

## WHAT DOES THE FIIAPP DO?

The FIIAPP was created in 1997 for managing cooperation projects for governance, financed with Spanish bilateral funds -mainly from the Spanish Agency for International Development Cooperation (AECID)-, and multilateral funds, -mostly from the European Commission-, and to promote the participation of the Spanish Administration in them.

It also has various training programmes for political and social leaders; it offers public technical assistance for State reforms and updating public administrations in Europe and the Mediterranean, Africa, Latin America and Asia, as well as sponsoring research for strengthening institutions and promoting democratic governance.

The management of know-how as a philosophy of action, the pro-European commitment of the FIIAPP as an international development partner, its commitment to gender equality and the valuation of youth as an asset of the development processes, are the main elements of its activity.

## THE BOARD OF TRUSTEES

### CHAIRMAN

- First Vice President of the Government

### MEMBERS

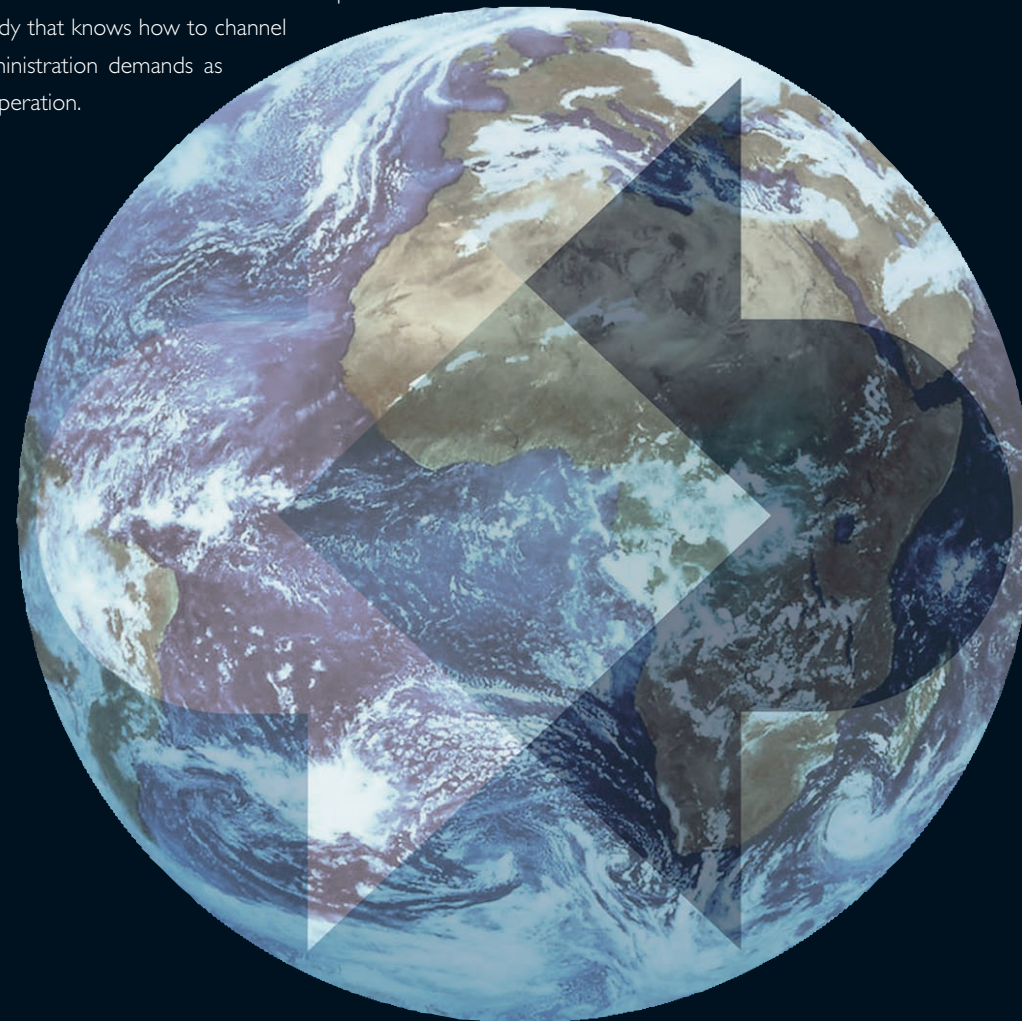
- Minister of Foreign Affairs and Cooperation
- Minister of Justice
- Minister for Relations with the Prime Minister's Office
- Minister of Public Administration
- Secretary of State for International Cooperation
- Secretary of State for the EU
- Secretary of State for Justice
- Secretary of State of Constitutional and Parliamentary Affairs
- Secretary of State for Public Administration
- Deputy Director of the Prime Minister's Office
- Under Secretary of the Ministry of Justice
- Under Secretary of the Ministry of the Treasury
- Under Secretary of the Ministry for Public Administration
- Director of the Spanish Agency for International Development Cooperation
- Director for Cooperation with Latin-America and the Caribbean
- Director for Cooperation with Africa, Asia and Eastern Europe
- Director of the Centre for Political and Constitutional Studies
- Director of the National Institute of Public Administration

