



Capability Statement: 2019

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1 BACKGROUND

1.1 The Company

Pinto Consulting GmbH is a multidisciplinary consultancy company specialising in international development and property research and valuation services.

We serve clients in Germany and internationally, with a focus on the following regions: European Union, South-East Europe / Western Balkans, Commonwealth of Independent States, Caucuses and Central Asia.

Our staff complement comprises highly qualified experts committed to adding value in terms of property research and valuation, as well as international development, designed to raise profitability, incomes and ultimately improve people's lives.

Our clients include the private sector (financial institutions and enterprises); national, regional and local governments; international development agencies; and Non-Governmental Organisations (NGOs).

The company is 100% owned and managed by Gisela Menke and Ricardo Pinto.

1.2 Our mission

To assist our clients and their beneficiaries to achieve higher levels of prosperity, counterbalanced by a high degree of social cohesion through sustainable investment, policy and implementation of decisions based on in-depth research and expertise.

1.3 Our values

- **Quality:** our services are of high quality, consistent with building and maintaining a reputable business.
- **Partnership:** we work in close cooperation with our clients, beneficiaries and other partners.
- **Value for money:** we provide services in a cost-effective way so as both to maximise achievements and ensure client satisfaction with the value of the services provided.
- **Objectivity and independence:** through our contracting and reporting, we maintain a strict position of independence and objectivity.
- **Ethics:** we do not engage in or undertake work that is unethical or socially and environmentally irresponsible (see also our Code of Professional Conduct).

1.4 Our approach

As a professional economic development, property research and property valuation consultancy, Pinto Consulting GmbH is committed to excellence in everything we do.

We combine our extensive country and sectorial experience with customised advice focusing on our clients' needs and priorities, in the delivery of appropriate solutions. Our approach is to customise our services to reflect our clients' priorities and to be transparent in terms of the resulting costs, timetables and deliverables.

2 SERVICES

Pinto Consulting's approach is characterised by a strong focus on client needs, the deployment of customised skills and quality assurance.

Services are provided at all stages of the policy and project cycles, from visioning strategies and action plans to project design and implementation; from the implications of policy and interventions to monitoring, review and evaluation.

Pinto Consulting also helps in implementation and capacity building. We apply the most appropriate methods, combining quantitative and qualitative research and the engagement of stakeholders, to ensure evidence-based reports and policy solutions.

2.1 Our focus

- International Development.
- Property Research.
- Property Valuation.

Below we provide a brief overview of our main services.

2.2 International Development

Our track record includes work on key aspects of sustainable economic, social and institutional development.

Enterprise development:

- Private sector development policies, strategies and action plans.
- Small business / SME development.
- Development of competitiveness and innovation.
- Development of a culture of entrepreneurship.
- Project/programme design (PCM).
- Monitoring and evaluation of programme and project impact.

- Institution and capacity-building (Ministries, SME Agencies, business centres, business incubators, business associations, etc.).
- Provision of business development services.

Local economic development:

- Preparing strategies, action plans, programmes and projects on Local Economic Development (LED).
- Establishing Public-Private Partnerships (PPP) and Dialogue (PPD).
- Institutional and capacity building (e.g. municipalities, counties, regions, etc.).
- Undertaking Baseline and statistical analyses.
- Bidding for competitive funds.
- Monitoring and evaluation of programme and project impact.

Foreign Direct investment:

- Preparing FDI strategies and programmes.
- Institution/capacity building for Investment Promotion Agencies.
- Analysis of investment incentives, barriers to investment.
- Analyses of FDI trends and issues.
- Identification of potential B2B business partners.

Regional development:

- Preparing regional development policies, strategies, programmes, action plans and projects.
- Developing regional partnerships.
- Bidding for EC and other funds.
- Capacity / institution building.
- Monitoring and evaluation of programme and project impact.

Better regulation and consultation:

- Regulatory reform.
- Regulatory Impact Assessment (RIA).
- Economic Impact assessment (EIA).
- SME test.
- Business simplification.
- Public Private Dialogue.

Social inclusion and regeneration:

- Preparation of integrated, socially inclusive strategies, action plans and projects.
- Harnessing remittances, diaspora and returnees.
- Integrating ethnic minority communities and other socially excluded groups.
- Preparation of anti-poverty studies.
- Preparation of informal/grey economy studies and policies.
- Regenerating deprived, inner city / rural areas (area based development).
- Regenerating social housing estates.

Monitoring & Evaluation:

- Evaluation of development initiatives.
- Strategies and action plans.
- Programmes.
- Projects.

2.3 Property Research

Pinto Consulting has undertaken numerous property-related assignments. Services are provided at all stages of property development in terms of property research and evaluation. We offer our expertise to assess market potential in general terms down to individual site assessments.

We analyse strength and weaknesses of markets and locations by assessing at the economic environment, market trends, competitive environment, planning framework and the characteristics of individual buildings. Our aim is to add value to investment strategies by pinpointing the risks and opportunities of markets and investments.

