



INTERNATIONAL DEVELOPMENT

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Ref no 1.	Project title		Improving Information to the Croatian Business Community (BIZIMPACT II)					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Croatia	1.5 M	25	1 +STEs	EC	EC	Mar 2013 – Mar 2015	PCA, Altair Asesores, West Midlands Enterprise
Detailed description of project						Type and scope of services provided		
<p>BIZImpact II aims to improve the business climate in the Republic of Croatia by developing tools to assess the impact of legislative changes on small businesses and improving information to them about these changes. The Project activities focus on small and medium-sized enterprises (SMEs), crafts and co-operatives which account for over 99.7% (2010) of all businesses in Croatia. The main project beneficiaries are: i) Ministry of Entrepreneurship and Crafts (MINPO); ii) Croatian Agency for SMEs and Investments (HAMAG INVEST); iii) Croatian Chamber of Economy (HGK); iv) Croatian Chamber of Trades and Crafts (HOK); v) Croatian Employers' Association (HUP); vi) Croatian Association of Co-operatives (HSZ).</p> <p>1: Economic impact assessment (EIA)</p> <ul style="list-style-type: none"> ▪ developing a methodology for Economic Impact Assessment (EIA) for SMEs (measuring the economic impact on SMEs of new laws and regulations), including an “SME test” in line with best EU practice; ▪ publishing a manual and providing training on EIA for SMEs procedures; ▪ developing an EIA for SMEs information base; ▪ developing a Virtual Centre of Excellence on EIA for SMEs; ▪ organising study tours; ▪ organising awareness-raising campaigns and events on EIA for SMEs <p>2: Development of consultation process / public-private dialogue (PPD) with the business community</p> <ul style="list-style-type: none"> ▪ evaluating current PPD mechanisms and recommending improvements relevant to the EIA for SMEs consultation process; ▪ developing the consultation process and an accompanying manual; ▪ developing a Croatian Business Test Panel; ▪ developing and implementing tools for e-consultation. <p>3: Dissemination of information and awareness-raising</p> <ul style="list-style-type: none"> ▪ updating and republishing the Mini Guides for SMEs produced during the first stage of the project; ▪ developing and publishing a new series of Mini Guides on new legislative areas, based on SME needs; ▪ providing training to beneficiaries and other partners on the legislative areas covered by the new Mini Guides; ▪ developing and publishing a newsletter and e-newsletter containing essential information for small businesses. <p>4: Development of beneficiaries' capacities in organising information campaigns</p> <ul style="list-style-type: none"> ▪ assessing beneficiaries' communications activities and recommending improvements; ▪ developing Communication Strategies and Action Plans and manual on awareness-raisin campaigns and activities; ▪ organising national visibility events; ▪ organising regional information campaigns and visibility events; ▪ undertaking a survey of small businesses regarding their key information need and priorities 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Team Leader function. ▪ Economic Impact Assessment for SMEs: methodology, case studies, manual, capacity building, electronic management systems. ▪ Implementation of EIA for SMEs consultation ▪ Implementation of public - private dialogue (SME forum) for the SME sector ▪ Dissemination of key legal / regulatory information to SMEs though Mini Guides. ▪ Development and implementation of a Communications Strategy and Action Plan. ▪ PC managed all aspects of the proposal writing, inception phase and implementation phase. 		

Ref no 2.	Project title		Prefeasibility Study to Strengthen the Business Development Infrastructure in Moldova					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Moldova	15.000	100	1	OECD	EC	Sep 2012 – Jun 2013	n.a.
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting supported the OECD in conducting a pre-feasibility study on business support infrastructure (BSI) in the Republic of Moldova, focusing on the following four steps:</p> <ul style="list-style-type: none"> ▪ Task 1: Best Practice Review on Business Support Infrastructure and Services ▪ Task 2: Mapping of Business Support Infrastructure in the Republic of Moldova ▪ Task 3: Elaboration of a Policy Roadmap for strengthening the BSI system ▪ Task 4: Assist with the Preparation of a Project Fiche for mobilising funding <p>The report was presented in Chisinau at an event organised by OECD, MoE and ODIMM in June 2013</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Review of best practice in relation to BSIs and BSOs ▪ Incorporation of demand and supply of BDS survey ▪ Preparation of report with recommendations ▪ Workshop presentation and discussion ▪ Finalisation of report for OECD 		


Ref no 3.	Project title		Implementation of the Cambodian Regulatory Impact Assessment System					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Cambodia	1.3 M	3	2	PCA	ADB	2012-2014	PCA, Pinto
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting wrote the technical proposal resulting in the successful project, led by PCA. Pinto Consulting also prepared the Study tour on Regulatory Impact Assessment during Jan - Mar 2013. Pinto Consulting GmbH was commissioned, as part of the PCA consortium, to organise and prepare a study tour for senior policy makers from the Government of Cambodia to the United Kingdom to understand various aspects of Regulatory Impact Assessment, with a particular focus on cost benefit analysis and public private dialogue.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Fieldwork and proposal writing ▪ Preparation and coordination of study tour programme ▪ Coordination of logistics, translation, accommodation 		


Ref no 4.	Project title		Improving the National Innovation System in Kosovo					
Name of legal entity	Country	Overall contract	Proportion carried out	No of staff	Name of client	Origin of funding	Dates (start/end)	Name of consortium


		value (EUR)	by legal entity (%)	provided				members, if any
	Kosovo	20.000	100	1	OECD	EC	Mar 2012-2013	
Detailed description of project						Type and scope of services provided		
<p>The OECD has commissioned Pinto Consulting to assist with a review to improve the national innovation system in Kosovo. The review will involve two phases. During Phase I, Pinto Consulting focused on quality control assistance in relation to the preparation of report covering the following elements:</p> <ul style="list-style-type: none"> Chapter 1: General Performance And Framework Conditions Chapter 2: Innovation Actors Chapter 3: Research-Industry Linkages Chapter 4: Role of the Government <p>During the Phase II, Pinto Consulting was commissioned by OECD to assist with the preparation of the Kosovo Innovation Strategy and Action Plan (2013-2020). This involved three main activities:</p> <ul style="list-style-type: none"> Presentation of the results and facilitating discussion in four innovation workshops on: the role of the government in fostering innovation, the role of academia in developing innovation, the role of the business community to increase innovation and the role of human capital in innovation development Presentation and discussion of the Innovation Strategy and Action Plan at the Innovation Action Plan Forum involving the Ministry of Education, Science and Technology, as well the relevant stakeholders Incorporation of comments and feedback into the final Innovation Strategy and Action Plan. <p>Following discussions, this was finalised by the OECD.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Participation in the fieldwork Local discussions and data collection Review and strengthening of the first draft. Chairing the feedback workshop Finalisation of the Strategy and Action Plan 		


