

PROGRAMMATIC STRATEGY

2026-2028

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FOREWORD

BY THE PRESIDENT

This Strategy is grounded in a world that has become more unstable, more unequal and less governed by shared understandings. In many parts of the world, authoritarianism is rising, democratic institutions are operating under growing strain, facing rising social expectations, deepening inequalities and declining public trust. At the same time, political processes are increasingly shaped by polarisation, disinformation and short-term calculations, complicating the capacity of democracies to function effectively and predictably. Citizens are less inclined to judge democracy by its promises or procedures, and more by its perceived ability to protect, to deliver and to act fairly amid persistent uncertainty.

At the international level, the erosion of agreed norms and the selective application of rules have reduced predictability and weakened the authority of multilateral institutions. This has not produced greater security or autonomy, but greater fragmentation, volatility and risk, including the re-emergence of the threat of large-scale conflict in regions once thought to be governed by restraint and cooperation. At the same time, inequality, climate disruption and technological change are advancing faster than the political systems meant to govern them. The result is a widening gap between power and responsibility, and between decision-making and accountability. This is the context in which leadership must now be exercised.

History reminds us, however, that periods of disruption are also moments of choice. They test whether leadership retreats into short-term calculation or rises to the responsibility of renewal. They call for judgement over impulse, dialogue over division, and cooperation rooted in shared principles rather than convenience. It is precisely in such moments that Club de Madrid's mission becomes most relevant.

As the world's largest forum of democratic former Presidents and Prime Ministers, Club de Madrid occupies a unique space in international affairs. Our Members bring not only political experience, but the perspective and moral authority that come from having governed through crisis, reform and transition. They understand that democracy, the rule of law and human dignity are not self-sustaining, and that preserving them requires leadership willing to place long-term stability and the public good above immediate political gain. This Strategy reflects that collective

wisdom and reaffirms our commitment to placing democratic leadership at the service of people, peace and shared prosperity.

Club de Madrid's 2026–2028 Strategy builds on the strong foundations laid during the presidency of President Danilo Türk. Under his leadership, Club de Madrid consolidated its role as a trusted voice in global debates, deepened its engagement with multilateral institutions, and strengthened its capacity to act as a bridge between democratic experience and collective action. His presidency reaffirmed the organisation's conviction that democracy, social justice and effective multilateralism are inseparable, and that former Heads of State and Government carry a continuing responsibility to contribute to the public good beyond their time in office.

This Strategy is the result of that period of reflection, dialogue and engagement. It responds to a world in flux while remaining faithful to Club de Madrid's core values and purpose. It sets out a clear direction for how the organisation will contribute to strengthening democratic resilience, protecting the rules-based international order, and advancing social justice and sustainable development over the next three years.

As I assume the Presidency of Club de Madrid, I do so with a deep sense of responsibility and determination. Implementing this Strategy will require collective leadership, active Member engagement, and strong partnerships

across regions and sectors. It will demand both conviction and adaptability, as well as a sustained commitment to listening, bridge-building and consensus. I am fully committed to ensuring that this Strategy is not only a statement of intent, but a living framework that guides our action and amplifies the impact of our Members' experience and leadership.

In a world searching for direction, Club de Madrid will continue to stand for principled democratic leadership, inclusive dialogue and effective international cooperation. This Strategy is our contribution to that effort, and an invitation to all those who share these values to work with us in shaping a more just, peaceful and democratic future.



Laura Chinchilla | President of Club de Madrid
President of Costa Rica (2010–2014)

STRATEGY SUMMARY



1. VISION

A democratic and peaceful world where the Rule of Law and respect for human rights prevail. A world that delivers sustainable development, social inclusion and wellbeing for all.

2. MISSION

To harness the collective experience and influence of democratic former Heads of State and Government to inspire principled leadership, strengthen democratic governance and advance multilateral cooperation that delivers for all.

3. WHAT WE STAND FOR

Shaping Ideas and Driving Policy Change

Forging Bridges and Building Consensus

Supporting Leadership for Democratic Resilience

4. GUIDING PRINCIPLES

Integrity and moral authority in democratic leadership

Non-partisanship

Diversity and inclusion

Intergenerational engagement

Regional and networked approach

5. AREAS OF IMPACT

Democratic Resilience

Rules-Based International Order

Social Justice and Development

6. HOW WE WORK

Dialogue, Consensus-Building & Advocacy

Peer-to-Peer Support

In-Country Missions on Request

Evidence and Policy Briefs

Intergenerational Mentoring & Emerging Leadership

Coalition-Building & Partner Platforms

Strategic Communications

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, independent, international non-profit organisation, Club de Madrid draws on the hands-on governance experience of 133 Members from 74 countries, along with a global network of advisors and partners from all sectors of society.

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

VISION

A democratic and peaceful world where the Rule of Law and respect for human rights prevail. A world that delivers sustainable development, social inclusion and wellbeing for all.

MISSION

To harness the collective experience and influence of democratic former Heads of State and Government to inspire principled leadership, strengthen democratic governance and advance multilateral cooperation that delivers for all.

WHAT WE STAND FOR

- **Shaping Ideas and Driving Policy Change:** We bring together democratic leaders to reflect and exchange on the defining challenges of our time, from democracy and global cooperation to social justice and sustainable development.
- **Forging Bridges and Building Consensus:** We build bridges and forge consensus among political, social and business leaders on how to renew democracy and strengthen international cooperation at all levels.
- **Supporting Leadership for Democratic Resilience:** We cultivate principled leadership across generations to advance democracy, social justice and effective multilateral cooperation, drawing on the experience and moral authority of our Members.

WHAT PRINCIPLES GUIDE OUR WORK

1.

INTEGRITY AND MORAL AUTHORITY IN DEMOCRATIC LEADERSHIP

Our Members are committed advocates for democracy and defenders of the values and principles that sustain it. Together, they embody the moral authority of democratic leadership, standing firm against authoritarianism, disinformation and democratic backsliding, and promoting truth, accountability and the Rule of Law wherever these are under threat.

3.

DIVERSITY AND INCLUSION

We promote participatory democracy by advocating for the full participation of women, youth, minorities and other underrepresented communities, ensuring that their voices are heard and that leadership reflects the richness of society.

5.

REGIONAL AND NETWORKED APPROACH

Our work reflects the diversity of our global Membership, engaging voices from all regions, with a strong commitment to those of the Global South. We collaborate with a broad spectrum of partners, including governments, international and regional organisations, civil society, academia, the private sector and local communities, to bridge divides, strengthen cooperation and advance inclusive solutions to shared global challenges.

2.

NON-PARTISANSHIP

Our Members come from across the political spectrum but share an unyielding commitment to the fundamentals of democracy. Club de Madrid is non-partisan in engaging external actors and experts in its policy discussions, and it advocates the pursuit of broad consensus among political stakeholders while standing firm on democratic values.

4.

INTERGENERATIONAL ENGAGEMENT

We believe democracy must deliver for each generation. Club de Madrid connects former Heads of State and Government with emerging leaders to exchange experiences, inspire new ideas and build trust across generations.



HOW WE WORK

Club de Madrid works through a distinctive set of tools that harness the political experience and convening power of its Members. These tools are designed to open political space, build consensus, and translate dialogue into meaningful policy change.



