



STRATEGIC PLAN 2021-2024

PUBLIC SYSTEMS
FOR PEOPLE
AND THE PLANET

Updated March 2023





01



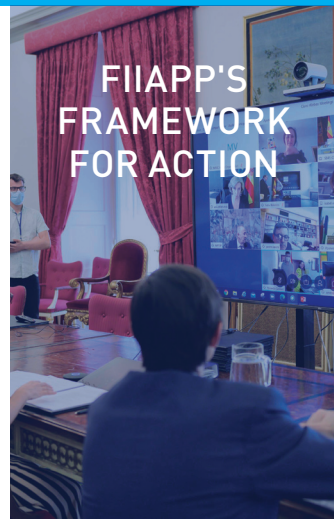
4

02



8

03



11

04



34

05



38

GLOSSARY

AECID Spanish Agency for International Development Cooperation

AIAMP Ibero-American Association of Public Prosecutors

IADB Inter-American Development Bank

CAF Development Bank of Latin America

COFIDES Spanish Company for Development Funding

COMJIB Conference of Ministers of Justice of Ibero-American Countries

FIIAPP Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas

IBERRED Ibero-American Network for International Legal Cooperation

IPA Instrument for Pre-Accession Assistance

NDICI-Europa Global Neighbourhood, Development and International Cooperation Instrument-Global

ILO International Labour Organization

WHO World Health Organization

UNCAC United Nations Convention Against Corruption



01

EXECUTIVE SUMMARY

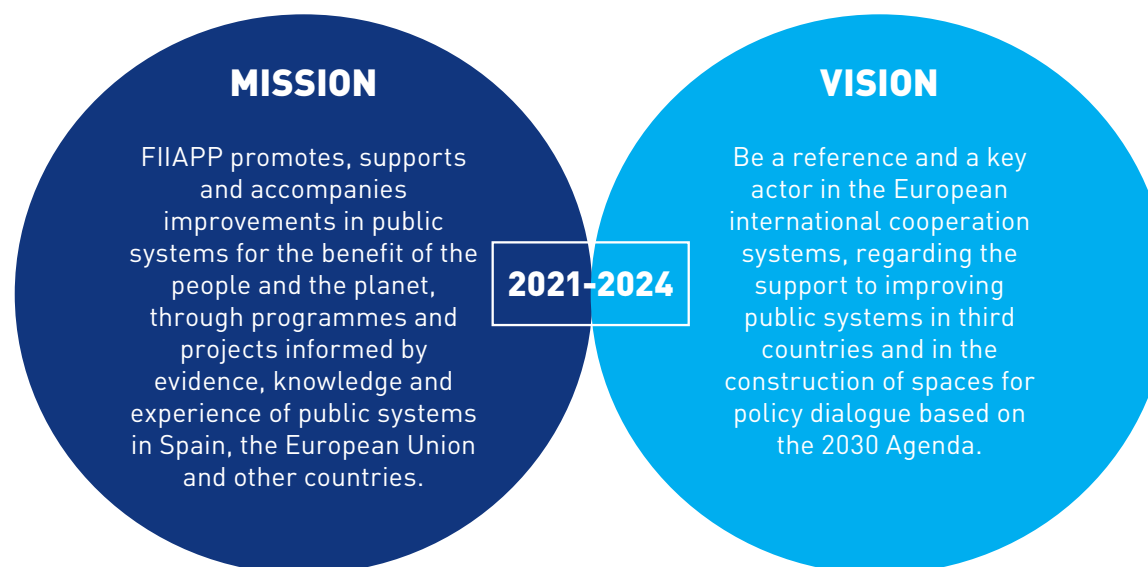
This Strategic Plan guides the work of the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) for the 2021-2024 period. The document renews FIIAPP's commitment to sustainable and inclusive development and the 2030 Agenda (in the current [Decade of Action](#)) and reaffirms the role of public technical cooperation in the Spanish and the European external action and international cooperation systems.

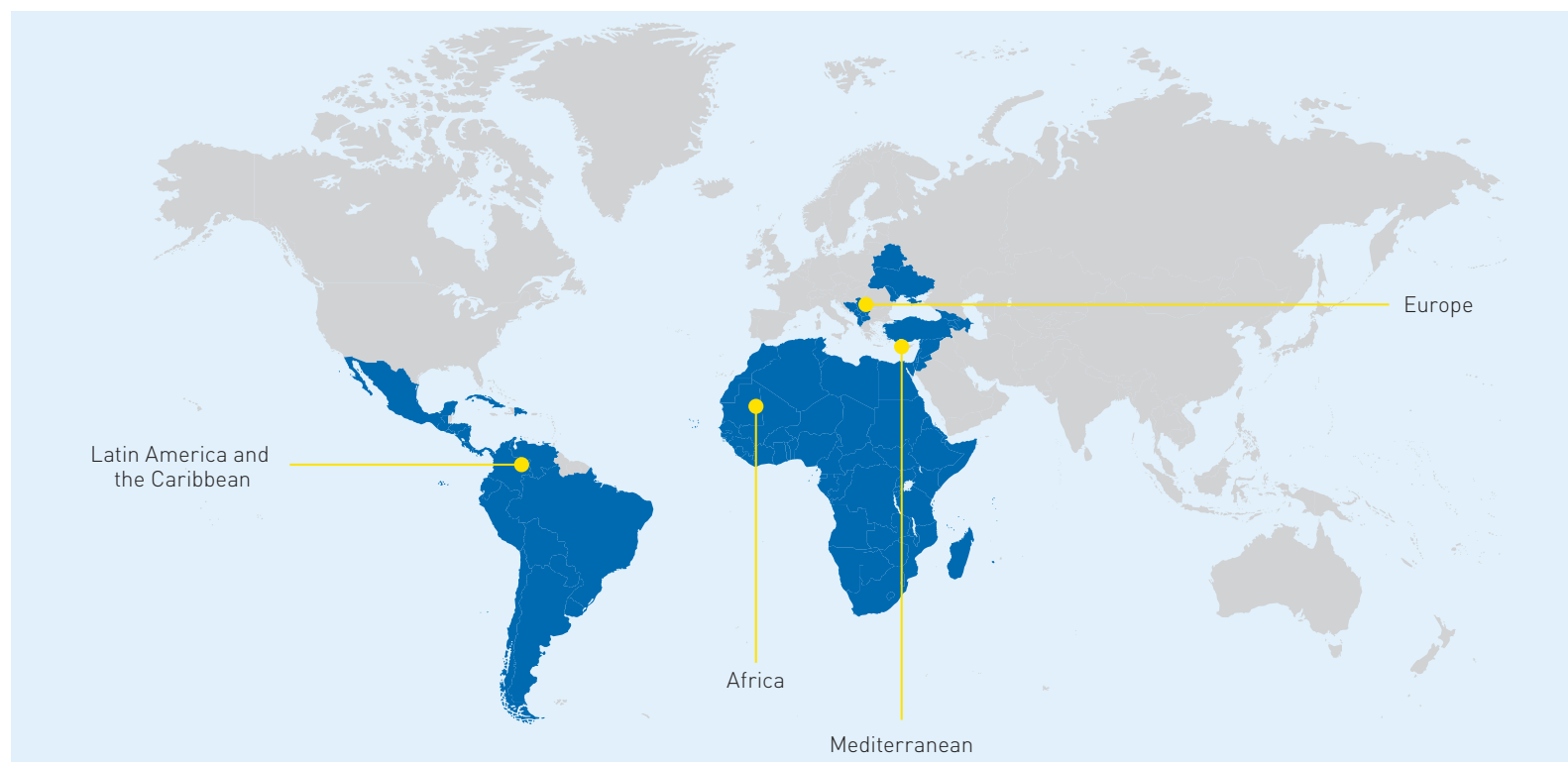
FIIAPP is a state public sector foundation, part of the **Spanish and the European public cooperation** systems, specialised, according to its [statutes](#), in promoting, guiding and managing the participation of institutions, public administrations and their associated bodies in international cooperation programmes and projects. According accompanying processes of reform and improvement of public policies, FIIAPP directs these

actions towards institutional strengthening and sustainable and inclusive development results for the benefit of the people and the planet.

Based on the progresses made in the period of the previous [Strategic Plan \(2017-2020\)](#), this document is a statement and a projection of FIIAPP for the 2021-2024 period, in light of its mission and vision, which remain intact and highly relevant.

