

EUSKADI

BASQUE COUNTRY



UPDATE OF THE 2020
INTERNATIONALISATION
FRAMEWORK STRATEGY

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PRESENTATION

The continual geopolitical, social and economic changes taking place in our globalised world are affecting the Basque Country and Basque society now more than ever. Internationalisation has become a challenge for the country, to enable us to tackle global challenges and attract new opportunities while preserving our identity and fostering the welfare of society as a whole.

In 2014 we approved the 2020 Framework Strategy for the Internationalisation of the Basque Country, a landmark step in the continual process of adapting our country to the new global scenario. Progress towards internationalisation is a goal that has been taken on board by public institutions, chambers of commerce, universities, businesses and technology centres and an ambition of Basque society as a whole. Accordingly, the strategy drawn up by the Basque Government is inclusive and ambitious, because we know that only through collaboration can we make space for ourselves in the world and reinforce the Basque Country as a benchmark territory on the international stage. We have the experience and track record of a country that has always been open to the world. We also have our own network of Basque communities abroad, actively committed to the challenge of internationalising the Basque Country.

The 2020 Framework Strategy for Internationalisation has enabled us to raise the international profile of the Basque Country. We have strengthened and extended bilateral and multilateral relations through our participation in international networks, and have reinforced our links with territories of future opportunity. The Basque Country has enjoyed a significant presence at international events such as the COP 21 Climate Change Summit in Paris. We have increased our presence and direct participation in European Union institutions, and have set up the “Euskadi/Basque Country” brand to help project the positive values associated with Basque society all over the world.

Global events continue to take their course, changing and adapting accordingly. The political panorama has changed in both Europe and America, there is continued growth in Asia and Africa is beginning to show its potential. These changes affect geopolitical balance and leadership and condition economic and social relations. In this context of change, the Basque Government focuses particularly on aligning our internationalisation strategy with the vision of the future set out in the Europe 2020 project and with the Sustainable Development Goals (SDGs) approved by the United Nations in 2015.

We share a vision of a world focused on people, committed to protecting our planet and coexisting in peace; a world capable of generating prosperity through a partnership model. It

is in this context and with this horizon that we are updating the Euskadi/Basque Country Strategy for 2020, on the basis of ensuring continuity and reinforcing the international outlook of our country.

Based on our own experience and traditions, stressing shared work and collaboration, we strive to continue taking an active role on the global stage. The new Euskadi/Basque Country Strategy for 2020 sets out new scenarios, challenges and opportunities. It speaks of a country committed to a culture of internationalisation, open to the exterior and ambitious in its aim to consolidate the Basque Country as a benchmark on the international stage.

Iñigo Urkullu
Basque Premier



1.

A PARTICIPATIVE METHOD

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This update of the 2020 Framework Strategy for Internationalisation (the Euskadi/Basque Country Strategy), referred to hereafter as EBC 2020, reinforces the foundations for positioning the Basque Country as a global actor with its own identity, a benchmark for excellence, a model for quality-of-life and social cohesion and an innovative, competitive territory.

The 2016-2020 programme of government for the 11th legislature makes internationalisation one of the four basic pillars for consolidating the reactivation of the economy and of employment in the Basque Country. This update of the EBC 2020 adjusts our vision to changing times, and adapts the common vectors for internationalisation in line with the challenges that await us in the 2018-2020 period. An additional vector has been incorporated, the thematic areas have been extended and there has been a concentration in the geographical areas where the Basque Country seeks to position itself as a global actor in the period in question.

The main axis around which the EBC 2020 has been updated is the consultation and engagement of the actors in the ecosystem for the internationalisation of the Basque Country, including the various departments of the Basque Government, public sector organisations and other external, multi-sector actors engaged in significant international activities in the fields of education, culture, business, industry, tourism, health, the environment and sport, among others.

45 interviews have been conducted with representatives of the Basque Government, which have brought to light valuable information on issues such as identifying the strengths of the Basque Country in various fields, assessing actions conducted by Basque Government departments in the 2014-2016 period and making proposals for new actions in 2018-2020. 50 institutions and actors belonging to the ecosystem for the internationalisation of the Basque Country have been surveyed and the IREKIA platform has been used to open up the process to the public so that they can contribute to it.

Comparative analyses have been made on three levels: inter-departmental (covering the scope of the thematic areas for action with Basque Government departments), inter-institutional (comparing the contents of the strategy with the Inter-Institutional Committee for External Action), and ensuring the integration of the vision of society through the participation of the Advisory Council on External Action. This process of comparative analysis has given rise to valuable contributions which have been incorporated into the update of the strategy for 2018-2020.

In short, the goal of this participative process is to consolidate the existing model of governance and foster broad engagement by Basque society with a view to enriching the strategy and adjusting it to meet new challenges.



2.

INITIAL SITUATION

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2.1. A global strategy for a globalised setting

In an interconnected, interdependent world where geopolitical changes are taking place at an ever faster rate, the ability to position oneself and weave a network of sound international relations based on a consistent, structured strategy is crucially important, and constitutes a necessity for any society or government.

With its long tradition of fostering external relations, Basque society is no stranger to the world of complex, volatile changes in all areas. The internationalisation of the Basque Country is therefore considered as a priority. Accordingly, the launch of the EBC 2020 in 2014 saw the implementation of an integrated, cross-sectoral tool for internationalisation that helps to increase the energy and enhance the multi-disciplinary positioning of the Basque Country on the international stage, involving all Basque Government departments, public institutions, the general public and socio-economic actors in the public and private sectors alike.

The first four years of the strategy (2014-2017) have proved to be a time of great changes on the international stage, characterised by the rise of populist movements, by the emergence of international terrorism in the West with the pretext of religion and by far-reaching political changes in Europe and America.

The USA has seen a swing away from global leadership in favour of other actors such as China. The Trump administration has changed its approach on issues such as health, immigration and trade policy in ways that will have substantial consequences at global level. The repercussions of these changes will be felt particularly on a political level, in issues such as the nuclear crisis with North Korea and tension in relations with Mexico and Venezuela; and on an economic and trade level following the US exit from the Trans-Pacific Partnership (TPP), the renegotiating of the North American Free Trade Agreement (NAFTA) and the freezing of negotiations with Europe on the Transatlantic Trade and Investment Partnership (TTIP), coinciding also with the withdrawal of the USA from the Paris climate agreement and from UNESCO.

This disengagement from international affairs by the USA is being seized as an opportunity particularly by China, which has revitalised its influence in the Asia-Pacific region through the Regional Comprehensive Economic Partnership (RCEP) and through the “One Belt, One Road” or “New Silk Route” scheme launched by President Xi in late 2013. China thus seeks to increase

its political and economic influence in the countries of Asia, Africa and Europe. Internally, with the approval of the 13th Five-Year Plan (2016-2020) the country has undertaken reforms to shift from an export-based growth model to an economy based on domestic consumption, with a competitive, efficient environment that will enable it to have great impact on global governance in the decades to come.

In Europe, the 2014-2017 period was marked by the decision of the UK to leave the European Union following the referendum in June 2016, and by the opening of a period of reflection on the future of the EU through instruments such as the White Paper on the Future of Europe as the 60th anniversary of the founding Treaty of Rome in 1957 was marked.

Affairs in Europe over this four-year period have been characterised by the beginning of economic recovery in the countries of southern Europe, an intensification of pro-independence processes, especially in Scotland and Catalonia, a wave of terrorist attacks perpetrated with the pretext of religion in cities such as Nice, Brussels, Paris, London, Manchester, Stockholm, Berlin and Barcelona, and by the migration crisis as refugees flee particularly from the Civil War in Syria and other armed conflicts in the Middle East and North Africa.

Another decades-old major global challenge is how to encourage sustainable development. 2014-2017 saw crucial progress with the approval by the UN of its 2030 Sustainable Development Agenda. This includes 17 universally applicable goals (SDGs), with all countries and territories being urged to undertake and promote strategies to protect the planet and provide assurances of peace, prosperity and well-being for future generations.

All these geopolitical landmark events have taken place against the background of the digital revolution, in a globalised world hyper-connected via mobile devices and social networks. This gives them immediate global impact, increasing the interdependence of territories and accelerating the rate of change on an international scale. Accordingly, countries need to set up consistent, structured, cross-sectoral strategies that can be regularly updated with a view to internationalising and becoming participants and actors in a globalised setting without giving up their own identities and levels of social welfare.

Since its approval the EBC 2020 has become the tool for achieving that purpose in the Basque Country, i.e. for factoring the international variable horizontally into all areas of action of the Basque Government. It is a strategy that transcends the institutional, business, cultural and tourist-based approaches that traditionally prevailed in outward-looking activities by territories. It instils a spirit of internationalisation in all government departments and engages

society and various economic and social actors from both the public and private sectors in the process.

However, the continual political, economic, social and demographic changes taking place globally require a strategy that can be regularly updated and can respond to new challenges that arise in an international context. This is the reason for the current update and redefinition of the strategic outlook of the EBC 2020 for the period from 2018 to 2020, based on the continuity of a cross-sectoral, integrated philosophy but taking into account new events on a geopolitical level in the past two years which substantially affect the Basque Country and Basque society.

2.2. Skills & assets for internationalising the Basque Country

The Basque Country has a long tradition of looking outwards as a country, through its institutions and its public sector, on a group level through the communities of the Basque Diaspora and individually through the tradition and prestige of specific persons, organisations and organisations on the international stage. All these elements have helped to generate a culture of internationalisation and a talent base that provide core skills and assets with which Basque Society can consolidate its outreach abroad.

At institutional level the main assets underlying the EBC 2020 are the infrastructure provided by Basque delegations abroad, the business support network provided by SPRI (which is to be known as the “Basque Agency for Internationalisation” as from the beginning of 2018) and the chairs of Basque language and culture and guest lecturing posts at universities in other countries coordinated by the Etxepare Institute. Further support is provided by the activities abroad of Basquetour (the Basque Tourism Agency), international actions promoted by the Basque Agency for Development Cooperation and the resources allocated by the Basque Team Foundation to Basque sportsmen and women taking part in top-level international competitions.

The Basque Government has a network of six delegations abroad, with offices at strategic locations for the general interest of the Basque Country in the USA, Mexico, Argentina, Chile, Colombia and Belgium. SPRI also has its own representatives deployed abroad, providing Basque businesses with offices and specialist consultants in at least 80 countries worldwide to help them promote their exports, set up facilities abroad and attract direct foreign

investment to the Basque Country. Moreover, the Etxepare Institute promotes Basque culture and the Basque language via chairs in Basque studies at universities in the USA, Germany, the UK and France and lecturers in Basque at universities in Europe, the Americas and Asia.

On a private level the network of at least 190 Basque Centres (“Euskal Etxeak”) all over the world stand out for their tradition, strength and scope, and are key factors in disseminating Basque culture and values internationally.

In the world of business, numerous organisations with different levels of internationalisation, geographical distribution and areas of interest have raised the profile of the Basque Country abroad in the past few decades. Examples include industry clusters such as GAIA (ICTs), ACLIMA (Environment), HEGAN (Aeronautics), ACICAE (Automotive), AFM (Machine-tools), plus the Energy Cluster and the members of the Basque Network for Science, Technology and Innovation.

In addition, organisations from a wide range of fields including education (Basque universities, Musikene, TKNIKA and the Basque Culinary Centre), development cooperation and culture (San Sebastián Film Festival, Guggenheim Museum Bilbao, Bilbao Exhibition Centre) have helped to set up an ecosystem of actors with sound international profiles which is widely varied and continually growing. They constitute another asset that the EBC 2020 will take into account as an integrated, cross-sectoral instrument for its deployment.

Various instruments have been set up to ensure coordination between departments and institutions and smooth cooperation between the private and public sectors in the field of internationalisation. At a general level the main bodies are the Advisory Council on External Action, the Interdepartmental Committee for External Action and the Inter-Institutional Committee for External Action. At sectoral level bodies such as the Advisory Council on Relations with Basque Groups and the CVI (Basque Consortium for Internationalisation) help to improve coordination in the deployment of the strategy. This last body was set up in 2014 as a platform for cooperation and a point for meetings and discussion by the Basque chambers of commerce, the three provincial councils and the Basque Government. It seeks to make use of all available skills and synergies to help businesses to internationalise.

The creation of a culture of internationalisation by the aforesaid actors has also helped to establish a talent base of well educated, trained specialists capable of working in international settings. This pool of talent is the source of the skills on which the Basque Country depends to position itself strategically at global level. The University of the Basque Country, the University of Deusto and the University of Mondragón all offer training and research programmes on international relations from different perspectives. Through agreements and partnerships

with universities abroad, they seek to encourage international mobility among their students, providing Basque society with the knowledge and tools that it needs to internationalise. Furthermore, schemes such as BEINT, Global Training and External Action scholarships, grants for specific groups and centres in the Basque Country, the Basque Youth Cooperation programme and the international mobility grants awarded by the Basque Government have helped to increase expertise in internationalisation by training Basque specialists who are now working in the Basque Country itself and at organisations all over the world.

In short, the stability of Basque networks and infrastructures abroad, the international track record and prestige of numerous individual Basques, the fact that there is a coordinated, integrated internationalisation strategy in place and the existence of a talent base of experts trained in matters of internationalisation are the cornerstones on which the Basque Country seeks to build its efforts to reach out and position itself globally.

2.3. Main achievements of the 10th legislature

The main achievements in regard to internationalisation under the EBC 2020 include the setting up of an integrated, cross-sectoral internationalisation policy extending to all areas of government, the creation of the Euskadi/Basque Country brand, improvements in the positioning of the Basque Country in Europe, the strengthening of institutional relations (especially with priority countries and strategic partners), the promotion of placement agreements in thematic networks and participation in major international events.

