

## CURRICULUM VITAE

### Proposed role:

1. **Family name:** Pinto (Dr.)
2. **First name(s):** Ricardo Rosário
3. **Date of birth:** 09 March 1966
4. **Passport holder:** British and German
5. **Residence:** Germany

### 6. Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
London School of Economics & Political Science (1988 – 1990)	Ph.D. (Faculty of Economics)
London School of Economics & Political Science (1984 – 1987)	B.Sc., First Class, honours (Faculty of Economics)

### 7. Language skills: Competence (from 1 = Fluent to 5 = Basic, MT = Mother Tongue)

Language	Reading	Speaking	Writing
English	MT	MT	MT
Portuguese	1	2	3
German	1	2	2
French	2	4	4
Russian	5	5	5

### 8. Membership of professional bodies

- Certified Management Consultant ([CMC](#)), re-certified (four times) until December 2026.
- Member of Management Consultants' Association 2000 (member of [ICMCI](#)).
- Member of board of the Basil Skyers Myeloma Foundation (charity).
- Senior adviser to OECD on SME development, entrepreneurship, strategies, action plans and M&E.

### 9. Other skills: (e.g. Computer literacy, etc.)

- Basic and Advanced Security in the Field Certificates.
- Fully computer literate (MS 365, GIS, statistical packages e.g. TSP, SPSS, etc.).
- Full driving licence.

### 10. Present position: Freelance Expert

### 11. Years within the firm: More than 30 years of professional experience

### 12. Key qualifications: Entrepreneurship/SME/competitiveness/innovation/local economic development:

- **Private sector development/entrepreneurship/competitiveness/innovation:** COVID-19 recovery, project design and review, technical proposals, reviews and evaluations policies, strategies, action plans and programmes, international best practice, institution building, M&E, grant Support to SMEs, Business Consulting support to SMEs, etc.
- **Pro-Poor / Inclusive / War- /Pandemic-affected Development:** start-up and SME revitalisation, SME grant and consulting schemes, poverty reduction, rural revitalisation, remittances, SDGs, monitoring & evaluation, etc.
- **Stakeholder Engagement:** experience of Public Private Dialogue (PPD), ePPD, Consultation and stakeholder engagement, eConsultation, etc. for public and private sector institutions.
- **Local / Regional Economic Development:** regional/LED/SME strategies and action plans, public private engagement, business environment, agency / institutional development, etc.
- **Regulatory reform:** experience of Regulatory / Economic Impact assessment (RIA) methodologies and techniques, including preparation of an IA manual, IA pilots/ cases and consultation processes and the development of electronic tools for e-Consultations and e-Business Test Panels.
- Over 20 years of experience working with the EC, UN, international donors, government departments, regional/local governments, private sector firms and NGOs/CSOs.
- Extensive experience as project director, team leader, technical expert, project design /monitoring /review /evaluation and technical proposal /tender evaluator.
- Extensive experience with framework (FWCs) contracts, including as an Expert, Contractor, Technical Director and Framework Manager, including former Lots 10 (PSD) and 11 (Budgets/finance), as well as the current FWC lots 2 (PSD), 4 (health) and 6 (finance).
- Familiar with Project Cycle Management and other EU procedures such as tender evaluations.
- Experience with EU projects/programmes/funds including IPA I and II, CBC, PHARE / TACIS / OBNOVA / CARDS, ESF, Structural Funds, COSME, Horizon Europe, etc.).
- Experience of technical proposals for EC, GIZ, DFID, UNDP, World Bank, Danida, SIDA, ILO, etc.

### 13. Specific country experience:

Country	Date from - Date to
1. Albania	04-06/2016, 12/2015, 04/2011-10/2012, 03/2010-12/2010, 05/2004-09/2004, 01/2002-06/2003
2. Armenia	09/2018, 06/2010-07/2010, 04/2008-12/2008, 09/2005-12/2005
3. Austria	2000-2001
4. Azerbaijan	02/2018, 12/2017
5. Belarus	05/2017
6. Belgium	5-6/2014, 6/2016,
7. Bhutan	12/2011-09/2012
8. Bosnia & Herzegovina	10/2023, 04/2016, 04/2011-10/2012, 01/2002-06/2003, 2001
9. Bulgaria	01/2004-02/2004, 01/2002-06/2003
10. Cambodia	05/2011-06/2011
11. China	06-07/2016
12. Croatia	03/2013-03/2015, 04/2011-10/2012, 09/2007-09/2009, 04/2007, 01/2005-12/2005, 01/2002-06/2003, 10/2001, 05/2001
13. Cyprus	11/2025
14. Czech Republic	10/1999, 08/1998
15. Denmark	12/2010 – 09/2011
16. Estonia	09/2013
17. Ethiopia	10-11/2022; 03/2022; 12/2021-12/2022 (telework); 3/2022; 3-5/2021 (telework) 5-7/2020 (telework); 11/2019; 8-9/2019; 12/2017; 08/2017; 04/2017, 07-08/2016
18. France	04/2001-06/2003
19. Georgia	08/22-02/2023, 06/2015,04/2015, 02/2015, 10/2014, 12/2006, 08/2006, 06/2006
20. Germany	06/2003-present, 02/1998-03/2001
21. Hungary	2000-2001, 1998
22. Ireland	5/2014
23. Italy	03/2012-07/2012, 10/2009-01/2010
24. Jordan	09/2002; 01/2022; 5-6/2021
25. Kosovo	05/2016, 03/2012-02/2013, 01/2007-03/2007, 02/2006, 05/2005-07/2005
26. Kazakhstan	07-12/2020 (telework)
27. Kyrgyzstan	03/2006-06/2006, 11/2004
28. Mauritius	05/2017
29. Moldova	07/2015, 04/2015, 09/2012-06/2013, 07/2011-08/2012, 08/2010, 10/2006, 01/2002-06/2003
30. Montenegro	04/2023; 04/2011-10/2012, 01/2002-06/2003, 02/2002,11/2002
31. Mongolia	06-07/2016
32. Mozambique	2-5/2021
33. Netherlands (The)	2/2011
34. North Macedonia	11/2023, 08/2023, 06/2023, 05/2017-07/2018, 03/2016, 09/2015-01/2016, 04/2011-06/2011, 02/2010-12/2010, 06/2009-07/2009, 07/2008, 12/2005-09/2007, 06/2005-07/2005, 02/2005, 02/2004-04/2004, 01/2002-11/2003, 10/2001, 02/2001, 03/1999
35. Poland	09/2008-11/2008, 09/1996-02/1998
36. Portugal	06-9/1987; 06/2000
37. Philippines	09/2012
38. Romania	02/2005, 04/2004-05/2004, 01/2002-06/2003
39. Russia	02/2006-04/2006
40. Rwanda	4-5/2022
41. Serbia	04/2022, 04/2016, 04/2011-10/2012, 09/2009-01/2010, 07/2005-11/2005, 01/2002-06/2003
42. Slovakia	01/1997-11/2001
43. Slovenia	2000-2001
44. South Africa	02/2005
45. Spain	04/2010-06/2010
46. Turkey	06/2015, 04/2007, 01/2006-03/2006, 07/2005, 10/2003, 09/2002
47. Turkmenistan	01/2005
48. Ukraine	01/2023 – present, 06/2021-12/2022, 07/2019-05/2021, 10/2016-07/2019, 06/2016
49. United Arab Emirates	11/2014
50. United Kingdom	09/2008-11/2008, 1990-2000
51. Uzbekistan	01/2022-02/2023, 07/2020-03/2021
52. West Bank & Gaza	06/2011-09/2011

## 14. Professional experience

Location	Position	Description
EU and Ukraine	Team Leader & Economic Investment and Trade Expert	<p>EU-Ukraine: Engagements to foster business, investment &amp; trade, EC FWC DG NEAR</p> <p>This project involves three experts led by Dr Pinto (Dr B Alexandrova-Efe, Ms N Balandina) to enhance engagement between the EU, Ukraine, private sector and Financial Institutions to foster business, investment and trade for Ukraine's recovery and reconstruction. The objectives are:</p> <ul style="list-style-type: none"> <li>▪ Raise awareness of business, investment and trade opportunities for the recovery and reconstruction of Ukraine among stakeholders and the public by organising public events and communication activities, notably in the framework of the Ukraine Recovery Conferences.</li> <li>▪ Enhance coordination, sharing of best practices and origination of business, investment and trade opportunities by organising workshops, engagement events and conferences with the private sector and Financial Institutions, in the context of the Ukraine Investment Framework.</li> <li>▪ Enhance analytical capacities, information and communication resources for doing business, investment and trade for the recovery and reconstruction of Ukraine through analytical work, policy advice, intelligence gathering and communications, including in relation to the Ukraine Facility and activities of the Government of Ukraine.</li> </ul>
Ukraine	Senior Expert	<p>Consultancy Support for the Development of Business Support System for SMEs on the Local Level in Ukraine, EC/GIZ, Ukraine</p> <p>Ricardo won the assignment to provide the following services:</p> <ul style="list-style-type: none"> <li>▪ On demand strategic advice to the Project team on the implementation of LED projects for SME support based on expert knowledge</li> <li>▪ On demand organizing and conduction of gathering of information on the needs of SMEs in selected hromadas/cities through research</li> <li>▪ On demand draft of strategic advice for the support of SMEs in selected hromadas/cities</li> <li>▪ On demand inputs for the final reporting to the donor must be delivered by May 2024.</li> </ul> <p>The report shall include not only the support of eight cities, but also the implementation of priority projects in the field of SME support systems (supported by grants), connections/embeddedness, and further development of local/ regional business intermediary organizations, the embeddedness and promotion of clusters in the regional SME support system, the support to networks of exporters, and the support of SMEs via priority projects (grants).</p>
Bosnia and Herzegovina, Croatia and Serbia	Evaluation Expert	<p>Evaluation of the OECD's "Fair Market Conditions for Competitiveness in the Adriatic Region" Project</p> <p>Ricardo Pinto was commissioned by the OECD to undertake the independent evaluation for the "Fair Market Conditions for Competitiveness in the Adriatic Region" project, funded by the Siemens Foundation as part of the Siemens Integrity Initiative. There assignment involved the following elements:</p> <ul style="list-style-type: none"> <li>▪ Determining the methodology;</li> <li>▪ Undertaking a mixture of quantitative (OECD Competitiveness Outlook) and qualitative analysis (16 expert interviews);</li> <li>▪ Submitting a draft evaluation report;</li> <li>▪ Finalising the evaluation report.</li> </ul>
Ukraine	STE	<p>EU4Business: SME Policies and Institutions Support (SMEPIS) Ukraine, EC</p> <p>Dr Pinto was commissioned to assist the SMEPIS Key Expert Team to participate in the inception phase and contribute to the inception report, with a focus on SME policy and institution building, SME resilience / recovery issues. Subsequently, will continue to be a medium term expert for the entirety of the SMEPIS project. Dr Pinto also wrote the winning technical proposal for the Ecorys, GIZ InS, CIVVITA and BRDO consortium.</p> <p>He was subsequently commissioned to deliver support to the Ministry of Economy of Ukraine to undertake the national Entrepreneurship Promotion Awards 2023. Based on his advice and consulting support, for the first time, there was a competitive process, leading to the selection of two winning proposals which were not part of the governmental structures. He assisted the two winners and a reserve (i.e. Women in Business/VinLadyFest; UNIC SME anti-corruption and integrity; and CIVVITA, IMPACT) to strengthen their applications and the MoE to submit them to the European wide EEPA 2023 competition by the deadline in late July 2023.</p> <p>Dr Pinto developed a roadmap for Ukraine to introduce annual EEPA national competitions using the diia.business digital platform, developing a process of awareness raising, soliciting EPPA applications and transparent evaluation system, leading to high profile annual entrepreneurship awards in the country. He is currently designing the Ukrainian and European EPA competitions for 2024.</p> <p>Dr Pinto is led the review of 10 Ukrainian digital and physical Public Private Dialogue (PPD) instruments, assessed the international good practice in PPD and led the process of making recommendations for their reform as more effective tools for developing and implementing SME policies.</p> <p>Dr Pinto is currently leading the process of reviewing the draft Ukrainian SME Strategy and revising it to better align with international good practice, as well as the requirements for negotiation of EU accession. This process is expected to occur during 2024.</p>
Georgia	International expert	<p>Local Economic Development (LED) and SME Development technical proposals, UNDP, Georgia</p> <p>Dr Pinto assisted the UNDP cluster with putting together two technical proposals, for the EC and for SDC, on LED and SME matters.</p> <p>UNDP was selected by the EC Delegation to implement the EUR 5 million project "Improving Inclusive Access to Markets and Value Chains" as a result. Dr Pinto assisted UNDP to develop and finalise the Description of the Action for the initiative</p>
Ukraine	Senior Expert	<p>Fostering economic participation of vulnerable groups including IDPs in the Sea of Azov region, GIZ, Ukraine</p> <p>Ricardo was commissioned by GIZ to undertake the following tasks, focusing on enterprises/entrepreneurs displaced from the Sea of Azov:</p> <ul style="list-style-type: none"> <li>▪ Provide key strategic advice to the project for the successful and sustainable implementation of its activities;</li> </ul>