DIALOGUE, CONSENSUS-BUILDING & ADVOCACY

We convene high-level policy dialogues, policy labs and trusted spaces for exchange that bring together diverse political, civic and institutional actors. Many of these take the form of Track 1.5 dialogues, enabling informal yet influential exchanges between government representatives, international organisations, civil society and

others. These forums bridge divides, foster trust and co-create shared perspectives. Their outcomes feed directly into advocacy and agenda-setting at national, regional and global levels, ensuring that dialogue translates into tangible influence and action.



INTERGENERATIONAL MENTORING & EMERGING LEADERSHIP

We connect our Members with emerging political and social leaders, with a particular emphasis on youth, women and minority voices, through mentoring and intergenerational policy labs. In these exchanges, Members share the lessons and perspectives gained from governing at the highest

level, helping emerging leaders to navigate political challenges and broaden their understanding of democratic leadership. This dialogue across generations strengthens democratic values and supports the development of inclusive and effective leadership for the future.



PEER-TO-PEER SUPPORT

Our Members, former Heads of State and Government with democratic credentials, share their first-hand experience directly with leaders in office. These exchanges create a safe and trusted environment where decision-makers can explore policy options, draw on lessons from other contexts and benefit from the insights of peers who have faced similar challenges.



IN-COUNTRY MISSIONS ON REQUEST

At the invitation of national stakeholders, Members engage in focused missions to support democratic transitions, institutional reforms or dialogue processes. These missions involve engagement with governments in office, as well as with civil society, academia and intergovernmental organisations at national level. Through listening, facilitation and political accompaniment, our Members contribute to advancing nationally led democratic processes and to supporting the implementation of global agendas at country level.



COALITION-BUILDING & PARTNER PLATFORMS

At the invitation of national stakeholders, Members engage in focused missions to support democratic transitions, institutional reforms or dialogue processes. These missions involve engagement with governments in office, as well as with civil society, academia and intergovernmental organisations at national level. Through listening, facilitation and political accompaniment, our Members contribute to advancing nationally led democratic processes and to supporting the implementation of global agendas at country level.



STRATEGIC COMMUNICATIONS

We draw on the political experience and credibility of our Members to deliver clear and timely messages through public statements, op-eds, podcasts and targeted public events. Our communications connect with ongoing policy debates and aim to enrich discussions, highlight democratic perspectives and encourage constructive engagement.



EVIDENCE AND POLICY BRIEFS

Club de Madrid is not a think tank, but we produce targeted knowledge products to strengthen our policy dialogue and advocacy. These materials are developed in partnership with specialised content organisations and enriched by contributions from a wide range of actors across sectors. What makes

them distinctive is that they are informed by the political experience and authority of our Members, ensuring that evidence is translated into practical, actionable recommendations that resonate with decision-makers.

THEORY OF CHANGE

Our work is guided by a simple theory of change: that by mobilising the experience and moral authority of democratic former Heads of State and Government, Club de Madrid can generate the trust, political will and policy innovation needed to strengthen democracy, advance social justice and renew multilateral cooperation.



BUILDING ON OUR ACHIEVEMENTS

Over the past two decades, Club de Madrid has strengthened its role as a recognised platform for dialogue and collective action, where democratic former Heads of State and Government put their experience and credibility at the service of democracy and international cooperation. The organisation has shown remarkable resilience and adaptability, expanding its reach, refining its methods and responding to new and complex global challenges, while remaining true to its founding mission and values.

The period 2023–2025 was marked by profound challenges to democracy and multilateralism, from geopolitical tensions and the erosion of democratic institutions to the pressing demands of climate change and digital transformation. In this context, Club de Madrid worked to provide clarity and direction, fostering dialogue and joint action to strengthen democratic governance and renew international cooperation.

As we look ahead to 2026–2028, it is important to reflect on what has been achieved. Through the engagement of our Members, Advisors and Secretariat, the support of partners, and the impact of our programmes and dialogues, Club de Madrid has consolidated its position as a trusted forum in global policy debates. The lessons of the past three years now guide our efforts to deepen that impact in the years ahead.

Over the past three years, Club de Madrid has placed **democratic resilience** at the centre of its agenda, responding to authoritarian pushback and the erosion of rights by working closely with **democracy and human rights defenders**, civil society and political leaders. Our Members have engaged directly with those operating on the frontlines of repression, offering solidarity, visibility and political support to individuals and organisations striving to uphold democratic values under severe pressure. Through our partnership with the **LEAD Network** (Leaders Network for Environmental Activists and Defenders), we have helped sustain and revitalise a collaborative space where environmental and human rights advocates work alongside governments, multilateral organisations and civil society to strengthen protection mechanisms and advance recognition of defenders as essential actors in promoting both democratic governance and climate action.

We advanced efforts to confront corruption, recognising it as one of the most corrosive threats to democracy and development. Club de Madrid actively supported advocacy for the creation of an **International Anti-Corruption Court**, mobilising our Members' political experience to give visibility and legitimacy to global efforts aimed at ending impunity for grand corruption and reinforcing democratic governance worldwide.

At the global level, Club de Madrid launched the **Global Commission on Democracy and Multilateralism**, a flagship initiative designed to reconnect democratic renewal with the reform of international cooperation. The Commission brings together former Heads of State and Government, global thought leaders and civil society representatives to generate practical and politically viable recommendations on how the multilateral system can be made more effective in supporting and reinforcing democracy at the national level. Structured around thematic working groups and informed by broad consultations, it has become a unique forum for addressing two of the defining challenges of our time: the erosion of democratic governance and the

weakening of multilateral institutions. By positioning democracy at the heart of global problem-solving, the Commission has established itself as a reference point for innovative and actionable thinking that will culminate in a major report in 2026.

Our work also addressed pressing democratic challenges at **national level**. Members engaged with political actors and civil society in the Western Balkans to confront disinformation and polarisation, supporting efforts to rebuild trust in democratic institutions. They also carried out in-country engagements in Honduras, Guatemala, Armenia, Uganda and Cabo Verde, advancing women's political participation, supporting environmental activists, and promoting the inclusion of youth and women in democratic processes. Across these efforts, Club de Madrid fostered inclusive dialogue and accompanied nationally led initiatives to strengthen democratic governance.

At the same time, we placed the challenges of **democracy in the digital age** high on the agenda. Through policy labs and high-level exchanges, we created spaces where innovators, regulators and political leaders could confront difficult questions on the governance of artificial intelligence. Our aim has been to ensure that digital technologies do not erode trust or rights, but instead serve as tools to strengthen democratic values, accountability and citizen participation. Recognising that these same technologies are increasingly misused to spread disinformation and hate speech against minorities and marginalised groups, we also advanced efforts to counter online harms that threaten social cohesion and democratic discourse, advocating for stronger action to ensure that digital spaces uphold fundamental rights, inclusion, and respect for diversity.

Club de Madrid positioned democratic leadership as a cornerstone of effective climate action. Through our **Leadership for Net Zero** initiative, we brought together political, business and citizen leaders to explore their shared responsibility in driving the transition to a carbon-neutral economy. By linking climate action to democracy, we demonstrated that only inclusive and accountable governance can deliver solutions that are both sustainable and fair.

Together, these efforts demonstrate how Club de Madrid has remained faithful to its mission while adapting to new realities and challenges. By working across issues and regions, from anti-corruption and climate leadership to digital governance and multilateral reform, we have continued to bring democratic experience and political leadership to bear on the defining challenges of our time.