During this period, FIIAPP will mainly concentrate on **four geographical areas and eight thematic areas**, in line with Spain's and the EU's external action and development cooperation priorities. It will work on gender equality, social cohesion, just green transition and migration and mobility as priority areas.





Fields of action

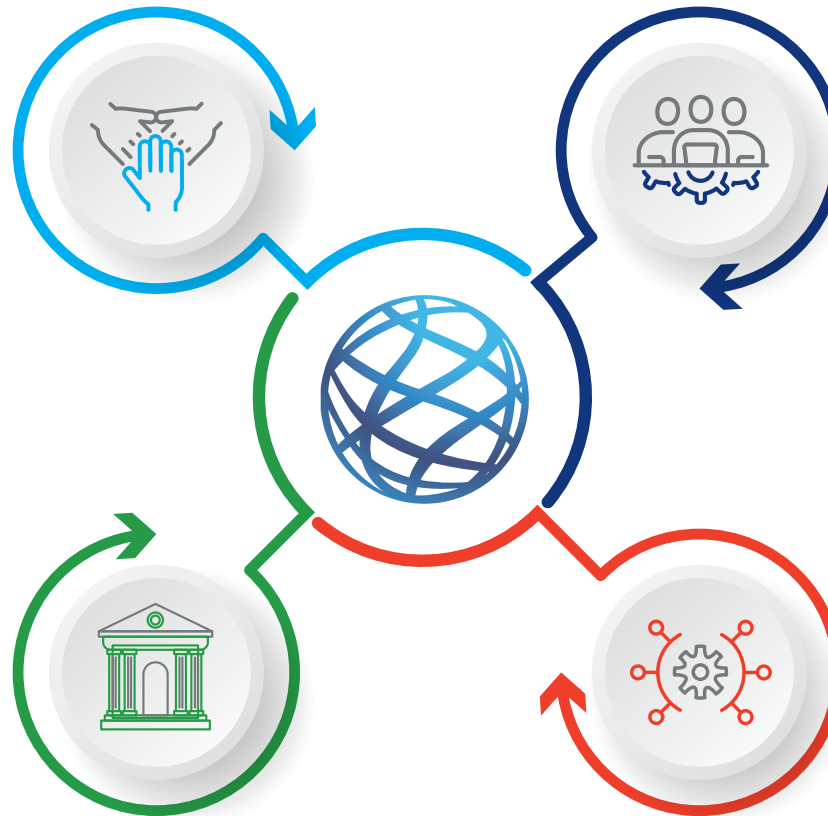
1. Social policies, liberties and rights: human rights, gender equality, social protection, health, education and employment
2. Inclusive public systems: social cohesion, multilevel governance, public innovation and modernisation of public administrations
3. Migration and human mobility
4. Public finance and economic development
5. Digitalisation and connectivity
6. Green economy and a just transition: climate change, energy, agriculture and fisheries
7. Security, peace and development
8. Justice and the rule of law

FIIAPP's team acts in accordance with the ethical principles established in the Foundation's [code of conduct](#) and in its [Gender Equality Plan](#), and is guided by constitutional values, as well as those related to foreign policy, established in the 2/2014 [law on State Foreign Action and Service](#) human dignity, freedom, democracy and the rule of law, human rights, solidarity, the

promotion of peace, the advancement of women's rights and gender equality, the respect for international law and the commitment to multilateralism.

The Foundation will structure its work for the 2021-2024 period along four strategic lines.

A FIIAPP that is relevant for **INTERNATIONAL AND REGIONAL PARTNERSHIPS** for the people and the planet



A FIIAPP that is effective for **ADMINISTRATIONS**

A FIIAPP that promotes public technical cooperation for **SUSTAINABLE AND INCLUSIVE**

A FIIAPP that stands for excellent and integral **PROJECT MANAGEMENT**

Reform and introduction of a mandatory health insurance in Azerbaijan

Health Insurance, Azerbaijan



02

EVALUATION OF THE STRATEGIC PLAN



The 2017-2020 Strategic Plan covered an important period in the Foundation's history. In 2018, FIIAPP marked 20 years of service to public administrations around the world and a decade of presence in Brussels. In recent years, it has consolidated its position as a cooperation agency in the field of public technical cooperation and policy dialogue, promoting these dimensions in its actions and projecting them at the European level. It has consolidated its position as a specialised entity in the Spanish and European cooperation systems.

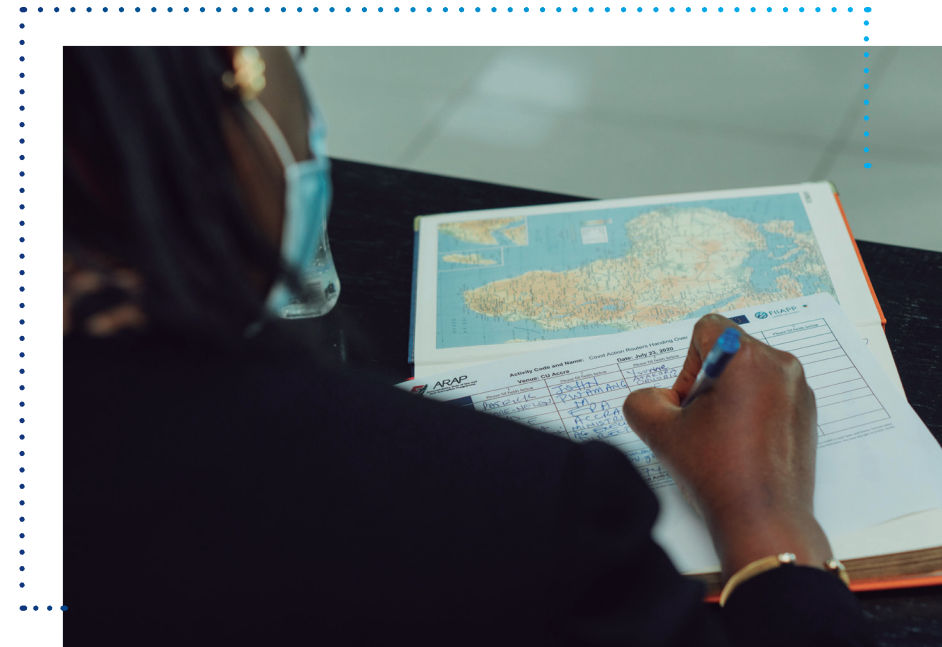
Under the umbrella of [the 2030 Agenda](#) (adopted in 2015) and the [European Consensus on Development](#) (2017), the Strategic Plan was conceived as the roadmap for a public sector foundation which is, simultaneously, an instrument for external action and for development cooperation, and whose **mandate** is to contribute to the **reform and the modernisation of administrations** in favour of better **public policies** for the people and the planet.

Significant legislative changes occurred during this period. The 40/2015 [Law of 1 October on the Public Sector Legal Regime](#) and the [9/2017 Law of 8 November on Public Sector Contracts](#) have highly influenced the daily work of the Foundation.

It has also been a time of important progress, in close collaboration with the Spanish and European administrations, for the mobilisation and exchange of their expertise. In this period, FIIAPP initiated the implementation of 97 new projects of increasing magnitude, with a multi-year budget and a multi-

dimensional and multi-level approach, and completed 130 projects.

By working towards Sustainable Development Goals (SDGs) [16](#) and [17](#), FIIAPP contributes to the five dimensions of sustainable development (peace, people, planet, prosperity and partnerships), proving to be a **significant actor** in Spanish and European cooperation systems due to its **agility and specialisation**. The **2019 review** of the 2017-2020 Strategic Plan revealed the maturity of the foundation, a high degree of self-knowledge and the potential for further projecting itself in the cooperation system over the coming years. It also provided a more precise definition of the role that FIIAPP



wished to play, adopting the 2030 Agenda with a determined commitment to knowledge and a renewed commitment to social cohesion, as well as a specific and priority drive towards gender equality, the fair green transition and the governance of migration and mobility .