		<ul style="list-style-type: none"> <li>Provide expertise on SME / LED matters related to intervention areas of the project;</li> <li>Support to team leader and project team in further adaptation of the project, and coordination with partners and stakeholders.</li> </ul>
Ethiopia	Expert	<p>Technical Assistance for Business Environment and Investment Climate (BEIC), including e-government in Ethiopia, EU, GIZ International Ricardo's contract was extended by GIZ International Services to undertake focus on two aspects of public private dialogue (PPD) work:</p> <ul style="list-style-type: none"> <li>To provide strategic oversight and quality control in relation to eTools such as eConsultation and ePPD;</li> <li>To provide strategic oversight and quality control in relation to PPD studies and implementation support to business organisations;</li> <li>To provide strategic oversight and quality control in relation to Foreign Direct Investment (FDI) analyses and recommendations.</li> </ul>
Cyprus	Senior Expert	<p>Drafting the Description of the Action (DoA) of Module 3 Private Sector, GIZ Ins / European Union Project Support Office (EU PSO) This short assignment involved assisting GIZ InS to design a EUR 4 million module with a focus on the private sector. It involved three elements:</p> <ul style="list-style-type: none"> <li>Desk research</li> <li>Preparation and moderation of a large Stakeholder Workshop in Nicosia / Lefkosa</li> <li>Meetings with potential stakeholders</li> </ul> <p>The result was the Module 3 of the DoA, which focused on three aspects focusing primarily on the Turkish Cypriot business community:</p> <ul style="list-style-type: none"> <li>Strengthening Entrepreneurship Ecosystem, including PPD</li> <li>Strengthening Value Chains/Clusters/Product or Service Groups focusing on Green Line Trade</li> <li>Grants to SMEs to Stimulate Green Line Trade</li> </ul>
Ethiopia	Expert	<p>Consulting Support to the Ethiopian Tamirt Movement (ETM), GIZ, Ethiopia Dr Pinto was commissioned by GFA to develop two working document to implement the 'Ethiopia Tamirt' movement (ETM) covering:</p> <ul style="list-style-type: none"> <li>Guidelines on ETM, project office, PPD, cluster committees, technical committees, success factors, results based monitoring system, etc.</li> <li>Review the draft PPD framework for ETM and develop a workable PPD framework that is aligned with the Ethiopia Tamrit Movement Implementation Guideline/Working Document he has prepared in the first stage of the assignment.</li> </ul> <p>Both documents were crucial to the effective operationalisation of the ETM movement with a focus on industrial sector reforms and use of PPD.</p>
Albania, Serbia, North Macedonia and two in Bosnia and Herzegovina	Senior Expert	<p>Consultancy to support Public Private Dialogue (PPD) in the Central European Free Trade Agreement (CEFTA) region on eCommerce and innovation ecosystems, Open Regional Fund for South East Europe, GIZ The objective is to strengthen PPD in 5 eCommerce associations (in Albania, Serbia, N Macedonia and two in Bosnia and Herzegovina) as well as enable SEE regional/cross-border cooperation involving:</p> <ul style="list-style-type: none"> <li>Analysis of the status quo of PPD on eCommerce in the CEFTA region</li> <li>Develop and implement Mentoring and Supporting Programmes</li> <li>Provide support services for government institutions (ministries, agencies, regulatory bodies) and facilitate the communication and collaboration between the private sector (associations) and public sector in context of implementing activities.</li> </ul>
Uzbekistan	Future of Work Portfolio Advisor	<p>Review and Concepts for the Future of Work Portfolio of UNDP Activities in Uzbekistan, UNDP Uzbekistan UNDP Uzbekistan analysed the Future of Work (FoW) ecosystem via country's needs, resources and conditions and identified a set of strategic positions for the FoW portfolio to enable discovery and learning for policy making. Dr Pinto was commissioned to:</p> <ul style="list-style-type: none"> <li>Finalise report on the FoW portfolio framework, which incorporates recommendations generated during discussions with Government stakeholders. A set of recommendations on reprofiling existing pipeline projects.</li> <li>Draft four project proposals (Concept Notes) with detailed descriptions of future interventions of UNDP, including implementation strategies, deliverables, budget, Monitoring and Evaluation, etc.</li> </ul>
Ukraine	Team Leader & Senior Expert	<p>Support for the Development of Business Support System for SMEs on the Local Level in Ukraine, GIZ GIZ is implementing the Project "EU4Business: SME Competitiveness and Internationalization" to create better conditions for Ukrainian citizens in the field of trade and export promotion, SME development, and innovation promotion, enabling professional and economic growth, a key component of which is to strengthen the regulatory and operational frameworks for SMEs at local level, with a focus on cities/Hromadas in the 100,000-250,000 population category in 9 locations throughout the country. Dr Pinto and Ms Nataliya Balandina (Expert) support the project with:</p> <ul style="list-style-type: none"> <li>Gather intelligence on SME support structures and LED plans in a public-private dialogue process;</li> <li>Draft Concepts / proposals for the inclusion of local/ regional Business Intermediate Organisations and clusters;</li> <li>Gather intelligence, deliver reports on project support to the cities, implementation of priority projects, etc.;</li> <li>Deliver 27 multi-stakeholder capacity building workshops for the 8 cities/ Hromadas for developing, reviewing and adjusting strategies;</li> <li>Further development of local/ regional BIOs and promotion of SMEs via priority grants;</li> <li>Promotion of clusters and networks of exporters in the regional SME support system.</li> </ul> <p>The invasion of Ukraine and resulting war led to a change in focus from 2/2022. Dr Pinto has been involved in:</p> <ul style="list-style-type: none"> <li>Redesign on the project to focus on western and central Ukraine;</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Design of a mini, medium and maxi grant scheme to support 200 Internally Displaced Businesses (IDBs)</li> <li>▪ Design of a mini grant scheme to support 100 SMEs to restart their activities</li> <li>▪ Design of a combined business consulting and grant scheme to support 30 SMEs to improve their activities</li> <li>▪ Drafting the 2022 Progress Report (this is the sister EU4Business project to the SMEPIS project)</li> </ul>
Western Balkans and Moldova	Senior Expert	<p>Support to Public Private Dialogue for eCommerce Associations, Open Regional Fund for South East Europe, GIZ The objective of one of ORF SEE is to strengthen SEE regional cooperation on cross-border e-commerce. The assignment was to:</p> <ul style="list-style-type: none"> <li>▪ Support ORF FT E-Commerce Project Implementation Unit to introduce the topic of Public-Private Dialogue to E-Commerce associations and address the importance of PPD during the Regional Workshop in Belgrade (19-21 April 2022);</li> <li>▪ Support during the process of results' summary of the inception phase and relate them to defining/ re-defining operational activities to serve the fulfilment of project's goals;</li> <li>▪ Provide mentoring for E-commerce associations on an ongoing basis, with a focus on the Albanian eCommerce association.</li> </ul>
Ukraine	Senior Expert	<p>Fostering economic participation of vulnerable groups including IDPs in the Sea of Azov region, GIZ, Ukraine Ricardo was commissioned by GIZ to undertake the following tasks focusing on vulnerable groups and enterprises/entrepreneurs:</p> <ul style="list-style-type: none"> <li>▪ Support to team leader and the project team in providing input and making necessary adaptations to key strategic, operational and management tools of the project for the successful and sustainable implementation of activities;</li> <li>▪ Conceptual and strategical input and expertise for development, implementation and follow up of activities and products related to intervention areas of the project;</li> <li>▪ Support to project team in developing and adapting tools for the result-based monitoring system of the project;</li> <li>▪ Support to team leader and project team in further necessary development and adaptation of the project as well as cooperation and coordination with partner organizations of the project.</li> </ul> <p>The invasion of Ukraine and resulting war led to an adjustment of the focus from 2/2022 onwards:</p> <ul style="list-style-type: none"> <li>▪ Business Development Services (BDS) to support Internally Displaced Businesses (IDBs) and central and western Ukrainian businesses;</li> <li>▪ 3 grant schemes to support SMEs, especially those displaced from the Azov Sea region</li> <li>▪ Support to the project to refocus its activities towards resilience and delivery of products and services in a war economy setting</li> </ul> <p>He undertook these activities, working closely with the team leader and the project team, during 11/2020 – 12/2022.</p>
Rwanda	Business Development Advisor	<p>Factfinding Mission and Proposal Writing, GIZ International Services, Rwanda Ricardo was commissioned as a Business Development Advisor to assist the GIZ InS acquisition team with the following tasks:</p> <ul style="list-style-type: none"> <li>▪ Conduct a fact-finding mission to Kigali, Rwanda, to gather local intelligence, help identify local consultants, lead meetings with stakeholders and local consultants, etc.</li> <li>▪ Draft the technical offer, including workplan and logframe with the support of local consultants, formulate questions for clarifications to the Contracting Authority and participate in consortium meetings and/or expert interviews in the context of proposal writing, if required.</li> </ul>
Jordan	Expert / Gutachter	<p>Strategic Support to the Green Action in Enterprises (GAIN) Project, Jordan GIZ The GAIN project has three intentions: firstly, the development of policy instruments by the Ministry of Environment with the participation of relevant stakeholders and other political and private partners to improve framework conditions for cleaner production; secondly, the promotion of business development services (BDS), including technical and financial support offers, in the area of environmentally friendly and resource-saving production; and finally, support medium-sized and large companies to improve KPIs in the area of environment and climate. Ricardo was commissioned to support GAIN with the following issues:</p> <ul style="list-style-type: none"> <li>▪ Review of current project strategy;</li> <li>▪ Development of options for strategic alignments;</li> <li>▪ Integration of the strategy into operations;</li> <li>▪ Update of strategy;</li> <li>▪ Review of results achieved and development of future strategic directions;</li> <li>▪ Ad-hoc support.</li> </ul>
Ethiopia	Senior Expert	<p>Technical Assistance for Business Environment and Investment Climate (BEIC), including e-government in Ethiopia, EU, GIZ International Ricardo was commissioned by to assist implementation of three activities:</p> <ul style="list-style-type: none"> <li>▪ To oversee two components of the project during an interim period until the new Team Leader joined the project (Dec 2021-Mar 2022);</li> <li>▪ To implement the Public Private Dialogue (PPD) activities (Dec 2021 to May 2022);</li> <li>▪ To implement the EU Business Forum in Ethiopia's (EUBFE) demand-driven studies and related advocacy activities.</li> </ul>

Uzbekistan	Future of Work Portfolio Advisor	<p>Review and Recommendations for the Future of Work Portfolio of UNDP Activities in Uzbekistan, UNDP Uzbekistan</p> <p>The Accelerator Lab of Uzbekistan, in partnership with the UNDP RBEC Innovation Team, has analysed the Future of Work (FoW) ecosystem via country's needs, resources and conditions and identified a set of strategic positions for the FoW portfolio to enable discovery and learning for policymaking. Ricardo was commissioned to:</p> <ul style="list-style-type: none"> <li>▪ Review of UNDP's FoW work;</li> <li>▪ Hold strategic discussions within UNDP;</li> <li>▪ Hold discussions with the UNDP key projects and other relevant projects;</li> <li>▪ Hold discussions with Ministries, Agencies, IFIs, private sector, projects, etc.;</li> <li>▪ Make recommendations for the future focus of UNDP portfolio (medium term) which concretises and moves beyond the FoW work so far;</li> <li>▪ Make recommendations for re-profiling the key 2 projects on the basis of the recommended.</li> </ul> <p>Based on an intensive mission carried out in June 2021, Ricardo presented the recommendations to UNDP Uzbekistan's senior management and prepare a report which set out the specific activities to be converted into the new FoW Portfolio, based on an ideation process. This report was accepted and was presented to all relevant stakeholders in November 2021.</p>
Ethiopia	Expert / Gutachter	<p>Technical Assistance for Business Environment and Investment Climate (BEIC), including e-government in Ethiopia, EU, GIZ International</p> <p>Having written the successful technical proposal for this project, Ricardo was commissioned by GIZ International Services to undertake two assignments:</p> <ul style="list-style-type: none"> <li>▪ To contribute to the Inception Report in relation to two components of the project (Jan-May 2021);</li> <li>▪ To lead the implementation of the public private dialogue (PPD) activities (Dec 2021 to May 2022). This included: <ul style="list-style-type: none"> <li>○ Providing government counterparts with advice and technical support on the private sector development and doing business reform agenda on ad hoc basis;</li> <li>○ Identifying the EU Business Forum in Ethiopia's advocacy priorities leading to proposals for demand-driven studies;</li> <li>○ Identifying the PPD needs and priorities.</li> </ul> </li> </ul>
Ukraine	Senior Expert	<p>FORBIZ II - Creating a Better Business Environment in Ukraine, EC</p> <p>Following a very positive independent evaluation, the FORBIZ I project has been extended by 22 months (see also FORBIZ I below). Ricardo led the SME team and component, with a focus on:</p> <ul style="list-style-type: none"> <li>▪ Implementation of the SME Development Strategy and Action Plan (2018-2020);</li> <li>▪ Preparation of the framework/process for new SME Development Strategy and Action Plan (2020-2027) with a COVID-19 focus;</li> <li>▪ Public Private Dialogue (PPD), donor coordination and inter-ministerial and inter-agency coordination;</li> <li>▪ Sustainable development of the SME Development Office (SMEDO) established in late 2018;</li> <li>▪ Regional and local SME development strategies and their implementation (Luhansk / Donetsk regions);</li> <li>▪ Self-Regulation law and methods for voluntarily raising business standards (e.g. codes of conduct, complaints, procedures, etc.).</li> <li>▪ Support to SMEs to access EU programmes (COSME/EEN/Erasmus for Young Entrepreneurs, Horizon Europe, etc).</li> </ul> <p>Ricardo also supervised and coordinated the following activities:</p> <ul style="list-style-type: none"> <li>▪ Development of the Enterprise Europe Network (EEN) Consortium Model for Ukraine and draft application to EASME;</li> <li>▪ Development of a model and analysis on the impact of COSME support on Ukrainian SMEs;</li> <li>▪ Evaluations of the SME Strategy and SME Development Office, leading to the creation of the Entrepreneurship &amp; Export Promotion Office;</li> <li>▪ Implementation of SME support to regional and local authorities, including diversifying mono-industrial economies in South-eastern Ukraine;</li> <li>▪ Development of SME support programmes to enhance the SME sector, including donor funding / project management cycle management;</li> <li>▪ Development of Self-Regulation Organisation Law and Business Standards development for business associations / support organisations.</li> </ul>
Jordan	Expert / Gutachter	<p>Developing Terms of Reference for Green Business Development Services, GAIN Project, Jordan GIZ</p> <p>The Green Action in Enterprises (GAIN) project wanted to tender out part of its activities in the form of an 18 month contract for the delivery of Green Business Development Services (BDS) services. Ricardo was contracted to provide strategic advice to the project team and develop the ToR customised to the needs of local BDS providers and the stage of development of medium and large enterprises (1.8% of all enterprises and 64% of total jobs) in the food processing, pharmaceuticals, chemicals, textiles and mining sectors. Ricardo created a new emphasis for ProEcon focusing on the following work packages:</p> <ul style="list-style-type: none"> <li>▪ 1: Study on Green BDS Supply;</li> <li>▪ 2: Study on Green BDS Demand;</li> <li>▪ 3: Strengthening the Green BDS Ecosystem;</li> <li>▪ 4: Supporting 20 Companies with Customised Packages of Green BDS;</li> <li>▪ 5: Green Awareness Raising.</li> </ul> <p>The GAIN project team accepted and implemented customised package of Green BDS services, contributing to the green transition in Jordan.</p>