Ref no 5.	Project title		Programme Review and Reformulation Mission					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Moldova	10.000	100	1	UNDP	UN	Apr-May 2012	
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting was commissioned by the UNDP Country Office in the Republic of Moldova to advise the Country Office on a comprehensive and integrated package of programmatic interventions related to Inclusive Development and Social Inclusion Portfolio, in view of repositioning UNDP activities in the field, and identifying new entry points as described above. The aim was to elaborate a comprehensive Concept Note, together with concrete and detailed proposals on possible programme interventions which UNDP Moldova can offer as support to the Government in view of addressing both existing and forthcoming challenges in relation to the following themes:</p> <ul style="list-style-type: none"> Innovative local and regional level opportunities 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Fieldwork Local discussions and data collection Analysis Preparation of draft Concept Note Presentation to UN/DP and other stakeholders 		

<ul style="list-style-type: none"> ▪ Employment and income-generating prospects for youth, vulnerable and social groups at risk of exclusion ▪ Linkages between the labour market demand and VET supply ▪ Agriculture-based and green economy initiatives ▪ Access and quality of local service provision, as well as capitalize on joint UN work (all UN Agencies) 	<ul style="list-style-type: none"> ▪ Incorporation of feedback ▪ Finalisation of Concept Note
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Ref no 6.	Project title		Micro, Small and Medium Enterprise Development Programme					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Bhutan	62.000	100	1	PCA	ADB	Dec11-Mar 2012	
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting was commissioned by Pohl Consulting and Associates (PCA) to provide team leader support and expertise focusing on the development of three critical MSME tools for the Royal Government of Bhutan (RGoB), within the overarching Gross National Happiness philosophy:</p> <ul style="list-style-type: none"> ▪ Development of and SME Policy. ▪ Development of an SME Strategy. ▪ Development of an Action Plan for the implementation of the policy and strategy. ▪ Responsibility for completion of a number of connected activities: enterprise survey, cluster development, value chain development, enterprise registration bill (regulatory impact assessment), SME definition, PPP 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Team Leader function ▪ MSME Policy, Strategy and Action Plans ▪ Analysis, report writing ▪ Preparation and incorporation of feedback ▪ Presentation to RGoB and other stakeholders 		


Ref no 7.	Project title		Entrepreneurship, start-ups and SME Skills Development: analysis and recommendations for the Lombardy Region, Italy					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Italy	4.000	100	1	OECD	OECD	Apr-Jul 2012	
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting experts formed part of a team of OECD experts tasked with reviewing and making recommendations for improving the policy framework in relation to SMEs, Entrepreneurship and Skills. Pinto Consulting was responsible for the preparation of two Chapters focusing respectively on:</p> <ul style="list-style-type: none"> ▪ Entrepreneurship and SME Skills ▪ New Enterprise Creation (start-ups) 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Participation as member of Expert Group. ▪ Discussions and data collection in Lombardy. ▪ Preparation of detailed report including learning models. 		

Ref no 8.	Project title		Development of Capacities in Montenegro					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Montenegro	5.000	100	1	OECD	EC	Jun–Jul 2012	
Detailed description of project						Type and scope of services provided		
Pinto Consulting was commissioned to support the “Development Capacities in Montenegro in the Framework of the Joint OECD-EU Project in the Western Balkans” by performing the final quality control on the draft report produced by the OECD.						Provision of expertise: <ul style="list-style-type: none"> ▪ Participation as member of Expert Group. ▪ Discussions and data collection in Lombardy. ▪ Preparation of detailed report including learning models 		

Ref no 9.	Project title		Private Sector Development Support for the Gaza Strip					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Palestinian Territories	50.000	100	1	UNDP	UN	Jun-Dec 2011	
Detailed description of project						Type and scope of services provided		
The UNDP Office in Gaza Strip has commissioned Pinto Consulting to undertake four missions in order to implement the following services: <ul style="list-style-type: none"> ▪ Mission 1: Development of a Programme Document focusing on Private Sector and Cooperative Support. ▪ Mission 2: Consultation and finalisation of the above programme document. ▪ Mission 3: Review and Improvement of the Active Labour Market Programmes and Initiatives. ▪ Mission 4: M&E requirements for the re-activation of Gaza Strip based large enterprises. 						Provision of expertise: <ul style="list-style-type: none"> ▪ Fieldwork ▪ Local discussions and data collection ▪ Analysis ▪ Preparation of first draft ▪ Incorporation of feedback ▪ Presentation to UNDP and other authorities 		


Ref no 10.	Project title		National SME Strategy, Action Plan and PPD for Moldova					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

	Moldova	30.000	100	1	OECD	EC	Jul-Dec 2011	
Detailed description of project						Type and scope of services provided		
<p>The Ministry of Economy wishes to draft a new SME Strategy and Programme and has requested assistance from the OECD/EC's Regional Competitiveness Initiatives (RCI) to do so. The OECD commissioned Pinto Consulting to assist with the following activities:</p> <ul style="list-style-type: none"> ▪ Presentation on Best Practice in relation to SME Strategies, Action Plans and Public Private Dialogue. ▪ Support for the preparation of an SME Strategy. ▪ Support for the preparation of an SME Action Plan. ▪ Support for the preparation of an SME Public Private Dialogue mechanism. <p>PC is responsible for the strategic and best practice support connected with the assignment.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Preparation of best practice materials ▪ Strategic support for strategy, action plan and PPD ▪ Quality control. 		

Ref no 11.	Project title		Strengthening the Territorial Dimension of Development Policies in South East Europe					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	5 in the SEE	13.000	100	1	OECD	EC	Apr-Dec 2011	
Detailed description of project						Type and scope of services provided		
<p>This project is one of the OECD/EC's Regional Competitiveness Initiatives (RCI). It recognises that although significant progress has been made in recent years, more can be done to strengthen the embryonic territorial development system with the aim of assisting SEE countries to develop their territorial competitiveness. The report covers Albania, Bosnia and Herzegovina, Croatia, Macedonia and Serbia. The specific objectives are:</p> <ul style="list-style-type: none"> ▪ Improve the understanding of the economic and social contexts of SEE countries and their territories, focusing on macroeconomic patterns and factors of attractiveness at territorial level; ▪ Investigate how SEE countries have been facing the need to strengthen their development policy; ▪ Support policy makers at the local level to develop policy frameworks and tools to improve capabilities for territorial development and ensure coordination between different levels of government in this field; ▪ Transfer OECD best-practices in developing factors of attractiveness at a sub-national level; and ▪ Facilitate exchange of knowledge on existing institutions and policies among a selection of SEE countries. <p>The OECD commissioned Pinto Consulting to perform the analysis, write a report and present the results.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Coordination of information collection ▪ Desk research ▪ Preparation of five country analyses ▪ Preparation of draft report ▪ Incorporation of feedback ▪ Presentation to SEE countries <p>PC manages all aspects of the analysis and report writing</p>		

