

# GOVERNING AND DELIVERING GLOBAL PUBLIC GOODS IN A FRAGMENTED WORLD

Madrid, Spain

June 23-24

#APD26

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## 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

10:00 - 13:00

#### Advance Accreditation Badge Collection

Venue: Hotel Villareal

Plaza de las Cortes, 10  
28014 Madrid

*(Accreditation badges may be collected in advance at Hotel Villa Real on Sunday. Participants are encouraged to make use of this option to ensure a smoother arrival and access to the programme.)*

20:30

#### Dinner at Filandón Restaurant (by invitation only)

Venue: Carr. de El Pardo a Fuencarral, Km. 1.9, Fuencarral-El Pardo

### Tuesday, 23 June

08:30 - 10:00

#### Accreditation Badge Collection

Venue: Auditorium, Palacio de Cibeles

Plaza de Cibeles, 1  
28014 Madrid

*(Participants are kindly encouraged to arrive early to collect their accreditation badges and allow sufficient time for access to the venue.)*

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

*Master of Ceremonies: **Jyoti Thottam**, Senior Opinion Editor, The New York Times*

*Institutional Remarks by:*

- **José Luis Martínez-Almeida**, Mayor of Madrid City Council
- **Laura Chinchilla**, President of Costa Rica (2010-2014) and President of Club de Madrid
- **H.M. King Felipe VI of Spain**

10:30 - 10:40            **Special Address: Club de Madrid 25<sup>th</sup> Anniversary**  
Venue: Auditorium, Palacio de Cibeles

- **Kim Campbell**, Prime Minister of Canada (1993) and Member of Club de Madrid

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.*

*Session facilitated by **Francesco Saraceno**, Deputy Department Director at OFCE-Sciences Po*

*Special Video Message:*

- **António Guterres**, Secretary-General of the United Nations (3')

*Speakers:*

- **George Papandreou**, Prime Minister of Greece (2009-2011) and Member of Club de Madrid
- **Michelle Bachelet**, President of Chile (2006-2010; 2014-2018) and Vice President of Club de Madrid
- **Francisco Sagasti**, President of Peru (2020-2021) and Member of Club de Madrid
- **Jean-Pierre Raffarin**, Prime Minister of France (2002-2005) and Member of Club de Madrid.
- **Aminata Touré**, Prime Minister of Senegal (2013-2014) and Member of Club de Madrid

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 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.*

Session facilitated by **Jyoti Thottam**, Senior Opinion Editor, The New York Times

Speakers:

- **Mokgweetsi Masisi**, President of Botswana (2018–2024) and Member of Club de Madrid
- **Danilo Türk**, President of Slovenia (2007-2012) and Member of Club de Madrid
- **Elizabeth Cousens**, President and CEO of the United Nations Foundation (TBC)
- **Pratap Bhanu Mehta**, President of the Centre for Policy Research, New Delhi

**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 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. It 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.*

Session facilitated by **Simon Reid-Henry**, Director of the Coalition for Global Public Investment

Special Address: **Mariana Mazzucato**, Professor on the Economics of Innovation and Public Value, University College London (TBC)

Speakers:

- **Natalia Gavrilița**, Prime Minister of Moldova (2021-2023) and Member of Club de Madrid
- **José Antonio Ocampo**, Former Minister of Finance of Colombia and Advisor of Club de Madrid
- **Joy E. DiBenedetto**, Group Chief Global Affairs, Equity Group Holdings
- **Amitabh Behar**, Executive Director of Oxfam International
- **Abla Abdel-Latif**, Executive Director and Director of Research, Egyptian Center for Economic Studies

**16:15 - 16:45**

**Coffee Break**

Venue: Thematic Session Rooms

**16:45 - 18:00**

**Thematic Sessions**

*(Please note that thematic sessions will take place in parallel. Participants will be invited to indicate their preferred session as part of the registration process. While every effort will be made to accommodate preferences, room capacity is limited.)*

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

Venue: Room 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 facilitated by **Sean Cleary**, Executive Vice Chair of the FutureWorld Foundation and Club de Madrid Advisor*

Discussants:

