STRATEGIC PLAN
2021-2024
IMPROVING PUBLIC SYSTEMS FOR PEOPLE AND PLANET

*pending review and approval by the Board
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This Strategic Plan guides the work of the Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas (FIIAPP) during the period 2021-2024. The document renews FIIAPP’s commitment to sustainable and inclusive development and the 2030 Agenda (in the current Decade of Action), and reaffirms the necessary role of public technical cooperation in the Spanish and European external action and international cooperation systems.

FIIAPP is a state public sector foundation, part of the Spanish and the European public cooperation systems. In line with its statutes, FIIAPP is specialised in promoting and managing the participation of institutions, public administrations and their associated bodies in international cooperation programmes and projects. By accompanying the reform and the 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 constitutes a declaration of intentions and a projection of FIIAPP for the years 2021-2024, in light of its mission and vision, which remain intact and highly significant.

During this period, FIIAPP will concentrate mainly on four geographical areas and eight thematic areas, in line with Spain’s and the EU’s external action and development cooperation priorities. It is also guided by significant global challenges, such as reducing gender and other inequalities, the ecological transition and mobility and migration.
Fields of action

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

2. Inclusive public systems: social cohesion, governance 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 and those established in the External Action and Service Act: human dignity, freedom, the rule of law and democracy, human rights, solidarity, the promotion of peace, respect for international law and a commitment to multilateralism.

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

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

02 A FIIAPP that is effective for **ADMINISTRATIONS**

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

04 A FIIAPP that promotes public technical cooperation for **SUSTAINABLE AND INCLUSIVE DEVELOPMENT**
EVALUATION OF THE STRATEGIC PLAN 2017-2020
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 and its commitment to partner countries, 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 new European Consensus on Development (2017), the Strategic Plan was conceived as the roadmap for a public sector foundation which is, at the same time, an instrument for external action and for development cooperation, whose mandate is to contribute to the reform and modernisation of administrations in favour of better public policies and services for citizens.

These years have seen significant legislative changes, especially with the entry into force of Law 40/2015 on the Public Sector Legal Regime and Law 9/2017 on Public Sector Contracts, which have highly influenced the organisation of the work undertaken within 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 knowledge. In total, in this period FIIAPP has launched 97 new projects of increasing magnitude, with a multi-year budget and a multi-dimensional and multi-level approach. During the period, more than 130 programmes and projects have been completed.

In striving towards Sustainable Development Goals (SDGs) 16 and 17, FIIAPP contributes to the five dimensions of sustainable development (peace, people, planet, prosperity and partnerships), proving itself 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 institution, its degree of self-knowledge and its potential for projection in the cooperation system.
over the coming years. It 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, gender equality, the ecological transition and the governance of mobility and migration.

The evaluation of the Strategic Plan 2017-2020 revealed that FIIAPP’s framework for action has not changed over this period. Both its mission and its vision are unchanged and remain pertinent and appropriate. On a quantitative level, FIIAPP has fulfilled over 70% of the 2017-2020 Strategic Plan around the three main planned themes: action, concentration and efficiency. In these four years, FIIAPP has managed numerous increasingly significant projects, given a concrete expression to its commitment to gender equality, laid the foundations for knowledge management, made great efforts to update the IT tools that support its work, made important contributions to European Cooperation and contributed to strengthening the Spanish public cooperation system, while adapting to notable regulatory changes and, above all, contributing actively to the 2030 Agenda.

Having managed to adapt quickly to the circumstances imposed by COVID-19 and to play a useful role in 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, one committed to sustainable development and valuable for Spanish administrations and the public systems in partner countries. It is, therefore, with confidence and enthusiasm and from a solid position that FIIAPP faces the 2021-2024 period, which coincides with the beginning of the “Decade of Action” for the 2030 Agenda, the EU’s new financial framework, the reform to 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.
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, drives and manages the participation of institutions, public administrations and their bodies in cooperation programmes and projects and in exchanges of experiences, thus boosting their internationalisation and contributing to the improvement of Spain’s role in the world and to 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 motivates public sector personnel to share their knowledge and experiences, thus contributing to **policy reform 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 participating in peer-to-peer learning processes. This 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 agency, FIIAPP fosters spaces for dialogue, exchange and consultation, which encourage and consolidate **trusting partnerships and relationships, generating shared values** among societies and with international organisations. This allows FIIAPP to work for global public goals, committed to jointly address global challenges and to contribute to the global 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 and **exchanges of experiences** between Spanish, European and third-country counterpart institutions.
Instrument for external action and development