Ref no 12.	Project title		Evaluation of support to the private sector by the Danish Neighbourhood Programme					
Name of legal entity	Country	Overall contract	Proportion carried out	No of staff	Name of client	Origin of funding	Dates (start/end)	Name of consortium


	15 countries	value (EUR) 150.000	by legal entity (%) 50	provided 4	Danida	Denmark	Dec 2010 - Jun 2011	members, if any Orbicon, Pinto & GHK
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting provides the Team Leader role (Ricardo), the local team of experts (Serbia, Kosovo and Armenia), wrote the technical proposal and coordinated the implementation of the evaluation. Denmark supports economic and private sector development in Kosovo, Serbia, Montenegro, Russia (the regions of Kaliningrad and Pskov), Albania, Armenia, Bosnia-Herzegovina, Ukraine, Moldova and Georgia. The evaluation involves four elements:</p> <ul style="list-style-type: none"> Preparation of an inception report (evaluation methodology). Fieldwork in Serbia, Kosovo and Armenia. Desk research covering all other neighbourhood programme countries. Preparation of a draft and final report. <p>PC is leading the overall evaluation team comprising one other international expert and three regional experts</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Provision of Team Leader and coordination of team: Preparation of methodology Preparation of Inception Report Coordination of fieldwork preparation Leading the fieldwork. Coordination of Final Report, including quality control Presentation to Ministry of Foreign Affairs conference PC managed all aspects of the analysis and report writing 		


Ref no 13.	Project title		Drafting the National Innovation Strategy for Macedonia					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	12.000	100	1	OECD	EC	Apr-Jun 2011	
Detailed description of project						Type and scope of services provided		
<p>The Ministry of Economy has requested assistance with drafting an innovation policy for the period 2012-2020, the purpose of which would be to strengthen the competitiveness of businesses through improved research capabilities and better commercialisation of research, development and innovation. This project is one of the OECD/EC's Regional Competitiveness Initiatives (RCI). The OECD commissioned Pinto Consulting to assist with Phase I involving a diagnostic analysis, which involves the following steps:</p> <ul style="list-style-type: none"> General performance, according to input and output from the innovation system. Framework conditions, such as access to finance, human capital, investment regulations, intellectual property rights, and competition regulations. These framework conditions need to be assessed in order to pinpoint transversal issues constraining the development of innovative companies. Research organisations. The role of research organisations within the innovation system needs to be assessed in 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Preparation of fieldwork Local discussions and data collection Preparation of first draft. Incorporation of feedback Presentation to Ministry of Economy 		

order to estimate how that contribution can be increased.

- Linkages, such as research industry partnerships, infrastructure, inter-firm networks and innovation-related services. The linkages need to be evaluated to pinpoint the best domestic practices and foresee further path for improvement.
- Role of the private sector, measured through the propensity of the private sector to conduct innovation and the role of FDI in innovation.


PC is responsible for the analysis and recommendations focusing on i) research organisations ii) linkages and iii) the role of government.


Ref no 14.	Project title		FDI Fact Finding and Cross Referencing Mission					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	6.500	100	1	GTZ/GIZ	Germany	Jun 2010	
Detailed description of project						Type and scope of services provided		
Pinto Consulting was commissioned by GTZ to undertake a mission to Macedonia in order to cross reference the information, recommendations, responsibilities and deadlines connected with the draft Foreign Direct Investment Programme (2011-2014), which Dr Pinto prepared for the country in collaboration with UNCTAD (Investment Policy Review - IPR).						Provision of expertise: <ul style="list-style-type: none"> ▪ Preparation of methodology. ▪ Revision of draft Programme for Stimulating Investment 		

Ref no 15.	Project title		BERIS Regulatory Impact Assessment (RIA) Component					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Albania	1 M	6	1	PCA	World Bank	Mar-Dec 2010	PCA
Detailed description of project						Type and scope of services provided		
Pinto Consulting took over the Team Leadership of a project which needed to be re-invigorated on behalf of Pohl Consulting and Associates. The project was successfully implemented during 2010 and focused on the following activities under by the Ministry of Economy, Trade and Energy (METE): <ul style="list-style-type: none"> ▪ Creation of a RIA system in Albania, including a revised law, guidelines, capacity building, etc. ▪ Creation of an Electronic Registry covering Ministerial Orders affecting the business sector. ▪ Creation of a new integrated Inspectorates Law 						Provision of expertise: <ul style="list-style-type: none"> ▪ Participation as Team Leader of project. ▪ Technical input for the RIA system. ▪ Client management (METE and World Bank). ▪ Quality control of all project reports. ▪ Management of administrative/consultant team. 		

- Monitoring and information provision in the licensing reform process.

- PC managed all project implementation aspects


Ref no 16.	Project title		Post Disaster Needs Assessment (PDNA) by UN, World Bank and EC					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Moldova	10.000	100	1	UNDP	UNDP	Aug 2010	
Detailed description of project						Type and scope of services provided		
<p>Following the floods in July 2010, the UN commissioned Pinto Consulting to lead the Livelihoods and Small Trading team in undertaking: a baseline analysis of the communities affected by the flood cause by a bust dam, a damage and loss assessment (DALA methodology), an assessment of the consequences for the affected communities and a set of disaster recovery measures for the short term (6 months) and the medium term (7-24 months). The UN/Government team led by Pinto Consulting also prepared an Impact on Livelihoods and Incomes assessment, as well as a concept note for future UNDP interventions in the affected area.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Participation as Team Leader of project. Discussions and information collection in Chisinau and flood affected region. Stakeholder meetings. Preparation of damage and losses report, including recommendations for raising funds and implementing a reconstruction and development programme. 		


Ref no 17.	Project title		Rural Development in Armenia					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Armenia	7.000	100	1	UNDP	UNDP	Jun-Jul 2010	
Detailed description of project						Type and scope of services provided		
<p>UNDP Regional Office (Bratislava) and UNDP Armenia commissioned Pinto Consulting to lead a team to design a project (programme document) dealing with rural development in an integrated manner. The goal of the five year \$5 million "Enhanced Support to Rural Development in the Tavush Region" project is to raise quality of life and the income levels in a cluster of six communities located in the Tavush marz (region). The goal is to be achieved by focusing on four aspects:</p> <ul style="list-style-type: none"> Upstream policy support: to the Government of Armenia to develop cooperative legislation based on international best practice and undertake awareness raising of the value of cooperatives among farmers; Integrated community development: participative community development covering a cluster of 6 communities 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Expert function. Participation as Team Leader of project. Discussions and information collection in Yerevan and Tavush region. Stakeholder, donor, NGO, etc. meetings. Preparation of detailed programme document. Liaison with stakeholders and UNDP. 		

centred on the Lusadzor community in Tavush marz;

- Enhanced rural support: focusing on issues such as cooperative development, cold storage, small scale processing, low cost demonstration projects, yield & output improvement and access to market support;
- Labour market support: focusing on generating non-farm income, rapid re-training and start-ups support for target groups with no access to land.