- **Stefan Löfven**, Prime Minister of Sweden (2014-2021) and Member of Club de Madrid
- **Valdis Birkavs**, Prime Minister of Latvia (1993-1994) and Member of Club de Madrid
- **Rexhep Meidani**, President of Albania (1997–2002) and Member of Club de Madrid.
- **Mabel González Bustelo**, Independent Peace and Security Expert (TBC)
- **Timothy Phillips**, Founder and CEO, Beyond Conflict, and Advisor of Club de Madrid
- **Rafael Dezcallar**, Former Spanish Diplomat and Advisor of Club de Madrid

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

Venue: Room Martín Bugué, 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 facilitated by **Iliana Olivié**, Main Researcher, Elcano Royal Institute*

Discussants:

- **Leo Varadkar**, Prime Minister of Ireland (2017-2020; 2022-2024) and Member of Club de Madrid
- **Mari Kiviniemi**, Prime Minister of Finland (2010–2011) and Member of Club de Madrid
- **Angel Gurría**, Secretary-General of the OECD (2006–2021), Member of Club de Madrid
- **Jorge Saavedra**, Executive Director of the AHF Global Public Health

- **Gonzalo Fanjul**, Policy and Development Director, Barcelona Institute for Global Health (ISGlobal)
- **Mencía Manso de Zúñiga**, Ambassador at Large for Global Health, **Ministry** of Foreign Affairs of Spain
- **Amira Saber**, Member of the Egyptian Senate, Chapter Chair for Middle East & North Africa of UNITE Parliamentarians Network for Global Health
- **Saul Walker**, Director of Public Partnerships, Coalition for Epidemic Preparedness Innovations CEPI

### Session C: **Solutions in Motion: Governance and Finance Lab**

Venue: Room 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.*

*Session facilitated by **Jyoti Thottam**, Senior Opinion Editor, The New York Times*

#### **- 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. Conversation among:*

- **Jonathan Glennie**, Director of the Global Cooperation Institute
- **Mokgweetsi Masisi**, President of Botswana (2018–2024) and Member of Club de Madrid
- **Mauricio Jaramillo**, Vice-Minister for Multilateral Affairs, Government of Colombia (TBC)

#### **- 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. Presented by:*

- **Hyginus "Gene" Leon**, Executive Director of the DBRP

20:00 **Dinner (by invitation only)**  
Venue: Casino de Madrid

## Wednesday, 24 June

08:30 - 10:00 **Accreditation Badge Collection**  
Venue: Auditorium, Palacio de Cibeles  
Plaza de Cibeles, 1

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.*

Session facilitated by **Cathryn Clüver Ashbrook**, Senior Advisor, Sustainable Social Market Economies, Bertelsmann Stiftung

Speakers:

- **Olusegun Obasanjo**, President of Nigeria (1999-2007) and Member of Club de Madrid
- **Jan Peter Balkenende**, Prime Minister of the Netherlands (2002-2010) and Member of Club de Madrid
- **Antón Leis García**, Director of the Spanish Agency for International Development Cooperation
- **Luis Javier Argüello García**, Archbishop of Valladolid
- **Sania Nishtar**, Chief Executive Officer of Gavi, the Vaccine Alliance
- **Simonetta Cheli**, Director of Earth Observation Programmes, European Space Agency (TBC)

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.*

Conversation among:

- **Yves Leterme**, Prime Minister of Belgium (2008; 2009-2011) and Member of Club de Madrid (TBC)
- **Nadia Calviño**, President of the European Investment Bank

11:05 - 11:30

**Coffee Break**

Venue: Thematic Session Rooms

11:30 - 12:45

## Thematic Sessions

*(Please note that thematic sessions will take place in parallel. Participants will be invited to indicate their preferred session as part of the registration process. While every effort will be made to accommodate preferences, room capacity is limited.)*

