



The Elders

NEVER TOO YOUNG TO LEAD, NEVER TOO OLD TO LEARN

Continuing Kofi Annan's legacy

ANNUAL REVIEW 2018





THE ELDERS

The Elders are a group of independent leaders, brought together by Nelson Mandela in 2007, who use their collective experience and influence for peace, justice and human rights worldwide.

Mary Robinson, Chair
Martti Ahtisaari, Elder Emeritus
Ban Ki-moon, Deputy Chair
Ela Bhatt, Elder Emeritus
Lakhdar Brahimi
Gro Harlem Brundtland
Fernando Henrique Cardoso, Elder Emeritus
Jimmy Carter, Elder Emeritus
Zeid Raad Al Hussein
Hina Jilani
Ellen Johnson Sirleaf
Ricardo Lagos
Graça Machel, Deputy Chair
Juan Manuel Santos
Desmond Tutu, Elder Emeritus
Ernesto Zedillo

Kofi Annan (1938-2018) was a founding member of The Elders and served as Chair from 2013-2018.

LETTER FROM THE CHAIR

“We need to defend the values and institutions of multilateralism, and challenge the belief that individual leaders and nations can shape the global order to their liking.”

Mary Robinson

As Chair of The Elders, I am proud of everything we achieved in 2018, from politically-sensitive missions to the Middle East and Zimbabwe, to the celebrations for our founder Nelson Mandela’s centenary in South Africa last July.

But the loss of Kofi Annan of course remains a grievous blow which renders these reflections poignant. We all miss Kofi’s voice, wisdom, compassion and shrewd judgement – and we are all determined as Elders to honour his legacy and build on his achievements.

Today, our world faces two existential threats: climate change and nuclear weapons. Both demand a concerted and coordinated international response, while the consequences of inaction are genuinely frightening.

Nothing less than the survival of our planet is at stake. We have no greater responsibility to ourselves and future generations than to act now, with clarity, conviction and compassion.

On climate change, the science is clear even if some political leaders continue to act with incredible irresponsibility and deny the need to take action now. As the UN’s Intergovernmental Panel on Climate Change (IPCC) made clear last October, urgent and radical steps are required if we are to have any hope of keeping temperature rises to 1.5 degrees Celsius.

This is not just a matter of environmental concern. It affects social justice, sustainable development, human rights, peace and global stability. It matters to every woman, man and child on the planet.

The world cannot afford leaders who lack the courage to meet their responsibilities, or prioritise short-term political calculations over the imperative to develop a climate-resilient, zero-carbon economy.

Many of the same moral arguments apply to the issue of nuclear disarmament and non-proliferation. Those of us who grew up in the Cold War were acutely aware of the devastating, indiscriminate threat posed by these weapons and were determined that they should never be used.

But over the past three decades since the collapse of

the Soviet Union, an alarming complacency has grown up around the threat of nuclear weapons.

Arms control institutions and mechanisms have withered through neglect or deliberate misuse, even though technological developments have increased the risks posed by nuclear weapons.

The common strand binding these two challenges is that both can only be effectively addressed by ethical leadership and multilateral cooperation.

We need to defend the values and institutions of multilateralism, and challenge the belief that individual leaders and nations can shape the global order through brute force or bullying, without any consideration for human rights or social justice.

We need to insist on a people-centred approach to tackling interlocked global challenges – including equality for women and girls, sustainable development, universal health coverage, access to justice and the strengthening of democratic institutions.

We also need to be vigilant in upholding the values and standards of truth, integrity and decency across public life. When people in positions of authority dismiss critical reports as “fake news” and defame independent journalists as “enemies of the people”, this is a serious threat to all our freedoms.

Faced with such an array of complex challenges, we must not succumb to fatalism or despair. As Elders, we know that positive change is possible, and we continue to draw inspiration from Nelson Mandela and our two former Chairs, Archbishop Desmond Tutu and Kofi Annan. “Arch” called himself a “prisoner of hope”, and Kofi often reminded us that “you are never too young to lead, and never too old to learn.”

The year ahead will be critical in ensuring that our world takes the necessary steps to secure a sustainable, peaceful and prosperous future. It is incumbent on all of us to act with passion, hope and resolve to deliver this vision for future generations.

Mary Robinson



FOREWORD BY THE CHIEF EXECUTIVE

“Kofi’s guidance and moral vision, and his unyielding commitment to peace, justice and human rights, was integral to so much that The Elders achieved in 2018.”

David Nussbaum

2018 was a bittersweet year.

We undertook many successful engagements in challenging political contexts, from meetings with heads of state in Saudi Arabia, Kuwait and Zimbabwe to supporting grassroots activists in Argentina and India.

We paid tribute to our founder Nelson Mandela on the centenary of his birth in South Africa, with a series of public events and engagement with young leaders in the culmination of our 10th anniversary campaign, “Walk Together”, alongside some of our 100 inspirational “Sparks of Hope” organisations.

But these accomplishments are overshadowed by the loss of Kofi Annan in August. Kofi’s moral vision was integral to The Elders’ identity and accomplishments. We will remain enriched by his life as we continue under the leadership of Mary Robinson.