- PC managed all aspects of the field work and programme document preparation.


Ref no 18.	Project title		OECD Review of SMEs, Entrepreneurship and Local Development, Andalusia Region					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Spain	7.000	100	1	OECD	OECD	Mar-Dec 2010	
Detailed description of project						Type and scope of services provided		
Pinto Consulting formed part of a team of OECD international experts tasked with reviewing and making recommendations for improving the policy framework in relation to SMEs, Entrepreneurship and Local Development. Ricardo will be responsible for the entrepreneurship and start-ups part of the review and report						Provision of expertise: <ul style="list-style-type: none"> ▪ Expertise in entrepreneurship and start-ups. ▪ Discussions and information collection in the region. ▪ Preparation of the entrepreneurship and start-ups chapter of the report. 		

Ref no 19.	Project title		Programme to Stimulate Investment, Republic of Macedonia – UNCTAD					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	25.000	100	1	UNCTAD	UNCTAD	Feb-Dec 2010	
Detailed description of project						Type and scope of services provided		
Pinto Consulting was commissioned by UNCTAD to prepare the “Investment Policy Review” for Macedonia. It consists of three main chapters and Ricardo is responsible for the third chapter: Chapter I analyses Macedonia’s recent experience in attracting FDI and its impact on the economy (job creation, linkages, skills and technological transfers, trade integration, sectorial and regional development). Chapter II analyses the legal and regulatory framework for investment and make concrete recommendations on how to improve it. It will include, inter alia, recommendations on: (1) FDI entry, establishment, treatment and protection; (2) international framework for FDI (BITs, DTTs, FTAs, dispute settlement etc.); (3) corporate taxation (including also customs duties and regulation of technological industrial development zones); (4) foreign exchange arrangements; (5) labour regulations (including employment of foreigners);						Provision of expertise: <ul style="list-style-type: none"> ▪ Expert function. ▪ Participation as member of Expert Group. ▪ Discussions and information collection. Presentation of initial conclusions and discussions. ▪ Preparation of detailed Programme for Stimulating Investment, including problem, 		

(6) access to land; (7) environmental regulations; (8) competition; (9) intellectual property rules; (10) selected sectorial regulations (telecommunications, electricity); and (11) international trade agreements. Based on the findings of chapters I and II, a strategic Programme for Stimulating Investment was prepared by PC for Macedonia to increase FDI inflows, diversify FDI types and sources, promote sustainable foreign investments, and maximise their developmental benefits on the national economy. The strategy establishes priority areas for investment promotion, both new ones and ones that continue the priorities of the Government's previous programme of investment promotion (2007–2010). The draft new Programme was discussed and agreed with the key beneficiaries such as the Ministry of Economy, Invest Macedonia and Deputy Prime Minister's Office, as well as numerous stakeholders (ministries, offices, agencies, etc.), private sector and other stakeholders.

solution, responsibility, deadline, etc. PC managed all aspects of the analysis and report writing connected with the FDI Programme.


Ref no 20.	Project title		SME Reform Index in Serbia and the Banat and Zlatibor regions					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Serbia	20.000	100	1	OECD	OECD	Sep 2009 - Jan 2010	
Detailed description of project						Type and scope of services provided		
Pinto Consulting was commissioned by the OECD Investment Compact programme in order to prepare a report on the SME Reform Index in Serbia and the Banat and Zlatibor regions. Following a detailed fact finding mission, Pinto Consulting prepared the draft SME Reform Index, including analysis on the SME support programme of the Ministry of Economy and Regional Development, SME Agency, Development Fund and Export Promotion Agency. The draft report was well received by the OECD and the resulting policy recommendations were presented to the Government, Regional Development Agencies and local authorities by the OECD.						Provision of expertise: <ul style="list-style-type: none"> ▪ Expert function. ▪ Participation as Team Leader of project. ▪ Discussions and information collection in Banat and Zlatibor regions, as well as key institutions in Belgrade. ▪ Presentation of initial conclusions and discussions. ▪ Preparation of detailed report, including SME Index analysis and recommendations. 		


Ref no 21.	Project title		Entrepreneurship and start-ups: analysis and recommendations for the Marche Region					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Italy	4.000	100	1	OECD	OECD	Oct 2009 – Jan 2010	
Detailed description of project						Type and scope of services provided		


OECD review of SMEs, Entrepreneurship and Local Development for the Marche Region, Italy. Pinto Consulting experts formed part of a team of OECD experts tasked with reviewing and making recommendations for improving the policy framework in relation to SMEs, Entrepreneurship and Local Development. Pinto Consulting was responsible for the entrepreneurship and start-ups part of the review and report. The analysis and recommendations were considered to be very useful to the Marche regional government, and are in the process of being implemented.

Provision of expertise:


- Expert function.
- Participation as member of Expert Group.
- Discussions and information collection in Marche region.
- Presentation of initial conclusions and discussions.
- Preparation of detailed report including analysis and recommendations on entrepreneurship and start-ups


Ref no 22.	Project title		Improving Information / Impact Assessment for the Croatian Business Community					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Croatia	1.3 M	25	1	PCA	EC	Sep 2007 – Sep 2009	PCA
Detailed description of project						Type and scope of services provided		
<p>The project was based at the Ministry of Economy, Labour and Entrepreneurship (MELE), which was one of the five beneficiaries (others are SME Agency (HAMAG), GHK, HOK and HUP. BIZImpact had four components directly connected to the Acquis and EU Charter for SMEs:</p> <ul style="list-style-type: none"> ▪ Component 1. Preparation and delivery of training and mini guides on 8 legislative fields, namely: consumer protection, environmental protection, standards for agricultural / industrial products, public procurement, state aid / competition policy and intellectual property rights. ▪ Component 2. Development of a regulatory impact assessment methodology and handbook; preparation and delivery of capacity building (workshops and train the trainers); organisation and implementation of regulatory reform study tours to UK and Poland; coordination and preparation of 5 impact assessments (SME law, public procurement law, misleading advertising law, crafts law and consumer protection law); cascading of impact assessment training. ▪ Component 3. Methodology and preparation of large scale national survey of 2,000 Croatian businesses and crafts and their needs in relation to preparation for accession to the EU and maximising the business opportunities arising thereof. Qualitative analysis (focus groups and face-to-face interviews) combining and adding to the quantitative analysis. ▪ Component 4. Numerous initiatives to improve communication, information flows and dialogue between government, business associations and small businesses and crafts. These activities were implemented through a Communication Strategy and Action Plan, combined with a Communications Working Group made up of project beneficiaries. 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Team Leader function. ▪ Impact assessment capacity building in relation to laws and regulations affecting SMEs. ▪ Dissemination of key legal / regulatory information to SMEs. ▪ Assistance with development of public – private dialogue in the enterprise sector. ▪ Development and implementation of a Communications Strategy and Action Plan. <p>PC managed all aspects of the proposal writing, inception phase and implementation phase.</p>		