An essential general achievement of the 10th legislature is the setting up of an integrated internationalisation strategy. This has made it possible to increase consensus and enable actors at public institutions to work more closely together, thanks to mechanisms for participation and coordination extending to all levels and all areas. Indeed, the consolidation of the Interdepartmental and Inter-Institutional Committees for External Action, which monitor the activities deployed, has established positive synergies and helped to consolidate the culture of internationalisation in all areas of action of the Basque Government and its public sector organisations. Moreover, the setting up in July 2016 of the Advisory Council on External Action formalised the engagement of Basque society in the establishment and implementation of the Basque strategy for internationalisation.

The design and deployment of the Euskadi/Basque Country brand is a key area for projecting the image of a reliable, cohesive, competitive country with its own identity and thus making use of the synergies that come with a positive perception of the Basque Country abroad. The

brand has been provided with content and the initiatives launched include the setting up of the www.basquecountry.eus website and sponsorship of sports teams and events. The brand has also been shown to the world through internationally relevant events such as the tenure of Donostia-San Sebastián as European Capital of Culture in 2016.

In the field of international relations, the Basque Country has extended its institutional contacts with priority countries and strategic partners during the legislature, with special attention paid to diplomatic representation. It has also raised its profile in Europe through participation in decisions and debates on the policies relevant to self-government in the Basque Country. A standout point in this regard is the creation of the Basque Network of Strategic Partnerships as a way of gaining influence and defending Basque interests abroad. Bilateral agreements to strengthen relations and work more closely together have been signed with Querétaro (2014), Bavaria (2014) and Flanders (2015), joining the agreements previously signed with Aquitaine (1989) and Jiangsu (2012). Furthermore, sectoral agreements have been signed with, among others, the State of Minnesota (in 2014, on vocational training matters), the Argentine province of Santa Fe (in 2014, on matters of employment and social policy), Mexico (in 2015, on health matters) and Chile (in 2016, on agricultural matters).

During the 10th legislature institutional contacts with the diplomatic corps were also increased: the Basque Premier held 80 bilateral meetings with ambassadors from 57 countries and seven multilateral meetings with ambassadors from the EU (2013, 2014, 2016), from ASEAN (2015), from the Visegrad Group (2015), from Latin America (2014) and from members of the Arab League (2013). There were also top-level official trips led by the Premier involving institutions in the EU (2013, 2016), the USA (2013 & 2015), Mexico (2014), Aquitaine (2014), Flanders (2015), Germany (2015) and Andorra (2015). For its part, SPRI extended its business support network abroad by opening new offices in Singapore, London and Munich; the Etxepare Institute set up new doctoral studies programmes in Illinois, Paris (Sorbonne IV), Havana (2015), Edinburgh and California (2016). At the same time the number of foreign consulates in the Basque Country increased, with the opening of new consular offices belonging to the Czech Republic, Hungary, Brasil and Estonia in 2013, Sweden and the Philippines in 2014, Colombia and Slovenia in 2015 and Iceland in 2016.

A standout point in the field of relations with international organisations was the signing in 2016 of a Memorandum of Understanding with UNESCO to extend the promotion of cultural heritage by encouraging innovation, creativity and social welfare. The Basque Country also took part in the UN COP21 Climate Change Summit in Paris in 2015. At this major global event the Basque Premier, as joint president for Europe of the Climate Group, undertook the task of announcing the schemes for mitigating the consequences of climate change in the Basque Country and for the Group as a whole.

This deployment of efforts abroad was supplemented by placement agreements in thematic networks and proactive engagement with such networks by various departments of the Basque Government and its public sector organisations with a view to learning more about cutting-edge sectoral strategic approaches at international level and disseminating Basque proposals at leading decision-making forums. In all, the Basque Country is a member of 75 international networks, 55 of them at European level and 20 at global level. In particular, it is a founder member of the Vanguard Initiative, which brings together the EU's 29 most industrialised regions; a member of EUNIC (European Union National Institutes for Culture) through the Etxepare Institute; of EARLAL (European Association of Regional and Local Authorities for Lifelong Learning), in which it chairs the Department of Vocational Training; of UNESCO-UNEVOC International Centre through TKNIKA; of NECSTOUR (Network of European Regions for Competitive and Sustainable Tourism) through Basquetour; of the CRPM (Conference of Peripheral Maritime Regions), in which it leads the Atlantic Rim Ocean Energy Group; and of ERRIN (European Regions Research and Innovation Network), in which it is joint leader of the working group on advanced manufacturing and nanotechnology.

2.4. Opportunities & challenges for the future

In a context of intense competition between territories to attract visitors, talent, international diplomacy, potential customers and investors and thus carve out a niche for themselves on the international stage, it is crucial to anticipate opportunities and be ready to meet the challenges that arise from changes taking place at global level.

For the United Nations the next 15 years will be marked by the achievement of the Sustainable Development Goals as set in the 2030 Agenda, implementation of which is pending following its approval in 2015. This provides the Basque Country with an opportunity to factor these goals into its public sector policies and become a benchmark for the implementation of the 2030 Agenda, thus gaining international recognition.

In Europe one of the major challenges of the coming years will be dealing with the exit of the UK from the EU, which will necessitate the setting up of mechanisms to mitigate potential repercussions for citizens in trade, institutional and social aspects. However this could also be a source of opportunities in terms of attracting businesses, other organisations and institutional representations.

Also at European level, the White Paper on the Future of Europe opens up a process for deciding on the vision, governments and strategic outlook of the EU for the next 10 years. The

White Paper sets out five potential future scenarios for the EU, ranging from maintaining the current status quo to moving towards a federal Europe, sharing more competencies, resources and decision-making in all areas. Moreover, reflection is invited concerning the repercussion of new technologies on society and on employment, globalisation, security problems, the rise of populist movements and the ageing and reduction of the population in Europe compared to other parts of the world. Against this background, there is an opportunity to highlight the role of sub-state level organisations and stateless nations in the EU project.

Opportunities and challenges will arise from these five scenarios around which, according to the President of the European Commission, the EU will revolve as from 2018: (i) reinforcing the EU trade agenda; (ii) stronger, more competitive industry; (iii) a Europe that leads the struggle against climate change; (iv) greater protection for Europeans in the digital era; and (v) a Europe in which immigration is a focal point. Accordingly, economic relations take on particular importance, as the opening up of trade by the EU ushers in new opportunities for business thanks to the agreement reached with Canada and the negotiations under way with, in particular, Japan, Mexico, Australia, New Zealand and South American countries, some of which are priority targets for the Basque Country.

Moreover, in an ever more closely interconnected world digitisation provides an opportunity to optimise links between Basque society and the rest of the world. In this sense, the robotisation of industry, the rise of artificial intelligence, the impact of electronic trading, the development of digital skills in society, the handling of cyber-security and Big Data are all issues that will affect relations between the Basque Country and the larger world, and will therefore need to be taken into careful account in the coming years. Increasing digitisation also provides an opportunity to establish a global Basque community.

Finally, at internal level the main challenge is to continue promoting the cross-sectoral approach taken in the EBC 2020 in departmental planning, to strive for greater coordination between institutions in its implementation and to involve socio-economic and institutional actors through mechanisms for cooperation and dissemination that can instil the culture of internationalisation at all levels and in all areas of the Basque Country. The ultimate aims are to project the Euskadi/Basque Country brand, achieve a higher external profile, connect with cutting-edge decision-making centres at international level and provide effective, efficient responses to global challenges.



3.

CONCEPTUAL FRAMEWORK

3. CONCEPTUAL FRAMEWORK

This chapter sets out all the programme documents and strategic directives that underlie this update of the EBC 2020: the programme of government for the 11th Legislature, the 2030 Agenda for Sustainable Development, the Europe 2020 Strategy and the Framework of Consistency for Development Policies.

3.1. The programme of government for the 11th legislature

The programme of government for the 11th legislature (2016-2020) sets out the commitments made by the Basque Government for the next four years. There are based on four main pillars:

Table 1: Pillars of the programme of government for the 11th legislature (2016-2020)

I. Employment, Reactivation and Sustainability
II. Human Development, Social Integration, Equality & Quality Public Services
III. Coexistence & Human Rights
IV. More & Better Self-Government

Source: Euskadi 2020 – Programme of government for the 11th legislature (2016-2020)

The “Euskadi/Basque Country” internationalisation strategy is one of the 15 key strategic plans set up by the Basque Government for the 11th legislature. Internationalisation is thus marked as one of the foundations for the reactivation of the economy and employment in the Basque Country. The strategy is part of Axis I.1: “Solid growth with more and better employment”, under Pillar I: “Employment, Reactivation and Sustainability” of the programme of government for 2016-2020.

The EBC 2020 is a pillar of the Framework Programme for Employment and Economic Reactivation 2017-2020. This is an overall programme which is to be developed and implemented through five strategic plans: the EBC 2020 itself, the Strategic Plan for Employment 2017-2020, the Plan for Science, Technology and Innovation (PCTI 2020), the Industrialisation Plan 2017-2020 and the 2020 Investment Programme.

The programme of government for the 11th legislature (2016-2020) also contains 75 specific commitments, 13 of which refer to internationalisation. These commitments involve the implementing of specific initiatives in the fields of external action, business internationalisation, tourism, infrastructures and transport, public governance, Basque language and culture, vocational training, universities and development cooperation.

The table below shows the internationalisation strategies set in place under the programme of government for the 11th legislature in regard to these 13 internationalisation-related commitments.

Table 2: Commitments and initiatives related to internationalisation

COMMITMENTS	INITIATIVES
Commitment 21: To develop an overall strategy for the internationalisation of the Basque Country via public/private cooperation	<ul style="list-style-type: none"> ▪ To develop a shared strategy of internationalisation to strengthen the Euskadi/Basque Country brand. ▪ To work with an integrated external network, consolidating the network of Basque delegations and sectoral offices abroad. ▪ To extend cooperation with strategic partners to raise the profile of external actions by the Basque Country through the signing of cooperation agreements with international organisations and sub-state bodies and by consolidating the learning tour initiative.
Commitment 22: To take a direct, active part in European institutions	<ul style="list-style-type: none"> ▪ To maximise Basque participation in EU decision-making forums, particularly the Council and the technical committees of the Commission. ▪ To revive the bilateral Basque/Spanish committee on European affairs. ▪ To promote the participation of Basque actors in trans-European projects, initiatives and networks. ▪ To reinforce links with European nations and regions.
Commitment 23: To strengthen the territorial articulation of the Basque Euro-region	<ul style="list-style-type: none"> ▪ To consolidate the Basque Country-Navarre-Aquitaine Euro-region. ▪ To reinforce cross-border cooperation and promote cooperation projects between the Basque Country, Navarre and the French Basque region.
Commitment 24: To strive for a global Basque community by strengthening links with Basque communities abroad	<ul style="list-style-type: none"> ▪ To publicise in the Basque Country the contributions made by Basque emigrants so as to spread knowledge of their circumstances and their contribution to the economy, to culture and to the development of a global Basque society. ▪ To reinforce and extend the network of actual Euskal Etxeak Basque centres. ▪ To consolidate the virtual “Basque Global Network”.
Commitment 25: To promote the internationalisation of business	<ul style="list-style-type: none"> ▪ To implement the Business Internationalisation Plan for 2017-2020 in the context of the EBC 2020, strengthening the Basque Consortium for Internationalisation (CVI). ▪ To consolidate the external network of SPRI and its deployment in priority countries. ▪ To create a competitive intelligence unit to assess, analyse and draw up internationalisation strategies. ▪ To help Basque businesses to internationalise and find economic opportunities; to set up the BC Bidding Platform. ▪ To reinforce programmes in support of exports by businesses. ▪ To train and upskill human capital by continuing to provide internationalisation grants and Global Training grants. ▪ To reinforce the “Invest in the Basque Country” strategy as a way of attracting and linking foreign businesses to the Basque Country. ▪ To promote the “Basque Country” brand as a way of raising the external profile of Basque businesses.

Commitment 30: To set up the Euskadi/ Basque Country brand for tourism	<ul style="list-style-type: none"> ▪ To promote elements that mark out the country as a unique destination and that help establish the position of the Euskadi/Basque Country brand for tourism. ▪ To cooperate in internationalisation projects by local tourism-related companies so as to help secure tourist business. ▪ To promote the Euskadi/Basque Country brand in international forums and trade fairs, in line with the relevant internationalisation strategy. ▪ To promote the Basque Country brand through an institutional management strategy coordinating public and private actors. ▪ To promote the Basque Country as a tourist destination, in a way integrated and harmonised with the efforts of the Basque tourist authorities.
Commitment 40: To improve links with Navarre and Aquitaine	<ul style="list-style-type: none"> ▪ To develop cross-border transport policies in cooperation with other regional authorities with a view to optimising the range of services on offer.
Commitment 62: To consolidate the Basque Country as an innovative European region for public governance	<ul style="list-style-type: none"> ▪ To approve the 2020 Strategic Plan for Governance and Public Sector Innovation as a way of planning the commitments made under the programme of government as regards building up an innovative, open, participative public administration.
Commitment 100: To continue fostering the internationalisation of the Basque model of vocational training	<ul style="list-style-type: none"> ▪ To promote the Basque Vocational Training Campus. ▪ To support Basque firms with establishments abroad.
Commitment 105: To back the internationalisation of the Basque university system	<ul style="list-style-type: none"> ▪ To promote the Campuses of International Excellence associated with the Basque University system ▪ To encourage international mobility among students and personnel at Basque universities and research centres of excellence. ▪ To promote systems for teaching, assessment and accreditation of the quality of education and research that enable higher levels of cooperation to be established in an international context. ▪ To support international cooperation between universities in the Basque system and between Basque universities and the other agents in Basque CTI network.
Commitment 112: To consolidate the driver effect and international scope of events at benchmark infrastructures	<ul style="list-style-type: none"> ▪ To reinforce financial support for cultural infrastructures and events with international scope.
Commitment 120: To promote the international outreach of the Basque language & culture via the Etxepare Institute	<ul style="list-style-type: none"> ▪ To strengthen the role of the Etxepare Institute as a tool for cultural diplomacy in the service of the Basque Country.
Commitment 171: To draw up a more consistent, coordinated and participative cooperation policy	<ul style="list-style-type: none"> ▪ To promote partnerships at state, European and international levels for the implementation of strategic initiatives.