Our Property Research Services include:

- Due diligence.
- Comparative research.
- Market analysis.
- Market studies.
- Site assessments.
- Competitor assessments.
- Evaluation of market potential.
- SWOT Analysis.
- General consulting.

2.4 Property Valuation

Whether you are a portfolio owner, or an institutional investor or lender, it is critical to know precisely what a single property — or a national or international portfolio — is worth in the face of rapidly changing markets.

Our property valuation experts, who are HypZert GmbH and MRICS-certified, offer professional, impartial real estate appraisals on residential and commercial properties ranging from villas, housing estates, retail precincts and office buildings to industrial assets and mixed-use developments.

Our valuation advice and reports are key to financing, due diligence, risk analysis, balance sheet reporting and investment decisions (sale/buy). Backed by a network of international research contacts, we look beyond present value assessments to understand market trends, competing assets and projected income.

Pinto Consulting's mission is to provide independent and accurate valuation services that are the cornerstone of the commercial property market and best property practice.

Services for corporate clients:

- Market valuations.
- Valuations for mortgage lending purposes.
- Expert opinion on specific aspects of properties.
- Plausibility checks of third-party valuations.

We offer our services in line with national guidelines, as well as internationally accepted standards such as ImmoWertV, WertR, BelWertV, RICS Blue Book, TEGOVA, etc. The methods employed are specific to the purpose of the valuation and the nature of the property, including:

- Comparative method.
- International capitalization approach.
- International depreciated replacement cost method.
- Residual method.
- Profit method.
- Discounted cash flow technique.
- Internal rate of return.
- Capital Asset Pricing Model.

Services for private clients:

- Market Valuations.
- Short reports of price/value of a property.
- Expert opinion on specific aspects of properties.

Private clients may find these services helpful for purposes such as:

- Inheritance.

- Divorce.
- Taxation.
- Buying or selling properties.

3 PROJECT EXPERIENCE

3.1 International Development

Pinto Consulting has undertaken numerous projects for clients such as EC, OECD, UNDP, DFID, etc. Below is a subset of the projects that our team has implemented. Please contact us for further information.

SME/Enterprise/Industry/Innovation, etc. Development:

- Revision of the Industrial Policy 2009-2020 (EuropeAid FWC Lot 10 2017/384799/1) (May 2017 – Jun 2018)
- SME Strategy and Action Plan for Armenia: support to GIZ (GIZ/EuropeAid) (Mar 2019 – Oct 2019)
- Identifying Action to Improve Access to Finance for SMEs and Private Sector Development in Libya (EuropeAid FWC Lot 10 2017/393896) (Feb 2018 – May 2018)
- Developing of the Agricultural Insurance System in Palestine ‘Pre-Development Phase’ (EuropeAid FWC Lot 10 2017/389380/1) (Nov 2017 – May 2018)
- FORBIZ - Creating a Better Business Environment in Ukraine, EC (Mar 2016 – Jul 2019)
- EU4Business: From Policies to Action in the Eastern Partnership (EC EU4Business initiative), OECD/EC (May 2017 – Nov 2017)
- Supporting the design of a Comprehensive National Employment Strategy 2020, Moldova (Jul 2016)
- EC Framework Contract Lot 10: Private Sector Development, Quality and Trade (2014-2017)
- Streamlining Moldova’s Strategic Policy Document Structure as part of the “Economic Policy Advice to the Moldovan Government” Project (Mar – Jun 2017)
- Sustainable Training and Education Programme (STEP): TVET System Review, Ethiopia, GIZ (Jul-Sep 2016; Apr 2017 - Feb 2018)
- Strategy for Competitiveness and Revision of the Sector Planning Document "Competitiveness and Innovations" - IPA 2, FWC (Sep 2015 – Feb 2016)
- Review and Strengthening of draft National Employment Strategy of Moldova, ILO, Moldova (Jun 2016)
- Review of Draft SME Strategy and Creation of the new SME Strategy and Action Plan for Ukraine, EC (Jun 2016 – Apr 2017)
- Georgian SME Strategy and Action Plan, OECD/EC, Global Relations Secretariat, Eurasia Competitiveness Programme (Oct 2014 – Nov 2015)