The evaluation of the Strategic Plan 2017-2020 revealed that FIIAPP's framework of action did not change over this period. Both its mission and its vision remain unchanged and highly relevant. On a quantitative level, FIIAPP has fulfilled over **70%** of the 2017-2020 Strategic Plan's goals on its three strategic pillars: **action, concentration and efficiency**. In these four years, FIIAPP has managed numerous and increasingly significant projects, materialized its commitment to gender equality in the [Gender Equality Plan](#), laid the foundations for knowledge management, made great efforts to update the IT tools, made important contributions to European Cooperation and contributed to strengthening the Spanish public cooperation system, while adapting to major regulatory changes and, above all, contributing actively to the 2030 Agenda. A first revision of the 2021-2024 Strategic Plan was made in 2022, incorporating more explicitly the gender perspective, digitalization, the new EU connectivity strategy ([Global Gateway](#)) and the progress made on the Public Sector Expertise agenda.

Having managed to adapt quickly to the circumstances imposed by COVID-19, both in terms of internal functioning and of supporting the response to the pandemic in partner countries, FIIAPP has undoubtedly become a more significant actor in Spanish and European cooperation than it was in 2017; an actor committed to sustainable and

inclusive development and a valuable tool for Spanish administrations and the public systems in partner countries.

FIIAPP faces the 2021-2024 period from a solid position and with confidence and enthusiasm. This time frame coincides with the beginning of the **"Decade of Action"** for the 2030 Agenda, the EU's new financial framework, the reform of the Spanish public cooperation system and the beginning of the "post-COVID" world.

In the same way as the previous Plan, the Strategic Plan 2021-2024 is conceived as a living document, which will evolve throughout its implementation.





03

FIIAPP'S FRAMEWORK FOR ACTION

3.1. WHAT IS FIIAPP?

The Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) is a state public sector foundation for technical cooperation, within the Spanish and European public cooperation systems. Its foundational purpose is to **improve the institutional framework and the functioning of public systems** in the countries in which it operates.

It promotes, guides and manages the participation of institutions, public administrations and their associated bodies in cooperation programmes and projects based on exchanges of experiences, thus boosting their internationalisation and contributing to reinforce Spain's role in the world and its global positioning, with a whole-of-government approach.

FIIAPP's actions are part of the **external action of Spain and the European Union**. FIIAPP involves institutions in the international cooperation agenda and mobilises public sector personnel to share their knowledge and experiences, thus contributing to **policy reforms for the benefit of people and the planet**. FIIAPP complements the administrations' technical knowledge with an **orientation towards development results**, therefore promoting the **2030 Agenda's** common global framework and the SDGs in the policies developed by the countries with which it collaborates, as well as in the administrations that participate in peer-to-peer learning processes. Public technical cooperation is a systemic pillar of the SDGs and a



driving force in the promotion of inclusive and sustainable public policies.

As a development actor, FIIAPP fosters spaces for dialogue, exchange and consultation, which encourage and consolidate **trust-based partnerships, building shared values** between societies. By promoting the joint tackling of global challenges, FIIAPP contributes to the construction of global public goods and the rules-based multilateral order.

FIIAPP's work is aligned with the priorities and interests of partner countries (demand-driven), helping to **improve public systems** and accompanying **policy reform** processes through **public technical cooperation** programmes and projects based on exchanges of **experiences between Spanish**, European and third-country peer institutions.

Instrument for external action and development

It contributes to **international partnerships**, generating **spaces for dialogue and exchange** and building **shared values**.

1



At the service of administrations

It promotes, guides and manages the participation of **Spanish, European and third-country institutions** in **international cooperation projects**.

2



To strengthen public systems

Through **Public Technical Cooperation**, it mobilises **Public Sector Expertise** and accompanies public policies for **sustainable and inclusive development**.

3



For the benefit of people and planet

4



3.2. INSTITUTIONAL FRAMEWORK

FIIAPP is an actor of Spanish and European external action and development. Its mandate is set by the [1/2023 Law of 20 february on Cooperation for Sustainable Development and Global Solidarity](#) (Art. 33). Its **Board** is chaired by the First Vice-Presidency of the Government and made up of various ministers and secretaries of state. The [Permanent Commission of the Board](#) is chaired by the State Secretariat for International Cooperation, with the State Secretariat for Public Service as vice-chair. The Foundation is attached to the Ministry of Foreign Affairs, European Union and Cooperation. According to its [statutes](#), FIIAPP is the Spanish Cooperation entity specialised in improving public systems and the participation of institutions in international cooperation.

FIIAPP's activity in the framework of Spanish external action is based in the 2/2014 [Law on State Foreign Action and Service](#), which aligns the constitutional bodies, the public administrations and their associated agencies and institutions and adopts the concept of the international dimension of the action of the State and the principle of the unity of external action, emphasizing the European and Iberoamerican dimensions as the basis for its definition.

FIIAPP's work is covered more specifically by Article 13, which states that **public foundations, being subject to the external action of the State**, shall act abroad in accordance with the principles established in the law and the government's foreign policy guidelines. The law is also



based on the need to assert and promote the values and interests of Spain, strengthen its international presence, and bolster its image in the world.

The [1/2023 Law of 20 february on Cooperation for Sustainable Development and Global Solidarity](#) explicitly recognizes FIIAPP's activity and its role as an actor specialized in promoting and managing the participation of public administrations and their associated bodies in Spanish and European cooperation programs and projects, and in orienting these actions towards sustainable development results. The Law grants FIIAPP a central role in the internationalization of the administrations, in the construction of partnerships between peer institutions for sustainable development and in the mobilisation of Public Sector Expertise in global development cooperation activities.

As an actor of the State's external action, FIIAPP assumes and promotes the **values** expressed in the law: human dignity, freedom, the rule of law and democracy, **human rights, solidarity, the promotion of peace, the advancement of women's rights and gender equality, respect for international law and the commitment to multilateralism**. Furthermore, FIIAPP promotes and fully identifies with the **values of the European Union** and its [Charter of Fundamental Rights](#). FIIAPP also identifies itself with the values on which the Ibero-American Community is built.

The Foundation is the only responsible, in Spain, for managing the European Union's *Twinning* programme (being the largest operator in Europe working on this type of instrument) and, like other actors in the Spanish public cooperation system (AECID and COFIDES), it has been assessed since 2011 to manage European Union **delegated cooperation** projects, being one of the main operators for the indirect management of the EU's budget.

All of this makes FIIAPP a strategic actor of the European international cooperation system, [the #TeamEurope and the Working Better Together approaches](#) within an external action system based on shared competencies between the EU and its Member States and guided by the values and interests fueled by the knowledge generated by public technical cooperation activities.

FIIAPP's **framework for action encompasses three levels: the Spanish, the European and the international**.

Its action in the thematic and geographical areas, as well as its modes of cooperation are determined by:



Foreign Action Strategy
Master Plan for Spanish
Cooperation



EU's Foreign and
Security Policy

A stronger Europe
in the world

#TeamEurope

#GlobalGateway

European Consensus
on Development



Sustainable
Development
Goals

Agenda on
development
effectiveness

The external action priorities of the State and of public institutions are developed in the [Foreign Action Strategy](#) (2021-2024), together with the [Master plan for Spanish Cooperation](#).

The priorities of the European Commission for 2019-2024 seek to consolidate [A stronger Europe in the world](#) (Green Alliances, Digital Partnership, Employment and Growth, Migration, Governance, Peace, Security and Human Development), and are also included at the EU level in the [Global Strategy for the Foreign and Security Policy](#) of the [European Union and the European Consensus](#) on Development, as well as the [Global Gateway](#) strategy.

The 2030 Agenda, the Sustainable Development Goals (SDGs) and the objectives related to development effectiveness (Global Partnerships, etc.) are the global framework of reference for FIIAPP's work.

In the 2021-2024 period, the following factors will be of special relevance for FIIAPP:

- The 1/2023 Law of 20 february on **Cooperation for Sustainable Development and Global Solidarity**.
- The **Master Plan for Spanish Cooperation** and its upcoming next phase.
- The **Foreign Action Strategy**, including strategies such as the **Feminist Foreign Policy**, and the external action priorities of the public institutions.
- The entry into force of the new 2021-2027 European Union financial framework and its external action instruments (**NDICI-Global Europe** and **IPA III**), including the concepts of policy first, inclusiveness, public sector partnerships (Public Sector Expertise) and the construction of a European cooperation system based on shared competencies with Member State organisations.
- The implementation of the **#TeamEurope** and joint work approaches
- The **Global Gateway** and the external dimension of the social, digital and green agendas, with the just transition as a central element.

- The response to COVID-19 and the socio-economic reconstruction ("building back better").
- The start of the **"Decade of Action"** in order to achieve the SDGs by 2030.
- The United Nations Secretary-General report on **"Our Common Agenda"**, an action plan to strengthen and speed up multilateral partnerships.



3.3. GEOGRAPHICAL REGIONS

In line with its institutional framework, FIIAPP's activities, as part of the external action of the State and in accordance with the 2/2014 Law of 25 March on State Foreign Action and Service, will be carried out in the following regions:

- Those considered **strategic** for external action by the State: Europe, Iberoamerica and the Mediterranean.
- Those where, under Spanish foreign policy guidelines, action is taken to address **global challenges**, including threats to peace and security, climate change, epidemics and migration.



- Priority countries and regions on the **agendas of the various government agencies** in their areas of competence, as described in Chapter II of the 2/2014 Law of 25 March on State Foreign Action and Service.

The State's external action is part of the European Union's and, as part of a system of development cooperation system based on shared competencies, FIIAPP will work on both dimensions of Spanish and European Cooperation, focusing on the following geographical regions:

- Latin America and the Caribbean:** FIIAPP is committed to further strengthening partnerships in a region that represents our most immediate neighbourhood in all but geographic proximity. It aims to nurture the re-politicisation of relations through public technical cooperation and policy dialogues, promoting common standards, contributing to regionalisation processes and the overcoming of development traps, especially in terms of governance, the rule of law and social cohesion. It will work in the framework of the EU-Latin America and the Caribbean bi-regional cooperation, which arises from the agreements reached at the EU-LAC summits and ministerial meetings, in triangular cooperation and, under the development in transition approach, in innovative cooperation mechanisms with middle-income and advanced cooperation countries, in EU policy dialogues with countries in the region, shared values, social cohesion, strategies to fight organised crime through a comprehensive approach to the security-justice-prison treatment chain, a just triple transition (green, digital, and socio-economic) and the

strengthening of the of the Euro-Latin American space, building on Iberoamerican agreements and networks and interamerican cooperation.

- **Mediterranean:** FIIAPP will work with a Special emphasis on technical cooperation within the framework of the [European Neighbourhood Policy](#) (south), the [Union for the Mediterranean](#) and the [5+5 Dialogue](#), mainly through the [twinning](#) programme and regional actions, with a commitment to support the convergence of institutional standards in the areas of social cohesion and mobility and migration. Institutional partnerships will be nurtured, in particular, with Morocco.

- **Africa:** FIIAPP will align its actions with the [Focus Africa 2023](#) and the [Horizon Africa](#) strategy, aiming to accompany the [Africa-EU partnership](#) through cooperation programmes for institutional strengthening, with a special emphasis on creating enabling conditions for investment and trade, security, stability and governance as and mobility and migration in the G5 Sahel and the [Rabat Process](#).
- **Europe:** technical cooperation in the framework of the [European Neighbourhood](#) (East) and [Enlargement](#) Policies, especially in the twinning programme and in [complementary projects in the Western Balkans](#), as well as actions with the sectoral Directorates-General the European Commission.



3.4. THEMATIC AREAS

FIIAPP's fields of action are determined by the external action priorities of the State and those of the European Union. The framework for action and the founding purposes of the Foundation define its role as that of **promoting the implementation of the 2030 Agenda** in the public policies of the countries with which it works, as well as in the administrations participating in the **peer-to-peer learning processes, public technical cooperation and partnership building (SDG17)**. Due to the nature of its activities, the **SDG16** "Promote just, peaceful and inclusive societies" and its **targets of promoting the rule of law, institutional capacities and inclusive public policies** in favour of **sustainable development** are of particular importance. Effective public partnerships and SDGs 16 and 17 are a driving force of all other 2030 Agenda goals and a way to reinforce cooperation based on shared policies and values. Therefore, they are inherent to FIIAPP's mandate and underpin all of its activities.

In addition, the Foundation embeds its action in the conceptual framework of democracy and the rights-based approach, and works so that development interventions ensure, protect and promote the human, civil, social, environmental, cultural and political rights of citizens as essential conditions for sustainable and inclusive

PRIORITY THEMES

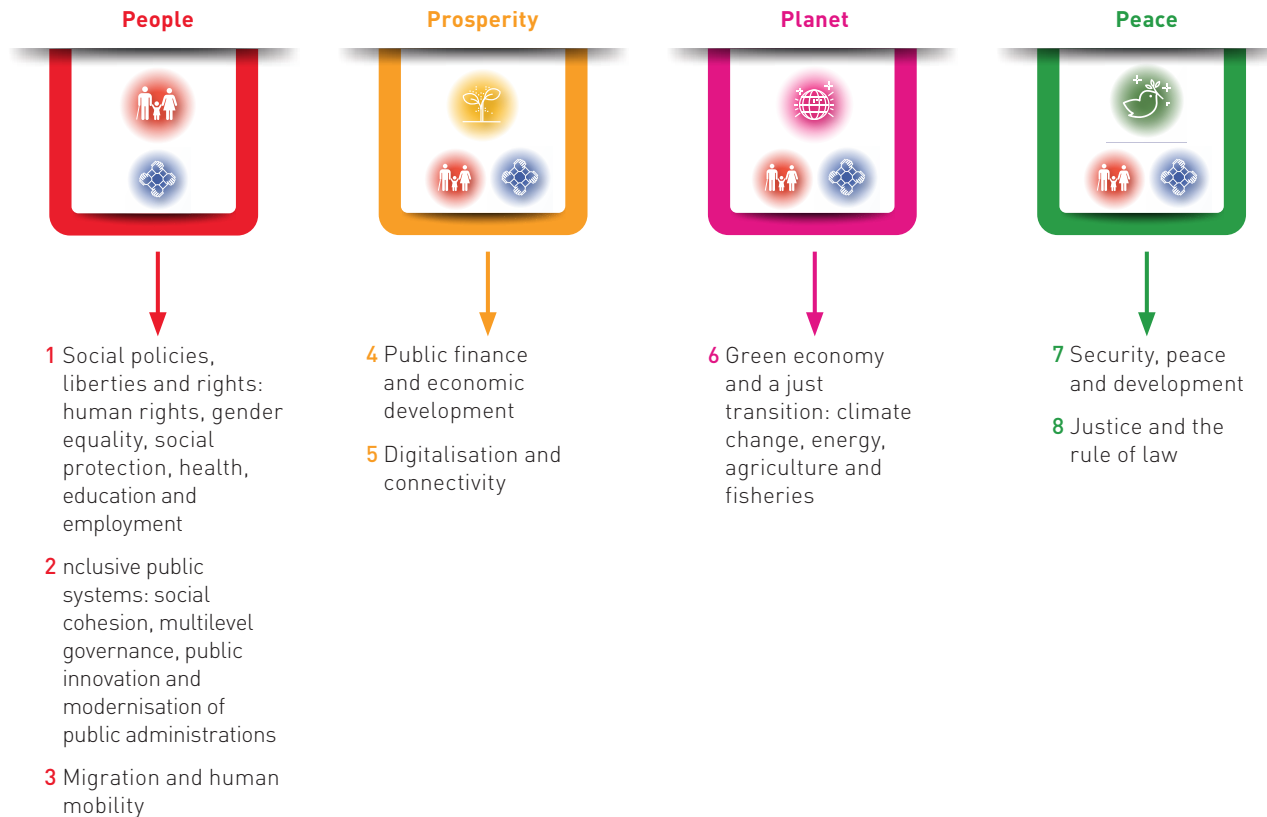
- Gender equality
- Social cohesion
- Just green transition
- Migration and mobility

development. As a result, FIIAPP aligns itself with the priority issues of the global agenda on social **cohesion**, the **a just green transition, migration and mobility**, and, especially, **gender** equality. On the latter, it will work in a cross-cutting manner on the differentiated effects that global challenges have on women, and in favor of public policies that promote their political, economic and public participation. These four priority areas are cross-cut multiple thematic areas and, therefore, underpin the Foundation's programmes and projects. FIIAPP intends to intensify its efforts in all of them for the 2021-2024 period.

The eight thematic areas of action described below are structured around the **five dimensions** of the 2030 Agenda: **people, prosperity, planet, partnerships and peace**.



Thematic areas of action



1. Social policies, liberties and rights: human rights, gender equality, social protection, health, education and employment



As an institution dedicated to public cooperation, the priority themes intrinsic to FIIAPP's activity include gender equality, diversity, the inclusion of people with disabilities, rights, social protection, health, education and employment. The 2/2014 Law of 25 March on State Foreign Action and Service sets a series of areas of action in the fields of human rights (Article 16), employment and social security (Article 22), gender equality (Article 23), education (Article 26) and health (Article 31). FIIAPP's activities in these areas are also determined by the [SDGs](#) (SDG 3 on healthy lives, SDG 4 on inclusive education, SDG 5 on gender equality (especially target 5.5 women's political, economic and public participation), SDG 8 on decent work and equality), as well as by various communications and work plans from the European Union ([social protection](#), health, [human rights](#), [gender](#)) and other international organisations (the ILO-WHO [Social Protection Floor](#) and the EU-ILO-UNICEF [programme on social protection](#) and public finance management). FIIAPP endorses Spain's [feminist foreign policy](#), both its principles and its ambition to promote equality in external action. Within the scope of the [Convention on the Rights of Persons with Disabilities](#) (Article 32 on international cooperation), FIIAPP will work in the Global Action on Disability Network (GLAD).



In this area, FIIAPP will carry out actions to improve public systems relating to:

- Design and reform of **gender-sensitive public policies**.
- **Social policies, education, culture** and employment.
- Policies on **drugs, childhood and youth**.
- Decent **employment**, economic inclusion, occupational health and safety.
- **Health and social protection** systems.
- **Human rights and access** to public **systems**.
- People in **vulnerable situations**.

2. Inclusive public systems: social cohesion, multilevel governance, public innovation and modernisation of public administrations



FIIAPP's objective is to improve public systems in all areas of action in the countries with which it works. FIIAPP's activities in this specific area are governed by SDG 16, which sets targets for the rule of law, fight against corruption, inclusive and representative decision-making processes, participation in global governance, legal identity and birth registration, access to information, development of institutional capacities, and sustainable policies. From this perspective, SDG 10, and public policies that contribute to reducing inequalities, are a precondition for cohesive societies and for the stability of democratic systems and the [global multilateral order](#). FIIAPP is committed to these values as a precondition for sustainable and inclusive development. European programmes are also strongly influenced by the 2011 [EU Agenda for Change](#), which establishes priorities on governance and public administration in its chapter on human rights, democracy and other key elements of good governance. The [European Consensus on Development](#) reflects the conceptual framework of the Agenda for Change, setting the focus for European Cooperation until 2030 (the 5 "Ps": people, planet, prosperity, peace and partnerships).

This approach cuts across all of FIIAPP's activities, but the Foundation will carry out actions specifically focused on improving public systems in the areas of:

- **Democracy and legislative powers.**
- **Social cohesion.**
- **Evaluation** in public policies.
- **Social dialogue**, new social pacts and citizen participation in the processes of design, management and control of public policies.
- **Regional development**, multilevel governance systems and municipal strengthening.
- **Modernisation** of public administration and development of institutional capacities.



3

Migration and human mobility



FIIAPP's activity in the area of Migration and Mobility is based on Article 23 of the 2/2014 Law of 25 March on State Foreign Action and Service (Chapter II – Spheres of the State's External Action), which establishes the external actions to be undertaken in the area of emigration and immigration with the aim of safeguarding the economic and social rights of Spanish workers, organising the migratory flows towards Spain and strengthening the fight against irregular immigration. At the international level, the Foundation's activity is part of the [Global Compact for Safe, Orderly and Regular Migration](#). The Foundation's activity is also decisively affected by the [EU Global Strategy](#) for Foreign Policy and Security as it relates to the migration-development nexus and by other EU action plans (such as the external dimension of the new [Pact on Migration and Asylum](#) and the allocation of 10% of the budget in the NDICI-Global Europe instrument to migratory issues).

In addition to the activities in the area of peace, security and development and their effect on the prevention and governance of the displacement of people and on the fight



against people trafficking, in this area FIIAPP will carry out actions to improve public systems related to:

- **Governance of migration:** policies on migration and human mobility, rights and development.
- Integrated **border** management.
- **Labour** migration, talent partnerships, circular migration and the integration of migrants in third countries.
- **Circular** migration.
- **Protection** of migrants and victims of trafficking and smuggling crimes, especially women and children

4. Public finance and economic development



FIIAPP's activities in this area are aligned with the provisions of the [2/2014](#) Law of 25 March on State Foreign Action and Service in the area of taxation (Article 17); in economic, trade and financial matters and the support for the internationalisation of the Spanish economy (Article 20); in the area of research, development and innovation: participation by public and private institutions in scientific, technological and international innovation projects, knowledge networks, and especially in initiatives sponsored by the European Union (Article 21); and in the area of tourism: promotion of international tourism cooperation (Article 28). In addition, FIIAPP's activities in this area respond to SDG 10, the [Addis Ababa Action Agenda](#), European Union strategies and and the objectives of the [World Tourism Organisation](#). In the area of tax policies, FIIAPP will work in the [Tax Education Network](#).

In this area, FIIAPP will carry out actions to improve public systems relating to:

- Tax reform: public finance management, **budgeting** and mobilisation of **own resources** for development and fiscal justice
- **Investment, trade and customs** policies.
- **Industrial and R&D&i** policies.
- Regulatory bodies
- **Sustainable tourism.**



5

Digitalisation and connectivity



FIIAPP's activities are aligned with the provisions of the 2/2014 [Law of 25 March on State Foreign Action and Service](#) on the matters of infrastructure, transportation and housing: improving current levels of security; strengthening the connectivity between Spain and other countries; increasing the efficiency and sustainability of the various modes of transport; and the internationalisation of companies in the infrastructure, transport and construction sectors (Article 33). FIIAPP identifies opportunities for the internationalisation of the Spanish Administration through EU regional investment mechanisms, *blending* mechanisms, the development banks (CAF, IADB), etc. It follows international green infrastructure policies to identify future priorities and sources of funding, including SDG 9. The [European Enlargement Policies](#), the Action Plans and the Association Agendas in the [European Neighbourhood Policy](#) and the [Euro-Mediterranean Spaces](#), such as the one on aviation, are especially significant in this area. In addition, the EU Communication "[Shaping Europe's Digital Future](#)", which sets the priorities to create a competitive European economy, the [2030 Digital Compass](#) focused on human-centric digitalisation, digital rights and addressing the digital gap, and Global Gateway as the strategy for global connectivity and digital partnerships.



In this area, FIIAPP will carry out actions to improve public systems relating to:

- **Human-centric and inclusive digitalization: digital government, digital economy, privacy, and data protection.**
- **Citizen participation and open government.**
- **Telecommunications**
- **Connectivity and transport.**
- Air, road and rail **safety, port and maritime policies.**

6 Green economy and just transition: climate change, energy, agriculture and fisheries



FIIAPP's activities in the area of the green economy are determined by the 2/2014 [Law of 25 March on State Foreign Action and Service](#) and its articles on agriculture, food, fisheries, and the environment (Article 29); climate change (Article 30); and energy (Article 32). In addition, the international agenda is fundamental ([COP 21](#), implementation of Nationally Determined Contributions within the framework of the Paris agreement, SDGs 7 on sustainable energy for all, 13 on climate change and 14 on life below water, the United Nations Initiative [Sustainable Energy for All](#), the [Green Climate Fund](#)), as well as, at the EU level, the external dimension of the [European Green Deal](#) and initiatives such as the EU's [2030 Climate and Energy Framework](#) (40% cut in greenhouse gas emissions, 32% renewables, 32,5% increase in energy efficiency) and the [Covenant of Mayors](#). In the EU, 25% of the budget in the NDICI-Global Europe instrument will be channelled to climate goals, and there will be an increasing importance of climate and the environment in development cooperation. In Spain, the 7/2021 Law of 20 May on Climate Change and Energy Transition, together with the [National Integrated Energy and Climate Plan \(PNIEC\)](#) 2021-2030 and the [just transition strategy](#) will be decisive for the Foundation's activities in this area of action.