Mozambique	Expert / Gutachter	<p>Project Appraisal mission on Private Sector Development, Mozambique, GIZ</p> <p>The Federal Ministry for Economic Cooperation and Development (BMZ) has allocated EUR 9 million to extend the ProEcon project by a further 2.5 years, focusing on Private Sector Development (PSD). Ricardo was the international expert in a GIZ 3 person digital mission to review the three activities of the project options. The mission included 20+ meetings with GIZ, various ministries, especially the Ministry of Industry and Commerce (MIC) and the SME Implementation Office (IPEME), as well as implementation partners, business associations, donors, IFIs, etc.</p> <p>Ricardo had the responsibility to update and refocus business environment intervention area (the other two being private sector support (inclusive business models) and financial systems). Ricardo created a new emphasis for ProEcon focusing on three elements:</p> <ul style="list-style-type: none"> <li>Support with Creation and Implementation of PAMAN II: independent evaluation of PAMAN I, creation of PAMAN II and transfer to MIC;</li> <li>Reform of the One Stop Shop (OSS) system: complete reform of OSS, upgrade of licensing system and reform of OSS network;</li> <li>Support to IPEME (SME office): functional review, training needs analysis and support, business incubator strategy, legal and PPD support.</li> </ul> <p>The new business environment focus was developed by Ricardo with contributions by the mission team (Bernhard Adam, GIZ and Luis Siteo, national expert), discussed with the ProEcon project team and presented to the MIC. The proposals were well received by the beneficiary (MIC) and were further developed by ProEcon, ready for implementation from 2022 onwards.</p>
Uzbekistan	Poverty Reduction and COVID-19 response Advisor	<p>Creation of Poverty Reduction Strategy and Programme to address the impact of Covid-19, UNDP Uzbekistan</p> <p>The consultant was commissioned to lead the poverty reduction work (COVID-response and broader poverty reduction context), under the guidance of the UNDP Country Office. Ricardo provided guidance and coordination of the poverty reduction work regarding four activities:</p> <ul style="list-style-type: none"> <li>Ensuring provision of top quality and innovative policy advisory services to the Government and facilitation of knowledge building in support of poverty reduction policies as part of the COVID-19 response intervention;</li> <li>Providing high-quality innovative policy advisory services to the Governments in support of the formulation of the national Poverty Reduction Strategy as part of the long-term strategic vision for the country, focusing on achievement of the following results;</li> <li>Coordinating preparation of input to MEDPR's Poverty Reduction Concept in the forms of background chapters produced by the local technical expert groups appraising the socioeconomic context and making recommendations for the i) Poverty Reduction Concept and ii) Poverty Reduction Programme;</li> <li>Inputting to the Poverty Reduction Strategy based on the analysis conducted and outcomes of the consultative meetings.</li> </ul> <p>Under his guidance, UNDP coordinated the preparation of the draft Poverty Reduction Strategy, in close liaison with the Government of Uzbekistan (Ministry of Economic Development and Poverty Reduction), World Bank, ILO, UNICEF, WHO, etc. in a relatively short period of time.</p>
Kazakhstan	UNDP Global Economy and Policy Adviser	<p>Advice and Support to Counteract the Effects of Covid-19 in Kazakhstan, UNDP Kazakhstan</p> <p>The overall objective of this assignment was to provide top-notch expertise to the Government of Kazakhstan and UNDP CO in Kazakhstan on post-Covid-19 socio-economic recovery measures. Under the supervision of the DRR, the Advisor helped analyse the dynamically evolving situation and develop policy options (measures) in consultation with ministries of national economy, labour and social protection of population and other partners. There were several activities for the UN Development System, Ministry of National Economy and Prime Minister's Office:</p> <ul style="list-style-type: none"> <li>Overall national post-crisis recovery approaches with focus on socio-economic policy measures;</li> <li>Support measures to the most vulnerable groups of population in line with 'leaving no one behind principle';</li> <li>Measures for labour market modernization (job generation, labour force resilience and mobility, reskilling and upskilling programmes);</li> <li>Economic support measures, including support to businesses, in particular SMEs;</li> <li>Support to emerging industries with high jobs generation potential;</li> <li>Cross-sectoral digitalization and technological transformation of economy as an integral element of national recovery strategy.</li> </ul>
Ukraine	Expert / Gutachter	<p>Inception Report Redesign with a Focus on Business Development Services (BDS) and SME Voucher Scheme, Ukraine, GIZ</p> <p>Having originally designed this EUR 25 million, 4-year project focusing on SME development Ricardo was commissioned to analyse and recommend changes to two aspects of the project:</p> <ul style="list-style-type: none"> <li>Innovative products/services/business models by SMEs, including use of digital tools to deliver voucher-based business consulting services;</li> <li>Improved delivery of the network of business advisory services by Business Intermediary Organisations (BIOs);</li> </ul> <p>Ricardo participated in discussions with a variety of stakeholders, including the project team, BIOs (e.g. BISCs/ Export Support Centres/Diia Business Centres, etc.), governmental bodies (e.g. MEDTA, MDT, Lviv region/City) and donors/International Financial Institutions (e.g. EBRD). Based on the focused digital mission, the basis for revising the Description of the Action (DoA) was elaborated, discussed and agreed with the project team for further processing and incorporating into the project's Inception Report..</p>
Developing/transition economies	Senior Expert	<p>Supporting MSMEs and entrepreneurs in times of the COVID-19-crisis, Developing/transition economies, GIZ and the German Federal Ministry for Economic Cooperation and Development (BMZ).</p> <p>The COVID-19 crisis and its repercussions on production systems and consumer demand is hitting companies around the world, putting them at risk of insolvency and massive redundancies. Ricardo Pinto was commissioned to develop and present a paper on "Supporting MSMEs and entrepreneurs in times of the COVID-19 crisis" for GIZ and BMZ, designed to be generic and cover both developing and emerging economies, and which provides an overview of the:</p> <ul style="list-style-type: none"> <li>Nature of the demand and supply shock as well as transmission mechanisms affecting MSMEs in developing country contexts;</li> <li>Impacts of the crisis on MSMEs and entrepreneurs, disaggregated by type of enterprise;</li> </ul>

		<ul style="list-style-type: none"> <li>■ Typology of measures for supporting small firms during the crisis: <ul style="list-style-type: none"> <li>○ Boosting Demand and Preserving Value Chains.</li> <li>○ Accessing Finance.</li> <li>○ Protecting working capital / liquidity.</li> <li>○ Protecting Jobs and Employment.</li> </ul> </li> <li>■ Phases of COVID-19: outbreak and recovery;</li> <li>■ Targeting support measures to small businesses/entrepreneurs in formal and informal sectors;</li> <li>■ New opportunities for SMEs such as decarbonisation, digital transformation, innovation and technology transfer;</li> <li>■ Use of grant and voucher scheme instruments to support MSMEs.</li> </ul>
Ukraine	Expert / Gutachter	<p>Project Appraisal mission on Small and Medium-sized Enterprise (SME) Development, Ukraine, GIZ</p> <p>The European Commission Delegation of Ukraine (EUD) has allocated EUR 15 million for a 4-year project focusing on SME development. Ricardo was the technical lead of a GIZ 5 person digital mission to assess the possible project options. The mission included 30 meetings with GIZ, various ministries, implementation agencies (investment, SMEs, etc.), regional and local government, Business Associations, clusters, values chains, donors, etc.</p> <p>The result is a project focusing on the following elements:</p> <ul style="list-style-type: none"> <li>■ Strengthened regulatory and operational frameworks for SMEs at local level;</li> <li>■ Innovative business support measures at local level (via selected priority projects);</li> <li>■ Innovative products/services/business models by SMEs, including use of digital tools (developed via selected priority projects);</li> <li>■ Improved delivery of business advisory services by BIODs;</li> <li>■ Effective business integration and trade links in European and global markets;</li> <li>■ Enhanced clusters management practices and strategic connections.</li> </ul> <p>The Description of the Action was developed by Ricardo. The presentation of the reshaped project was well-received by the GIZ country office team and received EUD approval. It incorporated a COVID-19 response as a cross-cutting objective and started in late 2020.</p>
Ethiopia	Expert / Gutachter	<p>Project Appraisal mission on Private Sector Development, Ethiopia, GIZ</p> <p>The Federal Ministry for Economic Cooperation and Development (BMZ) has allocated EUR 25 million for a 3-5-year project focusing on Private Sector Development (PSD). Ricardo was the technical lead of a GIZ 10 person digital mission to assess the possible project options. The project appraisal was a challenge, given the EUR 1 billion PSD project pipeline (DFID, EC, USAID, etc.) The mission included 50 meetings with GIZ, various ministries, Prime Minister's Office, implementation agencies (investment, MSMEs, etc.), Business Associations, donors, IFIs, etc.</p> <p>The result is a project focusing on four elements:</p> <ul style="list-style-type: none"> <li>■ Business Environment &amp; MSMEs: with a focus on streamlining the business environment, supporting the new MSME Strategy implementation and MSME Institution strengthening / building;</li> <li>■ Innovation and Entrepreneurship: start: with a focus on improving the Innovation Regulatory Framework, interventions to strengthen the innovation ecosystem and supporting the Entrepreneurship Strategy Implementation;</li> <li>■ Business Development Services: with a focus on supporting demand-driven BDS (Consulting) provision, contributing to the Covid-19 Recovery Phase and contributing to Innovation Fund;</li> <li>■ Business Management Organisations (BMOs): with a focus on the proclamation on Chambers and Associations, strengthening entrepreneurs' representation and building institutional capacities via BDS / vouchers / grants.</li> </ul> <p>The broad project concept was developed by Ricardo with contributions by the mission team, discussed with beneficiary ministries and presented to the GIZ country office team. The detailed project was further developed by GIZ following the conceptual input by Ricardo.</p>
Ukraine	Senior Expert	<p>Business Friendly Administration and Training Package for Hromadas, Ukraine U-LEAD, GIZ/EU</p> <p>The U-LEAD project has implemented various Thematic Support Packages (TSPs) designed to assist newly formed amalgamated communities (Hromadas or AHs) to develop their knowledge and capacities through training, coaching, mentoring, study tours, etc. Out of a cluster of 12 themes, one focuses on "Business Friendly Administration" and Ricardo Pinto was commissioned to develop the following modules:</p> <ul style="list-style-type: none"> <li>■ C1.2. Enabling entrepreneurship in AH</li> <li>■ C1.3. Business related infrastructure</li> <li>■ C1.4. Preparing AHs for business development</li> <li>■ C1.5. Partnerships for active AH engagement with business</li> </ul> <p>The modules consist of various tools (training, Workshops, manuals, etc.) and 1.5 days of Training for Trainers (ToT) for experts was delivered.</p>
Bosnia and Herzegovina, Croatia and Serbia	M&E Expert	<p>Monitoring and Evaluation System for the OECD's "Fair Market Conditions for Competitiveness in the Adriatic Region" Project</p> <p>Ricardo Pinto was commissioned by the OECD to establish the Monitoring and Evaluation (M&amp;E) system for the "Fair Market Conditions for Competitiveness in the Adriatic Region" project, funded by the Siemens Foundation as part of the Siemens Integrity Initiative. Siemens required the establishment of an M&amp;E</p>