- Inclusive Entrepreneurship Good Practice Compendium, OECD / DG Enterprise (Apr 2014 – Jun 2014)
- Improving Information to the Croatian Business Community - BIZIMPACT II, EC (Mar 2013 – Jun 2016)
- Kosovo Innovation Strategy and Action Plan (2013-2020), OECD/EU (Dec 2012 – Feb 2013)
- The Innovation System in Kosovo, OECD/EU (Mar – Nov 2012)
- EC Framework Contract Lot 11: Macro Economy, Statistics and Public Finance Management (2009-2013)
- Prefeasibility Study to Strengthen the Business Development Infrastructure in Moldova, OECD (Sep 2012 – June 2013)
- Study tour on Regulatory Impact Assessment to the UK, ADB, Cambodia (Jan - Mar 2013)
- Boosting Local Entrepreneurship and Enterprise Creation in the Lombardy Region, Italy by focusing on aspects of the Small Business Act, OECD (Mar-Jun 2012)
- Management of the Micro Small and Medium Enterprises Programme on behalf of the Ministry of Economic Affairs of Bhutan, including development of the MSME Policy, Strategy and Action Plan under the overarching Gross National Happiness philosophy, PCA (December 2011 – March 2012)
- Support for the Preparation of SME Strategy, Action Plan and Public Private Dialogue, Moldova, OECD (July 2011 – August 2012)
- Innovation Policy for Macedonia, OECD / EC (April - June 2011)
- Entrepreneurship and start-ups: analysis and recommendations for the Andalusia Region of Spain, OECD (April – June 2010)
- Entrepreneurship and start-ups: analysis and recommendations for the Marche Region of Italy, OECD (October 2009 - January 2010)
- Assessment of national and regional SME policy linkage in Serbia, OECD SME Index (September 2009 - January 2010)
- Improving Information and Impact Assessment to the Business Community in Croatia, EC (September 2007 - September 2009)
- Preparation and Delivery of Certified Management Consultant (CMC) courses to 55 consultants, Macedonia, EBRD (June - July 2009)
- Entrepreneurship and start-ups: analysis and recommendations for the Marche Region of Italy, OECD (October 2009 - January 2010)
- Assessment of national and regional SME policy linkage in Serbia, OECD SME Index (September 2009 - January 2010)

- Improving Information and Impact Assessment to the Business Community in Croatia, EC (September 2007 - September 2009)
- Public - Private Dialogue: Achieving sustainability of the SME Forum, EC Macedonia (2005 - 2007)
- Business Environment Technical Assistance: Business Services Integration Project, World Bank (technical proposal), Kosovo (May 2008)
- Business Incubation for Women Entrepreneurs: Ankara, Istanbul and Çorum (technical proposal and fact finding mission), EC Turkey, April 2007
- Science, Technology and Innovation in Macedonia Vs EU Countries, EC Macedonia (July 2006)
- SME Development in Macedonia: Strategy (2007-2013), Programme (2007-2010) and SME Brochure, EC Macedonia (September - November 2006)
- Project Design - Enterprise Development Support Programme in Pskov and Kaliningrad regions, Russia, Danish Ministry of Foreign Affairs (February - April 2006)
- SME Policy and Business-Government Dialogue, EC Macedonia (January 2006 - June 2007)
- Support to PHARE Economic & Social Cohesion Programme: project design, EC Croatia (January - December 2005)
- Preparation of an SME Brochure, EC Kosovo (May - July 2005)
- Enterprise Policy in South East Europe, Investment Compact, Stability Pact for South East Europe, OECD (April 2001-2008)
- Review and Extension of the World Bank / UNDP Dialogue Series on Private Sector Development (2004)
- Preparation of the SME Panorama for CARDS Support System in 2005 & 2006, EC (January - June 2004)
- Access to Finance for MSMEs in Romania, OECD/LEED (April - May 2004)
Key Enterprise Trends and Issues in SEE (and CEE), OECD/LEED (March 2004)
- Coordination of the Enterprise Policy Performance Assessments in Albania, Bosnia & Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Romania, Serbia & Montenegro, Investment Compact for SEE, OECD (2002-2003)
Small Enterprise Development in Montenegro, OECD (2002)
SMEs in Transition Economies: chapter in SME Outlook, OECD (2002)
Romania Country Assessment and Recommendations, Investment Compact for SEE/OECD (2002)
- Macedonia SME Country Assessment and Recommendations, Investment Compact for SEE/OECD (2001)

Local economic development:

- Harnessing Remittances, Diaspora and Returnees for Economic and Social Development in Macedonia, UNDP (Jan – Feb 2016)
- Boosting the entrepreneurial and SME ecosystem of Abu Dhabi, United Arab Emirates, OECD LEED Programme (Nov 2014 – Apr 2015)
- Kosovo Innovation Strategy and Action Plan (2013-2020), OECD/EU (Nov 2012 – Feb 2013)
- Prefeasibility Study to Strengthen the Business Development Infrastructure in Moldova, OECD (Sep 2012 – Jun 2013)
- Development Capacities in Montenegro in the Framework of the Joint OECD-EU Project in the Western Balkans (May – Sep 2012)
- Programme review and Reformulation Mission, Moldova, UNDP (Apr – May 2012)
- Confidence Building Measures Programme in Chisinau and Transnistria, Moldova, UNDP (Jun - Jul 2012)
- Business Development Support to SMEs and Cooperatives in the Gaza Strip, UNDP Gaza Office (June – November 2011)
- Implementation of a Study Tour Focusing on Industrial/Free Zones (Albania-Croatia), UNDP, March-April 2009
- Local Development for Community Stabilization (LDCS) in Mitrovica / Zvecan Municipalities, UNDP Kosovo (January - March 2007)
- SME development and Start-ups, Istanbul Conference, Stability Pact (January - March 2006)
- Programming of EU Economic Development Assistance, EC Serbia (July - November 2005)
- Review of UNDP private sector development programme, UNDP Kosovo (January 2006)
- Wage Subsidies, Public Works and Training: active labour market measures, UNDP Macedonia (June - July 2005)
- Strategic Review of Private Sector Development Cluster, UNDP Macedonia (June 2005)
- Project Scoping Mission: Enterprise Development and Microfinance, UNDP Turkmenistan (January 2005)
- Local Economic Development in Eastern Cape: Fact Finding Mission, South Africa (February 2005)
- Review of the Local Economic Development Capacity Building Project, UNDP Macedonia (2004)
- Design of Municipal Development Funds, UNDP Macedonia (July 2004)

