conduits for democratic transformation and global cooperation at local, national and international level.
- 3. To inspire and encourage positive leadership** for democratic transformation and global cooperation among political and social actors at local, national and international level.

## GUIDING PRINCIPLES

**1.**

### NON-PARTISANSHIP

Club de Madrid Members and advisors come from across the political spectrum, yet share a common commitment to democratic tenets and practice. Club de Madrid is non-partisan in selecting the external actors and experts invited to join policy discussions and it advocates the pursuit of broad consensus among political stakeholders.

**3.**

### INTERGENERATIONAL ENGAGEMENT

Club de Madrid underscores the importance of youth engagement in shaping a democracy that is better fit for purpose and in building global cooperation for the new era. To this end, Club de Madrid's policy discussions welcome the participation of a new generation of government, academic, business and civil society leaders. To achieve this, Club de Madrid partners with youth organisations and supports youth leadership programmes implemented by prospective partner organisations.

**2.**

### DIVERSITY AND INCLUSION

Club de Madrid is committed to promoting participatory democracy and to helping improve the political participation and leadership of women, youth, minorities and other underrepresented communities. In this sense, Club de Madrid's activities proactively seek to engage the voice of multiple, varied communities.

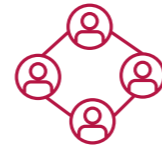
**4.**

### REGIONAL, NETWORKED APPROACH

Club de Madrid's regional approach to dialogue and programmes reflects the diversity of its Membership. The organisation seeks to have all regions represented in its global discussions and is constantly on the lookout for opportunities to foster regional dialogues and initiatives. Club de Madrid also cooperates in networks to break down fragmentation and ensure alignment with organisations and individuals that work towards shared goals.

# METHODOLOGY

Club de Madrid is a unique organisation because of the nature of its Membership. Its Members make a significant difference in a number of ways:



## PEER-TO-PEER SUPPORT

Political leaders worldwide rely on their own resources – their political abilities, networks and creativity – to rise to the challenges of democracy, global governance and inclusion. External advice is an option that most leaders want in their toolbox. They appreciate information on best practices, examples of success and failures from other countries in similar situations, and strategic advice from trusted, experienced stakeholders who can assess the situation with an impartial perspective. Too often, however, external advice comes with strings attached. Intergovernmental institutions, like-minded governments and corporate leaders in their

networks are influenced by their own political agendas and are often regarded with mistrust and even misgivings by national actors. Impartial, external counsel is not readily available. When they were in office, Club de Madrid Members dedicated their time to developing, adopting and implementing policies that strengthened democracy, global governance and inclusion. Today, their advice can help current leaders meet similar challenges. Peer-to-peer initiatives come in many shapes and sizes, depending on the circumstances. Club de Madrid Members have engaged as individuals as well as in Member task forces in a variety of one-off missions as well as policy change processes to address a range of needs.



## BUILDING BRIDGES

Club de Madrid Members have convening power to facilitate and broker consensus-building among divided, often polarised stakeholders, including government, political parties, factions and civil society organisations. Often, Members lead national policy dialogue involving partners who have identified critical needs that can be assessed and answered by the experience of a Member of Club de Madrid.



## AMPLIFIERS OF DEMOCRATIC IDEAS

Club de Madrid Members have a voice that current leaders listen to. In addition, they can act as sounding boards to test policy options. This puts them in a privileged position to convey messages that would otherwise receive scarce attention, to make room for civil society representatives and underrepresented groups to discuss policy matters with decision-makers, and to provide visibility to policy issues that would otherwise go unnoticed.



## MENTORING OF EMERGING LEADERS

Club de Madrid Members have an unparalleled story to tell about how they overcame challenges, made a difference and stayed on track. The diversity of its Membership puts Club de Madrid in an excellent position to match mentors and mentees in one-on-one and group interactions, generating significant impact. Members also engage in intergenerational dialogue with youth leaders in a whole host of projects and initiatives.



## GLOBAL ADVOCACY AND PARTNERSHIPS

Club de Madrid Members have expertise and experience in ongoing global processes. Our projects have created opportunities for Members to drive democratic values, promote specific policy solutions, and make their individual expertise available at relevant global and regional fora.



## AGENDA-SETTING

**Convening annual policy dialogue.** Club de Madrid annually hosts a major policy dialogue event bringing together Members, experts and influencers on a given topic with programmatic connections or possibilities. The overall objective is to stimulate thinking outside the box as a way to take up nascent opportunities and challenges that are highly pertinent to the future of democracy and global cooperation. These policy dialogues offer a platform to explore and discuss effective policy responses to advance stronger democracies and bolster multilateral organisations. The outcomes of these dialogues then become a repertory of ideas and potential solutions to be applied in global advocacy and other initiatives to guarantee maximum impact.