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

At the service of administrations

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

Strengthening public systems

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

For the benefit of people and planet
3.2. INSTITUTIONAL FRAMEWORK

FIIAPP is a Spanish and European actor of external action and development. 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 vice-chair being the State Secretariat for Territorial Policy and Public Service. The Foundation is attached to the Ministry of Foreign Affairs, European Union and Cooperation. According to its statutes, FIIAPP is a Spanish Cooperation entity specialising in improving public systems and the participation of institutions in international cooperation.

FIIAPP’s activity within the framework of Spanish external action is based on Law 2/2014 of 25 March on State External Action and Service, which aligns the constitutional bodies, the public administrations and the agencies and institutions dependent on them and adopts the concept of the international dimension of the action of the State and the principle of the unity of external action, incorporating the European and Ibero-American scope as the basis for its definition.

FIIAPP is covered more specifically by Article 13, which determines that public foundations, being subject to the external action of the State, shall act abroad in accordance with the principles established in this law and the government’s foreign policy guidelines. The law is also based on the need to affirm and promote the values and interests of Spain, strengthen its international presence, and bolster its image in the world.

As an actor in the external action undertaken by the State, FIIAPP assumes and promotes the values described in the law: human dignity, freedom, the rule of law and democracy, human rights, solidarity, the promotion of peace, 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 responsible, in Spain, for managing the projects under the European Union’s Twinning programme (being the largest operator in Europe working on this type of instrument) and, together with 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 this form of indirect management of the EU’s budget.

All of this makes FIIAPP a strategic actor of the European international cooperation system and the #TeamEurope and Working Better Together approaches in an EU external action based on shared competencies, values and interests fuelled 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, thematic and geographical areas, and modes of cooperation are determined by:

- Foreign Action Strategy
- Spanish Cooperation Master Plan
- A stronger Europe in the world #TeamEurope
- 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 External Action Strategy (2021-2024), together with the Master plan for Spanish Cooperation.

The priorities of the European Commission 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 new European Consensus on Development.
For its part, the 2030 Agenda, the Sustainable Development Goals (SDGs) and the objectives relating to development effectiveness (Global Partnerships, etc.) constitute the global reference framework for FIIAPP’s work.

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

- The new Cooperation for Sustainable Development Act.
- The new External Action Strategy 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 system of European Cooperation based on shared competencies with Member State organisations.
- The implementation of the #TeamEurope and joint work approaches in an EU external action based on shared values and interests.
- 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 and “building back better”.

The start of the “Decade of Action” in order to achieve the SDGs by 2030.
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 External Action and Service Act, will be carried out in the following regions:

- Those considered **strategic** for external action by the State: Europe, Ibero-America and the Mediterranean.

- Regions in which, 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 covered in Chapter II of the External Action and Service Act.

The external actions undertaken by the State are part of the external action of the European Union and, as part of a development cooperation system of shared competencies, FIIAPP will work on the edge of the Spanish and European Cooperation, concentrating its activities in the following geographical regions:

- **The 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 and the overcoming of development traps, especially in terms of governance, the rule of law and social cohesion. It will work within the framework of the EU-Latin America and the Caribbean (LAC) bi-regional cooperation deriving from the agreements reached at the EU-LAC summits and ministerial meetings, in triangular cooperation and, under the approach of development in transition, 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 combat organised crime through a comprehensive approach to the security-justice-prison treatment chain, climate change and environmental sustainability, just transition and the reinforcement of the Euro-Latin American space,
building on Ibero-American and inter-American acquis, cooperation and networks.

- **Mediterranean**: FIIAPP will work strongly 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, committing to the convergence of institutional standards, to social cohesion and to the relations in matters associated with 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 with cooperation programmes for institutional strengthening to create enabling conditions for investment and trade, as well as cooperation programmes for security, stability and governance as an axis of development, for the fight against terrorism and regarding mobility and migration in the G5 Sahel and the Rabat Process.