- Business Development Services Primer, UNDP Europe and CIS Regional Office (March - July 2004)
- Review of the Job Opportunities through Business Support (JOBS) Project, UNDP Bulgaria (January 2004)
- Project Design Mission: Local Economic Development, UNDP Macedonia (October-November 2003)

Foreign Direct Investment:

- Study on business linkages between SMEs from the EU and the Western Balkans: focus on FDI in manufacturing sectors, EC, FWC Lot 1 (Feb – Sep 2016)
- Presentation to National Conference on Investment Matters, Skopje, GIZ (May 2011)
- Analysis and preparation of the “Programme of Stimulating Investment (2011 - 2014)”, Investment Policy Review for Macedonia, UNCTAD (February - December 2010)
- Foreign Direct Investment in Macedonia: Analysis and Recommendations, GTZ/GIZ (June 2010)
- Preparation of Programme for Foreign Direct Investment, Ministry of Economy of Macedonia (Feb – May 2010)
- Organisation of Study Tour to Croatia for officials from Ministry of Economy, Trade and Energy, Albinvest, UNDP Albania (March - April 2009)
- Strategic Support for the Implementation of the Programme to Stimulate Investment, EC Macedonia (February 2008)
- Institutional and Governance Reform for the Investment Promotion Agency, EC Macedonia (June 2007)
- Programme for Stimulating Investment (2007- 2010), EC Macedonia (January -March 2007)
- Programme and Action Plan to Stimulate Investment, UNDP Macedonia (July-September 2003)
- Policy Reforms to Improve the Investment Climate and SME Policy in Albania, OECD (February 2003)
- Policy Reform to Improve the Investment Climate and SME Policy in Moldova, OECD (January 2003)
- Investment for the Western International Market, Hounslow, UK (1996)
Private Finance/Investment for Higher Education, Higher Education Funding Councils, UK (1995)
- Local Government Private Finance Initiative, Newchurch & Company, UK (1994)
- Redevelopment of Vacant Site, South Manchester Hospitals Trust, UK (1994)

Regional Development:

- Study on the Development of Tertiary Decentralised Activities in Wallis-et-Futuna (EuropeAid FWC Lot 10 2017/384783/1) (Jul 2017 – Apr 2018)
- Strengthening the Territorial Dimension of Development Policies in South East Europe (Albania, Bosnia, Croatia, Macedonia and Serbia, OECD (Apr 2011 – Feb 2012)
- Moldova Post Disaster (floods) Needs Assessment (PDNA), UNDP (August 2010)
- Rural Development in Armenia: Programme Development, UNDP (July 2010)
- EC Support to institutional capacity building for Regional Economic and SME Development (technical proposal), EC Bosnia and Herzegovina (February 2009)
- Integrated Support to Decentralisation (technical proposal), EC/UNDP Albania (March 2009)
- Review the Integrated / Regional Development Programme in the Samtskhe-Javakheti region and design on new programme focusing on governance, tourism and sustainable development, UNDP Georgia (December 2006)
- Regional Development (technical proposal and fact finding mission), DFID Moldova (October 2006)
- Decentralisation, governance and development in the Autonomous Republic of Adjara, UNDP Georgia (project design mission) (August 2006)
- Regional Development in Kakheti - Project Design, UNDP Georgia (June 2006)
- Regional Development in Turkey: Fact Finding Mission, EC Turkey (July 2005)
- Regional Development and SME Support Agencies, DfID Macedonia (2001)
- Regional Development Project in Lucenec: Design Mission, DfID Slovakia (2001)
Regional Economic Development and Institutional Building Project, DfID Slovakia (1997-2001)
- Cross Border Communication, Phase II in Slovakia, Austria and Hungary, EC (2000-2001)
- Local Government Capacity Building, DFIC Slovakia (2000-2001)

Better Regulation and Consultation:

- Creating a Better Business Environment in Ukraine (June 2016 – April 2019)
- Support for the establishment of a RIA System in Albania (Harmonisation of Economic and Trade Legislation with EU acquis), GIZ (Dec 2015 – Aug 2016)
- Implementation of the Improving Information / Economic Impact Assessment for the Croatian Business Community, EC Croatia (March 2013 - March 2015)

