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CENTRE FOR ENTREPRENEURSHIP, SMEs AND LOCAL DEVELOPMENT

Local Economic and Employment Development Programme

Paris, 10 February 2011

To Whom It May Concern,

Ref: Confirmation of Cooperation and Open Reference

This is to confirm that Dr. Ricardo Pinto, Pinto Consulting GmbH, worked for a period lasting from April - November 2010 for the Local Economic and Employment Development Programme (LEED, OECD) as part of an expert team on the OECD Review on SMEs, Entrepreneurship and Local Development in the Andalusia region of Spain.

Ricardo's contribution focused specifically on the twin themes of start-ups and SME development. He was an active participant in the expert review panel mission which took place in Andalusia in April 2010. Detailed discussions were held with senior region government officials, key institutions charged with regional, employment and innovation policy, as well as business associations and other local stakeholders involved in SME / entrepreneurship development.

The main focus of the work thereafter was the preparation and delivery of a report with analysis and recommendations, leading to the publication of the final OECD report. Dr Pinto's chapter included an analysis of the relevant policies and institutions; an entrepreneurial profile of the region; a SWOT analysis; and a series of policy recommendations to further stimulate entrepreneurship in the Andalusia region.

Dr. Pinto has extensive experience of working for the OECD, both as a member of staff and as a short term expert. He has excellent communication, coordination, analytical and writing skills, which resulted in the delivery of a report, by the agreed deadline, to the high OECD standards and expectations.

Yours sincerely,

Marco Marchese

cc: