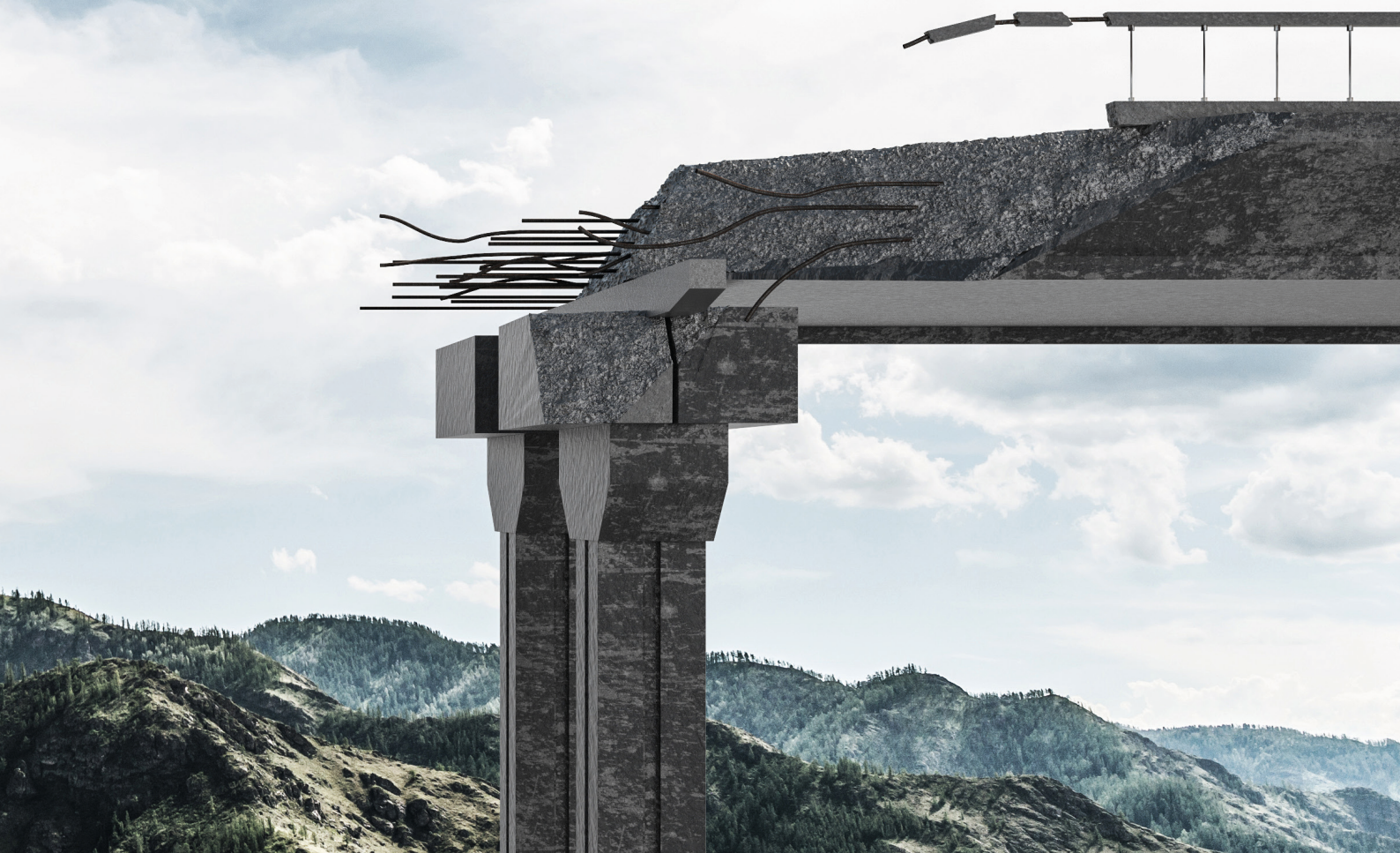




# 2022

## Annual Report









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.

# Table of

<b>Message from the President</b>	06
<b>Next Generation Democracy</b>	09
<b>Shared Societies Project</b>	26
<b>Multilateralism and Global Cooperation</b>	40
<b>Outreach and Development</b>	50
<b>Communications</b>	52
<b>Finance and Administration</b>	58
<b>Who</b>	62
<b>About Club de Madrid</b>	66

# Contents

# Message from

The Russian war on Ukraine has transformed what should have been the year of recovery from the COVID-19 pandemic into yet another year of uncertainty, crisis and difficulties. Following the Second World War, we believed armed conflict would never again reach Europe's doorstep; we were mistaken. To avoid further escalation of tensions and ensure sustained prosperity and freedom to citizens world-wide, reinvigorated multilateralism and strengthened social inclusion and equity must be the answer.

Much of our work throughout 2022 has focused on analysing threats to democracy across our three main programmatic pillars: – Democracy and Democratic Governance, Shared Societies, and Multilateralism and Global Leadership – and contributing solutions by harnessing and leveraging the unique scope and breadth of the leadership experience accumulated by Club de Madrid Members. This all includes working on issues of primary concern at different levels as included in this report, and in a crosscutting manner to ensure our approach is coherent and grasps the interconnected nature of our policymaking as well as of the problems we are facing as a global society.

At the international level, we continue to contribute towards our global agenda on those challenges and trends that threaten our basic rights and democratic systems if not addressed properly.

Climate change must be seriously tackled; there is no plan B.

We have not only the opportunity but also the duty to raise awareness of this issue and move from words to actions. Projects such as *Leadership for Net Zero* are necessary and an important contribution to achieving climate neutrality.

Digitalisation is advancing by leaps and bounds and has the immense potential of either accelerating development or of increasing the gap. From Club de Madrid, we strive for human-centred technology that is accompanied by the appropriate regulation that continues to allow technology to safely thrive.

The COVID-19 pandemic has shaken our global landscape and further demonstrated the need for strong multilateral institutions and broad cooperation to improve the state of the world. Club de Madrid will continue to work to improve preparedness and response mechanisms for future pandemics and ensure equitable vaccine distribution for all.

In the midst of all this increasing complexity, our Annual Policy Dialogue 2022 focused on 'Leading in a World of Converging Crises' on contribution towards Indonesia's G20 Presidency as the first in a sequence of four G20 Presidencies of the global south. It was held in Berlin in collaboration with the German Federal Foreign Office.

Club de Madrid also continues to work at the national level, supporting current political leaders in how best to implement inclusive policies to attain the SDGs, with a focus on leaving no one behind in countries as varied as Cape Verde,

Colombia, Mexico, Peru, Paraguay, Nepal and Pakistan; each with its particular focus to national priorities and realities.

It is vital for democracies to look inwards and identify tools and mechanism that can serve to uphold its values and credibility and to regain the trust of citizens. On this basis, throughout 2022, Club de Madrid has strongly supported the establishment of an International Anti-corruption Court.

The world is changing at a speed we never imagined. In the midst of such a maelstrom, Club de Madrid will continue to provide a space and voice to nurture democracy so that it can deliver in improving the well-being of citizens around the globe.





**the President**

# Next Generation







**Analyses trends that affect democratic development and proposes public policies to protect and strengthen the future of democracy. Institutional resilience, responsible leadership, transparency, and accountability are the cornerstones of the democracy that Club de Madrid aims to bolster and pursue.**

# Democracy

# Digitalisation and Good Governance


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

With social norms potentially compromised by the speed with which digitalisation, artificial intelligence, and social media have engulfed our societies, as well as the international tensions generated by gaps in the rules-based multilateral system for AI and digital governance, Club de Madrid believes that there must be explicit, all-encompassing norms put in place to ensure that we govern digitalisation before it governs us.

## Thematic consultations at the UN General Assembly

Club de Madrid participated in the follow-up to the United Nations Secretary General's "Our Common Agenda Report" focusing on informal thematic consultations, which was called by the President of the General Assembly in February 2022. Our participation in the 3rd Cluster, "Frameworks for a Peaceful World – Promoting Peace, International Law, and Digital Cooperation," focused on Club de Madrid's support for all three of these matters. We wanted to underscore the need to strengthen a multilateral system of international cooperation as we build a common digital governance capable of ensuring a free and secure digital future for all.

ACTIVITIES  
**Member Engaged**



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

“  
Having a shared understanding of the political, economic, and social challenges AI and digital transformation entail is crucial to developing an international accord. This would also help better regulate and manage our digital commons as global public goods”  
”

Hanna Suchocka, Follow-up to the UNSG Our Common Agenda Report.  
PGA informal Thematic Consultations

# Global Commission on Democracy and Emergencies

Leads an international debate to identify best practices to better protect fundamental rights and the rule of law during emergencies, fostering inclusiveness and strengthening institutional structures, democratic governance practices, and civic values.

The COVID-19 pandemic raised many questions on how well equipped different political systems would be to handle emergencies.

In democratic countries, it hit at a time of unease – a crisis of truth and trust, a crisis of representation, growing populism, polarisation, and growing questions on democracy's ability to deliver effective responses to the challenges of the 21st century. The pandemic in many cases exacerbated these issues, challenging democratic institutions, administrations, and leadership. And yet, at the same time, in many democratic countries these challenges spurred a rapid wave of necessary innovation.

Club de Madrid worked to help strengthen democratic institutions under threat by convening the Global Commission on Democracy and Emergencies. Its goal in doing so was to identify good practices and lessons learned in the past in order to strengthen present-day democracies' ability to keep their democratic institutions functioning during emergencies. Club de Madrid prioritised the protection of fundamental rights within emergency response, to inclusively deliver services to all citizens, and to respond to emergencies with the kind of leadership that would uphold citizens' trust in democracy.