- **Europe**: technical cooperation within 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 of 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 determine its role as 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, SDG16 “Promote just, peaceful and inclusive societies” and its targets in terms of promoting the rule of law, institutional capacities and inclusive public policies and in favour of sustainable and inclusive development are of particular importance. Effective public partnerships and SDGs 16 and 17 are vehicles for the other 2030 Agenda goals and an engine to reinforce cooperation based on shared policies and values.

In addition to SDGs 16 and 17, which are inherent to FIIAPP’s activity and the backbone of its drive to implement the 2030 Agenda, the Foundation anchors its action within the conceptual framework of democracy and the rights-based approach, and works for development interventions to ensure, protect and promote the human, civil, social, environmental, cultural and political rights of citizens as essential conditions for sustainable and inclusive development. Consequently, FIIAPP aligns itself with the priority issues of the global agenda on reducing inequalities, the ecological transition, mobility and migration, and, especially, gender equality. These are cross-cutting to all its thematic areas and, therefore, also are core to all activities of the Foundation. FIIAPP intends to intensify its efforts in all these areas for the 2021-2024 period.

The eight areas of action defined below are structured around the five dimensions of the 2030 Agenda: people, prosperity, planet, partnerships and peace.
**PEOPLE:** End poverty and hunger in all their forms and guarantee dignity and equality.

**PLANET:** Protect the natural resources of our planet and the climate, for future generations.

**PROSPERITY:** Ensure prosperous and satisfying lives in harmony with nature.

**PEACE:** Promote peace, justice and inclusive societies.

**PARTNERSHIPS:** Implement the agenda through a strong global partnership.
Thematic areas of action

**People**
1. Social policies, liberties and rights: social protection, health, human rights, education and employment
2. Inclusive public systems: social cohesion, governance and modernisation of public administrations
3. Migration and human mobility

**Prosperity**
4. Public finance and economic development
5. Digitalisation and connectivity

**Planet**
6. Green economy and a just transition: climate change, energy, agriculture and fisheries

**Peace**
7. Security, peace and development
8. Justice and the rule of law
1. Social policies, liberties and 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 External Action and Service Act establishes a series of areas of action in the fields of human rights (Article 16), employment and social security (Article 22), 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, SDG 8 on decent work and equality), as well as by various communications and work plans from the European Union (social protection, human rights, gender) and other international organisations (the ILO-WHO Social Protection Floor). FIIAPP endorses a feminist foreign policy, both its principles and the 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 Network on Disability (GLAD).

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

- **Social policies, education, culture and employment.**
- **Health and social protection** systems.
- **Gender** equality.
- **Human rights and access** to public systems.
- **Protection** of vulnerable people.
FIIAPP’s objective is to improve the public systems in the countries with which it works in all the areas of action. 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, birth registration, access to information, the development of institutional capabilities, 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 development. European programmes are also strongly influenced by the 2011 EU Agenda for Change, which establishes priorities on governance and public administration in the chapter on human rights, democracy and other key elements of good governance. The new European Consensus on Development reflects this conceptual framework in the Agenda for Change, setting the focus for European Cooperation over the next 15 years (the 5 “Ps”: people, planet, prosperity, peace and partnerships).
3. Migration and human mobility

FIIAPP’s activity in the area of Migration and Mobility is based on Article 23 of the External Action and Service Act (Chapter II – Spheres of External Action by the State), 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 NDICI-Global Europe budget 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 people displacements and the fight against people trafficking, in this area FIIAPP will carry out actions to improve public systems related to:

- **Governance of migration**: migration and human mobility policies, rights and development.
- **Integrated border management**.
- **Labour** migration and integration of migrants in third-party countries.
- **Circular** migration.
- **Protection** of migrants and victims of trafficking and smuggling crimes.
Public finance and economic development

FIIAPP’s activities in this area are aligned with the provisions of the External Action and Service Act 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 and the Addis Ababa Action Agenda and other European Commission documents (Tax and Development, Collect More-Spend Better) 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, **budgeting** and mobilisation of **own resources** for development.
- **Trade and customs** policies.
- **R&D&i** policies.
- Regulatory bodies and **industry**.
- **Sustainable tourism**.
Digitalisation and connectivity

FIIAPP’s activities are aligned with the provisions of the External Action and Service Act 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 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 Andean Development Community, Development Banks, 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 establishes the priorities in terms of digitisation to create a competitive European economy and announces the future Global Strategy for Digital Cooperation.