In this area, FIIAPP will carry out actions to improve public systems relating to:

- **Climate policy** instruments, including gender-sensitive and just transition Strategies, adaptation and mitigation.
- **Energy efficiency** and energy from **renewable** sources, including sustainable cities.
- **Forests, biodiversity** and **ecosystems**.
- **Resilient** food production.
- **Public Policies on Action for Climate Empowerment**.
- **Blue economy: Water** resources, **coastal** management and fisheries policies.
- **Circular economy, including waste** management.

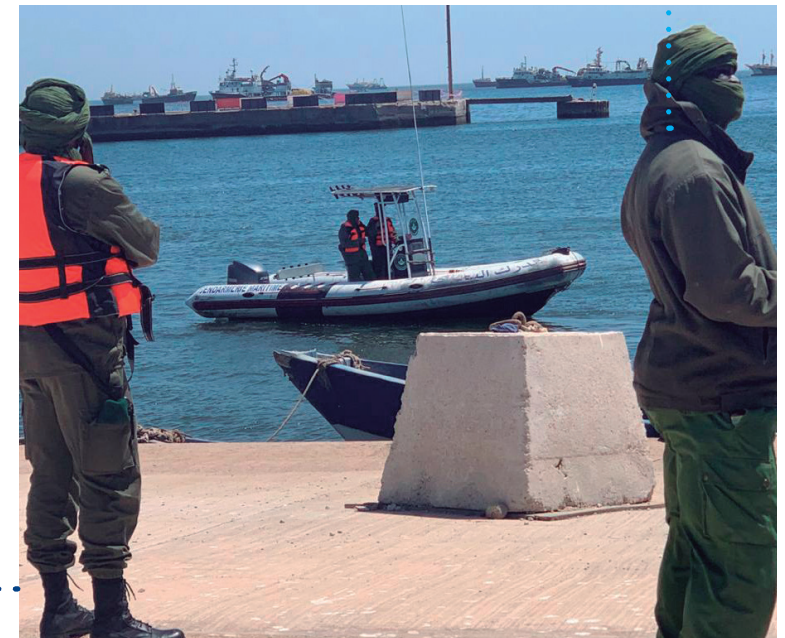


7. Security, peace and development



The activities managed by FIIAPP in the field of security, stability and governance as an axis of development respond mainly to the priorities of Spanish foreign policy in strategically significant regions such as the Maghreb, West Africa and the Sahel ([Sahel Alliance](#), [5+5 dialogue](#)) the Mediterranean basin and Latin America, given their importance for the fight against organised crime ([Palermo Convention](#)), human trafficking and drug trafficking, greater control over [CBRN \(chemical, biological, radiological and nuclear\) risks](#) and in the prevention and fight against violent extremism ([UN Global Counter-Terrorism Strategy](#)), among others. The 2/2014 Law of 25 March on State Foreign Action and Service sets a series of action areas concerning defence (Article 15) and security (Article 19), focused on human security, maintaining peace, international police cooperation, preventing and combating all forms of transnational organised crime and terrorism, training and technical assistance in the fields of prisons, civil protection, road safety, and support to victims of terrorism. Other strategic documents at the Spanish level are the 2021 [National Security Strategy](#), 36/2015 [Law of 28 September on National Security](#), the [National Strategic Plan to Fight Violent Radicalisation](#), and the National Strategies for [cybersecurity](#), against [terrorism](#)

and against [organised crime and serious Crime](#). At the global level, [SDG 16](#) is especially significant and, at the EU level, the [Strategic Compass for Security and Defence](#), [EU Global Strategy for Foreign and Security Policy](#), the [Strategy with Africa](#), and some regional strategies ([Sahel](#), [Central America](#), [Gulf of Guinea](#)) and sectoral strategies ([CBRN-E](#), [drugs](#), [firearms](#), [cybersecurity](#), [Pact on Migration and Asylum](#), [Women, peace and security](#)).



In this area, FIIAPP will carry out actions to improve public systems relating to:

- **Global challenges: fight against trafficking (drugs, weapons), against economic, financial and environmental crimes, cybercrime, falsified medical products.**
- **Fight against terrorism and the prevention of radicalisation.**
- **Fight against people smuggling and trafficking of human beings.**
- **Citizen security and control of territory.**
- **Women, peace and security Agenda.**
- **Risk prevention and mitigation (including natural and human-made disasters)**
- **Strengthening coordination and improving the guarantee system in the penal chain (security and prison systems).**
- **Civil protection and maritime rescue.**



8

Justice and the rule of law



The Foundation's activities in this action area are based on Article 18 of the 2/2014 Law of 25 March on State Foreign Action and Service, **which** describes external action in the area of justice and international judicial cooperation. In addition, they are based on the Iberoamerican networks (**IberRed**, **AIAMP**, **COMJIB**, **CJI**, **AIDDEF**), Iberoamerican agreements (**Brasilia Rules on Access to Justice**, **Medellin Agreement**), international conventions (**UNCAC**, **International Financial Action Group**, **Palermo Convention**), **SDG 16** and, at the European level, the **Area of Freedom, Security and Justice** and the work of the **European Judicial Network**. On the fight against corruption, FIIAPP will work in line with the **United Nations Convention against corruption** and with the commitments adopted by Spain at the **London Anti-Corruption Summit**. In terms of transparency, FIIAPP will work in the **Transparency and Information Access Network** (RTA)) and in the **Iberoamerican Data Protection Network** (RIPD).

In this area, FIIAPP will carry out actions to improve public systems relating to:

- **Rule of law** and access to justice.

- Policies on integrity, **transparency and the fight against corruption**.
- Transformation and **modernisation** of the justice systems.
- **Access** to justice by and protection of victims of crime.
- International judicial **cooperation**.
- **Economic crime**, money laundering and asset recovery and management
- Strengthening the coordination and improvement of the system of **guarantees in the penal chain** (judicial system and guarantee of fundamental rights).



3.5. #FIIAPPway: AN INNOVATIVE COOPERATION MODEL

SDG 17 sets the promotion of **effective partnerships in the public sphere** as a systemic target. Public technical cooperation is, therefore, a pillar for the promotion of the rule of law and effective, transparent and accountable institutions (SDG 16). Both SDGs represent the ethical sphere of the 2030 Agenda and underpin the global values of public policies, which makes public sector knowledge the backbone of normative power and a driving force to achieve all other goals, for the benefit of people and the planet, and leaving no-one behind.

At the European level, Public Sector expertise is recognized as a cooperation modality in the main financial instrument (Art. 26 of the [NDICI-Global Europe](#)), in the [Council Conclusions on Public Sector Expertise](#) (2021) and in the [Strasbourg Declaration on Common Values and Challenges for Public Administrations](#) (2022).

According to the priorities and interests of partner countries (**demand-driven approach**), FIIAPP promotes the participation of institutions in **medium and long-term public technical cooperation** programmes and projects by **mobilising the expertise** of its specialists, who work with and are embedded into their partner countries' peer administrations to contribute to improve their public policies. It also provides partner countries the knowledge and previous experiences gained from similar processes. FIIAPP complements technical knowledge by orienting it



towards development results, strengthening institutions and sustainable and inclusive policies. These reform processes bring benefits to the citizens of partner countries.

In turn, participation of experts from the public sector in these public technical cooperation actions provides them with **new knowledge and experiences that feed back into their home administrations**. In this way, it contributes to new, more internationalised and global responses to their own policy challenges back home, which, in turn, benefit the people.

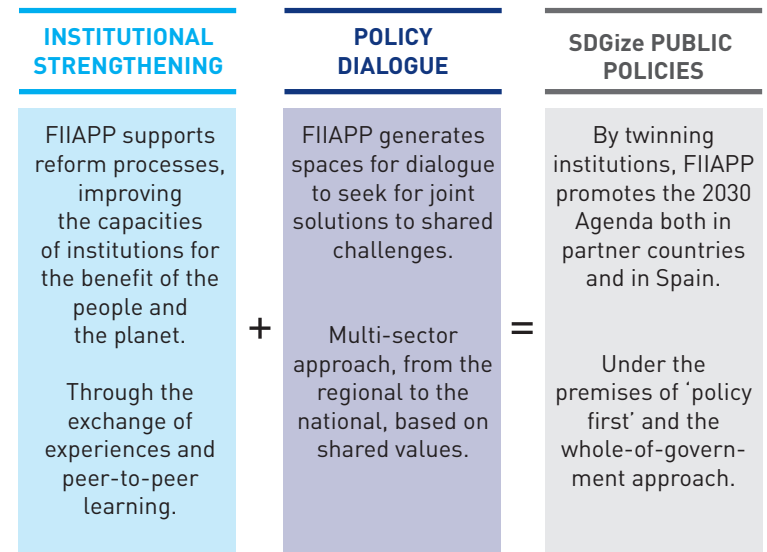


At the European level, FIIAPP's cooperation model makes it a strategic actor in an external action based on shared values and oriented towards the construction of international partnerships. In the European international cooperation system, FIIAPP facilitates the **#Team Europe** approach and promotes joint working approaches (Working Better Together) by member states in third countries, whilst also boosting peer learning and exchange within the EU itself.