Source: Programme of government for the 11th legislature (2016-2020)

3.2. The 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development approved in September 2015 includes the United Nations' 17 Sustainable Development Goals (SDGs). The SDGs are specific goals which are to be met by 2030 in a framework of sustainable development.

The 2030 Agenda recommends that measures be taken to promote prosperity and at the same time protect the planet. It proposes that schemes to eradicate poverty should go hand in hand with strategies to favour economic growth and tackle social needs such as education, health, social protection and employment opportunities while also combating climate change and promoting environmental protection. The EBC 2020 was approved in 2014, before the SDGs were adopted, so this update is an opportunity to incorporate a clear commitment to the SDGs on the part of the Basque Country.

Table 3: Sustainable Development Goals (SDGs)

SUSTAINABLE DEVELOPMENT GOALS
<ul style="list-style-type: none"> ▪ Goal 1: End poverty in all its forms everywhere ▪ Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture ▪ Goal 3: Ensure healthy lives and promote well-being for all at all ages ▪ Goal 4: Ensure inclusive and quality education for all and promote lifelong learning ▪ Goal 5: Achieve gender equality and empower all women and girls ▪ Goal 6: Ensure access to water and sanitation for all ▪ Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all ▪ Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all ▪ Goal 9: Build resilient infrastructure, promote sustainable industrialisation and foster innovation ▪ Goal 10: Reduce inequality within and among countries ▪ Goal 11: Make cities inclusive, safe, resilient and sustainable ▪ Goal 12: Ensure sustainable consumption and production patterns ▪ Goal 13: Take urgent action to combat climate change and its impacts ▪ Goal 14: Conserve and sustainably use the oceans, seas and marine resources ▪ Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss ▪ Goal 16: Promote just, peaceful and inclusive societies ▪ Goal 17: Revitalise the global partnership for sustainable development

Source: United Nations

The SDGs are cross sectoral and interconnected, which means that the success of one affects that of others. Responding to the threat of climate change affects the way in which natural resources are managed. Achieving gender equality and improving health can help to eradicate poverty, and promoting peace and inclusive societies reduces inequality and helps economies to prosper. These goals reassert international commitment to putting an end to poverty everywhere once and for all.

From its design stage onwards, the Agenda has given great importance to promoting a territorial dimension and adapting to a non-state scale, out of an awareness that it is often sub-state organisations (such as the Basque administration) who have the authority, resources and specific expertise to deal with social realities and needs.

3.3. The Europe 2020 Strategy

The Europe 2020 Strategy is the EU's agenda for growth and employment up to the year 2020. It establishes smart, sustainable, integration-based growth as the foundation for overcoming structural deficiencies in the European economy, improving competitiveness and productivity and supporting sustainable social market economy.

The Europe 2020 Strategy provides a framework of reference for operations at EU, state and regional levels. Accordingly, the strategic country goals set out in the Basque programme of government for the 11th legislature regarding employment, innovation, education, climate/energy and social integration are aligned with the five goals set in the Europe 2020 Strategy:

- in employment, ensuring work for 75% of all individuals aged between 20 and 64;
- in R&D, investing 3% of the EU's GDP;
- in regard to climate change and energy, reducing GHG emissions by 20% on 1990 levels, generating 20% of all energy from renewable sources and increasing energy efficiency by 20%;
- in education, reducing dropout rates to below 10% and ensuring that at least 40% of all individuals aged between 30 and 34 have higher education qualifications;
- in poverty and social exclusion, reducing the number of people at risk from poverty and social exclusion by at least 20 million.

These goals provide an overview of the fundamental parameters for the European Union in 2020. They translate into goals for each Member State, so each EU country can assess its own progress towards each goal. There are links between them, and they reinforce each other: improvements in education increase employability and help reduce poverty; R&D innovation and more effective use of energy all increase competitiveness and help create jobs; and investing in cleaner technologies helps combat climate change and creates new business and employment opportunities.

Ever since its approval, the Europe 2020 Strategy has been the benchmark for the public sector policies of the Basque Government.

3.4. Consistency of development policies

On 5 April 2016 the Basque Government approved its Framework of Consistency for Development Policies in the Basque Country, which seeks to factor human development and sustainability perspectives into the design, implementation and assessment of public sector policies at different levels, and to ensure coordination and complementarity between them.

In these circumstances, the Basque Government sees the consistency of development policies as a basic landmark for government action in regard to internal development strategies, external actions and the links between the two. Specifically, the internationalisation of the Basque Country must seek to promote a type of development that helps to meet the needs of Basque society and is compatible with the needs of people in other countries and territories.

In any event, the plurality of society and the variety of interests that exists mean that ensuring full policy consistency is a complex matter. In acknowledgement of and out of respect for that plurality, emphasis is placed on the need to work towards greater policy consistency with a view to achieving a fairer, more equitable, more sustainable society.

All this is in line with the concerns expressed by the EU itself, e.g. in the Maastricht Treaty of 1992, which stated that “the Union shall in particular ensure the consistency of its external activities as a whole in the context of its external relations, security, economic and development policies”. It is therefore considered necessary to promote the notion of competitiveness based on the defence of social and environmental efficiency as identifying traits of the model to be established.

From this perspective, the EBC 2020 and the external activities of the Basque Government as a whole are intended to promote a suitable placement of the Basque Country within the global economy and the defence of a framework of coexistence based on the rights of individuals and on the conservation of resources for future generations.



4.

2020 FRAMEWORK STRATEGY
FOR INTERNATIONALISATION:
EUSKADI / THE BASQUE
COUNTRY

4. 2020 FRAMEWORK STRATEGY FOR INTERNATIONALISATION: EUSKADI / THE BASQUE COUNTRY

This chapter sets out the strategic directives for internationalisation to be followed by the departments of the Basque Government and its public sector organisations in the period from 2018 to 2020. It describes the approach, the vision and the goals for internationalisation, the common vectors of internationalisation and the thematic and geographical areas of action involved. This strategy calls on all Basque institutions and actors to work together in the same direction to turn this vision into reality.

4.1. Updating the theoretical approach

The EBC 2020 needs to be updated in the 11th legislature to bring it into line with changes on the international stage since 2014. The weight of the strategy continues to fall mainly on institutional external action and the internationalisation of business, culture and tourism, but it now also incorporates development cooperation and sport, in view of the significant amount of international activity expected in these fields up to 2020. Other areas will also continue to be reinforced.

This update of the EBC 2020 is based on a vision and a number of commitments by the Basque government in regard to internationalisation set out in the programme of government for the 11th legislature (2016-2020). The common vectors for internationalisation (i.e. the main lines that establish the purpose and provide vehicles for internationalisation activities) are maintained in essence, though some new features are incorporated, such as a commitment to help resolve the global challenges set out in the 2030 Agenda. The names of some vectors are changed to reflect their true intent more accurately. The vectors for 2018-2020 are the following:

- Projection of the Euskadi/Basque Country brand abroad
- Promoting and fostering sectoral interests
- Contributing to the resolving of global challenges to sustainable development

- Contributing to the project for Europe
- Capturing of knowledge

The integrated, cross-sectoral nature of the EBC 2020 has led to its being extended in this legislature to 27 thematic areas of action, with some of the previous areas being split and new areas added in view of their potential for internationalisation and because distinctive actions have been taken in them. The strategy as published 2014 outlined the themes on which the internationalisation-related activities of the government were focused, distinguishing between learning and teaching. It has proved difficult in practice to break activities down on this basis in the first few years of implementation of the strategy, given that many of the activities involved could be placed in both camps. The distinction has therefore been eliminated.

The updating of the EBC 2020 means looking in greater depth at internationalisation as a structured, systematic activity that can be deployed through sectoral plans drawn up and approved in certain thematic areas which are particularly relevant in an external context. Those sectoral plans are set out in the form of lines of action and individual actions that can be monitored and whose results can be seen.

In the previous legislature, two sectoral plans for internationalisation were approved and implemented under the Strategy: the Plan for External Action and the Business Internationalisation Plan.

For the 11th legislature the areas of external action, business internationalisation, culture, tourism and development cooperation will all have their own internationalisation plans. A multisectoral external outreach is also envisaged in which the number of sectoral plans approved under the EBC 2020 may be increased.

The geographical areas of action specified are territories that will receive priority attention in 2018-2020. It has been decided to simplify these areas by eliminating the distinction between “priority” and “preferential” countries and between areas that provide opportunities to teach and those that provide opportunities to learn. This change has been made because there was clearly room for improvement in the structure drawn up in 2014. The result is a greater concentration on countries and regions that are likely to be more relevant to the departments of the Basque Government and its public sector organisations.

Illustration 1: Updated structure of the EBC 2020



4.2. Vision of the strategy

The vision set out in 2014 remains in place for the years to come, with social cohesion added as a further nuance. Accordingly, the vision for the internationalisation of the Basque Country in the coming years seeks to project its identity, culture and values abroad and convey the image of a country that prioritises coexistence based on social cohesion and high levels of sustainable human development.

Emphasis is also placed on carving out a space for the Basque Country in the context of Europe so as to promote its interests and broaden its links with EU institutions. In that regard, external action is seen as an essential tool for positioning the Basque Country as a global actor and defending the interests of its people at international level, while at the same time increasing solidarity and opening up to the rest of the world.

Finally, the intention is to prioritise public/private cooperation between the socio-economic, cultural and institutional actors who make up the ecosystem of Basque internationalisation at home and abroad.

Accordingly, the vision set out in the EBC 2020 is this:

To position the Basque Country as a global actor with its own in the construction of the project for Europe ; a cohesive, attractive, competitive country acknowledged for its uniqueness, its high levels of sustainable human development and its solidarity which is open to the rest of the world and closely connected to Basque communities abroad.

4.3. Strategic goals

The strategic goals (SGs) for internationalisation under the EBC 2020 are based on the commitments to strengthening the internationalisation of the Basque Country contained in the programme of government for the 11th legislature (2016-2020). For this period, the SGs directly linked to the EBC 2020 are the following:

- SG1: To develop a global Basque Country internationalisation strategy based on public/private cooperation.
- SG2: To take a direct, active part in EU institutions.
- SG3: To strengthen the territorial articulation of the Basque Euro-region

10 more goals can also be added for strengthening the internationalisation of the Basque Country:

- SG4: To foster a global Basque community by strengthening links with Basque communities abroad.
- SGE5: To promote business internationalisation.
- SG6: To promote the Euskadi/Basque Country tourist brand.
- SG7: To improve links with Navarre and Aquitaine.
- SG8: To consolidate the Basque Country as an innovative European region in terms of public governance.
- SG9: To continue promoting the internationalisation of the Basque system of vocational training.
- SG10: To promote the internationalisation of the Basque university system

- SG11: To consolidate events at benchmark infrastructures as drivers with international scope.
- SG12: To promote the projection abroad of the Basque language and culture through the Etxepare Institute.
- SG13: To set up a more consistent, more co-ordinated, more participative cooperation policy.

4.4. Common vectors for internationalisation

The EBC 2020 establishes five common vectors for internationalisation, which set the purpose of international activities and provide a platform for the deployment of all actions with an external dimension to be taken by the Basque Government and other actors with a view to meeting the strategic goals set. In the 2014-2017 period, the EBC 2020 ensured consistency and visibility in the international actions of the Basque Government. In 2018-2020 the internationalisation actions already launched are set to continue and further actions will be taken as areas of opportunity are identified.

The significance of the global challenges faced by society in general, and the wish of Basque society and its institutions to help meet those challenges are reason enough to introduce a further vector¹ in line with the 2030 Agenda for Sustainable Development and the global goals set by the UN. The idea is to emphasise the commitment of the Basque Government to aligning its public sector policies with the premises of the 2030 Agenda. Two of the vectors drawn up in 2014² have been renamed to reflect their intended remit in 2018-2020 more closely. Vector 1 now focuses more on the Euskadi/Basque Country brand, while Vector 4 is renamed to emphasise its proactive approach.

¹ This results from the splitting up of “Vector 2. Promoting sectoral interests and helping to solve global challenges” drawn up in 2014

² “Vector 1. Projection of the Basque Country abroad” and “Vector 3. Alignment with the EU framework” drawn up in 2014

Table 4: Common vectors for internationalisation

Vector 1: Projection of the Euskadi/Basque Country brand abroad
Vector 2: Promoting of sectoral interests
Vector 3: Contributing to solving global challenges to sustainable development
Vector 4: Contributing to the Project for Europe
Vector 5: Capturing of knowledge

4.4.1. Vector 1: Projection of the Euskadi/Basque Country brand abroad

Developing a brand image based on the uniqueness of a territory and then disseminating that image abroad helps to attract projects, skilled workers and tourists and increases the possibility of exercising influence on a global scale. The Euskadi/Basque Country brand was launched in 2013 to promote the image of the Basque Country, and is widely used by the Basque Government and its public sector organisations and by other public and private bodies. In the years up to 2020 this vector seeks to focus efforts to consolidate it as a country brand and a calling card to give a competitive edge abroad.

The projection of the Euskadi/Basque Country brand abroad is based on promoting the image of an attractive country with unique features. It is a shared brand with consensus-based content that seeks to help all Basque organisations in their international activities. It is intended to transcend the boundaries of public institutions and become a tool for disseminating the values inherent in Basque society and the main assets enjoyed by the Basque Country on cultural, business and social levels, among other things.