### SECRETARY

- Director of the FIIAPP

## HIGHLIGHTS

- ↻ Since 1997 the FIIAPP has submitted more than 500 Twinning proposals in the areas of Europe and the Mediterranean, and has been awarded more than 200 until December 2007.
- ↻ Every year more than 1.000 Spanish public officials take part in the Twinning Programme.
- ↻ Work has been undertaken in very diverse sectors, highlighting for their number of projects, those of Economy & Finance and the Interior. Other important areas of action have been Agriculture, Fisheries & Food, Justice, Industry and Health.
- ↻ FIIAPP has become a reference model for the European Commission as a body that knows how to channel National Public Administration demands as for international cooperation.



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## BUILDING AND SHARING EUROPE FROM SPAIN

## WHAT IS THE FIIAPP?

The International and Ibero-American Foundation for Administration and Public Policies -Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas - (FIIAPP) is an instrument of a foundational nature for external action in the scope of international development for democratic governance and institutional strengthening. It operates in the heart of and at the service of the public sector, mobilizing in the international scope the know-how of public officials and the best practices existing in the Spanish Public Administrations as a whole.

The Board of Trustees is chaired by the First Vice President of the Government, while the Chairman of the Standing Committee is the Secretary of State for International Cooperation. Other members of the Board are the Ministry for Public Administration, the Ministry of Justice, the Ministry of the Office of the Prime Minister and the Ministry of the Treasury.

The general principle that guides the action of the FIIAPP is the promotion of processes to consolidate governments, democratic and efficient public institutions and administrations, which are at the service of the citizens in the countries receiving the development aid, in order to contribute to the dissemination of the values of Democracy and respect for human rights, as well as the implementation of public policies that help towards reducing poverty and discrimination.

In order to do so, the FIIAPP puts the best practices existing in the Spanish Public Administrations as a whole at the disposal of governments all over the world.

Through multiple activities, the FIIAPP promotes the relationship between experts in different areas from Spanish Public Administration (central, regional and local) with the governments of those countries that require and wish to have that advice. It also offers them the necessary management tools and new cooperation instruments for strengthening institutions and promoting democratic governance. It has a human team consisting of more than 130 professionals specialized in the different areas of international development in its headquarters and in other countries.