Ref no 23.	Project title		SME development – Government and Private Sector Development					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	2.3 M	3	1	GFA	EC	Jan 2006 – Jun 2007	GFA
Detailed description of project						Type and scope of services provided		
<p>The objective was to support economic growth and improve the business climate in the country by fostering development and performance of SMEs and providing support to key economic sectors in support of The European Charter for Small Enterprises. It consisted of four components:</p> <p>Component 1: Institutional Capacity Building: to strengthen the capacity of the Ministry of Economy, the Agency for Entrepreneurship Promotion (AEP) and existing SME support infrastructure in the country.</p> <p>Component 2: Support Measures for SMEs: to develop new programmes/ interventions providing non-financial and financial services to SME and key SME sectors.</p> <p>Component 3: Support to a Public-Private Dialogue: to improve the dialogue between the Government and the business sector on enterprise development policies and legislation.</p> <p>Pinto Consulting was involved in providing services connected with Components 1 and 2 throughout the duration of the project, focusing on SME Strategy, SME Programme, Innovation, Entrepreneurship and Public Private Dialogue.</p>						<p>Provision of expertise in key areas of European Charter for Small Enterprises:</p> <ul style="list-style-type: none"> ▪ Preparation of a draft SME Strategy. ▪ Preparation of the detailed SME Programme. ▪ Preparation of a detailed SME Brochure. ▪ Support to develop a public-private dialogue mechanism. ▪ Support to SME competitiveness & innovation. ▪ Support to SME finance: business angels, factoring, etc. ▪ Development of a culture of entrepreneurship. 		

Ref no 24.	Project title		Preparation and Delivery of Certified Management Consultant (CMC) Training Modules					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	23.000	100	3	BAS/TAM	EBRD	Jun-Jul 2009	TED and Chronos
Detailed description of project						Type and scope of services provided		
<p>The objective was to prepare and deliver 2 sets of training modules to 50 consultants. The modules involved the following elements:</p> <ul style="list-style-type: none"> ▪ Module 1: Introduction to the Management Consultancy (MC) profession. ▪ Module 2: The Management Consultancy process. Process Consultancy. ▪ Module 3: Strategic Management. General Strategic Business Analysis. ▪ Module 4: Information gathering for work with a Client. ▪ Module 5: Basics of Financial Management and Accounting. Cost/Benefit Analysis. 						<p>Provision of expertise to prepare and deliver modules to 50 consultants:</p> <ul style="list-style-type: none"> ▪ Selection of CMC qualifies consultants. ▪ Preparation of the detailed MC training programme. ▪ Preparation of 12 half day training modules. ▪ Delivery of training modules. 		

<ul style="list-style-type: none"> ▪ Module 6: Problem Solving in Management Consultancy. ▪ Module 7: Change management. Establishing Strategies and Action Plans. ▪ Module 8: Risk management. ▪ Module 9: Project management. ▪ Module 10: Managing the Management Consultancy business. ▪ Module 11: Communication with Clients. Marketing of MC services. ▪ Module 12: Management Consultancy and SMEs. 	<ul style="list-style-type: none"> ▪ Evaluation of training modules.
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Ref no 25.	Project title		Organisation of Study Tour on Industrial / Free Zones in Croatia					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Albania	5.000	100	1	UNDP	UNDP	Mar-May 2009	
Detailed description of project						Type and scope of services provided		
Pinto Consulting GmbH developed a programme and organised the logistics for a study tour for representatives from the Albanian Ministry of Trade and Energy and AlInvest to Croatia. The study tour included meeting the relevant governmental bodies, including the Ministry of Economy, Labour and Entrepreneurship, the Croatian Agency of Investment and Export, as well as some of the most important and innovative Croatian Industrial / Free Zones, such as in Rijeka and Knežinec						Provision of expertise to prepare a study tour: <ul style="list-style-type: none"> ▪ Selection of institutions to participate. ▪ Contact and negotiation with institutions ▪ Preparation of detailed study tour programme. ▪ Organisation of logistics for study tour. ▪ Briefing and debriefing of participants. 		


Ref no 26.	Project title		Evaluation of the Children of Armenia Fund (COAF) Model Cluster Programme					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Armenia	13.000	100	3	COAF	COAF	Apr – Dec 2008	
Detailed description of project						Type and scope of services provided		
Pinto Consulting undertook an outcome-based evaluation of the Model Cluster Project (MCP) covering six remote and isolated villages in the Baghramian region of Armenia. Following a mission to visit most of the cluster villages and discussions with COAF and other partners and stakeholders, the evaluation report was delivered, together with a series strategic of recommendations designed to enable COAF to scale-up the MCP to 15 villages. The report was welcomed by COAF and the recommendations are being implemented. During the next stage, COAF commissioned						Provision of expertise to evaluate and support with the implementation of recommendations: <ul style="list-style-type: none"> ▪ Selection of team of evaluation experts. ▪ Preparation of the evaluation methodology. ▪ Undertaking research in the Baghramian 		

Pinto Consulting to:


- Advise on the effective implementation of the recommendations focusing on activities in Armenia.
- Support to preparation of applications for funding to expand COAF activities in Armenia and elsewhere


region.

- Preparation of evaluation report.
- Provision of advisory support


Ref no 27.	Project title		National Programme for Stimulating Investment (2007- 2010)					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	35.000	3	1	TDI	EC	Jan - Jun 2007	TDI
Detailed description of project						Type and scope of services provided		
<p>TDI commissioned two related projects to develop the Programme for Stimulating Investment (FDI) and domestic investment for the Ministry of Economy and Invest Macedonia (Investment Promotion Agency). The four year programme developed by Pinto Consulting staff covers 10 themes relating to both the investment climate and the business environment:</p> <ul style="list-style-type: none"> ▪ Investment policy. ▪ Investment promotion and facilitation. ▪ Tax policy. ▪ Anti-corruption and business integrity. ▪ Competition policy. ▪ Trade policy. ▪ Regulatory reform. ▪ Human capital. ▪ Corporate governance. ▪ SME policy. <p>The Programme is based on the OECD's Investment Reform Index and included 8 workshops involving governmental ministries and agencies, business association, foreign investors, etc. The attraction of foreign and domestic investment is a government priority, however, the institutional environment in the country is fragmented and uncoordinated. We undertook an institutional and governance analysis of the key institutional players and presented a series of reform proposals designed to ensure greater cooperation, coordination and effectiveness in the field of governance. The recommendations were incorporated in the National Investment Promotion Strategy of the country to be prepared by the World Bank</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Determine the framework of the national programme. ▪ Analysis of the problems and barriers to FDI. ▪ Preparation of recommendations for inclusion in the national programme. ▪ Detailed consultation process (8 working groups) to obtain feedback on draft proposals. ▪ Finalisation of National Programme for Stimulating Investment for government approval. ▪ Recommendations to improve the institutional environment for investment. 		


