



2014

ACTIVITY REPORT



FIIAPP
COOPERACIÓN ESPAÑOLA



2014

ACTIVITY REPORT

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1. Executive summary

- The International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) is a state public sector foundation that manages international cooperation projects at the service of Public Administrations. It strengthens public systems by improving their structures, reviewing regulatory frameworks and policies, and training civil servants and public-sector managers.
- In the past five years it has increased its execution by 44% to reach **execution of 38 million euros** in 2014 (highest level of execution in the history of the Foundation) and **new awards totalling €74,646,320** (of which €56,426,000 are managed by the FIIAPP) (highest level of awards in the history of the Foundation). The contribution of funds from PGEs fell by 67.18% in the past four years (2010-2014), meaning that revenue of PGE origin in the total activity in these years has fallen from 54.11% in 2010 to 13.67% in 2014. The FIIAPP generates a **return of 15.33 euros for each euro invested**, and is a tool for leveraging funds for the international cooperation activities of the Administrations (86.33% of activities with external funding). The **result was: 728 thousand euros**.
- Diversification of **the Foundation's funding sources** continued with the signing of a World Bank financing project.
- These results were achieved with a **smaller number of structural staff** (37% of the staff) and an average workforce of **164 staff members**.
- In 2014 **activities were carried out in 91 countries**. The geographic distribution of the activities is as follows: 53% in Latin America and the Caribbean, 14% in the Mediterranean, 18% in Europe and Central Asia, 5% in West Africa and Sahel, (10% other and multi-regional).
- The FIIAPP is the major European operator of the twinning programme, with over 300 projects completed with Spanish Administrations. With the AECID, it is eligible to manage funds in the name of the EU (Delegated Cooperation). It is diversifying its activities with direct contracts with beneficiary countries that request the expertise of Spanish Administrations. Moreover, it manages the main regional technical cooperation programmes between the EU and Latin America.
- It carries out joint activities with the AECID (projects) and SGCID (support for the Evaluation Plan and cooperation monitoring and effectiveness) and supports some of the activities of the AGE (evaluation of the reform of the labour market, evaluation of the reform of Public Administrations).
- In 2014 it conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to design the new **2015 Operating Plan** and define the Foundation's Action Framework, in line with **Law 2/2014, of 25th March, the External Action** and **Service of the State Act**, and the **External Action Strategy**.
- It undertook an internal reorganisation which resulted in the elimination of some areas and the creation of two new ones, Innovation and Strategy (planning and diversification) and Information and Special Programmes (management of activities with PGE funding), adapting the structure to improve management efficiency.



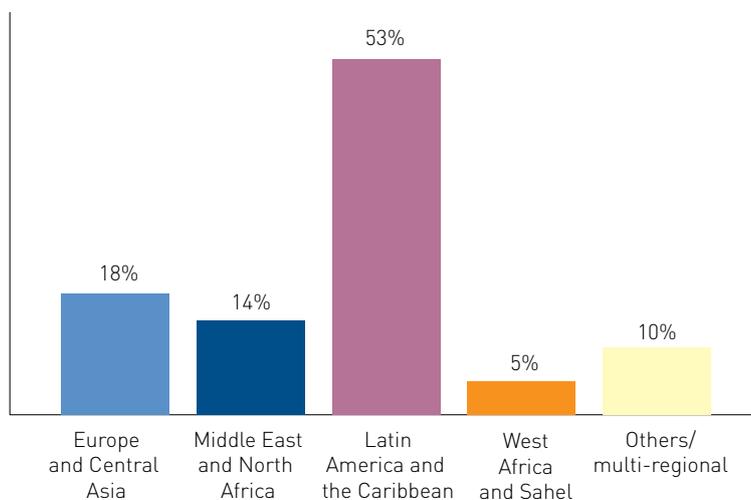
2. Introduction

The International and Ibero-American Foundation for Administration and Public Policies (FIIAPP) is a public foundation that is part of the Spanish cooperation system. It works **at the service of Public Administrations** by managing the participation of their various institutions in cooperation projects, thereby promoting their internationalisation and strengthening the Spain Brand. The FIIAPP's objectives are focused on improving the institutional framework and functioning of public systems in the countries where it works through experience exchange projects between Public Administrations. Other FIIAPP activities include researching public administrations and policies, and training civil servants and political leaders.

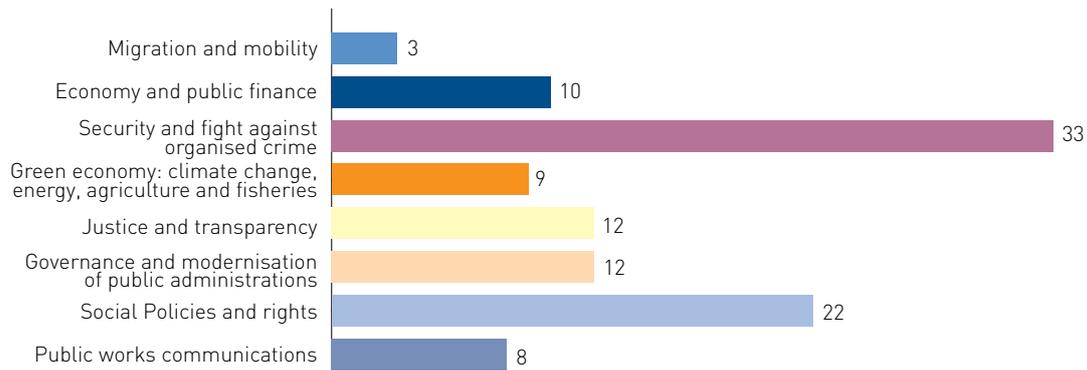
The FIIAPP's action **is within the framework of Spanish foreign policy** supporting the international activity of the Spanish Administration in priority geographic areas and spheres of action. The FIIAPP carries out activities to support the Spanish cooperation system and manages projects with funding from international organisations and third countries. The FIIAPP is the institution in Spain responsible for management of projects in the EU twinning programme, and it is the eligible institution, jointly with the AECID, for carrying out EU Delegated Cooperation projects.

The FIIAPP represents an instrument for exporting best practices from the Spanish Administration and public policy models. It contributes to promoting and strengthening relationships of trust with the administrations of other countries and with international bodies in sectors such as security, climate change, infrastructure management, and modernisation of public administrations, among others. Since its founding in 1997, the FIIAPP has managed over 1,150 international cooperation projects in 124 countries, making it one of the Spanish public institutions with the greatest international presence. The volume of resources managed since its creation exceeds 600 million euros.

Graph 1. Geographic distribution of projects in 2014 according to the FIIAPP budget



Graph 2. Sectoral distribution of projects under execution in 2014



2.1. Work in networks

As an actor in international technical cooperation, the FIIAPP participates in European and Ibero-American networks of a general and sectoral nature with the aim of improving their management and exchanging experiences and best practices.

Practitioners' Network for European Development Cooperation

In November 2014, the FIIAPP joined the Practitioners' Network for European Development Cooperation, an informal network of European agencies and institutions directly engaged in implementation of development aid. It is a space for sharing experiences, best practices and tools which aims to reach a common, inclusive and plural position amongst its members that contributes to achieving higher levels of effectiveness in poverty reduction.

The specific objectives of the network are:

- Establish a permanent forum between the major practitioners in the field of European cooperation.
- Define joint operational strategies.
- Improve efficiency by identifying best practices, regional and sector competencies, and by implementing different modes of co-financing.
- Implement the principles of the "Paris Declaration", the "Accra Agenda", and the "Busan Agenda".
- Implement the "EC Code of Conduct on Complementarity and the Division of Labour in Development Policy".
- Exchange experience between European donors.
- Share training opportunities, establish links through staff exchanges and secondments.

In December 2014, the FIIAPP participated in a high-level meeting with the Director General of the EuropeAid cooperation office of the European Commission on the future of international cooperation and for development in the EU.

European Network of Implementing Development Agencies

European Network of Implementing Development Agencies (EUNIDA) is a grouping of European Member State agencies with a public mandate to develop, manage and implement development cooperation programmes. It is dedicated to contributing to the Europeanisation of cooperation: it contributes to addressing the lack of visibility of European initiatives and the active engagement of EU Member States in community cooperation programmes. The network works on implementing projects of the European Commission, ensuring mobilisation of the *expertise* of EU Member State agencies.

The FIIAPP continues to participate actively in the exchange activities of this network and participated throughout 2014 in the execution of the following EUNIDA projects:

- Lebanon: Security and Rule of Law (SAROL) – Phase II
- Mali: Technical Assistance to the Malian Authorities
- Global: Global Crisis Rooms Support Project

European Union-Latin America and Caribbean Tax Education Network

In the first phase of the European Union's cooperation programme with Latin America for social cohesion, **EUROsociAL**, a **Tax Education Network** was created in 2008 with the aim of fostering expertise and disseminating the lessons learnt from tax and educational institutions in the European Union and Latin America. The joint work of sharing the experiences of this community has enabled "regionalisation" of best practices in formal and non-formal educational contexts: curricular insertion strategies, teaching methodologies, university extension and social responsibility initiatives, multimedia and recreational spaces, among others.

Transparency and Access to Information Network

The Transparency and Access to Information Network (**RTA**) is a formal space for dialogue and cooperation which promotes the sharing of knowledge and experiences in the area of transparency and access to information amongst its members. The FIIAPP, as the coordinating institution for the **EUROsociAL** action on transparency and fighting corruption, has supported the strengthening of the RTA significantly since 2013.

Ibero-American Data Protection Network

The **Ibero-American Data Protection Network** (RIPD), arose as a result of the agreement reached at the 2003 Ibero-American Data Protection Conference (EIPD) held in Antigua, Gua-

temala, which was attended by representatives of 14 Ibero-American countries. The RIPD has been structured since the beginning as an integrating forum for the various actors, in both the public and private sectors, which develops initiatives and projects related to protection of personal data in Ibero-America. In mid-2014, the RIPD started collaborating in the activities of the EUROsociAL Programme. This relationship intensified this year with the designation of the FIIAPP, in its role as the managing body for this Programme, as an Observer member of the RIPD.

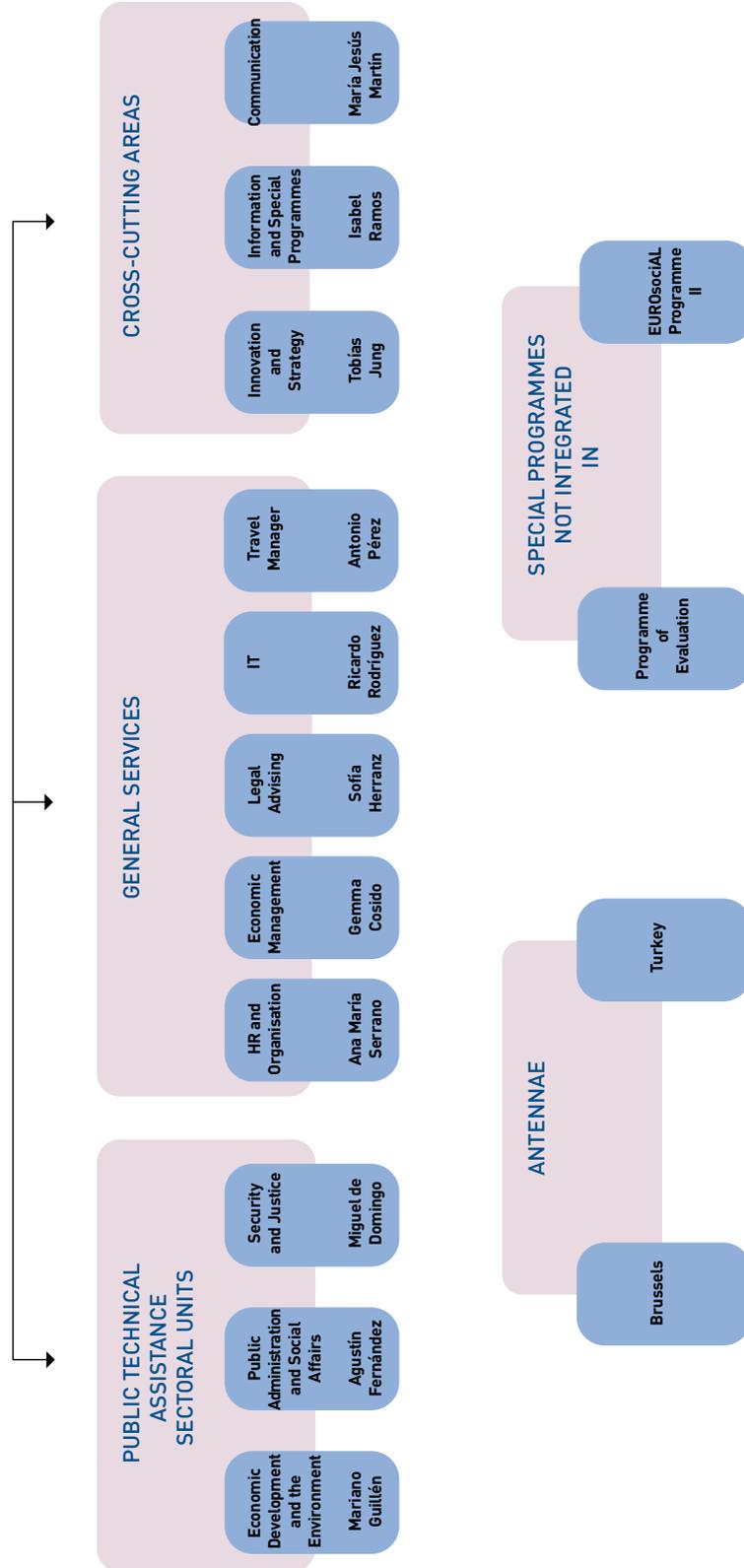




3. FIIAPP Organisational Chart

FIAPP Organisational Chart

FIAPP Management - Pedro Flores
Secretary-General - Jaime de Pazos





4. Board of Directors

Composition of the FIIAPP Board of Directors on 31st December 2014

President

- **Ms Soraya Sáenz de Santamaría Antón**
Vice President of the Spanish Government

Members

- **Mr José Manuel García-Margallo Marfil**
Minister of Foreign Affairs and Cooperation
- **Mr Rafael Catalá Polo**
Minister of Justice
- **Ms Soraya Sáenz de Santamaría Antón**
Minister of the Presidency
- **Mr Alfonso Alonso Aranegui**
Spanish Minister of Health, Social Services and Equality
- **Mr Jesús Manuel Gracia Aldaz**
Secretary of State for International Cooperation and Ibero-America
- **Mr Iñigo Méndez de Vigo y Montojo**
Secretary of State for the European Union
- **Ms Carmen Sánchez-Cortés Martín**
Secretary of State for Justice
- **Mr José Luis Ayllón Manso**
Secretary of State for Relations with Parliament
- **Mr Antonio Germán Beteta Barreda**
Secretary of State for Public Administrations
- **Mr Gonzalo Robles Orozco**
Secretary-General of International Development Cooperation and Director of the AECID
- **Mr Alfonso de Senillosa Ramoneda**
Deputy Director of the Office of the President of the Government
- **Ms Áurea Roldán Martín**
Deputy Secretary of Justice
- **Ms Pilar Platero Sanz**
Deputy Secretary of Finance and Public Administrations

4. Board of Directors

- **Ms Mónica Colomer de Selva**
Director of Cooperation with Latin America and the Caribbean (AECID)
- **Mr Alberto Antonio Virella Gomes**
Director of Cooperation with Africa and Asia (AECID)
- **Mr Benigno Pendas García**
Director of the Centre for Policy and Constitutional Studies
- **Mr Manuel Arenilla Sáez**
Director of the National Institute of Public Administration

Secretary

- **Mr Pedro Flores Urbano**
Director of the FIIAPP





5. Standing Committee

Composition of the FIIAPP Standing Committee as of 31st December 2014

President

- **Mr Jesús Manuel Gracia Aldaz**
Secretary of State for International Cooperation and Ibero-America

Vice Presidents

- **Ms Carmen Sánchez-Cortés Martín**
Secretary of State for Justice
- **Mr José Luis Ayllón Manso**
Secretary of State for Relations with Parliament
- **Mr Gonzalo Robles Orozco**
Secretary-General of International Development Cooperation and Director of the AECID

Members

- **Mr Antonio Germán Beteta Barreda**
Secretary of State for Public Administrations
- **Ms Mónica Colomer de Selva**
Director of Cooperation with Latin America and the Caribbean
- **Mr Alberto Antonio Virella Gomes**
Director of Cooperation with Africa and Asia
- **Mr Manuel Arenilla Sáez**
Director of the National Institute of Public Administration (INAP)

Secretary

- **Mr Pedro Flores Urbano**
Director of the FIIAPP



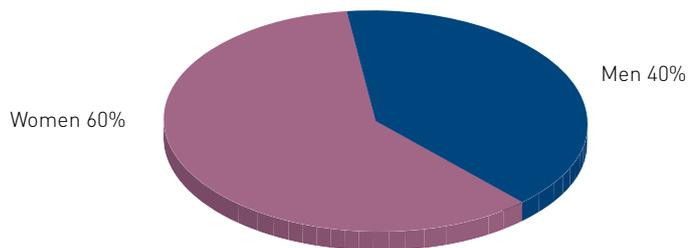
6. Human team

The average staffing level in 2014 rose to **164 persons**. This breaks down into 60% **women** and 40% **men**. In terms of **nationality**, 10% of the employees were foreign.

