

GOVERNING AND DELIVERING GLOBAL PUBLIC GOODS IN A FRAGMENTED WORLD

Madrid, Spain

June 23-24

#APD26

Website



Organiser

Partners

Institutional Partners

Knowledge Partners

Supporters

Travel Partner



Gates Foundation



P Y B L I C

SciencesPo. ofce



NATURE BANK



BANCO DE DESARROLLO DE AMÉRICA LATINA Y EL CARIBE



DRAFT PROGRAMME

Each year, Club de Madrid organises its annual policy dialogue initiative where its Members, experts, and influential figures gather to discuss critical issues. These initiatives focus on topics that are crucial for the future of democracy and global cooperation. They serve as a vital platform for fostering innovative thinking and debating robust policy solutions that strengthen democratic governance and enhance the effectiveness of multilateral organisations. The insights and strategies generated during these discussions are then compiled, forming a valuable collection of recommendations and actionable solutions. These are subsequently leveraged in global advocacy efforts and other initiatives, ensuring they have a lasting impact.

Monday, 22 June

09:30 - 12:30

Special Event: Presentation of the Report of the Global Commission on Democracy and Multilateralism (GCDM)

Venue: Auditorium, Palacio de Cibeles

This session will present the final report of the Global Commission on Democracy and Multilateralism, convened by Club de Madrid to address a central challenge for international cooperation: how to defend and renew democracy through multilateralism at all levels, in a context in which both democratic governance and the institutions of collective action are under increasing strain. The Commission puts forward a clear proposition: democracy must not be treated as a secondary concern in global affairs, but as a condition for more legitimate, trusted and effective cooperation. The session will introduce the Commission's main recommendations and open a broader conversation on the political leadership, institutional renewal and alliances needed to place democracy at the centre of the future of multilateralism.

13:00 - 14:30

Lunch (by invitation only)

Venue: Sala Madrid Neptuno, Hotel Villa Real

Evening

Dinner (by invitation only)

Venue: TBC

Tuesday, 23 June

09:30 - 10:00 **Arrivals and Family Photo (by invitation only)**
Venue: Main Stairway, Palacio de Cibeles

10:00 - 10:30 **Opening Ceremony**
Venue: Auditorium, Palacio de Cibeles

10:30 - 10:45 **Opening Keynote: *The Cost of Inaction***
Venue: Auditorium, Palacio de Cibeles

This brief framing address will set out the strategic costs of failing to act in a world where interdependence is deepening even as cooperation becomes more difficult. As pressures intensify across climate, health, security, digital governance and economic stability, the costs of delayed, fragmented or insufficient action are no longer measured only in missed opportunities, but in mounting systemic risk, weakened resilience and growing political strain. By bringing into focus what is at stake when the governance and delivery of global public goods fail to keep pace with the scale of shared challenges, the session will provide a clear sense of urgency for the discussions that follow. It will frame the Policy Dialogue not around abstract aspirations, but around the practical, political and economic consequences of inaction in a fragmented world.

10:45 - 12:00 **Plenary I: *Governing Global Public Goods in a Fragmented World***
Venue: Auditorium, Palacio de Cibeles

As the international order becomes more fractured, global public goods are emerging as one of the few areas where cooperation remains both indispensable and politically consequential. This plenary will explore how the governance of shared necessities can provide a more practical and purpose-driven basis for international cooperation at a time when traditional multilateralism is under growing strain. Rather than treating sovereignty and cooperation as competing logics, the session will ask how governing global public goods can help bridge the gap between national responsibility and transboundary risk. Through a focus on accountability, shared responsibility and multi-level alignment, the discussion will consider how more effective governance of global public goods could help restore trust, strengthen resilience and make collective action more credible in a fragmented world.

12:00 - 12:30 **Coffee Break**

12:30 - 13:30 **Plenary II: *The United Nations and the Future of Collective Action***
Venue: Auditorium, Palacio de Cibeles

At a time of deepening geopolitical fragmentation and growing strain on the multilateral system, the United Nations is entering a broader moment of reflection on its future direction. A period of leadership transition offers a timely opportunity to step back and ask a larger political question: what kind of United Nations does the world now need, and what should be expected from its next phase of leadership? This opening dialogue will explore different visions for the role the UN should play in a more contested and uncertain international landscape. How can it remain relevant, credible and effective at a time when trust is under pressure, power is more diffuse, and demands on international cooperation continue to grow? By creating space for a forward-looking conversation on purpose, leadership and institutional direction, the session will help frame one of the central questions facing the multilateral system today.