TWINNING PROGRAMME



**EUROPEAN BENEFICIARY COUNTRIES OF THE TWINNING PROGRAMME WITHIN THE FRAMEWORK OF THE INSTRUMENT FOR PRE ACCESSION ASSISTANCE (IPA)**

**COUNTRIES INCORPORATED IN THE LAST ENLARGEMENTS:**

Bulgaria	Hungary	Poland
Cyprus	Latvia	Romania
Czech Republic	Lithuania	Slovakia
Estonia	Malta	Slovenia

**CURRENT CANDIDATE COUNTRIES**

Croatia	The Former Yugoslav Republic of Macedonia	Turquía
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**POTENTIAL CANDIDATE COUNTRIES**

Albania	Kosovo (Res.UNSC 1244)	Serbia
Bosnia-Herzegovina	Montenegro	



**BENEFICIARY COUNTRIES OF THE TWINNING PROGRAMME WITHIN THE FRAMEWORK OF THE EUROPEAN NEIGHBOURHOOD POLICY (ENPI)**

Algeria	Israel	Palestinian Authority
Armenia	Jordan	Syria
Azerbaijan	Lebanon	Tunisia
Belarus	Libya	Ukraine
Egypt	Moldavia	Russia
Georgia	Morocco	

**WHAT IS THE TWINNING PROGRAMME?**

The Twinning Programme was created in 1997 by the European Commission to help with the incorporation of the *acquis communautaire* (the body of community legislation and decisions) and the following reform of its institutions for the administrations of the candidate countries from Central and Eastern Europe that were going to join the European Union.

**The programme is based on the support of the administrations of one or several Member States to the beneficiary country to update its administrative structures and develop human resources.**

At present, and due to the success obtained, the programme, besides being applied to the last twelve countries that have joined the European Union and the last accession countries, is also applied to the potential candidate countries, as well as to the countries within the framework of the new **European Neighbourhood Policy**.

The aim pursued with this programme as part of the European Neighbourhood Policy framework, is the creation of new Association Agreements that allow the strengthening of political and economic ties between both regions through their institutions. In this way, the beneficiary countries may benefit from the Twinning Programme to improve their administrations and to bring their legislation more in line with the *acquis*.



**HOW DOES THE TWINNING PROGRAMME WORK?**

The purpose of the Programme is the establishment of relationships between administrations of the different countries so that an exchange of experiences, knowledge and information is generated. To do so, the countries applying for Twinning identify their needs with the support of EC Delegations in those countries and record them on Project Fiches. Through the National Contact Points, these fiches circulate among the counterpart administrations of the Member States and they are invited to present projects that may help them in that process.

The budget for a Twinning project is between one hundred thousand and two million euros. For a period of between six months and two years, the twinned institutions work on multiple activities (such as study visits, training seminars, action protocols, short-term attendance of civil servants or experts, etc.) with the monitoring of the project leader (a senior official belonging to the EU Member State providing the institutional support) and the daily accompaniment of a civil servant present at the beneficiary institution, to achieve the set targets.

**The FIAPP is the body responsible for managing the Twinning Programme in Spain.** Thanks to the commitment of the Spanish Public Administrations, since 1997, FIAPP has been able to mobilize **more than 5,000 civil servants** in different projects in issues in which Spain is at the forefront; areas such as the modernization of justice and the security forces, the management of structural and cohesion funds, the decentralization and management of the Social Security and the Public Tax Administration, among others.

**FIAPP's experience places Spain as the fourth Member State in the matter of Twinning projects** (more than 200 until December 2007) behind Germany, France and the United Kingdom.

The centralized management of the Programme through FIAPP has become a reference model for the European Commission. In contrast to the model of other European countries, where each ministry has its own body for managing its performance within the framework of External Action, Spain chose for a model with only one institution that has allowed it to efficiently channel the demands of the national Public Administrations.

Apart from the good standard of the projects presented, the success is due to the confidence of the institutions of these countries and of the European Commission itself in the Spanish Public Administrations as a whole. Having experienced a period of constant renewal since the democratic transition and thanks to the first-hand knowledge regarding the difficulties and opportunities in this process, institutional empathy with Spanish civil servants has been strengthened and the Spanish Public Administrations as a whole now are among the most dynamic and competitive of their kind.

Beyond the importance of these projects for promoting the European Union enlargement process, institutional twinings have managed to strengthen alliances between Spanish and European administrations, creating networks of information and exchange of knowledge in order to be able to face the new globalization and the new demands of the citizens.