The global geopolitical context in 2018 was challenging and ominous. The risk of nuclear weapons being used has risen alarmingly, while the multilateral system that has underpinned peace and security over the last seventy years appears increasingly vulnerable and needs defenders – a role The Elders are determined to play.

Conflict resolution and dialogue efforts remained a priority. Tensions were particularly high in the Middle East, and the Elders travelled to the region to meet the King of Saudi Arabia and the Emir of Kuwait. Savage conflicts persisted in Africa and elsewhere, and populist movements continued to stoke fears and prejudice against refugees and migrants.

In July, Kofi Annan, Lakhdar Brahimi, Graça Machel and Mary Robinson commemorated Nelson Mandela’s

centenary in Johannesburg. While there, they met South African President Cyril Ramaphosa and also held discussions on a wide range of international issues with former US President Barack Obama.

We continued work on Universal Health Coverage, including a visit to India where Gro Brundtland and Ban Ki-moon visited a neighbourhood “Mohalla” clinic in Delhi that provides free primary healthcare.

We also continued to campaign for action on climate change and justice for those vulnerable communities and states that bear the greatest burden.

2018 marked the 70th anniversary of the Universal Declaration of Human Rights, and in October we met with students and young leaders in London to discuss its continued relevance.

I am delighted that former UN High Commissioner for Human Rights Zeid Raad Al Hussein has now joined The Elders (in January 2019), together with the former Presidents of Liberia and Colombia, Ellen Johnson Sirleaf and Juan Manuel Santos. At the same time, we were saddened when Martti Ahtisaari announced he would become an “Elder Emeritus” after playing such a vital role in The Elders’ work on conflict resolution and peace-building.

In the year ahead, all of us involved with The Elders will draw strength from Kofi Annan’s stubborn optimism and his ceaseless determination to build a better world for everyone.

David Nussbaum
Chief Executive

“**The Elders will draw strength from Kofi Annan’s stubborn optimism and his ceaseless determination to build a better world for everyone.**”



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THE ELDERS VISION AND WORK



The Elders was founded in 2007 by Nelson Mandela to **“support courage where there is fear, foster agreement where there is conflict and inspire hope where there is despair”**.

Over a decade later, the organisation’s collective identity is strongly rooted in this mandate bestowed by Mandela. Some Elders now enjoy “Emeritus” status, but they remain closely associated with the group while new members benefit from eleven years’ worth of collective endeavour and a shared sense of mission and values. The Elders’ independence and integrity are fundamental, enabling them to speak freely and boldly, working both publicly and behind the scenes to help tackle complex and intractable issues.

The Elders’ role is often catalytic: they create space for others whose causes are aligned with their vision for a better future. They aim to strengthen the voices of emerging leaders with integrity, sometimes supporting those who wish to take a courageous political position, lending the Elders’ moral authority to a course of action that is inherently right although not immediately popular.

Charged with this mandate, the Elders use their independence, collective experience and influence to work for peace, justice and human rights worldwide. Working both publicly and through private diplomacy, they engage with global leaders and civil society at all levels to resolve conflict and address its root causes, to challenge injustice, and to promote ethical leadership and good governance.

The Elders also seek to give a voice to some of those who are voiceless, for example through sharing their experiences publicly during a country visit in which they hear directly from marginalised people about the consequences of conflict or other failures of leadership, or bringing those stories into international forums.

The Elders’ range of approaches to their work has included:

- o **International travel (country visits, speaking at international conferences, holding high-level and grassroots meetings)**
- o **Letters sent privately, sometimes with a public statement issued in parallel**
- o **Private phone calls to government and other leaders**
- o **Convening or co-hosting private meetings and events with select public audiences**
- o **Public statements, often with follow-up media work, opinion pieces, blogs or interviews.**

ELDERS’ MISSION AND STRATEGIC PLAN

The new 2018-22 Strategic Framework was operationalised in the year under review. The Framework has been designed to provide institutional coherence to ongoing policy and communications activities.

The Elders’ Strategic Framework is arranged around three key themes:

1. Governance and Leadership
2. Conflict, its Causes and Consequences
3. Inequality, Exclusion and Injustice.

Under the umbrella of these three themes, The Elders focus on six programmes of work.

1. Ethical Leadership and Multilateral Cooperation
2. Conflict Countries and Regions
3. Climate Change
4. Refugees and Migration
5. Universal Health Coverage
6. Access to Justice

Many of the issues on which The Elders work cannot neatly be contained within one theme, but encompass elements of two or all three. This is why The Elders favour a holistic approach which considers all the diverse aspects to any geopolitical problem, and includes the range of relevant stakeholders when trying to arrive at a sustainable outcome. In particular, equality for women and girls is a theme through every area of our work. We also seek to empower young people and promote intergenerational dialogue to arrive at sustainable solutions for current and future generations.

One comparative advantage of the group is that its members represent no vested interest and are free from any national or institutional influence. The Elders can “speak truth to power” from a genuinely objective standpoint, and use their position to amplify the voices of marginalised and disempowered groups, particularly victims of conflict and discrimination.