		<p>system by an external evaluator, to enable the validation, testing and measuring of change to the baseline assessment indicators established in the project proposal. There assignment involved the following elements:</p> <ul style="list-style-type: none"> <li>▪ The M&amp;E System requirements of the Siemens Integrity Initiative;</li> <li>▪ Review of Project Work Plan of the Siemens Application;</li> <li>▪ Baseline Assessment text for the Siemens Interim Progress Report;</li> <li>▪ M&amp;E System text for the Siemens Interim Progress Report.</li> </ul>
Ukraine	Expert / Gutachter	<p>Project Appraisal mission for the Economic Resilience in the Azov Sea Region, Ukraine, GIZ The Federal Ministry for Economic Cooperation and Development (BMZ) has allocated EUR 5 million for a 3-year project focusing on the Sea of Azov region (Special Initiative “Flucht/Flight”). Ricardo was the technical lead of a GIZ 5 person mission to assess two main project options:</p> <ul style="list-style-type: none"> <li>▪ Improving the employment prospects of the local and vulnerable population on the Sea of Azov (TVET, skills, labour market, etc.);</li> <li>▪ Promotion and improvement of economic potential in the Azov Sea region (SMEs, start-ups, economic development support, etc.).</li> </ul> <p>The project appraisal was a challenge since many projects are already operation or in the pipeline by EC, USAID, etc. The mission included 60 meetings in the Zaporizhia (Melitopol, Berdyansk, Zaporizhia) and Donetsk (Mariupol) regions, as well as Kyiv (Ministries, donors, projects, NGOs, business associations, oblasts, municipalities, TVET colleges, universities, etc.). The conclusion reached was that there is scope for a well-structure project (renamed Socio-Economic Participation and Development in the Azov Sea Region) focusing on four elements:</p> <ul style="list-style-type: none"> <li>▪ Lateral Skills for Entrepreneurship: with a focus on the Junior Achievement programme (<a href="https://www.juniorachievement.org">https://www.juniorachievement.org</a>);</li> <li>▪ Socio-Economic labour market participation for vulnerable groups: start-up support and further support to 2-3 year old start-ups;</li> <li>▪ Business Development and Diversification: co-financing and BDS support to micro/small firms in three value chains/sectors;</li> <li>▪ Socio-Economic Development Support to Regions, Cities and Hromadas: with a focus on smart specialisation and LED/SME support.</li> </ul> <p>The project concept was developed by Ricardo with contributions by the mission team, discussed with beneficiaries and presented to the GIZ country office team. It was well received and judged to be justifiable and timely, despite the increasingly crowded nature of the development activities in the Sea of Azov region.</p>
Ethiopia	Senior Expert	<p>Sustainable Jobs Programme (JOBS), Ethiopia, GIZ The activities commissioned by sequa focus on providing the basis to reform and restructure the basis of the MSME ecosystem in Ethiopia:</p> <ul style="list-style-type: none"> <li>▪ Assessment of the MSME Ecosystem in Ethiopia, with a focus on the complex policies, institutions and programmes operating and the national, regional and local levels, as well as recommendations for the Ministry of Trade and Industry and the Prime Minister’s Office (PMO);</li> <li>▪ Benchmarking of the MSME Ecosystem in Ethiopia, South Africa, Bangladesh and Ukraine, with a focus on qualitative indicators (e.g. policies, institutions and related dimensions partly based on the OECD’s SME policy index, as well as quantitative benchmarks (WB Doing Business and Enterprise Surveys, Global Entrepreneurship Monitor and Global Competitiveness Index.</li> <li>▪ 2 workshops with key policy making institutions to develop proposals for the new SME strategy and action plan.</li> </ul> <p>The Assessment and the Benchmarking reports recommend a fundamental rethinking and reorientation of the Ethiopian MSME ecosystem which is expected to be reflected in the new MSME strategy about to be developed by the country under the leadership of the Jobs Commission (PMO).</p>
Ukraine	Senior Expert	<p>FORBIZ I - Creating a Better Business Environment in Ukraine, EC This project is funded by the EU4Business programme and the overall objective of the project is to contribute to sustainable and inclusive economic growth in Ukraine to enhance employment opportunities, regional prosperity and national cohesion. The 3 components are:</p> <ul style="list-style-type: none"> <li>▪ Support the de-regulation policy and implementation actions of the Ukrainian authorities at all relevant levels, with a focus on SMEs in priority sectors;</li> <li>▪ Strengthen the capacity of Ukrainian national, regional and local authorities and other stakeholders to implement effective economic development policies with specific focus on SMEs;</li> <li>▪ Improve access to information for Ukrainian SMEs.</li> <li>▪ Ricardo was the medium-term assignment / senior SME expert responsible for the SME component, including the following: <ul style="list-style-type: none"> <li>▪ First approved SME Development Strategy and Action Plan (2018-2020);</li> <li>▪ First established SME Development Office (October 2018 onwards)</li> <li>▪ Coordination of other SME work, including: <ul style="list-style-type: none"> <li>○ Strengthening Public Private Dialogue and Inter Ministerial Coordination (national, regional and local levels).</li> <li>○ Strengthening regional / city / local SME development / strategies and action plans, including implementation support.</li> <li>○ Using the Self-Regulation Organisations law/voluntary raise of business standards.</li> <li>○ Assisting SMEs to access EU programmes such as COSME/Enterprise Europe Network/Erasmus, Horizon2020, etc.</li> </ul> </li> </ul> </li> </ul> <p>He led the SME Team responsible for the above activities. The implementation period ran from Oct 2017 to July 2019.</p>
Germany	Manging Director	<ul style="list-style-type: none"> <li>▪ Director of EC Lot 10 framework contract (trade standards and private sector development) - Pohl Consulting and Associates (PCA) consortium. The projects included:</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Identifying Action to Improve Access to Finance for SMEs and Private Sector Development in Libya</li> <li>▪ Mid-Term Evaluation of the Support to Dialogues, Political and Economic Research and Studies of the Euro-Mediterranean Partnership</li> <li>▪ Evaluation finale du Programme d'Aide au Commerce PIN 10ème FED, Democratic Republic of the Congo</li> <li>▪ Developing of the Agricultural Insurance System in Palestine 'Pre Development Phase'</li> <li>▪ Technical Support for Assessment of Grant Applications (Concepts &amp; Applications) under IPA Grant Facility Call for Proposals, Kosovo</li> <li>▪ Revision of the Industrial Policy 2009-2020, Northern Macedonia</li> <li>▪ Etude sur le développement d'activités tertiaires délocalisées, Wallis and Futuna</li> <li>▪ Mid-term Evaluation Research, Development and Innovation Programme II (RDI-II), Egypt</li> <li>▪ Mid-term Evaluation of the Trade and Domestic Market Enhancement Programme (TDMEP), Egypt</li> <li>▪ Final Evaluation of the Regional Economic Integration Support Programme (REIS), Botswana</li> <li>▪ Mid-term Evaluation of the Transformation Triggering Facility, Ethiopia</li> <li>▪ Identification and Formulation Mission "Pakistan Rural Employment and Business Opportunities Programme, Pakistan</li> <li>▪ Evaluation of Support to Small and Medium Enterprise (SME) Sector Development in Mongolia</li> </ul>
FYR Macedonia	Team Leader and Industrial Policy Expert	<p>Revision of the Industrial policy 2009-2020 (EuropeAid FWC Lot 10)</p> <p>This assignment was implemented by Ricardo Pinto and its overall objective of the project is to strengthen the strategic framework and the institutional capacity for industry development in the country. Ricardo was the team leader and responsible for the industrial strategy evaluation and creation of the new industrial strategy and action plan. The assignment involved four main elements:</p> <ul style="list-style-type: none"> <li>▪ Component 1 to assist Ministry of Economy to revise the Industrial policy 2009-2016: through an assessment report (including monitoring and evaluation) on the implementation of the Industrial policy 2009-2016; a dialogue on industrial policy and the future Industrial Strategy and Action Plan; draft the Industrial strategy with an emphasis on the manufacturing sector; lead the consultation process; and finalise the industrial Strategy and Action Plan;</li> <li>▪ Component 2 to set up Industrial policy M&amp;E mechanism: determine an organisational basis for the M&amp;E function; and train the assigned M&amp;E staff to properly execute monitoring and evaluation function.</li> <li>▪ Component 3 to upgrade the web portal <a href="http://www.konkurentnost.mk">www.konkurentnost.mk</a>;</li> <li>▪ Component 4 to strengthen the cluster policy and operation of clusters: evaluation of the national cluster policy and programmes following methodology of the European Cluster Observatory; three-day seminar on "How to apply to EU Programmes for cluster support"; and provide on-the-job assistance to 3 clusters.</li> </ul>
Armenia	Senior Adviser	<p>SME Strategy and Action Plan for Armenia (GIZ/EuropeAid)</p> <p>Ricardo was commissioned by GIZ to assist the Ministry of Economic Development and Investment (MEDI) with the following activities:</p> <ul style="list-style-type: none"> <li>▪ Advise on the methodology for evaluating of the current SME Strategy;</li> <li>▪ Review and strengthen the recommendations for the new SME Strategy;</li> <li>▪ Review and strengthen the draft new SME Strategy and Action Plan for Armenia.</li> </ul>
Eastern Partnership (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine)	Senior Adviser	<p>EU4Business: From Policies to Action in the Eastern Partnership (EC EU4Business initiative), OECD</p> <p>The project was co-ordinated with the work programme of the Eastern Partnership Business Development Panel under Platform 2 on "Economic integration and convergence with EU policies" and Dr Pinto has been commissioned as a special adviser on the following activities:</p> <ul style="list-style-type: none"> <li>▪ 1: Advising on the implementation of Azerbaijan's SME roadmap;</li> <li>▪ 2: Establishing a monitoring system for Azerbaijan's SME roadmap;</li> <li>▪ 3: Assisting the Government of Georgia in developing an SME Action Plan 2018-2020;</li> <li>▪ 4: Assisting the Government of Moldova in developing an SME Action Plan 2018-2020.</li> </ul>
Ethiopia	Senior Expert	<p>Sustainable Training and Education Programme (STEP): Business Diagnostics for SMEs, Ethiopia, GIZ</p> <p>Ricardo drafted, tested and developed four different (Excel-based) business diagnostics tools for industrial enterprises/SMEs:</p> <ul style="list-style-type: none"> <li>▪ Basic business diagnostics for start-ups;</li> <li>▪ Intermediate business diagnostics for established micro and small enterprises;</li> <li>▪ Advanced business diagnostics for SMEs with rapid growth / import substitution potential;</li> <li>▪ Advanced business diagnostics for SMEs with export potential.</li> </ul>
Ethiopia	Senior Expert	<p>Sustainable Training and Education Programme (STEP): TVET System Review, Ethiopia, GIZ</p> <p>The activities commissioned by sequa focus on the following main areas:</p> <ul style="list-style-type: none"> <li>▪ Reform the Industrial Extension Services framework in line with the review and recommendations prepared by Dr Pinto for GIZ in 2016;</li> <li>▪ Design a project concept for the extension of the STEP project, with a focus on the following elements:</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Reform of the overall Technical Vocational Educational Training system in Ethiopia including policy and funding.</li> <li>▪ Reform of the Industrial Extension Services system, with a greater focus on demand orientation and private sector engagement.</li> <li>▪ Reform or the value chain analysis / Manual for the MSME sector.</li> <li>▪ Improvement in technology transfer for the MSME sector.</li> </ul>
Moldova	International Expert	<p>Streamlining Moldova's Strategic Policy Document Structure as part of the "Economic Policy Advice to the Moldovan Government" Project</p> <p>The 2 objectives of the assignment were:</p> <ul style="list-style-type: none"> <li>▪ To screen all policy documents in order to provide recommendation on their further development, including invalidation;</li> <li>▪ To design an efficient mechanism in form of draft legislative/normative acts that would prevent the adoption of policy documents that do not comply with minimum standards to be laid out according to positive experience of EU countries in strategic planning.</li> </ul> <p>Ricardo's assignment focused on three main issues:</p> <ul style="list-style-type: none"> <li>▪ Developing an analytical grid that allows to sort information and to identify shortcomings such as duplications, lack of budget and others, and a questionnaire* that has to be sent to public authorities to collect additional necessary information;</li> <li>▪ Analysis of different policy formulation, documentation, coordination, implementation and monitoring processes and presentation of the analysis to PM/SG and OG (: Moldova and other country (e.g. Estonia and Lithuania);</li> <li>▪ Preparing draft normative decision/ provisions on rules to be used in policy documents development include recommendations to ensure that policy documents will be aligned to Sustainable Development Goals, Association Agreement, MTBF.</li> </ul>
Ethiopia	Senior Expert	<p>Sustainable Training and Education Programme (STEP): TVET System Review, Ethiopia, GIZ</p> <p>The main objective of the work commissioned by sequa is to critically analyse the existing Industrial Extension Services (IES) framework against international best practice and highlight/propose an improved model based on MSME demand and international benchmarks. The focus was on:</p> <ul style="list-style-type: none"> <li>▪ Analysis of the existing industrial extension services framework in line with international best practice and selected sectors value chain analysis conducted by sector institutions, The Federal TVET agency (FTA) and other actors;</li> <li>▪ Analysis of the Industrial extension service delivery mechanism in terms of value chain mapping, Identification of constraints in the value chain, acquiring possible technological solution, selecting the best technology, Blueprinting the selected technology, Prototyping, Testing and transferring the technology to MSMEs;</li> <li>▪ Critical Analysis of the impact of the industry extension services on the growth of MSMEs so far and identifying the gaps and propose remedial solutions;</li> <li>▪ Developing an SME diagnostics toolkit for the industrial extension services / business development services providers;</li> <li>▪ Preparation of project concept for the next phase of project implementation.</li> </ul> <p>Upon submission of the report, the consultant undertook a further mission to present and discuss the conclusions and recommendations, leading to an action plan for reform for FTA with the assistance of STEP.</p>
Mongolia and China	Team Leader	<p>Evaluation of Support to Small and Medium Enterprise (SME) Sector Development in Mongolia, EC FWC Lot 10</p> <p>This evaluation focused on the Support to SME Sector Development (SSMESD) project, which involved cooperation between the Delegation of the European Union to China and Mongolia (EUD) and the European Bank for Reconstruction and Development (EBRD). It started on the 01/08/2011 and ended on 31/05/2016, lasting for 58 months and having a budget of EUR 4.2 million. The project worked at three levels:</p> <ul style="list-style-type: none"> <li>▪ Macro level: the SME business enabling environment is improved through facilitation and support to key reforms in the policy, strategic and legal-regulatory framework;</li> <li>▪ Meso level: Access of the SME sector to appropriate and affordable advocacy, business development and financial services is increased;</li> <li>▪ Micro level: Strong demand for local advisory services through demonstration of enterprise-level performance improvement in assisted MSMEs.</li> </ul> <p>Ricardo led a team (Ochirsukh Yansanjav) which undertook the evaluation (including visiting Beijing, Ulaanbaatar, Darkhan, Erdenet, Khuvsgul, etc.) and prepared the Final Evaluation Report, including recommendations for the second phase of the project (EUR 9-15 million).</p>
Moldova	Senior Expert	<p>Review and Strengthening of draft National Employment Strategy of Moldova, ILO, Moldova</p> <p>Dr Pinto was requested by ILO to undertake a thorough review of the draft National Employment Strategy of Moldova 2016-2020 which was considered to be in urgent need of strengthening. This was carried out, resulting in a much more structured and consistent analysis, SWOT and recommendations. Apart from the overall quality control role performed, Dr Pinto had an input in adding and improving the measures connected with the Action Plan in relation to SME development, value chains, vulnerable labour market groups, diaspora and remittances, etc.</p>
Ukraine		<p>Review of Draft SME Strategy for Ukraine, GFA</p> <p>Dr Pinto was commissioned by GFA to undertake a short assignment to do the following:</p> <ul style="list-style-type: none"> <li>▪ Review of the Draft SME Development Strategy;</li> <li>▪ Assessment of Draft SME Strategy with regards to Association Agreement commitments;</li> <li>▪ Assessment of stakeholders' capacities and commitments towards support / participation in SME Strategy Action Plan development;</li> <li>▪ Outline of Implementation Action Plan (approach, elements, schedule) and Action Plan sustainability concept;</li> </ul>