Emphasis will be placed on territorial marketing actions that can enhance the competitive position of the Basque Country abroad. Consideration must also be given to the systematic, coordinated dissemination of the brand in digital media such as social networks. The brand per se must be supplemented by the construction of an image and an identity that are shared by Basque society and that can serve as a calling card in Europe and the rest of the world, highlighting the unique nature of the Basque Country, its culture and its society.

In 2018-2020 efforts will be made to associate the brand more closely with values such as a culture of effort, commitment, an ability to overcome challenges, equal opportunities, social

justice and peaceful coexistence. Links are to be strengthened with Basque groups abroad and with individuals who feel affinity with things Basque, with a view to making use of their energy to project the Euskadi/Basque Country brand worldwide.

From the various areas of action of the Basque Government and its public sector organisations, active efforts will be made to project and position the Basque Country abroad. This will be done by disseminating attributes associated with the Euskadi/Basque Country brand in international forums and networks. Its use by all Basque institutions and other actors will also be extended, for dissemination at international level.

4.4.2. Vector 2: Promoting & fostering sectoral interests

Internationalisation is one of the main pillars of the reactivation of the economy and of employment in the Basque Country, so the external activities of the Basque Government in its various areas will focus on locating opportunities, building bridges and developing tools to help raise the international profile of the production, cultural, trade and tourist-related capabilities of the socio-economic fabric of the Basque Country.

The implementation of the EBC 2020 helps to connect the Basque Country with the cutting edge and with international decision-making forums, thus benefiting Basque sectoral interests abroad. In 2018-2020 the relational skills of the Basque Government and its public sector organisations will continue to be used in the service of the best interests of Basque society, building bridges, generating goodwill, forging partnerships and gaining influence abroad while at the same time identifying new opportunities.

Efforts will be made to strengthen bilateral relations that may result in new partnerships, collaborations and joint projects in areas of mutual interest; and to increase participation in international networks and forge solid links with international organisations, countries and sub-state bodies e.g through the consolidation of the Network of Strategic Partners.

Promoting relations with public and private actors in strategically important countries and regions through two-way visits, cooperation agreements and participation in sectoral forums will also help to project the image of the Basque Country, to detect opportunities and to accompany Basque initiatives for internationalisation.

In those areas where a sufficient level of excellence has been attained to enable the Basque Country to act as an international benchmark, we will strive to transfer skills abroad,

reaffirming the image of the Basque Country as an advanced society focused on the knowledge economy.

Moving forward in interactions with international organisations and maintaining a presence at top-level multilateral events will enable us better to defend the interests and showcase the distinctive assets of the Basque Country in various fields. It must be remembered that international organisations can give rise to opportunities to capture knowledge, export goods and/or services and implement projects abroad.

4.4.3. Vector 3: Contributing to solving major global challenges to sustainable development

This vector is linked to the solidarity that the Basque people have traditionally shown in shouldering their share of responsibility in tackling global challenges.

In 2015 the United Nations (UN) drew up a list of 17 specific Sustainable Development Goals (SDGs) to be reached by 2030. The Basque Government and its public sector organisations have signed up to these goals and are committed to working to attain them. Accordingly, human development and sustainability issues are factored into the design, implementation and assessment of Basque public sector policies and their coordination and complementarity.

Helping to tackle global challenges to achieve sustainable development on the basis of the 2030 Agenda gives the Basque Country an opportunity to build a project for the future aligned with ongoing global challenges. It also means establishing a link with the strategic approach adopted by the European Commission in working for sustainable development, which is focused on using instruments to ensure that current and future policies factor in social, environmental and economic aspects.

One of the distinctive features of the 2030 Agenda is its commitment to promoting a territorial dimension and adaptation on a regional scale. Accordingly, an Euskadi/Basque Country 2030 Agenda is to be drawn up to reflect the degree of alignment and the contributions of the various sectoral policies to the 17 SDGs. Its application will be monitored in line with the logic of multi-tier governance and the network of shared responsibilities between different levels of government. The Basque agenda is to be publicised internationally, thus helping to highlight the role of sub-state organisations in tackling global challenges.

The Basque Government seeks to involve all Basque institutions in its efforts to move towards sustainable development, using public policy consistency instruments to develop initiatives

that also engage the private sector, the academic world, civil society organisations and the general public.

4.4.4. Vector 4: Contributing to the Project for Europe

Now more than ever, the European Union is the main focus of external action by the Basque Country. In the coming years, the EU faces a period of reflection and debate concerning its future as a result of major new challenges: the exit of the UK, the urgent need to resume its role as a source of economic and social progress for its citizens, the influx of tens of thousands of refugees, the rise of populist movements and the threat of international terrorism perpetrated with the pretext of religion. In this context, the participation of the Basque Country in the construction and definition of the project for Europe in all areas where it has an interest and enjoys authority is seen as a preferential vector for action on the international agenda.

The Basque Government seeks to be present in the main decision-making forums of the Community that have a direct effect on Basque self-government, and to contribute to the debate on the future of the EU and to its social pillar. Accordingly, it is crucial to ensure effective participation in EU institutions, particularly in the bodies of the Council and the committees of the European Commission. Efforts will also be made to give stateless nations a more prominent role and to ensure that the Basque Country has a proactive role in the process of the construction of Europe.

A large proportion of the regulations applicable in the Basque Country are drawn up at EU level. Efforts are to be made to maximise the presence of Basque public and private actors in the relevant EU networks, initiatives and programmes, with a view to optimising the integration of the Basque Country into the common area of the EU and enabling Community resources to be fed back into the country. To that end it will be necessary to focus on channels which can help strengthen the Basque presence in programmes and projects of strategic interest such as the circular economy, Horizon 2020, the cultural and creative industries, active ageing, trans-European transport networks and climate change, among others. It is also advantageous to position the Basque Country well in regard to instruments for technical assistance and risk reduction potentially linked to investment in sectors which are strategically important for it, such as ocean energy, electrical mobility and Industry 4.0, among others, particularly through the investment plans of the EIB.

Bilateral relations and cross-border and inter-region cooperation will also be reinforced to facilitate the integration of skills and common interests with regions and nations comparable

to the Basque Country, with a view to wielding more influence in the EU. In this regard, priority goals include the consolidation and strengthening of the Basque Country-Navarre-Aquitaine Euro-region, the reinforcing of cross-border cooperation and the promotion of cooperation projects between the Basque Country, Navarre and the French Basque region.

4.4.5. Vector 5: Capturing knowledge

This vector covers all international activities aimed at accumulating knowledge to enable the Basque Country to increase its capabilities. In a context in which the well-being of society and a knowledge-intensive economy are inseparable, the Basque Government's policies must seek to ensure that experience and knowledge captured from other territories is translated into sustainable growth and thus a better distribution of wealth, into economic development that can ensure the welfare of future generations and into the deployment of the talent and creativity held by Basque society as a whole.

The capturing of knowledge and continuous learning from others are focused on gaining systematic access to experiences and know-how from other territories. The strengths and weaknesses of the Basque Country will be compared to those of cutting-edge territories, to help the Basque Government take actions based on innovative good practices applicable to most of the thematic areas in which it holds authority. Efforts will continue to attract and capture talent from abroad and to create the conditions for making the Basque Country and attractive location for cutting-edge infrastructures in knowledge, where young people can make careers for themselves that meet their expectations.

Some of the international actions taken by the Basque Government under this vector are aimed at promoting bilateral relations with countries and regions that can serve as benchmarks, with a view to formalising agreements for state-of-the-art international joint projects and initiatives entailing the sharing of knowledge and experience.

4.4.6. Contribution of activities under these internationalisation vectors to the strategic goals

The internationalisation activities to be undertaken by the Basque Government up to 2020 under the framework of these five vectors will help to achieve the strategic goals for internationalisation set out in the programme of government for the 11th legislature. The table below shows how the internationalisation vectors contribute to the strategic goals:

Table 5: Contribution of internationalisation vectors to strategic goals

VECTORS	STRATEGIC GOALS FOR INTERNATIONALISATION
V1. Projection of the Euskadi/Basque Country brand abroad	<ul style="list-style-type: none"> ▪ SG1: To develop the global Basque Country internationalisation strategy based on public/private cooperation ▪ SG4: To foster a global Basque community by strengthening links with Basque communities abroad. ▪ SG6: To promote the Euskadi/Basque Country tourist brand. ▪ SG8: To consolidate the Basque Country as an innovative European region in terms of public governance. ▪ SG11: To consolidate events at benchmark infrastructures as drivers with international scope. ▪ SG12: To promote the projection abroad of the Basque language and culture through the Etxepare Institute.
V2. Promoting & fostering sectoral interests	<ul style="list-style-type: none"> ▪ SG1: To develop the global Basque Country internationalisation strategy based on public/private cooperation ▪ SG2: To take a direct, active part in EU institutions. ▪ SGE5: To promote business internationalisation. ▪ SG8: To consolidate the Basque Country as an innovative European region in terms of public governance. ▪ SG9: To continue promoting the internationalisation of the Basque system of vocational training. ▪ SG10: To promote the internationalisation of the Basque university system
V3. Contributing to solving global challenges to development	<ul style="list-style-type: none"> ▪ SG1: To develop the global Basque Country internationalisation strategy based on public/private cooperation ▪ SG2: To take a direct, active part in EU institutions. ▪ SG8: To consolidate the Basque Country as an innovative European region in terms of public governance. ▪ SG13: To set up a more consistent, more co-ordinated, more participative cooperation policy.
V4. Contributing to the Project for Europe	<ul style="list-style-type: none"> ▪ SG1: To develop the global Basque Country internationalisation strategy based on public/private cooperation ▪ SG2: To take a direct, active part in EU institutions. ▪ SG3: To strengthen the territorial articulation of the Basque Euro-region ▪ SG7: To improve links with Navarre and Aquitaine. ▪ SG8: To consolidate the Basque Country as an innovative European region in terms of public governance.
V5. Capturing knowledge	<ul style="list-style-type: none"> ▪ SG1: To develop the global Basque Country internationalisation strategy based on public/private cooperation ▪ SG2: To take a direct, active part in EU institutions. ▪ SG8: To consolidate the Basque Country as an innovative European region in terms of public governance. ▪ SG9: To continue promoting the internationalisation of the Basque system of vocational training. ▪ SG10: To promote the internationalisation of the Basque university system

4.5. Thematic areas of action

The thematic areas of action set the sectoral priorities for internationalisation activities by the Basque Government and its public sector organisations. During this legislature the EBC 2020 will tackle 27 such a areas.

4.5.1. External action

The External Action area seeks to promote and coordinate Basque Government actions with international outreach and cooperate with other Basque institutions on the basis of efficiency and consistency, seeking to position the Basque Country as a global actor and defend Basque interests around the world.

To that end, there will be co-ordinated implementation of individual actions, lines of action and strategic goals with an international profile in all 27 thematic areas, guided by the internationalisation vectors set out in the EBC 2020. The General Secretary for External Action will act as an institutional representative of the Basque Country in establishing stable strategic partnerships, and as such will foster direct participation in European institutions, forge closer links with Basque communities abroad, incorporate knowledge that enables the Basque Country to gain consistency and competitiveness around the world and handle actions by the government to implement the 2030 Agenda in the Basque Country.

Thus, bilateral and multilateral relations between the Basque Government and other countries, regions and international organisations will be developed and coordinated to help in the international positioning of the Euskadi/Basque Country brand, and initiatives such as Learning Tours will be consolidated. An integrated external network will be set up based on the network of Basque delegations and sectoral offices abroad, and cooperation with strategic partners will be extended (vectors 1 & 2).

Accordingly, the Basque Country will assign top priority to direct participation in the construction of Europe, so as to defend the interests of Basque society in the EU and locate opportunities for Basque actors from both the public and private sectors. The presence of public and private Basque actors in EU networks, initiatives and programs will also be promoted.

Basque participation in Community decision-making forums will be maximised, particularly in regard to the Council, the committees of the European Commission and the Committee of the Regions (vector 4). Priority will be given to relations within the Aquitaine-Basque Country-

Navarre Euro-region and to cross-border cooperation projects with the French Basque Country.

Similarly, the Basque Country has a long track record of policies seeking to attain the SDGs. In this context, the Euskadi/Basque Country 2030 Agenda for the implementation of the SDGs is to be one of the chief focal points for action in the current legislature. A Basque route map is to be co-ordinated which will set out specific commitments and assessment mechanisms which the Basque Government wishes to submit to the UN for analysis and validation (vector 3).

Links with Basque groups abroad and with individuals who feel affinity with the Basque Country will also be strengthened, seeking to take advantage of their energy to project the image of the Basque Country around the world (Vector 1).

Finally, External Action will also seek to ensure that experience and knowledge obtained from other territories can be combined with the deployment of the pool of talent and creativity that exists in Basque society to bring about higher levels of sustainable human development in the Basque Country (vector 5).

4.5.2. Business Internationalisation

The programme of government for the 11th legislature includes a commitment to promote the internationalisation of Basque firms as part of the EBC 2020. The Business Internationalisation Plan for 2017-2020 will be drawn up. This will include the setting up and promotion of a Basque Agency for Business Internationalisation, and top priority will be given to disseminating the Euskadi/Basque Country brand with a view to enhancing the position of Basque firms abroad. The “Invest in the Basque Country” strategy will be strengthened as a tool for attracting foreign firms and linking them to the Basque Country. The external network of SPRI will also be consolidated, and its deployment will be extended in priority countries (vectors 1 & 2).

There will be continued support for processes to help Basque firms internationalise via programmes such as “Global Lehian”, “Gauzatu”, “Interlehian” and “Elkartzen”. Efforts will also be made to set up a Basque Country Bidding Platform and programmes of support for exports by Basque firms will be strengthened (vector 2).

Help will be given to Basque firms so that their international operations contribute to the global 2030 Agenda and the specific 2030 agendas of other countries. In particular, ways will

be sought for Basque firms to take a more prominent part in initiatives and bidding processes by international and regional organisations involved in projects and actions that can help to achieve the SDGs (vector 3).