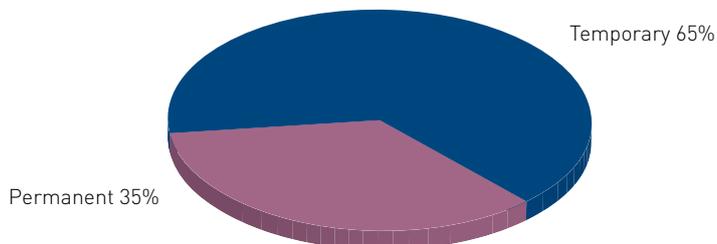
The **average age** in 2014 was 41 years, with an **average length of employment** at the FIIAPP of 4 years and 2 months.

63% of its staff was assigned to a particular **project**, while the remaining 37% performed their duties in the framework of FIIAPP's **structure**. With respect to permanence, 35% of the staff have a **permanent** contract, compared to 65% of the staff with temporary contracts, the majority in relation to a project or service linked to some project. Similarly, in 2014 the FIIAPP faced the challenge of creating **two new cross-cutting areas**, the Innovation and Strategy area and the Information and Special Programmes area.

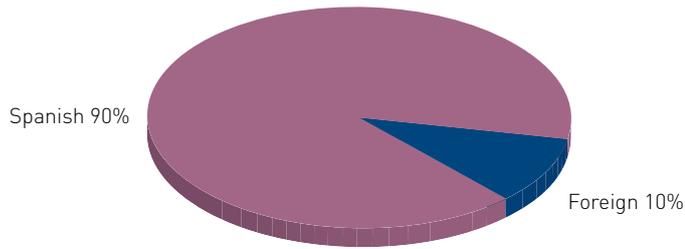
Graph 1. By gender



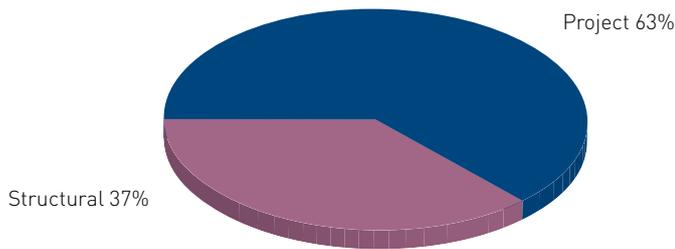
Graph 2. By contract type



Graph 3. By nationality

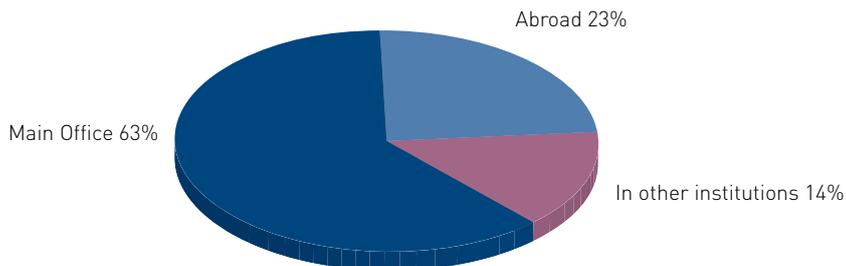


Graph 4. Structural vs. Project

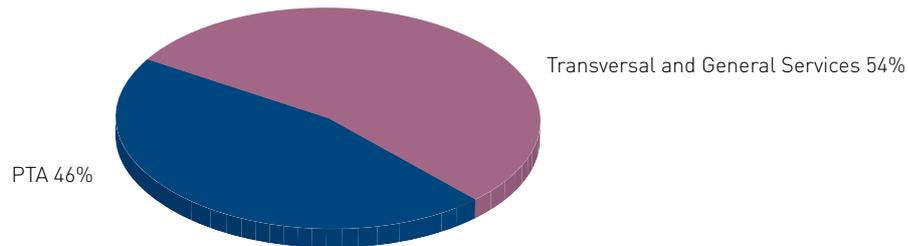


Based on the criteria of **geographic location**, 63% of the staff worked at the FIIAPP main office in Madrid, while 23% did so abroad (the majority linked to projects carried out in different countries).

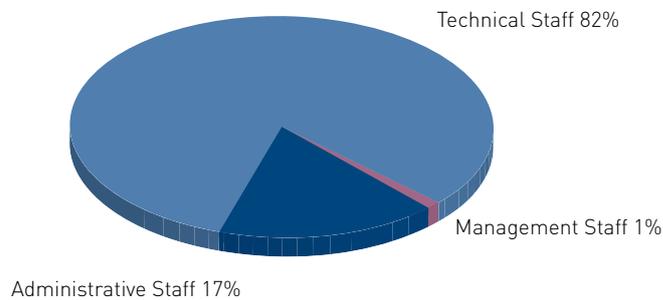
Graph 5. Location



Graph 6. Structural staff at headquarters



Graph 7. By category



The number of structural staff members working in its office in Madrid rose to 60 employees. Of these, 46% performed their duties in the **Public Technical Assistance Department**, dedicated almost entirely to project management and being the most numerous in the Foundation, while 54% of the remaining staff did so as part of one of the areas considered to be **cross-cutting**.

With respect to the professional groups, technical staff accounts for 82% of the total (including in this category project specialists, coordinators, area managers, project managers, and Resident Advisers in Twinning-RTA projects). 17% of the staff is administrative, while management staff represents 1% of the total.

Training

The FIIAPP has a clear commitment to training its employees, and in 2014 it carried out the activities laid out in the 2013/2014 training plan. Moreover, the FIIAPP has received credits from the Tripartite Foundation for training actions.

The **language** courses given at the Foundation in recent years continued in 2014. Similarly, the Human Resources area and the Information and Special Programmes area jointly organised 10 monographic sessions on Spanish government institutions in order to improve knowledge on how these operate. Some of the training actions carried out were the following:

TRAINING ACTIONS ORGANISED BY THE FIIAPP IN 2014

External training

1. General English
2. General French
3. General Portuguese
4. Office automation software

Internal Training

1. Training on proposal-writing
2. Training on Logical Framework
3. Course on Cash Management
4. Training on Expert Databases
5. Inter-American Development Bank: First Introductory Course on Impact Evaluation
6. Monographic courses
 - Ministry of Health, Social Services and Equality. Secretariat of State for Social Services and Equality. Government Delegation for the National Plan on Drugs. – Monographic course on Spain's Drug Policy.
 - Ministry of Defence Visit to the National Institute of Aerospace Technology (INTA).
 - Ministry of Health, Social Services and Equality. Monographic course on Equality and Non-Discrimination Policies.
 - Monographic course on EUROsociAL II, the European Union and Latin American Programme for Social Cohesion.
 - Monographic course on CBRN projects on chemical, biological, radiological and nuclear risks.
 - Ministry of the Interior. Directorate-General of Police. Monographic course on Security.

- Ministry of Agriculture, Food and the Environment. Spanish Climate Change Office. Monographic on Climate Change.
- Minister of Foreign Affairs and Cooperation. Secretariat-General of International Development Cooperation. Monographic course on “Country Association Frameworks”.
- Deputy Secretary of Finance and Public Administrations. Monographic course on Public Finance.
- Minister of Foreign Affairs and Cooperation. Secretariat-General of International Development Cooperation. Monographic course on the Spanish Position for the Post-2015 Agenda.

Moreover, the participation of FIIAPP staff in external training actions on different subjects was encouraged and supported, such as:

EXTERNAL TRAINING ACTIONS ATTENDED BY FIIAPP EMPLOYEES IN 2014

1. Advanced course on multilateral tenders	CECO
2. Payment of Corporate Taxes in Non-Profit Organisations	GPS Foundation
3. Evaluation of Public Policies and Social Programs	IESE
4. Evaluation of development cooperation interventions	CECOD
5. Course on digital marketing and communication	ESADE
6. Key aspects of auditing in international trade	BDO
7. Course: CRETA and a3EQUIPO	Wolters Kluwers

Staff hiring

The restrictions on hiring new staff established by Law 2/2012, of 29th June, on General State Budgets, was maintained during 2014, which prevented new hiring indefinitely. This meant that internal promotion was very minimal and restrictive. In addition, temporary hiring was carried out according to the criteria and instructions prepared by the Ministry of Finance and Public Administrations for this purpose, mostly charged to projects funded by the European Commission.

At the Board meeting held in November 2014, a new Employee Contracting Handbook was approved which improves recruitment processes and procedures for the purpose of strengthening the principles of equality, publicity, merit and capability.

Performance evaluation system

At the Board meeting held in November 2014, the FIIAPP reported its intention to implement a performance evaluation system in 2015 for the first time. The system establishes an evaluation that combines objectives and performance. Consistent with the Annual Operating Plan, a series of objectives must be defined for the different areas as the basis for establishing staff objectives.

Some of the characteristics of the system are:

- All professional groups in the Foundation, whether technical or administrative, are evaluated.
- It is a mixed evaluation of objectives and performance or competency factors.
- The result of the evaluation is the average of the two components.
- The base objectives set are applied and defined in a cascade from Senior Managers to the rest of the staff.
- The system is reviewed at mid-year to correct any deviations detected.



7. Action framework and operational lines

Action framework

In order to align FIIAPP's activity with the [External Action and Service Act](#), in 2014 an **action framework was developed for the FIIAPP** as a state public-sector foundation which works **at the service of Public Administrations**, managing the participation of their various institutions in cooperation projects, thereby promoting their internationalisation and strengthening the Spain Brand. The FIIAPP's actions **are within the framework of Spanish foreign policy**, supporting the international activity of the Spanish Administration in the priority geographic areas and spheres of action. The FIIAPP carries out activities to support the Spanish cooperation system and manages projects with funding from international organisations and third countries.

It works in the following **geographic areas**:

- Those considered strategic in Spanish foreign policy (European, Ibero-American, Mediterranean);
- Regions in which, under Spanish foreign policy guidelines, action is taken to address global problems such as threats to peace and security, climate change, epidemics, irregular migration, among other issues;
- Priority countries and zones on the agendas of different government agencies in their areas of authority, covered in Chapter II of the [Foreign Action and Service Act](#).

Its areas of action are the following:

1. Social policies and rights: social protection, health, education and employment
2. Governance and Modernisation of Public Administrations
3. Migration and Mobility
4. Economy and public finance
5. Visibility and communication policies
6. Green economy: climate change, energy, agriculture and fisheries
7. Security and Fight Against organised crime
8. Justice and Transparency

Annual Operating Plan

In order to develop a first Annual Operating Plan with targets and objectively verifiable indicators, in the second half of 2014 a participatory **exercise of analysing strengths, weaknesses, threats and opportunity (SWOT)** was undertaken in all areas and units of the Foundation. This exercise served to design the [2015 Annual Operating Plan which develops the 2013-2016 Strategic Plan of the Foundation](#).

The following objectives were established for 2015:

a. MANAGEMENT

The main comparative advantage of the FIIAPP is access to the civil service and management of international cooperation projects at the service of administrations. This role of the Foundation, along with the restrictions on staff hiring and the record number of contract awards in 2014 makes it imperative that the Foundation prioritise all activities focused on effective management in this annual operating plan.

- Development of a human resources policy
- Design of solutions to limit the impact of hiring restrictions on projects managed by the Foundation
- Implementation of the performance evaluation system approved by the Board
- Improvements in the organisation of the work: adaptation of schedules, distance work
- Systematisation of internal information and communication



- Cost structure:
 - Development of a tool to calculate the profitability and learn the cost structure of projects
 - Identification of the optimal mix of contract types
 - Improvements in project cost budgeting
- Increase in budget execution by 11% compared to the 2014 financial year
- Sign contracts for new projects totalling more than €50 million in 2015
- Reduce monetary contributions pending execution to 50% compared to 31/12/2014
- Review of all practices related to project management and correction of errors and inefficiencies
- Increase knowledge of the real impact of projects and of the technical contributions of the FIIAPP
- Modernisation of IT systems

b. FOREIGN POLICY

In order to improve public systems to benefit citizens, the FIIAPP undertakes exchanges of experience and best practices between administrations. It identifies and transfers knowledge from Spanish administrations and those of third countries to improve management systems, develop regulatory frameworks and public policies, and to train civil servants and public-sector managers. This is the main added value the Foundation contributes to the international cooperation projects it participates in. For foreign policy it becomes an instrument of influence, mediation and prestige for the Spain Brand. To strengthen this role, it will develop the following priorities:

- Concentration of project activities in priority sectors
- Alignment and definition of the role of the FIIAPP in accordance with the [External Action Strategy](#)
- Improve relations and communication with the administrations
- Improve and diversify relations with donor organisations
- Diversification of funding sources
- Introduce impact evaluation as a fundamental element in Foundation projects
- Participate in European and international working groups and networks related to managing international cooperation projects
- Conduct studies on best practices in public administrations
- Strengthen the role of the Foundation as an actor in addressing global threats
- Monitoring and implementation of the First FIIAPP Communication Plan (approved in the 2013-2016 Strategy)

C. COOPERATION POLICY

The FIIAPP is a public institution integrated in the Spanish Cooperation system. It executes international cooperation projects funded by, among others, the General State Administration, and manages activities with the Secretariat-General of International Development Cooperation (SGCID) and the Spanish International Development Cooperation Agency (AECID), complementing their functions to increase the efficiency of Spanish Cooperation. The activities with the AECID are the Foundation's most profitable ones. As a part of the cooperation system, the FIIAPP must work to ensure excellence in the management of these types of projects and activities.

- Undertake activities with the AECID.
- Strengthen the role of the FIIAPP in the Sectoral Strategies for Consolidation of Democratic Processes and the Rule of Law and Improvement in the Delivery of Global and Regional Public Goods.
- Contribute to more comprehensive external action: coordination of activities in the priority regions for Spanish Cooperation.
- Support in the implementation of the monitoring system and results framework.