To mark their tenth anniversary in 2017, The Elders launched a year-long campaign called “Walk Together”. This seeks to reassert the values and freedoms that Nelson Mandela fought for throughout his life, and to champion grassroots activists who are continuing that fight today. In partnership with global civil society organisations, The Elders have walked in solidarity with these activists and young leaders – both physically, and via digital platforms – to build a “bright web of hope” that will inspire future generations. This campaign culminated by being highlighted in the chamber of the UN General Assembly in September 2018. More information about this campaign, and indeed all the work of The Elders, can be found online.



WALK TOGETHER

The year-long campaign Walk Together was a key activity for 2018. Launched in July 2017 to mark the tenth anniversary of The Elders, the campaign set out to inspire hope by championing Nelson Mandela’s legacy and values in a way that would reach younger generations.

The campaign featured storytelling through digital media celebrating the collective efforts of ‘Sparks of Hope’. These are grassroots organisations working for freedoms that unite societies – peace, health, justice and equality – and demonstrating in practice how the SDGs can be achieved.

A hundred Sparks of Hope stories and related social media promotional tools were published, achieving a social media reach of 132.6 million people from July 2017 to September 2018. For the celebration event on Mandela Day 2018, the global livestream attracted 180,000 viewers.

Public events in 2018 included walks with communities in Buenos Aires, Oxford, London, Geneva and Johannesburg, and panel-led conversations between The Elders and young leaders, current political actors, local community members and civil society networks.

In July 2018, Kofi Annan, Lakhdar Brahimi, Mary Robinson and Graça Machel came together in Johannesburg for a series of Walk Together events; including a tree-planting ceremony in a public park with local schoolchildren where each tree represented a “Spark of Hope”, and a public walk with civil society groups. The Elders also attended the Nelson Mandela Annual Lecture given by President Barack Obama, and subsequently enjoyed a private meeting with him.

“ **A hundred Sparks of Hope stories and related social media promotional tools were published, achieving a social media reach of 132.6 million people from July 2017 to September 2018.** ”

Walk Together officially culminated in September 2018, when Graça Machel presented a book of “100 Ideas for a Freer, Fairer World”, based on the work of the Sparks of Hope, to world leaders at the UN General Assembly in New York during the High-level Nelson Mandela Peace Summit.

Walk Together was supported by a network of campaign partners including: CIVICUS, Global Legal Empowerment Network, the Universal Health Coalition, Global Citizen, Africans Rising and the Fight Inequality Alliance.

Other trusted organisations generously shared their knowledge to help source and validate the Sparks of Hope, including the Dutch Postcode Lottery, the Skoll Foundation, Virgin Unite, Global Greengrants Fund, the Graça Machel Trust and Humanity United.



REVIEW OF PROGRAMMATIC INITIATIVES

“ We must remember that multilateralism cannot be upheld by only one Member State or a group of states. The United Nations, especially the Security Council, must continue to endeavour to strengthen this driving ideal; overcoming whatever challenges may loom over the horizon.

Ban Ki-moon



ETHICAL LEADERSHIP AND MULTILATERAL COOPERATION

Strengthening the global multilateral system and promoting ethical leadership in the face of isolationism, nationalism, populism and cynical short-termism was a key focus for The Elders throughout 2018.

Support for the United Nations remained a key element of The Elders' work in this regard. In February, Ban Ki-moon addressed a special session of the UN Security Council (UNSC) on the "Purposes and Principles of the United Nations Charter in the Maintenance of International Peace and Security". He called for decisive action from the UNSC to hold political leaders accountable for neglecting their responsibility to protect their own citizens.

The Elders affirmed their support for a "Code of Conduct" for Security Council members, including the P5, that would rule out use of the veto to prevent action against mass atrocities, and Hina Jilani addressed a meeting on the sidelines of the UN General Assembly on the need to better coordinate the UN's human rights work and its peace and security activities.

Throughout 2018, the cooperative spirit that drives the best ethical leadership and effective multilateral institutions stood in telling contrast to the isolationist impulses of many national leaders, from superpowers to poverty-stricken states in the developing world.

The Elders deplored the US withdrawal from key international agreements and processes including the Iran nuclear deal, the UN Human Rights Council and the Global Compact on Migration, as well as unilateral acts such as the recognition of Jerusalem as the capital of the State of Israel.

At the same time, they welcomed and stood in solidarity with other voices from American politics and public life who rejected an isolationist approach, particularly in the field of climate change. Mary Robinson met local activists pushing for fossil fuel divestment in Massachusetts and – together with Ricardo Lagos – attended the Global Climate Action Summit in California in September 2018 to promote sustainable, just and credible responses to the worsening climate crisis.

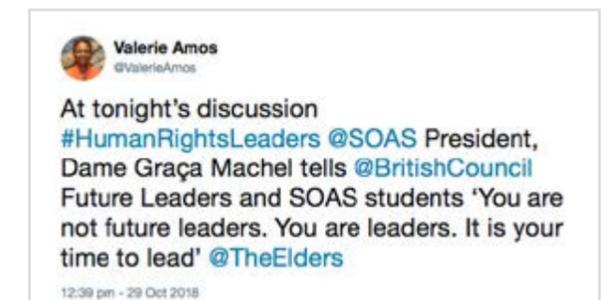
2018 also marked the 70th anniversary of the Universal Declaration of Human Rights (UDHR). The Elders celebrated this landmark text at a public event in London in October, co-hosted by SOAS and the British Council, which brought together young leaders from 50 countries in a dialogue with Elders and two former High Commissioners for Human Rights, Zeid Raad Al Hussein and Louise Arbour.