The Final Report, released at the end of 2021, discussed the implementation of twenty recommendations Club de Madrid made for democratic governments. These recommendations generally focused on strengthening public institutions and were made available to political and civil society actors worldwide, to guide their steps towards the establishment and completion of various measures which would allow for a more effective and more democratic response to future emergencies.

The recommendations have been shared in international fora such as the World Bank Fragility Forum, the Inter Parliamentary Union's General Assembly, and the OECD Global Forum on Building Trust and Reinforcing Democracy.

## Working sessions, deliberations and regional consultations

Drawing on the unique perspective that high-level political leaders can bring, the Global Commission on Democracy and Emergencies brought together former heads of state and government, as well as leaders of multilateral and civil society organisations from around the world.

ACTIVITIES

Members and Advisors Engaged

**Commissioners:**

 <p><b>Yves Leterme,</b> Prime Minister of Belgium (2008, 2009-2011)</p>	 <p><b>Han Seung-soo,</b> Prime Minister of Korea (2008-2009)</p>
 <p><b>Aminata Touré,</b> Prime Minister of Senegal (2013-2014)</p>	 <p><b>Hanna Suchocka,</b> Prime Minister of Poland (1992-1993)</p>
 <p><b>Danilo Türk,</b> President of Slovenia (2007-2012)</p>	 <p><b>Ernesto Zedillo,</b> President of Mexico (1994-2000)</p>
 <p><b>Kim Campbell,</b> Prime Minister of Canada (1993)</p>	 <p><b>Maria Elena Agüero,</b> Secretary-General of Club de Madrid</p>
 <p><b>Helen Clark,</b> Prime Minister of New Zealand (1999-2008)</p>	

**Other Club de Madrid Members that participated in some GCDE activities:**

 <p><b>Kjell Magne Bondevik,</b> Prime Minister of Norway (1997-2000; 2001-2005)</p>	 <p><b>Roza Otunbayevat,</b> President of the Kyrgyz Republic (2010-2011)</p>
 <p><b>Mehdi Jomaa,</b> Prime Minister of Tunisia (2014-2015)</p>	 <p><b>Jorge Fernando Quiroga,</b> President of Bolivia (2001-2002)</p>
 <p><b>Ban Ki-moon,</b> Secretary General of the United Nations (2007-2016)</p>	 <p><b>Jigmi Yoser Thinley,</b> Prime Minister of Bhutan (2008-2013)</p>

**ADVISORS ENGAGED**

 <p><b>Rut Diamint,</b> Professor of Political Science at Universidad Torcuato Di Tella</p>	 <p><b>Sean Cleary,</b> Executive Vice-Chair of the FutureWorld Foundation</p>
 <p><b>Ted Piccone,</b> Chief Engagement Officer at World Justice Project</p>	



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

“

**“Every democracy is different, and every emergency is different. But strengthening democratic resilience to safeguard our shared values through the next crisis, is a matter of shared responsibility”**

”

Global Commission’s Final Report, December 2021



**Jorge Fernando Quiroga,**  
President of Bolivia  
(2001-2002)

“

**“Protecting the rule of law and the principle of equality before the law is fundamental for democratic resilience during and outside of emergency situations. This requires strengthening the independence of the judicial power and preventing its co-optation by power-hungry political leaders”**

”

Global Commission’s Final Report, December 2021



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

“

**“Increasing citizens’ digital literacy is the way to make sure they know where to go to get facts instead of fake news”**

”

Global Commission’s Final Report, December 2021

**PUBLICATIONS**



The Global Commission’s Final Report: Democracy and Emergencies: Lessons from the COVID-19 pandemic for democratic resilience

**VIDEO**



Global Commission on Democracy and Emergencies

## PRESS ARTICLE



Op-Ed 'COVID-19's Lessons for Democracies', signed by Member Leterme and published by Project Syndicate

# Leadership for Net Zero

**Generates an international and multidisciplinary debate that values the role of leadership in the fight against climate change. It promotes leadership capable of developing and assuming political, business, and social measures aligned with climate neutrality and that guarantee the support of citizens.**

Climate change has been a topic of concern for governments across the world for decades, and there is a basic consensus on the scale of the challenge we face. Most countries have implemented programmes to work towards a generally agreed-upon direction in which we should be heading. To protect its very survival, humanity needs to evolve into a carbon-neutral, resource-sustainable and resilient society by 2050. This transition will undeniably pose challenges, but there is plenty of evidence which indicates that the transition will also be a unique opportunity to generate wealth, jobs, and further modernise the infrastructure of our communities.

The private sector is a large part of the solution to the energy, economic, and social challenges we face. It is – together with civil society and the actions of individuals and families – a vital actor with the capacity to innovate and influence the development of a comprehensive and long-term course of action. The transition to

Net Zero can only be achieved with consensus and leadership from the public and private sectors, international organisations, and civil society. We will need to transform how we produce, consume, and move; a global challenge which will undoubtedly require collective and unified efforts.

*Leadership for Net Zero* proposes a strategic alliance between political, business, and civil society leaders anchored on shared principles and values. In this alliance, each of these sectors would be able to contribute their experience and knowledge to jointly build a sustainable future. The initiative will formulate recommendations based on previously successful practices, in order to work with current government and civil society leaders committed to climate action. Our measures will help highlight the kind of leadership, policies, and measures needed to secure and

maintain citizens' support essential to achieving Net-Zero, from a democratic perspective.

Club de Madrid Vice-President Han Seung Soo is the Chair of the initiative and, with the support of renown experts, will be preparing policy briefs on important contextual issues and corresponding policy options. Club de Madrid's work on this initiative will be done in partnership with The Igarapé Institute of Brazil, Iberdrola, and the Ministry of Ecological Transition of Spain, establishing an international space for reflection and mobilisation of multidisciplinary knowledge. This will support political, business, and social decision makers with practical strategies towards climate neutrality. The initiative aims to inspire leaders to join climate neutrality efforts, contributing to the continued evolution of the Global Climate Action Agenda.





## ACTIVITIES

# Climate Proofing the Future: Adaptation, Decarbonisation, and Development

On June 23rd, our Honorary Member Ban Ki-moon participated in an in-person panel in Madrid alongside the Vice President of the Spanish Government and Minister for Ecological Transition (and Club de Madrid Advisor), Teresa Ribera, to highlight the need to continue facilitating cooperation between nations in a way that accelerates climate action plans while integrating social justice measures.

## ACTIVITIES

### Members Engaged



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

### ADVISORS ENGAGED



**Teresa Ribera,**  
Spanish Deputy Prime Minister  
and Minister for Ecological  
Transition in Spain

**VIDEO**



Climate Proofing the Future: Adaptation, Decarbonisation, and Development

**PRESS ARTICLE**



Europa Press



Agencia EFE



Siglo XXI



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

“Every democracy is different, and every emergency is different. But strengthening democratic resilience to safeguard our shared values through the next crisis, is a matter of shared responsibility”

“Climate Proofing the Future: Adaptation, Decarbonisation, and Development” June 23, 2022



**Teresa Ribera,**  
Spanish Deputy Prime Minister and  
Minister for Ecological Transition in Spain

“Climate reality is stubborn. Ignoring it sets back decades of development”

“Climate Proofing the Future: Adaptation, Decarbonisation, and Development”, June 23, 2022

ACTIVITIES



**High-level Global Commission  
on Governing Risks from  
Climate Overshoot, an initiative  
of the Paris Peace Forum**



Our Member Kim Campbell joined the Climate Overshoot Commission, whose objective is to explore ways to respond and adapt if global warming continues on its current trajectory.

### Launching of 'Leadership for Net Zero' Initiative

We officially launched the initiative at COP27 in Sharm El-Sheikh on November 17 at the Spanish Pavilion. In this session, Prime Minister Campbell, together with other participants, discussed the much-needed alliance of political, business, and civil society leaders to achieve Net Zero.

#### VIDEO



Launching of the "Leadership for Net Zero" initiative at COP27, Sharm El-Sheik, November 17, 2022

Other related activities

#### VIDEO



Prime Minister Han Seung-soo's speech at the Conference on Environmental Democracy of the Westminster Foundation for Democracy, March 31, 2022

#### PODCAST



**Democracy in Practice**  
Cambio climático y el liderazgo de las mujeres, con Laura Chinchilla y María Fernanda Espinosa

## ACTIVITIES Member Engaged



**Kim Campbell,**  
Minister of Canada  
(1993)

“

“When people say to me, “what are you doing now?” I say, “I’m working on being a good ancestor,” and I think if we all think about how we can be good ancestors... What can we do to be good ancestors for our children and grandchildren? That may mean a little bit of pain, but the satisfaction of knowing that the cathedral is going to be built will be very good”

”

Kim Campbell, Leadership for Net Zero at COP27, 17<sup>th</sup> of November 2022

## ACTIVITIES Member Engaged



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

## ACTIVITIES Members Engaged



**Laura Chinchilla,**  
President of Costa Rica  
(2010-2014)

### ADVISORS ENGAGED



**María Fernanda Espinosa,**  
Former Minister of Foreign Affairs of Ecuador and 73<sup>rd</sup> President of the United Nations General Assembly

# Human Rights Defenders Against Authoritarianism

**Raises awareness, promotes self-reflection, expresses solidarity, and contributes to the protection of activists and the fundamental role they play in protecting democracy and its values.**

## ACTIVITIES

### Members and Advisor Engaged

 <p><b>Danilo Türk,</b> President of Slovenia (2007-2012)</p>	 <p><b>Ivo Josipović,</b> President of Croatia (2010-2015), Member of Club de Madrid</p>
 <p><b>Vaira Vīķe-Freiberga,</b> President of Latvia (1999-2007)</p>	 <p><b>Maria Elena Agüero,</b> Secretary-General of Club de Madrid</p>

### ADVISORS ENGAGED

 <p><b>Rut Diamint,</b> Professor of Political Science at Universidad Torcuato Di Tella</p>
--

With this challenge as a backdrop and the support of Saint Louis University Madrid, we organised a session “Authoritarianism and the Armed Forces: Role in Eastern Europe. Reflections for Cuban Civil Society”. Eastern European Club de Madrid and activists, along with Cuban activists, shared the experience of their political journeys in an effort to inspire and empower the latter, who have limited exposure to the struggle against authoritarianism in other regions.