- Implementation of the Cambodian Regulatory Impact Assessment System, ADB (2012 – 2014)
- Implementation of Regulatory Impact Assessment (RIA) System in Albania, World Bank (March - December 2010)
- Improving Information / Regulatory Impact Assessment for the Croatian Business Community, EC Croatia (September 2007 - September 2009)
- Organisation of Impact Assessment Study Tour to London, EC (September - November 2008)
- Organisation of Impact Assessment Study Tour to Warsaw, EC (September - November 2008)
- Regulatory Impact Assessment (RIA): Capacity-Building and Simplification (technical proposal), World Bank Albania (March 2008)
- Establishment of the SME Forum in Macedonia, GFA (2005 – 2007)
- Peer Review: Mechanisms for Business - Government Dialogue in Romania, OECD (February 2005)

Social Inclusion and Regeneration:

- Review and Strengthening of draft National Employment Strategy of Moldova (June - September 2017)
- Review of the Inclusive Development and Social Inclusion Portfolio, resulting in an integrated package of programmatic interventions, UNDP Moldova (Apr-May 2012)
- Advisory Services on Poverty Reduction to Children of Armenia Fund, COAF (May 2008 - December 2008)
- Project Design and Review of the Community Development Programme and Harnessing Diaspora/Remittances for Pro Poor Development, UNDP Armenia (Sep - Dec 2005)
- Informal Economy and the Enterprise Sector in Albania, OECD/EBRD/DG Enterprise (May - September 2004)
- Policy Reforms to Harness the Informal Economy, UNDP Macedonia (February-April 2004)
- Property Markets in the Slovak and Czech Republics, German Bank (1999)
- Anti-Poverty and Regeneration, London Borough of Croydon, UK (1999)
- Alternative Institutional Models for Raising Professional Competence, BGK Bank,
- Know How Fund & Co-operation Fund, Poland (1998)
- Regeneration and Marketing Strategy for Kremnica, Kremicke Bane, Krahule and Skalka in Slovakia, KHF (1998-1999)

- Residential Investment Opportunities in the Czech Republic, Hungary and Poland, German Bank (1998)
- EU European Cities of Culture: Krakow 2000 City Promotion Strategy, Krakow City, Poland (1998)
- Supermarket / Hypermarket Licensing and Marketing Strategy, Tesco plc. Poland (1997)
- Rural Challenge Regeneration Funds & SRB, Derbyshire Dales District, UK (1996)
- The Housing and Council Tax Benefits System, Department of Social Security, UK (1995)

Monitoring & Evaluation:

- Mid-Term Evaluation of the Support to Dialogues, Political and Economic Research and Studies of the Euro-Mediterranean Partnership (EuropeAid FWC Lot 10 2017/392173) (Jan 2018 – Oct 2018)
- Technical Support for Assessment of Grant Applications (Concept Notes and Full Applications) under the IPA 2016 Grant Facility Call for Proposals (EuropeAid FWC Lot 10 2017/387574/1) (Aug 2017 – Oct 2018)
- Final Evaluation of the Programme of Support to the Plan of Customs Modernisation (PAPMOD) (EuropeAid FWC Lot 10 2016/372443/1) (May 2016 – Jun 2016)
- Final Evaluation of the Programme to Support the Commerce PIN 10th FED (EuropeAid FWC Lot 10 2017/389275/1) (Feb 2018 – May 2018)
- Mid-term Evaluation of the Trade and Domestic Market Enhancement Programme, Cameroon (Jan 2017- May 2017)
- Mid-term Evaluation Research, Development and Innovation Programme II, Egypt (Mar 2017 – Aug 2017)
- Final Evaluation of the Regional Economic Integration Support Programme, Botswana (Sep 2016 – Nov 2016)
- Mid-term Evaluation of the Transformation Triggering Facility, Ethiopia (Aug 2016 – Nov 2016)
- Identification and Formulation Mission “Pakistan Rural Employment and Business Opportunities Programme, Pakistan (Jun 2016 – Mar 2017)
- Evaluation of Support to Small and Medium Enterprise (SME) Sector Development in Mongolia (May 2016 – Sep 2016)
- Evaluation of support to the private sector by the Danish Neighbourhood Programme, Danish Ministry of Foreign Affairs (consortium with GHK International and Orbicon - December 2010 – August 2011)

- Project Evaluation and Design: Municipal Support Programme and Business Development Services, UNDP Macedonia (February 2005)
- Evaluation of the COAF Model Cluster Programme, COAF Armenia (April 2008)
- Policy Responses to Harness the Informal Economy, UNDP Kyrgyzstan (March - June 2006)
- Evaluation of UNDP Poverty Reduction Programme, UNDP Kyrgyzstan (November 2004)
- Evaluation of the EMPLOYMENT and ADAPT Initiatives, Department for Education and Employment (2000)
- Innovative Private-Public Partnerships, Krakow City Council, Poland (1997)
Evaluation of Urban Regeneration Project, Dalston City Challenge, Hackney, UK (1996-8)

3.2 Property Research

We have experience in:

- Location studies.
- Market analysis.
- Competitor analysis for the retail industry.