Graça Machel also published an op-ed in South Africa's Mail and Guardian on the continued relevance of the UDHR on Human Rights Day (10 December), in which she said: "the declaration is a global text, informed by the French Revolution's Declaration of the Rights of Man as well as the African notion of ubuntu – eloquently explained by Archbishop Desmond Tutu as meaning "my humanity is inextricably bound up in yours".

For The Elders as for so many people around the world, Nelson Mandela is the embodiment of ethical leadership. His spirit of decency, tolerance, magnanimity and openness infused their activities in the "Walk Together" campaign and their

dialogues with leaders. In their visit to Zimbabwe on the eve of that country's landmark elections, the Elders invoked his life and legacy in urging political leaders to comport themselves according to the rule of law and show decency and restraint in their language and actions towards opponents.

In 2019, The Elders will launch a new initiative on nuclear non-proliferation and disarmament. In 2018, they undertook work to plan for this and assess how The Elders can be most effective on this key issue.





The Boston Globe

“It is in all our interests to use the political, legislative, and social means at our disposal to deliver an achievable transition to a zero-carbon economy based on renewable energy and keep temperature rises to below 1.5 degrees Celsius.”

Mary Robinson, May 2018



CLIMATE CHANGE

The Elders expanded their work on climate change in 2018. Throughout the year they spoke to a variety of audiences across the globe on the importance of ramping up ambition and taking concrete action to fulfil the commitments made three years ago under the Paris Agreement.

The Elders worked to influence subnational and regional governments in the United States in reaction to the Trump administration’s decision to pull out of the Paris Agreement. In May, Mary Robinson penned an op-ed in the Boston Globe in support of a comprehensive climate change bill that was coming up for a vote in the Massachusetts State Legislature.

The Elders also participated in the Global Climate Action Summit which was held in California in September. The event served to send a signal to the world that, whilst the Trump administration was not going to support action on climate change, states, businesses and local governments in the US were still firmly behind the climate change agenda. The Elders’ participation culminated in a side event that focused on the importance of ensuring that the deployment of clean technology supports a just transition.

The G20 was another critical forum that The Elders focused their attention on, working to ensure that climate change remained on the agenda of the world’s richest nations. Kofi Annan sent a letter (his last letter for The Elders) to President Macri of Argentina expressing the importance The Elders place on the role of the G20 as a forum for advancing climate change action.

Additionally in September, Ricardo Lagos discussed the G20’s role with the President of Argentina, and gave the keynote speech at an F20 event in Buenos Aires. This was convened by some of the world’s most influential philanthropic foundations working to support the Paris Agreement and the Sustainable Development Goals (SDGs). Ricardo Lagos also met with the Environment Minister of Argentina to further emphasise the importance of the G20 to the climate change agenda.

The importance of young people and the next generation of leaders was echoed throughout the year in the work that The Elders did with Nexus Global, a group of next-generation philanthropists from around the world. The work with Nexus culminated in a commitment by the group’s members to invest \$1billion in climate change action in 2018. Nexus credited The Elders’ engagement as critical to convincing their members on the importance of engaging on this issue.

As part of The Elders’ engagement in Climate Week in New York in September, they helped launch a new initiative to support the role of women in the energy sector. Co-convened with the United Nations Framework Convention on Climate Change (UNFCCC), the event brought together government officials from Costa Rica, Canada and Scotland as well as civil society and energy companies to explore how the group could work together to encourage countries and companies to formally integrate women into their energy plans.

The importance of addressing climate change on behalf of the most vulnerable was highlighted in The Elders’ work with the Climate Vulnerable Forum (CVF). The CVF held the world’s first online summit hosted by the Marshall Islands in November 2018. This brought together heads of state from CVF members as well as other countries to commit to taking action on climate change and to call on others to increase their ambition.

Mary Robinson was a member of the Climate Champions, a group of high profile women who worked to support the summit, and other Elders including Ban Ki-moon, Ernesto Zedillo and Gro Harlem Brundtland recorded video messages in support of the summit which were widely shared online.

One of the most important events in 2018 with regards to climate change was the release of the



IPCC’s special report on 1.5 degrees. Its message of urgency resonated with The Elders. A significant communications campaign was deployed to amplify the message of the need to act soon and at scale, and to highlight the importance of protecting the most vulnerable communities most likely to be most impacted by the effects of climate change.

This included interviews and an op-ed with TIME magazine and BBC Radio. Quotes from all of the Elders on the importance of this report were issued, picked up and amplified by many of our partners and other media.



FT FINANCIAL
TIMES

“A bold new US plan could break the deadlock and encourage Israeli and Palestinian politicians to be equally audacious in their approach to peacemaking. Yet, if it does not address the root causes of the conflict, the deal will be doomed to failure.”

Kofi Annan, July 2018

CONFLICT COUNTRIES AND REGIONS



The Elders held high-level meetings with a number of world leaders in 2018 to encourage them to use diplomatic and political means to resolve conflicts, with a particular focus on the Middle East.