# Protecting Democracy from Corruption

**Reinforces efforts to prevent and combat corruption, strengthen international cooperation and reaffirm global commitments to end impunity for crimes of corruption.**

Club de Madrid has been advocating for the creation of an International Anti-Corruption Court (IACC), as proposed by Integrity Initiatives International, as a way to counter kleptocracy, given the absence of any clear international legal precedent or framework geared towards combating corruption in governments. This idea has gained considerable traction worldwide, with over 250 notable governmental figures from nearly 100 countries—including 42 former Presidents and Prime Ministers—expressing their written support for the measure by signing a Declaration calling for its creation.

The international court would focus on punishing and deterring grand corruption – the abuse of public power for private gain by a nation’s leaders – which exists in many countries and has devastating consequences for climate change, human rights, public health, and international peace and security. One needs to look no further than the war in Ukraine and the loss of staggering sums of COVID-19 relief funds to fraud for evidence of this.

## ACTIVITIES

### World Justice Forum in the Hague

Our Member, former Polish Prime Minister Hanna Suchocka, engage-

din informal consultations with legal and civil society experts regarding the need for an IACC and how the Hague’s International Court could operate, including issues concerning extraterritorial jurisdiction, head of state immunities, and the gathering of evidence.

in Spain, this activity was divided into two panels. The first analysed the impact of grand corruption on democracy and law enforcement from an international perspective, and the second explored the idea of creating an International Anti-Corruption Court, focusing on the potential reactions to and opinions of its establishment by Spain and other countries.

ACTIVITIES  
**Member Engaged**



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

### Hybrid Policy Lab “Protecting Democracies from Corruption”

Held in partnership with Universidad Francisco de Vitoria (Madrid, Spain) and supported by the US Embassy

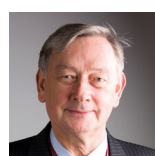
ACTIVITIES  
**Members Engaged**



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



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



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

“In the case of the IACC, I am optimistic. My optimism is rooted in my personal history and the history of my country. When we started our revolution in 1989, we didn’t fully believe that it could be possible, but we had to start. And we started. We started making amendments to the Constitution and managed to get free elections. And then, everything was possible because we were convinced that we had a good goal. We are now in a similar situation with regards to the creation of the IACC: we have a good goal, we have the challenge, and we have to believe that it is possible.”

Danilo Türk, Hybrid Policy Lab on Protecting Democracies from Corruption, November 17, 2022

# High Level Round Table on Anti-Corruption

As part of its efforts to support the establishment of an International Anti-Corruption Court (IACC); Club de Madrid attended a round-table discussion co-hosted by Canada, The Netherlands, and Ecuador. During this discussion, Club de Madrid reaffirmed that many of its members ardently support the creation of the International Anti-Corruption Court.

## ACTIVITIES

### Members Engaged

 <p><b>Aleksander Kwaśniewski,</b> President of Poland (1995-2005)</p>	 <p><b>Kjell Magne Bondevik,</b> Prime Minister of Norway (1997-2000; 2001-2005)</p>	 <p><b>Hanna Suchocka,</b> Prime Minister of Poland (1992-1993)</p>
 <p><b>Alfred Gusenbauer,</b> Chancellor of Austria (2007-2008)</p>	 <p><b>Mauricio Macri,</b> President of Argentina (2015-2019)</p>	 <p><b>Iveta Radičová,</b> Prime Minister of Slovakia (2010-2012)</p>
 <p><b>Aminata Touré,</b> Prime Minister of Senegal (2013-2014)</p>	 <p><b>Mehdi Jomaa,</b> Prime Minister of Tunisia (2014-2015)</p>	 <p><b>Ivo Josipović,</b> President of Croatia (2010-2015)</p>
 <p><b>Anand Pangarachun,</b> Prime Minister of Thailand (1991-1992)</p>	 <p><b>Petre Roman,</b> Prime Minister of Romania (1989-1991)</p>	 <p><b>James Michel,</b> President of Seychelles (2004-2016)</p>
 <p><b>Carl Bildt,</b> Prime Minister of Sweden (1991-1994)</p>	 <p><b>Rexhep Meidani,</b> President of Albania (1997-2002)</p>	 <p><b>Jigmi Yoser Thinley,</b> Prime Minister of Bhutan (2008-2013)</p>
 <p><b>Cassam Uteem,</b> President of Mauritius (1992-2002)</p>	 <p><b>Ricardo Lagos,</b> President of Chile (2000-2006)</p>	 <p><b>John Bruton,</b> Prime Minister of Ireland (1994-1997)</p>
 <p><b>Dalia Grybauskaitė,</b> President of Lithuania (2009-2019)</p>	 <p><b>Tarja Halonen,</b> President of Finland (2000-2012)</p>	 <p><b>Jorge Fernando Quiroga,</b> President of Bolivia (2001-2002)</p>
 <p><b>Danilo Türk,</b> President of Slovenia (2007-2012) and President of Club de Madrid</p>	 <p><b>Vicente Fox,</b> President of Mexico (2006-2012)</p>	 <p><b>José Ramos-Horta,</b> President of Timor-Leste (2007-2012 and 2022-)</p>
 <p><b>Doris Leuthard,</b> President of the Swiss Confederation (2010 and 2017)</p>	 <p><b>Yves Leterme,</b> Prime Minister of Belgium (2008, 2009-2011)</p>	 <p><b>Kim Campbell,</b> Prime Minister of Canada (1993)</p>
 <p><b>Gordon Brown,</b> Prime Minister of the United Kingdom (2007-2010)</p>	 <p><b>Zlatko Lagumdžija,</b> Prime Minister of Bosnia and Herzegovina (2001-2002)</p>	 <p><b>Laura Chinchilla,</b> President of Costa Rica (2010-2014) and Vice-president of Club de Madrid</p>
 <p><b>Aníbal Cavaco Silva,</b> Prime Minister of Portugal (1985-1995); President of Portugal (2006-2016)</p>	 <p><b>Seung-Soo Han,</b> Prime Minister of the Rep. of Korea (2008-2009) and Vice-president of Club de Madrid</p>	 <p><b>Maria Elena Agüero,</b> Secretary-General of Club de Madrid</p>

## RELATED PUBLICATIONS



Proposal for an International  
Anti-Corruption Court,  
Club de Madrid

# Gender Equality

**Seeks gender equality that is real and effective, since a functioning democracy can only be achieved when all people, regardless of their gender, have the same rights, opportunities and responsibilities.**

‘Djuntu pa Igualdadi! Djuntu pa Igualdad! A Participatory Response to Gender Based Violence in Cape Verde’.

**Contributes to the creation of a favourable legal, institutional, and social environment in Cape Verde, in which public authorities respect and promote women’s rights, particularly those of victims of gender-based violence, in order to ensure their socioeconomic inclusion and increase their quality of life.**

Club de Madrid is supporting civil society organisations’ dialogue with public authorities to fight against gender-based violence in Cape Verde. The project aims to contribute to a more favourable legal, institutional and social environment in Cape Verde for women, specifically those who are the victims of gender-based violence. This project is implemented by a consortium of four organisations: European Partnership for Democracy (EPD), the Associação Caboverdiana de Luta Contra Violência Baseada no Género (ACLCVBG), the Netherlands Institute for Multiparty Democracy (NIMD), and Club de Madrid. It is funded by the European Union.

## ACTIVITIES

### 10 Years of the Law of Gender-Based Violence Law in Cape Verde

President José Luis Rodríguez Zapatero was the keynote speaker at this conference celebrating the 10th anniversary of the gender-based violence law in Cape Verde. The event reinforced the importance of this legislation and continued to raise awareness about the need for

ACTIVITIES  
**Member Engaged**



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

a comprehensive legal approach that addresses gender-based violence in the country. During his speech, President Zapatero set three important pillars of action: prevention, protection, and participation.

## RELATED PUBLICATIONS



Zapatero vaticina que “el cambio más importante del siglo XXI será la conquista de los derechos de las mujeres”  
El Plural



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

“**The most important change of the 21st century will not be artificial intelligence, nor the fourth technological wave, the most important revolution of this time is the conquest of women and of rights that were unthinkable 50 years ago, and that has led to a different vision of society”**

”

Zapatero, Conference: 10 years of the gender-based violence law in Cape Verde, March 26, 2022

# Social Media Campaign to Fight Against Gender-Based Violence

Several Club de Madrid Members joined this social media campaign, disseminated during the Gender-Based Violence Week celebrated in Cape Verde at the end of May. The media campaign

composed of videos by former heads of state and government aimed to showcase the cooperation with the Cabo Verdean civil society in mobilising global leadership against gender-based violence.

## RELATED POST



Joyce Banda



Aminata Touré



Marie Louise Coleiro Preca

# High-Level Mission to Cape Verde

Our Member Tarja Halonen led this mission between 3-6 May 2022. It was organised by the European Partnership for Democracy, the European Union delegation in Cape Verde, the local Association for the Fight Against Gender-Based Violence (GBV), and Club de Madrid to strengthen the commitment of political actors and public entities to the implementation of the Participatory Roadmap to improve the Gender-Based Violence Law.