We have experience in property research in different European countries, e.g. Germany, Slovak Republic, U.K., Poland, Czech Republic, Hungary, etc.

3.3 Property Valuation

We work extensively for financial institutions (e.g. HypoVereinsbank, Deutsche Hyp, Eurohypo, Corecd GmbH, Kenstone GmbH) in areas such as:

- Residential properties.
- Commercial properties.
- Retail properties.
- Public sector properties.

Our key staff are certified by HypZert GmbH (CIS HypZert F/M/R) and Members of the Royal Institution of Chartered Surveyors (MRICS).

4 CLIENTS

Our staff has worked for and/or with the following:

4.1 Donors & international Organisations



European Commission (EC) www.europa.eu



Organisation for Co-operation and Development (OECD) www.oecd.org



World Bank (WB) www.worldbank.org



European Bank of Reconstruction and Development (EBRD) www.ebrd.org



International Labour Office www.ilo.org



Gesellschaft für Internationale Zusammenarbeit (GIZ) www.giz.de



Department for International Development (DfID) www.dfid.gov.uk



Danish Ministry of Foreign Affairs www.um.dk



United Nations Development Programme (UNDP) www.undp.org



United Nations Conference on Trade and Development www.unctad.org



USAID www.usaid.gov



Asian Development Bank (DB) www.adb.org

4.2 Private Sector

Commerzbank www.commerzbank.de

DZ-Hyp www.dzhyp.de

Ecorys www.ecorys.com

EPRD www.eprd.pl

GEWOS www.gewos.de

GFA Consulting Group www.gfa-group.de

GHK International www.ghkint.com

Hays www.haysplc.com

IDI www.idi.ie

Newchurch & Company www.tribalnewchurch.co.uk

Nordic Consulting Group www.ncg.dk

NordLB www.nordlb.de

Orbicon www.orbicon.dk

Pohl Consulting & Associates www.pohl-consulting.com

Safège www.safege.be

Sequa www.sequa.de

STEM-VCR www.stem-vcr.it

Sparkasse Holstein www.sparkasse-holstein.de

TDI www.tdigroup.ie

Tesco www.tesco.com

TÜV SÜD ImmoWert www.tuev-sued.de

Veba Immobilien / E.ON www.eon.com

WM Enterprise www.wm-enterprise.co.uk

WS Atkins www.atkinsglobal.com

4.3 Non-Governmental Organisations

CHF International www.chfinternational.org

Children of Armenia Fund www.coafkids.org

Open Society Institute & Soros Foundation www.soros.org

4.4 Other Public Sector

Agency for Entrepreneurship Promotion, Macedonia www.apprm.gov.mk

Agency for Foreign Investments, Macedonia www.investinmacedonia.com

Berlin City Council, Germany www.berline.de

Bratislava City Council, Slovakia www.bratislava.sk

Croatian Employers' Association www.hup.hr

Croatian Chamber of Economy www.hgk.hr

Croatian Chamber of Crafts www.hok.hr

Dalston City Partnership www.hackney.gov.uk

Croatia SME Agency (HAMAG) www.hamag.hr

Department of Transport, Local Government and the Regions now Department of Communities and Local Government www.communities.gov.uk

Department of Education & Employment now Department for Employment and Learning www.delni.gov.uk

Department of Health www.dh.gov.uk

Federal TVET Agency <https://www.facebook.com/Federal-TVET-Agency-of-Ethiopia-761864467220892/>

Glasgow Development Agency now Scottish Enterprise Glasgow www.scottish-enterprise.com

Higher Education Funding Councils for England, Wales and Scotland www.hefce.ac.uk, www.hefcw.ac.uk and www.sfc.ac.uk

House of Commons www.parliament.uk

Investment Promotion Agency www.investinmacedonia.com

Krakow City Council, Poland www.krakow.pl

Leipzig City Council, Germany www.leipzig.de

London Borough of Croydon www.croydon.gov.uk

London Borough of Hackney, UK www.hackney.gov.uk

London School of Economics and Political Science (LSE) www.lse.ac.uk

Lord Chancellor's Department, UK www.dca.gov.uk now www.justice.gov.uk

Ministry for SMEs, Romania www.dce.gov.ro

Ministry of Economy, Moldova www.mec.gov.md

Ministry of Economy, Macedonia www.economy.gov.mk

Ministry of Economic Affairs Bhutan www.moea.gov.bt

Ministry of Economic Development, Trade and Entrepreneurship Albania www.ekonomia.gov.al