This included participation in the annual Munich Security Conference, alongside discussions and bilateral meetings at the UN General Assembly.

In February, Kofi Annan, Martti Ahtisaari, Lakhdar Brahimi, Hina Jilani and Ernesto Zedillo visited Saudi Arabia and met with King Salman, to discuss the need for meaningful dialogue with its neighbours, notably Iran, to resolve regional security crises including Yemen.

In July this was followed with a visit to Kuwait by Martti Ahtisaari and Lakhdar Brahimi to meet the Kuwaiti Emir and exchange ideas on how to promote dialogue and diplomacy to resolve regional conflicts. The Elders met with the Prime Minister, Foreign Minister and his deputy, and representatives of the Kuwaiti parliament.

The Elders also met with political leaders from the Middle East at the Munich Security Conference. The secretariat held follow-up meetings with relevant regional diplomats and with organisations working on track two diplomacy between Saudis and Iranians, to share The Elders' experiences and conflict analysis and to support each others' efforts.

In other work on Iran, the Elders issued a public statement condemning the US withdrawal from the Joint Comprehensive Plan of Action (JCPOA), and Kofi Annan wrote privately to the other signatories to the deal, welcoming their resolve to continue upholding the deal, and emphasising the important of the agreement's survival for wider efforts to promote non-proliferation through legal, multilateral routes.

On the Israeli-Palestinian conflict, the Elders used their voice to highlight the need for the US and others to respect international law and key principles of conflict resolution. Kofi Annan wrote an op-ed on this topic in July in the Financial Times, while The Elders also issued a statement opposing the US cuts in funding to the United Nations Relief and Works Agency for Palestine Refugees, and wrote a private letter to the US Secretary of State to highlight the conflict risks associated with this.

In October they issued a statement calling for the UN Security Council to take urgent action to prevent famine in Yemen and to push for a return to peace talks, and in September they called publicly on Russia, Iran and Turkey to urgently reach a political agreement to avert a bloody battle in Idlib.

The Elders have a long standing commitment to supporting a peaceful, prosperous and democratic future for the people of Zimbabwe. In July 2018, Kofi Annan, Mary Robinson and Lakhdar Brahimi visited Zimbabwe ahead of the election, to call for a free and fair election process and to urge all sides to keep the polls peaceful. They met with leaders of the main political parties, the Zimbabwe Electoral Commission, the diplomatic community, civil society representatives and media.

They spoke at a civil society rally organised by Citizens' Manifesto to emphasise the importance of civil society voices, and held a press conference to advocate for a peaceful political transition. The Elders also highlighted concerns about sexist attacks on female candidates and election officials, an issue that was immediately taken up by the leader of the opposition. Throughout the year, The Elders issued a series of statements calling for a peaceful political process that respects human rights.

Lakhdar Brahimi and Mary Robinson also participated in the first annual Paris Peace Forum in November, convened by President Macron as part of the commemorations marking the centenary of the end of the First World War. Lakhdar Brahimi gave a masterclass in "crafting sustainable peace" to share his experiences from key Middle Eastern conflicts. Mary Robinson spoke on a panel about gender equality, linking it to issues of conflict, climate change and social change.



The New York Times

“An increase in political will is urgently needed from our world leaders, as is a readiness to partner with others. This political will must be guided by an enhanced sense of our common humanity, rather than a belief in barriers and barbed wire.”

Ban Ki-moon, September 2018



REFUGEES AND MIGRATION

The Elders continued to use their voice to speak up for the rights of people on the move, through high-profile op-eds and interviews, at a time when the Western political discourse about refugees and migrants was increasingly toxic. Throughout the year, they affirmed their support for the Global Compact on Migration.

The Elders repeatedly emphasised the need for a multilateral approach to managing migration. As a number of (mostly European) governments pulled out of the Global Compact in the latter half of 2018, The Elders highlighted the damaging effect of myths and untruths about migration and about the Compact itself.

In September, the New York Times published an op-ed by Ban Ki-moon in which he drew on his own experience as a child fleeing conflict to highlight the experiences of refugees around the world.

He called for joint international action to respond to the refugee crisis, and for creative responses that could also involve the private sector. In November Ban Ki-moon met with political leaders in Austria, following that country's decision to withdraw from the Compact. He called for Austria to support responsibility-sharing for refugees and a multilateral approach to migration.

Mary Robinson participated in the Intergovernmental Conference to Adopt the Global Compact on Migration in Marrakech in December 2018. She spoke on a panel on the 70th anniversary of the Universal Declaration of Human Rights and emphasised the links between the issues of human rights, migration and climate change.

She simultaneously published an op-ed in TIME Magazine, arguing that climate change will lead to greater migration and refugee movements in the future and that the need for multilateral responses will only grow.





THE LANCET

“Given the scale of unmet need and the constraints of India’s low government budgets, it will be essential that India’s UHC strategy is efficient and equitable. India must invest heavily in primary health care services, where health returns are greatest.”