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

- Digitalisation.
- Telecommunications.
- Connectivity and transport.
- Air, road and rail safety.
- Port and maritime policies.
FIIAPP’s activities in the area of the green economy are determined by the External Action and Service Act and its articles relating to 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, SDG 7 on sustainable energy for all, SDG 13 on climate change and SDG 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 GHG emissions, 32% renewables, energy efficiency + 32.5%) and the Covenant of Mayors. The Climate Change and Energy Transition Act, 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 just transition strategies.
- **Energy efficiency** and energy from **renewable** sources, including sustainable cities.
- **Forests, biodiversity** and **ecosystems**.
- **Resilient** food production.
- Public Policies in Action for **Climate Empowerment**.
- **Water** resources and **coastal** management.
- **Waste** management.
- **Fisheries** policies.
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, G5 Sahel) the Mediterranean basin and Latin America, given their importance in the fight against organised crime (Palermo Convention), human trafficking and drug trafficking, in the interests of a greater control over CBRN risks and in the prevention and fight against violent extremism (UN Global Counter-Terrorism Strategy), among others. The External Action and Service Act establishes 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 policies of support to victims of terrorism. Other strategic documents at the Spanish level are the National Security Strategy, Law 36/2015 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 Offences. At the global level, SDG 16 is especially significant and, at the EU level, the 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).

In this area, FIIAPP will carry out actions to improve public systems relating to:
3. FIIAPP’S FRAMEWORK FOR ACTION

- Global challenges: fight against trafficking (drugs, weapons), against economic, financial and environmental crimes, cybersecurity, fake medicines.

- Fight against terrorism and the prevention of radicalisation.

- Fight against people smuggling and trafficking in human beings.

- Citizen security and control of territory.

- Women, Peace and Security Agenda.

- Risk prevention and mitigation.

- Strengthening coordination and improving the guarantee system in the penal chain (security and prison systems).

- Civil protection and maritime rescue.
Justice and the rule of law

The Foundation’s activities in this action area are based on Article 18 of the External Action and Service Act on external action in the area of justice and international judicial cooperation. In addition, they are based on the Ibero-American agreements (Iberred, AIAMP, COMJIB, initiatives from the Judicial Summit such as the Brasilia Rules on Access to Justice), 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 in the Spanish abbreviation] and in the Ibero-American 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 and protection of victims of crime.
- International judicial cooperation.
- 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. #TheFIIAPPway: AN INNOVATIVE COOPERATION MODEL

SDG 17 establishes 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 constitute the ethical sphere of the 2030 Agenda and underpin the global values of public policies, turning public sector knowledge into the backbone of regulatory power and into the driving force to achieve all other goals, for the benefit of people and the planet, and leaving no-one behind.

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 knowledge of its specialists, who work with and are embedded into their counterpart administrations to support improving public policies. It also provides partner countries with its knowledge and previous experiences in similar processes. FIIAPP complements technical knowledge by driving it towards development results, strengthening institutions and sustainable and inclusive policies. These reform processes bring benefits to the citizens of partner countries.

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

At the European level, FIIAPP’s cooperation model makes it a strategic actor within an external action based on
shared values and oriented towards building 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 learning and exchange within the EU itself.

Therefore, this type of cooperation facilitates the generation of horizontal, bidirectional exchange of knowledge, which helps address shared challenges jointly. Public technical cooperation makes it possible to bring national positions (of countries of origin and partners) closer together to confront 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 people and the planet.

As a development actor, FIIAPP supports processes to reform and improve the capacities of administrations, directing their Public Sector Expertise towards joint responses to global challenges and towards development results within 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 sustainable relationships between administrations, which allow political dialogues to be constructed on the basis of accompanying processes of public policy reform. Within the framework of regional and multi-country programmes, these work approaches allow us to nurture networks and spaces for concertation and regionalisation, to contribute to the protection of global public goods and to jointly face global challenges, therefore contributing to a rights-based multilateral order.