Club de Madrid has also worked to advance a more **effective, inclusive and responsive multilateral system** as a cornerstone for democracy and global cooperation. Guided by the UN Secretary-General's Our Common Agenda, we have followed closely its drafting and implementation and contributed to shaping the reform agenda. Our Members led the work of the **UN High-Level Advisory Board on Effective Multilateralism**, bringing political insight to the design of practical recommendations to strengthen global governance.

We have played a leading role in **shaping civil society contributions to the preparations for the Summit of the Future**, particularly through the creation of the **Impact Coalition on the International Financial Architecture Reform and Financing for Development**. In this context, we advanced proposals on debt sustainability, international tax cooperation, innovative financing, and the reform of the international financing architecture helping to link global commitments with national realities, especially those from developing countries. In parallel, we supported the entire Financing for Development process, including through our Annual Policy Dialogue in April 2025 Driving Sustainable Futures for All organized in Nairobi, and advocacy towards the Fourth International Conference on Financing for Development (FfD4) in July 2025. Our leadership of the **Seville Platform for Action on Global Public Investment** and the **Platform for Action on Taxing the Super Rich** has placed us at the forefront of innovative thinking on fairer and more sustainable financing models.

Since 2020, Club de Madrid has been at the heart of the process leading to the **Second World Summit for Social Development in Doha**. What began as a proposal put forward and championed by our Members in the context of UNSG's Our Common Agenda Report, was transformed, through sustained advocacy and coalition-building, into a formal commitment on the international agenda. From the early stages of conceptualisation, through political outreach and consultations with governments, civil society and multilateral partners, we accompanied the process every step of the way. The Summit's celebration in November 2025 marked the culmination of this effort, securing broad political buy-in and offering a historic opportunity to renew the global social contract, strengthen social protection, and advance inclusive and equitable social development worldwide.

We worked to strengthen the multilateral system's capacity to respond to global crises in health, climate and finance. In global health, our Members supported the negotiation and ultimate adoption of a **legally binding pandemic treaty**, a landmark in building a more resilient international health architecture. On climate, we engaged

in the **COP negotiations** to underline that the net zero transition cannot be achieved without democratic leadership, and we promoted **climate finance** as a foundation for fair and sustainable action. In the sphere of global economic governance, our participation in the **G20 and its T20 engagement group** focused on advocating for stronger alignment between the G20 agenda and the wider multilateral system, highlighting the need to reform international financial institutions and create greater synergies to address shared challenges.

At the regional and interregional level, we have strengthened collaboration with the **European Union**, the Community of Latin American and Caribbean States (**CELAC**), the Organization of American States and the African Union. We supported with ad-hoc dialogues the EU-CELAC Summits in Belgium and Colombia, working to ensure that democracy, and the twin transitions-green and digital- were embedded in the bi-regional agenda. We have also worked to reinforce a broader transatlantic relationship that brings together Latin America, the Caribbean, the European Union, Canada and the United States as strategic allies. Our joint efforts have aimed to foster synergies between the EU-CELAC and Summit of the Americas processes, promoting a coherent and effective trilateral agenda that strengthens democracy, multilateralism, and shared prosperity at a time of global volatility and fragmentation.

Through the **Imperial Springs International Forum (ISIF)**, we sustained a constructive dialogue with China on issues of global concern, reaffirming Club de Madrid's role as a convener across political systems and regions. For the first time since its creation in 2014, the Forum was held outside China, with its 2024 edition taking place in Madrid. This milestone marked an important step in the internationalisation of the Forum, expanding its reach and visibility as a global platform for dialogue on multilateralism and cooperation. The most recent editions have further consolidated this **Track 1.5 dialogue space** as a trusted platform for building confidence, fostering

mutual understanding, and advancing a shared vision of inclusive and effective multilateralism in a multipolar world.

Over the past three years, Club de Madrid has continued to advance its long-standing commitment to building **Shared Societies**: democratic communities where every individual, regardless of identity or background, can participate fully and equally in public life. This work has focused on four interconnected priorities: social inclusion, gender equality, youth leadership and the protection of minorities.

Through successive phases of the **Shared Societies Project**, we have promoted inclusive policy dialogue at global, regional and national levels. In Latin America, South Asia and beyond, our initiatives have helped leaders, parliamentarians and communities design and implement policies that place inclusion at the heart of democratic development. Our work advanced societies grounded in social cohesion, where all people can equally participate in and benefit from economic, political, and social opportunities, regardless of race, gender, ethnicity, religion, language, or other attributes. Activities in **Nepal and Pakistan** advanced inclusive implementation of the SDGs and climate resilience strategies, while our global advocacy underscored the importance of ensuring that digital transformation does not widen existing divides or fuel discrimination and hate speech.

Gender equality and women's political leadership have remained central to our agenda. Drawing on the political experience and practical insights of our Members, Club de Madrid has worked to advance women's participation and influence in political and public life. At the national level, we supported dialogue with governments, parliaments and local authorities in countries such as **Honduras, Guatemala and Armenia** to strengthen protections against political violence and promote more inclusive democratic institutions. At the regional level, we fostered dialogue across **Latin America** to renew collective commitments towards gender parity and inclusive leadership, advancing the

implementation of the **Beijing and CEDAW agendas** and reaffirming that women's leadership is essential to building more representative and resilient democracies. We also supported international efforts to recognise the **care economy** as a driver of growth and social progress, advocating for policies that value and redistribute care work as part of a renewed social contract.

At the global level, we have also supported efforts to strengthen women's representation and leadership within the **multilateral system**, advocating for gender balance in senior positions and greater participation of women in global governance processes. On the occasion of the **Beijing+30 review**, we produced an **evidence-based report on women's political participation**, drawing on decades of leadership experience by interviewing our women Members to assess progress achieved and the persistent barriers to equality in decision-making.

Building on this inclusive approach to governance, we also worked to reshape global and regional **narratives on migration**, promoting an understanding of human mobility as a driver of prosperity, innovation and democratic resilience rather than a source of insecurity. By advancing evidence-based dialogue and inclusive policy approaches, Club de Madrid encouraged governments to view migration not as a challenge to be contained, but as a shared opportunity to enhance growth and development, harness human potential and strengthen democratic resilience.

The **WYDE Civic Engagement Network of Young Decision-Makers**, launched in 2023, has become a cornerstone of our youth engagement work. It connects young politicians under 36 from across regions who are already in positions of influence and committed to deepening democratic participation. By linking their leadership with the experience and convening power of our Members through policy labs, high-level missions and exchanges, this network is helping to strengthen intergenerational leadership, amplifies youth influence and ensures that youth perspectives are integrated into both national and global agendas.

Together, these efforts have reinforced Club de Madrid's unique role as a platform for inclusive democratic leadership. By linking former Heads of State and Government with human rights and democracy defenders, women, youth and minority leaders on the frontlines of change, we continue to demonstrate that inclusion, equality and diversity are not only democratic values, they are the foundation of more cohesive, peaceful and resilient societies.

THE GLOBAL CONTEXT ...

The world is undergoing a period of deep and accelerating change. The systems, assumptions and balances that shaped the international order for decades are shifting. What once seemed stable is now uncertain. Economic volatility, environmental degradation, social fragmentation and technological disruption are transforming the way countries, institutions and citizens interact with one another.