Gro Harlem Brundtland, September 2018

UNIVERSAL HEALTH COVERAGE

The Elders continued their high-level advocacy and campaigning work on Universal Health Coverage (UHC) throughout 2018, as part of wider efforts to help achieve the SDGs. Now in its third year, The Elders’ UHC initiative combines advice and visits to particular countries to encourage them to accelerate progress towards UHC and interventions aimed at influencing the global health policy debate.

The Elders’ message was consistent: UHC is eminently achievable across a wide range of geographic, social and economic environments if political leaders show the requisite will and ambition. Women, children and adolescents as high-need groups must be covered as a priority as countries move towards UHC.

In May 2018, Graça Machel attended the World Health Assembly in Geneva and gave a keynote address to Commonwealth health ministers on the need for greater ambition and political leadership to deliver publicly-financed health care for all.

The speech was very well-received and in the following Q&A triggered informed interventions

from ministers and officials from: Zambia, Malawi, Tuvalu, Namibia, Botswana, Singapore, Ghana and Pakistan. She also held a productive bilateral meeting with the Kenyan Minister of Health and spoke at a high level side event on the importance of community health workers for achieving UHC.

As part of the “Walk Together” campaign, Graça Machel also supported the WHO’s public “fun run” in Geneva, greeting the participants – including some representatives of the “Sparks of Hope” civil society groups – alongside WHO Director-General Dr. Tedros Adhanom Ghebreyesus.

The highest-profile UHC engagement of 2018 came in September when Gro Harlem Brundtland and Ban Ki-moon visited India to meet political leaders and launch a new report on that country’s pressing need for universal healthcare.

The visit followed previous declarations of Elders’ support for innovative healthcare reforms pioneered by the Delhi State government, in particular the “Mohalla” clinics providing free primary healthcare services to poor communities.

The visit came a few weeks before PM Modi launched his own flagship health reforms, popularly known as “Modicare”. The Elders were critical of key aspects of these reforms (which they fear could lead to a US-style health system dominated by private insurers), and raised these concerns in their report. The Elders’ candour was vigorously welcomed by civil society campaigners.

The two Elders held meetings with the Chief Minister of Delhi State and the Health Minister Satyendar Jain. They accompanied the Elders on a visit to a Mohalla clinic in the west of Delhi, which attracted considerable media coverage.

Following the visit, Gro Brundtland published an op-ed in The Lancet on the need for India to adopt a more balanced approach to UHC with a greater emphasis on investing in primary healthcare services.

Immediately after the India visit, Ban Ki-moon travelled to San Francisco where he attended an event at the city’s General Hospital on the possibilities for introducing UHC in California and across the United States, together with Mary Robinson and Ricardo Lagos. The event followed similar discussions in New York in November 2017, to again advocate for UHC in the US.

On a global level, Mary Robinson attended the World Innovation Summit on Health (WISH) in Qatar in November. In her keynote speech, she argued that the challenges of health and climate change are interlinked, and must be addressed in an inclusive, holistic framework that respects human rights and dignity.

In December, The Elders marked UHC Day (12 December) with a series of digital communications activities and engagement highlighting their work throughout the year, together with an op-ed by Ban Ki-moon making the political argument for UHC, syndicated worldwide including in Newsweek, Thomson Reuters Foundation, The Jakarta Post, South Africa’s Mail and Guardian, and Pakistan’s Dawn.

 **Tedros Adhanom Ghebreyesus** @DrTedros
A great post-#WHA71 meeting with my friend and former @UN Secretary-General Ban Ki-Moon. We discussed cooperation with @TheElders to promote #HealthForAll, and innovative financial mechanisms to fund emergency preparedness and response efforts.



QUARTZ

“If people cannot defend their rights, property or livelihoods against unscrupulous individuals and institutions, they risk losing trust in the whole system of governance and falling prey to the siren songs of populist demagoguery.”

Mary Robinson and Ernesto Zedillo, February 2018



ACCESS TO JUSTICE

Access to Justice is a new initiative for The Elders as part of their efforts to support the SDGs. The aim is to bring about a shift towards a global norm of people-focused access to justice.

The Elders will engage with political leaders and other relevant ministers and officials, to encourage governments to make real progress on access to justice as part of their SDG implementation strategies, and will work closely with civil society partners and grassroots activists. The work will have a particular focus on the need to address violence against women and girls as a profound global injustice.

The Access to Justice programme launched in February 2019, but Elders participated in various events in 2018 to draw attention to the justice agenda and identify the most effective way to convey their messages.

As part of the Walk Together campaign, Mary Robinson and Hina Jilani met activists in Buenos Aires to see at first-hand how communities and civil society organisations are developing innovative ways to make justice and legal services more accessible to marginalised citizens.

To complement this visit, Ricardo Lagos published an op-ed in Argentinian daily La Nación on the critical role access to justice plays in defending human rights, drawing on his own experiences as President of Chile following the dictatorship of Augusto Pinochet.

The visit also coincided with the inaugural meeting of the Global Taskforce for Justice, on which Hina Jilani serves as co-chair. The conclusions of this Taskforce, delivered in February 2019, will inform The Elders’ future engagement on the issue.

In September 2018, Mary Robinson and Hina Jilani participated in a panel discussion on access to justice on the sidelines of the UN General Assembly organised by the Open Society Foundation, and attended by its President George Soros.