In parallel, Club de Madrid organises Policy Labs with key stakeholders in smaller discussion groups. These centre on specific issues of relevance to its strategic priorities.



## IN-COUNTRY SUPPORT

Club de Madrid Members respond to requests from governments, relevant stakeholders and civil society to develop and improve their democracies and institutions through policy dialogue and focused counsel, contributing to policymaking, knowledge-sharing, and bringing partners together.



# BUILDING ON OUR ACHIEVEMENTS

Club de Madrid's founding conference in October 2001 aimed to contribute to promoting healthy, vigorous democracies worldwide. Twenty-one years later, the organisation's mandate remains more relevant than ever.

Over the last 21 years, Club de Madrid has addressed a range of very different challenges to democracy, and has strived to consolidate itself as the largest assembly of democratic former Heads of State and Government intent on fostering and defending democracy. Our purpose and motivation remain intact, and our remit is to continue building on the achievements that have been accomplished.

Club de Madrid's 2023-2025 Programme Strategy is built upon the solid results and achievements of the organisation's work to date. It is a continuation of the 2020-2022 Strategy that guided the engagement of our Members through a period marked by the ravages of the COVID-19 pandemic and the war in Ukraine.

The **pandemic** inevitably cut across the entire organisation's activities from 2020-2022 and took on major importance in our three strategic areas of work – Next Generation Democracy, Shared Societies, and Multilateralism and Global Cooperation.

Club de Madrid Members raised their voices, acting on the principle of solidarity, to

demand universal, fair and free distribution of COVID-19 vaccines across the globe. We led and collaborated with a series of initiatives urging G20 and European Union leaders to reactivate global cooperation to effectively address the health, social and economic consequences of COVID-19, leaving no one behind. We are disappointed that the international community fell well short of providing equitable access to vaccines in different parts of the world. Nevertheless, our commitment to advocate this fundamental right remains undiminished.

Amid the COVID crisis, Club de Madrid launched a series of *Principles for Equity during Global Crises*, based on our signature democratic approach to supporting decision-making in turbulent times. This work was amplified by the convening of the *Global Commission on Democracy and Emergencies*, which put forward specific recommendations to strengthen democracies' ability to keep their institutions working in emergencies; to protect fundamental rights and the Rule of Law during emergency response; to deliver services inclusively to all citizens, including emergency support services; and to respond to crises with the kind of leadership that preserves trust and gathers all of society around a shared commitment to democratic values and principles.

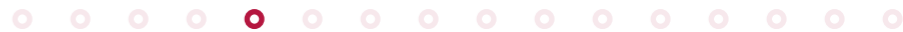
The **Global Commission** complemented the results of our 2021 Annual Policy Dialogue on *Rethinking Democracy* and enabled us to put together specific recommendations to help address the severe regression of democracy across the globe. The recommendations charted in these two exercises were embedded in the civil society contributions towards the Summit for Democracy organised by the US Government.

We contributed to global efforts for a human-centred agenda for **digital transformation** and the governance of digital societies, given our concern on this issue. We advocated for a new social contract on digital technologies, artificial intelligence (AI) and digital governance, and for the establishment of a Bretton Woods for Digitalisation. Our work on digital transformation also proposed the creation of both a Democratic Alliance for Digital Governance and an Artificial Intelligence Ethics Index.

In 2020, Club de Madrid's Annual Policy Dialogue and the resulting Call to Action on "*Multilateralism Must Deliver*" brought together Members, experts and representatives from governments and civil society in drawing up recommendations for an equitable, secure and sustainable system of global cooperation and for renewed, revitalised multilateral institutions. Thus, we contributed to global advocacy efforts and networks such as the UN75/Our Common Agenda, the UN2020/Coalition for the UN We Need and to the People's Vaccine Alliance.

Our **Multilateralism and Global Cooperation** work continued in 2021 and 2022 when the organisation engaged intensely with both the United Nations System and global civil society partners 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, Club





de Madrid prepared a broad set of proposals responding to each action included in the UN75 Declaration adopted by the UN General Assembly in September 2020.

Club de Madrid Members suggested the United Nations should convene a second World Social Summit in 2025, in the light of the relentless backsliding in social development and growing inequality. UN Secretary-General Guterres embraced this proposal and included it as one of the main recommendations in his Our Common Agenda report released in September 2021. Club de Madrid will be following the preparations for this Summit very closely in the coming years.

The establishment of the United Nations High-Level Advisory Board for Effective Multilateralism, with Club de Madrid Member Ellen Johnson-Sirleaf as one of its co-Chairs and President Danilo Türk as a member, gave Club de Madrid a privileged position from which to contribute to shaping the new multilateral agenda and to driving a bolstered, revitalised multilateral system.