		<ul style="list-style-type: none"> <li>Update of inventory of stakeholders and identification of potential new champions.</li> </ul> <p>The result was the decision to completely redo the SME Strategy on a sound basis and create the Action Plan at the same time. It is up to the beneficiary and client to decide how to proceed.</p>
Macedonia	Senior Expert	<p>Harnessing Remittances, Diaspora and Returnees for Economic and Social Development in Macedonia, UNDP</p> <p>Ricardo has been commissioned to undertake research and design a project document with the intention of mobilising remittances, returnees and diaspora from the 400-500,000 Macedonian diaspora to channel into productive economic and social development in Macedonia. Furthermore, he reviewed the Self Employment Programme and made recommendations for a new focus on activity concentrating on helping start-ups with growth potential to realise further employment and growth through a mixture of co-financing and business consultancy.</p>
Western Balkans	Team Leader	<p>Study on Existing business linkages between SMEs from the European Union and the Western Balkans: A focus on FDI in manufacturing sectors, EC, FWC Lot 1</p> <p>Ricardo was the TL of an assignment whose objective is to support the process of further strengthening economic integration between the EU and candidate/potential candidate countries in the Western Balkans (Albania, Bosnia and Herzegovina, Macedonia, Kosovo, Montenegro and Serbia), by drafting a comprehensive analysis about existing linkages and value chains involving respective SME in manufacturing sectors, consequently supporting communication activities towards stakeholder audiences in the EU Member States. The main components were:</p> <ul style="list-style-type: none"> <li>Comprehensive statistical mapping of manufacturing FDI in the WB;</li> <li>Country profiles of FDI policies and institutions in the 6 countries;</li> <li>3 EU SME manufacturing FDI case studies;</li> <li>Recommendations at country and WB region level.</li> </ul> <p>This project started in February 2016 and was completed in September 2016. This project was carried out by a team comprising Dr Ricardo Pinto (TL), Igor Brkanović and Žaklina Stepanović. The analytical report was greatly appreciated by the client, DG NEAR, and will be used to implement IPA and related activities in the countries / Western Balkans region.</p>
Moldova	Senior Expert	<p>Introducing Effective Monitoring and Evaluation for the SME Strategy and Action Plan in Moldova, OECD</p> <p>The OECD has supported the Ministry of Economy and the SME Agency ODIMM in fostering SME sector development, including the preparation of Moldova's first SME Strategy for the period 2012-20, which involved strategic input by Ricardo Pinto and is a major outcome of the engagement. The follow-up activity focused on monitoring and evaluation mechanism of the SME Development Strategy, building the key framework for shaping policies and measures aiming at supporting the growth on SMEs with a focus on developing the institutional capacity in monitoring mechanisms and monitoring tools, which will enable the Moldovan government, in particular the Ministry of Economy and SME Agency ODIMM, to better analyse the effect of policy measures and incorporate lessons learnt to future strategies and actions. Dr Pinto undertook a quality review of the draft prepared by OECD and finalised it. The M&amp;E system is now in place in Moldova.</p>
Macedonia	Senior Expert	<p>Strategy for Competitiveness and Revision of the Sector Planning Document "Competitiveness and Innovations" - IPA 2, FWC</p> <p>Connected with the IPA II programming process, Ricardo was part of the two-person team responsible for undertaking the following activities:</p> <ul style="list-style-type: none"> <li>Preparation of the Competitiveness Strategy 2015-2020 and Action Plan with a focus on SME development, FDI, export-internationalisation, business environment, access to finance, industrial policy and entrepreneurial skills (lead consultant).</li> <li>Review of the Competitiveness Consultation Mechanisms (lead consultant).</li> <li>Review of the Competitiveness Institutional Framework (lead consultant).</li> <li>Review of the Competitiveness Performance Monitoring System (lead consultant).</li> <li>Review of the Competitiveness Sector Budgeting System (lead consultant).</li> <li>Writing the "Competitiveness and Innovations" Sector Planning Document (quality review consultant).</li> </ul>
Georgia	Senior Expert	<p>Georgian SME Strategy and Action Plan, OECD/EC, Global Relations Secretariat, Eurasia Competitiveness Programme</p> <p>Ricardo supported the OECD in assisting the Ministry of Economy and Sustainable Development (MoESD) to prepare an SME strategy and action plan. This work is in collaboration with OECD, EC and GIZ and involves the following elements:</p> <ul style="list-style-type: none"> <li>Working Group 1: Presentation on good practice in SME strategies and feedback on preliminary draft prepared by MoESD, Oct 2014</li> <li>WG2: Research, running workshop and feedback on Legal and Institutional Framework and Export/Internationalisation, Feb 2015.</li> <li>WG3: Research, running workshop and providing feedback on Access to Finance, Apr 2015.</li> <li>WG4: Research, running workshop and providing feedback on Competitiveness, Innovation and R&amp;D, Jun 2015.</li> <li>WG5: Research, running workshop and providing feedback on entrepreneurship, human capital and business skills, Jun 2015.</li> <li>Participation in the Peer Review process, 25 November 2015.</li> </ul>
Germany	Framework Manager & Expert	<p>Framework Manager of EC Lot 10 framework contract (Trade and Private Sector):</p> <ul style="list-style-type: none"> <li>Responsible for managing all aspects of EC Lot 10 FWC including finding experts, internal consortium evaluations, contracting, management of projects, quality control and solving all issues with consultants and consortium lead / consortium partners.</li> <li>Involved in implementing FWCs as Private Sector Development Expert.</li> </ul>