In preparing their work on this new issue, The Elders have worked closely with the Taskforce on Justice, the Open Society Foundation, Namati, the Hague Institute for Innovation of Law, UN Women, the Organisation for Economic Co-operation and Development and the Levelling the Law and Spotlight campaigns, among others.



FINANCIAL REVIEW

FOR THE YEAR TO
31 DECEMBER 2018

Income

The Elders' income for the year was £3.0 million (2017: £2.9 million). This includes £0.3 million (2017: £0.2 million) of restricted funding used for the 10th Anniversary "Walk Together" campaign. All restricted income was fully expended during the year.

Expenditure

The Elders' expenditure for the year was £3.9 million (2017: £3.1 million). This relates primarily to the delivery of a global programme of activities agreed by the Elders, supported by a Secretariat based in London. The Secretariat provides the Elders with policy research, conducts advocacy and communications work, and is responsible for logistics and other support activities. The Secretariat moved to a new office location during the year, on the expiry of the lease on its previous premises.

Result

The Elders' deficit for the year was £0.8 million (2017: £0.2 million), which was a larger deficit than had been budgeted. This arose primarily due to an expected donation not being received, and two non-recurring items of expenditure. These were additional events in Johannesburg and New York as part of the 10th anniversary "Walk Together" campaign; and additional costs related to the office move, including a period of double rental costs, with the rent-free period for the new office premises spread over the term of the new lease.

Reserves

Reserves at the end of 2018, all unrestricted, were £2.7 million (2017: £3.6 million), of which £0.4 million were represented by fixed assets, leaving available reserves of £2.3 million which represents about 7 months' expenditure. This is below the previous reserves policy of 9 months expenditure, due to the deficit for the year being greater than planned. Following a review of its reserves policy during the year, the approach of The Elders is to maintain sufficient reserves to enable normal operating activities to continue for a period of time, should a shortfall in income or unexpected expenditure occur, taking account of potential risks that may arise; and the policy is to maintain reserves sufficient to meet at least 12 months' expenditure.

Over the period of the current strategic plan 2018-22, The Elders will seek to increase income and manage expenditure to achieve the 12 months target. The Elders has in place a fundraising strategy, outlined in more detail in its strategic plan 2018-22, which builds on the current model of funders and is overseen by the Development Director.

Carbon-offsetting

The Elders have partnered with UK-based charity Climate Stewards to offset the carbon emissions generated by business flights. For 2018, The Elders donated £8,554 to Carbon Stewards, based on total flight emissions of 428 tonnes CO₂. Carbon Stewards will use these funds across its portfolio of community-based projects in Kenya, Uganda, Ghana and Mexico. These projects include tree-growing schemes in schools, fuel-efficient cooking stoves and biosand water filter construction, and all are designed to reduce carbon emissions in a sustainable, inclusive way for the benefit of local communities.

The financial information on page 24 does not constitute the company's statutory accounts, but is extracted therefrom. The statutory accounts dealing with the 2018 financial year have been delivered to Companies House and the Charity Commission. The auditor's report made on the company's statutory accounts for the year was unqualified and did not include a reference to any matters to which the auditor drew attention by way of emphasis.

THE ELDERS FOUNDATION FINANCIAL SUMMARY FOR THE YEAR ENDED 31 DECEMBER 2018

	2018	2017
	£000	£000
INCOME FROM:		
Donations and grants		
- General	2,706	2,402
- Walk Together	324	478
Interest income	10	7
TOTAL INCOME	3,040	2,887
EXPENDITURE ON:		
Raising funds	376	332
Charitable activities		
Ethical Leadership	490	433
Climate Change	532	208
Refugees and Migration	356	239
Conflict Countries and Regions	819	853
Universal Health Coverage	364	511
Access to Justice	254	-
Walk Together	675	550
Total charitable activities expenditure	3,490	2,794
TOTAL EXPENDITURE	3,866	3,126
Net (expenditure)/income and net movement in funds	(826)	(239)
Fund balances brought forward	3,550	3,789
FUND BALANCES CARRIED FORWARD	2,724	3,550

THE ELDERS FOUNDATION BALANCE SHEET AS AT 31 DECEMBER 2018

	2018	2017
	£000	£000
FIXED ASSETS		
Tangible assets	443	32
CURRENT ASSETS		
Debtors	290	79
Cash at bank and in hand	2,332	3,511
TOTAL CURRENT ASSETS	2,622	3,590
Creditors: amounts falling due within one year	(341)	(72)
NET CURRENT ASSETS	2,281	3,518
TOTAL NET ASSETS (All funds unrestricted)	2,724	3,550

The Elders are grateful to the members of the Advisory Council, whose support and advice enables them to carry out their work.