The document establishes **objectives and specific activities for each of the Foundation's areas and units**. Implementation of this Annual Operating Plan is **monitored every six months**, and it is aligned with the performance evaluation model approved by the Boar in 2014.





8. Communication

The year 2014 was characterised by consolidation of the FIIAPP 2013-2016 Communication Plan, and work has started on formulating a digital strategy that includes web positioning and effective use of the Foundation's social networks.

External communication

The FIIAPP's external communication has been focused on disseminating the work of the Foundation in the field of international cooperation, and more specifically all the projects the Foundation manages worldwide. To do this, the following actions targeting the media, institutions that work with the FIIAPP, and the general public have been carried out:

- **Programme on Radio 5.** In 2014 the FIIAPP signed an agreement with Radio 5 to broadcast a weekly programme entitled "Public Cooperation Around the World". The programme, produced and narrated by staff of the FIIAPP communication department, provides a weekly summary of the projects managed by the Foundation. It is broadcast on Mondays at 11:17 a.m. and repeated on Tuesdays at 3:20 a.m. In December 2014, the audience for the programme, according to the data from the EGM, was 61 thousand listeners in the 11:00 to 11:30 a.m. slot and 19 thousand listeners in the 3:00 to 3:20 a.m. dawn slot.



- **Sending of press releases** to the news media on the activities and projects of the FIIAPP. Impacts have been achieved on the radio (Spanish Radio Abroad, Spanish National Radio, Radio 3, Onda Cero and BCPY: Ukrainian Radio); on digital media and in the press (El País, El Economista, La Información, The Diplomat, Brazilian News, El Periódico, El Dario.es, La cerca, Infolatam, Teinteresa.es, icoopera, Cubasí.Cu, CubaFacts, Portal Cuba, Granma, Ansalatina.com, FAES, AGROnoticias, Prensa Latina, Diario Siglo XXI, Infosalus.com, Instituto de Salud Carlos III, Revista de la Policía); and on television (Canal Sur, ICN Iberoamérica Central de Noticias)
- **Filming in Croatia** of two projects managed by the FIIAPP in the country on health and cybercrime, subsequently edited and posted on the FIIAPP YouTube channel and on the website.

- **Filming in Tunisia** of two projects managed by the FIIAPP in the country on hospitals and disability policies, subsequently edited and posted on the FIIAPP YouTube channel and on the website. The material was filmed by Agencia EFE, which also handled distribution of the images. Canal Sur broadcast a report on one of the projects in May 2014.
- **Creation of a photographic archive** on the Internet of photos from the projects the FIIAPP is currently managing; graphic documentation from previous years has been put in order.
- In 2014, work began on **designing a new responsive website and on creating a digital strategy that will make it possible to position the website** in the top results in search engines like Google. (The average web session duration in 2014 was 2:30 m, with a volume of 115,476 visits. The greatest number of visits occur organically, and the main problem of the website is the bounce rate, which a new *responsive* model will attempt to solve. The majority of the visits originate in Spain, Colombia and Belgium.)
- Publication of **the Activity Report and the 2013 Financial Report** in digital and print format.



- In 2014 work began on a **digital strategy that includes the use of the FIIAPP's social networks**. A series of objectives have been set which include value content and promotions on Twitter and Facebook. In addition, channels have been opened on Flickr and LinkedIn.
 -  Profile on [Twitter](#)
 -  Profile on [Facebook](#)
 -  Profile on [Flickr](#)
 -  Channel on [Youtube](#)
 -  Profile on [LinkedIn](#)
- **Sending of a bimonthly newsletter in digital format** which is e-mailed to 2,577 people, including FIIAPP employees and partners, and the media. The **newsletter** includes news, interviews and opinion pieces on international cooperation, with special emphasis on the projects the FIIAPP participates in.
- **Organisation, jointly with the OECD, of the formal delivery of the Public Governance Report prepared by the OECD on the reform of public administrations in Spain held on 1 April 2014.** The event was attended by the Spanish Vice president, Soraya Sáenz de Santamaría; the Secretary General of the OECD, Angel Gurría; and the Minister of Finance and Public Administrations, Cristóbal Montoro.



9. Our work: Public Technical Assistance

Public Technical Assistance (PTA) is a technical cooperation mode based on the transfer of expertise and exchange of experience. Its principal objective is to create and develop the individual and institutional capacities necessary to strengthen the State, modernise the Public Administration, and improve the quality of democracy.

The FIIAPP streamlines and facilitates participation by Public Administrations and their employees in technical assistance programmes and projects. The action of the FIIAPP focuses on supporting reform and modernisation of the State in the interest of better governance. It collaborates in the design and implementation of public policies, and in the development of institutional capacities in sectors such as justice, security and home affairs; social and civil society development and decentralisation; the environment, rural development and public works; economy and finance; and migration and development. In other words, in all areas that require “public action”.

Within Public Technical Assistance, the Twinning Programme stands out. It was created in 1998 by the European Commission to assist the governments of the candidate countries of Central and Eastern Europe to incorporate the EU acquis (the body of common rights and obligations binding on all the EU member states) and reform their institutions in order to join the European Union. Today, and due to the success of the programme, it is also applied to the countries most recently added to the European Union and to countries in the process of accession; it is also applied to potential candidates for accession, as well as to countries included in the European Neighbourhood Policy.

In 2014 the FIIAPP managed 91 projects with a total budget of €231,135,213 (FIIAPP budget €123,225,732) **Twenty-seven new projects have been awarded, with a total value of €74,646,320.**

2014 Twinning projects

The twinning programme is a cooperation mechanism for transposition of the Community acquis in the countries of Central and Eastern Europe with a view to their accession to the European Union. The success of the programme in the Enlargement Policies led the European Commission to propose its expansion to the countries covered by the European Neighbourhood Policy as part of the offer of greater cooperation and economic integration according to the reforms agreed to in the association agreements.

The FIIAPP is the institution designated by the Spanish Government before the European Commission for implementation of the Twinning Programme and, as of 31 December 2014, has been awarded over 300 twinning projects with the administrations of 31 countries in Eastern Europe and the Mediterranean.

2014 grants

In addition to the specific grants for twinning projects, the FIIAPP participates in open and competitive tenders for European Commission grants. In 2014, it continued to implement the main regional technical cooperation programmes with Latin America, such as COPOLAD, EUROsociAL and the EU-CELAC Migration Dialogue.

2014 delegated cooperation

The delegated cooperation of the European Union is framed in the Code of Conduct on complementarity and the division of labour in the 2007 development policy. The objective is to delegate responsibility for budget execution to the most specialised institution. This delegation of responsibility for budget execution makes the delegated institution a contractual authority with the capacity to award, sign contracts, disburse funds, assuming the same role as the European Commission in the implementation of programmes and projects.

Since 2011, when the FIIAPP successfully passed the European Commission's accreditation process for indirect management of the EU budget, delegated cooperation contracts have been signed in Cuba, Colombia, Angola, and for one programme in West Africa.

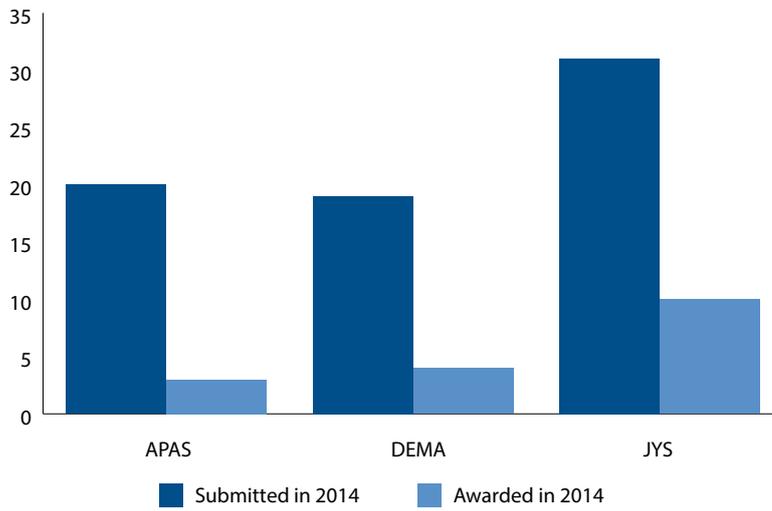
Service contracts (technical assistance) 2014

The FIIAPP participates in competitive tenders for service contracts which support the reform of management systems, the design of regulatory frameworks and public polices, and the training of civil servants. The Foundation relies on the AGEs or the Spanish Autonomous Communities with the specific sectoral competencies for presenting these projects. It identifies foreign partners—both European and third country—that complement Spanish capabilities.

The FIIAPP works in Public Technical Assistance through three working areas which are responsible for performing the project operations of the Foundation in their respective action sectors, in close coordination with the pertinent agencies in the General State Administration:

- Economic Development and Environment (DEMA)
- Public Administration and Social Affairs (APAS)
- Justice and Security (JYS)

Graph 1. Projects presented/awarded by area



The FIIAPP's success rate (projects presented vs. awarded) was **33%**.

Below we include a presentation of the activities in each area in 2014.



9.1. Economic Development and Environment (DEMA)

In 2014, this area managed 28 projects, 24 of which were Twinnings, 3 Technical Assistance projects, and 1 Delegated Cooperation project in Cuba.

The DEMA area of the FIIAPP manages projects in the following sectors:

- Visibility and communication policies
- Green Economy: Climate change, energy, agriculture and fisheries
- Economy and public finance

The overall data from the area in terms of new projects awarded in 2014 and economic results in the financial year are shown in the following tables.

Table 1. New projects awarded in 2014 in the DEMA area

Sector	Projects awarded	Total (*)
Visibility and Communication Policies	1	1.2
Green Economy: Climate Change, Energy, Agriculture and Fisheries.	2	2.15
Economy and public finance	3	2.2
TOTAL	6	3,425

(*) In millions of euros

Table 2. Economic data on execution and results in the DEMA area

31/12/2014	Projects
Income	7,352,068.86
Expenditure	5,736,341.04
Result	1,615,727.82

The area manages projects implemented through public institutions related to the aforementioned sphere of action. In 2014, it collaborated with the Spanish and foreign public institutions and private-sector actors shown in the following tables:



Table 3. Spanish DEMA partners 2014

General State Administration	
Ministry of Agriculture, Food and the Environment	Directorate-General of Environmental Quality and Assessment Júcar River Basin Authority Spanish Meteorology Agency (AEMET) Directorate-General of Water Centre for Public Works Studies and Experimentation (CEDEX) Empresa de Transformación Agraria TRAGSA Information and Food Control Agency (AICA)
Ministry of Public Works	Secretariat of State for Infrastructure, Transport and Housing Directorate-General of Railways. State Air Safety Agency (AESAs) Railway Regulation Committee Administrator of Railway Infrastructures (ADIF) RENFE Operadora Spanish Railway Foundation (FFE) State Land Transport Infrastructure Company (SEITT)
Ministry of Industry, Tourism and Commerce	Institute for Energy Diversification and Conservation (IDAE) Spanish Patent and Trademarks Office (OEPM)
Ministry of Economy and Competition	National Statistics Institutes (INE) Spanish Foreign Trade Institute (ICEX) Invest in Spain Secretariat of State for Commerce Centre for Industrial Technological Development (CDTI)
Ministry of Finance and Public Administrations	State Tax Administration Agency (AEAT) Department of Customs and Special Taxes General State Comptroller (IGAE) Institute for Tax Studies (IEF)
Ministry of Science and Innovation	Spanish National Research Council (CSIC)
Ministry of Defence	National Institute of Aerospace Technology (INTA)
Other Public Bodies and Institutions	
Court of Auditors University of the Balearic Islands Autonomous University of Barcelona School of Industrial Organisation National Commission on Markets and Competition (CNMC) VAERSA	
Autonomous Communities	
Regional Government of Galicia	General Secretariat of Environmental Quality and Assessment
Regional Government of Valencia	DG of Environmental Quality of the Valencian Regional Government
Private entities	
Spanish Electrical Network (REE) Asesores de Comercio Exterior (ACE) Sistemas Avanzados de Tecnología, S.A. (SATEC) Spanish Association for Standardisation and Certification (AENOR) Desarrollo y Sistemas Informáticos Canarios, S.L. DEVSTAT S.L. Tornos Abogados, S.L.P.	

Table 4. Foreign partners 2014

Europe		
Country	Public institutions	Private institutions
Belgium		TRANSTEC
Bulgaria	Bulgarian Standardisation Institute (BDS)	
Cyprus		HCL Consultants
Denmark	Danish Patent and Trademarks Office (DKPTO)	Danish Technological Institute (DTI)
Estonia	Supreme AUDIT INSTITUTION OF ESTONIA	
France	Ministry of Economy and Finance. Directorate-General of Competition, Industry and Services (DGCIS) Directorate General for Enterprise (DGE) Expertise France Ministry of Economy, Budget and Sustainable Development (ADETEF) Ministry of Ecology, Energy, Sustainable Development and the Sea International Water Office	EGIS BDPA
Germany	German Standardisation Institute (DIN) Federal Ministry for the Environment, Nature Conservation and Nuclear Security	Institut Public Sector GmbH (ICON)
Greece		HCL Consultants
Italy	Authority for Guaranteeing Communications (AGCOM) Istituto Nazionale di Statistica (ISTAT) FORMEZ	
Lithuania	Public Service Companies Commission (SPRK)	
Netherlands	Ministry of Infrastructure and the Environment. Directorate-General for the Environment. The Netherlands Court of Audit	
Poland	Ministry of Transport, Construction and Maritime Economy	
Portugal		CESO CI International, S.A
Romania	National Institute for Hydrology and Water Management	
United Kingdom		Charles Kendall & Partners (CKP) British Standards Institution (BSI)
Sweden	Swedish Mail and Telecommunications Agency (PTS), Air Navigation Services (LFV) International Swedish Institute for Public Administration (SIPU)	
International bodies		
	Economic Commission for Latin America and the Caribbean (ECLAC) Organisation for Economic Co-operation and Development (OECD)	

9.2. Public Administration and Social Affairs (APAS)

In 2014, this area managed 20 projects, 9 of which were Twinnings, 8 Technical Assistance projects, 2 grants, and 1 Framework Contract.