		<ul style="list-style-type: none"> <li>Acquainted with managing problems and resolving conflicts that can arise between the contractor and the expert; mediating between the client and the contractor to ensure smooth operation and effective delivery of contracts.</li> </ul> <p>Projects include:</p> <ul style="list-style-type: none"> <li>Cameroon: Evaluation finale du Programme d'Appui au Plan de Modernisation des Douanes (PAPMOD).</li> <li>Pakistan: Identification and Formulation Mission Pakistan Rural Employment and Business Opportunities Programme.</li> <li>Botswana: Final Evaluation of the Regional Economic Integration Support Programme (REIS).</li> <li>Mongolia: Evaluation of Support to Small and Medium Enterprise (SME) Sector Development in Mongolia.</li> <li>Ethiopia: Mid-term Evaluation of the Transformation Triggering Facility (TTF).</li> </ul>
Albania	Senior Expert	<p>Support for the Harmonisation of Economic and Trade Legislation with EU acquis, GIZ Albania, Prime Minister's Office and Ministry of Economy</p> <p>Ricardo is supporting the introduction of RIA system in Albania, including the following elements:</p> <ul style="list-style-type: none"> <li>Share EU/regional experience on how to set up RIA processes and institutional structures at central and line Ministry level.</li> <li>Develop a methodology for selection of the most important laws for RIA processing.</li> <li>Assessment of data, statistical and institutional capacities available for effective incorporation of the Cost Benefit Analysis (CBA) and Standard Cost Method into RIA system.</li> <li>Review of SMEs requirements in relation to Albanian RIA system.</li> </ul>
Croatia	Team Leader & RIA, EIA and SME Test Expert	<p>BIZIMPACT II – Improving Information to the Croatian Business Community, EC, IPA (<a href="http://www.bizimpact.hr">www.bizimpact.hr</a>)</p> <p>A consortium comprising PCA, Pinto and others won this project, following marketing and proposal writing activities carried out by Ricardo. As Team Leader, he was responsible for implementing a project focusing primarily on Regulatory Impact Assessment (RIA) matters and public private dialogue, as well as eGovernment with the following components:</p> <ul style="list-style-type: none"> <li>Development of an Economic Impact Assessment system focusing on the SME sector (eRIA, eEIA, eSME Test, eConsultation, etc.)</li> <li>Development of consultation processes / Public Private Dialogue with the business community (SME Forum, eConsultation and Business Test Panel, with 400+ registered SMEs)</li> <li>Dissemination of business information and awareness-raising (15 mini guides for SMEs on topics such as public procurement, VAT, quality standards, food safety, labour regulations, environmental protection, etc. and 3 WIPO translations on intellectual property rights).</li> <li>Development of partners / regional communication capacities (strategies and action plans, training, SME Newsletter / eNewsletter, etc.)</li> </ul> <p>The BIZimpact project was considered by its beneficiaries to be the most effective and sustainable IPA project implemented in Croatia and was nominated by the Ministry of Entrepreneurship and Crafts for the following awards:</p> <ul style="list-style-type: none"> <li>EC European Enterprise Policy Awards 2014 and 2015</li> <li>UN Public Service Awards, 2015</li> </ul>
United Arab Emirates	Senior Expert	<p>Boosting the entrepreneurial and SME ecosystem of Abu Dhabi, United Arab Emirates, OECD LEED Programme</p> <p>The OECD LEED Programme commissioned Dr Pinto to participate in an expert team to assess the local entrepreneurial ecosystem, including identify challenges and gaps in the ecosystem and formulate policy recommendations, backed by international good practices, to strengthen the local ecosystem for entrepreneurship and SME development. Dr Pinto's specific task was to review the access to finance with a focus on identifying the major issues in access to finance in Abu Dhabi, assess local policies and programmes to support new start-up and SME financing, identify policy gaps, and produce recommendations to improve policies and fill gaps. The current and future role of Khalifa Fund in the backing of enterprise financing was explored, together with an assessment of the other major stakeholders in the field of access to finance. The report included a review and recommendations for more effective implementation of the system for SME finance.</p>
Croatia and Slovenia	Senior Expert	<p>Inclusive Entrepreneurship Good Practice Compendium, OECD / DG Enterprise</p> <p>This assignment for the OECD LEED Programme / European Commission (DG Employment) involved the preparation of a compendium of inclusive entrepreneurship policy practices focusing on 20 out of the 28 countries of the European Union. Pinto prepared two profiles:</p> <ul style="list-style-type: none"> <li>Slovenia: Young unemployed graduates: self-employment and employment.</li> <li>Croatia: Female long term unemployed: self-employment and employment.</li> </ul> <p>These were presented to the OECD/DG Enterprise on 28 May 2014 and then the profiles were finalised for publication in June 2014.</p>
Various	Expert	<p>Technical proposal writer – selected proposals:</p> <ul style="list-style-type: none"> <li>Ukraine: GIZ/EC EU4Business: SME Recovery, Competitiveness and Internationalisation (decision pending)</li> <li>Georgia: EU-Georgia European Union Integration, DCFTA implementation and SME Development Facility, Georgia (successful)</li> <li>Georgia: EU support the implementation of the DCFTA and SME development in Georgia (successful)</li> <li>Ukraine: EC SME Policies and Institutional Support (successful)</li> <li>Ethiopia: EC Technical Assistance for Business Environment and Investment Climate, including e-government (successful)</li> <li>Mauritius: EC Improving the Business and Investment Climate</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Eastern Partnership Countries: EU4Business Facility Phase II (successful)</li> <li>▪ Egypt: EC Support to Implementation of Strategies to Foster MSME Development in Egypt</li> <li>▪ Ukraine: EU Support to Ukraine to Re-launch the Economy (FORBIZ) (successful)</li> <li>▪ Turkey: EC Increasing Adaptability of Employees and Employers with a Social Dialogue Approach (successful)</li> <li>▪ Turkey: EC Gumushane Traditional and Organic Products Business Development Centre</li> <li>▪ Turkey: EC Maras Pepper Cluster</li> <li>▪ Cyprus: Building capacity of local stakeholders (business support organisations) and enhance competitiveness of private sector (2<sup>nd</sup>)</li> <li>▪ Kosovo: Increase of Enterprise Competitiveness and Export Promotion; TA to Consolidate the Regional Economic Development Process</li> <li>▪ Tajikistan: Enhanced Competitiveness of Tajik Agribusiness</li> <li>▪ Turkmenistan: Support to Economic Policies: Strategic Planning, Private Sector Development and Technical Regulations</li> <li>▪ Philippines: Trade Related Technical Assistance Programme III</li> <li>▪ Mongolia: Regional Economic Development II</li> <li>▪ Cambodia: Capacity Development to Support the Promoting Economic Diversification Program – RIA Subproject (successful)</li> <li>▪ Croatia: Improving Information to the Croatian Business Community II (successful)</li> <li>▪ Overseas Countries and Territories in the Caribbean Region: Strengthening the Development of Small and Medium Enterprises</li> <li>▪ Various countries: Evaluation of Support to the Private Sector by the Danish Neighbourhood Programme (successful)</li> </ul>
Kosovo	Expert	<p>Kosovo Innovation Strategy and Action Plan (2013-2020), OECD/EU</p> <p>Dr Pinto 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"> <li>▪ Presenting the results and facilitating discussion in four innovation workshops covering the following themes: 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.</li> <li>▪ Presentation and discussion of the Innovation Strategy and Action Plan at the Innovation Action Plan Forum, which will involve the Ministry of Education, Science and Technology, as well as all the relevant stakeholders</li> <li>▪ The incorporation of comments and feedback into the final Innovation Strategy and Action Plan.</li> </ul>
Moldova	Expert	<p>Prefeasibility Study to Strengthen the Business Development Infrastructure in Moldova, OECD</p> <p>Ricardo supported the OECD in conducting a pre-feasibility study on business support infrastructure (BSI) in the Republic of Moldova, focusing on the following four tasks:</p> <ul style="list-style-type: none"> <li>▪ 1: Best Practice Review on Business Support Infrastructure and Services.</li> <li>▪ 2: Mapping of Business Support Infrastructure in the Republic of Moldova.</li> <li>▪ 3: Elaboration of a Policy Roadmap for strengthening the BSI system.</li> <li>▪ 4: Assist with the Preparation of a Project Fiche for mobilising funding.</li> </ul> <p>The report was presented in Chisinau at an event organised by OECD, MoE and ODIMM in June 2013.</p>
Cambodia & UK	Expert	<p>Study tour on Regulatory Impact Assessment to the UK, ADB, Cambodia</p> <p>Ricardo 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>
Bhutan	Team Leader	<p>Micro Small and Medium Sized Enterprise Sector Development Programme, Ministry of Economic Affairs, ADB</p> <p>Ricardo was commissioned by PCA to focus on the development of three critical SME tools:</p> <ul style="list-style-type: none"> <li>▪ Development of the SME Policy.</li> <li>▪ Development of the SME Strategy.</li> <li>▪ Development of the Action Plan for the implementation of the policy and strategy.</li> <li>▪ 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, etc.</li> </ul> <p>In addition, as team leader, Ricardo was responsible for coordination of the outputs connected with the project. Although the project was heavily behind schedule, Ricardo managed to turn the project around and successfully deliver all the project outputs.</p>
Moldova	Expert	<p>Confidence Building Measures Programme in Chisinau and Transnistria, Moldova, UNDP</p>

		<p>UNDP Moldova commissioned Ricardo to undertake a rapid assessment of the “business development” component of the Confidence Building Measures (CBM) Programme. This involved detailed discussions with ministries, agencies, experts, stakeholders and beneficiaries in Chisinau and Transnistria. A second objective was to design the next phase of the CBM programme’s business development component. The recommendations included the following elements:</p> <ul style="list-style-type: none"> <li>▪ Establish Structured SME Development.</li> <li>▪ Promote a Culture of Entrepreneurship.</li> <li>▪ Build Capacity for Economic Development.</li> <li>▪ Improve Access to Finance for Enterprises.</li> <li>▪ Stimulate Business Development Services.</li> <li>▪ Support Business-to-Business Activity.</li> <li>▪ Support Import / Export Orientation.</li> </ul>
Montenegro	Expert	<p>Development Capacities in Montenegro in the Framework of the Joint OECD-EU Project in the Western Balkans</p> <p>Dr Pinto was commissioned to provide a quality control function in the finalisation of the above Country Report, covering the following themes:</p> <ul style="list-style-type: none"> <li>▪ Entrepreneurship and SME Development.</li> <li>▪ Labour Markets and Skills.</li> <li>▪ Social Inclusion.</li> </ul>
Moldova	Expert	<p>Programme review and Reformulation Mission, Moldova, UNDP</p> <p>Ricardo was commissioned by UNDP 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"> <li>▪ Innovative local and regional level opportunities.</li> <li>▪ Employment and income-generating prospects for youth, vulnerable and social groups at risk of exclusion.</li> <li>▪ Linkages between the labour market demand and VET supply.</li> <li>▪ Agriculture-based and green economy initiatives.</li> <li>▪ Access and quality of local service provision, as well as capitalize on joint UN work (all UN Agencies)</li> </ul>
Kosovo	Expert	<p>The Innovation System in Kosovo, OECD/EU</p> <p>Dr Pinto assisted OECD with two main activities. The first was the preparation of a Background Report. He participated in the country mission and undertook the quality control role in relation to the following:</p> <ul style="list-style-type: none"> <li>▪ Chapter 1: General Performance and Framework Conditions.</li> <li>▪ Chapter 2: Innovation Actors.</li> <li>▪ Chapter 3: Research-Industry Linkages.</li> <li>▪ Chapter 4: Role of the Government.</li> </ul>
Italy	Expert	<p>OECD LEED Review on “Boosting Local Entrepreneurship and Enterprise Creation in the Lombardy Region,” Italy</p> <p>Ricardo was commissioned as an expert to participate in the regional fieldtrip and write two chapters:</p> <ul style="list-style-type: none"> <li>▪ Entrepreneurship and SME workforce skills.</li> <li>▪ New Enterprises Creation.</li> </ul>
Danish Neighbourhood Programme countries in east and southeast Europe	Team Leader	<p>“Evaluation of support to the private sector by the Danish Neighbourhood Programme” Ministry of Foreign Affairs</p> <p>Ricardo was the team leader, provided 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, Albania, Armenia, Bosnia-Herzegovina, Ukraine, Moldova and Georgia. The evaluation work involved four elements:</p> <ul style="list-style-type: none"> <li>▪ Preparation of an inception report (evaluation methodology).</li> <li>▪ Fieldwork in Serbia, Kosovo and Armenia.</li> <li>▪ Desk research covering all other neighbourhood programme countries.</li> <li>▪ Preparation of a draft and final report.</li> </ul> <p>Ricardo led the evaluation team comprising one other international expert and three regional experts. The project was completed in 2011.</p>
Moldova	Expert	<p>Preparation of SME Strategy, Action Plan and Public Private Dialogue, Moldova, OECD</p> <p>Dr Pinto was commissioned by OECD to assist the Ministry of Economy and the SME Agency (ODIMM) to use international best practice in the development of their 2012-2020 SME Strategy and Action Plan. Activities include:</p> <ul style="list-style-type: none"> <li>▪ Preparation and delivery of best practice presentation on SME Strategies, Action Plans and PPD (5 July).</li> </ul>

		<ul style="list-style-type: none"> <li>■ Participation in a series of four workshops designed to prepare the strategy, action plan and PPD mechanism.</li> <li>■ Technical assistance to support the process, in coordination with the OECD.</li> </ul>
occupied Palestinian territory (Gaza)	Expert	<p>Project Design: Business Development Support to SMEs and Cooperatives in the Gaza Strip (UNDP, Gaza Office)</p> <p>After preparing a Rural Development Strategy for the Gaza Strip, UNDP commissioned Ricardo to design a new project with a focus on enterprise and cooperative development. The resulting project focuses on the following elements for both SME and cooperative development i) improvement of the business enabling environment ii) turnaround business support to existing cooperatives / young SMEs (2-5 years) iii) access to finance (grant and soft loans) to assist an economy which faces very significant development challenges.</p> <p>Dr Pinto also undertook several missions that resulted in two project documents:</p> <ul style="list-style-type: none"> <li>■ June: detailed discussions in Gaza and Jerusalem to design the basic project concept.</li> <li>■ July: detailed discussions in Gaza, Jerusalem and Ramallah to finalise the project concept.</li> <li>■ September: review and restructuring of active labour market measures and programmes.</li> </ul>
Macedonia	Expert	<p>Preparation of Presentation to National Conference on Investment, Skopje, Macedonia</p> <p>GIZ commissioned Dr Pinto to prepare and deliver the Keynote Speech on: "The Macedonian Programme for Stimulating Investment 2011-2014 (Holiday Inn, 26 May 2011)</p>
Macedonia	Expert	<p>Innovation Policy for Macedonia, Investment Compact for SEE (OECD, EC)</p> <p>This project was one of the OECD/EC's Regional Competitiveness Initiatives (RCI) to assist the Ministry of Economy to draft an innovation policy 2012-2020. The OECD commissioned Ricardo to assist with a diagnostic analysis, which involved the following steps:</p> <ul style="list-style-type: none"> <li>■ General performance, according to input and output from the innovation system.</li> <li>■ 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.</li> <li>■ Research organisations. The role of research organisations within the innovation system needs to be assessed in order to estimate how that contribution can be increased.</li> <li>■ Linkages, such as research industry partnerships, infrastructure, inter-firm networks and innovation-related services. The linkages are to be evaluated to pinpoint the best practices and foresee further path for improvement.</li> <li>■ Role of the private sector measured through the propensity of the private sector to conduct innovation and the role of FDI in innovation.</li> </ul> <p>Ricardo was responsible for the analysis and recommendations covering: i) research organisations ii) public-private linkages and iii) the role of government. He was actively involved in the national discussion and consultations.</p>
Albania, BiH, Croatia, Macedonia, Montenegro and Serbia	Expert	<p>Strengthening the Territorial Dimension of Development Policies in Southeast Europe, OECD</p> <p>This project was another OECD/EC's Regional Competitiveness Initiative (RCI). Although significant progress has been made in recent years, the embryonic territorial development system in SEE countries needed to be further developed, particularly from a territorial competitiveness perspective. The report covered Albania, Bosnia and Herzegovina, Croatia, Macedonia, Montenegro and Serbia and its specific objectives were to:</p> <ul style="list-style-type: none"> <li>■ 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;</li> <li>■ Investigate how SEE countries have been facing the need to strengthen their development policy;</li> <li>■ 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;</li> <li>■ Transfer OECD best-practices in developing factors of attractiveness at a sub-national level; and</li> <li>■ Facilitate exchange of knowledge on existing institutions and policies among a selection of SEE countries.</li> </ul> <p>The OECD commissioned Ricardo to perform the analysis, draft the report and present the results.</p>
Macedonia	Expert	<p>Foreign Direct Investment Programme (2011-2014), UNCTAD</p> <p>Ricardo was part of a team comprising three experts preparing the "Investment Policy Review" for Macedonia. It consisted of three main chapters and Ricardo was 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); (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 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 Programme was discussed and</p>