Ministry of Economy and Sustainable Development, Georgia www.economy.ge

Ministry of Economic Development and Trade, Ukraine www.me.gov.ua

Ministry of Entrepreneurship and Crafts, Croatia www.minpo.hr

Ministry of Foreign Affairs Denmark www.um.dk



SME Agency (ODIMM), Moldova www.odimm.md

SME Agency (HAMAG), Croatia www.investcroatia.hr

Ziar nad Hronom City Council, Slovakia www.ziar.sk

5 COUNTRIES

Pinto Consulting staff has worked / are working in the following countries:

EU countries		Other European / candidate countries	
Bulgaria		Albania	
Croatia		Bosnia & Herzegovina	
Czech Republic		Kosovo	
France		Moldova	
Germany		Montenegro	
Hungary		Northern Macedonia	
Italy		Serbia	
Poland		Turkey	
Portugal		Ukraine	
Romania			
Slovakia			
Spain			
United Kingdom			
Wallis and Futuna (France)			

CIS/Asia		Africa	
Armenia		Botswana	
Bhutan		Cameroon	
Cambodia		Egypt	
China		Ethiopia	
Georgia		Congo	

Kyrgyzstan		Libya	
Mongolia		South Africa	
Pakistan			
Palestine			
Russian Federation			
Turkmenistan			
United Arab Emirates			

6 PUBLICATIONS

In addition to capacity building and technical assistance leading to the production of reports, Pinto Consulting contributes to policy debates and the development of new and innovative methods. Pinto Consulting has organised and managed the content of numerous conferences, seminars and workshops. Many of the outputs of Pinto Consulting assignments are in the public domain and have been disseminated widely in the media. A subset is presented below. Reports can be downloaded from the Pinto Consulting Homepage www.pintoconsulting.de.

- www.AngloDeutsch.EU various articles on EU, Britain and Germany, including economics, Eurozone crisis, migration, housing, EU referendum, etc. (2014-18)
- (international good practice support to) SME Strategy Evaluation Report and Recommendations, ADWISE Consulting, Yerevan (2018).
- (with Bogdana Alexandrova Efe) SME Development Policy in Ukraine at Regional and Local Level (including Public Private Dialogue focus), Kiev, Ukraine (2018).
- (with others) Small and Medium Enterprise Development Action Plan of the Republic of Ukraine, Kiev (2017)
- Industrial Strategy with a focus on the Manufacturing Sector (and Action Plan) of the Republic of Northern Macedonia, Skopje (2018)
- Small and Medium Enterprise Development Strategy of the Republic of Ukraine, Kiev (2018)
- Strategic Planning Systems in Albania, Estonia and Lithuania vs Moldova (2017)
- Review of the Industrial Extension Services (IES) System in the FDR of Ethiopia (2016)
- (with Igor Brkanović and Žaklina Stepanović) Study on existing business linkages between SMEs from the European Union and the Western Balkans: A focus on FDI in manufacturing sectors (2016)
- Chapter 3 “Strengthening the Monitoring and Evaluation of the SME Strategy” in Monitoring and Evaluation Mechanisms for SME Development Strategy 2012-20 Republic of Moldova, OECD, Paris (2016)
- (with Damir Azenić) Inclusive Business Creation Good Practice Compendium, chapters on “Women in the Labour Market, Croatia” (pp.81-85) and “Entrepreneurially into the World of Business, Slovenia (pp.150-155), OECD, Paris (2016)
- (with B. McConkey) Competitiveness Strategy and Action Plan (2016-2020), FYR Macedonia (2015)
- Chapter 5 “Entrepreneurship and SME Financing in Abu Dhabi” in Boosting the Entrepreneurial and SME Ecosystem of Abu Dhabi”, OECD/LEED, Paris. (2015)

- (with C. Kirkpatrick) Economic Impact Assessment (EIA) for Small and Medium Enterprises (SMEs) Manual, BIZimpact II, MINPO, Zagreb. (2014)
- Review of Public Private Dialogue and Recommendations, BIZimpact II, MINPO, Zagreb. (2013)
- Consultation Arrangements for Economic Impact Assessment for SMEs, BIZimpact II, MINPO, Zagreb. (2012)
- Strengthening the Territorial Dimension of Development Policies in South East Europe, PSD Project Papers, OECD, Paris. (2012)
- Entrepreneurship and SME Workforce Skills (Chapter 2) and New Enterprise Creation (Chapter 3) in Boosting Local Entrepreneurship and Enterprise Creation in Lombardy Region, Italy, OECD. (2012)
- Bhutan Micro Small and Medium Enterprise Strategy, Ministry of Economic Affairs (2012)
- Bhutan Micro Small and Medium Enterprise Action Plan, Ministry of Economic Affairs (2012)
- Strengthening the Territorial Dimension of Development Policies in South East Europe, PSD Project Papers, OECD, Paris (2012)
- New Enterprise Creation, Chapter 3 in Boosting Local Entrepreneurship and Enterprise Creation in Lombardy Region, Italy, OECD (2012)
- Entrepreneurship and SME Workforce Skills, Chapter 2 in Boosting Local Entrepreneurship and Enterprise Creation in Lombardy Region, Italy, OECD (2012)
- (with Carsten Schwensen) Evaluation of the Danish Neighbourhood Programme with a focus on the Economic Development Portfolio, Danida (2011)
- Programme for Stimulating Investment, Chapter III in Investment Policy Review, FYR of Macedonia, UNCTAD, Geneva (2011).
- Entrepreneurship and Start-ups, Chapter IV in Chapter III in SMEs, Entrepreneurship and Local Development in Andalucia, Spain, LEED Programme, OECD, Paris (2011).
- Entrepreneurship and Start-ups, Chapter III in SMEs, Entrepreneurship and Local Development in the Marche Region, Italy, LEED Programme, OECD, Paris (2011)
- (with Radmil Polenakovik) "The National Innovation System and its relation to small enterprises: the case of the Republic of Macedonia," World Journal of Science, Technology and Sustainable Development, Vol. 7, No. 1/2, 2010.
- (with Josip Grgić, Marina Mrvoš, Morana Gojić "The SME and crafts sector in Croatia: Key results of a large-scale sample survey EC CARDS project" (EuropeAid/ 121473/C/SV /HR), PCA.
- National and Regional Small and Medium-Sized Enterprise Policy Linkage in Serbia (2010)