Richard Branson
Virgin Unite

Randy Newcomb
Humanity United

Shannon Sedgwick Davis
Bridgeway Foundation

Peter Gabriel
The Peter Gabriel Trust

Jean Oelwang
Virgin Unite

Jeff Skoll
Skoll Foundation

Holly Branson
Virgin Unite

Mabel van Oranje
Girls Not Brides

Lulit Solomon
Jeremy Coller Foundation

Kathy Calvin
United Nations Foundation

Sally Osberg
Skoll Foundation

Amy Towers
The Nduna Foundation

Jeremy Coller
Jeremy Coller Foundation

Margriet Schreuders
Dutch Postcode Lottery

Jeff Towers
The Nduna Foundation

Lisa Harris

The Elders are also grateful to the following individuals who provided generous support in 2018:

- Samit Gehlot
- Chandra Jessee
- Dylan Jones
- Alison Lawton
- Chitra Prasad Patel
- Radek Sali
- Vivek Seth
- Dave Welland
- Nicole Wilson



CAPTIONS AND CREDITS

FRONT COVER: Kofi Annan addresses a Walk Together event in Johannesburg, South Africa to commemorate Nelson Mandela's centenary in July 2018.

PAGE 2. The Elders at their October 2018 Board Meeting in London

PAGE 3. Mary Robinson, Chair of The Elders (Photo: Joël Saget /AFP)

PAGE 4. David Nussbaum, Chief Executive of The Elders (Photo: Jeff Moore)

PAGE 5. The Elders meet President Obama following his keynote address at Nelson Mandela's centenary celebrations in Johannesburg, South Africa in July 2018. (Photo: The Obama Foundation)

PAGE 7. Members of The Elders join the New Now movement on stage during a Walk Together event in Johannesburg, South Africa to commemorate Nelson Mandela's centenary in July 2018.

PAGE 8. Graça Machel speaks truth to power and presents 100 Sparks of Hope working towards a freer fairer world" at the Nelson Mandela Peace Summit held during the UN General Assembly in New York, USA in September 2018. (Photo: UN Photo/Cia Pak)

PAGE 9. Graça Machel marks Nelson Mandela's centenary with a walk together with fellow Elders and civil society in Johannesburg, South Africa in July 2018.

PAGE 11. Ban Ki-moon addresses the UN Security Council, in New York, USA in February 2018. (Photo: UN Photo/Eskinder Debebe)

PAGE 12. Ricardo Lagos speaks at a NEXUS/ Global Climate Action Summit side event in California, USA in September 2018. (Photo: Bob Stender/The Elders)

PAGE 14. The Elders hold talks with Interior Minister Prince Abdulaziz bin Saud bin Naif and HRH King Salman bin Abdulaziz on Saudi Arabia's role in promoting regional security in Riyadh, Saudi Arabia in February 2018. (Photo: Saudi Press Agency)

PAGE 16. Rohingya refugees from Myanmar make their way towards a refugee camp in Bangladesh in November 2017. (Photo: UNHCR/Andrew McConnell)

PAGE 18. Gro Harlem Brundtland and Ban Ki-moon meet doctors and patients at a "Mohalla Clinic" in Delhi, India in September 2018. (Photo: Hemant Chawla / The Elders)

PAGE 20. Mary Robinson and Hina Jilani lead a #WalkTogether for #JusticeForAll alongside civil society activists in Buenos Aires, Argentina in February 2018.

PAGE 27. Clockwise from top left

1. Mary Robinson greets Vice President of Argentina Gabriela Michetti following a #WalkTogether for #JusticeForAll event in Buenos Aires, Argentina in February 2018.
2. Ban Ki-moon, Ricardo Lagos and Mary Robinson visit a ward in San Francisco General Hospital in San Francisco, USA in September 2018. (Photo: Barbara Ries / The Elders)
3. Lakhdar Brahimi confers with Gro Harlem Brundtland during an event with SOAS and the British Council in London, UK in October 2018. (Photo: British Council)

UK in October 2018. (Photo: British Council)

4. Mary Robinson joins Christiana Figueres and Hector Castañón to discuss how best to tackle inequality and deliver sustainable systemic change at the LSE in London, UK in April 2018. (Photo: The Elders / Paul Grover)

5. Ernesto Zedillo cites lessons from the past during a discussion on achieving success through youth activism with Aya Chebbi and journalist Yusra Elbagir at a #WalkTogether to #FightInequality event at the LSE in London, UK in April 2018. (Photo: The Elders / Paul Grover)

6. Mary Robinson discusses human rights with fellow former UN Human Rights High Commissioners Louise Arbour and Zeid Raad Al Hussein during an event with SOAS and the British Council in London, UK in October 2018. (Photo: British Council)

7. Hina Jilani addresses activists walking together for #JusticeForAll in Buenos Aires, Argentina in February 2018.

8. Mary Robinson and Ellen Johnson Sirleaf are joined by Raj Panjabi of Last Mile Health to discuss the role played by community health workers in building an accessible health system in Liberia, during a Walk Together event in Johannesburg, South Africa to commemorate Nelson Mandela's centenary in July 2018.

9. Mary Robinson and Kofi Annan attend the Citizens Manifesto event in Zimbabwe in July 2018.



**“ The Elders can speak freely and boldly,
working both publicly and behind the scenes.**

**They will reach out to those who most need
their help.**

**They will support courage where there is fear,
foster agreement where there is conflict and
inspire hope where there is despair.**

Nelson Mandela 2007, Founder of The Elders



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The Elders Foundation

3 Tilney Street, London, W1K 1BJ +44 (0) 207 013 4646

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