President Tarja Halonen met with Cape Verde's President, Jose

Maria Neves; Prime Minister Ulisses Correia y e Silva, First Lady Débora Carvalho, the Minister of State, Family, Inclusion, and Social Development, the President of the National Assembly, the Minister of Foreign Affairs, the Minister of Justice, and other authorities. She also visited the Pelourinho Association and the community of Achada Grande Trás to meet civil society actors. The open and productive discussions and debates in Cape Verde received extensive media coverage, thereby exposing the fight against gender violence to a much broader audience than otherwise expected.

## RELATED POST



Assuntos relacionados com VBG trazem ex- Presidente da Finlândia a Cabo Verde  
O País



Ex-presidente da Finlândia encoraja Cabo Verde a continuar a trabalhar no combate à VBG  
Inforpress

## ACTIVITIES Members Engaged



**Joyce Banda,**  
President of Malawi  
(2012-2014)



**Marie Louise Coleiro Preca,**  
Prime Minister of Republic of Malta (2014-2019)



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

## ACTIVITIES Member Engaged



**Tarja Halonen,**  
President of the Republic of Finland (2000-2012)

**Tarja Halonen,**  
President of Finland  
(2000-2012)



“

**“Men and women have to work together because it takes twice 50% to reach 100%. We all need each other so that everyone understands the need to implement this law and work on positive masculinities”**

”

Tarja Halonen, High-level mission to Cape Verde, May 3-6, 2022







# Shared





Promotes shared societies, something that Club de Madrid has been doing for 16 years, pursuing societies in which all individuals are equally important and equally free to express their differences, integrating their voices and actively participating in the development and governance of their societies

# Societies Project



## Shared Societies & Global Development

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

As COVID-19 continued to impact the world in 2022, Club de Madrid firmly continued supporting the inclusive implementation of the 2030 Agenda and the SDGs. This was done by raising attention on the importance of ensuring that the voices of marginalised groups are amplified in post-COVID recovery and global efforts to get back on the path of the 2030 Agenda. The idea of “leaving no one behind” is not enough; a concentrated effort is needed to ensure that the benefits of social development also reach minority communities – and opening our ears to their perspectives is a necessary pre-condition for that.

Club de Madrid’s work in this area has focused on advocacy for inclusive development and a call for a Second World Social Summit. Through different activities, Club de Madrid has had the opportunity to advocate for global leaders to bring social development back into the heart of today’s social, economic, and political policymaking, maintain progress towards Agenda 2030, and provide a platform around which our very polarised societies can coalesce.

## RELATED PUBLICATIONS



Position Paper for a II World Social Summit: 'A post pandemic Social Contract: Perspectives from International Civil Society'



A post-pandemic Social Contract: Perspectives from International Civil Society

## ACTIVITIES

### World Social Summit 2025. A Post-Pandemic Social contract: Perspectives from International Civil Society

This discussion, conducted in conjunction with Southern Voice, allowed participants to share views on priority issues and potential deliverables and outcomes of a World Social Summit in 2025.

### Inclusive recovery: a renewed global commitment to social development after COVID-19

Official virtual side-event organised in partnership with the UN Department of Economic and Social Affairs (UNDESA) on the margins of the 60th Commission on Social Development (February 7, 2022). The virtual roundtable allowed for an open dialogue between Club de Madrid, UN staff, and UN Member States on the Social Development Commission Board on global priorities concerning issues of social development in the wake of the COVID-19 pandemic and the 2025 World Social Summit proposal.

### 1<sup>st</sup> Cluster of Our Common Agenda Thematic Consultations Convened by the President of the UN General Assembly

President Türk shared Club de Madrid's efforts and support of the Report, specifically of the World Social Summit proposal (February 11, 2022).

## VIDEOS



A Renewed Global Commitment to Social Development After COVID-19



Danilo Türk at thematic consultations convened by UN PGA on the report of the UN SG

# Global Policy Dialogue on Global Governance Innovation: Beyond UN75 & Our Common Agenda

Convened by the Stimson Center, the Academic Council on the UN System (ACUNS), Plataforma CIPÓ, Leiden University, the Robert Bosch Stiftung GmbH, the Global Challenges Foundation, the Institute for Economics & Peace, and Club de Madrid at the Stimson Center and Georgetown University in Washington D.C. This dialogue brought together a diverse group from UN Missions and the UN Secretariat, think tanks, universities, and other civil society organisations. All offered their perspectives and recommendations for

advancing the UN75 Declaration, the Secretary-General's "Our Common Agenda (OCA)" Report—including its call for a 2023 Summit of the Future and a 2025 World Social Summit—and the UN General Assembly OCA follow-through resolution. Club de Madrid Members' participation provided an important opportunity to further promote Club de Madrid's proposal to hold a World Social Summit in 2025 to further its principles concerning Shared Societies, which the UN Secretary-General made its own in the OCA Report.

# Briefing about the World Social Summit in 2025 in Geneva

The Club participated in a briefing with the Heads of Permanent Missions and Permanent Observer Offices to the United Nations Office in Geneva, UN entities, and UN partner organisations to speak about the challenges and recommendations for the World Social Summit in 2025.

Creating full and productive employment for all as a way of overcoming inequalities to accelerate the recovery from the COVID-19 pandemic and the fully implement of the 2030 Agenda for Sustainable Development.

## ACTIVITIES

### Expert Group Meeting organised by the UN Division for Inclusive Social Development, in collaboration with ILO and the UN Regional Commissions

Club de Madrid spoke on the “Institutional mechanisms and distribution of responsibilities for a renewed social contract,” with reflections on the eventual organisation of a II World Social Summit in 2025.

## ACTIVITIES

### Members Engaged



**Laura Chinchilla,**  
President of Costa Rica  
(2010-2014)



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



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



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



**Juan Somavía,**  
Ninth Director of the  
International Labour  
Organisation (1999-2012)



**Maria Elena Agüero,**  
Secretary-General of Club  
de Madrid

# Inclusive Migration

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

After advocating for an inclusive approach to migration policy in the framework of the Global Compact on Safe, Orderly, and Regular Migration (2018), Club de Madrid continues to focus on regional, cross-regional, and country-level initiatives to promote an approach to migration that is more compatible with the principles of Shared Societies.

To address potential negative popular narratives on migration, Club de Madrid started working with the Organisation of American States' Department of Social Inclusion to develop a guide

on “Deconstructing Myths and Narratives around Migration: Analysis and Recommendations from the Experiences of Colombia, Mexico and Peru.” With support from Peruvian think-tank Equilibrium CenDE, as well as national partners from Colombia, Mexico, and Peru, we analysed the construction and dissemination of migration narratives and their impact on public opinion in these countries. This exchange contributed to the final report that includes

evidence-based recommendations, resources, and tools for political leaders and public officials to generate positive migration narratives and improve policy frameworks accordingly. To this end, Club de Madrid will share the conclusions of the study on Migration Narratives in Latin America with regional policymakers and advocates and civil society stakeholders in close coordination with the Organisation of American States and other regional organisations.

## ACTIVITIES

### Series of advocacy activities

Initiatives to disseminate the report on Migration Narratives in Latin America among regional stakeholders. Online policy dialogue on migration narratives between migration stakeholders from Latin America. Production of early conclusions on inter-regional trends on migration narratives.



## ACTIVITIES Member Engaged



**Laura Chinchilla,**  
President of Costa Rica  
(2010-2014)

## RELATED PUBLICATIONS

Hoy #DiadelMigrante anunciamos nuestro trabajo conjunto con la @OEA\_oficial y @equilibrium\_cd.

Twitter



# Leadership for Shared Societies

**Trains emerging leaders - those committed to ensuring the equal participation of vulnerable communities in decision-making processes - to counter discriminatory rhetoric, given the current climate of political polarisation.**

Club de Madrid continues to advance inclusive leadership practices in governments worldwide, by providing current and emerging leaders with support, advice, and tools to further implement Shared Societies principles. In which all individuals have the opportunity to engage in public policy, from design to implementation and monitoring.

Club de Madrid has begun assembling a community of leaders from all political levels and regions of the world who have demonstrated their commitment to fostering

inclusion through innovative policy approaches. We engage with this community, to monitor the success of these measures and, drawing on Club de Madrid Members' political savvy, identify these good practices that could be replicated in other social and political contexts. Good practices were shared with a community of civil society organisations who develop and implement programmes in support of inclusive leadership. Our compendium of good practices will assist Club de Madrid with the development of future programmes providing real-life examples of what works.

## Political Voices for Inclusion

Club de Madrid launched a digital platform to showcase the profiles of PVI leaders who have pioneered successful initiatives and approaches to reduce identity-based tensions and bridge the gaps of polarisation and social division in their countries and communities.

### VIDEOS



Building Inclusive Political Leadership in Asia



Building Inclusive Political Leadership - Political Voices for inclusion

### PLATFORM



Leadership for Shared Societies. Political Voices for Inclusion

## ACTIVITIES

Club de Madrid organised two Leaders' Insight Sessions as part of the Political Voices for Inclusion (PVI) initiative. The purpose of these sessions was for the PVI Leaders and CdM Members to share perspectives on the benefits of both an inclusive discourse and effective policy action. PVI leaders shared their stories of success and current challenges in building common ground and promoting inclusion in their communities.

### ACTIVITIES

#### Members Engaged



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



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



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



**Elbegdorj Tsakhia,**  
Prime Minister of Mongolia  
(1998, 2004-2006) & President of Mongolia (2009-2017)



# Shared Societies In-Country Implementation

**Provides direct advice to national policymakers on how to build Shared Societies, taking into account their specific national context.**

## VIDEO



Virtual Forum of Afro-descendant Parliamentarians of the Americas.