The APAS area of the FIIAPP in 2014 managed regional projects and programmes in the following sectors:

- Governance and Modernisation of Public Administrations
- Social Policies and Rights
- Migration and Mobility

The overall data from the area in terms of new projects awarded in 2014 and economic results in the financial year are shown in the following tables:

Table 1. New projects awarded in 2014 in the APAS area

Sector	2014 Awards			Total budget for the projects (*)		
	TW	Other tenders	Total	TW	Other tenders	Total
Governance and Modernisation of Public Administrations	0	2	2	0	1.3	1.3
Social Policies and Rights	1	2	3	0.9	28.8	29.7
Migration and Mobility	0	0	0	0	0	0
TOTAL	1	4	5	0.9	30.1	31

(*) In millions of euros

Table 2. Economic data on execution and results in the APAS area

31/12/2014	Projects
Income	3,805,842.02
Expenditure	3,566,377.05
Result	239,464.97

The area manages projects implemented through public institutions related to the aforementioned sphere of action. In 2014, it collaborated with the Spanish and foreign public institutions and private-sector actors shown in the following tables:

Table 3. Spanish APAS partners 2014

General State Administration	
Ministry of the Presidency	Official State Gazette (BOE) Centre for Political and Constitutional Studies (CEPC)
Ministry of Finance and Public Administrations	National Institute of Public Administration (INAP)
Ministry of Health, Social Services and Equality	Directorate-General for the National Plan on Drugs (DGPNSD) Directorate-General for Policies to Support Disability National School of Health (ENS) Spanish Foundation for International Cooperation, Health and Social Policy (FCSAI) National Institute for Health Management (INGESA)
Ministry of Labour, Employment and Social Security	Secretariat-General of Immigration and Emigration Directorate-General of Legal Services of the Social Security Administration National Social Security Institute (INSS) Secretariat of State for Social Security
Ministry of Foreign Affairs and Cooperation	Spanish Agency for International Cooperation for Development (AECID) Directorate-General of Spaniards Abroad and Consular and Migratory Affairs Human Rights Office
Ministry of Education, Culture and Sport	Sub-Directorate General of Intellectual Property National Educational Evaluation Institute (INEE)
Ministry of the Interior	Sub-Directorate General of International Relations, Immigration and Foreign Residents Anti-Terrorism and Organised Crime Intelligence Centre (CITCO) International Protection Office Secretariat of State for Security
Other Public Bodies and Institutions	
Ombudsman Senate Congress National Transplant Organisation (ONT)	
Autonomous Communities	
Basque Region	Basque Employment Service (Lanbide)
Community of Castilla-La Mancha	Castilla-La Mancha Health Service (SESCAM) Health Council
Community of Castilla and León	Agriculture and Livestock Council
Community of Madrid	Madrid Health Service (SERMAS) INGESA - National Institute for Health Management
Regional Government of Catalonia	Hospital Clínic -Barcelona Catalonian Transplant Organisation (OCATT) Blood and Tissue Bank (BST)

Local entities

City Hall of Reus

Private entities

BBA Consultores
CIDEAL Foundation
Donation and Transplant Institute (IDT)
ONCE Foundation
Secretariat for the Roma People



Table 4. Foreign APAS partners 2014

Europe		
Country	Public institutions	Private institutions
Austria	Agency for European Integration and Economic Development (AEI) Ludwig Boltzmann Institute of Human Rights (BIM)	ATC Consultants Centre for Public Reforms (CPR)
Belgium	Belgian Development Agency Federal Public Services Social Security (FPS Social Security)	IBF
Czech Republic	Ministry of Labour and Social Affairs	
Denmark		NCG Consulting Group NIRAS
France	General Economic and Financial Control Service (CEGEF) of the Ministry of Economic Affairs, Finance and Industry Agence Française d'Expertise Technique Internationale (Expertise France) National School of Administration (ENA) Secretariat-General of the French Government CIVIPOL ADETEF ADECRI Agence de la Biomédecine Le Défenseur des droits (Ombudsman) Direction de la Sécurité Civile française (DSC) Mission Interministérielle de Lutte Contre les Drogues et les Conduites Addictives (MILDT) Public Interest Grouping Justice Coopération Internationale Office Français de l'Immigration et de l'Intégration (OFFI)	
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Gesellschaft für Versicherungswissenschaft und -gestaltung e.V (GVG) Federal Ministry of Agriculture, Food and Consumer Protection	ICON Institute
Italy	National Transplant Institute (INT) Centro Servizi, assistenza, studi e formazione per l'ammodernamento delle P.A. (FORMEZ P.A.) Istituto Nazionale Previdenza Sociale (INPS) National School of Administration (NSA)	Lattanzio e Associati S.p.A.
Netherlands	VNG International	European Consulting for Developing Countries (ECFDC)
Poland	National Police Investigation Headquarters (PCB) Ministry of Labour and Social Policy (MPIPS)	
Portugal	National Institute of Administration (INA) Serviço de Intervenção nos Comportamentos Aditivos e nas Dependências (SICAD) Instituto da Droga e da Toxicodependência (IDT)	CESO CI Consultores Internacionais

Romania	National Anti-Drug Agency (ANA) Ministry of Labour, Family, Social Protection and Elderly (MoLFSPE)	
Slovenia	Euro-Mediterranean University (EMUNI UNIVERSITY).	
United Kingdom		Crown Agents The IDL Group
Other regions		
Country	Public institutions	Private institutions
Argentina	Secretariat of Programming for the Prevention of Drug Addiction and the Fight Against Drug Trafficking (SEDRONAR)	
Australia		Coffey
Chile	National Service for the Prevention and Rehabilitation of Drug and Alcohol Consumption (SENDA)	
Colombia	Directorate of Anti-Drug Policy and Related Activities. Ministry of Justice and Law	
Costa Rica	Costa Rican Drug Institute (ICD)	
Ecuador	National Council on Control of Narcotic and Psychoactive Drugs (CONSEP)	
Mexico	National Council to Fight Addictions (CONADIC)	
Nicaragua	Ministry of the Labour	
Peru	National Commission for Development and Life Without Drugs (DEVIDA)	
United States of America		Montgomery Watson Harza (MWH)
Uruguay	National Drug Board (JND)	

Table 5. International APAS Partner Entities and Bodies 2014

International Organization for Migration (IOM)

International Society Security Organisation (OISS)

Pan American Health Organization (PAHO)

CARICOM

Andean Community (CAN)

International Civil Defence Organization / Organisation Internationale de la Protection Civile (ICDO)

International Centre for Migration Policy Development (ICMPD)

International Drug Policy Consortium (IDPC)

European Drug and Drug Addiction Observatory (OEDT)

International Labour Organization (ILO)

Ibero-American Network of Drug-Addiction NGOs (RIOD)

Inter American Commission for Drug Abuse Control (CICAD)

Ministry of Labour, Employment and Social Security, Bolivia

Ministry of Labour and Employment, Brazil

Ministry of Justice – Directorate of Immigration, Brazil

Ministry of Foreign Relations, Chile

Ministry of the Interior and Public Security, Chile

Ministry of Foreign Relations, Colombia

Ministry of the Labour, Colombia

Directorate-General of Migration and Immigration, Costa Rica

Ministry of Foreign Relations, Cuba

National Secretariat of Migration (SENAMI), Ecuador

National Council on Migration Services of Guatemala (CONAMIGUA)

Ministry of Foreign Relations, Guatemala

Ministry of Labour and Social Security, Guatemala

National Institute of Migration, Mexico

Secretariat of Foreign Relations, Mexico

Ministry of Labour and Social Security, Mexico

Ministry of the Labour, Nicaragua

Ministry of Education, Peru

Ministry of Foreign Relations, Peru

Ministry of Labour and Employment, Peru

Ministry of Labour, Dominican Republic

Ministry of Labour and Social Security, Uruguay

International Training Centre of the International Labour Organization (ITC-ILO)

9.3. Security and Justice

In 2014, this area managed 43 projects, 6 of which were Twinnings (TW), 36 EU or BM Technical Assistance projects, and 1 Delegated Cooperation project.

The Security and Justice area of the FIIAPP manages projects in the following working areas:

- Security and Fight Against Organised Crime
- Justice and Transparency

The overall data from the area in terms of new projects awarded in 2014 and economic results in the financial year are shown in the following tables.

Table 1. New projects awarded in 2014 in the Security and Justice area

Sector	2014 Awards				Total budget for the projects (*)			
	TW	Other tenders	Other	Total	TW	Other tenders	Other	Total
Security and Fight Against Organised Crime	2	8	1	11	1.5	7.3	2.8	11.6
Justice and Transparency	1	3	1	5	1.6	2.8	7.5	11.9
TOTAL	3	11	2	16	3.1	10.1	10.3	23.5

(*) In millions of euros

Table 2. Economic data on execution and results in the Security and Justice area

31/12/2014	Projects
Income	9,533,555.45
Expenditure	8,190,062.75
Result	1,343,492.70

The area manages projects implemented through public institutions related to the aforementioned sphere of action, mainly the Ministry of Interior, Ministry of Defence, Ministry of Justice, Office of the Attorney General, and the General Council of the Judiciary.

Table 3. Spanish Security and Justice partners 2014

General State Administration	
Ministry of the Interior	Directorate-General of the Civil Guard Directorate-General of the Police Secretariat of State for Security Directorate-General of Traffic
Ministry of Justice	Directorate-General of International Legal Cooperation and Relations with Other Faiths Centre for Legal Studies
Other Public Bodies and Institutions	
General Council of the Judiciary (CGPJ) Office of the Attorney General Carlos III Public Health Institute	
Public entities	
Systems Engineering for Defence (ISDEFE)	
Private entities	
Economic and Technological Development Distance Learning Centre Foundation (CEDDET) EVERIS Spanish Association for Standardisation and Certification (AENOR)	



Photo: British police officers.

Table 4. Foreign Security and Justice partners 2014

Europe		
Country	Public institutions	Private institutions
Czech Republic	Department of Police Education Training and Police Colleges Czech Republic Customs	
France	CIVIPOL France Expertise International (FEI) Assistance au Développement des Échanges en Technologies Économiques et Financières (ADETEF) Justice Coopération Internationale (JCI) Division de Coopération Internationale (DCI), Ministère de l'Intérieur.	
Germany	Federal Criminal Investigation Office (BKA)	GFA Consulting Group
Hungary	Ministry of Justice	
Italy	FORMIT Guardia di Finanza Agenzia delle Dogane e dei Monopoli	
Netherlands	Ministry of Security and Justice (MINVEJ)	
Poland	Military Institute of Hygiene and Epidemiology (MIHE)	
Portugal	Judicial Police	
Serbia	High Judicial Council and the State Prosecutorial Council	Alternative Consulting & Artefact
Sweden	University of Sweden (UMEA)	
United Kingdom	Sustainable Criminal Justice Solutions (SCJS) National Crime Agency (NCA) Crown Prosecution Service (CPS) British Council	
Other regions		
Colombia	Secretariat of Transparency	EVERIS Colombia
Guatemala		Agroconsulting ARCA

Table 5. International Security and Justice Partner Entities and Bodies 2014

Centre for Justice Studies of the Americas (CEJA)
Conference of Ministries of Justice of the Ibero-American Countries (COMJIB)
International Centre for Migration Policy Development (ICMPD)
Association for Development, Education, Law, Training, Art and Security (ADELFAS)



10. Cross-Cutting Units

10.1. Innovation and Strategy Area

The FIIAPP Statutes entrust to the Foundation the mission of contributing to improving the institutional framework of the countries in which it works through advising projects with public administrations, studies on public administrations and policies (R&D+i), as well as through training of civil servants and political leaders.

Its activity is determined to a significant extent on the evolution taking place in the world of cooperation at the Spanish, European and international level. As an instrument at the service of the AGE and part of the cooperation system, it should strengthen its profile in terms of the main conditioning factors: the Spanish Cooperation Fourth Master Plan, the EU Programme for Change (as the "programmatic" basis under rubric 4 "A Global Europe" of the 2014-2020 financial framework and the new financing instruments), and the international development effectiveness agenda (Busan Global Partnerships, etc.). At the financial level, the Foundation's activity is conditioned by a gradual reduction of monetary contributions, resulting in a need for greater coverage of indirect costs and better cash flow forecasting, in addition to excessive dependence on community funds.

The Innovation and Strategy area was created in 2014 to systematise the positioning of the FIIAPP in this framework and to contribute, jointly with the Management Team, area management, the Antennas and Special Programmes, to making the Foundation a key actor in the action areas in which it has proven experience. From a strategic vision, it must identify new funding sources and develop an independent profile for the FIIAPP in its action areas and in methodological approaches such as twinning, evaluation and results-based management. It must lead the change from being an operator at the service of the administration to being an independent actor aligned with the policies of the State.

Over the course of 2014, the following results were achieved:

- Design and definition of the contents for the new institutional presentation
- Definition of an action framework for the Foundation
- Strengths, weaknesses, opportunities and threats (SWOT) analysis of the Foundation
- Adoption of a [2015 Annual Operating Programme](#)
- Systematisation of monitoring of the committees that manage the EU's external action funding instruments
- Support for the National Twinning Contact Point of the MAEC in the monitoring and definition of the Spanish position on reform of the programme proposed by the European Commission
- Coordination of activities with the Brussels office and the Turkish antenna
- Launch of a periodic internal newsletter with news of the EU
- Systematisation of information on information sources for projects

10.2. Information and Special Programmes Area

The Information and Special Programmes area is responsible for supporting management in driving and monitoring institutional and cooperation relationships with Spanish public- and private-sector bodies and institutions in the interest of fulfilling the general purposes of the Foundation. It was created in 2014 to ensure excellence in the management of projects and activities financed by the AGE and attached agencies.

The Spanish Agency for International Cooperation for Development (AECID) makes a monetary contribution to the FIIAPP for international cooperation activities in the sphere of governance. These are always projects that follow the FIIAPP's strategic objectives while aligning with and complementing Spanish cooperation policy. The total amount of the contribution for 2014 for activities was €2,121,457. Nonetheless, some of the projects implemented in 2014 still correspond to the Monetary Contributions of 2012 and 2013.

In 2014, identification, formulation and implementation of large-scale regional programmes in specific areas such as **culture and development or inclusive policies** were boosted:

- **ACERCA Programme:** managed since 2014 in collaboration with FIIAPP-AECID, this is a programme that contributes to facilitating processes for creation and improvement of cultural agents and professionals within the framework of development cooperation.
- **APIA Programme** this contributes to ensuring that the growth of Sub-Saharan African countries is inclusive and equitable, to the benefit of all citizens. To do this, APIA supports local processes of public policy formulation and monitoring, with special emphasis on the participation of civil society.
- And in collaboration with the **Office of Humanitarian Aid**, the FIIAPP supports the **Philippine Department of Health in disaster preparedness and response**, addressing the basic and immediate needs of the population and promoting their rights.

Similarly, the main programmes and projects that have continued to be financed with monetary contribution funds were:

- The **MASAR Programme:** a programme that supports democratic governance processes in the Arab world.
- Programme for **Design and Management of Evaluation of Cooperation Projects**, which addresses the objective of “development and design and implementation of evaluation instruments for international cooperation” established in the FIIAPP Statutes.
- Procurement of **services for the design and implementation of online training activities in Latin American Public Administrations**, which has been focused on the organisation of online training courses and advising for the implementation of online training units in the participating entities.

- **Programme to support the Gambia Tourism and Hospitality Institute (GTHI)** with the objective of converting this entity into a benchmark for training and provision of quality services in the region.

The Information and Special Programmes area is responsible for disseminating the work of the FIIAPP at conferences in cooperation forums with the Spanish Self-Governing Communities and with universities for the purpose of promoting the participation of same in the Foundation's projects.