Club de Madrid is strongly committed to **global public health** security, and accordingly has been a platform for policy discussion and advocacy on ‘Global Public Health after COVID-19: Multilateralism that Delivers for Improved Pandemic Prevention, Preparedness and Response.’

Throughout 2021, Club de Madrid worked with the Panel for a Global Public Health Convention (PGPHC) to prioritise the reform of the global public health system to ensure a global health architecture capable of preventing future pandemics while also supporting the recommendations of the Independent Panel for Pandemic Prevention and Response (IPPPR), the Global Preparedness Monitoring Board (GPMB), and others. Specifically, we have focused

our advocacy on the need for a global treaty, convention, or international agreement, bringing this to decision-making level within the system and supporting the initiated negotiating process of this instrument in 2022.

Club de Madrid’s **Shared Societies Project** continued to focus on strengthening inclusive communities and moving to attain the Sustainable Development Goals. We have consistently added our voice to the global call for social justice and have put forward recommendations for the global community to seize the devastating consequences of the COVID-19 pandemic as an opportunity to rebuild more inclusive, fair and cohesive societies. We also continued to advocate for an inclusive approach to SDG implementation which takes all of society into account in policy design, implementation and monitoring, paying particular attention to the needs of the marginalised and most vulnerable in countries such as Nepal, Pakistan, Paraguay and Peru.

In 2021 and 2022, we worked hard to empower **emerging leaders** committed to granting equal participation to minorities and vulnerable communities in decision-making processes, and engage them in our drive to counter discriminatory rhetoric, given the current climate of political polarisation.



# THE GLOBAL CONTEXT ...

The context of our work has changed significantly since the previous Club de Madrid strategy was drafted in 2019. The COVID-19 pandemic and the war in Ukraine have heavily impacted a world that is now more complex, volatile and unpredictable than it was three years ago.

The world currently faces a **confluence of crises**, unlike anything we have seen in decades. Just as we were beginning to focus on recovery from the major social and economic consequences of COVID-19, 2022 unleashed the war in Ukraine, bringing a swift, profound impact on international peace, food security, energy prices and the global economy. This has led to mounting social and political unrest and to rising geopolitical tensions. Democracy and global cooperation are in decline, and climate change continues to compromise our very existence.

These converging crises are different in nature but equally dangerous. Moreover, their cumulative effect has created a historic threat to international peace, security and stability. This is a major challenge, and Club de Madrid must engage in global efforts to tackle it.

Club de Madrid Members expect the next three years to be marked by a post-pandemic scenario of strained international relations, mounting international conflict and uncertain social and economic recovery. The realities of climate change and digital transformation will continue to have a major impact on our societies around the world.

Humanity is **moving towards a new era** where the cornerstones of social organisation and global cooperation are yet to be redefined. We are transitioning to a period in history where technologies, digitalisation and geopolitical contestation are likely to invade all aspects of our existence. Leaders and institutions will need to adapt to these new times and circumstances.

In the midst of this evolution and revolution, we have witnessed steady **backsliding of democracy** on a global scale. Although over half of the world's population lives in electoral democracies, respect for the Rule of Law and Fundamental Human Rights is deteriorating consistently.

COVID-19 has only exacerbated pre-existing trends

toward the degradation of democracy. Corruption, systemic inequalities, populist discourse, political violence, and deficient public-service delivery are hindering citizens' **trust in democratic leaders** and casting a shadow of doubt over the ability of democratic systems to tackle major global issues and even deliver to people's basic needs. We are deeply concerned about the profound **disconnect between citizens and democratic leadership and institutions**. 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. Regions and countries known for their strong democracies are not exempt from these concerns.

Political developments worldwide have revealed that societies are increasingly divided by polarising discourse and governance styles that are stretching the limits of democratic institutions. Polarisation is affecting both our democracies as well as the world order and multilateral system. In a period in which the world is facing a confluence of crises and emergencies unlike any we have seen in decades, with global cooperation found sorely lacking, we find ourselves surrounded by mounting **geopolitical contestation** that could easily lead to confrontation and collective disaster.

The **war in Ukraine** will be a game-changer. The long-term impact that this illegal aggression has on rule-based international order, on international security, our economies, and our institutions is still uncertain.

At a time when the world is in deep need of

cooperation, the COVID-19 pandemic and the war in Ukraine have only highlighted the inability of the **multilateral system** to respond effectively to the problems plaguing the world, partly because a system created in the aftermath of World War II cannot respond to the complexities of the new century.

**Inequality** among and within countries is worsening. Over the past two years, we have witnessed how most countries were unprepared to equitably protect the lives and livelihoods of all their citizens. Social protection instruments failed to meet the needs of large segments of the population. Women, youth, informal workers, the elderly, and ethnic, religious and other vulnerable groups were the ones that ended up disproportionately left behind.