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

“

**“Racism only  
serves to divide  
human rights”**

”

Enrique Iglesias, Forum on Legislative  
Challenges for Equality and  
Non-Discrimination, May 31, 2022

## Strengthening the Inclusion of the Afro-descendant Population in Peru

Supports civil society efforts on the inclusion of the Afro-descendant population in Peru through bilateral and public virtual events, dialogue and accountability, encouraging political leaders to delve deeper into the challenges they face.

From January to July 2022, and in collaboration with NGO Ashanti-Peru, the Shared Societies program’s work supported the development of two specific bills being discussed in Peru’s Congress: one against Racism and Discrimination, and another aimed at recognising the rights of the Afro-Peruvian people. These proposals were discussed and advocated through several virtual meetings with Peruvian congressmen and women and disseminated through a joint social media campaign with Ashanti.

In July 2022, Club de Madrid started a third phase of collaboration with a more region-specific focus. The objective was to promote policies for the prevention, sanction, and eradication of racism and racial discrimination in Latin America and the Caribbean. This would be accomplished through dialogue and reflection between Afro-descendant parliamentarians, representatives of international organisations, and regional networks of parliamentarians, within the framework of the 2030 Agenda.

## ACTIVITIES

### Virtual Forum of Afro-descendant Parliamentarians of the Americas

This forum brought together Club de Madrid Members, parliamentarians, and Afro-descendant political leaders from the region, including Ms. Epsy Campbell, former Vice-President of Costa Rica and member of our SSP Political Voices for Inclusion initiative, and civil society representatives. Participants exchanged experiences and practices related to legislation, and suggested new policies against racism in order to raise awareness and support for the new anti-discrimination laws advocated by the project.

## Forum on Legislative Challenges for Equality and Non-Discrimination

An advocacy space organised for Afro-Peruvian Culture Month to create alliances and promote the approval of legislative projects aimed at combating racism and discrimination. During the Forum, Sofia Carrillo Zegarra, an Afro-Peruvian Human Rights activist, presented the report “Legislation against racism and racial discrimination in Ibero-America,” which provided an analysis of how different Latin American countries have addressed race-based issues

at the social and political levels. Ms. Epsy Campbell (former Vice-President of Costa Rica and member of our SSP Political Voices for Inclusion initiative), also participated in this activity.

Our participation in this Forum, as well as our meetings with the Ministry of Culture, the Ministry of Women and Vulnerable Populations, and the Ombudsman’s Office, allowed us to raise awareness of the need to promote

legislative initiatives supporting to support the Afro-Peruvian people. We specifically emphasised the creation of two bills referring to: i) the Constitutional Recognition of the Afro-Peruvian People and ii) the incorporation of reserved seats for the Afro-Peruvian people in the Constituent Assembly and approval of the National Policy for the Afro-Peruvian People by 2030 by the President of Peru.

### VIDEO



Forum on Legislative Challenges for Equality and Non-Discrimination

### RELATED PUBLICATIONS



Report “Legislation against racism and racial discrimination in Ibero-America” by Sofia Carrillo Zegarra.

## Inclusive Implementation of the 2030 Agenda in Paraguay

Supports the inclusion of the most vulnerable identity groups in national efforts to achieve the SDGs in Paraguay. All based on a strategic alliance with local partner Decidamos.

Drawing from Decidamos. Large local network of civil society partners who represent various vulnerable communities and identity groups, we were to formulate recommendations for Paraguayan authorities on the actions needed to reach SDGs 1, 2, 10, and 13 with special emphasis on indigenous and impoverished rural populations.

Club de Madrid Members led a series of dialogues with political leaders from the governmen-

tal executives, political parties, and other social groups to share these recommendations and enrich the national development agenda with the views of vulnerable and marginalised identity groups.

Four reports were drafted on the situation of the aforementioned SDGs in the 2016-2020 period and on the perspectives and challenges they would face during the 2021-2025 period. These reports were presented to the leaders of the Sustainable Development Goals Commission of Paraguay, coinciding with Paraguay’s National SDG Week. In the midst of these initiatives, Club de Madrid also helped run a series of consultative workshops with political and social actors to further disseminate key messages.

### ACTIVITIES

#### Members Engaged



**Carlos Mesa,**  
President of Bolivia  
(2003-2005)



**Ms. Epsy Campbell**  
former Vice-President of  
Costa Rica and member  
of our SSP Political  
Voices for Inclusion  
initiative.

### ACTIVITIES

#### Members Engaged



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

#### ADVISOR ENGAGED



**Susana Malcorra,**  
Minister of Foreign  
Affairs of Argentina  
(2015-2017)

## RELATED PUBLICATIONS



Objetivos de Desarrollo Sostenible en Paraguay. Sustainable Development Goals in Paraguay

## VIDEOS



Alexis Cáceres on SDG current situation in Paraguay



SDG current situation in Paraguay - Magui Balbuena



Indigenous current situation in Paraguay and SDG - Remigio Romero



Former Chilean president Eduardo Frei on Paraguay's SDG current situation

## Advancing the Implementation of the Agenda 2030 SDGs in Pakistan

Generates political will and support for the creation of strong partnerships between international and national actors for the inclusion and participation of diverse social groups in the implementation of the SDGs.

Club de Madrid learned to circumvent the obstacles that the COVID-19 pandemic has posed to international field missions and designed a remote approach to country-level engagement that has proven effective in Pakistan.

## ACTIVITIES

### Virtual Session led by Elbegdorj Tsakhia

With the support of the SDG Unit in the Ministry of Planning, Development and Special Initiatives and Aurat Foundation, Club de Madrid organised a virtual session led by our Member Elbegdorj Tsakhia, Romina Khursheed Alam (Special Assistant to the PM of Pakistan and Convener of the Parliamentary Taskforce on SDGs), and Ali Kemal (Chief of the SDG Unit in the Ministry of Planning, Development and Special Initiatives). Additionally, Club de Madrid welcomed the participation of several

leaders of the vulnerable communities from across Pakistan. The importance of collecting data and of budgetary allocations was highlighted throughout the exchange, particularly within the context of ensuring equal opportunities for all groups, including the disabled and transgender communities, to ensure that everyone's voices and opinions are included at all levels of government and within each Ministry.

## ACTIVITIES

### Member Engaged



#### Elbegdorj Tsakhia,

Prime Minister of Mongolia (1998, 2004-2006) & President of Mongolia (2009-2017)



## Advancing the Implementation of the Agenda 2030 SDGs in Pakistan

Generates political will and support for the creation of strong partnerships between international and national actors for the inclusion and participation of diverse social groups in the implementation of the SDGs.



Club de Madrid learned to circumvent the obstacles that the COVID-19 pandemic has posed to international field missions and designed a remote approach to country-level engagement that has proven effective in Pakistan.

**ACTIVITIES**  
**Member Engaged**



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

**VIDEO**



Dialogue on Climate Change's Impacts on Vulnerable Communities in Pakistan

**ACTIVITIES**

**Leaving No One Behind: Advancing the Implementation of the 2030 Agenda in Pakistan**

Explored how the UN and the multilateral system could more effectively reinforce global and national social development frameworks, with specific emphasis on the SDGs. It also encouraged Member States to propose and explain actions to combat climate change, and help work towards a multi-stakeholder global consensus and cooperation on social development, as we continue building back better after COVID-19.

**ACTIVITIES**

**Dialogue on Climate Change's Impacts on Vulnerable Communities in Pakistan**

Organised in collaboration with Aurat Foundation, this activity brought visibility to the challenges of climate change and its impact on specific communities in Pakistan. President Danilo Türk, Dr. Kinzo Hiroki (from the National Graduate Institute for Policy Studies of Tokyo), representatives from the Pakistani government, climate experts, CSOs, and leaders of marginalised and vulnerable community groups participated in this activity. It brought visibility to the challenges of climate change and its impact on specific communities in Pakistan, dialogue emphasised the principle the principle of Leaving No One Behind and drew lessons from prior Club de Madrid projects.

**VIDEO**



Leaving No One Behind: Advancing the implementation of the 2030 Agenda in Pakistan

**ACTIVITIES**  
**Members Engaged**



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



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



## ACTIVITIES

### Supports Inclusion and Participation of Various Social Groups for Effective Implementation of the SDGs in Nepal

Club de Madrid designed a new in-country Shared Societies initiative in Nepal during the first quarter of 2022 in collaboration with the Center for Policy Studies and Governance.

As Nepal and the rest of the world work towards new development strategies following COVID-19, this new initiative promotes a multi-stakeholder dialogue and

leverages the political influence of Club de Madrid Members to support the inclusion of diverse social groups for effective implementation of the SDGs. Nepal's Center for Policy Studies and Governance helped us build on our previous work in the country, specifically working towards the implementation of new development strategies after COVID-19 and the promotion of a multi-stakeholder

dialogue on inclusion and participation of diverse social groups for the effective implementation of the SDGs.



## ACTIVITIES

### Dialogue on the Inclusive Implementation of the SDGs in Nepal

On 7 April, Club de Madrid Member Kim Campbell chaired a virtual discussion with the participation of federal and provincial parliamentarians and representatives of SDG implementation committees. Eight members of the House of Representatives and National Assembly, as well as six members from the Provincial Assembly, participated in this virtual workshop. A second session, chaired by Former Prime Minister of Norway Kjell Magne Bondevik, was held on 2 June. Senior officials from relevant ministries, constitutional commissions, national and two provincial-level planning commissions, and national-level

CSO networks also took part in this session. Both activities focused on developing a roadmap for the Nepalese government to strategically incorporate the needs of marginalised groups by engaging them in the planning, implementation, and monitoring of SDGs to be integrated into national and sub-national plans and priorities.