The department has collaborated with other entities in highlighting the work of:

Spanish Entities

Public Entities	
General State Administration	
Ministry of Finance and Public Administrations	<ul style="list-style-type: none"> • State Tax Administration Agency • Institute for Tax Studies
Ministry of Economy and Competition	<ul style="list-style-type: none"> • National Statistics Institute
Ministry of Foreign Affairs	<ul style="list-style-type: none"> • Office of Human Rights
Ministry of Health, Social Services and Equality	<ul style="list-style-type: none"> • Directorate-General for Equal Opportunity
Ministry of Defence	<ul style="list-style-type: none"> • Aerospace Technical Institute
Autonomous Communities	
<ul style="list-style-type: none"> • Andalusia • Aragón • Balearic Islands • Basque Region • Canary Islands • Cantabria • Castilla and León • Castilla- La Mancha • Catalonia • Ceuta • Community of Madrid • Community of Navarre • Community of Valencia • Extremadura • Galicia • La Rioja • Melilla • Principality of Asturias • Region of Murcia 	
Universities	
Complutense University of Madrid	
Autonomous University of Madrid	
Polytechnic University of Madrid	

Private entities
Foundations
Economic and Technological Development Distance Learning Centre Foundation (CEDDET)
Spanish Law Society Foundation
CODESPA Foundation
University
San Pablo CEU

Foreign Entities

Public Entities	
AFRICA	
Economic Community of West African States (ECOWAS)	
African Union – New Partnership for Africa’s Development (NEPAD)	
Angola	<ul style="list-style-type: none"> National Library
Mozambique	<ul style="list-style-type: none"> Ministry of Foreign Affairs Ministry of Culture Eduardo Mondlane University
Niger	<ul style="list-style-type: none"> Ministry of Culture and Youth
Senegal	<ul style="list-style-type: none"> Ministry of Culture
ASIA	
Philippines	<ul style="list-style-type: none"> Ministry of Health
EUROPE	
France	<ul style="list-style-type: none"> Organisation for Economic Co-operation and Development (OECD)
Germany	<ul style="list-style-type: none"> Cervantes Institute of Berlin
LATIN AMERICA	
El Salvador	<ul style="list-style-type: none"> National Anthropology Museum Academy of History
Guatemala	<ul style="list-style-type: none"> University of San Carlos
Honduras	<ul style="list-style-type: none"> National Autonomous University
Nicaragua	<ul style="list-style-type: none"> Institute of Culture
Panama	<ul style="list-style-type: none"> University of Architecture

Private Entities	
AFRICA	
Gambia	<ul style="list-style-type: none">• Gambia Tourism and Hospitality Institute (GTHI)
Morocco	<ul style="list-style-type: none">• Specialised Film and Audio-Visual Institute• Cinematographic Centre• European Union National Institutes for Culture (EUNIC)
Niger	<ul style="list-style-type: none">• National Cinematography Centre
EUROPE	
Germany	<ul style="list-style-type: none">• Goethe Institute



10.3. Programme for design and management of evaluation of cooperation projects

The objective of the programme is the design, monitoring and direct implementation by FIIAPP of the Spanish Cooperation Evaluation Plan. The programme includes activities for evaluation of cooperation projects and support for institutions in carrying out evaluations of public policies.

Evaluations managed (Spanish Cooperation Two-Year Evaluation Plan):

- Institutional Strengthening of the Government of the Province of Cape Delgado, (PFICD) Mozambique
- Programme to Support the Regional Development Agencies of Senegal
- Systematisation and Identification of Best Practices in Spanish Cooperation with Indigenous Peoples and Afro-Descendant Population
- Heritage for Development Programme
- Haiti Country Programme 2008-2012
- Programme of Support for Moroccan Industrial Technological Centres (ITCs).

Evaluations of FIIAPP interventions:

- Support for Accounting and Tax Support Centres (NAF), Mexico and Brazil
- Tax Education Programme, El Salvador
- Design of impact evaluation of the project Support for Jordan's National Electric Power Company (NEPCO)

Support for Institutionalisation of Evaluation in Latin America (with EUROsociAL).



11. Antennas in Brussels and Turkey

11.1. FIIAPP Antenna Activities in Brussels 2014

During 2014, the FIIAPP Antenna in Brussels undertook diverse activities aimed at meeting the following objectives:

On the one hand, in order to **increase the FIIAPP's institutional presence** before the European Commission and other bodies, the Antenna acted as a contact point with institutions in Brussels. To do this, regular meetings were held with the European Commission and with the European External Action Service, the European Parliament, the embassies of EU member countries, as well as with other key European actors for the activities of the Foundation. Moreover, it participated in meetings, events and activities with the main FIIAPP partners in Brussels and the Spanish Government's representation.

On the other hand, the Antenna carried out the important work of **supporting the actions of the FIIAPP's Public Technical Assistance areas** through early identification of opportunities to develop projects in order to plan for implementation of the activities: monitoring of new priorities and trends in European cooperation, and procedural modifications by the European Commission; identification of potential partners and formation of consortiums; and support to teams in the implementation of projects, particularly in their activities in Brussels.

Moreover, the FIIAPP Antenna in Brussels was responsible for supporting the **FIIAPP'S participation in European networks** of cooperation agencies. To this purpose, it monitored the projects of the EUNIDA network implemented by the FIIAPP and participated in activities related to the network's reform process. Lastly, the Antenna participated in working groups and thematic meetings of the Practitioners' Network, which the FIIAPP formally joined in 2014.



11.2. FIIAPP Antenna Activities in Turkey 2014

Most of the FIIAPP's activities in Turkey were basically financed with European Commission funds. To date, the FIIAPP has managed 11 twinning projects in Turkey. In 2014, the following projects were active:

1. Improving capacities of law enforcement offices
2. Capacity Building on Water Quality Monitoring
3. Control of Ship-Sourced Emissions
4. Strengthened market surveillance for ICT Sector
5. Support to Establishment of Ombudsman Institution in Turkey

As a priority country for European pre-accession policy and an important partner for Spain, the FIIAPP maintains a Turkish antenna to facilitate the participation of the AGE in public technical cooperation projects managed by the FIIAPP. Therefore the objective of the Antenna is to strengthen the external visibility of the FIIAPP before the EU Delegation in Turkey, the Turkish Public Administration and before other international bodies and institutions (both potential partners and funding sources), and to contribute to improving the coordination and effectiveness of the Foundation's actions. In addition, it follows the activities of the Foundation within the framework of cooperation projects in pre-accession and Eastern Neighbourhood countries.





12. Programmes with special importance

12.1. EUROsociAL II

Budget: €40,000,000.

Beneficiaries: all Latin American countries.

Partners: Spain and coordinating partners in France, Italy, Germany, Brazil, Colombia and the SICA, in addition to over 40 operational partners in the EU and Latin America.

EUROsociAL is a regional cooperation programme of the European Union with Latin America that facilitates the **Euro-Latin American dialogue on public policies for social cohesion**. It supports reforms and effective changes in national policies that affect and improve the lives of citizens through **experience exchanges and advising peer-to-peer basis** between counterpart public institutions. The programme has earned prestige in Latin America and has a recognised “brand” image.

Main results:

- Nearly 10,000 senior officials, civil servants and experts from 1,200 institutions have participated.
- 746 deliverables (publications, protocols, etc.).
- The programme has successfully broken with the project-based cooperation logic to implement a more modern type of cooperation appropriate for middle-income countries: provide support for changes in public policies through “peer-to-peer” assistance, which means a more horizontal type of cooperation, based on an exchange of knowledge and experiences.
- The programme has achieved specific results that contribute to effective change in its different public policy areas: social policies, tax policy, governance, and justice.
 - New regulatory frameworks for transparency (e.g. Colombia).
 - More and better employment services (e.g. Peru)



12. Programmes with special importance

- Common regional models (e.g. for the policy for reintegration of prison inmates)
- Creation of Houses of Rights (e.g. Brazil) and comprehensive attention to victims of gender violence (e.g. Honduras)
- Better tax agencies (e.g. Mexico)
- Design of regional development policies (e.g. Costa Rica)

In particular, **Spain has contributed the thinking, expertise and experience of 83 institutions** to Latin America for models of employments services or professional qualification systems, social reintegration of prison inmates, tax administration models, regional development policies and comprehensive models of treatment for gender violence, among others. Together the Spanish partners and Ibero-American institutions have executed 53% of the programme.

Table 1. Thematic Macro-Areas, coordinating and operational partners of the EUROsociAL II Programme

Thematic Macro-Areas	Coordinating Partner (EU)	Main Operational Partners active in 2014
Social policies: Education, Employment; Social Protection; and Health	Istituto Italo Latino Americano – IILA (Italia) FIIAPP (Spain) (Health)	<ul style="list-style-type: none"> • Organization of Ibero-American States (OEI) • Agence pour le Développement et la Coordination des Relations Internationales (ADECRI) – France • Centre for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC) – Argentina • Comitato Internazionale per lo Sviluppo dei Popoli (CISP), Italy • Italia Lavoro – Italy • Spanish Foundation for International Cooperation, Health and Social Policy (FCSAI) – Spain • Instituto Superiore Sanità (INSS) – Italy
Public finance	FIIAPP (Spain)	<ul style="list-style-type: none"> • State Tax Administration Agency (AEAT) – Spain • Inter-American Centre for Tax Administrations (CIAT) • Institute for Tax Studies (IEF) – Spain • Ministry of Finance – El Salvador
Governance: Transparency and Combating Corruption; Social Dialogue and Decentralisation	FIAPP (Spain)	<ul style="list-style-type: none"> • Economic and Technological Development Distance Learning Centre Foundation (CEDDET) – Spain • Economic and Social Council (CES) – Spain • Centro servizi, assistenza, studi e formazione per l’ammodernamento delle P.A. (FORMEZ) – Italy • Netherlands Development Organisation (SNV) – Netherlands
Justice and Security	France Expertise Internationale (FEI) – France	<ul style="list-style-type: none"> • International Development Law Organization (IDLO) • Conference of Ministries of Justice of the Ibero-American Countries (COMJIB) • Justice Cooperation Internationale (JCI) – France • General Council of the Judiciary (CGPJ) – Spain • Spanish Law Society Foundation (FCGAE) – Spain • European Forum for Urban Security (EFUS) • International Juvenile Justice Observatory (IJJJ)

The FIIAPP, as the leader of the Consortium and the party with ultimate responsibility for the entire Programme, exercises management and general coordination of same and performs the **cross-cutting and horizontal functions** (those not linked to specific thematic areas) agreed upon by the CPC.

In 2014 it made a special effort in the area of **knowledge management**. All of this materialised in the [update of the website](#) and in the electronic synthesis document “Getting to Know EUROsociAL”, which incorporates communication fiches for each action, by action, country and result; as well as the Programme's approach to sectoral themes (gender, youth, vulnerable groups, South-South cooperation, coordination of stakeholders, complementarity, etc.). The growing number of publications prepared and published in the Programme's collections should also be noted: 9 studies, 16 working documents and 16 policy documents (mainly action protocols in the area of access to justice). This entire chapter of knowledge management represents an important pool of knowledge for the FIIAPP.

Two important activities for the Programme were also organised. In March, a visibility conference was held in Brussels, with the participation of intellectuals, political leaders, civil servants and cooperation professionals from Europe and Latin America, which demonstrated not only how EUROsociAL has become the flagship programme of the European Union for social cohesion in Latin America but also how its innovative approach is serving as an example of a new mode of cooperation that will guide EU regional cooperation in coming years. In July the Second Programme Conference was held in Antigua (Guatemala), bringing together the main stakeholders and serving as an umbrella for various seminars on different thematic areas of the Programme with the common thread of quality of spending.

Moreover, the FIIAPP acts as the coordinating partner, at the FEI or IILA level, with responsibility for the areas of Public Finance, Democratic Governance (which, in turn, includes the Social Dialogue, Democratic Institutions and Decentralisation working lines) and Health.

12.2. COPOLAD

Budget: €6,580,000.

Beneficiaries: all Latin American countries.

Partners: Spain (Government Delegation for the National Plan on Drugs, Anti-Terrorism and Organised Crime Intelligence Centre), Germany, France, Portugal, Argentina, Brazil, Chile, Colombia, Peru, Uruguay. Various Latin American sectoral bodies are collaborating, in addition to multi-lateral agencies (CICAD-OAS and PAHO-WHO).

COPOLAD is a cooperation programme between the EU and Latin America aimed at **improving the impact of drug policies**. It supports the **bi-regional dialogue** on the Coordination and Cooperation Mechanism on Drugs between the EU and Latin America and the Caribbean (CCM), strengthens the **National Drug Observatories**, and arranges training and exchanges on policies for **reducing demand** (alternatives to prison sentences) **and supply** (precursors, alternative development).

Main results:

- Creation of virtual systems of coordination and permanent dialogue between CELAC-EU Mechanism stakeholders.
- Consolidation and creation of National Drug Observatories, establishment and start-up of National Early Warning Systems, design of action protocols and methods for collecting indicators that enable data comparison between countries.
- Creation of the Ibero-American Library on Drugs and Addiction (BIDA).
- Quality and evidence-based standards for demand-reduction programmes in the areas of prevention, treatment, harm reduction and social integration.
- Online directories of centres and treatment services.
- Guides to best practices in priority areas for inclusion in public policies.
- Manuals on planning and evaluation of local demand-reduction and alternative development programmes.





13. Agreements signed in 2014

13.1. Entities with which collaboration agreements were signed in 2014

ECDC European Centre for Disease Prevention and Control

AESA Spanish Aviation Safety and Security Agency

ICMPD International Center for Migration Policy Development

SENASA Services and Studies for Air Navigation and Aeronautical Safety

ADIF Administrator of Railway Infrastructures

AENOR Spanish Standards and Certification Association

CSIC Spanish National Research Council

CNMC National Commission on Markets and Competition

TC Court of Auditors

REE Spanish Electrical Network

AECID Spanish Agency for International Cooperation for Development

OECD Organisation for Economic Cooperation and Development

SGCID Secretariat-General for International Development Cooperation

CEU CEU San Pablo University

CODESPA Codespa Foundation



Collaboration agreement between the Secretariat of State for International Cooperation and for Ibero-America (through the Secretariat-General for International Development Cooperation) and the FIIAPP

On 31st May 2013 the Agreement between the Secretariat of State for International Cooperation (Secretariat-General for International Development Cooperation, hereinafter SGCID) and the FIIAPP which regulates the conditions of the nominative subsidy granted to the Foundation in the amount of 600,000 euros, initially valid until 31st December 2013, which, by means of an agreement between the parties on 23rd December of the same year, was extended to 31st July 2014. In addition, on 14th July 2014 a new agreement was signed between the SGCID and the FIIAPP, regulating the conditions of the nominative subsidy granted to the Foundation in the amount of 600,000 euros for the period from 1st August to 31st December 2014.

The agreements aim to establish a collaboration framework for the development of all activities in the areas of planning, aid effectiveness and quality; Spanish participation in the EU and in multilateral bodies; statistics and monitoring of Official Development Aid; and participation and social communication. Specifically, the activities to be undertaken within the framework of the agreements are:

■ LINE 1: PLANNING AND AID EFFECTIVENESS

- Aid effectiveness and geographical planning: activities aimed at supporting the geographic planning processes defined in the 2013-2016 Master Plan.
- Aid effectiveness and quality: activities aimed at monitoring the measures adopted by Spanish Cooperation to ensure aid effectiveness.

■ LINE 2: PLANNING AND MONITORING OF DEVELOPMENT POLICIES

- In the governance and human rights theme: technical support for document preparation and processing; development and systematisation of international meetings referring to the international governance and human rights agenda.
- In the inclusive economic growth theme: monitoring of the development financing agenda; innovating financing and external debt; and activities aimed at promoting the innovation and participation of the private sector in the development agenda.
- In the environment, rural development and food security theme: environmental sustainability and climate change, and food security.
- In the social policies and equality policies theme: gender and development.

■ LINE 3: MONITORING OF OFFICIAL DEVELOPMENT AID IN SPAIN

- Collection, analysis and monitoring of Spanish Official Development Aid and Non-ODA.
- Strategic planning.
- Reform of the *Info@OD* information system.
- Monitoring of transparency initiatives in development cooperation.