In the context of the Aquitaine-Basque Country-Navarre Euro-region, the emphasis will be on inter-cluster relations and efforts will be made to set up an ecosystem of business cooperation between Navarre, the Basque Country and New Aquitaine based on smart specialisation strategies in the fields of advanced manufacturing, energy, bio-health and the agri-foodstuffs industry. Cross-border cooperation forums will also be promoted with a view to locating potential policies, instruments and actors that can strengthen such cooperation (vector 4).

Finally, a competitive intelligence unit is to be set up to detect, assess and analyse opportunities for internationalisation. Efforts to train and upskill human capital will also be strengthened by continuing to provide Internationalisation Grants and Global Training Grants (vector 5).

4.5.3. Culture

Basque culture is a key element in the development of the Euskadi/Basque Country brand. Efforts will be made to incorporate it as a distinctive feature of the Basque Country in the presentation of all other areas of action under the strategy, to provide further support for the internationalisation of creative firms and to project an image of the Basque Country abroad as a cutting-edge territory in the creative industry. Continued support will also be given to benchmark projects such as the Guggenheim Museum Bilbao, Zinemaldia in Donostia-San Sebastián, Artium and the Basque Symphony Orchestra (vector 1).

In this legislature the Etxepare Institute is to be given capital importance in the process of internationalising Basque culture. Its role as an instrument for Basque cultural diplomacy is to be strengthened to help speed up the internationalisation of actors in this field. We also intend to continue promoting the presence of individuals and industries related to Basque culture at fairs and forums and in international networks so as to publicise and raise the profile of Basque productions. Efforts will also be made to locate and organise a network of ambassadors of the Euskadi/Basque Country brand from among Basque artists and performers (vectors 1, 2 & 5).

A 2018-2020 plan for the internationalisation of culture is to be drawn up to guide and systemise actions in this field. Further financial support is to be provided for the promotion of cultural events with an international outreach which can act as drivers. Specifically, the focus

will be on design related creative industries, gastronomy and videogames, building on the work already done under the EU's Creative Europe 2014-2020 strategic plan (vector 2).

Closer cooperation between the Basque Government and UNESCO (the United Nations Educational Scientific and Cultural Organisation) will be fostered, based on the memorandum of understanding entered into. This is to entail cultural programmes conducted jointly with UN bodies. The search for benchmarks in European countries from which good practices in cultural management applicable in the Basque Country can be learned will also continue (vector 5).

4.5.4. Tourism

The main goal set for the 11th legislature in this area is to develop the vision of the Basque Tourism System in line with the general goals of the Euskadi/Basque Country strategy. Action in regard to tourism can be summed up as follows: growing sustainably to consolidate the position as a specialised, excellence-based destination and a benchmark in Europe.

The goals in regard to tourism in the Basque Country for the years up to 2020 are set out in the strategic lines of the Master Plan. In line with the EBC 2020, tourism-related governance in the Basque Country will focus on maintaining the local culture and traditions. Emphasis will also be given to the direct effects of tourism and its impact on the rest of the economy, with a view to helping generate well-being in Basque society. Tourism in the Basque Country will be developed in a socially and environmentally sustainable way, to ensure that its development is compatible with the conservation of the quality-of-life of local people and the continued creation of wealth (vector 1).

An innovative, effective Basque marketing plan is to be drawn up based on enhancing understanding of the Basque Country as a tourist destination. Improvements will be made in conditions as regards training and competitiveness among Basque tourist businesses, with suitable training for staff, the provision of excellent infrastructures, positive conditions for demand and facilities on the part of the authorities.

There will be across-the-board tourist planning to help distribute flows throughout the territory, and a new Basque management and governance model to handle the new challenges arising from tourism, which may have great economic, social and political importance (vector 2).

The goal of the Strategic Plan for Tourism 2017-2020 is to consolidate the Basque Country as a “boutique” destination and make it one of Europe’s top 20 premium destinations. The strategy seeks to consolidate tourism with the backing of public institutions, with actions by the public and private sectors that can provide high value-added for visitors to the area, while at the same time developing the Euskadi/Basque Country brand in association with tourism (vector 1).

4.5.5. Development cooperation

The Basque Agency for Development Cooperation (AVCD) will be tasked with consolidating Basque policy on cooperation as an expression of the commitment of Basque society to all those who suffer from poverty and a lack of opportunities throughout the world.

The challenge for this legislature is to update the Basque system of cooperation, strengthening the capabilities of the AVCD and continuously improving those lines of Basque cooperation which are positively rated. The 4th Master Plan for Development Cooperation (2018-2021) is to be implemented, in alignment with the 2030 Agenda for Sustainable Development, incorporating strategic reforms in various lines (vectors 2 & 3).

Political commitments in the form of budgeted funding will be renewed, and policy consistency will be extended throughout the Basque Government and its public sector policies. Initiatives will be set up to strengthen the presence of non-traditional actors in cooperation (social, academic, corporate and institutional) and foster cooperation and partnership with them; new frameworks of action will be explored involving not only projects but also, in particular, strategic areas; and priorities to be worked on under initiatives taken by the Basque Government itself will be defined (vector 2).

Links with and actions together with European and other international organisations will be strengthened, especially as regards participation in the new approach to cooperation policy that the EU is setting up for local and regional authorities, and the Basque Country will take an active part in European partnerships of cities and regions (vector 4).

4.5.6. Sport

Sport is one of the most prominent manifestations of an advanced society. Basque sports help to project a positive image of the Basque Country and its culture on the international stage. Sport will be promoted from the viewpoint of the defence of traditional values: equality, integration, tolerance, solidarity and non-violence. Increased support will be given to sportsmen and women who take part in international events via the Basque Team Foundation, to turn them into ambassadors for the Euskadi/Basque Country brand through the conveying of the values associated with sport (vector 1).

There will be support for the organising of international sports events that can act as drivers for tourism and for the creation of wealth in the surrounding area, based on cooperation between public institutions such as provincial and municipal councils. In this regard, efforts will be made to set up a new professional cycling team that can project the image of the Basque Country. The 2018 European Rugby Champions Cup Final and Challenge Cup Final are to be held at the San Mamés football stadium, providing a significant opportunity to highlight the values and uniqueness of the Basque Country (vector 1).

4.5.7. Open government

Open government is another field that can help to consolidate the position of the Basque Country as an innovative region of Europe in terms of public governance. Actions will be taken to encourage citizens to engage with the creation and improvement of public services and to strengthen openness (vector 1).

Approving the 2020 Strategic Plan for Governance and Public Innovation is a priority objective to help construct an innovative, open, participative public administration. The Basque Country is also to participate actively in international forums on open government (vector 2).

Citizens are to be guaranteed the possibility of taking part in government policies, so as to ensure transparency through open data in reusable formats. In the Basque Country this takes the form of the Open Data Euskadi scheme. In the context of policies aimed at opening up to the exterior, ICTs are essential tools for promoting a model of public administration that is capable of setting up networks and listening to, dealing with and sharing the demands of the public. The Open Data Operational Plan is to be drawn up, to enhance the role of open government in attaining the SDGs (vector 3).

There will be cooperation with public institutions abroad and with non-government organisations to identify good practices in the field of openness (vector 5).

4.5.8. Coexistence & human rights

In a globalised world where threats to human rights are also global, authorities such as the Basque Government need to seek with all due modesty but with determination to join forces on the international stage to defend a culture of peace and coexistence based on respect for human rights and pluralism. Indeed, the Basque Government is open to participation in areas of cooperation with international institutions and on international programmes in the field of human rights, conflict resolution, aid for victims and for peace, and against discrimination, racism, violence, terrorism and war (vector 2).

The strategic goals of the 2017-2020 Plan for Coexistence and Human Rights include participation in international efforts to defend peace, coexistence, diversity, solidarity and human rights as a strategic goal, promoting synergies, associating the Euskadi/Basque Country brand with peace and human rights and sharing Basque coexistence policies on the international stage. The plan is clearly aligned with the EU's Europe 2020 strategy for smart, sustainable, integrated growth and with the SDGs of the 2030 agenda, particularly Goal 16, which seeks to promote peaceful, inclusive societies (vectors 3 & 4).

Emphasis will be placed on cooperation with international organisations, particularly with the Office of the UN High Commission for Human Rights, and on the importance of continuing to work with organisations associated with the EU's Peace Programme (vector 3).

Participation in international programmes will continue, including the Human Rights Defenders Programme and the EU's global platform for the temporary relocation of human rights defenders at risk. A foundation document is also to be drawn up listing experiences drawn from the case of the Basque Country for possible comparison with other contexts. This line of action is seen as a channel for international cooperation with countries suffering from situations of violence and destructive conflict (vector 3).

Finally, the Basque Government will continue to respond to the humanitarian crisis suffered by refugees on the frontiers of Europe by conducting initiatives aligned with international humanitarian actions, preventive actions and actions for establishing a position and influence in various European and other international forums.

4.5.9. Equality

For this legislature the Basque Government has set the goal of making the Basque Country one of the top four European countries in terms of equality. Accordingly, efforts will be made to incorporate elements into the Euskadi/Basque Country brand that evidencethe area’s position at the cutting edge of equality policies (vector 1).

Public policy instruments aimed at increasing the number of international business projects managed by women in the Basque Country will be reinforced (vector 2).

The public sector policies on equality set in place by the Basque Government and its public sector organisations seek to ensure gender equality and, in particular, to empower women, to eradicate gender violence, to ensure job and wage parity and to favour the work/life balance and shared responsibility. Accordingly, Emakunde (the Basque Institute for Women) and various departments of the Basque Government, including Education, Employment and Social Policy, Economic Development and Infrastructures, will actively assume a commitment in this legislature to factor SDG 5 (“Achieve gender equality and empower all women and girls”) from the UN’s 2030 Agenda for Sustainable Development into the future Basque 2030 Agenda for Sustainable Development (vector 3).

In the context of the European Union, the Basque Country will continue to take an active role in the Euro Gender Network and in other forums for cooperation and sharing set up by the European Institute for Gender Equality (vector 4). Similarly, participation in operational programmes run under European funds is to continue. Outside Europe, intense activity in terms of cooperation will also be maintained with UN Women, UNFPA and other organisations, such as the Iberoamerican General Secretariat and UNESCO. Cooperation with UN Women and UNFPA will see a reinforcing of activities by the Basque Country under the Joint Global Programme on Essential Services for Women and Girls Subject to Violence, which seeks to reach a global consensus on minimum standards for dealing with the needs of women and girls who have suffered violence.

Under the leadership of Emakunde, efforts will also continue to promote systematic international cooperation in search of new forms of collaboration and agreements with various countries and international organisations, and to consolidate those already in place. In this, the intention is to help to project abroad those good practices that have arisen in the Basque Country in this field, and to acquire further knowledge with a view to strengthening and supplementing the framework of equality policies implemented to date (vector 5). In this last regard, a strategic goal for this legislature is to reach agreements with Nordic countries and to set up a stable framework of cooperation with the Nordic Equality consortium.

4.5.10. Public governance

The experience of the Basque Country as an innovative territory in Europe on matters of public governance means that there is great potential for turning factors such as openness, public sector management, quality of regulation, participative democracy and multi-tier governance into assets for projecting a brand image and sharing good practices and knowledge (vector 1 & vector 5).

Participation in international forums will be promoted, to showcase the Basque strategy for digital transformation, seeking to position the Basque Country as a benchmark in this field. Efforts will be made to link the brand to issues of quality of regulation and multi-tier governance. Initiatives will also be set up with a view to improving the ranking of the Basque Country in the Regional Governance Matters: Quality of Government Index (vector 1).

The Basque public authorities will seek to adapt the framework of digital relations to their Strategic Plan for Governance and Public Innovation (2017-2020), adapting all their systems so that they are interconnected and capable of digitally monitoring every step in procedures, case files and processes while guaranteeing their protection and inalterability. The Basque Government will continue to work to digitise administrative procedures through the official procedural tool *Tramitagune* and the *Platea* technology platform. An integrated administration model will be developed that seeks to facilitate procedural steps and provide help for SMEs that wish to operate abroad (vector 2).

Free access to information generated by Basque public authorities will continue to be fostered, so as to create an atmosphere of trust between the government and society and help to form a responsible, participative citizenry. Public governance mechanisms that enable society to be better informed and more involved in public policies will be encouraged (vector 3).

Efforts will also be made to further the process of construction of the European Union, particularly through participation in the Committee of the Regions. Contributions will be made in all the channels for regional participation set up by the Commission and by the Council of Europe, based on the principle of subsidiarity. E-government will be promoted by incorporating the points set out in the Tallin Declaration on e-government issued at the ministerial meeting during the Estonian presidency of the EU Council on 6 October 2017, as an opportunity to establish new channels of communication with the rest of Europe (vector 4).

In the field of the capturing of knowledge, links with territories of interest which are benchmarks in this field will be promoted, so as to incorporate good practices in matters of

public governance in the Basque Country such as participative democracy, meritocracy, openness and quality of regulation (vector 5).

4.5.11. Science, technology & innovation

The implementation of the Science, Technology and Innovation Plan (PCTI 2020) will reinforce the position of the Basque Country as an innovative European region. The aim is to turn the Basque Country into a leader for research projects in advanced manufacturing, energy and the bioscience/health sector (vectors 1 & 2).

The RIS 3 Euskadi smart specialisation strategy will continue to foster public/private investment in R&D&i. The Basque Country will seek to take part in European decision-making forums where new approaches to R&D&i policies for the forthcoming EU programming period starting in 2021 are discussed. It will also continue to work within the Vanguard Initiative on those areas set as priorities for RIS 3 in cooperation with other member regions (vectors 2 & 4).

One of the goals is to increase the proportion of people working in R&D, and actions will be taken to encourage increased private investment in R&D (vector 3).