ACTIVITIES

**Members Engaged**



**Kim Campbell,**  
Prime Minister of Canada  
(1993)



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

### VIDEOS



Dialogue on the Inclusive Implementation of the SDGs in Nepal 7 April



2nd Dialogue on the inclusive implementation of the SDGs in Nepal

# Multilateralism







**Brings together the consensus of the global community around an inclusive, rules-based, and sustainable approach to addressing global challenges.**

# and Global Cooperation

# Supporting United Nations and Regional Organisations



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

# European Union, Latin America, and the Caribbean: A Future of Shared Values

Spain will, for the fifth time, assume the Presidency of the Council of the European Union during the second half of 2023. As such, 2023 will be an important year for the Spanish efforts to contribute to the strengthening of the European project. The Spanish government has months of hard work ahead as it looks to utilise its privileged position within the EU to promote strategic priorities and strengthen relationships between European, Latin American, and Caribbean countries.

Given the geopolitical polarisation that seems to be consistently increasing worldwide, strengthening the relationship between Europe, Latin America, and the Caribbean is, at the very least, an important strategic measure. The countries of the European Union, Latin America, and the Caribbean make up almost a third of the members of the United Nations and are largely represented in intergovernmental initiatives like the G20 summit. A strategic alignment of shared values between these regions would decisively transform the multilateral agenda and address global challenges.

A process of internal consultations and roundtables amongst Club de Madrid's Members and partners resulted in three key papers:

## RELATED PUBLICATIONS



**Paper 1:**  
Richard Youngs,  
Democracy and  
the Rule of Law  
as Shared Values



**Paper 3:**  
María Fernanda Espinosa,  
Multilateralism and  
Global Governance in  
the Context of Increasing  
Geo-Political Polarisation



**Paper 2:**  
Ricardo Lagos and  
Ernesto Ottone, Social  
Development and Reform  
of the Social Contract in  
a Post-Pandemic Context

## ACTIVITIES

### European Union, Latin America and the Caribbean: A Future of Shared Values

Club de Madrid organised a public roundtable to discuss the strategic relationship between Europe and Latin America and the Caribbean. Participants discussed ways to implement elements, cooperation mechanisms and concrete proposals that would allow Spain to leverage its status within the European Union to serve as the driving force for strengthening of the relationship and strategic association between EU, Latin American and Caribbean countries.

## VIDEO



European Union, Latin  
America and the Caribbean:  
A Future of Shared Values

## ACTIVITIES

### Members Engaged



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



**María Elena Agüero,**  
Secretary-General of Club  
de Madrid



**Ricardo Lagos,**  
President of Chile  
(2000-2006)



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

## ADVISORS ENGAGED



**María Fernanda Espinosa,**  
Former Minister of Foreign Affairs of Ecuador and 73<sup>rd</sup>  
President of the United Nations General Assembly



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



**“We see changes in Europe and in Latin America, but we see the commitment to democracy as being a very firm platform for the future.”**



“European Union, Latin America and the Caribbean: A Future of Shared Values”, September 28, 2022.



**Ricardo Lagos,**  
President of Chile (2000-2006)



**“How do we prepare for the challenges between Latin America and the EU? Because if there is a starting point, it is the fundamental values that go to the core, which is democracy as we conceive it.”**



“European Union, Latin America and the Caribbean: A Future of Shared Values”, September 28, 2022.



**María Fernanda Espinosa**  
Former Minister of Foreign Affairs of Ecuador and 73<sup>rd</sup>  
President of the United Nations General Assembly



**“We are talking about alliances between the two regions as two monolithic entities, but they are not two monolithic entities. They are diverse spaces where internal dissent and diversity generate great challenges. How to achieve unity in diversity? Dialogue must be based on concrete issues, on building joint agendas.”**



“European Union, Latin America and the Caribbean: A Future of Shared Values” September 28, 2022.

Lagos aboga por resolver los asuntos sociales de Chile “ahora” y redactar una Constitución con “mirada hacia adelante”.  
Europa Press



Ricardo Lagos, expresidente de Chile: “Boric está aprendiendo que gobernar es gobernar para todos”.  
elDiario



#### RELATED PUBLICATIONS

Allamand: la UE y Latinoamérica deben hacer «reflexión interna» sobre la democracia.  
Euractiv



# Dialogue between China and the World

**Promotes dialogue and cooperation, encouraging the exchange of ideas and best practices, and supporting the promotion and strengthening of multilateralism worldwide.**

Since 2016, Club de Madrid has been working with the Australia China Friendship and Exchange Association, the Provincial Government of Guangdong, and the Chinese People's Association of Friendship with Foreign Countries to organise policy dialogues in China – Imperial Springs International Forum (ISIF) – on issues of mutual interest, becoming one of the most relevant international forums in the region.

By bringing together leaders from politics, business, civil society, and academia, the ISIF encourages a multi-stakeholder approach to addressing global challenges.

When we promote dialogue and cooperation among leaders of different sectors and countries, we are facilitating more comprehensive and effective solutions which incorporate diverse perspectives and experiences.

Despite COVID-19 and travel restrictions, Club de Madrid has been able to continue discussions at a time

when dialogue with China is more important than ever. These discussions have allowed the Club de Madrid and other social and political leaders to propose actionable policy recommendations that would enhance the value of multilateralism, global cooperation, and globalisation from a multidimensional and shared perspective.

## ACTIVITIES

Through our ISIF 2022 initiative, we organised two roundtable meetings that allowed our Members and Experts to discuss the international developments and converging crises impacting the world in 2022, including the war in Ukraine. Participants addressed the state of geopolitical relations and identified ways to encourage dialogue and restore trust internationally, which is undoubtedly conducive to cooperation and the spirit of détente among world powers.

The Forum, scheduled for November 28-29 2022, had to be postponed to 2023 due to a severe wave of COVID-19.



## ACTIVITIES

### Members Engaged



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



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



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



**Ivo Josipovic,**  
President of Croatia  
(2010-2015)



**Boris Tadic,**  
President of the  
Republic of Serbia  
(2004-2012)



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



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



**Jorge Quiroga,**  
President of Bolivia  
(2001-2002)



**Cristina Manzano,**  
Director of ESGlobal



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



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



**Mehdi Jomaa,**  
Prime Minister of Tunisia  
(2014-2015)



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



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



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



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



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



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



**Han Seung-soo,**  
Prime Minister  
of the Republic of Korea  
(2008-2009)



**Maria Elena Agüero,**  
Secretary-General of Club  
de Madrid

#### ADVISORS ENGAGED



**María Fernanda Espinosa,**  
Former Minister of Foreign Affairs of Ecuador and 73<sup>rd</sup>  
President of the United Nations General Assembly



**Sean Cleary,**  
Executive Vice-Chair of the  
FutureWorld Foundation



**Susana Malcorra,**  
Minister of Foreign Affairs  
of Argentina (2015-2017)

# Global Public Health After COVID-19: Multilateralism that Delivers for Improved Pandemic Prevention, Preparedness, and Response

## Calls for building a robust global public health system that is capable of acting effectively in future health crises.

Following the lessons learned during COVID-19, and keeping previous efforts toward strengthening the global health architecture in mind, there is room for progress if we continue to build on the positive steps. To that end, Club de Madrid has been supporting the successful replenishment and expanded

mandate of the Global Fund to Fight AIDS, Tuberculosis, and Malaria. Club de Madrid understands the need for a global treaty, convention, or international instrument to strengthen global health infrastructure and prevent outbreaks from becoming pandemics. One way to help ensure this is by promotion of equitable access to global public health goods.

In this context, we have been focusing on highlighting crucial elements that the pandemic framework convention should

include, particularly in light of lessons learned through the COVID-19 experience. Club de Madrid will continue to work on identifying key actions for collective leadership in order to ensure the political support needed to achieve a pandemic framework convention.

### VIDEO



Online event 'The pandemic convention we need now'



### ACTIVITIES

## The Pandemic Convention We Need Now

This dialogue discussed the crucial elements that the pandemic framework convention should include and identified key actions for collective leadership to garner the governmental support needed to achieve a pandemic framework convention.

## Advocacy

Club de Madrid Members have published articles, calls to action, and other written documents as part of their advocacy efforts. Several closed-door roundtable discussions were also held with the primary goal of devising and ultimately presenting a legally binding pandemic treaty to be instituted internationally.

### RELATED PRESS ARTICLES



Former PMs Urge Government to Increase Spending on Infectious Diseases After COVID-19 Setbacks. The Independent



'Disease X' is inevitable. Another global pandemic is not. The Globe and Mail



L'Afrique, première concernée du futur traité sur les pandémies. Jeune Afrique

### ACTIVITIES Members Engaged



**Kim Campbell,**  
Prime Minister of Canada  
(1993)



**Mehdi Jomaa,**  
Prime Minister of Tunisia  
(2014)



**Laura Chinchilla,**  
President of Costa Rica  
(2010-2014)



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



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



**Ángel Gurría,**  
OECD Secretary General  
(2006-2021), Member of the  
Panel for a Global Public Health  
Convention (PGPHC)





## RELATED PUBLICATIONS



Joint letter from former leaders of Commonwealth countries in support of the Global Fund



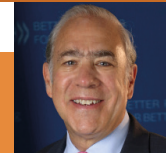
Video message and written statement in the second round of the INB public hearings held on 30 September 2022 in response to the following question: "Based on your experience with the COVID-19 pandemic, what do you believe should be addressed at the international level to better protect against future pandemics?"