Multilateral cooperation, long the foundation for peace and shared progress, is struggling to keep pace with a rapidly changing and increasingly multipolar world. The institutions created to manage collective challenges are under strain, weakened by political division, financial pressure and declining public confidence. As new centres of power emerge, the consensus that once sustained global governance is fragmenting. Many states are turning inward, seeking national or bilateral solutions to problems that no country can solve alone. This drift toward isolation and competition has further constrained our collective capacity to respond to global threats, from the climate emergency and health crises to digital risks and economic instability, precisely when cooperation is most needed.

Democracy is also facing a moment of reckoning. Around the world, authoritarian tendencies are gaining ground, exploiting fear, disinformation and social division. Even long-established democracies are struggling to uphold the values and institutions that once seemed unshakable, as polarisation corrodes public debate and trust in governance and institutions declines. Many citizens feel excluded from decision-making and disillusioned with systems that appear unable to deliver fairness, accountability or opportunity. The social fabric that holds societies together has frayed, leaving space for anger, populism, fear and cynicism to grow, and with it, the risk that democratic retreat becomes normalised. The future of democracy will depend on our collective capacity to renew trust, defend truth grounded in facts and evidence

and ensure that governance once again serves the dignity and aspirations of all people.

At the same time, humanity faces transformative forces that will define this century. Climate change is reshaping economies and communities, forcing us to confront the limits of unsustainable growth. Rapid technological advances are opening extraordinary opportunities for progress while exposing new vulnerabilities, from privacy and security to jobs and the integrity of democratic debate. Demographic change, with ageing populations in some regions and frustrated youth in others, is testing the bonds of solidarity and calling for a renewal of the social contract.

These forces are interacting in ways that blur the boundaries between the national and the global, the public and the private, the local and the planetary. They remind us that no country can thrive in isolation and that global challenges require shared solutions. Yet, just when cooperation is most needed, trust in collective action is at its lowest point in decades.

Still, this moment of disruption also carries the promise of renewal. It offers a chance

to imagine a more inclusive, equitable and sustainable model of global cooperation, one that restores faith in democracy, strengthens institutions and protects the dignity of every person. Building such a future will demand vision, courage and leadership guided by shared values.

Across the world, a sense of direction and purpose in leadership has grown uncertain. Faced with complex and interlinked crises, many decision-makers, in governments, institutions and beyond, find themselves constrained by short-term pressures that leave little room for long-term vision. Political discourse has become increasingly reactive and fragmented, often drifting away from the real concerns of citizens. Restoring trust and a shared sense of purpose will be essential to navigate uncertainty and renew the promise of democratic governance.

In this challenging environment, Club de Madrid will remain vigilant and flexible in its approaches, aware that navigating such volatility requires both conviction and adaptability. Our Members, democratic former Heads of State and Government, bring not only experience, but perspective: the ability to see beyond immediate crises and focus on the long-term public good. In an increasingly unstable world, Club de Madrid continues to be a source of level-headed experience and moral clarity, offering a space for dialogue, reflection and principled leadership in defence of democracy and international cooperation.

... OF OUR WORK

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AREAS OF IMPACT

Club de Madrid's work over the next three years will focus on three interconnected Areas of Impact: **Democratic Resilience, Rules-Based International Order, and Social Justice and Sustainable Development**. These areas embody the programmatic priorities identified by Members during the consultation process to develop this Strategy and respond to the intertwined crises shaping today's global landscape: the decline of democratic trust, the erosion of global cooperation, and deepening social and economic inequalities.

Through these Areas of Impact, Club de Madrid will seek to translate democratic values into political action, fostering leadership, dialogue and policy change that strengthen democratic systems, renew global cooperation and advance justice and inclusion as the foundations of sustainable peace and human dignity.

A. DEMOCRATIC RESILIENCE

At Club de Madrid, we believe in democracy not as an abstract ideal, but as the most human form of governance, one that recognises every person's right to live in dignity, to have a voice in shaping their society and to pursue a better future. It stands at the heart of our mission and our collective experience as democratic leaders. We know that democracy is imperfect and often fragile, yet it remains the political system most capable of advancing peace, development and human wellbeing. Across regions and generations, it has enabled societies to rebuild after crisis, to turn diversity into a source of strength and to uphold the values that sustain freedom and justice. For our Members, this belief comes with responsibility. We will keep championing democracy, preserving its values and renewing its purpose as a force for peace, progress and human dignity.

Club de Madrid is uniquely positioned to contribute to addressing these challenges, aware that no single organisation can overcome them alone. Our Members bring together the collective wisdom and experience of democratic leaders from all regions, political traditions and historical moments. Many have governed through periods of transition, crisis or reform, and have defended democracy against division and authoritarianism. Today, they are committed to placing their experience and leadership at the service of strengthening democracy in all its dimensions.

Through this pillar, Club de Madrid seeks to contribute to the protection and revitalisation of democracy worldwide, inspiring a renewed commitment to its principles and values. As a moral voice for democratic governance and human dignity, we aim to promote systems that are resilient, transparent and capable of delivering for people, while safeguarding the freedoms and institutions on which democratic life depends.

Our work on democracy will focus on three interrelated priorities:

Strengthening democratic resilience, good governance, the Rule of Law and human rights: Through global advocacy and country-level engagement, Club de Madrid will contribute to strengthening democratic resilience, good governance, the Rule of Law and human rights by promoting responsible and ethical leadership, fostering dialogue among political and social actors, supporting reforms that protect fundamental freedoms, and advancing policies that place human rights and the rule of law at the centre of governance. We will also encourage stronger collaboration among democracies to safeguard their institutions, reinforce mutual trust and address emerging challenges that seek to weaken them.

We will devote efforts to assessing and monitoring the role of technology in our democracies, recognising both its potential to strengthen democratic governance and its capacity to disrupt democratic processes. In a rapidly evolving technological context, we will encourage innovation in governance and the responsible use of digital technologies and artificial intelligence to enhance accountability and participation, while remaining vigilant to the risks of manipulation, surveillance and abuse.

Safeguarding civic space and democratic participation: The erosion of civic space is one of the clearest signs of democratic decline. Across the world, civil society organisations, democracy and human rights defenders and independent media are facing increasing pressure,

restrictions and intimidation. Club de Madrid will remain a strong advocate for the protection and expansion of civic space, recognising it as essential to the health and resilience of democracy. We will continue to defend the freedoms of association, expression and peaceful assembly, which allow citizens to organise, voice their views and hold power to account.

We will support those who defend democracy, human rights and the environment, often at great personal risk, champion the full participation of women and the leadership of younger generations as indispensable forces for democratic renewal. Through dialogue and engagement, we will promote an enabling environment for civil society and free media to operate independently and safely. Our efforts will aim to rebuild trust between citizens and institutions and to strengthen a culture of democratic participation rooted in equality, inclusion, pluralism and respect.

Countering disinformation, political fragmentation, polarisation and extremism: The digital era has transformed the way people engage in politics and public debate, but it has also created new avenues for manipulation, hatred and division. Club de Madrid will be a vocal advocate for the responsible use of digital technologies and online platforms, promoting public discourse anchored in truth, respect and evidence. We will remain vigilant about the threats posed by polarisation, fragmentation and extremist movements, advancing initiatives to counter online hate speech and strengthen social cohesion. In doing so, we will reaffirm the enduring value of dialogue, moderation and ethical leadership as the foundations of democratic coexistence.

