

**INSTITUTIONAL
STRATEGIC PLAN
(PEI) OF FONPLATA –
DEVELOPMENT BANK
PERIOD 2022–2026**



FONPLATA
Development Bank

PEI 2022–2026

MISSION, VISION, AND STRATEGIC PILLARS

The PEI, to be implemented as of 2022, should be aimed at meeting a set of interrelated strategic objectives and serve as a platform to set forth policies and activities to be performed by the Bank during the period 2022-2026.

MISSION

To support the integration and harmonious, inclusive, and sustainable development of its member countries through the effective and efficient use of financial and non-financial resources.

The fulfillment of the Mission implies extending the interventions towards the funding of pre-investment, investment, technical cooperation, and knowledge generation initiatives with the public and private sectors, responding proactively and properly to the demands of the member countries.

VISION

To be perceived as significant, agile, effective, and cost-efficient institution in supporting its members to reduce the gaps that impact on development, integration, and insertion in the regional and global economy.

The cornerstone of the Vision are the five pillars articulated to define the Bank as an institution specialized in funding investments aimed at contributing to the reduction of existing gaps in physical and social infrastructure, productivity, renewable energies, health coverage, educational innovation, gender equality, job creation, and more sustainable response to climate change, among the most relevant structural challenges that hinder development.

STRATEGIC PILLARS

**ORGANIZATIONAL
EFFICIENCY**

**STRATEGIC
COMPLEMENTARITY**

**FINANCIAL SOUNDNESS
AND GROWTH OF
LENDING CAPACITY**



**FUNCTIONAL
SPECIALIZATION**

**FOCUS ON THE VALUE
FOR MEMBER COUNTRIES**

STRATEGIC OBJECTIVES AND MEDIUM-TERM LINES OF ACTION

The challenges can be captured in the following three main strategic objectives with their lines of action designed to achieve them over the next five years:

STRATEGIC OBJECTIVES

2022 – 2026



To respond with the technical and financial support to reduce development gaps within and across the countries.



To respond quickly by providing innovative solutions, in an effective and efficient manner.



To adjust quickly and effectively to changes in the expectations and demands of the member countries, partners in development, and capital markets, thus maintaining the equity and financial soundness and significance of the institution.

LINES OF ACTION

1

To adjust the range of financial and non-financial instruments, operational and financial policies, to respond effectively and efficiently to the needs determined by the operating conditions in each member country, within the framework of prudential risk management. In this sense, priority will be given to innovative instruments that contemplate feasible alternatives for funding that support member countries on the hard path of the post-pandemic economic recovery. Specifically, the operational actions will be focused on contributing to reduce the gaps that affect development in terms of social and productive infrastructure, digital connectivity, educational innovation, health coverage, job creation with the focus on gender, and global commitments to climate change with sustainable development projects, at the national, subnational, and local levels. In this regard, the Bank will focus on:

- 1.1.** Extending funding without sovereign guarantee from the national to the subnational level, and incorporating not only majority state-owned financial institutions, but also state-owned companies and other institutions with a majority of state-owned capital. The possibility of using the trusteeship and guarantee system will be analyzed.
- 1.2.** Expanding funding to projects that prioritize job creation, especially for young people and women, who were the most affected during the pandemic, and credit offer to small and medium enterprises to help accelerate the post-pandemic economic recovery process.
- 1.3.** Designing instruments to fund sustainable development projects that contribute to the adaptation to the effects of climate change and their mitigation, as well as projects for the generation of renewable energies, sustainable cities, and comprehensive development, related to the 2030 Agenda and the Sustainable Development Goals (SDG).
- 1.4.** Giving priority to funding health, particularly projects on alleviating the effects of COVID-19 by building hospitals, providing biosafety equipment and vaccines, among others.
- 1.5.** Continuing to deepen the funding of infrastructure projects that prioritize integration among member countries, such as roads, bridges, bioceanic corridors, improvement of waterways, expansion of ports and stowage areas, and logistics centers.
- 1.6.** Strengthening the bond with MERCOSUR, to play a more significant role in the funding of projects that contribute to achieving a greater degree of economic, commercial, and logistical integration among the countries of the region.
- 1.7.** Identifying and attracting national and international development banks and agencies interested in contributing to specific initiatives in member countries.
- 1.8.** Exploring the possibility of implementing funding schemes based on the use of local currency, which do not increase debt in foreign currency.

2

As from the ratification of the Articles of Agreement by the member countries, to continue efforts towards the accession of new members within the framework of an authorized capital increase that enables consolidating the external perception of the support of its members to the growth and relevance of the Bank as a multilateral institution for regional development and integration.

2.1. To submit to the consideration of the AG the increase of the authorized capital to strengthen the commitment of the founding member countries with the full validity and future projection of the Bank, and to enable the accession of new members. This proposal will incorporate a schedule for subscription and payment-in-full terms, as of 2024-2025 for member countries, consistent with their economies' reactivation period.

3

To adjust the organizational structure to adapt to new ways of working that give priority to the rapprochement and deepening of the constant dialogue with member countries, development partner institutions, risk rating agencies, and capital markets, aiming at ensuring and consolidating the Bank's sound financial and equity profile for the direct benefit of the member countries. In this sense, the following actions are proposed:

3.1. To give priority to the effectiveness and agility of the funding instruments in each country, continuing with the practice of relying on national procedures to the extent possible.

3.2. To continue optimizing the organizational structure to ensure quality, speed, and effectiveness of interventions while maintaining the lowest possible transactional cost. This will involve continuous investment in: i) the professionalization and building of human capital; ii) the adoption of modern technology platforms; and iii) the adjustment of the organizational structure to enhance dialogue and the effectiveness of the response to member countries.



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