13:30 - 15:00 **Lunch (by invitation only)**
Venue: Restaurant Cornamusa, Palacio de Cibeles (6th Floor)

15:00 - 16:15

Plenary III: From Aid to Shared Investment

Venue: Auditorium, Palacio de Cibeles

Delivering global public goods at scale requires more than political will. It demands a rethinking of the financial structures that underpin international cooperation. The arrangements that have sustained cooperation for decades, largely centred on aid, concessional instruments and donor-recipient relationships, were not designed to support goods whose benefits are shared, long term and often disconnected from immediate national returns. In a fragmented world, this has contributed to persistent underinvestment, volatility and widening gaps between political ambition and financial delivery. This plenary will explore how the financing of global public goods can be rethought in a realistic and forward-looking way. Bringing together governments, multilateral development banks, private sector actors and voices from the Global Public Investment debate, the session will examine how existing financial architectures can better support collective priorities, reflect a broader base of contributors and move beyond transactional approaches towards arrangements grounded in shared responsibility, collective benefit and long-term stewardship.

16:15 - 16:45

Coffee Break

16:45 - 18:00

Thematic Sessions

Session A: Peace and Security as a Foundational Condition for Delivering Global Public Goods

Venue: Sala Gloria Fuertes, Palacio de Cibeles

Few functions of the international system are more fundamental than the preservation of peace and security. Both a global public good in their own right and an enabling condition for many others, they underpin progress on climate action, global health, digital stability, economic resilience and credible international cooperation. At a time of intensifying geopolitical confrontation, growing strain on the normative and legal guardrails meant to contain conflict, and mounting doubts about the capacity of multilateral institutions to respond with authority and consistency, this session will examine collective security as a shared strategic asset. The discussion will explore what political, legal and institutional pathways may still exist to contain escalation, protect civilians and sustain the minimum conditions for collective action in an increasingly fragmented world, while also considering how progress in these areas might help create space for longer-term reform of the international peace and security architecture.

Session B: Global Public Health: The Stress Test for Multilateral Delivery

Venue: Sala Martín Begué, Palacio de Cibeles

Global Public Health offers one of the clearest and most urgent tests of whether global public goods can be governed and delivered more effectively. It exposes, with particular force, the costs of fragmented cooperation, weak preparedness, unequal access, underinvestment in prevention and the persistent gap between political recognition and effective delivery. This session will apply the broader discussion of the Policy Dialogue to the field of global public health, examining what is required to advance its provision as a global public good in practice. The discussion will focus on concrete pathways for progress, including stronger governance arrangements, more coherent financing, better alignment between global and national capacities, and greater emphasis on prevention, resilience and equity. In doing so, it will seek to generate practical recommendations not only for global public health itself, but also for what this case can teach us about improving the delivery of other global public goods.

Session C: Solutions in Motion: Governance and Finance Lab

Venue: Sala Berlanga, Palacio de Cibeles

This session will showcase concrete initiatives that are already helping to reshape how global public goods are governed and financed. Moving from broad strategy to implementation, it will feature short presentations from partners working on practical, scalable approaches that help bridge the gap between policy ambition and delivery on the ground. The session will include presentations and a dialogue with the audience.

- Coalition of Governments and Multilateral Institutions for Global Public Investment (GPI)

This initiative redefines international cooperation by moving from traditional aid to a co-investment model. GPI proposes a permanent and predictable financial architecture where all nations contribute according to their capacity and benefit according to their needs. By shifting the focus toward shared stewardship of Global Public Goods, this model provides a concrete framework for sustainable, long-term financing that aligns national interests with collective global resilience.

- Development Bank for Resilient Prosperity (DBRP), the Nature Bank

The DBRP is a pioneering institutional response to the climate-sovereignty nexus. Known as the "Nature Bank," it is specifically engineered to help climate-vulnerable and low-resilience nations break the cycle of reactive crisis management. By transforming environmental stewardship into investable, long-term resilience strategies, the DBRP operationalises a new form of financial architecture that treats ecological stability as a fundamental asset for global economic prosperity.

Evening

Dinner (by invitation only)

Venue: TBC

Wednesday, 24 June

09:30 - 10:45

Plenary IV: **Delivering Global Public Goods Across Levels: From Global Action to Local Impact**

Venue: Auditorium, Palacio de Cibeles

This plenary shifts the focus from institutional and financial frameworks to the realities of execution: the point at which the governance of global public goods becomes visible to citizens. Premised on the understanding that global public goods are not abstract concepts but essential conditions for security, wellbeing and opportunity, the session will examine the critical role of subsidiarity and multi-level governance in ensuring effective delivery. Participants will explore how global architectures can be better aligned with regional coordination, national leadership and local capacities, so that collective investment translates into tangible results that strengthen community resilience and trust in public institutions. By focusing on the “last mile”, the session will ask how democratic legitimacy can be reinforced through effective provision, closing the gap between high-level diplomacy and on-the-ground impact, and demonstrating that international cooperation succeeds only when it improves daily life and protects people’s futures in the places where they live.