### **Session D: Digital Public Infrastructure and AI for the Public Good**

Venue: Room 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. The rapid expansion of artificial intelligence adds a new layer of opportunity and complexity to this debate, as AI systems are already shaping information ecosystems, public decision-making, economic productivity, scientific innovation, security, and the governance of critical infrastructures. This creates new possibilities for collective problem-solving and more responsive governance, but also raises serious questions around data governance, algorithmic accountability, bias, exclusion, surveillance, market concentration, and the growing influence of private actors over essential digital systems. This session will explore Digital Public Infrastructure as both an enabler of delivery and a governance challenge in its own right, with particular attention to how AI can be governed in the public interest. It will examine what institutional safeguards, regulatory frameworks and forms of democratic oversight are needed to ensure that digital and AI-enabled infrastructures remain inclusive, accountable and aligned with public value. In doing so, the discussion will consider what DPI and AI reveal about the wider challenge of governing global public goods in a fragmented world.*

*Session facilitated by **Emrys Schoemaker**, Senior Research Fellow, Global Governance Centre at the Graduate Institute*

#### Discussants:

- **Jorge Fernando Quiroga**, President of Bolivia (2001-2002) and Member of Club de Madrid
- **Alfred Gusenbauer**, Chancellor of Austria (2007-2008) and Member of Club de Madrid
- **Iveta Radicova**, Prime Minister of Slovakia (2010-2012) and Member of Club de Madrid
- **Petre Roman**, Prime Minister of Romania (1989–1991) and Member of Club de Madrid
- **Sanjay Puri**, Founder of Knowledge Networks
- **Alison Gillwald**, Founding Director of Research ICT Africa
- **Guillaume Andro**, Management & Technology Consulting, Ernst & Young AG

### **Session E: Water as a Hybrid Global Public Good**

Venue: Room 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 facilitated by **Sofía Martínez**, International Relations, Ministry of Ecological Transition and Demographic Challenge*

Discussants:

- **Han Seung-soo**, Prime Minister of the Republic of Korea (2008-2009) and Vice President of Club de Madrid
- **Jigmi Yoser Thinley**, Prime Minister of Bhutan (2008-2013) and **Member** of Club de Madrid
- **Philip Dimitrov**, Prime Minister of Bulgaria (1991-1992) and Member of Club de Madrid
- **María Fernanda Espinosa**, 73rd President of the United Nations General Assembly and Advisor of Club de Madrid (TBC)
- **Tanja Miškova**, Ambassador-at-Large for Water Diplomacy, Slovenia

**Session F: Solutions in Motion: Governance and Finance Lab**

Venue: Room 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.*

Session facilitated by **Jyoti Thottam**, Senior Opinion Editor, The New York Times

**- 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. Presented by:*

- **Olav Kjørven**, Senior Advisor of the Article 109 Coalition

**-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 Oxfam International 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. Conversation among:*

- **Susana Ruiz**, Tax Justice Policy Lead, Oxfam
- **Bruno Gonçalves**, MEP, Group of the Progressive Alliance of Socialists and Democrats in the European Parliament

13:00 - 13:30

**Closing Session: A New Contract for Collective Action**

Venue: Auditorium, Palacio de Cibeles

Master of Ceremonies: **Jyoti Thottam**, Senior Opinion Editor, *The New York Times*

Closing Keynote by **José Ramos-Horta**, President of Timor-Leste (Virtual, TBC)

Closing remarks:

- **Laura Chinchilla**, President of Costa Rica (2010-2014) and President of **Club** de Madrid
- **Representative** of the **Spanish Government**

**14:00 - 15:30**                    **Lunch (by invitation only)**  
Venue: Restaurant Cornamusa, Palacio de Cibeles (6th Floor)

**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.*

Session facilitated by **Andrés Allamand**, Ibero-American Secretary-General

Speakers:

- **Han Seung-soo**, Prime Minister of the Republic of Korea (2008-2009) and Vice President of Club de Madrid
- **Francisco Sagasti**, President of Peru (2020-2021) and Member of Club de Madrid
- **Aminata Touré**, Prime Minister of Senegal (2013-2014) and Member of Club de Madrid
- **Kim Campbell**, Prime Minister of Canada (1993) and Member of Club de **Madrid**
- **Danilo Türk**, President of Slovenia (2007-2012) and Member of Club de Madrid
- **Hiroshi Yamauchi**, Ambassador of Japan to Spain