Ref no 28.	Project title		Policy Responses to Harness the Informal Economy					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

	Kyrgyzstan	16.000	entity (%) 100	1	UNDP	UNDP	Mar – Jun 2006	
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting was commissioned by UNDP Kyrgyzstan to assist with their medium-term poverty reduction programme component focusing on two aspect of the Informal Economy:</p> <ul style="list-style-type: none"> Assessment of the nature and size of the informal economy, based on a large survey of 1,500 firms; 20 baseline / friendly firms; customs officials and tax inspectorate officials. Establishment of a public-private mechanism for dialogue and policy change designed to assist the Government to develop tools to harness the informal economy. <p>Pinto Consulting advised UNDP and the Ministry of Economy and Finance on the process for harnessing the informal economy, including the establishment of a public-private Forum to Harness the Informal Economy, as well the preparation of a detailed programme of reform designed to reduce the size of the Informal Economy</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Prepare detailed programme of reform designed to reduce the size of the Informal Economy. Establish a Public-Private Forum to Harness the Informal Economy. 		

Ref no 29.	Project title		Project Evaluation and Project Design for UNDP Georgia					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Georgia	15.000	100	1	UNDP	UNDP	Jun – Dec 2006	
Detailed description of project						Type and scope of services provided		
<ul style="list-style-type: none"> Regional Development in Kakheti - Project Design: The project contributes to poverty reduction and promotes sustainable forms of human development through community-based development. It uses the resources of local government, civil society, private sector and the donor community to rehabilitate the social infrastructure, increase public services accessibility and generate income for the poorest and most disadvantaged population. Review the Integrated / Regional Development Programme in the Samtskhe-Javakheti region (4 years, \$ 2,3 million): analysis and preparation of report and recommendations. Design a new phase of the Samtskhe-Javakheti region project: this \$1,3 million project covers the following themes: development of sustainable rural livelihoods, tourism development, strengthening economic governance and Cross Border Cooperation involving Georgia, Armenia and Turkey. Autonomous Republic of Adjara, design mission: Adjara is an autonomous region which is highly dependent of agriculture, fishing and tourism; it is also the poorest region of Georgia. To diversify the economy, generate sustainable development and strengthen the fragile new democracy, Pinto Consulting designed a project for the region: Governance support designed to assist the Supreme Council: to develop effective, democratic institutions; the public administration; and the local government, especially the local politicians, to implement their remit. 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Evaluate existing projects and develop recommendations for more effective delivery. Project design expertise to develop projects designed to generate sustainable livelihoods, better governance, etc. Ensure effective coordination with other donors, government institutions, projects, etc. 		

- Local Economic Development strategy focusing on Batumi: to support embryonic enterprises through business incubation; to assist enterprises to export and trade more effectively and attracting FDI and domestic investment; and to assist farmers to develop cooperatives, higher value crops and new methods of production.


Ref no 30.	Project title		Enterprise Development Support Programme in Pskov and Kaliningrad regions					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Russia	23.000	50	1	NCG	Danish Min of Foreign Affairs	Feb–Apr 2006	NCG, GHK International
Detailed description of project						Type and scope of services provided		
<p>Pinto Consulting was commissioned by GHK International to be the team leader of this assignment. The project design targeted the Kaliningrad and the Pskov regions of Russia and focused on three main elements:</p> <ul style="list-style-type: none"> Public-private dialogue on enterprise development issues. Development of Business Development Services. Access the finance for SME development. <p>Pinto Consulting was responsible for the design of the first component. This involved detailed discussions with the key stakeholders in the two regions (public and private), presentation of the draft concept to the beneficiaries, preparation of a project log frame, action plan and ToRs for the project. The project was subsequently tendered as an EC project.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Manage the team. Undertake discussions and analysis. Draft log frame, ToR and budget. Present project concept to stakeholders for approval 		

Ref no 31.	Project title		Project Evaluation and Project Design for UNDP Macedonia					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Macedonia	55.000	100	1	UNDP	UNDP	Jul 2003 – Jul 2005	
Detailed description of project						Type and scope of services provided		
<ul style="list-style-type: none"> Programme and Action Plan to Stimulate Investment: Pinto Consulting led a project on behalf of the Ministry of Economy to stimulate Foreign Domestic Investment (FDI) whilst also unlocking domestic investment. The programme comprises three main components: investment promotion e.g. through the creation of an Investment Promotion Agency; Action Plan to reduce administrative and legal barriers to doing business; Programme of tax and financial incentives. Local Economic Development (LED): The mission involved designing a two-year, one million USD LED capacity building project in two municipalities. The key components of the project include: an LED partnership, LED strategy 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> Evaluate existing projects and develop recommendations for more effective delivery. Project design expertise to develop projects designed to generate sustainable livelihoods, better governance, etc. Ensure effective coordination with other 		

and action plan, participative community consultation and involvement, two municipal development funds, business service support and monitoring and evaluation, linked to a project advisory board to supervise project and disseminate good practice.


- Design of Municipal Development Funds: A review of the existing Municipal Support Programme (guidelines, application forms, evaluation criteria, governance, project document, etc.) and the design of a new Municipal Support Programme targeting the registered unemployed in the 40 most deprived municipalities; assessment of the scope for establishing a sustainable Municipal Development Fund (accepting grants and loans), the focus, corporate governance structure, Project Management Unit, core principles, Management Information System, etc.
- Policy Reforms to Harness the Informal Economy: assist the Ministry of Economy to develop policies for tackling the sensitive issue of the size of the informal economy. The resulting Programme for Harnessing the Informal Economy, including a draft law, was presented to the Government for approval.
- Review of the Municipal Support Programme II (guidelines, application forms, evaluation criteria, governance, project document, etc.) and design of the Municipal Support Programme, Phase III.
- Business Development Services project involving the Ministry of Economy, the SME Agency and the network of regional business centres. Delivery of services to the unemployed focused on start-ups/self-employment, preparation for entry into employment and work placements. Capacity building measures designed to improve Regional Centres' financial sustainability; and support to raise the quality standards of Macedonian business consultants through review and implementation of an internationally recognised and independent business consultant accreditation system.
- Wage Subsidies, Public Works and Training: Pinto Consulting prepared an active labour market project on: public works, wage subsidies, start-up grants and Individual Employment Plans.


donors, government institutions, projects, etc.