There is plenty of evidence that inequality will damage our democracies, fuelling old conflicts and creating new ones, perpetuating poverty, and destroying the hope and future of our youth and of children everywhere. Comprehensive implementation of the 2030 Agenda remains vital.

Meanwhile, the **climate crisis** has clearly become the defining issue of our time. While climate disasters remind us of the urgency of speeding up efforts to reduce greenhouse gas emissions, progress on this front is not keeping pace. Instead, it is repeatedly being stalled. Increasing energy prices,

disruptions in the energy market and gas demands are seriously hampering the race to counter climate change. Democracies will have to deal with climate change more efficiently, recognising that the inherent 'short-termism' of democratic decision-making and the constraints imposed by the confines of decisions, policies, and measures at national level are seriously affecting progress on the climate change front.

All these crises are happening in a time of profound **digital transformation**. Digital technologies offer societies and individuals unprecedented opportunities to develop, learn, work, and communicate, but they are also extremely disruptive. This transformation is altering the global balance of power, changing the factors that drive economic growth. In addition, it is spurring increasing debate around technological innovation, data collection and governance, and the relationship between governments, the private sector, citizens and digital technologies.

The challenges ahead of us will require exceptional **leadership**. Democracies all over the world are in need of responsive, responsible and reliable leaders able to help citizens navigate through profound existential transformations affecting their present and future. Leaders in the 21st century will not only have to provide for their citizens but also help craft a fair, inclusive, rule-based global order able to guarantee international peace and global stability.

Club de Madrid's 2023-2025 strategy takes all of these issues into account and establishes a series of priorities to guide our initiatives. Nonetheless, Members of Club de Madrid recognise the volatility and unpredictability of current times and realise that flexibility and adaptability will be needed to maximise our programmes' results.

# ... OF OUR WORK



# PROGRAMME ALIGNMENT

Club de Madrid's 2023-2025 Programmatic Strategy is consistent with key international texts on democracy, global cooperation and social inclusion, including the **2030 Agenda**, the Paris Agreement on Climate Change, the Addis Ababa Action Agenda on Financing for Development, the Sendai Framework for Disaster Risk Reduction, the Quito Framework on the New Urban Agenda, the Beijing Declaration and Platform for Action, and the 1995 Copenhagen Declaration on Social Development.

This strategy is also aligned with the reforming spirit of the UN Secretary General's Our Common Agenda Report, which includes a unique set of proposals to address our shared future. The report shows a path that will help us tackle global challenges and revitalise multilateralism based on the understanding that people must be at the centre of all our actions at local, national and global level.

## ENGAGEMENT FORA

To ensure Club de Madrid's work gains the necessary traction to make an impact beyond our projects, the organisation aims to use advocacy and dissemination tools and elevate the proposals and recommendations of our Members to targeted audiences identified through various channels, including direct bilateral outreach initiatives, targeted dissemination activities as well as participation in relevant national, regional and global fora.

Some of the milestones and specific fora identified to deploy this strategic exercise are as follows:

# 20 23

- European Union (EU), Sweden: Jan-Jun
- EU, Spain: Jul-Dec (EU-LAC Summit)
- Summit for Democracy, United States of America (USA): 29-30 Mar
- G20 India: 9-10 Sep leaders' summit in New Delhi
- G7 Japan, 19-21 May leaders' summit in Hiroshima
- United Nations (UN), High-Level Political Forum: 10-19 Jul
- UN, Sustainable Development Goals (SDG) Summit: 19-20 Sep
- UN, Summit of the Future preparatory ministerial meeting: 18 Sep
- UN, UN General Assembly (UNGA) 78: 12-30 Sep
- UN, Climate Ambition Summit : Sep 2023
- UN, UN Climate Change Conference (COP) 28, United Arab Emirates (UAE): 30 Nov-12 Dec



# 2024

- EU, Belgium: Jan-Jun
- EU, Hungary: Jul-Dec
- G20 Brazil: To be determined (TBD)
- G7 United Kingdom: TBD
- UN, High-Level Political Forum: Jul
- UN, Summit of the Future: 22-23 Sep
- UN, UNGA 79: 17-30 Sep
- UN, COP 29, Australia and Pacific Islands: TBD

# 2025

- EU, Poland: Jan-Jun
- EU, Denmark: Jul-Dec
- G20 South Africa: TBD
- G7 USA: TBD
- UN, High-Level Political Forum: Jul
- UN, II World Social Summit: TBD
- UN, UNGA 80: 16-30 Sep
- UN, COP 30: TBD

## OTHER RELEVANT FORA INCLUDE:

- Athens Democracy Forum
- BOAO Forum
- World Bank Fragility Forum
- Global Solutions Summit
- World Justice Forum
- Paris Peace Forum
- Raisina Dialogue
- World Forum for Democracy

# 2023-2025 PROGRAMME PRIORITIES

Considering the global context in which Club de Madrid will be operating in the coming three years, the policy landscape ahead of us and our current initiatives and commitments, our programmes will be organised into three main pillars:

- 1 Democracy and democratic governance**
- 2 Multilateralism and global cooperation**
- 3 Fostering Shared Societies**

The cross-cutting issues of climate change, digital transformation, and peace and security will run across the three programme pillars enabling us to harness the interconnected nature of our mandate and the challenges to be tackled.