A platform will be developed to identify international opportunities in matters of industrial cyber-security and infrastructures with a view to channelling them into the specialist fabric of Basque industry (vector 2).

The Basque Country will continue to take part in relevant EU forums and conferences such as the Enterprise Europe Network (EEN) and will extend its participation in the committees for the implementation of the Horizon 2020 programme in fields closely linked to smart, environmentally friendly, integrated transport (vectors 4 & 5).

4.5.12. Energy

In the field of energy the foundations will be laid for positioning the Basque country as a benchmark for tidal energy technologies and to consolidate the BIMEP (Armintza Marine Energy Test Area) as a strategic project in efforts to further the industrial and technological development of marine energy. The chairmanship and coordination of the Atlantic Arc

Commission on Marine Energy and the choice of the Basque Country as the venue for the 2019 Wind Europe tradeshow will help the area to position itself as a benchmark in the field of energy. Moreover, the passing of the Basque Energy Sustainability Act will make the Basque authorities a reference point and a driving force for efforts in the field of energy saving, efficiency, renewables and sustainable mobility (vector 1).

The internationalisation of Basque firms will be encouraged by setting up new initiatives based on collaboration between the EVE (Basque Energy Association) and the Basque Energy Cluster, particularly in the context of the EU (vector 2).

A 2030 Basque Energy Strategy is to be developed in alignment with EU goals. Close cooperation will also be maintained with other European regions in presenting projects and developing joint projects (vector 2 and vector 4). Support for the use of renewables and actions to promote energy efficiency will help to position the Basque Country in terms of the commitments acquired at the Paris Summit in December 2015. Actions will also be taken to increase international cooperation and facilitate access to research and technology on clean energy, including renewable sources, energy efficiency and advanced, less polluting fossil fuel technologies, and to promote investment in energy infrastructures and clean technologies (vectors 3 & 5).

4.5.13. Agriculture, fishing & food

In the field of agriculture, fishing and food the aim is to develop a foodstuffs sector that is profitable, innovative and competitive throughout its value chain from the primary sector through processing and the foodstuffs industry to gastronomy.

A gastronomy/foodstuffs plan is to be implemented to help turn the Basque agri-food sector into a benchmark based on innovation, the quality of its products and the local gastronomy. There is also interest in developing an integrated strategy for marketing, disseminating and heightening awareness of Basque foodstuffs abroad. The Basque Country already has benchmark research centres in agricultural and food-related areas. Actions will be taken to enhance the image of the area and start up projects abroad (vector 1).

Trips and international prospecting missions will continue to be organised in search of opportunities and funding to further the best interests of Basque firms and to find benchmark public-sector agri-food policies based on sustainable development (vectors 2 & 5).

Bilateral relations with Mexico and Chile will be promoted. Cooperation with India will also begin for the development of projects involving Basque firms and the marketing of Basque products there (vector 2).

Environmentally-friendly agriculture forms part of the Basque strategy for sustainable agricultural development. Actions will be taken to encourage a production system based on arable and livestock farming free from environmentally harmful products, in which there is a fair, equitable relationship between producers and consumers. The use of raw materials suitable for healthy eating will also be promoted. This is also a good way of helping to mitigate climate change. Accordingly, efforts will continue to promote the FOPE (Plan for the Promotion of Environmentally Friendly Production) as an integrated policy for supporting environmentally-friendly agriculture. The 2017-2020 Basque Gastronomy/Foodstuffs Plan will be a strategic mainstay of the legislature, focused on health, safety, uniqueness and sustainability (vector 3).

Cooperation within the Aquitaine-Basque Country-Navarre Euro-region will focus on developing stable relationships between agri-food firms in the three regions, from the viewpoint of both processing and joint marketing abroad. The Basque Country will also actively participate in European networks such as EUROMONTANA (European Association of Mountain Areas), AREPO (Association of European Regions for Products of Origin), the EFI (European Forest Institute) and the USSE (Union of Foresters Of Southern Europe) plus the recently constituted REGAL (European Network of Leading Regions in Foodstuffs and Gastronomy for Matters of Innovation and Entrepreneurship) (vector 4).

EU projects under the LIFE, H2020, POCTEFA, SUDOE, M16 and FOCAD programmes will enable knowledge to be acquired and progress to be made in cooperation with European partners in the fields of innovation and cooperation in the agri-food sector and in the development of rural and coastal areas (vectors 4 & 5).

4.5.14. Infrastructures & transport

The Basque Country is a key link in the European Atlantic Corridor and holds a strategic position in the main trans-European transport and road networks as an essential hub in links between the Iberian Peninsula and the heart of Europe. It is also a benchmark area for sustainable mobility. Actions will be taken to give the Euskadi/Basque Country brand a prominent position in this field (vector 1).

Support and assistance will continue to be given to Basque transport firms in international projects in which they may take part. The Basque Country will also take a direct part in the design and construction of the new, European-gauge railway network that is to put an end to the current “rail border” (vector 2).

The recently approved 2030 Basque Master Plan for Sustainable Transport will be set in motion. Its goal is to consolidate a transport system that is sustainable in social, economic, environmental and quality terms and can contribute to social cohesion and socio-economic development by meeting the mobility needs of society. Accordingly, schemes will be promoted to favour universal access to safe, affordable, accessible, sustainable transport systems and to improve road safety, particularly by extending public transport and meeting the needs of persons in situations of vulnerability, such as women, children, functionally diverse persons and the elderly (vector 3).

The policies and instruments implemented will be aligned with EU directives, and will seek to strengthen the position of the Basque Country as a harbour on the Atlantic Arc between the Iberian Peninsula and the rest of Europe. The actions taken will include the completion of the “Basque Y” rail link. Participation in international networks and projects in this field, particularly in the context of the Aquitaine-Basque Country-Navarre Euro-region, will continue to be a priority, especially as regards participation in European cross-border mobility projects to optimise the services on offer and improve connections within the Euro-region (vector 4).

4.5.15. Employment

Employment is the number one pillar for political action by the Basque Government as a whole in the 11th legislature. The aim is to position the Basque Country as an international benchmark, and to support the internationalisation of the Basque “Special Employment Centres” model (vector 1).

One of the challenges to be tackled in the 11th legislature is reducing unemployment to below 10%. To that end, public-sector economic and social policies are to be promoted with the direct aim of creating more and better jobs. Programmes will also be promoted to help

internationalise the training and education of young university graduates so that Basque businesses and organisations will have a pool of specialists available to them in the future to help them deal effectively with the challenges of an open economy (vector 2).

Public-sector policy on employment and the reactivation of the economy will be accompanied by social dialogue, seeking to consolidate an ongoing framework of negotiation between economic and social actors and reinforce the Basque system of Labour relations. Training for employment will be one of the main tools for promoting and ensuring quality employment, and a basic instrument for helping firms to adapt to new technological and organisational challenges (vector 3).

Actions will be taken to increase presence in networks and participation in EU programmes and initiatives in the field of employment (vector 4).

Efforts will also be made to promote the consolidation of a competitive, sustainable fabric of business by supporting the starting up of new social economy businesses and disseminating their values and principles; and by extending recognition of solidarity-based economy organisations, organisations that set up special employment centres and supra-sectoral groups of self-employed workers. Accordingly, emphasis will be given to participation in the biennial International Summit of Cooperatives in Québec, in the Global Social Economy Forum (GSEF), which is also held every two years and whose 2018 edition is scheduled to take place in Bilbao, and in the annual technical meeting of agri-food cooperatives (vector 2).

Internationalisation in this field will be strongly focused on the capturing of knowledge and good practices concerning models of public sector employment services and labour relations (vector 5).

4.5.16. Social policies

The Basque model of social services will be promoted as a benchmark. The Basque Country has a basic income system known as “guaranteed minimum income and social inclusion benefit” which recognises the right of individuals to receive both minimum income benefit and social inclusion benefit. The experience of the region in matters of social economy, innovation and cooperativism is an asset with great potential for transfer abroad. Policies in place to protect functionally diverse persons and positive parenting policies are also potential benchmarks to be exported (vector 1).

New regulations and legal frameworks will be promoted and developed to encourage innovation and include social innovation initiatives. In this context, consideration will be given to the developing of a Basque strategy of innovation for social transformation. Encouragement will also be given for policies aimed at promoting corporate social responsibility (CSR) (vectors 2 & 3).

The Basque Country will also continue to take part in EU programmes and initiatives concerned with social policies. It will continue to be a member of organisations that promote organised participation in civil society, such as the Panel for Social Dialogue, the Council for Social Inclusion and associations for the participation of special groups, which tackle the needs of such groups from an overall perspective (vector 4).

The Basque Country has a population with a high average age, and its birth and fertility rates are low. The intention is to draw up policies to promote active ageing so as to enable elderly persons to live longer without becoming dependents, and to work towards consolidating a strong system of social services. This will call for new social strategies, involving a need to learn from similar regions where cutting-edge policies may already have been developed in this field (vector 5).

4.5.17. The environment

The strategy of membership of international networks such as the nrg4sd Network of Regional Governments for Sustainable Development, ICLEI (Local Governments for Sustainability), ENCORE (Environmental Conference of Regions of Europe), IMPEL (European Union Network for the Implementation and Enforcement of Environmental Law) and the Climate Group will be continued. Efforts will be made to seize the opportunities arising from the Basque Declaration (a new route map for European cities and towns in a framework of productive, sustainable, resilient in a politics, led by the Basque Country, to which almost 300 organisations from all over Europe have signed up) (vector 1).

The environment has become a source of opportunities for the creation of new businesses and new jobs. The growth of this sector is linked to the development of advanced environmental policies. Closer cooperation is to be promoted with ACLIMA (the Basque Environmental Cluster) to help Basque firms in this field to internationalise.

New, innovative financial mechanisms and instruments will be drawn up in cooperation with EU organisations and institutions, and international sources of funding that can help to develop strategic environmental projects will be identified (vector 2).

The Basque Government applies a four-pillar strategy of sustainable human development, in which one of the pillars involves striving for employment, economic reactivation and sustainability. One of the 15 country goals established is to reduce greenhouse gases by 20%, in line with the SDGs. At the same time URA (the Basque Water Agency) is working under SDG 6 to ensure clean water and drainage. Knowledge sharing at international level will be promoted in this area (vector 3).

Cross-border and inter-region cooperation is especially important in Basque environmental policies. Accordingly, the Txinbadia+ European territorial cooperation project will be promoted: this project lies within the framework of the INTERREG V-A European programme involving Spain, France and Andorra. It was set up to encourage sustainable development in bordering territories (vector 4).

4.5.18. Territorial policy

The Basque Government seeks to make the Basque Country a balanced, cohesive, sustainable territory in which environmentally degraded areas are reduced and emphasis is placed on all-round urban regeneration and quality-of-life, with the focus on people.

Internationalisation in the field of territorial policy will take the form of the sharing of experiences and cooperation between regions, across borders and internationally in matters of territorial planning (vectors 1 & 4), plus the defining, development and implementation of an urban agenda for regional and local territorial matters (vectors 2 & 3).

Cooperation will be fostered with other local and regional bodies in researching and developing models for management and intervention with a view to achieving sustainable urban development of districts and cities, promoting innovative financing mechanisms and identifying EU funding sources for across-the-board interventions at district level, particularly in the most vulnerable districts (vectors 2, 3 & 4).

4.5.19. Housing

Housing policies in the Basque Country are considered as a benchmark abroad, particularly as regards social housing in terms of guaranteeing the right to housing for homeless persons and the right to independent living. Internationalisation in this field will focus on disseminating the Basque model as a good practice in housing policies. Instruments will also be promoted to help mitigate problems experienced in cities all over the world that also impact on the Basque Country, such as the shortage of suitable housing and the deterioration of housing stocks (vectors 1 & 3).

It is also considered necessary to incorporate new public-policy instruments to enable innovative action to be taken in energy efficiency in construction. Accordingly, moves to establish relations with other European regions and countries will continue, with a view to learning from benchmark models of energy efficiency and financing for housing (vectors 4 & 5).

4.5.20. Taxation & the economy

Economic management by the Basque Government and Basque institutions in general must follow the principles of rigour and responsibility. It is necessary to keep finances healthy and maintain a commitment to a balanced budget as an assurance of economic sustainability.

In the framework of the promotion of sectoral interests, efforts will be made in cooperation with the Department of Economic Development and Competitiveness to establish a €250 million public/private fund to support the growth and consolidation of Basque technological firms with the potential for internationalisation (vector 2).

The Basque Government seeks to implement a new policy aligned with the European framework which combines with controlling the public sector deficit in a more balanced fashion. The Operational Programme for the Basque Country under the ERDF 2014-2020 funding period is to be managed efficiently. This includes active participation in the relevant monitoring committees (vector 4).

4.5.21. Education

Education is the chief factor for progress for individuals and for society as a whole. If the Basque Country wishes to be competitive as a society on the international stage it needs an

education system fully oriented towards equality and excellence that can guarantee the maximum development of the skills of each student. The activities planned in this field will involve the internationalisation of infant, basic and post-compulsory education.

In primary education, the Heziberri 2020 plan and the 2020 European framework for co-operation in education and training will continue to be applied. In post-compulsory secondary education mobility and cooperation projects will continue to be promoted under the Erasmus+ framework during the new strategy period, so as to continue offering a European dimension at this level (vector 4).

A country that wishes to grow internationally needs to be multilingual. Accordingly, measures will continue to be implemented to extend education in English and encourage the learning of a second foreign language at compulsory secondary education level.

Finally, efforts will continue to train teachers as the main agents for change and improvement in education via the implementation of a new teacher training model based on a European context, thus giving continuity to Basque participation in the EU Erasmus+ project (vectors 4 & 5).