- “Rural Businesses in Croatia and EU Accession: Lagging or Leading?”, Development and Transition (2008)
- Programme for Stimulating Investment (2007-2010), Ministry of Economy, Macedonia (2007)
- The Macedonian Competitiveness and Innovation Programme 2007-2013, Ministry of Economy, Macedonia (2007)
- Small Enterprise Development in Macedonia: An Overview, Ministry of Economy, Macedonia (2007)
- The Shadow Economy in the Kyrgyz Republic: Trends, Estimates and Policy Options, UNDP (2007)
- Proceedings Report: Tools to Facilitate Enterprise Development through Start-up Support, Stability Pact (2006)
- “Challenges for Public Policy in Promoting Entrepreneurship in South Eastern Europe”, Local Economy (2006)
- Albania Enterprise Policy Performance Assessment, OECD (2005)
- The SME sector in the CARDS countries: A Panorama at Country and Regional Level (2004)
- The Informal Economy in Albania – Analysis and Policy Recommendations, OECD (2004)
- Business Development Services: How to Guide, UNDP (2004)
- Programme for Stimulating Investment in Macedonia, Ministry of Economy, Macedonia (2003)
- Regional Enterprise Policy Performance Assessment and Benchmarking: South East Europe, OECD (2003)
- Enterprise Policy Performance Assessment: Albania, OECD (2003)
- Enterprise Policy Performance Assessment: Macedonia OECD (2003)
- Enterprise Policy Performance Assessment: Serbia OECD (2003)
- Enterprise Policy Performance Assessment: Montenegro OECD (2003)
- Enterprise Policy Performance Assessment: Moldova OECD (2003)
- Enterprise Policy Performance Assessment: Bulgaria OECD (2003)
- Enterprise Policy Performance Assessment: Romania OECD (2003)
- Enterprise Policy Performance Assessment: Croatia, OECD (2003)
- Enterprise Policy Performance Assessment: Bosnia & Herzegovina, OECD (2003)
- Entrepreneurship and Enterprise Development Romania: Policy Review, OECD (2002)

- Special Focus on Transition Economies: Romania, Chapter 4 in SME Outlook, OECD (2002)
- Entrepreneurship and Enterprise Development in the FYR Macedonia, OECD (2001)

7 PEOPLE

Pinto Consulting is owned and managed by Dr. Ricardo Pinto and Ms. Gisela Menke.

International Development: Dr. Ricardo Pinto



Dr. Pinto gained his PhD from the London School of Economics (LSE), where he studied and worked (Centre for Economic Performance). He has 25 years' worth of international consultancy experience based on assignments in ca. 30 countries in Central, Eastern and South Eastern Europe, as well as Africa, Caucasus and Central Asia. Dr. Pinto has worked on various aspects of development. He has had consultancy assignments with numerous international organisations such as EC, OECD, DfID, UNDP, ILO, GIZ, USAID, EBRD, World Bank, and ADB. His work typically involves cooperation with government institutions and business support organizations charged with stimulating private sector development (i.e. economic development, SME development, entrepreneurship, competitiveness, innovation, industrial policy, regulatory reform, regional development, labour markets, TVET, etc.).

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Ms Menke studied geography at universities in Kiel and Hannover, as well as at the London School of Economics. She has nearly 20 years of work experience that she gained both internationally in European countries as well as in her home country Germany. Ms. Menke worked for 8 years as a researcher and site research manager for two of the main British retail chains, namely the John Lewis Partnership and Tesco plc in UK and in various European countries. Subsequently she became a property valuer, working primarily for banks (HypoVereinsbank, Deutsche Hyp, Eurohypo, Corecd GmbH, Kenstone GmbH). In 2001 Ms Menke was certified by HypZert GmbH according to ISO/IEC 17024 (CIS HypZert F/M/R).

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