The interwoven nature of the challenges ahead of us demands programmatic coherence and integrated, cross-pillar approaches. We aim to avoid working in silos and instead effectively integrate the three programme pillars. Our initiatives and activities will consider the relationship and linkages between different programmatic priorities and ensure that our policy recommendations and proposals strengthen their foundations and are coherent.

We aim to anticipate how trends and challenges are evolving to make sure our pillars and programmatic priorities remain relevant throughout 2023-2025. In addition, we intend to explore new thought trains and innovative programmes to deliver effectively on our commitments.

# PROGRAMME PILLARS

## 1 DEMOCRACY AND DEMOCRATIC GOVERNANCE

- In-country support.
- The essence of democracy and democratic governance.
- Democracy that delivers.
- Global solidarity among democrats.

## 2 MULTILATERALISM AND GLOBAL COOPERATION

- Supporting the current agenda for multilateral reform.
- Encouraging new thinking on a new multilateralism that is fit for purpose in the new era.
- Fostering dialogue with and among global powers.
- Supporting regional organisations.

## 3 FOSTERING SHARED SOCIETIES

- Inclusion of marginalised identity groups.
- Gender equality and women's participation.
- Intergenerational dialogue and youth leadership.
- Inclusive leadership.

### PARTNERING FOR A PEACEFUL, SECURE AND STABLE WORLD

- Support for democracy in Ukraine.
- New Agenda for Peace.
- Inclusion as a conflict prevention tool.

### LEADERSHIP FOR CLIMATE ACTION

- Leadership for Net Zero.
- Global Climate Action.
- Climate and migration.

### BACKING HUMAN-CENTRED DIGITAL TRANSFORMATION

- Democracy in the digital era.
- Global Digital Compact.
- Countering online hate speech and algorithmic bias and discrimination.

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## DEMOCRACY AND DEMOCRATIC GOVERNANCE

There is broad consensus among Club de Madrid Members that **far-reaching transformation of democratic systems** is critically needed to create the citizen-centred, inclusive, responsive and transparent institutions required to tackle the challenges of this new era. At this moment of uncertainty and unpredictability, Club de Madrid fervently wishes to strengthen its commitment to democracy, human rights and democratic governance, including the Rule of Law.

Lack of trust in institutions, increasing inequality, persistent patterns of social exclusion, self-serving elites, waning social mobility, political polarisation, and rising populism and authoritarian tendencies are just a few examples of the numerous challenges confronting democracy across the globe. Restoring trust is critical for the future of our democracies, and it is essential to strengthen the **participatory dimension of democracy**.

Over the next three years, we will be investing heavily in reflecting on and jumpstarting discussions on the **essence and evolution of democracy and democratic governance**, anchored in the dimensions of responsiveness, participation, transparency, accountability and the Rule of Law. We are determined to strengthen democratic practice and leadership in times of crisis and to improve problem-solving capabilities through dialogue and policy advice, using the SDGs as a framework to build bridges between governments, institutions and people. Cooperation in identifying and implementing solutions to common challenges can only strengthen the resilience of our democracies.

Much of citizens' trust in and support for democracy is related to its capacity to meaningfully respond to people's needs. Democracies must renew their commitment to fair, inclusive and sustainable **social development**,

including social protection, healthcare and education for all. Club de Madrid will continue to support the demands for a renewed social contract able to tackle growing inequalities between and within countries and to protect the most vulnerable and marginalised communities. In this regard, our aim is to forge new thinking for the 2025 World Social Summit as an opportunity to advance the social development agenda.

We also aim to support democratic societies to actively respond to any signs of concentration of power, corruption, erosion of the Rule of Law, and checks and balances, attacks and control mechanisms on the media and civil society organisations, attempts to undermine the judiciary, and restrictions to civil liberties, among other **non-democratic practices**. Club de Madrid supports those fighting for democracy and freedom and works closely with leading international initiatives to put a stop to grand corruption.

In the current digital context, Club de Madrid will continue to sow the seeds of debate on how to redefine **democracy in the digital era** and to raise awareness of the potential for digital technologies to fuel citizen-centred, responsive and transparent democratic institutions.