4.5.22. Vocational training

The Basque Country is renowned for its vocational training system. The internationalisation of the system will continue to be promoted by the creation of the Basque Vocational Training Campus. Efforts will also be made to strengthen the positioning of TKNIKA as a benchmark centre by having it recognised as a member of the UNESCO UNEVOC network as a leading educational institution for research and innovation applied to vocational training in technology and in advanced and highly advanced sectors (vector 1).

A new Basque framework of qualifications and specialisations will be set up in the field of vocational training to design specialisation programmes suited to the needs that have arisen at firms, along with programmes in emerging fields, with special focus on the areas of opportunity identified in the RIS 3 for the Basque Country. If necessary, support will be provided for Basque businesses with plants abroad to help them train and qualify staff to work in those plants (vectors 2 & 4).

Continued support will be given to student mobility via the Erasmus+ programme for compulsory work experience at European firms during the final stages of the training process. Mechanisms will also be developed to enable students from foreign vocational training

centres to be hosted on a standard basis so that they can do their work experience in the Basque Country (vector 5).

4.5.23. Universities & research

In this legislature the Basque Government seeks to support the internationalisation of universities and research by promoting further actions to raise the profile of the campuses of international excellence associated with the Basque university system. Efforts will also be made to further the process of internationalisation of basic excellence research centres (BERCs) and strengthen their position as global benchmarks in their fields (vector 1).

University/business programmes will be drawn up to help provide joint internationalisation opportunities for firms and the University system. The Basque University/business strategy will be presented as a good practice. Support will also be given for international cooperation between universities in the Basque Country and between Basque universities and other actors in the Basque Science, Technology and Innovation Network (vector 2).

Models of teaching, assessment and accreditation of standards of education and research will be promoted that permit greater cooperation in an international context, seeking to increase the presence of the Basque University System Quality Agency in European networks (vector 4).

Specific actions will be taken to attract talent and foster the international mobility of students and staff at Basque universities and centres of research excellence (vector 5).

4.5.24. Health

Health is a fundamental human right, and is one of the most highly appreciated values in Basque society. In the Basque Country health policies are focused on people, who are the main reference points for integrating social and health policies. The priority lines for internationalisation in this field lie in the vectors for projecting the Euskadi/Basque Country brand abroad and capturing knowledge. Accordingly, participation in international forums will be fostered so as to raise the profile of this model (vector 1).

Links between staff in the Basque health system and centres of excellence abroad will be fostered, as will participation in EU projects, consortia and R&D&i networks. Activities under the Horizon 2020 framework and the Innovative Medicines Initiative (IMI) will be increased,

and closer links will be sought with CHAFEA (the Consumers, Health, Agriculture and Food Executive Agency), the Directorate General for Communication Networks, Content and Technology and the Directorate General for Health and Food Safety (DG SANTE) at the EU (vector 4).

Work is also to continue on developing bilateral relations and agreements with other geographical areas where circumstances are similar to those in the Basque Country with a view to capturing knowledge on active ageing, innovation and the use of ICTs in the health sector. This will enable a more in-depth model of integrated care to be drawn up that can respond to new challenges in health and help to improve and modernise the Basque health system, furthering the development of specific plans and programmes based on the good practices identified (vector 5).

4.5.25. Language policy

The language policy area covers actions to help internationalise the Basque language. Those actions will be led by the Etxepare Institute, in cooperation with other cultural organisations in the Basque Country.

Efforts will continue to promote the learning of Basque through international lecturing posts, university chairs of Basque language and culture and the Euskara Munduan programme. In addition, support will continue for the annual International Basque Language Day as the main event in promoting the language internationally and an element for cohesion among the Basque diaspora. A policy of digitisation will entail the promotion of a Basque National Digital Library to disseminate content in Basque drawn up by the creative industry in the Basque Country (vectors 1 & 2).

Support for the internationalisation of content in Basque will be strengthened with further help to circulate the work of Basque creative artists, writers and filmmakers abroad. To increase the presence of the Basque language in digital networks, its use on the Internet and its presence in the digital media will be encouraged, with particular emphasis on content developed for young people (vector 2).

To help promote the Basque language in the French Basque Country or *Iparralde*, institutional cooperation with the Office Publique de la Langue Basque will be maintained, and actions under the multi-year framework agreement currently ongoing will be increased (vector 4).

In a multilingual international environment, Basque must find a place for itself alongside the rest of the world's languages. Accordingly, efforts will continue to reach cooperation agreements with governments whose territories are home to minority and regional languages, with a view to capturing knowledge and sharing experiences on language policy to foster the use of such languages (vector 5).

4.5.26. Safety and security

Internationalisation in matters of safety and security will focus on establishing bilateral links with safety and security organisations abroad and participating in international networks and forums. The Basque police force (*Ertzaintza*) will be promoted as an international benchmark for security forces in other countries, based on its distinctive characteristics (vector 1).

In the field of road safety, the 2015-2020 Safe, Sustainable Mobility and Road Safety Plan is to be implemented, in line with the EU commitment to achieve a 50% cut in the 2010 figures for deaths on the road by 2020 (vector 3).

In the context of an EU safety and security strategy that requires extensive international cooperation at operational and intelligence gathering levels, an active role for the *Ertzaintza* on management bodies will be promoted. The work already done on police cooperation with international benchmark organisations such as Europol and Interpol will be consolidated. Accordingly, agreements will be promoted to obtain access to their information and archives (vector 4).

Secondments abroad may be arranged to increase the technical and judicial expertise of members of the *Ertzaintza* and train them to tackle the challenges posed by new threats to security (vector 5).

4.5.27. Justice

In the field of justice the International Institute for Judicial Sociology in Oñati will continue to play a relevant role. Efforts will be made to arrange scientific and professional meetings and promote joint projects for discussion and research to help train scholars of all origins in justice-related matters (vector 1).

One of the main activities in this field will be the fostering of alignment with the European framework, which means updating the self-government system so as to ensure that it is legally and judicially consistent with the regulations, standards and procedures of the EU. The intention is to further democratic coexistence, social justice and cohesion. An active role will be played in the European Forum for Restorative Justice and cooperation with the EU on education and training will be maintained (vector 4).

Links will be strengthened with benchmark territories for the implementation of judicial measures in matters of youth-related justice, care for the victims of crime and models that ensure access to justice for all through free legal aid (vector 5).

The 2014 wording of the EBC 2020 included a table with a schematic outline of the themes on which the government's internationalisation activities were focused, broken down according to whether they entailed learning or teaching. Experience in the first few years of implementation of the strategy has shown that many internationalisation actions can be seen as belonging to both sides, and that this causes confusion. The updated strategy for 2018-2020 has therefore dropped this breakdown.

4.6. Geographical areas of action

Along with supra-state actors such as the EU (the main scenario of foreign action by the Basque Government) and international organisations such as UN bodies, the EBC 2020 also identifies a number of specific countries and regions which are seen as strategic geographical areas for the internationalisation of the Basque Country. These territories account for a substantial proportion of Basque interests abroad, and will therefore be given priority attention in 2018-2020. The list is open to changes as potential one-off opportunities and links on a sectoral level arise with other countries or regions.

The way in which areas are prioritised has been simplified in this update of the EBC 2020. The distinctions formerly drawn between "priority" and "preferential" countries and between areas offering opportunities to teach and to learn have been dropped. These distinctions were considered theoretically relevant in the 2014 version, but have proved unwieldy in practice. Steps have also been taken to group together geographical areas (countries and regions) on which Basque Government departments and public sector organisations intend to focus more.

The table below lists the priority countries and regions.

Table 6: Geographical areas of action

GEOGRAPHICAL AREA OF ACTION	PRIORITY COUNTRIES	PRIORITY REGIONS
EUROPE	<ul style="list-style-type: none"> • Germany • Denmark • Finland • France • UK • Sweden 	<ul style="list-style-type: none"> • Aquitaine-French Basque Country • Bavaria • Scotland • Flanders • Wales
AMERICA	<ul style="list-style-type: none"> • Argentina • Canada • Chile • Colombia • USA • Guatemala • Mexico • Peru 	<ul style="list-style-type: none"> • Cundinamarca • Quebec • Querétaro • Minnesota • Newfoundland & Labrador
ASIA	<ul style="list-style-type: none"> • China • Japan • India 	<ul style="list-style-type: none"> • Jiangsu
AFRICA	<ul style="list-style-type: none"> • South Africa 	<ul style="list-style-type: none"> • KwaZulu-Natal

The EU as a supra-state body and Europe as a whole are the main priority area. On a specific, bilateral level the UK, Germany and France are long-term partners of the Basque Country, and have close links to it in fields as wide-ranging as public institutions, the economy (they are its main trading partners), science, culture and tourism. Efforts are also to be focused on the Nordic countries, particularly Sweden, Denmark and Finland, which are internationally recognised as having high levels of social welfare and being at the forefront of technology, education, social affairs and equality.

Also in a specific context within Europe, the current and potential future members of the Basque Network of Strategic Partnerships are priority objectives, for their geographical proximity and for the historic, multi-sectoral links maintained with them as in the case of Aquitaine, or because they are comparable territories in terms of their strong identities, as in the case of Flanders, Wales, Scotland, Bavaria and Québec.

The Americas are another priority area, as a result of historical cultural links and institutional and trade relationships developed with both North and South America. There are also many communities from the Basque diaspora in the Americas which represent a major asset for the internationalisation of the Basque Country there. Actions to deploy the strategy will be

focused particularly on Argentina, Chile, Colombia, Guatemala, Mexico and Peru in Latin America and on the United States and Canada in the North.

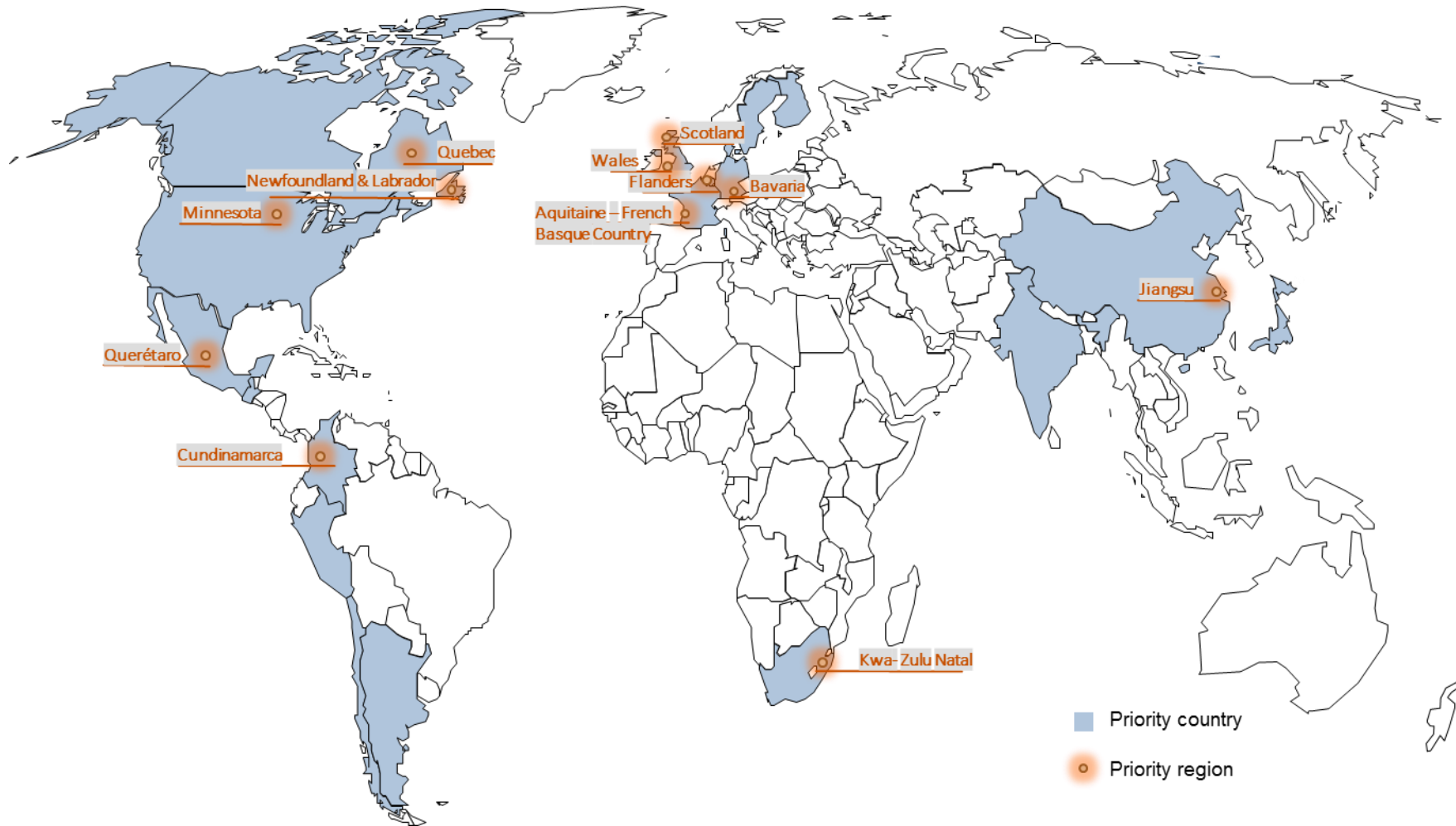
Latin America is an area of economic expansion that stands out for its energy and its prospects for growth. It is a target for business, academic and cultural initiatives with the leadership or participation of the Basque Country and Basque actors, and for knowledge transfer actions and projects in a number of fields. The territories of Querétaro in Mexico and Cundinamarca in Colombia are members of the Network of Strategic Partnerships. Solidarity is also a major factor in the links between Basque society and Latin America, and one that is set to become stronger.