Building on the experience of our Members in dialogue and consensus-building, Club de Madrid will help restore the spaces of democratic conversation that allow societies to manage disagreement without division. We will encourage political and civic actors to rebuild trust, listen across differences and work together to strengthen the centre of democratic life.

In the coming three years, we will work globally and nationally, in close partnership with governments, civil society, regional organisations and multilateral institutions, to advance democratic resilience and cooperation, reaffirming democracy's essential role as a guarantor of peace, development and human rights in the new global era.



OUR PARTNERS

- *Alliance for the Escazú Agreement*
- *Amazon Web Services*
- *Carnegie Europe*
- *CIVICUS*
- *Council of Europe*
- *European Commission*
- *European Partnership for Democracy (EPD)*
- *Ford Foundation*
- *Think Tank 20*
- *Gates Foundation*
- *Government of Spain*
- *Government of Switzerland*
- *GWL Voices*
- *Human Rights Watch*
- *Integrity Initiatives International*
- *International IDEA*
- *Open Government Partnership*
- *Organisation of American States*
- *SEGIB*
- *United Cities and Local Governments (UCLG)*
- *United Nations (ECLAC, UN Women, OHCHR)*

OUR VOICES

- *BOAO Forum*
- *Delphi Forum*
- *IMF and WB Annual Meetings*
- *Paris Peace Forum*
- *Presidencies of the European Union*
- *Raisina Dialogue*
- *Review of the Summit of the Future*
- *SDG Summit*
- *Think Tank 20*
- *UN High-Level Political Forum*
- *UNGA*

OUR INITIATIVES

- *Advancing Gender Equality*
- *Broadened Transatlantic Relations between the EU, Latin America and the Caribbean, and the U.S.*
- *Global Commission on Democracy and Multilateralism*
- *Global Health Initiative*
- *Imperial Springs International Forum*
- *INSPIRED 2.0: Generalised Scheme of Preferences Plus (GSP+)*
- *Towards an International Anti-Corruption Court (IACC)*
- *Policy Dialogue on Governing Global Public Goods in a Multipolar World*
- *WYDE Civic Engagement Network of Young Decision-Makers*





B. RULES-BASED INTERNATIONAL ORDER

At Club de Madrid, we are deeply concerned by the growing fragility of the multilateral system. The rules, institutions and habits of cooperation that sustained international stability for decades are being tested by geopolitical rivalry, selective commitment to international law, and the resurgence of nationalist and individualistic tendencies in some countries. A weakened multilateral system leaves the world less able to respond to global crises, from conflict and inequality to climate change and the governance of new technologies, and less capable of protecting the most vulnerable.

Despite these challenges, most countries continue to believe in the value of cooperation, dialogue and the Rule of Law. This shared conviction offers hope and a foundation on which to rebuild and reimagine. Club de Madrid will continue to be a strong advocate for multilateralism as a democratic, inclusive and effective system of shared governance, grounded in respect for international law and for the Charter of the United Nations.

Many of our Members have played central roles in shaping the institutions and agreements that underpin today's multilateral order. They have negotiated peace settlements, led climate negotiations, strengthened global health frameworks and promoted social development compacts. In this period of uncertainty, they bring a wealth of experience and political insight that can help guide the new era of international cooperation. Club de Madrid will continue to leverage this experience to promote principled dialogue, strengthen trust and contribute to the design of multilateral institutions that are fit for purpose in the twenty-first century.

Over the next three years, we will work to protect multilateralism as a democratic, inclusive and effective system of shared global governance, focusing on three mutually reinforcing priorities:

Protecting and strengthening international law. Club de Madrid will advocate for the consistent application of international law and the avoidance of double standards, particularly in matters related to peace and security. We will defend the principles of the United Nations Charter as the foundation for international order and stability, and support efforts to revitalise the UN's normative framework. This includes contributing to ongoing discussions on a possible General Conference of Member States under Article 109 of the Charter, exploring how the purposes and principles of the United Nations could be renewed for contemporary challenges.

We will also lend our voice to initiatives that uphold accountability for violations of international law, reinforce adherence to human rights norms and strengthen mechanisms for global justice. In this context, Club de Madrid will continue to support efforts towards the establishment of an International Anti-Corruption Court (IACC), recognising that grand corruption undermines the Rule of Law, weakens institutions and erodes the foundations of peace and democratic governance.

We will contribute to global efforts aimed at advancing the implementation of international conventions and standards related to human rights, labour rights, environmental protection and good governance. By supporting dialogue and engagement between

governments and civil society, we aim to reinforce respect for international law and promote transparent and accountable governance.

Supporting democratic multilateral reform. Club de Madrid will continue to support a strong and effective United Nations and its Secretary-General in advancing inclusive, networked and results-oriented multilateralism. In this crucial period, we will advocate for a transparent, democratic and merit-based selection process for the next Secretary-General, one that ensures capable leadership to meet the challenges ahead, and, after 80 years, an opportunity for a woman to lead the organisation.

Our work will engage with key reform processes, including the implementation of the outcomes of the Summit of the Future, the Fourth International Conference on Financing for Development (FfD4) and the Second World Summit for Social Development. We will also contribute to emerging debates on the post-2030 development framework and on the governance of Global Public Goods, including health. In this context, we will support efforts to build a resilient international health architecture that prioritises prevention, preparedness and equitable access to healthcare.

In doing all of the above, Club de Madrid will support the transformation of the United Nations into a more coherent, inclusive and forward-looking multilateral system, one capable of delivering results for people and the planet. In line with the vision of UN 2.0 and its Quintet of Change, we will advocate for a United Nations that is more agile, diverse and innovative, better equipped to anticipate global risks, integrate new actors and respond to the needs of future generations.

As part of these efforts, we will also promote a reform process that recognises and responds to the aspirations and leadership of the Global South, ensuring that developing countries have a stronger voice in global decision-making and that international institutions reflect the realities and priorities of an increasingly multipolar world.

Deepening strategic dialogue among major powers and regions. In an increasingly polarised world, rebuilding trust across political systems is essential to sustain global cooperation. Club de Madrid will continue to act as a platform for dialogue and bridge-building among major powers and regions, recognising that progress on global challenges depends on restoring communication, mutual understanding and shared purpose.

As part of this effort, we will continue to nurture our Track 1.5 dialogue through the Imperial Springs International Forum (ISIF), which has become an important and trusted space for open, constructive and forward-looking exchanges with China on matters of global cooperation and shared responsibility. The Forum provides a unique opportunity to foster dialogue based on mutual respect and to explore common ground on issues that are central to the stability and prosperity of the international community.

Over the next three years, we will also strengthen our dialogue with India, acknowledging its growing international influence and leadership in shaping a more inclusive global agenda. In parallel, Club de Madrid will remain engaged with the G20 process, contributing to reflections on global policy coordination and inclusive development through the Think-20 (T20) network, and encouraging the Group to exercise its responsibility and leadership as a driver of collective action for Global Public Goods.

Beyond these actors, regional organisations continue to play a transformative role in advancing peace, democracy and sustainable development. Club de Madrid will therefore work to deepen its engagement with key regional bodies, following closely the outcomes of bi-regional milestones such as the EU-CELAC Summit, the EU-AU Summit, while supporting the efforts of regional organisations including the European Union (EU), the African Union (AU), the Organization of American States (OAS) and the Association of Southeast Asian Nations (ASEAN). We will continue to highlight the potential of these organisations to drive inclusive regional integration and to serve as essential pillars of a stronger and more connected multilateral system.