As part of our efforts to improve democracies' ability to tackle global challenges, we aim to generate an international, multidisciplinary debate on the role of democratic leadership in the fight against **climate change**.

We will also continue to support democratic transformations at **country level** by leveraging our Members' first-hand experience on constructing democracy and democratic governance to rally, counsel, and empower today's democratic leaders as they lead their countries through democratic transition, consolidation and improvement processes. We will do this in partnership with national governments, civil society organisations and regional organisations working in democracy assistance.

The international community has expressed solidarity with **Ukraine** by deploying swift military and humanitarian support. The priority is now to end the war, seek peace and stability, rebuild the country, and hold war criminals accountable, but the response to the crisis must also take a comprehensive, multilevel democratic approach. This will not only require investing in the Ukrainian state and its institutions, supporting its parliament and civil society, but also using this opportunity to leverage unity and strengthen support for democracy whenever needed, including through civil society organisations operating and fighting repression in endangered neighbouring countries. Club de Madrid Members will remain available for others to have recourse to their leadership and voices to contribute to this process.





## DEMOCRACY AND DEMOCRATIC GOVERNANCE

### PARTNERS

- Bertelsmann Stiftung
- CIVICUS
- DT Institute
- European Partnership for Democracy (EPD)
- Fundación ACS
- Global Democracy Coalition
- Government of Canada
- Government of The Netherlands
- Iberdrola
- Igarapé
- Integrity Initiatives International
- Liz Mohn Centre
- Ministry for the Ecological Transition and the Demographic Challenge of Spain
- Regional organisations (EU, AU, OAS)
- US Government
- United Nations

### ENGAGEMENT FORA

- Athens Democracy Forum
- Inter-Parliamentary Union
- Regional organisations
- Summit for Democracy
- UN Climate, COPs
- World Forum for Democracy

### OUR PROJECTS

- 2023 Annual Policy Dialogue on Social Development
- Leadership for Net Zero
- PANAF: The Charter Project Africa
- Protecting Democracies from Authoritarianism
- Protecting Democracies from Grand Corruption

# 1

# 2

# 3

## MULTILATERALISM AND GLOBAL COOPERATION

Club de Madrid will 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.

The world is in desperate need of responsible leadership and collective action. Club de Madrid aims to seize this moment and help current leaders set the world on a new course that will lead us to an equitable, secure and sustainable system of global cooperation facilitated by renewed, revitalised multilateral institutions fit for purpose in the 21st century, and resilient enough to counter and withstand future existential threats.

We will continue supporting the United Nations and its Secretary-General to foster inclusive, networked, highly effective multilateralism that delivers. The Secretary-General's report, **Our Common Agenda**, presents a clear path on which to focus our work. Over the next three years, Club de Madrid will be robustly supporting initiatives such as the **Summit of the Future**, the **New Agenda for Peace**, the **Global Digital Compact**, and the **Biennial Summit** between the G20 and the Economic and Social Council, the Secretary-General and the heads of international financial institutions. In the first half of 2023, we will be focusing, as participants, on the work of the High-Level Advisory Board on Effective Multilateralism, which is expected to finalise its recommendations during this period.

Advocacy for an intergovernmental **World Social Summit in 2025** will be at the core of our work in 2023-2025, including our 2023 Annual Policy Dialogue, which focuses on social development and the need for a renewed social contract for more inclusive, equitable and resilient societies. This new contract must help fill the gaps that the COVID-19 pandemic has exposed in social development around the world with a specific focus on marginalised groups.

Club de Madrid is privileged to have among its Members numerous political leaders who have played an important role in climate negotiations, including several Special Envoys of UN Secretaries-General, or who have taken bold action on climate policy during their terms in office. Through our *Leadership for Net Zero initiative*, Members of Club de Madrid will be engaging heavily in international discussions related to **Global Climate Action**.

As the world continues to recover from COVID-19, Club de Madrid will continue supporting the need to strengthen the **global public health** architecture, advocating for the adoption

of a legally binding instrument on pandemic prevention, preparedness and response by regional, multilateral and national actors.

Regional organisations are critical drivers of democratic transformation and global cooperation. Club de Madrid is committed to **strong regional organisations** that respond to the needs of their citizens and play a significant role as global actors. We will continue engaging with intergovernmental bodies

at regional level and build on previous achievements and partnerships.

In a world of increasing international polarisation, Club de Madrid is a platform that pursues worldwide consensus on basic principles and values. The organisation will foster **dialogue with different political systems and between global powers** to encourage mutual understanding of critical global issues. We aim to engage with countries that may not endorse

the principles, norms and standards of democracies but exert a key critical influence in the global context and may become key partners in tackling transnational threats and crises.

Humanity is only capable of doing the things it can imagine. Club de Madrid, while supporting current reform processes, and guided by the concept of global solidarity, is committed to exploring **fresh thinking** on the kind of global cooperation needed for the new era.