14. Economic results

BALANCE SHEET. As of 31st December 2014 and 2013 (expressed in euros)

International and Ibero-American Foundation for Administration and Public Policies

ASSETS	Report Notes	2014	2013
A) NON-CURRENT ASSETS		32,690,394.76	13,182,952.80
I. Intangible assets	6	40,502.67	56,249.85
2. Right-of-use assets		6,913.79	12,692.40
3. Patents, licenses, trademarks and similar		3,347.51	6,783.68
5. Computer applications		30,241.37	36,773.77
III. Tangible fixed assets	5	323,390.44	311,542.02
1. Land and buildings		30,101.92	39,265.50
2. Technical installations and other tangible fixed assets		282,851.85	272,276.52
3. Fixed assets under construction		10,436.67	0
VI. Long-term financial investments	8	74,482.54	65,600.72
5. Other financial assets		74,482.54	65,600.72
VIII. Non-current commercial debtors	8-9	32,252,019.11	12,749,560.21
B) CURRENT ASSETS		87,889,703.79	89,348,165.02
IV. Trade and other receivables	8-9	51,306,831.74	56,946,348.49
1. Trade receivables for sales and services		531,910.65	205,897.11
3. Sundry debtors		1,753,277.82	1,274,847.70
4. Personnel		118,514.58	56,901.59
6. Other credits with Public Administrations		48,903,128.69	55,408,702.09
VI. Current investments	8	6,241,483.62	6,123,917.14
3. Debt securities		1,606,487.59	203,575.69
5. Other financial assets		4,634,996.03	5,920,341.45
VII. Pre-payments for current assets		82,084.52	103,408.88
VIII. Cash and cash equivalents		30,259,303.91	26,174,490.51
1. Cash		30,259,303.91	26,174,490.51
TOTAL ASSETS (A + B)		120,580,098.55	102,531,117.82

BALANCE SHEET. As of 31st December 2014 and 2013 (expressed in euros) (continued)

International and Ibero-American Foundation for Administration and Public Policies

EQUITY AND LIABILITIES	Report Notes	2014	2013
A) A) TOTAL EQUITY		15,812,495.92	15,089,240.34
A-1) Capital and reserves	11	15,749,652.22	15,021,116.16
I. Foundation reserve/Social fund		189,638.87	189,638.87
1. Foundation reserve/Social fund		189,638.87	189,638.87
II. Reserves	11	14,831,477.29	13,089,758.66
2. Other reserves		14,831,477.29	13,089,758.66
IV. Surplus for the year	3	728,536.06	1,741,718.63
A-3) Grants, donations and bequests received	11-14	62,843.70	68,124.18
I. Grants		62,843.70	68,124.18
B) NON-CURRENT LIABILITIES		39,727,778.56	15,312,497.31
I. Long-Term Provisions	15	67,621.64	130,536.44
4. Other provisions		67,621.64	130,536.44
VI. Non-current payables	14	39,660,156.92	15,181,960.87
B) CURRENT LIABILITIES		65,039,824.07	72,129,380.17
II. Short-Term Provisions	15	30,674.15	0.00
V. Beneficiaries – Creditors	10	0.00	5,500.00
3. Other		0.00	5,500.00
VI. Trade and other payables	10-14	65,009,149.92	72,122,605.17
1. Suppliers		760,584.21	836,487.83
3. Other payables		7,151,053.16	5,474,487.52
4. Personnel (salaries payable)		162,235.47	127,196.54
6. Other accounts payable to public authorities		56,935,277.08	65,684,433.28
a) Other accounts payable to public authorities		344,564.70	777,527.99
b) Other payables from grants		56,590,712.38	64,906,905.29
VII. Current accruals		0.00	1,275.00
TOTAL EQUITY AND LIABILITIES (A + B + C)		120,580,098.55	102,531,117.82

Income statement. Corresponding to the financial years ended 31st December 2014 and 2013 (expressed in euros)

International and Ibero-American Foundation for Administration and Public Policies

	Report Notes	2014	2013
A) CONTINUING OPERATIONS	13-16		
1. Income from own activity		37,006,679.03	35,378,742.79
c) Income from promoters, sponsors and collaborations		0	0
d) Grants taken to income	14	37,006,679.03	35,378,742.79
2. Sales and other ordinary income from commercial activity		884,033.86	179,196.64
3. Expenses for aid and other		0	-305,069.93
a) Monetary aid		0	-305,069.93
6. Supplies		0	1,173.01
7. Other operating income	14	18,444.62	17,290.64
b) Operating grants, donations and bequests taken to income		18,444.62	17,290.64
8. Personnel expenses	16	-10,243,994.04	-8,758,614.35
a) Wages, salaries and similar		-8,249,239.41	-7,076,669.13
b) Severance pay		-65,271.12	-146,985.24
c) Employee benefits expense		-1,929,483.51	-1,534,959.98
9. Other operating expenses	16	-26,954,431.81	-24,677,160.12
a) External services		-26,950,463.00	-24,673,544.41
b) Taxes		-3,630.78	-3,061.71
c) Losses, impairment and change in trade provisions		-338.03	-554.00
10. Amortisation and depreciation	5-6	-220,661.84	-324,498.46
11. Capital grants, donations and bequests taken to income	14	96,719.05	128,126.30
a) Capital grants taken to income		96,719.05	128,126.30
a1) Taken to year's result		96,719.05	128,126.30
A2) Taken to commercial activity			
12. Surplus provisions		35,539.87	82,160.57
a) Surplus provisions		35,539.87	82,160.57
13. Impairment and gains or losses on disposals of non-current assets		-1,620.30	-72,228.13
a) Impairments and losses		-1,620.30	-72,228.13
14. Other gains/losses		66,924.52	-14,596.62
A.1) OPERATING SURPLUS (1+2+3+4+5+6+7+8+9+10+11+12+13+14)		687,632.96	1,634,522.34
15. Finance income		120,550.14	153,177.92
b) Marketable securities and other financial instruments		120,550.14	153,177.92
b2) Third parties		120,550.14	153,177.92
16. Finance costs		-62,484.77	-40,600.42
b) On debts to third parties		-62,484.77	-40,600.42
18. Exchange losses		-17,162.27	-5,381.21

Income statement. Corresponding to the financial years ended 31st December 2014 and 2013 (expressed in euros) (continued)

International and Ibero-American Foundation for Administration and Public Policies

	Report Notes	2014	2013
A.2) SURPLUS FROM FINANCING ACTIVITIES (15+16+17+18+19)		40,903.10	107,196.29
A.3) SURPLUS BEFORE INCOME TAX (A.1 + A.2)		728,536.06	1,741,718.63
20. Income tax**			
A.4) Change in equity recognised in surplus for the year (A.3 + 20)	4	728,536.06	1,741,718.63
B) Income and expense recognised directly in equity.			
1. Financial assets available for sale.			
2. Cash flow hedging transactions.			
3. Grants received.	14	31,902,345.24	30,168,439.43
4. Grants and bequests received.			
5. Actuarial gains and losses and other adjustments.			
6. Tax effect.			
B.1) Change in equity from income and expense recognised directly in equity (1+2+3+4+5+6)		31,902,345.24	30,168,439.43
C) Reclassifications to surplus for the year.			
1. Financial assets available for sale.			
2. Cash flow hedging transactions.			
3. Grants received.	14	-31,907,625.72	-30,239,822.48
4. Grants and bequests received.			
5. Tax effect.			
C.1) Change in equity from reclassifications to surplus for the year (1+2+3+4+5)		-31,907,625.72	-30,239,822.48
D) Change in equity			
from income and expense recognised directly in equity (B.1 + C.1)		-5,280.48	-71,383.05
E) Adjustments for changes in criteria			
F) Adjustments to correct errors	11	118,151.43	230,064.32
G) Change in foundation reserve or social fund			
H) Other changes			
I) TOTAL GAIN/LOSS, CHANGE IN EQUITY FOR THE YEAR (A.4+D+E+F+G+H)		841,407.01	1,900,399.90
INCOME		38,239,992.21	35,940,179.79
EXPENSES		37,511,456.15	34,198,461.16
GAIN/LOSS		728,536.06	1,741,718.63



15. APPENDIX: Detailed list of projects executed in 2014

A. Projects Executed in 2014 by the Economic Development and Environment area financed by the EU

Projects financed through EU-twinning

Project	Country/ geographic area	Description
Capacity Building on Water Quality Monitoring	Turkey	Improve the quality of the surface waters of Turkey by promoting the harmonisation of its legislation with that of the EU, improving its pollution monitoring mechanisms, carrying out a pilot project for environmental control of a particular river basin, training 150 managers from different ministries and administrations on environmental matters, and creating coordination mechanisms between these institutions. More information at http://www.monitoring.ormansu.gov.tr/
Control of Ship-Sourced Emissions	Turkey	Strengthen the capacities of Turkish administrations to ensure high level controls on ship-sourced emissions through the development of an emissions dispersion model; preparation of an action plan for the Turkish administration; preparation of legal texts to harmonise Turkish legislation; training of ship inspection officers on strengthening pollution-prevention measures.
Strengthening the Ministry of Nature Protection of the Republic of Armenia in introduction of a system of Integrated Pollution Prevention and Control (IPPC)	Armenia	Assist the Ministry of Nature Protection, along with other beneficiaries, to introduce an Integrated Pollution Prevention and Control (IPPC) system. The project will analyse and propose reforms to laws on soils (top and subsurface), waste management, water, air, flora and fauna to adapt them to the IPPC, and propose reform of the environmental ministry.
Strengthening of Croatian administration in charge for structural policy and state aid in fisheries	Croatia	Promote the changes necessary to adapt state aid to the fisheries sector to current EU regulations and to give this country access to the European Fisheries Fund.
Improvement of maritime safety, security and marine environment protection	Azerbaijan	Improve safety, security and marine environment protection through adaptation of the country's legislation to European standards. Emphasis will be placed on improving the management capacity of port authorities, collaboration in R&D projects, reform of maritime transport legislation, modernisation of the state-owned fleet, improvement of vessel traffic monitoring, and training of the staff of maritime academies.
Strengthened market surveillance for ICT Sector	Turkey	Improve the operation of the telecommunications market, reinforce surveillance and strengthen the security of products in the Information and Communications Technology sector in the country. Training will be provided to 100 inspectors specialised in ICT security with the aim of reducing by 50% appeals of procedures initiated through their actions.
Supporting the Directorate of Civil Aviation and Meteorology of the Ministry of Transport to strengthen its role in the field of aviation safety.	Algeria	Support the Algerian Directorate of Civil Aviation in preparing the National Air Safety Plan. The aim is to bring into line with European legislation the country's air safety objectives, risk management, indicators used to measure their evolution, technologies used for safe management of airspaces, training plans for personnel responsible for applying safety regulations, applicable regulations, and inspection standards.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Strengthening the institutional, organisational and technical capacities of civil aviation institutions	Morocco	Promote the creation of a common navigation space and integration of Morocco into the European airspace. Its aim is to promote the convergence of Moroccan and European legislation through the establishment of similar standards for aircraft safety, safe use of airspaces, security on aircraft and in airports, and protection of travellers.
Support the Civil Aviation Regulatory Commission (CARC) to strengthen its capabilities in line with the EU norms	Jordan	Strengthen the capacities of the Civil Aviation Regulatory Commission (with training for airworthiness inspectors and auditors, redesign of its structure and improvement of its management capacity) so that it is capable of increasing air safety levels and adopting current EU regulations.
Institutional Capacity Strengthening of the SSAU regarding Realization of the European Space Programmes in the Area of Satellite Navigation (EGNOS/ Galileo) and Remote Sensing of the Earth (GMES)	Ukraine	Enable Ukraine to join the GMES (Global Monitoring for Environment and Security) system of the European Union so that it can monitor the evolution of harvests, weather conditions, Black Sea pollution, fires, and floods. It will also facilitate its access to the Galileo System.
Institutional support to the Ministry of Infrastructure of Ukraine on increasing the operation performance and the competitiveness of rail transport in Ukraine.	Ukraine	The main project objective is to improve the performance of the operation and the competitiveness of rail transport in Ukraine through improvement of the governance of the state rail sector and the business management structure.
Institution Building for the National Electric Power Company (NEPCO)	Jordan	Strengthen the strategic planning, management and efficiency of Jordan's national electricity network, while at the same time promoting the development of renewable energies and strengthening the electricity market.
Strengthening the capacities of the Audit Bureau of Jordan	Jordan	The project objective is to strengthen the audit bureau (Supreme Audit Institution, SAI) of Jordan, thereby enhancing the accountability and effective management of public funds in Jordan.
Strengthening the protection and enforcement of intellectual property rights in Ukraine	Ukraine	Improve the effectiveness of the system for protecting and enforcing intellectual property rights in Ukraine. In line with the Community acquis, it aims to reduce piracy while creating favourable conditions for investment.
Management of Waste Electrical and Electronic Equipment (WEEE) in Ukraine	Ukraine	Promote in Ukraine a system of managing wastes that ensures the highest level of environmental and health protection, focusing initially on the management of electrical and electronic wastes and batteries.
Support to the Ministry of Taxes of the Republic of Azerbaijan in building capacity for a sustainable development of its human resources	Azerbaijan	Ensure the training of the staff of the Ministry of Finance of Azerbaijan. Since its independence and transition to a market economy, Azerbaijan has had one of the most significant rates of economic growth in the world.

Project	Country/ geographic area	Description
Consolidation and Strengthening the External Public Audit	Moldova	Improve accounting and management of public funds. The Republic of Moldova is a member country of the European Neighbourhood Policies Programme and is currently undertaking diverse reforms of various public institutions in order to integrate with the social and economic structures of the EU under a Collaboration and Cooperation Agreement.
Improvement of the Public Revenue Office (PRO) and taxpayers services IPA 2010	FYR Macedonia	The project will contribute to improving the quality and efficiency of telephone and in-person service through the development and implementation of a comprehensive strategy of taxpayer assistance. The project will review current structures, evaluation models, human resource management, operating manuals and other tools of the Public Revenue Office.
Support to the National Telecommunication Authority	Tunisia	Plans for the next 24 months include restructuring telecommunications, developing telephone line portability procedures, and defining a new regulatory framework for the postal sector.
Introducing quality assurance in CAP and excise goods controls of the Croatian Customs Laboratory	Croatia	This project will introduce effective procedures for processing goods in customs based on the prior experience of the Spanish tax agency in the implementation of various similar projects and the reforms adopted by the beneficiary institution.
Enhancing the Accounting and Auditing Profession in Egypt	Egypt	Support to Egyptian financial institutions to enable them to adapt current regulation of the accounting and auditing profession to international standards.
Support the Egyptian quality and regulatory environment in line with international best practices	Egypt	Support the Egyptian quality and regulatory environment in line with international best practices. Strengthen the Egyptian Standardisation and Quality Organisation in improving its regulatory framework.
Strengthening the Administrative Capacities for Enforcement of the Environmental Acquis on Central and Local Level.	FYR Macedonia	The project will contribute to improving environmental protection at both the central and local level in FYR Macedonia through improvement of the capacity of environmental control bodies to implement and enforce legislation.
Governance and integrated management of water resources in Morocco	Morocco	The project includes the review and analysis of the Moroccan legal and institutional framework related to water resources, as well as preparation of a Management Plan for the Sebou river basin.

Projects financed by EU-tenders

Project	Country/ geographic area	Description
Improve institutional capacities within the National Statistics Institute	Angola	Modernisation of the national statistical system. Support to the body equivalent to the INE in Spain to modernise its yearly and multi-year national statistics plans, establish communication procedures and channels with other departments of the administration that generate or use statistical data.