10:45 - 11:05

Fireside Chat: **Climate Stability as a Strategic Asset**

Venue: Auditorium, Palacio de Cibeles

Climate stability has become one of the clearest tests of whether international finance is fit for purpose in an age of shared risk. In this conversation, speakers will explore how to move beyond the narrowing logic of climate aid and towards a broader understanding of climate finance as investment in resilience, stability and long-term prosperity. Bringing together the perspective of institutional finance and frontline political leadership, the session will focus on the practical question of delivery: how can financial institutions better support countries facing acute climate exposure, and what kinds of instruments, partnerships and risk-sharing approaches are needed to translate ambition into implementation? In doing so, it will consider what climate finance reveals about the wider challenge of financing global public goods in a fragmented world.

11:05 - 11:30

Coffee Break

Venue: Thematic Session rooms

11:30 - 12:45

Thematic Sessions

Session D: **Digital Public Infrastructure**

Venue: Sala Gloria Fuertes, Palacio de Cibeles

Digital Public Infrastructure is increasingly central to how states deliver services, how citizens access rights, and how societies organise economic and civic life. But it is not simply a technical architecture. It is also a site of power, governance and public value, raising fundamental questions about inclusion, interoperability, accountability, data governance and the role of the state in shaping the digital foundations of public life. This session will explore Digital Public Infrastructure as both an enabler of delivery and a governance challenge in its own right. It will examine how digital systems can support more effective and inclusive provision, while also asking what safeguards, institutional arrangements and forms of public oversight are needed to ensure that digital infrastructure serves the public good. In doing so, the discussion will consider what DPI reveals about the wider challenge of governing global public goods in a fragmented world.

Session E: Water as a Hybrid Global Public Good

Venue: Sala Martín Begué, Palacio de Cibeles

Water is a compelling example of a hybrid global public good: shaped by transboundary systems, shared risks and global interdependence, yet ultimately delivered through local institutions and infrastructures. Essential to public health, climate resilience, economic stability and human dignity, it exposes with particular clarity the gap between the global nature of many contemporary challenges and the fragmented arrangements through which they are still governed and financed. This session will explore how water can serve as a practical entry point for rebuilding cooperation in a fragmented world. It will consider what water reveals about multi-level governance, financing failures, inequality, legitimacy and shared responsibility, while also identifying concrete pathways for reform. In doing so, the discussion will ask what lessons from water may help strengthen not only water security itself, but the broader governance and delivery of other global public goods.

Session F: Solutions in Motion: Governance and Finance Lab

Venue: Sala Berlanga, Palacio de Cibeles

This session will showcase concrete initiatives that are already helping to reshape how global public goods are governed and financed. Moving from broad strategy to implementation, it will feature short presentations from partners working on practical, scalable approaches that help bridge the gap between policy ambition and delivery on the ground. The session will include presentations and a dialogue with the audience.

- Article 109: Towards a Renewed UN Charter

This initiative addresses the structural paralysis of the international system by advocating for the activation of Article 109 of the UN Charter. As the normative guardrails of the post-war era face unprecedented strain, Article 109 provides the legal and political mechanism for a fundamental review of the UN's architecture. This presentation explores how a renewed Charter can move the organisation beyond deadlock, creating a governance framework capable of delivering security and stability in a multipolar world.

- Taxing the Super-Rich

This dialogue will examine the taxation of extreme wealth as a strategic issue for the financing of public goods and the credibility of democratic governance. Bringing together a European policymaker and a prominent voice from Patriotic Millionaires - a network of wealthy Americans advocating to tax the rich more fairly - the session will explore how the taxation of high-net-worth individuals can contribute to a broader agenda of public investment, social stability and democratic legitimacy. In that context, the discussion will consider how proposals advanced by ICRICT and allied initiatives could help mobilise resources for global public goods, while challenging the concentration of wealth and power that continues to distort both economies and democracies.

13:00 - 13:30

Closing Session: A New Contract for Collective Action: The Madrid Declaration

Venue: Auditorium, Palacio de Cibeles

14:00 - 15:30

Cocktail Lunch (by invitation only)

Venue: Palacio de Cibeles

16:00 - 17:30

Special Event: Looking towards the Americas

Venue: Auditorium, Palacio de Cibeles

Organised in partnership with the Ibero-American General Secretariat, this session will look at Ibero-America not as a regional agenda, but as a platform for wider global dialogue. In a fragmented international landscape, the Ibero-American space offers a valuable experience of political consensus-building, interregional cooperation and shared work on democracy, rights, development and digital governance. Bringing together leaders from different regions, the session will explore how this experience can inform broader debates on the governance of public goods, multi-level coordination and the renewal of cooperation across regions.