## MULTILATERALISM AND GLOBAL COOPERATION

### PARTNERS

- AIDS Healthcare Foundation
- Australia China Friendship and Exchange Association
- Bertelsmann Stiftung
- CESO Development Consultants
- Coalition for the UN we Need
- Consejo Superior de Investigaciones Científicas de España, CSIC
- GAVI the Vaccine Alliance
- Global Governance Innovation Network (GGIN)
- IE University
- Igarapé Institute
- Liz Mohn Centre
- Ministry of Foreign Affairs, European Union and Cooperation of Spain
- Munk School of Global Affairs & Public Policy
- Observer Research Foundation (ORF)
- Panel for a Global Public Health Convention
- People's Vaccine Alliance
- Regional organisations (EU, AU, OAS)
- Stimson Centre
- United Nations
- Universidad Francisco de Vitoria

### ENGAGEMENT FORA

- BOAO Forum
- G20 and G7 presidencies
- High-Level Advisory Board of Effective Multilateralism
- II World Social Summit
- International Financial Institutions
- Paris Peace Forum
- Presidencies of the European Union
- SDG Summit
- Summit of the Future
- UN Climate, COPs
- UN High-Level Political Forum
- UNGA
- WHO

### OUR PROJECTS

- 2023 Annual Policy Dialogue on Social Development
- European Union and Latin-American and the Caribbean: A future of Shared Values
- Imperial Springs International Forum
- Latin-American and the Caribbean Policy Dialogue Support Facility EU-LAC
- Panel on a Global Public Health Convention

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## FOSTERING SHARED SOCIETIES

A “Shared Society” is one in which all individuals hold equal status as contributing participants and are free to express their differences while including their voices in that of the population as a whole. It respects everyone’s dignity and human rights while providing every individual with equal opportunities to engage in policy development, implementation and monitoring.

Club de Madrid has been promoting the concept of Shared Societies for over 15 years, providing leaders and local communities with a greater understanding of the ways and benefits of advancing social inclusion as an essential element in democratic development. In partnership with the Alan B. Slifka Foundation, Club de Madrid has strongly advocated mainstreaming a Shared Societies approach in the Sustainable Development Goals and continues to holistically promote sustainable development, with social inclusion at its core.

We will continue to foster the concept of Shared Societies as a tool for peace and **conflict prevention**, driving social cohesion, equal opportunities, respect for diversity and strong political leadership. We shall remain especially vigilant in combatting alarming trends of exclusion, political violence, discrimination, hate speech and worsening poverty.

Over the next three years, Club de Madrid will be building on previous efforts and achievements

and shall continue to push for the **inclusion of identity-based marginalised groups** with respect for diversity and the dignity of the individual, equal opportunity and protection from discrimination. We will work to ensure that the voices and needs of these groups are heard and included as the 2030 Agenda is implemented. We will be tackling the new dynamics of exclusion and discrimination arising from digital transformation. In addition, we will continue to promote an approach to migration that is more compatible with the principles of Shared Societies, in conjunction with our partners.

Despite all efforts, **gender equality** is certainly not on track. Club de Madrid will continue to work with key partners to push for women’s leadership, participation and influence in political institutions and decision-making processes. Our programmes will also pursue the development of gender-responsive legislation and policies in times of peace and conflict.

Half of the world’s population is under 30. Therefore, the continued survival of democracy and the multilateral system is highly dependent on young people’s ideas and requires their support. However, young people, and especially those in marginalised communities, are chronically underrepresented in politics and decision-making fora.

Club de Madrid is aware of the need for **youth** engagement and inclusion at national level and in

the multilateral system where decisions related to topics very close to their hearts, such as climate change, the digital future and peace, are all made.

Club de Madrid will spare no effort to listen to and work with young people over the coming three years, including young leaders and decision-makers, i.e., people who have reached positions of political influence in which they can advocate for greater political participation for young people.

Through its programmes, Club de

Madrid intends to create spaces for intergenerational dialogue where young people will receive direct support from our Members, helping them influence national and global agendas through mentoring and policy advice.

We will also continue working to advance **inclusive leadership** by providing current and emerging leaders with support, advice and tools to build Shared Societies in which all individuals have the opportunity to engage in public policy, from design to implementation and monitoring.