**Laura Chinchilla,**  
President of Costa Rica  
(2010-2014)

**"A global, coordinated response to contain health threats is one of the most pressing needs of our time. An international agreement which nails down clear lines of accountability is critical to enable all countries, at whatever income level, to detect, alert, and respond to health threats before they become global pandemics"**

"WHO's Intergovernmental Negotiating Body (INB)", September 2022 public hearings

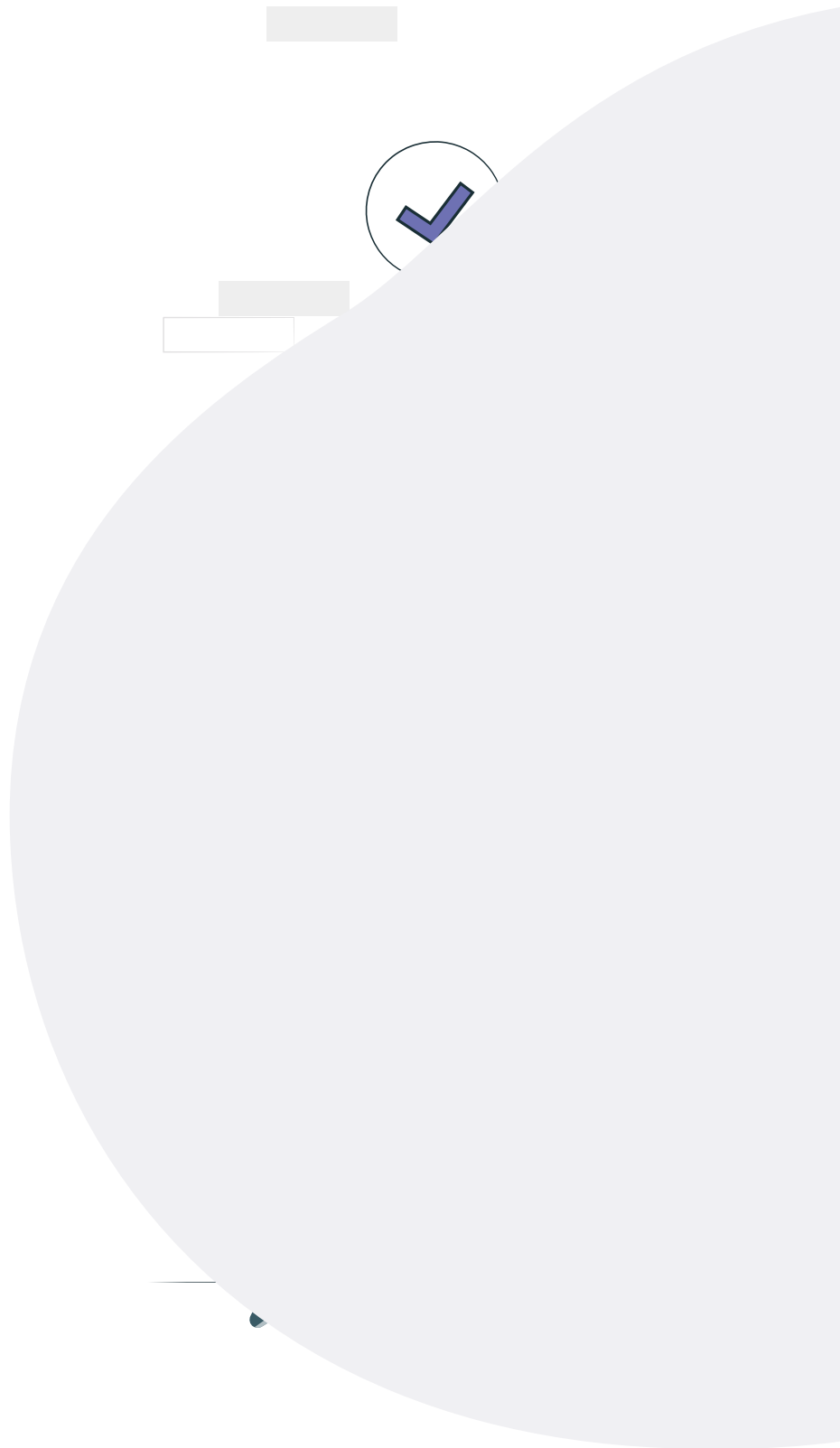


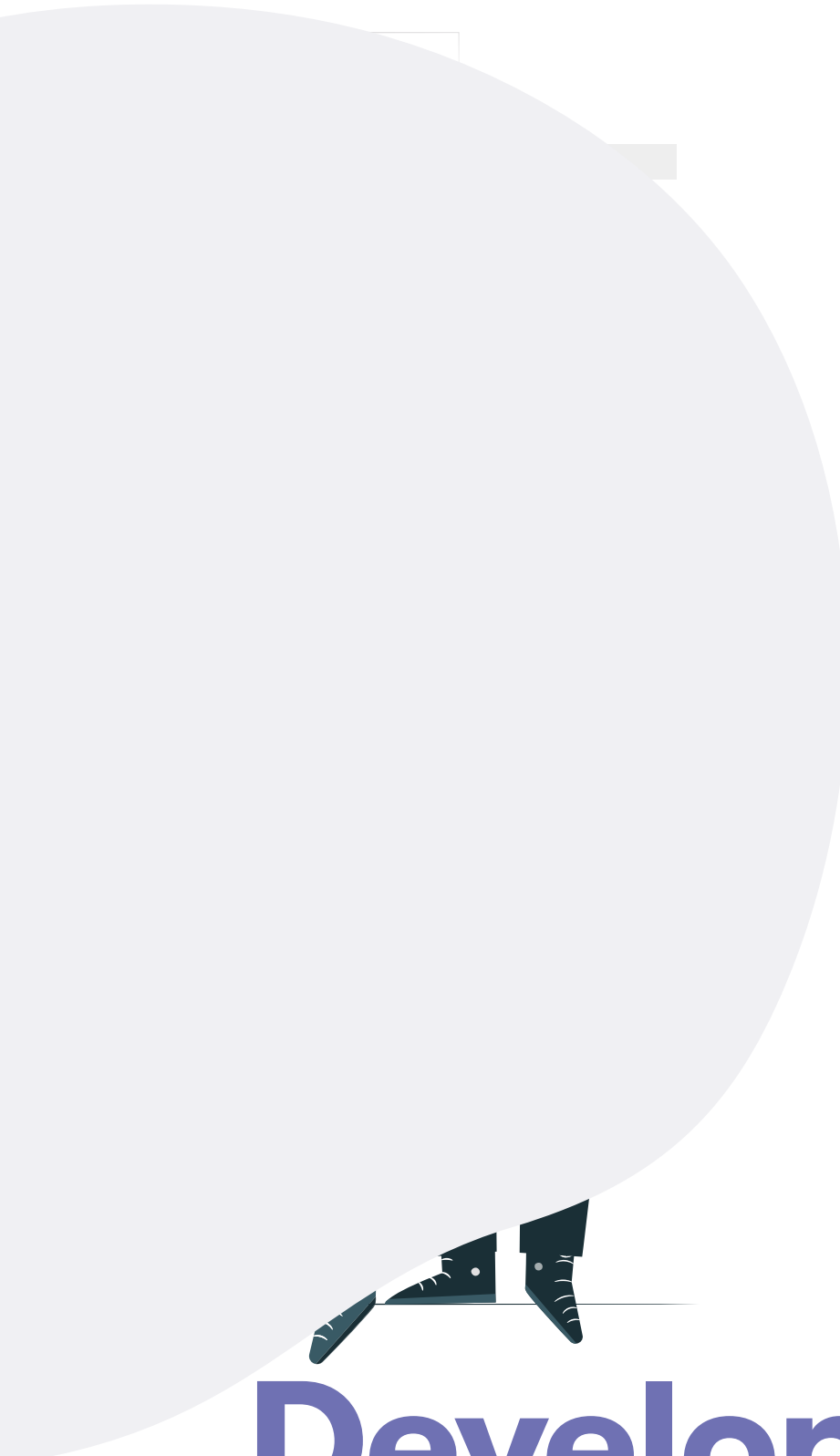
**Ángel Gurría,**  
OECD Secretary General (2006-2021), Member of the  
Panel for a Global Public Health Convention (PGPHC)

**"The monkeypox outbreak is a sobering reminder that a global, coordinated response to contain health threats and deliver countermeasures equitably is essential to stopping outbreaks from becoming global pandemics. Preparedness and response are not charity, they are a global good that demands countries work in solidarity and take responsibility"**

"WHO's Intergovernmental Negotiating Body (INB)", September 2022 public hearings

# Outreach





# and Development



## Making things happen

Through its institutional relations efforts, Club de Madrid seeks to maximise the positioning of the organisation as a key player in advancing the agenda on the issues we work on and to give our key recommendations and messages traction through targeted advocacy efforts with our network of partners. In this sense, we are always open to identifying new partners that can contribute towards the impact and sustainability of our work.

The confluence of crises we face has focused most of our institutional efforts throughout 2022 on advocacy related to our work on: multilateralism must deliver; rethinking democracy and; addressing the future of the global health architecture.

In follow up to the release of the UN Secretary General's Our Common Agenda (OCA) report the High-Level Advisory Board for Effective Multilateralism was established, with Club de Madrid Member President Ellen Johnson-Sirleaf as one of its co-Chairs and President Danilo Türk and Stefan Löfven as members. This gave Club de Madrid a privileged position from which to continue contributing to the various UN-led processes that will help shape the new multilateral agenda and in particular, to shaping the Summit for the Future expected to take place in 2023.

Beyond the centrality of the United Nations, Club de Madrid Members believe it is instrumental to also work with the G20 in the revamping of the multilateral system. Therefore, following our Annual Policy Dialogue 2022 "Leading in a World of Converging Crises" held in Berlin 31 October-2 November, President Türk travelled to Indonesia to meet with President Widodo and presented him with the Concluding Document as CdM's contribution to the G20 Summit discussions held a few days later. President Türk conveyed our commitment to the efforts of the G20 countries.