FIIAPP is committed to a policy dialogue with partner countries, with a whole-of-government approach that we aim to articulate in various ways, notably through structured dialogue mechanisms (Team Europe roundtables) in order to offer a coordinated and consistent response to their demands, needs and priorities in the reform and improvement of their 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 anchoring 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 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 projecting their recognition at the European level within the Practitioners’ Network of development agencies.

The Foundation is serving as a model for the reforms that are being carried out by the cooperation entities of 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.
ASSUMPTIONS AND RISKS
In preparing this Strategic Plan 2021-2024, the following assumptions are made regarding decisions outside the Foundation:

- The management and financing structure of the General State Budgets will not be substantially altered.
- The Board of the Foundation will not substantially reorient the objectives of the Foundation.
- The new law on cooperation for sustainable development will confirm FIIAPP’s role and improves its positioning in the Spanish public cooperation system, in addition to integrating it into the external representation of the State for the purposes of Article 45.c of Law 2/2014 of 25 March, the External Action and Service Act.
- The regulatory framework will encourage an improvement in the flexibility and agility of administrative and labour contracting by foundations in the state public sector 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 delivery of its strategic institution-strengthening programmes, based on the partnerships between public administrations and Public Sector Expertise.

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

- A Development cooperation focussed on investments
  In line with the Addis Ababa Action Agenda, and within the framework of the reorientation of development cooperation in the European Union, priority will be given to 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 geo-strategic importance of Euro-Latin American relations.
  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 senses but the geographical one. 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 with regional and bilateral public technical cooperation actions and to put the Ibero-American heritage at the service of bi-regional political dialogues.

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

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 an 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 with 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 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 financing of the Foundation’s structure by the General State Budgets are essential. This funding has decreased in recent years to levels inappropriate for a public operator. This combines with 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 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 public sector contract 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.

- **Evolution of the COVID-19 pandemic.**

  The situation caused by the pandemic hinders the normal execution of the programmes and projects carried out by an organisation dedicated to the mobilisation of knowledge and the generation of spaces for joint work and relationships of trust. There is a risk that the measures instigated to prevent the spread of COVID-19, such as limiting travel and large meetings, will be prolonged in the short and medium term. This risk will be mitigated thanks to the strengthening of digital tools that the Foundation has been carrying out, such as the Connect platform, which have enabled it to adapt its activities and programme monitoring to remote methods and will ensure continuity as far as possible. FIIAPP also participates in the reflections on the methodologies and ways of reorienting international cooperation.
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FIIAPP IN THE PERIOD 2021-2024
The validity and relevance of #TheFIIAPPway 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 strongly oriented towards achieving a global agenda of shared values.

However, the management needs emanating 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 that accompanies partner countries in guiding 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.

**Vision:** FIIAPP is a reference and 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.

In order 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, for the period 2021-2024, sees itself 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, ecological transition, reducing inequalities and human mobility and migration. 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 respond 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.
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.

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

Through its actions, FIIAPP aims to “SDGize” public policies and to increase the projection of this approach within the framework of the Spanish Cooperation system and 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 the focus on focuses on reducing inequalities, gender equality, the ecological transition, and mobility and migration 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, as a specialised entity, within the framework of Spanish and European Cooperation.
I 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 related bodies, facilitating their internationalisation and giving concrete expression to 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 them 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.
I LE3. I 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, committing to transparency, knowledge, talent and equality in all senses.

Lines of Action

- A balanced and sustainable volume of awards, execution and results.
- A FIIAPP with the ability to work virtually.
- A better adaptation to regulatory standards throughout 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, equality and work-life balance.
- A quality system as a guarantee of first-class, integrated management.
- A better structuring of internal communication and management of change.
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 related to convergence, partnership building and regionalisation.

#TheFIIAPPway #StrongerTogether #PolicyFirst #inclusiveness #PublicExpertise

Lines of Action

- A focus on the impact of the actions and on development results.
- A 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.
- An emphasis on the value of the regional and multi-country approaches for Spanish and European Cooperation.
- Public technical cooperation in 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.