Other Tenders

Project	Country/ geographic area	Description
Preliminary studies to contract the redesign of the hydro-meteorological early warning system of the Institute of Hydrology, Meteorology and Environmental Studies (IDEAM) as technical support to the national system for disaster risk management of Colombia	Colombia	Financed by the Colombian Adaptation Fund in response to the need to address the construction, reconstruction, recovery and economic and social reactivation in zones affected by the La Niña phenomenon (winter climate oscillation pattern) that affects the country. A study is being launched for redesigning the early warnings that will enable mitigation of the risks and consequences of the extreme hydro-meteorological events of recent years.
Research-Enterprise Cooperation in the Euro-Mediterranean Innovation Space (RECEMIS)	Tunisia	Preparation meeting for the pilot innovation project "Research-Enterprise Cooperation in the Euro-Mediterranean Innovation Space RECEMIS" promoted by the Spanish National Research Council (CSIC) and the Madri+d Foundation

Delegated Cooperation Projects

Project	Country/ geographic area	Description
Cuba-European Union expertise exchange	Cuba	Exchange of experiences and good practices in economic and social policies. The project objective is to support Cuba in implementing its socio-economic policy guidelines through the exchange of experiences, expertise and good practices in the management and administration of public policy.

B. Projects Executed in 2014 by the Public Administration and Social Services Area

Projects financed through EU-twinnings

Project	Country/ geographic area	Description
Implementation of a medical-economic information system at pilot hospitals	Tunisia	The project objective is to contribute to improving the quality and efficiency of hospitals through the development of a medical-economic evaluation model. This model includes description of the human and financial resources hospitals need and of the mechanisms for evaluating their functioning for standardisation of the information for calculation of their real and optimal costs, and for proper communication between Social Security and the Ministry of Health.
Support for socio-economic integration of disabled people	Tunisia	The project objective is to facilitate socio-economic insertion of persons with disabilities through their integration in schools and access to employment. To accomplish this, the project aims to analyse current legislation and propose improvements; helps design a national training plan that emphasises teacher training, design of their vocational curriculum, and the creation of pathways to the common educational system; mentors persons with disabilities looking for their first job; and promotes the creation of a system to monitor the results of the policies.
Strengthening of the consumer protection network and improvement of the capacities of the Consumer Protection Agency	Egypt	The project objective is to strengthen the capacities of the Consumer Protection Agency. It is guided by European Union legislation and international best practices.
Strengthening the institutional capacity for quality and safety in the donation of human blood, tissues and cells	Croatia	The project objective is to improve the quality and control of blood, tissues and cells for human use with the aim of ensuring a higher level of public health protection. The project is being developed through two components: (1) Development of processes for strengthening the institutional capacity of blood, tissue and cell institutions; and (2) Strengthening the institutional capacity of the institutions related to blood, tissues and cells.
Support to establishment of the Ombudsman	Turkey	The project objective is to support the establishment of the Ombudsman in Turkey in its initial phase of operations in order to develop a prominent institution in line with EU standards and the Paris principles.
Strengthening of the Moldovan transplant agency	Moldova	The project objective is to develop the transplant system in the Republic of Moldova and strengthen its transplant agency by improving the institutional and legal framework and increasing the knowledge, skills, practice and ethics of human resources. Specifically, it seeks to adjust Moldovan legislation related to organ, tissue and cell transplants to that of the EU and to international standards, providing the staff with greater knowledge, practice and skills, and bringing the transplant system of the Republic of Moldova in line with quality standards.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Approximation of Ukrainian legislation to the EU norms and standards in the sphere of vocational rehabilitation and employment of persons with disabilities	Ukraine	The project objective is to support the Government of Ukraine (Ministry of Social Policy) to adapt its legislation to EU best practices, norms and standards for vocational training and employment of persons with disabilities, thereby creating favourable conditions for their social inclusion.
Strengthening of organisational and technical skills of the Interministerial Delegation for Human Rights	Morocco	The project objective is to strengthen the capacities of the Interministerial Delegation for Human Rights to exercise its responsibilities in the promotion of human rights, thereby contributing to cooperation and dialogue on fundamental rights and combating racism.
Strengthening the institutional, organisational and operational capacities of the Secretariat General of the Government	Morocco	The project objective is to strengthen the institutional capacities of the Moroccan administration within the framework of implementation of the action plan for the Association Agreement and the Advanced Status roadmap.

Projects financed by EU-tenders

Project	Country/ geographic area	Description
COPOLAD: Cooperation Programme Between Latin America and the European Union on Drug Policies	Latin America and the Caribbean	The objective of the cooperation programme between the EU and Latin America is to improve the impact of drug policies. It is proposed that this be done by improving the operation of the Coordination and Cooperation Mechanism (CCM) in the area of drugs between the two regions; supporting the development of quality information systems that are compatible between LAC and the EU; identifying criteria and quality practices based on scientific evidence; developing useful resources for the planning, implementation and evaluation of interventions in this field; and strengthening cooperation between the national agencies responsible for drug policies through training and an exchange of best practices, in terms of both demand and supply reduction. More information at http://www.copolad.eu/
Strengthening the dialogue and cooperation between the EU and Latin America to establish management models on migration and development policies (Migration)	Latin America and the Caribbean	The project objective is to unite the European Union and Latin America and the Caribbean and thereby strengthen migration policies. The project is divided into three components: 1. Strengthening of the capacity for collecting migration data from countries with significant flows towards the EU. 2. Strengthening of capacities for effective management of migration through the implementation of reintegration policies aimed at persons who wish to return to their communities of origin. 3. Institutional strengthening for promoting productive investment of remittances. More information at http://www.migracion-ue-alc.eu/index.php?lang=es-ES
EUROMED Migrations III (Migration)	Middle East and North Africa	The project objective is to boost cooperation between Mediterranean countries and the countries of the European Union on migration issues, as well as South-South cooperation. To accomplish this, the project will combat irregular migration and strengthen border management and control. More information at http://www.icmpd.org/EUROMED-Migration-III.1560.0.html
EU fund for social protection / SOCIEUX	West Africa and Sahel; Latin America and the Caribbean; Europe and Central Asia; Middle East and North Africa	This a project that operates in response to demand by the beneficiary country, and therefore its specific goals are tailored to the demand at the time it is made. The general project objective is to contribute to the development and expansion of social protection systems in the beneficiary countries (Ibero-America, Africa, Mediterranean and Asia). The project is part of the EU programme "Investing in People" of EuropeAid, and its purpose is to encourage the development of social services in low and middle-income countries through experience exchange missions with specialised institutions of the Member States and others of a multilateral nature.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Support to the third phase of the Rabat Process: the Dakar strategy (Migration)	West Africa and Sahel, Europe and Central Asia	The project objective is to encourage dialogue on migration issues between the two regions, coordination at the international level between the parties responsible for migration policies (those responsible for social policies, border control, mobility, fighting human trafficking and granting of asylum) and to monitor the results of the policies undertaken and the statistics on this subject. The project is placing great importance on supporting vulnerable groups, the social rights of migrants, and their access to civil registries.
Euromed Programme for the prevention, preparedness and response to natural and man-made disasters (PPRD) South II (EUROMED Civil Protection)	Middle East and North Africa	The project objective is to strengthen current measures for risk prevention and mitigation at the local, regional and national level. It also aims to improve preparedness, facilitate the deployment of appropriate regional warning systems and improve the coordinated action of the relevant operational centres, while actively involving the populations at risk. The project includes a post-disaster recovery plan in national civil protection systems.
EUNIDA: EU Libya Health Systems Strengthening Programme	Libya	The project objective is to improve the efficiency, effectiveness and quality of health service delivery in Libya.
Technical assistance to the Ministry of Information Society and Administration and strengthening the implementation of the national system for training coordination	FYR Macedonia	The project objective is to develop the professional capacities of employees of the public administration of FYR Macedonia so that it can provide high-quality and ethical public service to citizens and businesses.
EU-Brazil Sector Dialogues Support Facility, Phase II	Brazil	The project objective is to improve the strategic partnership between the EU and Brazil in the bilateral relations of the stakeholders by means of support for sector dialogue on matters of mutual interest.
EU-China - Social Protection Reform	China	Contribute to improving the inclusiveness of the Chinese protection system through strengthening of the institutional capacity for developing policies, implementing legal and regulatory frameworks, and supervising systems of social security, social assistance and financial management in the area of social security.

Projects funded by EU-Framework Contracts

Project	Country/ geographic area	Description
Lot 7 (Governance and Home Affairs) - Multiple framework contract for short-term services exclusively benefiting third countries	West Africa and Sahel; Middle East and North Africa; Latin America and the Caribbean; Europe and Asia	The project objective is to provide short-term operational services to third-country aid recipients in the areas of human rights, democratisation, rule of law and administration of justice, decentralisation and local development, enhancement of the role of civil society, and the fight against organised crime, drug trafficking and terrorism.

C. Projects executed in 2014 by the Justice and Security Area

Projects financed through EU-twinning

Project	Country/ geographic area	Description
Professional development of judicial advisers and future judges and state attorneys	Croatia	Improve the system for training judicial advisers through analysis and comparison with other EU countries of the norms that regulate their activities; modification of these norms in line with those in force in the EU; design of a common professional career path; analysis and updating of current training programmes; training of trainers and the introduction of "e-learning" systems for their training. More information at http://pravosudna-twinning.eu
Strengthening the structures and functioning of the Legal and Judicial Research Centre (CRJJ) for implementation of its research and expert advisory missions with a view to improve the legislative process	Algeria	Judicial modernisation in Algeria through support for the rule of law and legal security. The project objective is to offer permanent support to the Algerian legal and judicial system in the areas of enforcement of the law, support to the rule of law, and legal security.
Strengthening capacities of the Ministry of Interior to combat cybercrime	Croatia	A twinning project led by the General Police Directorate to assist the Croatian Ministry of Interior in restructuring the police department to enhance international cooperation and the exchange of information for combating cybercrime (fraud, publication of illegal content, and attacks on computer systems). The Austrian Ministry of the Interior participates a junior partner.
Improvement of the enforcement system in the Republic of Croatia	Croatia	This project seeks to reduce the backlog of court cases and contribute to the Croatian government programme to adopt the European Union acquis. Activities are undertaken to prepare Croatian institutions to assume their responsibilities in joining the European Union: transparency, participation, and public trust in judicial institutions.
Fight against trafficking in human beings and organised crime. Phase II	Albania, Azerbaijan, Bosnia, Herzegovina, Moldova, Pakistan, Turkey	The overall project objective is to contribute to the prevention and the transnational fight against organised crime, particularly in relation to trafficking in human beings. The purpose of the project is to provide policy, legal and technical experts and expertise to the beneficiary countries in order to improve their capacities, direct and oppose trafficking in human beings.
Improve the capacities of law enforcement offices	Europe and Central Asia	Twinning project led by the Ministry of Justice and in a consortium with EPLO (Greece) with the main objective of strengthening the institutional capacity of civil enforcement offices and improvement of their effectiveness and efficiency.

Projects funded by EU-tenders

Project	Country/ geographic area	Description
Technical assistance for programme of support to the reform of the prison system	Algeria	Encourage social and economic reintegration of released inmates by boosting cooperation between the prison system and civil society, improving prison conditions and security, and providing adequate training to prison staff.
SEACOP I Seaport Cooperation Program	Africa	Combat maritime drug trafficking and criminal networks in West Africa. The project will help create specialist intelligence and investigation units in seaports and sensitive coastal areas; reinforce coast guards through training and provision of equipment for drug detection; support the creation of a regional intelligence centre to facilitate coordination between the police forces of these countries; and study the possibility of creating a regional information system.
AMERIPOL	Bolivia, Brazil, Ecuador, Panama, Peru, Venezuela, Barbados, Trinidad and Tobago.	Improve international cooperation between the police, judicial and prosecuting authorities in the EU with diverse Latin American countries to efficiently fight transnational organised crime networks. Efforts will be made to improve prosecutors' and police and judicial authorities' capacities to carry out complex investigations at regional and trans-regional levels; strengthen information exchange; obtain a complete vision of organised crime in each country; and provide training to police and prosecutors on investigation techniques, prevention of money laundering, combating organised crime, and techniques for undercover agents.
EUROMED Police III	Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia	Boost cooperation between the police forces of Mediterranean countries. Experience exchanges between the beneficiary countries and the EU were carried out. More information at http://www.euromed-police3.eu/
Specialised technical assistance to the security sector (PASS)	Honduras	Support to the national security and justice policy. Two technical assistance missions will be carried out: one to the Secretariat of Security, Public Ministry and Supreme Court of Justice for the purpose of training the staff of the National Directorate for Criminal Investigation and Special Crimes, prosecutors and judges for the investigation of crimes; and another to the Secretariat of Security, through the Directorate for Research and Evaluation of the Law Enforcement Career.
EUROMED JUSTICE III	Multi-country / Mediterra- nean	Continuation of EUROMED Justice II. This project was created to collaborate with Mediterranean countries in their efforts to modernise the judiciary. Among other actions, it will facilitate access to justice by excluded sectors and support the implementation of inter-professional networks of magistrates and other professionals in the sector. More information at: http://www.euromed-justice.eu/

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Fight against terrorism in the Sahel	Africa	Reinforce the capacity of security forces and judicial institutions in the countries of the Sahel. Its most noteworthy action is creation of the Sahel Security College. Its activities will enable training of security forces in collection, analysis and utilisation of information on terrorist threats and security systems.
Rehabilitation of the justice and police sectors (RESEJEP)	Central African Republic	Strengthen the administration of justice, modernise the prison system and support the professionalisation of police forces. These objectives will be achieved through material investments in judicial facilities, prison centres and police stations, and through adaptation of current regulations.
Capacity building for judges in Lebanon	Lebanon	The overall project objective is to support Lebanese justice system in its efforts to modernise and enhance the effectiveness, credibility and capacity of the judicial system in Lebanon.
China-EU Police training project	China	Support modernisation of the Chinese police. The project is led by the French Ministry of the Interior. It seeks to improve police training on knowledge of laws, investigative methodologies, training, recruitment procedures, training of trainers, crime prevention, management of demonstrations, community policing, and fighting organised crime (financial crimes, drugs, human trafficking networks). It will also promote a new design (and its standardisation at the national level) of content to be included in its professional curriculum and collaboration at the international level with other police forces.
Security and Rule of Law - SAROL II	Lebanon	Help to improve the internal security of the country through training and strengthening of the judicial police. Work will be done to develop an adequate methodology for intervening at the crime scene and collecting evidence reliably. http://www.ruleoflaw-lebanon.info/
Fight against corruption	West Africa and Sahel	The overall project objective is to promote the fight against money laundering in West Africa. The purpose of the project is to develop anti-money laundering activities in Ghana, Nigeria, Senegal, and improve the effectiveness of the Financial Intelligence Units in the rest of the countries.
Provision of specialised technical training to strengthen first response in the case of CBRN 22 incidents	West Africa and Sahel; Middle East and North Africa; Others	The European Commission is seeking external support to implement technical aspects related to the CBRN (Chemical, Biological, Radiological and Nuclear) risk mitigation strategy through the Centres of Excellence (CoE). The overall objective of this project is to reinforce inter-agency coordination to respond to CBRN incidents. This includes defining standard operating procedures in response to these types of incidents.