At the same time, cities and local authorities are emerging as indispensable actors in global governance. In the spirit of networked multilateralism, Club de Madrid will foster dialogue that links local innovation with international decision-making, recognising that many multilateral commitments are implemented at the local level. Strengthening this connection and advancing the localisation of global agendas is key to making multilateral cooperation more effective, legitimate and responsive to citizens' needs.



OUR PARTNERS

- *Accountability Lab*
- *Atlantic Council*
- *AIDS Healthcare Foundation*
- *Australia China Friendship and Exchange Association*
- *CAF*
- *Coalition for the UN we Need*
- *Equity Group Holdings*
- *European Commission*
- *European Partnership for Democracy*
- *Ford Foundation*
- *Global Governance Innovation Network (GGIN)*
- *Global Public Investment Network (GPIN)*
- *GWL Voices*
- *IE University*
- *Igarapé Institute*
- *Government of Spain*
- *Observer Research Foundation (ORF)*
- *Pontifical Academy of Social Sciences (PASS), Vatican*
- *SEGIB*
- *South African Institute of International Affairs (SAIIA)*
- *United Nations*

OUR VOICES

- *BOAO Forum*
- *Delphi Forum*
- *IMF and WB Annual Meetings*
- *Paris Peace Forum*
- *Presidencies of the European Union*
- *Raisina Dialogue*
- *Review of the Summit of the Future*
- *SDG Summit*
- *Think Tank 20*
- *UN High-Level Political Forum*
- *UNGA*

OUR INITIATIVES

- *Advancing Gender Equality*
- *Broadened Transatlantic Relations between the EU, Latin America and the Caribbean, and the U.S.*
- *Global Commission on Democracy and Multilateralism*
- *Global Health Initiative*
- *Imperial Springs International Forum*
- *INSPIRED 2.0: Generalised Scheme of Preferences Plus (GSP+)*
- *Towards an International Anti-Corruption Court (IACC)*
- *Policy Dialogue on Governing Global Public Goods in a Multipolar World*
- *WYDE Civic Engagement Network of Young Decision-Makers*
- *In-Country Support*





C. SOCIAL JUSTICE AND DEVELOPMENT

Inequality has become one of the defining challenges of our time. Across societies, the gap between wealth and opportunity is widening, while discrimination and exclusion continue to deprive millions of dignity, security and voice. These trends are not only the result of national policies but also of systemic imbalances in the global order, where current financial and economic structures often perpetuate disparities between and within countries. When inequality becomes entrenched, trust in democratic institutions erodes, polarisation deepens and social cohesion weakens.

For Club de Madrid, social justice is the bridge between democracy and development. It is the condition that allows people to believe that democracy delivers, that participation, fairness and accountability can translate into shared prosperity and stability. Social justice means more than redistribution: it is about equal rights, equal opportunities and a shared commitment to human dignity. It is about building societies where all individuals can contribute, participate and benefit, regardless of gender, age, origin or belief.

Our Members understand this profoundly. Many have governed in contexts where inequality and exclusion threatened social harmony and democratic progress. They know that social justice is not achieved by economic policy alone, but through political leadership that combines fairness with vision and inclusion with responsibility. Drawing on this collective experience, Club de Madrid will continue to promote policies and leadership that connect economic progress with equity, social opportunity with civic participation, and sustainability with shared wellbeing.

Over the next three years, we will advance this vision through three interrelated priorities:

Advancing equality and inclusion. Club de Madrid will continue to advocate for equality and inclusion as essential conditions for democratic stability, sustainable development and social progress. We will support efforts to eliminate discrimination and structural inequalities, and promote equal participation for all, regardless of gender, age, origin or status.

Gender equality will remain a central focus of our work. We will continue to advocate for the full political participation and representation of women at all levels of governance, including in conflict and post-conflict contexts, in line with the Women, Peace and Security agenda (WPS). Club de Madrid will deepen its engagement in addressing the structural barriers that prevent women from accessing political life, from gender-based and political violence against women to the unequal distribution of unpaid care responsibilities that limits their participation and leadership.

We will also promote a shift from care economies to care societies, recognising that care is not only an economic sector but a shared social responsibility essential to equality, wellbeing and resilience. In this context, we will continue to highlight the importance of recognising and investing in care systems as a foundation for social justice and democratic renewal. Club de Madrid will amplify the voices and leadership of women within democratic institutions and across the multilateral system, demonstrating that inclusive

leadership strengthens both democracy and governance.

We will also address the growing challenges linked to migration, acknowledging the political sensitivities it raises while remaining convinced that well-managed migration can be a shared opportunity. Our work will promote a balanced and evidence-based narrative that recognises the contribution of migrants to the development and vitality of host societies, while countering xenophobic and exclusionary discourses through dialogue, research and political engagement.

Young people are a vital part of this vision. Around the world, Generation Z is leading a wave of generational discontent, turning protests into political turning points and challenging the legitimacy of institutions they perceive as unresponsive, corrupt or outdated. This surge of mobilisation reflects deep frustrations with traditional governance and the feeling of being excluded from decision-making spaces. Club de Madrid understands that engaging emerging youth actors, integrating their perspectives into governance and fostering intergenerational leadership is essential to transform discontent into constructive political power. Through initiatives such as the WYDE Civic Engagement Network of Young Decision-Makers, our Members work in partnership with young leaders who are already shaping political agendas and driving change in their communities. We seek to strengthen intergenerational dialogue, ensuring that our policy recommendations are informed by younger perspectives and that emerging leaders benefit from the experience and mentorship of our Members. This exchange enriches our collective understanding of the challenges facing democracy and helps prepare the next generation of political leadership.

Promoting new approaches to Financing for Development. Economic justice is at the heart of social justice. Over the next three years, Club de Madrid will contribute to the follow-up of the Fourth International Conference on Financing for Development (FfD4) and other global processes

aimed at shaping a fairer and more sustainable financial architecture. We will continue to support the need for Official Development Assistance (ODA) as a key mechanism for international solidarity, while encouraging a gradual shift towards broader models of international cooperation, more equitable, reciprocal, and reflective of today's interdependence and shared responsibilities. In this spirit, we will promote new approaches such as Global Public Investment and other innovative financing mechanisms that engage both public and private actors in collective responsibility for global development.

Club de Madrid will advocate for a more equitable international fiscal system, where those with greater capacity contribute more to the common good, and for reforms that make the global financial system more inclusive, transparent and representative of all regions. By linking economic fairness to social and environmental priorities, we will help advance a vision of development that combines prosperity, sustainability and human dignity.

Driving climate action and just transitions. Club de Madrid recognises that responding to climate change is one of the defining tests of political leadership in the twenty-first century. The climate crisis exacerbates inequality, displaces communities and deepens social divides, disproportionately affecting those least responsible for its causes. For this reason, climate justice is an integral part of our approach to social justice.

We will continue to support global and national efforts to accelerate climate action and promote just transitions that ensure no one is left behind in the shift towards a low-carbon economy. Our Members will contribute their experience and leadership to international processes such as the United Nations Climate Change Conferences (COPs) and related global initiatives, helping to advance cooperation on adaptation, mitigation and climate finance.