		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.
Albania	Team Leader	<p>BERIS Regulatory Impact Assessment (RIA) Component, World Bank</p> <p>Ricardo took over as Team Leader of a project which needed to be re-invigorated on behalf of Pohl Consulting and Associates. The project focused on the following activities:</p> <ul style="list-style-type: none"> <li>▪ Creation of a RIA system in Albania, including a law, guidelines, capacity building, piloting etc.</li> <li>▪ Creation of an online Electronic Registry covering Ministerial Orders affecting the business sector.</li> <li>▪ Creation of a new integrated Inspectorates Law.</li> <li>▪ Information provision and monitoring of the licensing reform.</li> </ul> <p>As a result of Ricardo's management and expert input, the project was turned around and fully completed.</p>
Moldova	Team Leader	<p>Post Disaster Needs Assessment (PDNA) by UN, World Bank and EC.</p> <p>Following the floods in July 2010, the UN commissioned Ricardo 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 Ricardo prepared an Impact on Livelihoods and Incomes assessment, as well as a concept note for future UNDP interventions in the affected area.</p>
Macedonia	Expert	<p>Fact Finding and Cross-Referencing Mission, GTZ</p> <p>Ricardo 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 he had prepared for the country (collaboration with UNCTAD IPR).</p>
Armenia	Team Leader	<p>Rural Development in Armenia, UNDP: UNDP Regional Office (Bratislava) and UNDP Armenia commissioned Ricardo 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 sought to raise quality of life and the income levels in a cluster of six communities located in the Tavush Marz (region). The goal was achieved through a focus on four aspects:</p> <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ Integrated community development: participative community development covering a cluster of 6 communities centred on the Lusadzor community in Tavush Marz;</li> <li>▪ Enhanced rural support: focusing on issues such as cooperative development, cold storage, small scale processing, low cost demonstration projects, yield &amp; output improvement and access to market support;</li> <li>▪ Labour market support: focusing on generating non-farm income, rapid re-training and start-ups support for target groups with no access to land.</li> </ul>
Spain	Expert	<p>OECD review of SMEs, Entrepreneurship and Local Development for the Andalusia Region, Spain.</p> <p>Ricardo 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 was responsible for the entrepreneurship and start-ups part of the review and report.</p>
Italy	Expert	<p>OECD review of SMEs, Entrepreneurship and Local Development for the Marche Region, Italy.</p> <p>Ricardo 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. Ricardo was responsible for the entrepreneurship and start-ups part of the review and report. His analysis and recommendations were considered to be very useful to the Marche regional government.</p>
Germany and Croatia	Director	<p>Director of EC Lot 11 framework contract (macro economy, public finances and regulatory environment for business): on behalf of the Pohl Consulting and Associates (PCA) consortium. Projects included:</p> <ul style="list-style-type: none"> <li>▪ Egypt: Trade needs assessment for Egypt</li> <li>▪ Vietnam: Evaluation of EC TA programme for Vietnam</li> <li>▪ Cameroon: Appui au système statistique du Cameroun</li> <li>▪ Jamaica: Preparation of 10th EPA Development Programme</li> <li>▪ Cabo Verde: Plan d'action GFP</li> <li>▪ Yemen: Support to Yemen's accession to the WTO – revised</li> <li>▪ Central African Republic: Appui a la Direction Generale des Impots pour la simplification du system fiscal</li> <li>▪ South Africa: Standard Chart of Accounts specific to Local Governments</li> <li>▪ Central American Region Evaluation ADAPCCA</li> <li>▪ Armenia: Support to the State Commission for the Protection of Economic Competition</li> </ul>

		<ul style="list-style-type: none"> <li>▪ ECOWAS: Evaluation of proposals for open calls for proposals to NSAs participation</li> <li>▪ ECOWAS: TA to support ECOWAS to manage the call for proposals to NSA participation</li> <li>▪ South Africa: Mid-term Review of FMIP II</li> <li>▪ Serbia: Execution of analysis on the Serbian legal framework</li> <li>▪ Albania: Preparation of the ToR for the "Support to the Albanian Copyrights Office"</li> <li>▪ Benin: Appui a la revue a mi-parcours</li> <li>▪ SADC Botswana- EPA facility Evaluation</li> <li>▪ SADC Botswana- EPA facility Evaluation</li> <li>▪ Vietnam: Formulation Mission, P135 II</li> </ul>
Macedonia	Team Leader	Preparation & delivery of Certified Management Consultant (CMC) training experienced for management consultants. Ricardo was commissioned by the EBRD's TAM-BAS programme to prepare and deliver a modular course for experienced consultants preparing to become CMC certified by MCA-2000 and ICSCI. The CMC training modules covered the following topics: Management Consultancy Profession, The Consultancy Process, Strategic Management, working with the Client, Financial Management and Accounting, Problem Solving, Change Management, Risk Management, Project Management, Managing the Consultancy Business, Communication with Clients and Consultancy with SMEs. The overall rating for the training course was 4.5 out of 5 by the 55 consultants.
Serbia	Consultant	Preparation of the OECD SME Reform Index in Serbia and the Banat and Zlatibor regions Ricardo was commissioned by the OECD IC programme in order to prepare a report on the SME Reform Index in Serbia and the Banat and Zlatibor regions. In addition to preparing the index, Ricardo also presented analysis on the SME support programme of the Ministry of Economy and Regional Development, SME Agency, Development Fund and Export Promotion Agency, resulting in a series of policy recommendations for Government, Regional Development Agencies and local authorities.
Croatia EUR 1,3 million	Team Leader	Improving Information / Regulatory Impact Assessment for the Croatian Business Community (BIZImpact) The project was for the Ministry of Economy, Labour and Entrepreneurship (MELE), one of the five project beneficiaries. The others were the SME Agency (HAMAG) and the three national business associations: Croatian Chamber of Economy (HGK), Croatian Employers' Association (HUP) and Croatian Chamber of Crafts and Trades (HOK) and involved four main activities: <ul style="list-style-type: none"> <li>▪ Training &amp; Mini Guides on 8 fields: consumer protection, environmental protection, standards for agricultural / industrial products, public procurement, state aid / competition policy &amp; intellectual property rights.</li> <li>▪ Impact Assessment Methodology (i.e. Regulatory Impact Assessment), handbook, case studies and capacity building. The five impact assessment case studies prepared include the following: <ul style="list-style-type: none"> <li>○ Small Business Act</li> <li>○ SME Encouragement Act.</li> <li>○ Cooperatives Act.</li> <li>○ Public Procurement Act.</li> <li>○ Misleading Advertising Act</li> </ul> </li> <li>▪ Concept, plan, programme, organisation, logistics, etc. for two study tours to Poland and the UK</li> <li>▪ Large scale national survey of Croatian businesses and their needs.</li> <li>▪ Improve in communication, dissemination and dialogue between government, business associations and SMEs.</li> </ul> Upon completion, it was considered by the beneficiaries to have been the most successful EC-funded project.
Croatia	Consultant	Organisation of Study Tour on Industrial / Free Zones in Croatia Ricardo developed a programme and organised the logistics for a study tour for representatives from the Albanian Ministry of Trade and Energy and AlInvest. 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 Kneginec.
Poland & UK	Consultant	Two Impact Assessment Study Tours: Ricardo organised and led two study tours to the UK and Poland focusing on the issue of Regulatory Impact Assessment (RIA), with an emphasis on RIA methodologies and systems. He also oversaw the preparation of a Manual, Train the Trainers and five Case Studies, all dealing with RIA.
Armenia & USA	Special Advisor	Children of Armenia Fund (COAF): Following the delivery of an evaluation report, Ricardo advised on: <ul style="list-style-type: none"> <li>▪ Effective implementation of a set of recommendations focusing on COAF activities in Armenia.</li> <li>▪ Support in the preparation of applications for funding to expand COAF activities in Armenia and elsewhere.</li> </ul>
Macedonia	Consultant	Strategic Support for the Implementation of the Programme to Stimulate Investment (PSI): Ricardo was a special advisor to the Investment Promotion Agency and the Ministry of Economy, to assist with implementation of the PSI.
Armenia	Team Leader	Evaluation of the COAF Model Cluster Programme

		Ricardo undertook an outcome-based evaluation of the Model Cluster Project (MCP) covering six remote and isolated villages in the Baghramian region of Armenia. Ricardo was the team leader of an evaluation team comprising Ms Janet Poorman and Ms Sophia Skyers. Following a mission to visit several 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.
Macedonia	Activity leader	Public – Private Dialogue: Sustainability of the SME Forum: Having proposed and established the SME Forum, Ricardo undertook an assessment of the achievements, weaknesses and requirements of the SME Forum to ensure that it becomes a sustainable institution in the future. Following research and discussion with the stakeholders, a set of framework issues were identified, discussed and agreed dealing with institutionalisation and governance issues.
Ukraine	Consultant	International Aspects of SME Development (Investment and Export): Ricardo was commissioned to write a technical proposal for a project for the EC Delegation in Kyiv focusing on the international competitiveness aspects, more specifically dealing with export promotion and attracting investment to Ukraine.
Macedonia	Consultant	Institutional and Governance Reform for the Investment Promotion Agency: The attraction of foreign and domestic investment was a priority for government. However, the institutional environment in the country was fragmented and uncoordinated. Therefore, Dr. Pinto undertook an institutional and governance analysis of the key players, namely the Ministry of Economy, Ministers without portfolio, Invest Macedonia, Deputy Prime Minister's Office, etc. and presented a series of reform proposals designed to ensure greater cooperation, coordination and effectiveness in the field of governance. The recommendations will be incorporated in the National Investment Promotion Strategy of the country to be prepared by the World Bank.
Turkey	Consultant	Business Incubation for Women Entrepreneurs: Ankara, Istanbul and Çorum: Ricardo carried out a fact-finding mission to Turkey. This was the preparatory work for a project to support the establishment of 4 business incubators for potential women entrepreneurs in the provinces of Çorum, Kutahya, Nevsehir (Hacibektas) and Istanbul (Pendik). A proposal was written covering: institutional support to KOSGEB (Turkish SME Agency), institution building for the 4 new business incubators and support to the 80 female tenants in the new incubators.
Macedonia	Consultant	Fostering a Culture of Entrepreneurship: Working with the Ministry of Economy, the SME Agency and the SME Forum, Ricardo prepared a project fiche to stimulate a greater entrepreneurial environment and culture in Macedonia. The final project fiche has four main components: <ul style="list-style-type: none"> <li>▪ Preparation of a 2-year entrepreneurship awareness raising campaign</li> <li>▪ Preparation of a series of events designed to support the development of entrepreneurship.</li> <li>▪ Establishment of an annual, integrated Entrepreneurship Awards Scheme</li> <li>▪ Establishment of entrepreneurship/SME data, analysis and benchmarking (GEM)</li> </ul>
Croatia	Consultant	Impact Assessment of Regulations Affecting SMEs, Zagreb: Ricardo was commissioned to undertake fact finding mission to Zagreb in order to assess Croatia's progress with implementing mechanisms for assessing the impact of regulatory changes on SMEs. Discussions were held with government agencies, ministries, business associations and academic institutions to assess Croatia's progress in relation to the Regulatory Guillotine and the plans to subsequently introduce Regulatory Impact Analysis (RIA) in 2007. This was directly connected with the need for the country to harmonize its legislation and regulations with the 80,000 pages of the <i>acquis communautaire</i> .
Kosovo	Team Leader	Local Development for Community Stabilization (LDCS) in Mitrovica/Zvecan Municipalities: Ricardo was the Team Leader of an in-depth multi-annual (3 year) multi-sectorial assessment and project design (covering local economic development - LED, education, health, civil society development and minority integration) of the Mitrovica (north – Serbian and south – Albanian) and Zvecan municipalities. Ann Hyde and Aleksandar Gvozdic were responsible for the civil society and minority integration component. Richard Kobayashi and Luan Bicaj were responsible for health and education issues. Ricardo and Ervin Dervisevic were responsible for the economic development component. The mission was carried out during a tense period during which Mr Maarti Ahtisaari presented his draft Settlement of the final status for Kosovo in January/February 2007. After successful delivery of the separate sectorial analyses, Ricardo was responsible for integrating the analysis and recommendations into a programme document for UNDP. Presentations were made of the project concept to both UNDP and the planned beneficiaries in Mitrovica and Zvecan.
Macedonia	Consultant	Programme for Stimulating Investment (2007- 2010): Ricardo wrote the Programme for Stimulating Investment (FDI and domestic investment) for the Ministry of Economy and Invest Macedonia (Investment Promotion Agency). This four-year programme covers 10 themes relating to both the investment climate and the business environment: <ul style="list-style-type: none"> <li>▪ Investment policy.</li> <li>▪ Investment promotion and facilitation.</li> <li>▪ Tax policy.</li> <li>▪ Anti-corruption and business integrity.</li> <li>▪ Competition policy.</li> <li>▪ Trade policy.</li> <li>▪ Regulatory reform.</li> <li>▪ Human capital.</li> <li>▪ Corporate governance.</li> <li>▪ SME policy.</li> </ul>