As the world's leading power, the USA continues to be a reference point for the Basque Country in strategic fields such as business internationalisation, the attracting of investment, entrepreneurship, ICTs and culture. Canada is not only a benchmark in areas such as cultural and language policy but an example setter for coexistence and multiculturalism. The CETA (Comprehensive Economic and Trade Agreement) with the EU offers Basque firms business opportunities in the coming years. The Canadian provinces of Québec and Newfoundland and Labrador and the US state of Minnesota are also considered as priority regions for the forging of strategic links in 2018-2020.

In Asia the priority countries are Japan, China and India. Japan is a benchmark for good practices in fields such as Industry 4.0, gastronomy and culture. The socio-economic changes that are currently taking place in China are generating more and more opportunities for the Basque Country in a wide variety of fields including education, the environment and tourism. As the world's second-biggest economy, China has huge market potential and investment capacity, and is also set to be a leading destination for the establishment of Basque industrial plants abroad. The Chinese province of Jiangsu is considered a strategic partner of the Basque Country. India, as the second most heavily populated country in the world, offers a huge market and is also an emerging actor on the international stage.

Finally, in Africa South Africa has been identified as a priority country. It is the economic powerhouse of its region and offers opportunities for cooperation in matters of coexistence, human rights and justice. The South African province of KwaZulu-Natal is a priority region for the forging of strategic links in 2018-2020.

Illustration 2: Geographical areas of action





5.

AN ONGOING STRATEGY

5. AN ONGOING STRATEGY

There are many different actors involved in efforts to internationalise the Basque Country, so coordination and collaboration mechanisms are needed that can ensure consistent, sustained action over time. Accordingly, the following three pillars are proposed: (i) the model of governance, which ensures coordination and consistency in the deployment of the strategy; (ii) the monitoring and assessment system, which enables the activities carried out to be monitored and identifies achievements in the implementation of the strategy; and (iii) the budget, which sets out the financial resources that the Basque Government can bring to bear on matters of internationalisation up to 2020.

5.1. Model of governance

The implementation of the EBC 2020 must involve Basque society as a whole, including the departments of the Basque Government and its public sector organisations, plus other Basque institutions and members of the Basque ecosystem for internationalisation. The General Secretariat for External Action is charged with leading and coordinating the deployment of the strategy. This is to be done through three forums which between them make up the model of governance for the EBC 2020:

- the Interdepartmental Committee for External Action, which ensures the coordination and joint planning of external actions within the Basque Government;
- the Inter-Institutional Committee for External Action, which handles cooperation and collaboration between Basque institutions for the setting up of joint actions abroad; and
- the Advisory Council on External Action, which ensures the engagement of Basque society in the design and deployment of the EBC 2020. The setting up of this body in July 2016 reinforced and completed the model of governance set out in 2014 2014.

In the upcoming period efforts will continue to improve and extend this model so as to ensure that the strategy is deployed in an effective, coordinated fashion.

Illustration 3: Main pillars of the model of governance



The Interdepartmental Committee for External Action is in charge of coordinating and planning external action by the various departments of the Basque Government. It is convened and run by the General Secretariat for External Action. Its members are the General Secretary for External Action and high-ranking officers representing each Department of the Basque Government. The table below lists the functions of this committee.

Table 7: Functions of the Interdepartmental Committee for External Action

FUNCTIONS OF THE INTERDEPARTMENTAL COMMITTEE FOR EXTERNAL ACTION
<ul style="list-style-type: none"> ▪ To analyse actions in pursuit of the internationalisation goals of the EBC 2020. ▪ To propose further actions that can help to plan, promote and encourage coordinated, integrated action by the Basque Country abroad. ▪ To analyse the possibilities for action to defend and promote multi-sectoral and territorial interests via the delegations of the Basque Government abroad. ▪ To promote and help in the coordination of actions by the various departments with European institutions, particularly the EU, the Council of Europe and the movement of European regions. ▪ To research and propose potential bilateral and multilateral links between the Basque Government and other countries, regions, cities and sub-state bodies. ▪ To examine the measures required for cross-border and inter-region cooperation in the Basque Country. ▪ To debate any new measures proposed by the General Secretariat for External Action.

Source: Decree 127/2007 of 31 August

In addition to the ordinary calls arranged by the Interdepartmental Committee for External Action pursuant to Decree 127/2007, participative interdepartmental working arrangements can be set up with a view to identifying areas for cooperation and synergies on matters of internationalisation.

The remit of the Inter-Institutional Committee for External Action is to promote cooperation and collaboration between Basque institutions for shared working on internationalisation

projects so as to increase their impact abroad. It is chaired by the General Secretary for External Action and its members are drawn from Basque Government departments, from the Basque provincial councils, from the municipal councils of the three provincial capitals of the Autonomous Community of the Basque Country and from EUDEL.

Table 8: Functions of the Inter-Institutional Committee for External Action

FUNCTIONS OF THE INTER-INSTITUTIONAL COMMITTEE FOR EXTERNAL ACTION
<ul style="list-style-type: none"> ▪ To strive for coordinated, integrated external action by the Basque Country to meet the goals of the EBC 2020 ▪ To propose and analyse actions to ensure Basque participation in the movement of European regions and in international organisations and forums, and the development of cross-border and inter-region cooperation in the Basque Country. ▪ To promote and coordinate actions by Basque institutions and economic and social actors with European institutions, particularly the EU and the Council of Europe. ▪ To propose and examine potential actions to defend and promote multi-sectoral and territorial interests via Basque delegations abroad, and the possibilities for developing actions involving the Euskal Etxeak Basque Centres and Basque groups abroad. ▪ To learn about the presence in the Basque Country of representatives of foreign institutions. ▪ To engage in prospecting in regard to Basque actions abroad, proposing new goals and future lines of action with a view to anticipating changes expected in the international order.

Source: Decree 52/2008 of 18 March

Finally, the Advisory Council on External Action provides advice on promoting the internationalisation of the Basque Country under the framework of the EBC 2020 and ensures that the vision and goals of internationalisation under the strategy are integrated into society. Its members are drawn from various fields where there is extensive expertise on international affairs, including social, academic, cultural, scientific and technological, environmental, business areas among others.

Table 9: Functions of the Advisory Council on External Action

FUNCTIONS OF THE ADVISORY COUNCIL ON EXTERNAL ACTION
<ul style="list-style-type: none"> ▪ To analyse the main global trends and their impact around the world. ▪ To help establish and draw up directives and strategic guidelines for external action. ▪ To draw up initiatives and proposals for improving actions in the field of external action. ▪ To provide analysis and advice on matters concerning external action. ▪ To help ensure collaboration, cooperation and mutual aid between actors with significant international activities. ▪ To learn about multi-year instruments and initiatives for planning in matters of external action.

Source: Decree 96/2016 of 28 June

5.2. Monitoring & assessment system

The EBC 2020 strives to make internationalisation a cross-sectoral element of action by the Basque government and its public sector organisations as a whole. This being so, those areas of action where there is greater experience are assigned a more prominent role in the implementation of the strategy, i.e. (i) external action; (ii) business internationalisation; (iii) cultura; (iv) tourism; (v) development cooperation; and (vi) sport.

As a result, a mixed monitoring and assessment system has been set up to measure the impact of internationalisation-related activities by the Basque Government and its public sector organisations in these six areas of action, and to monitor overall internationalisation activities in all 27 areas included in the strategy.

This monitoring and assessment system is based on the following tools:

- A balanced scoresheet for measuring the impact of the EBC 2020
- A system of monitoring per types of activity, which enables all 27 thematic areas for action to be monitored
- A final report on the EBC 2020, which will set out the main achievements in the application of the strategy at the end of the 11th legislature

When it was launched in 2014 the EBC 2020 issued an invitation to reflect on how to design a system for measuring the impact of internationalisation activities by the Basque Government, which meant identifying a set of indicators for measuring the position of the Basque Country as a global actor and its internationalisation as a country. It was this premise within the strategy that gave rise to the 2016 report “A Picture of Internationalisation in the Basque Country”, which proposed a number of initial indicators for measuring the impact of international activities by the Basque Government on the results of internationalisation.

This process is to be taken a step further with the current update: for 2018-2020 it is proposed to extend the monitoring and assessment model by including a balanced scoresheet with indicators for measuring impact in those thematic areas that carry most weight in the strategy: external action, business internationalisation, culture, tourism, development cooperation and sport.

The thematic areas drawn up provide the basis for a number of indicators from the Picture of Internationalisation in the Basque Country report which can be measured by the Basque Government and its public sector organisations. The idea is to establish a baseline at the time of the said report in 2016 and to measure the trends in the relevant indicators up to 2020.

Table 10: EBC 2020 indicators

THEMATIC AREA	INDICATOR	UNIT OF MEASUREMENT	SOURCE
EXTERNAL ACTION	▪ International agreements signed by the Basque Govt.	Nº	Secretariat General for External Action
	▪ International networks of which the Basque Govt. Is a member	Nº	Secretariat General for External Action
BUSINESS INTERNATIONALISATION	▪ Propensity for exporting goods from the Autonomous Community of the Basque Country	%	Dept. of Economic Development & Infrastructures
	▪ Firms which regularly export > (€50K)	Nº	Dept. of Economic Development & Infrastructures
CULTURE	▪ Network of Basque Language & cultura chairs & lecturing posts around the world	Nº	Dept. of Culture & Language Policy
	▪ International cultural events (trade shows) participated in	Nº	Dept. of Culture & Language Policy
TOURISM	▪ Proportion of GDP spent on (incoming) tourism	%	Dept. of Tourism, Trade & Consumer Affairs
	▪ Tourists visiting the Basque Country	Nº	Dept. of Tourism, Trade & Consumer Affairs
DEVELOPMENT COOPERATION	▪ Aid for development cooperation/ GDP	%	Secretariat General for Human Rights, Coexistence & Cooperation
SPORT	▪ Basque sportsmen & women taking part in Olympic Games	Nº	Dept. of Culture & Language Policy

At the time of its launch, the EBC 2020 also envisaged that in the second stage of the strategy its monitoring system would need to measure and assess sectoral actions in each of the government's thematic areas. Accordingly, a system of monitoring by type of activity was set up to enable internationalisation activities by the Basque Government to be monitored in all 27 thematic areas of action.

The diagnostic study carried out during the updating of the strategy has revealed a demand for actions to be classified hierarchically in all areas, as a way of substantially improving the monitoring of internationalisation actions by the government.

Accordingly, based on an analysis of internationalisation activities by the Basque Government and its public sector organisations in 2014-2016 drawn up by the General Secretary for External Action (a total of 1481 activities of different kinds involving external outreach), six categories of activity are proposed which between them cover all the actions taken and can serve as a basis for monitoring international activities in all the thematic areas of the EBC 2020.

Table 11: System for monitoring internationalisation activities by the Basque Government & its public sector organisations

TYPE OF ACTIVITY	DESCRIPTION	GOAL FOR 2018-2020 (Nº ACTIVITIES)
COOPERATION & PARTICIPATION IN INTERNATIONAL NETWORKS & PROJECTS	Activities conducive to a prominent role for the Basque Country in bilateral or multilateral international projects and activities within international networks	400
ACTIVE PARTICIPATION IN INTERNATIONAL FORUMS, PUBLICATIONS & EVENTS	A leading role for the Basque Country (organisers, stand holders or speakers) in relevant international events, publications and forums	350
PROSPECTIVE ATTENDANCE AT EVENTS/ CONFERENCES AND/OR PARTICIPATION IN MULTILATERAL MEETINGS	Participation in events, meetings and forums on prospecting basis, without taking a prominent role	450
ARRANGING OF FOREIGN TRIPS	Arranging of missions, delegations and foreign trips that help to project the image of the Basque Country abroad.	200
MEETINGS AND/OR RECEPTIONS FOR FOREIGN DELEGATIONS IN THE BASQUE COUNTRY	Activities to attract, receive and deal with foreign delegations visiting the Basque Country	250
PROMOTION OF FUNDING & ECONOMIC AID PROGRAMMES IN THE FRAMEWORK OF INTERNATIONALISATION	Setting up of funding and economic aid programmes for actors in the ecosystem for internationalisation of the Basque Country	250

At the end of the 11th legislature the General Secretary for External Action will draw up a final report outlining the most relevant achievements as regards international actions by the Basque Government and its public sector organisations under the strategy. The Secretary will also draw up annual internal monitoring reports on the internationalisation actions taken by the Government in all 27 thematic areas of action.

5.3. Budget

The deployment of internationalisation activities under the EBC 2020 will require financial resources from the various departments of the Basque Government and its public sector organisations.

It is hard to calculate exactly how much budget funding is devoted by the government to internationalisation. Some areas have specific funding earmarked for internationalisation actions but others fund them from general budget allocations.

It is not easy to identify exactly (and therefore include in the funding calculation) which budget items cover international activities if they are not explicitly specified. To help determine the

funding allocated to the 27 thematic areas covered by the EBC 2020, during the coming strategic programming period it is proposed to conduct a study to identify internationalisation-related budget items in all 27 areas.

Taking this into account, and with the data currently available, a minimum budget for funding allocated by the Basque Government to the internationalisation of the Basque Country is drawn up for 2018-2020. The 2018 endowment is €89,060,390. This is the sum of the allocations in external action, business internationalisation, culture, tourism, development cooperation and sport. Note that two further areas have been added to the funding categories budgeted for in 2014, and the amount allocated has risen from the figure shown in the previous plan.

An increase of 1.1 % in this budget allocation is planned for 2019, and of 1.4 % for 2020.

Table 12: Budget for the EBC 2020

BUDGET FOR THE EBC 2020 (IN €)	
AREA	2018
External action	8,000,000
Business internationalisation	23,500,000
Culture	2,596,390
Tourism	7,600,000
Development cooperation	46,000,000
Sport	1,364,000
TOTAL	89,060,390

UPDATE OF THE 2020
INTERNATIONALISATION
FRAMEWORK STRATEGY



*Euskadi,
together*



EUSKO JAURLARITZA
GOBIERNO VASCO