Ref no 32.	Project title		Enterprise Policy Performance Assessments (EPPAs) for the Investment Compact for SEE					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Balkans	32.000	100	1	OECD	OECD	Jul – Dec 2003	
Detailed description of project						Type and scope of services provided		
Coordination and writing EPPAs for the following countries: Albania, Bosnia & Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Romania, Serbia & Montenegro Pinto Consulting co-ordinated and was principal author of these 10 OECD-EBRD reports on SME policy, focusing on the following dimensions of enterprise policy good practice: <ul style="list-style-type: none"> ▪ The institutional environment facing SMEs. ▪ The regulatory environment. ▪ The fiscal environment. ▪ The financial environment. ▪ The business support environment. 						Provision of expertise: <ul style="list-style-type: none"> ▪ Liaise with OECD, EC and EBRD. ▪ Determine the nature and structure of the EPPAs. ▪ Commission and coordinate local experts in the nice countries involved. ▪ Coordinate the process of collection of comparative quantitative and qualitative data and information on the SME sector. 		

- The business incubator environment. The nine EPPA country reports and the SEE Regional report were designed to assist governments to implement more effective enterprise development policies. Progress is tracked by reference to the European Charter for Small Enterprises.


- Write and edit nine EPPA country reports.
- Write and edit one EPPA regional reports.
- Present the EPPA reports in the Western Balkans countries.


Ref no 33.	Project title		Review of the Job Opportunities through Business Support (JOBS) Project					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Bulgaria	6.000	100	1	UNDP	UNDP	Jan - Feb 2004	
Detailed description of project						Type and scope of services provided		
<p>The JOBS project is run by UNDP, Bulgaria with the close involvement of the Ministry of Labour and Social Policy. The latter is the main contributor to this \$15m project involving the establishment of 37 Business Centres, 5 Business Centre Window Offices, 13 Business Incubators and 3 Business Information Centres. The review was carried out by Pinto Consulting in early 2004, with a view to determining the appropriateness or otherwise of the JOBS project approach and to make recommendations for the development of the JOBS project in the period 2005-2006, with part of the review being undertaken by Antonina Stoyanovska. A key focus of the work was on assessing the sustainability of the project and to determine the future direction of project's exit strategy. The recommendations made in the final report are being implemented by the JOBS project team.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Determine the scope and methodology for the review process. ▪ Visit the majority of business centres and business incubators and assess their effectiveness. ▪ Prepare a detailed report on the nature, impact and sustainability of the business centres. ▪ Deliver recommendations for the future development of the entire JOBS network. 		

Ref no 34.	Project title		Informal Economy and the Enterprise Sector					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Albania	15.000	100	1	OECD	OECD	May - Sep 2004	
Detailed description of project						Type and scope of services provided		
<p>Informal activities account for a significant proportion of GDP in Albania and represent a significant challenge for policy makers throughout the SEE region. The OECD/EBRD/DG Enterprise commissioned a research and analysis from Pinto Consulting covering the following three components:</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Co-ordinated the three components of the project between OECD/EBRD/EC and 		

- Provide an estimate of the size, the dynamics and the sector concentration of the IE, taking into consideration previous regional studies and the work already conducted by the National Institute of Statistics (INSTAT) and the IMF;
- Assist INSTAT in improving its methods of informal economy estimation and its capacity to improve its observation of the informal sector;
- Produce an analysis of the factors behind the growth of the informal sector and, most importantly, to identify policy recommendations for the progressive formalisation of the informal sector.


- Albanian authorities.
- Write the majority of the report.
- Edited the final report published by OECD.


Ref no 35.	Project title		Review of the World Bank / UNDP Dialogue Series on Private Sector Development					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Europe and CIS	5.000	100	1	World Bank / UNDP	UNDP	2004	
Detailed description of project						Type and scope of services provided		
The Europe and CIS regional office of UNDP implementing a Dialogue Series on Creating and Implementing Micro, Small and Medium Enterprise (MSME) Support Policies jointly with the World Bank's Global Development Learning Network (GDLN). The MSME Dialogue Series aims to contribute to better targeted and more effective MSME support policies by building the capacities of the national policy-makers through the facilitated policy dialogue, knowledge and experience exchange among the national policies makers, recognised experts, UNDP and the WB on the issues related to the formulation and implementation of MSME support policies. Pinto Consulting was commissioned by UNDP to review and restructure the draft the content of the dialogue series, as well as write the briefing papers for microfinance, SME credit lines, micro-leasing, credit guarantee schemes (mutual and other) as well as credit unions.						Provision of expertise: <ul style="list-style-type: none"> ▪ Review and restructure the draft the content of the dialogue series. ▪ Write briefing papers on microfinance, SME credit lines, micro-leasing, credit guarantee schemes and credit unions. 		

Ref no 36.	Project title		Evaluation of UNDP Poverty Reduction Programme					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Kyrgyzstan	8.000	100	1	UNDP	UNDP	Nov - Dec 2004	
Detailed description of project						Type and scope of services provided		
UNDP's Poverty Reduction Program (PRP) has been operating in Kyrgyzstan since 1998 and aims to complement the efforts of the government and civil society in alleviating poverty through enhancing the economic opportunities for the poor, especially women, income generating activity and providing access to the financial services. It operates in 7 oblasts and covers mainly remote and vulnerable villages and the project beneficiaries are more than 100,000 people						Provision of expertise: <ul style="list-style-type: none"> ▪ Interview UNDP, other donors, project etc. ▪ Interview beneficiaries at the village level. ▪ Prepare the overall evaluation report. 		

(around 2% of total population). The review mission carried out by Pinto Consulting and GHK International evaluated the implementation of the PRP during 1998-2004, impact, achievement, lessons learned and to presented practical recommendations for UNDP intervention in poverty reduction for the new Country Programming Cycle 2005-2010. Pinto Consulting also carried out a review of the potential for small business development, covering such issues as: diversification of activities, agroprocessing, micro-leasing, business incubation, agricultural cooperatives and the informal economy


- Prepare the enterprise related elements.
- Present the findings and recommendations to UNDP staff.

Ref no 37.	Project title		Business Development Services Primer					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Europe & CIS	10.000	100	1	UNDP RBEC	UNDP	Mar – Jul 2004	
Detailed description of project						Type and scope of services provided		
UNDP has been a key player in the development of Business Development Services (BDS) such as business support centres, business incubators and information and technology centres in the European and CIS regions. UNDP commissioned the BDS Primer as a means of presenting the main methods of developing such services (the traditional and the market development approaches) highlighting good practice issues and ensure that the numerous country offices learn from each other's experiences in this field. The Primer has been very well received by UNDP country office staff and been translated into various languages.						Provision of expertise: <ul style="list-style-type: none"> ▪ Literature review. ▪ Analysis of best practice. ▪ Drafting of BDS primer. ▪ Liaison with UNDP to revise and finalise. 		