Club de Madrid will also devote efforts to advancing the global dialogue on water governance, recognising that equitable and fair access to water is a fundamental dimension of sustainability and social justice. We will engage in international discussions and support country-level efforts to design and implement water bills that safeguard this essential resource and promote fair and sustainable management.

In this work, Club de Madrid will emphasise the intrinsic links between environmental sustainability, social equity and human rights, advocating for transitions that protect livelihoods, empower local communities and safeguard the rights of future generations.



OUR PARTNERS

- *ACS Foundation*
- *CAF*
- *Equity Group Holdings*
- *European Commission*
- *European Partnership for Democracy (EPD)*
- *Ford Foundation*
- *Gates Foundation*
- *Geneva Water Hub*
- *Global Public Investment Network (GPIN)*
- *Government of Brazil*
- *Government of Colombia*
- *Government of Spain*
- *Government of Uruguay*
- *GWL Voices*
- *Independent Commission for the Reform of International Corporate Taxation (ICRICT)*
- *International Organization for Migration (IOM)*
- *Igarapé Institute*
- *Oxfam International*
- *Regional organisations*
- *Sanitation and Water for All (SWA)*
- *United Cities and Local Governments (UCLG)*
- *United Nations*

OUR VOICES

- *African Development Bank Annual Meetings*
- *BOAO Forum*
- *COP*
- *Culture Summit*
- *Delphi Forum*
- *High Level Experts Panel on Water and Disasters (HELP)*
- *High-Level Political Forum*
- *IDB Annual Meeting*
- *IMF and WB Annual Meetings*
- *Paris Peace Forum*
- *Presidencies of the European Union*
- *Raisina Dialogue*
- *SDG Summit*
- *Think Tank 20*
- *UN Commission on Social Development (CSocD)*
- *UN Commission on the Status of Women (CSW)*
- *UN ECOSOC Financing for Development Forum*
- *UN Water Conference*
- *UNGA*
- *World Government Summit*

OUR INITIATIVES

- *Advancing Gender Equality*
- *INSPIRED 2.0: Generalised Scheme of Preferences Plus (GSP+)*
- *Policy Dialogue on Governing Global Public Goods in a Multipolar World*
- *Sevilla Platform for Action on Global Public Investment*
- *Sevilla Platform for Action on Taxing the Super Rich*
- *Water and Democracy: Building Governance from the Local and National to the Global Level*

PROGRAMMATIC LANDING PADS

To ensure that Club de Madrid's work gains traction and visibility beyond individual projects, the organisation will intensify its outreach and dissemination efforts, elevating the proposals and recommendations of our Members through direct bilateral outreach, targeted communication, and participation in key national, regional, and multilateral fora.



2026		
European Union Council Presidency, <i>Cyprus</i>	Brussels / Nicosia	Jan - Jun 2026
UN Commission on Social Development (CSocD)	New York, USA	February 2026
UN Commission on the Status of Women (CSW)	New York, USA	March 2026
Inter-American Development Bank (IDB) Annual Meetings	Asunción, Paraguay	March 2026
World Bank & IMF Spring Meetings	Washington, D.C., USA	April 2026
UN ECOSOC Financing for Development Forum	New York, USA	April 2026
African Development Bank Annual Meetings	Brazzaville, Republic of Congo	May 2026
G7 Leaders' Summit	Évian-les-Bains, France	June 2026
UN High-Level Political Forum (ECOSOC)	New York, USA	July 2026
European Union Council Presidency, <i>Ireland</i>	Brussels / Dublin	Jul - Dec 2026
UN General Assembly – 81st Session	New York, USA	September 2026
World Bank & IMF Annual Meetings	Bangkok, Thailand	October 2026
Ibero-American Summit	Madrid, Spain	November 2026
G20 Leaders' Summit – United States Presidency	United States	Fall 2026
UN Climate Change Conference (COP31)	Antalya, Türkiye	Fall 2026
United Nations Water Conference 2026	United Arab Emirates	December 2026

2027

European Union Council Presidency, <i>Lithuania</i>	Brussels / Vilnius	Jan - Jun 2027
UN Commission on Social Development (CSocD)	New York, USA	February 2027
UN Commission on the Status of Women (CSW)	New York, USA	March 2027
Inter-American Development Bank (IDB) Annual Meetings	TBC	March 2027
World Bank & IMF Spring Meetings	Washington, D.C., USA	April 2027
UN ECOSOC Financing for Development Forum	New York, USA	April 2027
African Development Bank Annual Meetings	Africa, TBC	May 2027
11th World Water Forum	Riyadh, Saudi Arabia	22-28 May 2027
European Union Council Presidency, <i>Greece</i>	Brussels / Athens	Jul - Dec 2027
UN High-Level Political Forum (ECOSOC)	New York, USA	July 2027
UN SDG Summit	New York, USA	September 2027
UN General Assembly – 82nd Session	New York, USA	September 2027
World Bank & IMF Annual Meetings	TBC	October 2027
UN Climate Change Conference (COP32)	Addis Ababa, Ethiopia	Fall 2027
G20 Leaders' Summit – UK Presidency	UK, TBC	2027
G7 Leaders' Summit – United States Presidency	United States, TBC	2027
CAF - Development Bank of Latin America and the Caribbean Annual conference	TBC	TBC

2028

European Union Council Presidency, <i>Italy</i>	Brussels / Rome	Jan - Jun 2028
UN Commission on Social Development (CSocD)	New York, USA	February 2028
UN Commission on the Status of Women (CSW)	TBC	March 2028
Inter-American Development Bank (IDB) Annual Meetings	Asunción, Paraguay	March 2028
World Bank & IMF Spring Meetings	Washington, D.C., USA	April 2028
UN ECOSOC Financing for Development Forum	New York, USA	April 2028
African Development Bank Annual Meetings	Africa, TBC	May 2028
UN High-Level Political Forum (ECOSOC)	New York, USA	July 2028
European Union Council Presidency, <i>Latvia</i>	Brussels / Riga	Jul - Dec 2028
UN Follow-up Summit to the Summit of the Future	New York (UNGA High-Level Week)	September 2028
UN General Assembly – 83rd Session	New York, USA	September 2028
World Bank & IMF Annual Meetings	TBC	October 2028
UN Climate Change Conference (COP33)	India	Fall 2028
G20 Leaders' Summit – Presidency TBC	South Korea	2028
G7 Leaders' Summit – Presidency TBC	TBC	2028
CAF - Development Bank of Latin America and the Caribbean Annual conference	TBC	TBC
Ibero-American Summit	TBC	TBC

Beyond these formal multilateral processes, Club de Madrid Members will remain actively engaged in a diverse ecosystem of high-level policy dialogues and multi-stakeholder platforms that shape global thinking and agenda-setting on democracy, governance, social justice and multilateral renewal. These fora provide unique opportunities to amplify Members' voices, build coalitions and translate political experience into forward-looking ideas. Other relevant fora include:

- Athens Democracy Forum
- BOAO Forum for Asia
- European Democracy Summit
- Forum of Human Rights Defenders in Environmental Matters in Latin America and the Caribbean
- Fragility Forum (World Bank Group)
- Global Forum on Migration and Development
- Global Solutions Summit
- Munich Security Conference
- Open Government Partnership Global Summit
- Paris Peace Forum
- Raisina Dialogue
- World Forum for Democracy (Council of Europe)

WORKING IN PARTNERSHIP

Achieving the goals set out in this Strategy will require collaboration and shared purpose. The challenges we seek to address demand coordinated action across sectors, disciplines and regions.