To support our work on multilateralism Club de Madrid continues to be an active member of the Coalition for the UN We Need (C4UN) which provides a strategic platform for like-minded organisations to share information and coordinate efforts towards the renewal of the multilateral system.

Throughout 2022 we have continued to channel our work towards the Summit for Democracy by supporting and contributing to efforts coordinated under the Global Democracy Coalition, sharing our key messages and securing the active participation of our Members in the initiative. Club de Madrid was also a member of the Summit's official working group on "Countering Authoritarianism".

Similarly, following the recommendations included in our 2021 Policy Dialogue Concluding Document, we have been working with Integrity Initiatives International, disseminating and promoting the adherence of CdM Members to the Declaration in support of the creation of International Anti-Corruption.

As part of our ongoing collaboration with the People's Vaccine Alliance to promote equitable access to a vaccine for all, our Members continued to support advocacy efforts by participating in podcasts, signing open letters and drafting op-eds for international and national media outlets. Particular attention was paid this year to the G20 to raise attention to the urgency of securing the funding needed to cover the persistent COVID-19 vaccine/vaccination/treatment and diagnostic gap and prepare for and prevent future pandemics.

Club de Madrid contributed and was present in various Fora that represent strong institutional ties and multiannual collaborations. We wish to express our gratitude to all partners, including:

-  **Boao Forum for Asia Annual Conference Boao Forum**  
(20-22 April, Boao)
-  **World Justice Forum**  
(30 May-2 June, The Hague)
-  **Culture Summit Abu Dhabi 2022**  
(May, Abu Dhabi)
-  **Ecosystems 2030**  
(2-3 June, A Coruña, Spain)
-  **Copenhagen Democracy Summit**  
(9-10 June, Copenhagen)
-  **European Partnership for Democracy Annual Conference** (20-21 June, Brussels)
-  **Bertelsmann Stiftung's Salzburg Trilogue**  
(15-16 August, Salzburg)
-  **Athens Democracy Forum**  
(28-30 September, Athens)
-  **Foreign Policy Community of Indonesia's (FPCI) Global Town Hall**  
(5 November, Online)
-  **The 10th World Forum for Democracy 2022**  
(7-9 November, Strasbourg)

The sustainability of our organisation is always a priority for institutional relations. Without our partners and supporters our work would not be possible. We therefore want to thank, most sincerely, all Members of our President's Circle; our new Academic Partner the Munk School of Global Affairs and Public Policy of Toronto University; and the programmatic support of, particularly, the Slifka Foundation, the Bertelsmann Stiftung, the German Federal Foreign Office and the Aids Health Foundation.





# Communi- cations

# Communications that Deliver

Club de Madrid has generated 585 media impacts across more than 450 outlets in over 50 countries. Reaching almost six million media users, resulting in a PR value exceeding €1,513,800.

## SOME MEDIA APPEARANCES



The Washington Post



El Confidencial



Project Syndicate



europa press



SEI2



O Jornal Economico



EFE



Forbes



BrusselsMorning



EL MERCURIO



Clarín



PassBlue



NTN24



POLITICO



DW Deutsche Welle

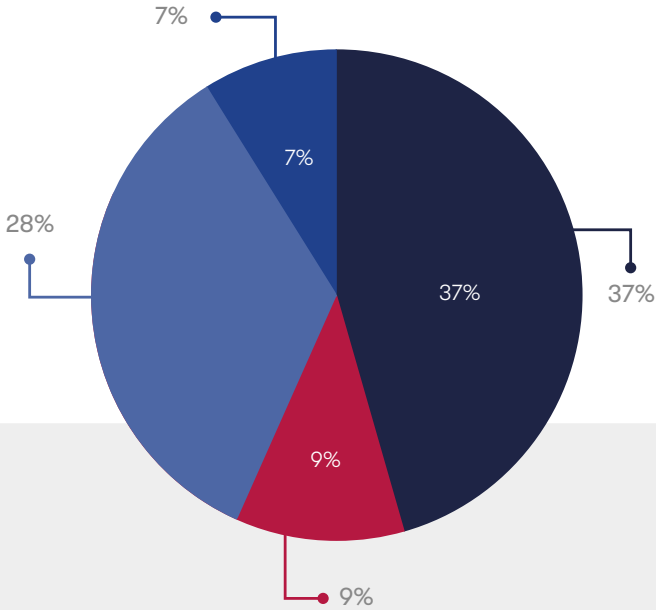


CGTN DOCUMENTARY





The work on our different social networks and our website is fundamental to sharing our work and building our notoriety and network for greater impact. During this year, we have seen a tremendous increase in followers across our social network.



- INSTAGRAM
- FACEBOOK
- LINKEDIN
- TWITTER

Our videos have been viewed on YouTube 7,308 times.

During 2022, Club de Madrid launched its new website to make it more accessible to a wider audience. Similarly, we have continued with initiatives such as the Democracy in Practice podcast.

**PODCAST**



# Finance and





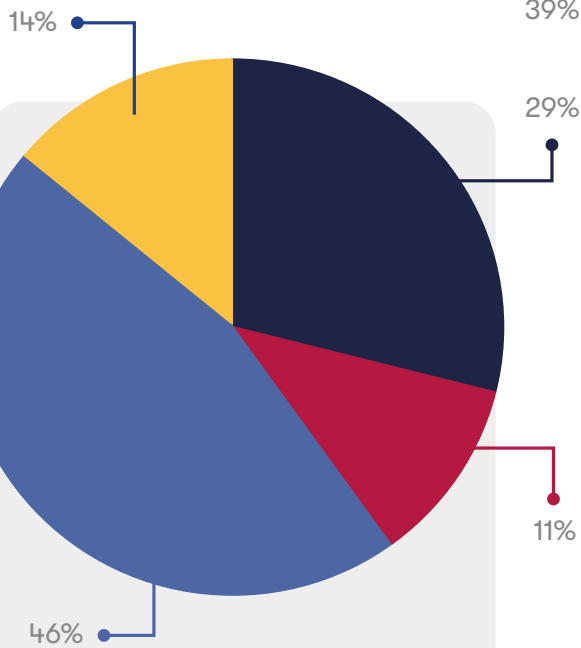
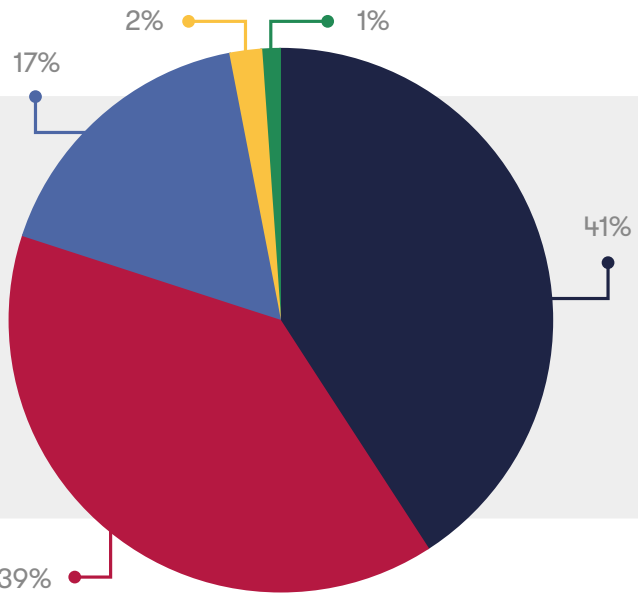
# Administra- tion

# Beyond numbers

During 2022, we were able to increase our in-person operations to relatively normal levels, with total expenditure moving closer to pre-pandemic figures, showing a 2% growth. We successfully reaffirmed and renewed the support of our main donors, and added two new members to our President's Circle.

## Sources of revenue by type of donor

- FOUNDATIONS/OTHER NON-PROFIT
- CORPORATIONS
- PUBLIC SECTOR
- INTER-GOVERNMENTAL
- FINANCIAL & OTHER

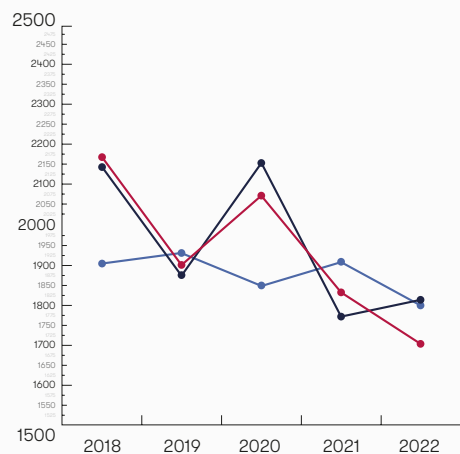


## Use of resources by programmatic pillar

- SHARED SOCIETIES PROJECT
- NEXT GENERATION DEMOCRACY
- MULTILATERALISM AND GLOBAL COOPERATION
- OTHER ACTIVITIES & ORGANISATIONAL STRENGTHENING AND DEVELOPMENT

## Evolution of revenue, expenditure and reserves

- EXPENSES
- REVENUE
- RESERVES









# Who

# LIST OF MEMBERS

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

## 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)



**Moussa Mara**  
Prime Minister of Mali  
(2014-2015)



**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)



**Lee Hong Koo**  
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)



**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)



**Jigmi 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)



**Francisco Sagasti**  
President of Peru  
(2020-2021)



**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)



**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**  
Prime Minister  
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)



**Ivetta Radicová**  
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)



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



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



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



**Alexander Stubb**  
Prime Minister of Finland  
(2014-2015)



**Boris 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 Vīķe-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)



**Juan Somavía**  
Ninth Director of the  
International Labour  
Organization (1999-2012)

## 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**



-  @ClubdeMadrid
-  @club\_de\_madrid
-  ClubMadrid
-  clubdemadrid
-  @ClubdeMadridchannel

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



**CLUB  
DE  
MADRID**