Ref no 38.	Project title		Research and report writing assignments (LEED and Investment Compact)					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Balkans	26.000	100	1	OECD	OECD	Jun 2003 – Feb 2005	
Detailed description of project						Type and scope of services provided		
<ul style="list-style-type: none"> ▪ Peer Review: Mechanisms for Business – Government Dialogue in Romania: This exercise was commissioned by the OECD to assess the nature of the mechanisms for government / small business dialogue in Romania with a view to making recommendations for improvement in both Romania and other countries of the SEE region. Pinto Consulting staff was part of the peer review team (comprising OECD and Italian and Belgian business representatives) which undertook the process in Bucharest, Cluj and Timisoara. This resulted in an OECD peer review report. ▪ Key Enterprise Trends and Issues in SEE and CEE, LEED: In June 2003, the OECD LEED Trento Centre for Local 						Provision of expertise: <ul style="list-style-type: none"> ▪ Undertake literature reviews. ▪ Identify best practice experiences. ▪ Undertake research missions to countries. ▪ Prepare comparative analyses. ▪ Prepare draft and final reports. ▪ Deliver presentations on key issues. 		


Development was established with a mission to build capacities for local development in OECD member and non-member countries, with a focus on Central and Eastern European countries. The OECD commissioned us to prepare an issues paper for discussion by the Trento Centre's Scientific Advisory Group on Entrepreneurship. The issues set out in the paper, and the accompanying presentation, helped the Group to determine the Centre's priority activities.

- Access to Finance for MSMEs, LEED: Pinto Consulting was commissioned to research and prepare a background paper on access to finance for small enterprises in the Timisoara region of Romania. The paper highlighted the supply of finance, the extent of the finance gap (illustrated with focus group discussions) and finally presents a series of policy recommendations focused on enhancing access to finance at the local level. It was presented at the OECD/LEED conference in Timisoara 24 May 2004.
- SEE Enterprise Forum, Istanbul 2-3 October 2003: The meeting of the SEE Enterprise Forum, which Pinto Consulting staff played a key role in organising, focused on:
 - The draft OECD-EBRD SEE Regional Enterprise Policy Performance Assessment.
 - Obtaining feedback from enterprise policy makers from the SEE region.


Ref no 39.		Project title		Panorama and of Recommendations for SME Support in the EU's CARDS Support System				
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Balkans	25.000	100	1	PCA	EC	Jan - Jun 2004	PCA
Detailed description of project						Type and scope of services provided		
<p>The Panorama and Recommendations for SME Support in 2005 and 2006 covered the following countries: Albania, Bosnia and Herzegovina, Croatia, Macedonia, Serbia and Montenegro & Kosovo</p> <p>Pinto Consulting provided the team leader for this project covering all countries which fall under the CARDS technical assistance programme. The key aims of the projects were to:</p> <ul style="list-style-type: none"> ▪ Develop a detailed SME Panorama for each country covering the following issues: regulations, institutions, taxation, finance and business associations. ▪ Based on the SME Panorama, develop country specific recommendations (7 sets) so as to prioritise the use of the CARDS technical assistance during the programming period 2005 to 2006. ▪ Set out recommendations for technical assistance for the region as a whole. ▪ The project was funded by EuropeAid Co-ordination (DG External Relations) and was implemented. 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Identify and select local experts in all relevant countries. ▪ Develop the comparative approach and methodology. ▪ Coordinate, analyse and assess local inputs. ▪ Prepare of overall report. ▪ Liaise with EC and finalisation of recommendations 		

Ref no 40.		Project title		Enterprise Policy in South East Europe, Investment Compact, Stability Pact for SE Europe				
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

	Albania & Macedonia	12.000	entity (%) 100	1	OECD	OECD	2004 - 2005	
Detailed description of project						Type and scope of services provided		
<p>The Stability Pact emphasises the need for private sector investment in the SEE region as the basis increasing investment and generating growth, focusing on two “regional flagship initiatives” co-ordinated by the OECD and the EC (DG Enterprise):</p> <ul style="list-style-type: none"> ▪ The SEE Entrepreneurship Forum brings together OECD member countries, EC, EBRD, etc., as well as key policy makers and stakeholders to discuss good practice and SME policy priorities. ▪ The production of Enterprise Policy Performance Assessments (EPPAs) in co-operation with EBRD and DG Enterprise covering all Western Balkans countries; it helps them develop effective enterprise policies. ▪ Activities concentrating specifically on production of the 2004 EPPAs for Albania and Macedonia 						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Develop the EPPA methodology. ▪ Coordinate the writing of the EPPAs. ▪ Quality control. ▪ Publication. ▪ Publicity. ▪ Dissemination 		

Ref no 41.	Project title		Preparation of the SME Projects Brochure, EAR					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any
	Kosovo	30.000	100	1	PCA	EC	May – Jul 2005	PCA
Detailed description of project						Type and scope of services provided		
<p>Numerous organisations (300+) are active in Kosovo supporting private sector development generally and the SME sector specifically. The lack of clarity about the exact number of and nature of the existing SME activities gives rise to several difficulties, such as:</p> <ul style="list-style-type: none"> ▪ Policy makers are unclear about what is being done and what is planned for the future. ▪ Donors implement projects which may overlap or be structured in incompatible ways. ▪ Potential and existing entrepreneurs are unclear about the types of support available. <p>Pinto Consulting staff provided up-to-date overview of the SME oriented project and funding available through a brochure which also sets out the process of registering enterprises in Kosovo.</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Determine the framework of the SME Brochure. ▪ Meet and collect information on financial and non-financial SME oriented projects. ▪ Preparation of an SME Project Brochure. ▪ Liaison with EAR in relation to project implementation. 		

Ref no 42.	Project title		Project Design - Support to PHARE Economic & Social Cohesion Programme					
Name of legal entity	Country	Overall contract value (EUR)	Proportion carried out by legal entity (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of consortium members, if any

	Croatia	53.000	100	1	WM Enterprise	EC	Jan–Dec 2005	WM Enterprise
Detailed description of project						Type and scope of services provided		
<p>Following receipt of Candidate Country status in June 2004, Croatia became eligible to participate in the EU's pre-accession instruments (PHARE; ISPA, SAPARD subsequently replaced by IPA), resulting in a need for the country to take ownership and responsibility for preparing measures and projects under those programmes. Working principally with the Ministry of Economy, Labour and Entrepreneurship, West Midlands Enterprise commissioned Pinto Consulting staff to prepare, jointly with the relevant institutions, the PHARE 2005 and 2006 programmes in relation to SME policy (as well as regional development and human resource development). Our staff was responsible for the programming of SME development projects, focusing on building up the capacity of the Ministry of Economy, Labour and Entrepreneurship's SME Department to implement the SME chapter of the acquis communautaire and the Charter for Small Enterprises (€2.5 million); and the development of a business related infrastructure grant scheme (€5.5 million). The PHARE 2006 project was also designed (grant schemes for export to EU countries, combined with technical assistance to enhance technology transfers, innovation and export - €7 million).</p>						<p>Provision of expertise:</p> <ul style="list-style-type: none"> ▪ Train civil servants on PCM. ▪ Design of a new EC-approved SME policy and institutional development project. ▪ Design of a new EC-approved grant scheme targeting export oriented SMEs. 		