Club de Madrid works through a networked approach, drawing on the expertise, legitimacy and influence of diverse partners. Building on the lessons and relationships of the 2023–2025 period, we will further strengthen existing partnerships and forge new strategic alliances

with public and private stakeholders, including multilateral institutions, civil society organisations, academia, think tanks, philanthropic actors and private sector. In doing so we will leverage our communications and advocacy platforms to expand our reach and impact.

To ensure coherence and effectiveness, our partnership structure is organised as follows:

1

PROGRAMMATIC PARTNERS

Club de Madrid engages with leading experts and institutions at local, national, regional and international levels as knowledge and implementation partners. Knowledge partners contribute to policy development and content creation, while implementation partners collaborate in designing and delivering activities, often through in-kind support or joint advocacy.

2

THIRD-PARTY COLLABORATIONS

Club de Madrid also contributes to initiatives led by like-minded organisations that share our democratic values and commitment to multilateral cooperation. These collaborations allow us to extend the reach and relevance of our work, and to bring the political experience of our Members into broader coalitions and global conversations. They take many forms, from the participation of Members as speakers and facilitators in international events, to the joint design of conferences, research or advocacy activities on issues of shared concern

3

PRESIDENT'S CIRCLE

The President's Circle is Club de Madrid's network of high-level supporters – individuals, foundations and corporate partners who share our values and commitment to advancing democracy, social justice and effective leadership worldwide. It provides a formal framework for collaboration between these partners and our community of democratic former Heads of State and Government. Through the President's Circle, members contribute expertise, resources and visibility to strengthen our initiatives, while engaging in direct dialogue with our leaders on global and national issues. The Circle meets annually with the Board of Directors in an Advisory Session, offering strategic perspectives and exploring opportunities for joint action in support of democratic governance and international cooperation.

4

FUNDING PARTNERS

Club de Madrid's initiatives are made possible through the support of a diverse community of public and private donors. As Funding Partners, they contribute financial resources and strategic guidance to advance our mission and strengthen the impact of our programmes. We engage with our Donor Partners through sustained collaboration, aligning priorities and ensuring that their support translates into visible, meaningful outcomes.

Delivering this Strategy will also depend on our capacity to mobilise the necessary human and financial resources. Club de Madrid's updated fundraising strategy will guide these efforts, ensuring sustainability, transparency and alignment with our mission and values.

MEASURING OUR IMPACT

Assessing impact in the field of democratic dialogue and policy influence is complex. Change is often collective, long-term and shaped by multiple actors. Yet, Club de Madrid recognises the responsibility to demonstrate that our work makes a difference.

We therefore look at impact in practical and political terms: whether our ideas inform policy discussions, whether our Members' voices open space for dialogue and cooperation, and whether our initiatives contribute to better understanding, trust and consensus among decision-makers.

We measure success through the credibility of our proposals, the quality of engagement with our partners, and the visibility of our contribution to debates that shape the future of democracy, social justice and multilateral cooperation.

Regular reflection, reporting and external feedback help us learn, adapt and remain accountable to our Members, partners and supporters.

CLUB DE MADRID MEMBERSHIP

Club de Madrid's Members are its greatest asset and the foundation of its legitimacy. As democratic former Heads of State and Government from every region of the world, they bring invaluable experience in political leadership, crisis management, democratic transitions and institution-building. Their collective moral authority, political reach and commitment to inclusive governance make the organisation uniquely placed to promote dialogue and action for global democratic renewal.

The success of this Strategy will depend on their active engagement and sense of ownership. Their participation gives political weight to our advocacy, credibility to our partnerships and visibility to our initiatives. In the coming years, Club de Madrid will strengthen mechanisms that facilitate Member leadership, foster peer-to-peer collaboration and link them more closely to ongoing projects and global debates.

Reinforcing our Membership also means ensuring that it reflects the diversity and dynamism of today's world. We will continue to broaden and renew the network by:

- **Increasing the engagement of all Members, particularly from underrepresented regions;**
- **Improving the gender and regional balance of the organisation;**
- **Identifying and inviting new Members and Advisors who bring relevant experience, generational perspectives and commitment to the mission of Club de Madrid; and**
- **Enhancing opportunities for collective action that allow our Members to shape, lead and sustain the organisation's work.**

In recent years, Club de Madrid has continued to renew and diversify its Membership. Since January 2023, we have been honoured to welcome new Members and Advisors: **Sanna Marin**, Prime Minister of Finland (2019–2023); **Mari Kiviniemi**, Prime Minister of Finland (2010–2011); **Julia Gillard**, Prime Minister of Australia (2010–2013); **Cellou Dalein Diallo**, Prime Minister of Guinea (2004–2006); **Leo Varadkar**, Prime Minister of Ireland (2017–2020; 2022–2024); Paolo Gentiloni, Prime Minister of Italy (2016–2018); Jean-Pierre Raffarin, Prime Minister of France (2002–2005); **Oby Ezekwesili**, Minister of Education of Nigeria (2006–2007) and Vice President of the World Bank (Africa Region) (2007–2012); **Alain Berset**, President of the Swiss Confederation (2018; 2023); **Natalia Gavriluța**, Prime Minister of the Republic of Moldova (2021–2023); and **Katerina Sakellariopoulou**, President of the Hellenic Republic (2020–2025), whose diverse regional, generational and gender perspectives strengthen our collective purpose.

Club de Madrid has mourned the passing of distinguished Members who profoundly marked our organisation through their leadership and commitment to democratic values: **John Bruton**, Prime Minister of Ireland (1994–1997); **Sebastián Piñera**, President of Chile (2010–2014; 2018–2022); **Horst Köhler**, President

of Germany (2004–2010); **Martti Ahtisaari**, President of Finland (1994–2000); and **Honorary Member Jimmy Carter**, President of the United States (1977–1981), whose lifelong dedication to peace, democracy and human rights continues to inspire us. We also wish to acknowledge with deep appreciation former Presidents Fernando Henrique Cardoso, Ricardo Lagos, and Ban Ki-moon, who have decided to retire from public life.

In 2025, Club de Madrid bid farewell to **President Danilo Türk** at the conclusion of his second three-year term as President of the organisation, which began in 2020. During his tenure, Club de Madrid consolidated its global presence, deepened its engagement with multilateral institutions, and strengthened its voice as a defender of democracy, social justice and effective multilateralism. President Türk’s vision and commitment were instrumental in positioning Club de Madrid as a

trusted moral and political actor in international affairs. He continues to be an active Member of the organisation.

As Club de Madrid enters a new cycle, the organisation looks forward to the leadership of its next President, Laura Chinchilla, President of Costa Rica (2010–2014), who will build on this legacy and guide the implementation of the 2026–2028 Strategy. The incoming President will steer the organisation through a period of renewal and opportunity, strengthening its capacity to act as a bridge between democratic experience and global action. Under President Chinchilla’s leadership, Club de Madrid will continue to foster inclusive dialogue, principled leadership and effective cooperation in response to the defining challenges of our time.

133

Members

74

Countries

5

Nobel Peace Prize Laureates

24

1st Female Heads of State or Government

14

Leaders of Regional and International Organisations

6

Former UN Special Envoys in Climate Change

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 advisors 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.



CLUB
DE
MADRID