## FOSTERING SHARED SOCIETIES

### PARTNERS

- Alan B. Slifka Foundation
- Ashanti Peru
- Aurat Foundation, Pakistan
- Center for Policy Studies and Governance, Nepal
- European Partnership for Democracy (EPD)
- Ford Foundation
- GWL Voices for change and Inclusion
- Regional organisations (EU, AU, OAS)
- United Nations

### OUR PROJECTS

- 2023 Annual Policy Dialogue on Social Development
- The Shared Societies Project: Building a World Safe for Difference
- Youth Participation in Public Affairs

### ENGAGEMENT FORA

- Fragility Forum (WB)
- High-Level Political Forum (UN)
- II World Social Summit (UN)
- Paris Peace Forum
- Raisina Dialogue (ORF)
- SDG Summit
- UN Climate, COPs
- UNGA

# WORKING IN PARTNERSHIP

We are aware of the challenges we are intent on tackling and the capacity of our organisation. That is why a networked approach is essential for the full implementation of this strategy.

In 2023-2025, in line with SDG 17, we will continue to strengthen our existing partnerships and build new strategic alliances with public and private stakeholders, including multilateral institutions, civil society organisations and networks, academia, and think tanks. We will also leverage our communications and advocacy platforms and increase media engagement.

We trust in our ability to secure the necessary human and financial resources for the implementation of our three-year plan. Club de Madrid's fundraising strategy will guide our efforts in this regard.

## Our partnership structure is organised as follows:



### PROGRAMMATIC PARTNERS

We will engage with the brightest experts and most relevant organisations at local, national, regional, and international level as knowledge and implementation partners. Knowledge partners contribute specifically towards content development within their respective expertise, whilst implementation partners collaborate in the organisation of activities through in-kind contributions.



### THIRD-PARTY COLLABORATIONS

Our collaboration in the initiatives of other like-minded institutions take different forms, ranging from the participation of specific Members as speakers to the actual design of a workshop or conference on a topic of mutual concern with the engagement of Club de Madrid Members.



### PRESIDENT'S CIRCLE

Club de Madrid offers like-minded individuals, foundations and corporate actors the opportunity to join us and make a difference in advancing democratic practice and leadership where it is most needed. Together with our Members, those who join this select visionary group share our values and goals and commit to forging local and global change to achieve a more inclusive, peaceful and sustainable society. They contribute to our agenda and increase access to unparalleled thought leadership on global and national affairs whilst networking with a unique group of world leaders. The President's Circle is a unique platform for open exchanges of views and experiences at the highest level. Its Members are encouraged to engage with Club de Madrid leaders in various ways. The President's Circle has a four-tier structure and incremental levels of benefits in terms of access and visibility. It meets once a year in an Advisory Session with our Board of Directors.



### FINANCIAL PARTNERS

Our initiatives are financed through multiple funding sources. We encourage public and private institutions to come on board as financial partners in order to increase their partnership commitment and their own voice and visibility through specific projects.



# HOW DO WE MEASURE OUR IMPACT?

Demonstrating impact is a constant concern of the Members of Club de Madrid. We are aware of the difficulty that organisations such as ours have in showing tangible results in a three-year period. Still, we are committed to evaluating the impact of our actions. This requires major efforts to define key indicators and collect data.

**We will consider that we have succeeded if, after three years, we manage to:**

1

Build greater trust among our stakeholders.

2

Raise our voice on issues that could jeopardise democracy, social cohesion and global cooperation.

3

Actively influence national, regional and global policymaking processes related to our programme priorities.

4

Contribute to developing a positive narrative on democracy and global cooperation that counters authoritarian discourses and practices.

5

Amplify the voices of those not usually included in decision-making processes.

6

Meet the expectations of our donors and stakeholders.

7

Strengthen and consolidate current and new partnerships.

Club de Madrid will regularly review and report on progress made towards achieving the goals of this strategy to better support measurement and project management. The Club de Madrid Secretary General's report will help the Secretariat remain accountable to our Members, the Annual Report and Newsletters will do the same with our donors, partners and stakeholders.

# CLUB DE MADRID MEMBERSHIP

Club de Madrid is a unique alliance of democratic former Presidents and Prime Ministers who leverage their individual and collective leadership experience and global reach to strengthen inclusive democratic practice.

All our projects and initiatives, regardless of the mode of engagement, draw on our Members' experience, making it our core added value. Deploying this strategy will depend on their engagement over the next three years.

To ensure Member ownership, this strategy is based on the result of a broad consultation process with Club de Madrid Members and advisors. This process included three internal consultations, bilateral meetings and a written procedure. Inputs on the vision, priorities and working methodology were collected and transferred to this document.

In Membership terms, the following are our priorities:

- **Increase the level of engagement of the entire Membership, especially from underrepresented regions.**
- **Improve the gender and regional balance of the Membership.**
- **Continue to broaden and diversify our Membership.**

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.

As 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, along with a global network of advisers and partners across all sectors of society.

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

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Members

73

Countries

6

Nobel Peace  
Prize Laureates

20

1<sup>st</sup> Female Heads of State  
or Government

14

Leaders of Regional  
and International  
Organisations

6

Former UN Special  
Envoys in Climate  
Change