Project	Country/ geographic area	Description
Capacity building for identifying and responding to threats from CBRN-23 substances	West Africa and Sahel; Europe and Central Asia; Middle East and North Africa; Others	Creation of capacities for identifying and responding to threats related to chemical, biological, radiological and nuclear substances
Critical Maritime Routes in the Gulf of Guinea (CRIMGO)	West Africa and Sahel	Combat the increase in piracy in shipping routes that cross the Gulf of Guinea. The main actions are aimed at creation of a training system for security forces, creation of an information system shared by all the countries, modification of the legal framework to enable coordinated actions between various countries, and support to regional organisations (ECOWAS, ECCAS, MOWCA and GCC) in the development of their maritime security strategies.
Development of a methodology for detection, management and protection from CBRN-24 materials	West Africa and Sahel; Middle East and North Africa	The project seeks to develop in Morocco, Mauritania and Mali national methodologies of detection of radiological and nuclear risks. To accomplish this, it will conduct reviews of all aspects related to the challenges of detecting radiological and nuclear risks.
HEROIN ROUTE II: Information Networks	Europe and Central Asia	The overall objective is capacity building to increase cooperation in regional and trans-regional law and coordination in the fight against organised crime and trafficking on the heroin route, especially from/to Afghanistan. To accomplish this, regional initiatives must be strengthened through technical assistance that ensures regional and trans-regional cooperation and analysis.
HEROIN ROUTE II: Fight against trafficking in human beings	Europe and Central Asia	Framed within the EU initiative to support the fight against drug trafficking and organised crime in the countries located along the heroin routes of the Black Sea and Central Asia. Its objectives are to improve information systems on trafficking in human beings, train the consulates that grant work visas, improve coordination between countries to combat these types of crimes with special emphasis on coordination between prosecutor's offices, diplomatic services and the NGOs present in the area.
Technical assistance to support national processes of dialogue and reconciliation and other local and international initiatives with a view to responding to the challenges of the post-crisis situation in Mali (EUNIDA)	West Africa and Sahel	This is an initiative of the European Union that aims to guarantee the stability of the country, and work will be done in four specific areas: Justice and Security, Reconciliation and Mediation, Reform of the Central Administration, and Stabilisation of the Situation. To do so, Spain will send to Mali judges, members of the State Security Forces, prosecutors and mediators who will be responsible for training the Malian authorities and the country's administration.
Support for strengthening the capacity of the national police and reconciliation with the population in the Republic of Guinea	West Africa and Sahel	The project aims to increase security and its perception on the part of the population in the respect of human rights and in accordance with the principles of rule of law. Through operational training of police forces, the creation and dissemination of a more approachable image of the police, and police training in human rights, the project seeks to ensure that security actions respect human rights, in turn promoting citizen participation in these actions.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Strengthening of the National CBRN Legal Framework and specialised technical training to improve CBRN-33 preparedness and response	West Africa and Sahel; Middle East and North Africa; Others	Strengthen national legislation to comply with international obligations relative to mitigation of CBRN risks, and provide specialised technical training to improve the capacity to respond to a CBRN incident.
Security strategies in Central America. Support to the SEFRO programme	Latin America and Caribbean	Logistical support (event organisation and coordination) to the SEFRO programme. In this contract we are responsible for all logistical and administrative coordination (venue and meeting room rental, equipment and technical resources, management of lodging, travel, etc.) for diverse high-level conferences.
Technical assistance for implementation of the programme to improve security	San Cristóbal and Nieves	This project supports the institutions responsible for security in the improvement of this sector through the modernisation of the police forces, infrastructure and equipment, and institutional coordination. Training programmes are held for police on prevention and detection.
Strengthening of CBRN, chemical industry and emergency medical response capacities. NRBQ- 34	Middle East and North Africa	The project objective is to supply the necessary equipment to respond to a CBRN emergency; as this is complex equipment, it will be necessary to conduct suitability and feasibility studies in the beneficiary administrations to evaluate their capacity to absorb the new functions associated with the equipment, provide technical assistance for installation and commissioning of the equipment, and provide training and preparation on its operation, maintenance and functionality.
Treatment of hazardous chemical and biological substances in the African Atlantic Façade region. NRBQ- 35	West Africa and Sahel; Middle East and North Africa	The project consists of implementing a management and rapid response system for incidents (provoked or accidental) involving chemical or biological waste in diverse countries of the African Atlantic Façade. More information at: www.cbrncoe35.eu
Development and consolidation of the Mediterranean programme of training in epidemiological intervention (MediPIET). NRBQ - 36	Europe and Central Asia; Middle East and North Africa	Award of a new project led by FIIAPP in partnership with the Carlos III Public Health Institute (MEC) consisting of implementation of a specialised technical training programme for management and epidemiological intervention in response to an incident (provoked or accidental) involving biological agents in the countries of the Eastern and Southern Neighbourhood.
Specialised training course for police:	Spain	Spain is acting as the leader of the consortium and is presenting a joint application with France and Germany. The Officer Training Academy of the Civil Guard assumes responsibility.
Specialised training courses for police on control of illegal arms trafficking	Spain	Specialised training courses for police on control of illegal arms trafficking. The Officer Training Academy would assume responsibility jointly with the GC UCO + FIIAPP.

Project	Country/ geographic area	Description
Specialised training courses for police on explosive ordnance disposal	Spain	Specialised training courses for police on explosive ordnance disposal. The Training Division assumes responsibility for organisation of the courses jointly with TEDAX-CBRN and the CPO of Linares of the National Police Force.
Specialised train-the-trainer courses for police on mission planning and organisation	Spain	Specialised train-the-trainer courses for police on mission planning and organisation. The Training Division assumes responsibility for organisation of the courses jointly with the International Cooperation Division of the National Police Force.
Specialised training courses for police on forensics, including DNA analysis and other security challenges	Spain	Specialised training courses for police on forensics, including DNA analysis and other security challenges. The Training Division assumes responsibility for organisation of the courses jointly with the Office of the Superintendent of Forensics of the National Police Force.
EU support to the national programme to combat drug trafficking in Peru	Peru	Support to the Peruvian government within the framework of budgetary support activities in the National Anti-Drug Strategy (ENCLD) by various specialised European public institutions.
Justice Reform in Kazakhstan	Kazakhstan	The project objective is to strengthen the institutional capacity of the main entities in the justice sector to improve efficiency, transparency and access to certain public services in the justice sector.
Compliance Review for Budget Support to the Criminal Justice Sector	Georgia	Carry out an assessment and provide a detailed review of the implementation of the EU Sector Policy Support Programme (SPSP) – Support to the Criminal Justice Sector (under AAP 2011) in accordance with policy reform conditions and indicators set forth in the policy reform matrix for disbursement of budget support tranches.
Cocaine Route Monitoring and Support (CORMS)	Latin America and the Caribbean; West Africa and Sahel	The overall project objective is to improve the internal and external coherence of the actions to be undertaken by the EU in the Cocaine Route Monitoring and Support Programme, as well as better coordination in the initiatives to be carried out on the ground, especially in the SEACOP and AMERIPOL projects (led by the FIIAPP), and other projects led by other actors.
Mentoring, Monitoring and Advising - CEPOL	Europe	The objective of the course is to train the target group to operate in an international context advising national authorities. The course is being organised in coordination with the EEAS (European External Action Service).

Delegated Cooperation Projects

Project	Country/ geographic area	Description
Institutional strengthening of the Colombian capacity for increasing integrity and transparency	Colombia	The project seeks to increase the integrity and accountability of the Colombian state in all spheres, particularly in the management of medicines and mining, strengthening good governance in the management of public affairs, rule of law and the capacity to prevent and more effectively combat corruption, including recovery of funds.

D. Projects Executed in 2014. Joint FIIAPP-AECID activities

Joint FIIAPP-AECID activities in Latin America

Project	Country/ geographic area	Description
Procurement of services for the design and implementation of online training activities in Latin American Public Administrations	Latin America and Caribbean	Design and implementation of a programme to support institutional strengthening actions in Latin America through online training courses aimed at the Public Administrations of the region, holding 15 online courses and two technical advising assistance missions.
Seminar on gender violence and femicide in Latin America	Colombia	Participation of the FIIAPP in the "Seminar on Gender Violence and Femicide in America" at its training centre in Cartagena de Indias. The objective of this course is to give justice system operators adequate capacities to respond to obligations related to the criminalisation of femicide and the application of specialised mechanisms for its investigation and punishment. The seminar is part of the Ibero-American Technical Training Programme.

Joint AECID-FIAPP activities in Africa and Central Asia

Project	Country/ geographic area	Description
MASAR: Democratic Governance in the Arab World	Multi-country / Mediterranean	Support democratic processes in the region, contributing to the modernisation and strengthening of institutions and key actors in the development of the rule of law. Gender equality, freedom of the press, reform of prison institutions, respect for human rights, policies to promote SMEs, modernisation of the judiciary, support to the fight against corruption and strengthening of security capacities receive priority attention. Beneficiary countries: countries of North Africa and the Middle East, such as Tunisia, Egypt, Libya, Morocco, Algeria, Mauritania, Jordan, Lebanon and the Palestinian Territories. More information at http://www.aecid.es/es/masar/programa_masar/
Spanish Cooperation Programme with the CEDEAO	West Africa and Sahel	Management and monitoring of Spanish Cooperation projects with CEDEAO to verify compliance with the commitments of Spanish Cooperation with this Community in the areas of agriculture, rural development, food security and nutrition, migration, infrastructure and transport, including the compliance of the programmes of support to its Regional Agency for Agriculture and Food (RAAF), headquartered in Lomé (Togo), and of the projects managed by same.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Programme of support to the Gambia Tourism and Hospitality Institute (GTHI), in Banjul, Gambia	Gambia	Support to the hotel school of Banjul for the purpose of making it a benchmark in the region in terms of training and delivery of quality services to address the growing attraction of Gambia as a tourist destination. The project is centred around carrying out two technical assistance missions led by two experts.
Programme of Support to NEPAD	South Africa	The project serves to contribute to the empowerment of African women. To accomplish this, it offers gender support that functions as a link between the management team of the Spain-NEPAD Fund, the AECID and the Spanish Embassy in the Republic of South Africa, and serves as a source of information to Spanish Cooperation on the progress and initiatives undertaken within the framework of the Fund through the submission of progress reports on same.
Project of support to the Philippine Department of Health to strengthen disaster-response preparedness	Philippines	The overall project objective is to strengthen the disaster preparedness and response of the Department of Health of the Philippines through training and support, at both the central and decentralised level (regions, provinces and local government units). The specific objective of strengthening the DoH would be to support the development of a logistical strategy.
APIA Programme (Support for Inclusive Public Policies in Sub-Saharan Africa)	West Africa and Sahel; Others	Support African countries, and their governments and peoples, in the process of achieving inclusive economic growth that can contribute to the creation of more cohesive and equitable societies. The Programme focuses on providing support for the design of inclusive public policies, the identification and search for the necessary financial resources to implement them, and on analysis of the best way to manage them efficiently, with special emphasis on the participation of civil society.

Joint FIIAPP-AECID multi-country activities

Project	Country/ geographic area	Description
ACERCA Programme	West Africa and Sahel; Latin America; Europe; Middle East and North Africa; Others	The ACERCA Programme for Training for Development in the Culture Sector was created in 2005 to implement the first line of the Culture and Development Strategy with respect to the training of human capital in the culture sphere.

Joint AECID-FIIAPP activities in sectoral, general, gender and DNGO cooperation

Project	Country/ geographic area	Description
Programme for monitoring European cooperation policies	Europe and Central Asia	The main objectives of the project are: <ul style="list-style-type: none"> - Increase the institutional presence of the FIIAPP, and ultimately that of Spanish Cooperation, before the European Commission and the main European partners, which will help in the search for European resources. - Support the initiatives of the FIIAPP, and of the rest of the institutions in the national cooperation system, in monitoring and searching for new collaboration perspectives with the European Commission, particularly those within the scope of Delegated Cooperation in which Spain can collaborate. - Monitor the cooperation policies of the European Parliament in response to the growing weight its capacity for legislation and control is having in the area of EU development cooperation.
Technical assistance in the areas of Democratic Governance/Human Rights for incorporation of the private sector as a partner in the promotion of development	Europe	Spanish Cooperation Fourth Master Plan 2013-2016 establishes the mandate of incorporating the private enterprise sector as a partner in the promotion of human development. The private enterprise sector is recognised as a social agent capable of generating wealth, creating employment, investment, innovation, as well as of supplying goods and services that society needs. Companies, including companies in partner countries, are now called on today to play an important role in the EC.
Programme to improve integration of the private sector in development cooperation	Spain	The main objective of this programme is to integrate the private enterprise sector as a partner in the promotion of human development. Recognise the private enterprise sector as a social agent capable of generating wealth, creating employment, investment, innovation, as well as of supplying goods and services that society needs. Work continues on integration of the private sector into development cooperation.

15. Appendix: detailed list of projects executed in 2014

Project	Country/ geographic area	Description
Programme for monitoring of Spanish Cooperation policies	Europe and Central Asia	The objective of this project is to analyse the general orientations of Spanish Cooperation in the following areas: democratic governance, basic social sectors, economic growth and entrepreneurship, decentralised cooperation, public-private partnerships, evaluation, and the post-2015 agenda. The experts hired within the framework of the Programme focus their efforts on analysing and monitoring the aforementioned themes, all of them priorities for Spanish Cooperation.
Knowledge Management and Promotion of Multilateral Culture Programme	Europe and Central Asia	This project aims to provide support to the AECID's Office of the Fund for Promotion of Development of the Multilateral Cooperation Department in the area of monitoring and evaluation of multilateral cooperation programmes, performing oversight of grants to multilateral institutions.
Programme for Design and Management of Evaluation of Cooperation Projects	Europe and Central Asia	Support to the design and implementation of a new policy and culture of evaluation in Spanish Cooperation. Through: <ul style="list-style-type: none"> - A diagnosis of evaluation within the Spanish system as a whole. - A study of the experiences of other donors. - Days for reflection open to key actors in Spanish Cooperation and other reference actors at the international level. - Proposal for institutional, procedural and methodological organisation. - Support to the different units the comprise the Spanish cooperation system through evaluations, systematisation of evaluations, impact evaluations, etc., of different cooperation projects, action areas and strategies, and also through joint evaluations of cooperation programmes with other multilateral institutions (UN, European Commission, etc.) and other donor countries.
Brussels Office	Europe and Central Asia	The Spanish Cooperation Office in Brussels contributes to improving the visibility, communication and coordination of Spanish Cooperation with European institutions, as well as to guaranteeing the development of the activities of the experts hired as Seconded National Experts and/or Specialists before the European Commission and Parliament.
FIIAPP-CEU/CODESPA Foundation Agreement	Spain	Framework collaboration agreement for the institutionalisation of collaboration relationships which contribute to achieving its objectives in the area of evaluation of cooperation projects and programmes.
OECD report of the assessment of the 2012 labour market reform	Spain	The project is a collaboration agreement between the FIIAPP and the OECD to prepare a report evaluating the latest labour market reform undertaken by the Spanish government in 2012 as a complement to the evaluation by the Ministry of Health, Social Services and Equality.

Project	Country/ geographic area	Description
OECD seminar "Helping the unemployed find jobs: the crucial role of activation policies in the regions"	Spain	This seminar organised jointly with the OECD on Regional Activation Policies to help jobseekers find work was held on 8th July 2014 and had the objective of bringing together the regional authorities responsible for management of employment policies, especially those that will be implemented in the new multi-year employment activation strategy.

The FIIAPP is a Spanish public foundation with over 15 years of experience in the world of international cooperation. Its main objectives are to improve the institutional framework, legislation and functioning of the public administrations in the countries in which it works and strengthen the image of Spain and Europe abroad. The Foundation is chaired by the Vice President of the Spanish Government, and its Board of Directors includes the Ministry of Foreign Affairs and Cooperation, Ministry of the Presidency, Ministry of Justice, Ministry of Health, and senior officials of other ministries.