Therefore, this type of cooperation facilitates the generation and exchange of knowledge in a **horizontal, bidirectional** way, which helps address shared challenges jointly. Public technical cooperation makes it possible to bring national approaches (of countries of origin and partner countries) closer together to tackle common global challenges. In this way, FIIAPP promotes international partnerships and the convergence of legal, institutional and procedural

frameworks, which facilitate commercial exchange and investment (an enabling environment). The institutional strengthening that FIIAPP supports is thus a precondition for guaranteeing the impact of other technical and financial cooperation actions on the development of partner countries, for the benefit of the people and the planet.

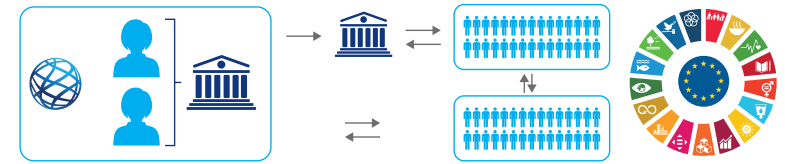
As a development actor, FIIAPP supports processes of reform and improvement of the capacities of administrations, orienting their Public Sector Expertise towards joint responses to global challenges and towards development results in the framework of the 2030 Agenda. Ultimately, policy dialogue and the improvement of public policies make it possible to offer better services to citizens and contribute to the **convergence of values among societies.**



Public technical cooperation generates spaces for exchange, partnerships and trust-based relationships between administrations. Accompanying processes of public policy reform, in turn, allows to build political dialogues. Within the framework of regional and multi-country programmes, these work approaches allow to nurture networks and spaces for concertation and regionalisation, to contribute to the protection of global public goods and to jointly tackle global challenges, therefore contributing to the rights-based multilateral order.

FIIAPP is committed to promote **policy dialogue** with partner countries, under a whole-of-government approach that we aim to articulate in various ways, notably through structured dialogue mechanisms ([Team Europe roundtables](#)) to offer a coordinated and coherent response to their demands, needs and priorities for the reform and improvement of public policies and institutions. In order to accompany and feed these processes with relevant models and practices from different countries (inclusiveness), it also structures the practices offered by the administrations at the European Union-level ([Working Better Together](#)) and by third-party countries in triangular cooperation.

FIIAPP aims to contribute to embedding the principle of 'policy first' in external action and in cooperation for sustainable development, so that changes in public policies can guide cooperation actions. Along these lines, it contributes to building **peer-to-peer policy dialogue** mechanisms (based on values and rights) that allow to set priorities for technical and financial cooperation and private



investments and to orient them towards national development priorities. As one of the Foundation's operating principles, this work approach is promoted in its programmes and projects, fostering multi-stakeholder partnerships and promoting their recognition at the European level in the [Practitioners' Network](#) of development agencies.

The Foundation is a **model for the reforms** carried out by cooperation entities in several EU member states. Through its specialisation and centralised management of international technical cooperation projects at the service of the different administrations, FIIAPP has served as a reference for the redefinition and restructuring of international cooperation systems in various countries.

In short, FIIAPP represents the value of the public sector for development; the importance of **strong and inclusive public** systems, policies and institutions that respond to people's needs. And to this end, it applies a public technical cooperation model (horizontal, based on **knowledge**, evidence from previous experiences and peer-to-peer learning) focused on **dialogue** with partner countries, to address their priorities and reform needs (**demand-driven approach**), to benefit citizens (orientation towards **development results**), leaving no-one behind.



04

ASSUMPTIONS AND RISKS

For the preparation of this 2021-2024 Strategic Plan, the following **assumptions** are made regarding decisions outside the Foundation:

- The development of the 1/2023 Law of 20 february on Cooperation for Sustainable Development and Global Solidarity allows to advance in the integration of FIIAPP in the Spanish public cooperation system and in the external representation of the state, in line with Article 45.c of the 2/2014 Law of 25 March, on State Foreign Action and Service
- The regulatory framework will promote an improvement in the flexibility and agility of administrative and labour contracting by public sector foundations for the effective execution of international cooperation projects.
- The regulatory framework will encourage the mobilisation of personnel from public administrations and allow the Foundation to contract civil servants from specialised units to carry out programmes and projects.
- FIIAPP will continue to meet the requirements for the indirect management of EU funds.
- The European Commission will maintain or emphasise the role of the member states and their implementing agencies as drivers in the implementation of strategic institution-strengthening programmes, based on the partnerships between public administrations and on Public Sector Expertise.

There are a number of significant **risks** to consider within the framework defining this Strategic Plan 2021-2024:

■ **An investment-first approach to development cooperation.**

In line with the Addis Ababa Action Agenda, and within the framework of the reorientation of development cooperation in the European Union, strategies such as the [Global Gateway](#) give priority to those areas of action with the greatest potential for mobilising additional resources from the private sector. The risk of prioritising financial cooperation for the sake of greater impact is mitigated by the approach to external action based on shared values and the 'policy first' principle, which requires public technical cooperation actions that nurture political dialogue to guide financial cooperation and investment towards sustainable development results

■ **A reduction in the geostrategic importance of relations between the European Union and Latin America.**

At the European level, various actors question the pertinence of continuing to finance cooperation with the region, prioritising budget allocation to other regions based on criteria that do not take inequalities into account. European Union funding for cooperation with Latin America and the Caribbean is reduced in the 2021-2027 financial framework, which diminishes the ability to strengthen partnerships with a region that represents our most immediate neighbourhood in all but geographic proximity. In the framework of growing

competition from other actors in the region, it seems essential to continue nurturing the Euro-Latin American space of shared values and interests through the presence of the public administrations from the EU member states in regional and bilateral public technical cooperation actions, and to put the Iberoamerican *acquis* at the service of bi-regional political dialogues.

- **A lack of priority given to the international activities of administrations** and of availability of experts with the required knowledge from the public sector.

As reflected in the 2030 Agenda, public policies have a growing international dimension in all areas, but the scarcity of resources, including human resources, limits the capacity for institutional commitment to international cooperation activities in areas which, nonetheless, are a priority for the administrations. At the operational level, the risk associated with the lack of availability of experts from the public sector will be mitigated by involving third-country administrations in projects of interest for the Spanish Administrations and by an increase in activities involving decentralised and local administrations, in line with external action priorities. FIIAPP contributes to promoting the commitment to international experience in public service careers and to the mutual learning between officials in the European Union and those in the partner countries of the programmes and projects.

- **Insufficient structural funding, continued restrictions on administrative and labour contracting and the reduction in the financing of the indirect costs** of

programmes and projects erodes the Foundation's management capacity.

Despite having substantial external financing and the flexibility of an estimated budget, the management of activities and the coverage, by the General State Budgets, of structural costs are essential. This funding has decreased in recent years to levels inappropriate for a public operator. This adds to a reduction of eligible management costs in international cooperation projects. Therefore, it is necessary to reinforce financing and to identify other measures, such as cross-financing between projects or parallel financing mechanisms for those priority actions with external financing that do not have sufficient cost coverage or that require co-financing. The application of the requirements set out in the [9/2017 Law of 8 November on Public Sector Contracts](#) act to foreign contracts conflicts with some objectives and needs of the programmes and projects in terms of the flexibility and agility required to meet the needs of partner countries with the expected level of impact. This, along with the limitations on the hiring of permanent staff and on payroll and with the duration of temporary contracts, generates a shortage of structural personnel and a high turnover in temporary staff, which strains FIIAPP's management capacity and may jeopardise the effective execution of funds from the European Union with the public administrations. Internally, progress will continue in the systematization of procedures and the improvement of the Foundation's effectiveness and efficiency.

I Evolution of the COVID-19 pandemic.

Initially, the situation derived from the pandemic hindered the normal execution of programs and projects, especially in an organization, such as FIIAPP, dedicated to the mobilization of knowledge and the generation of spaces for joint work and trust-based relationships. However, FIIAPP has managed to adapt to the new operating environment and to operate relatively normally, relying on a hybrid teleworking model and consolidating virtual tools for internal training and project activities, such as the [Connect platform](#). As a result, the Foundation has strengthened its structural resilience, and is now better prepared to face similar challenges arising from future pandemics or similar events.





05

FIIAPP FOR
THE PERIOD
2021-2024

The validity and relevance of the #FIIAPPway remain intact for the period 2021-2024 and will undoubtedly fit into Spanish and European Cooperation in the coming years. In this sense, there is a favourable trend and a commitment to knowledge, policy dialogues and public technical cooperation at the centre of policies which are strongly oriented towards achieving a **global agenda of shared values**.

However, the management needs stemming from changes in cooperation policies for sustainable development require the Foundation to adapt, with the **construction of new partnerships** at the heart of the priorities. To achieve greater impact and accompany the Spanish and European Cooperation agenda, FIIAPP will commit to the principle of 'policy first', with public technical cooperation accompanying partner countries to guide international cooperation actions, including financial cooperation, and investments towards development results.

Consequently, FIIAPP's mission and vision are stated as follows:

Mission: FIIAPP promotes, supports and accompanies improvements in public systems for the benefit of the people and the planet, through programmes and projects informed by the evidence, knowledge and experience of the public systems in Spain, the European Union and other countries.



To carry out its mission and vision, FIIAPP must work and improve as an external action and development actor, at the service of institutions, to strengthen public systems for the benefit of the people and the planet. Therefore, FIIAPP sees itself in the period 2021-2024 as follows:

FIIAPP is its human staff, which acts in accordance with ethical principles and values and incorporates the principles established in this plan, specifically the cross-cutting and priority issues in matters relating to gender equality, social cohesion, a just green transition and migration and mobility. For the period 2021-2024, it renews its commitment to quality and control systems and underlines, once again, the importance of talent and knowledge management, monitoring and evaluation.

The four strategic lines reflect this declaration of intent, trying to represent to the main dimensions of FIIAPP's work. They are aimed at guiding the efforts of the entire Foundation in a comprehensive, coherent and systematic way over the next few years.

Vision: Be a key actor in the European international cooperation system, in the support to the improvement of the public systems in third countries and in the creation of spaces for policy dialogue based on the 2030 Agenda.

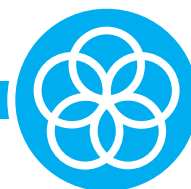


- A FIIAPP that is relevant for **INTERNATIONAL AND REGIONAL PARTNERSHIPS** for the people and the planet
- A FIIAPP that is effective for **ADMINISTRATIONS**
- A FIIAPP that stands for excellent and integral **PROJECT MANAGEMENT**
- A FIIAPP that promotes **PUBLIC TECHNICAL COOPERATION** for **SUSTAINABLE AND INCLUSIVE DEVELOPMENT**

The lines of action included in each strategic line are described in greater detail below, breaking down the various dimensions to which FIIAPP contributes (and to which it will continue to add value between 2021 and 2024) into more specific areas.

From an operational point of view, the mission and vision are translated into these four strategic lines and their lines of action for the period 2021-2024, each of which will be broken down, in turn, into certain specific objectives measurable by indicators.





LE1. A FIIAPP THAT IS RELEVANT FOR INTERNATIONAL AND REGIONAL PARTNERSHIPS FOR THE PEOPLE AND THE PLANET

FIIAPP aims to mainstream SDGs (“SDGize”) in the public policies of the partner countries with which it works, projecting this approach into the Spanish Cooperation system and into a value-based EU external action. It aims to increase its capacity for institutional dialogue with partner countries in order to accompany public policy reforms in a more strategic and sustainable way and to contribute to strengthening inclusive institutions for the benefit of the people and the planet. In a commitment to multilateralism and to regional construction, FIIAPP keeps its focus on gender equality,

social cohesion, a just green transition, and migration and mobility at the centre of public partnerships..

#SomosCooperación #TeamEurope #Agenda2030

Lines of Action

- Contribution to implementing the 2030 Agenda (partnerships, strategic priorities and contribution to the SDGs).
- Promotion and participation in the Spanish cooperation system.
- Leadership in European cooperation (*Team Europe*).
- Strengthening the commitment to partner countries.
- Presence, with a distinctive identity, in the framework of Spanish and European cooperation.

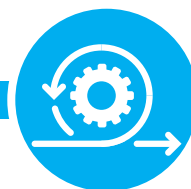


LE2. A FIIAPP THAT IS EFFECTIVE FOR ADMINISTRATIONS

As an external action and development actor, FIIAPP aims to better structure its work with institutions, public administrations and their associated bodies, facilitating their internationalisation and operationalizing their external action priorities. It aims to promote whole-of-government approaches in the public technical cooperation actions that it carries out, and to develop mechanisms to better identify relevant practices for the reform processes of partner countries. It aims to be useful, valuable and effective for institutions, complementing the knowledge of their staff with a European and a global perspective, and orienting it towards sustainable and inclusive development results.

Lines of Action

- Contribution to the external action priorities of public administrations through cooperation projects.
- Promotion of the internationalisation of public administrations.
- Strengthening of relations with public administrations.
- Promotion of whole-of-government approaches in the implementation of international cooperation programmes and projects.
- Systematisation of the knowledge on relevant practices of public administrations.



LE3. A FIIAPP THAT STANDS FOR EXCELLENT AND INTEGRAL PROJECT MANAGEMENT

As a public service that manages Spanish and European taxpayers' funds, FIIAPP aims to improve the quality, effectiveness and efficiency of an integrated project management system, with a commitment to transparency, knowledge, talent and equality in all senses.

Lines of Action

- A balanced and sustainable volume of awarding, turnover and results.
- Integrating the gender approach throughout the projects' lifecycle
- A FIIAPP with the ability to work virtually.
- A better adaptation to regulatory standards in all the organisation.
- A reliable financial management process.
- A more effective system of internal control.
- A more efficient and higher quality system of legal-contractual management
- A more reliable and efficient management of information
- Improvements to the security systems
- A consolidated knowledge management and monitoring and evaluation system.
- Human resources policies aimed at talent management, diversity, gender equality and work-life balance.
- A quality system as a guarantee of first-class, integrated management.
- A better structuring of internal communication and change management.



LE4. A FIIAPP THAT PROMOTES PUBLIC TECHNICAL COOPERATION FOR SUSTAINABLE DEVELOPMENT

FIIAPP is committed to promoting the relevance of Public Sector Expertise for a value-based external action, as well as the 'policy first' principle, with public technical cooperation accompanying partner countries in guiding cooperation actions, including financial cooperation, and investments towards development results. With an actively European approach, FIIAPP accompanies processes of convergence, partnership building and regionalisation.

**#FIIAPPway #StrongerTogether #PolicyFirst
#inclusiveness #TalentoPúblico**

Lines of Action

- A focus on the impact of actions and on development results.
- Promotion of the relevance of Public Sector Expertise in international cooperation (public technical

cooperation, policy dialogues, demand-driven and whole-of-government approaches).

- Conceptualisation of the 'policy first' principle within the framework of joint implementation approaches ([Working Better Together](#)).
- Structuring of the relevant practices on offer, of the inclusiveness of European Cooperation and of triangular cooperation mechanisms.
- Showcasing the value of the regional and multi-country approaches for Spanish and European cooperation.
- Public technical cooperation in the center of the response to COVID-19 for a sustainable and inclusive recovery (building back better).

The vision and mission of FIIAPP, as well as the strategic and action lines of this Strategic Plan 2021-2024, are broken down into specific objectives. These objectives and their indicators will be the basis for preparing the Foundation's [Annual Operational Plans](#). The Annual Operational Plan will, in turn, guide the individual objectives established for the Foundation's staff, so that each person can clearly identify how he or she contributes to the Foundation's mission and vision.