		The Programme was based on the OECD's Investment Reform Index and included 8 workshops involving the relevant governmental ministries and agencies, business association, foreign investors, etc.
Georgia	Consultant	Project Evaluation and Project Design Mission, UNDP Georgia: Ricardo undertook a two-fold mission: <ul style="list-style-type: none"> <li>To review the Integrated / Regional Development Programme in the Samtskhe-Javakheti region (4 years, \$ 2.3 million). The report and associated recommendations were accepted by the client.</li> <li>To design a new phase of the Samtskhe-Javakheti region project, involved detailed discussions with the UNDP project team, stakeholders in the Samtskhe-Javakheti region. The \$1.3 million project covers the following themes: development of sustainable regional and rural livelihoods, tourism development, strengthening economic governance and Cross Border Cooperation involving Georgia, Armenia and Turkey.</li> </ul>
Macedonia	Consultant	Science, Technology and Innovation in Macedonia Vs. EU Countries: Ricardo undertook a mission to prepare the Science, Technology and Innovation (STI) analysis for SME development. The work set out the: <ul style="list-style-type: none"> <li>STI trends using international best practice (OECD, UN, etc.).</li> <li>EU aspects of STI (revised Lisbon agenda, Innovation Scoreboard, Charter, programmes, etc).</li> <li>Recommendations for the focus on the SME strategy and programme.</li> </ul>
Turkey	Consultant	Civil Society Organisations in Turkey – Fact-finding mission, EU: In write the technical proposal, Ricardo undertook a short mission to Istanbul and Ankara in order to meet with relevant project partners, including Government, Civil Society Organisations, Universities and think tanks, and donors. Based on the mission, the technical proposal was submitted by the commissioning company and was interviewed by the EC Delegation.
Macedonia	Consultant	SME Development in Macedonia, EAR: Ricardo worked closely with the Ministry of Economy (SME Department), SME Agency (APPRM) and key SME stakeholders (especially the SME Forum) in order to prepare the following: <ul style="list-style-type: none"> <li>SME Strategy (2007-2013).</li> <li>SME Programme (2007-2010).</li> <li>SME Brochure.</li> </ul> These documents form the core of the SME policy making in the country, the key agenda for reform as well as the key instruments for implementation.
Moldova	Consultant	Regional Development in Moldova, GHK: As part of the process of writing a technical proposal for DFID on regional development, Ricardo travelled to Moldova to hold discussions in Chisinau and several districts. The GHK-led Consortium was short listed and interviewed for this design and implementation project.
Georgia	Consultant	Autonomous Republic of Adjara, Georgia project design mission: Adjara is an autonomous region highly dependent of agriculture, fishing and tourism, as well as being the poorest region of Georgia. To diversify the economy, generate sustainable development and strengthen the fragile new democracy, Ricardo designed a project for the region: <ul style="list-style-type: none"> <li>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.</li> <li>Economic development support designed to shape an economic vision (Local Economic Development strategy) focusing on Batumi; to nurture and support embryonic enterprises through a business incubator; to assist enterprises to export and trade more effectively while at the same time attracting FDI and domestic investment to the region; and to assist farmers to develop new means of production, through cooperatives, and consider higher value crops and new methods of production, thus generating more sustainable livelihoods.</li> </ul>
Kyrgyzstan	Consultant	Policy Responses to Harness the Informal Economy, UNDP Kyrgyzstan: This was a medium-term poverty reduction programme component focusing on two aspect of the Informal Economy: <ul style="list-style-type: none"> <li>Assessment of the nature and size of the informal economy based on a large-scale survey of 1,500 firms; 20 baseline / friendly firms; customs officials and tax inspectorate officials.</li> <li>Establishment of a public-private mechanism for dialogue and policy change designed to assist the Government to develop tools to harness the informal economy.</li> </ul> Ricardo 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.
Georgia	Consultant	Regional Policy and Development in Kakheti - Project Design, UNDP: The proposed project contributes to poverty reduction and promotes sustainable forms of human development through community-based development in the Kakheti region in Georgia. The project was designed to incorporate the resources of local government bodies, civil society, private sector and the donor community aiming at the rehabilitation of social infrastructures, increasing public services accessibility, and income generation for the poorest and most disadvantaged population.
Russia	Team Leader	Project Design – Enterprise Development Support Programme in Pskov and Kaliningrad regions, Russia, Danish Ministry of Foreign Affairs: The Department of the Neighbourhood Programme wanted to develop an Economic Development Support Programme (EDSP) targeting the Kaliningrad and the Pskov regions of Russia focusing on: <ul style="list-style-type: none"> <li>Public-private dialogue on enterprise development issues.</li> <li>Development of Business Development Services.</li> </ul>

		<ul style="list-style-type: none"> <li>Access the finance for SME development.</li> </ul> <p>Ricardo undertook 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 log frame, action plan and ToR for the project. The project was subsequently tendered as an EC project.</p>
Macedonia	Activity Leader	<p>SME Policy and Business-Government Dialogue, EU: Having written a successful technical proposal, Ricardo participated in the implementation of the SME Development Project in Macedonia. The project had 3 components:</p> <ul style="list-style-type: none"> <li>Institutional capacity building for the Ministry of Economy and Agency for SMEs.</li> <li>Non-financial support measures for SMEs.</li> <li>Public – Private Dialogue and awareness-raising.</li> </ul> <p>Ricardo was responsible for the implementation of the third component. With his support, the Ministry of Economy and the Agency for the Promotion of Entrepreneurship established an SME Forum, which was designed to be a two-way channel of information provision, communication and dialogue between SMEs (through business associations / chambers) and the SME Department of the Ministry of Economy (MoE) to ensure that national policy making takes into consideration the needs and priorities of the SME sector. This SME Forum established three working groups to develop policies covering: ICT, entrepreneurship, business angels and SME strategy/programme.</p>
Kosovo	Consultant	<p>Review of UNDP private sector development programme, UNDP: Ricardo was commissioned to undertake a detailed review of the organisation's Private Sector Development portfolio. The project focused on the following:</p> <ul style="list-style-type: none"> <li>Assessment of the current projects.</li> <li>Assessment of the project pipeline.</li> <li>Recommendations for future priorities for the Private Sector Development portfolio.</li> </ul>
Turkey	Consultant	<p>SME development and Start-ups, Stability Pact, Istanbul Conference: On the 7-8<sup>th</sup> of February 2006, the Stability Pact for South-eastern Europe (Stability Pact) hosted a workshop on the issue of enterprise development and employment generation, with a particular focus on assisting the development of start-up and early growth enterprises. It brought together the OECD-led Investment Compact for South-eastern Europe (Investment Compact) and the Initiative for Social Cohesion (ISC) to focus on three main themes:</p> <ul style="list-style-type: none"> <li>Financial instruments: lending practices by commercial banks, micro finance banks and microfinance institutions.</li> <li>Non-financial instruments: one-stop shops for business registration, the simplified patent tax, entrepreneurship education and active labour market measures.</li> <li>Tools for areas experiencing industrial restructuring: business incubation and wider experiences of stimulating enterprise and innovation in deprived areas of the EU.</li> </ul> <p>Ricardo was commissioned by the Stability pact to assist with the following activities:</p> <ul style="list-style-type: none"> <li>Design the programme and commission expert speakers.</li> <li>Write the Issues Paper for the Workshop.</li> <li>Deliver the keynote speech for the Workshop.</li> <li>Co-chair the Workshop.</li> <li>Write the Proceedings Paper for the Workshop.</li> </ul>
Armenia	Consultant	<p>Project Design and Review of the Community Development Programme and Harnessing Diaspora/Remittances for Pro Poor Development, UNDP Armenia: Ricardo reviewed of the existing Community Development cluster of projects, covering themes such as rural development, community-based participation, sustainable development, gender empowerment, PRSP and other poverty reduction projects. Following a review, Ricardo presented the following reports, which were accepted by the client:</p> <ul style="list-style-type: none"> <li>Design of a new Village Revitalisation Programme, featuring a sustainable/economic development component, as well as community-based participation and development (\$ 7.5 mio.).</li> <li>An evaluation of the project management and income generation components of the previous project.</li> <li>A strategy for harnessing remittances and Diaspora donations (Diaspora estimated to be 8 million).</li> <li>Recommendations to the Ministry of Foreign Affairs / President for the development of the 100 poorest communities / villages in Armenia.</li> </ul>
Serbia	Consultant	<p>Programming of EU Economic Development Assistance: Ricardo was part of a West Midlands Enterprise team undertake interviews, meetings and workshops with relevant stakeholders in Serbia. Based on these, a Working Paper has been prepared with programme concepts for EAR project funding and priority recommendations. The team has finalised project fiches for the 2006 annual programme on the basis of the approved Working Paper. Detailed project ToR with budget breakdowns for the envisaged technical assistance under the 2006 programme were also prepared focusing on SME development and trade development issues.</p>
Croatia	Consultant	<p>Project Design - Support to PHARE Economic &amp; Social Cohesion Programme: Following receipt of Candidate Country status in June 2004, Croatia was able to participate in the EU's pre-accession instruments (PHARE, ISPA and SAPARD), 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</p>

		Entrepreneurship, a team of three people commissioned through West Midlands Enterprise (Simon Armstrong, Ricardo and Walter Reiter) prepared, jointly with the relevant institutions, the PHARE 2005 and 2006 programmes in relation to SME policy, regional development and human resource development. Ricardo 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).
Turkey	Consultant	Regional Development in Turkey: Fact Finding Mission: a EURO 90 million regional development project involving mainly grant management was being tendered by the EU. Ricardo undertook a two-week fact-finding mission, so as to write the technical proposal. The two-week mission covered relevant organisations at national, provincial and local government levels in the following locations: Ankara, Istanbul and the Konya and Kayseri provinces.
Macedonia	Consultant	Wage Subsidies, Public Works and Training: Following the preparation of an UNDP regional project document, Ricardo was given the task of preparing an active labour market policy project focusing on the registered unemployed on behalf of UNDP Macedonia. This involved a number of important tasks: <ul style="list-style-type: none"> <li>▪ Customisation of the project document for the policy realities in Macedonia.</li> <li>▪ Customisation of the project based on previous Macedonian experience with active labour market measures.</li> <li>▪ Incorporation of best practice in grant management from UNDP Bulgaria.</li> <li>▪ Incorporation of the EU grant management / Call for Proposals to UNDP priorities.</li> <li>▪ Preparation of a project document covering the following main components: public works, wage subsidies, start-up grants and Individual Employment Plans.</li> </ul> It was anticipated the project would obtain Government of Macedonia funding amounting to \$ 10 million.
Macedonia	Consultant	Strategic Review of UNDP Private Sector Development Cluster, UNDP: Macedonia has applied for Candidate Country status. This combined with new initiatives and projects run by organisations such as USAID, EAR and World Bank requires UNDP's Private Sector Development Cluster to reconsider and reorient its strategy for support to Macedonia. Ricardo undertook the strategic review and produced a report setting out the policy options for the short term (2005) and medium term (2006-2007) future.
Kosovo	Team Leader	SME Brochure, European Agency for Reconstruction, Kosovo: Numerous organisations (300+) were 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: <ul style="list-style-type: none"> <li>▪ Policy makers are unclear about what was being done and what was planned for the future.</li> <li>▪ Donors implement projects which may overlap or be structured in ways which are incompatible.</li> <li>▪ Potential and existing entrepreneurs are unclear about the types of support available to them, etc.</li> </ul> Ricardo 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.
Romania	Consultant	Peer Review: Mechanisms for Business – Government Dialogue in Romania: This exercise was commissioned by the OECD in order 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. Ricardo was part of the peer review team (comprising OECD and Italian and Belgian business representatives) which undertook the process in Bucharest, Cluj and Timisoara. Ricardo produced the OECD peer review report
South East Europe Region	Administrator	Enterprise Policy in South East Europe, Investment Compact, Stability Pact for South East Europe: 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): <ul style="list-style-type: none"> <li>▪ The SEE Entrepreneurship Forum brings together OECD member countries, EC, EBRD and other international bodies, as well as key policy makers and stakeholders to discuss good practice and SME policy priorities.</li> <li>▪ The production of Enterprise Policy Performance Assessments (EPPAs) in co-operation with EBRD and DG Enterprise. The EPPAs cover all Western Balkans countries and helps them develop effective enterprise policies.</li> </ul> Ricardo undertook activities concentrating specifically on producing the 2004 EPPAs for Albania and Macedonia.
Turkmenistan	Consultant	Project Scoping Mission: Enterprise Development and Microfinance: A mission to Turkmenistan was undertaken in January 2005 by Ricardo Pinto and Jonathan Brooks (Practice Manager for Poverty Reduction and Economic Development, UNDP Regional Centre for Europe and the CIS) with the following threefold objectives: <ul style="list-style-type: none"> <li>▪ To review the status of private sector development, including on-going policy reforms and the activities of the Turkmenistan Government and international organisations having a permanent in-country presence.</li> <li>▪ To critically assess the likely impact and effectiveness of these activities, bearing in mind internationally accepted standards of good practice and the unique political and economic environment in Turkmenistan.</li> <li>▪ To make recommendations for 'entry points' for UNDP interventions in support private sector development.</li> </ul>

South Africa	Consultant	Local Economic Development in Eastern Cape: Fact Finding Mission: A large EU funded project to support local economic development in the Eastern Cape province of South Africa. Ricardo Pinto undertook a fact-finding mission (Johannesburg, Pretoria, East London, Butterworth, Port Elizabeth, etc.) in order to assess the political, institutional, policy, finance, etc. environment so as to be able to write the technical proposal.
Macedonia	Consultant	Project Evaluation and Design, UNDP: The UNDP Country Office commissioned two studies: <ul style="list-style-type: none"> <li>A rapid review of the Municipal Support Programme II (guidelines, application forms, evaluation criteria, governance, project document, etc.) with a view to making recommendation for the design of a future Municipal Support Programme, Phase III.</li> <li>The design of a Business Development Services project involving the following key institutions: the SME Department at the Ministry of Economy, the SME Agency and its network of regional business centres (Regional Enterprise Support Centres, Enterprise Support Agencies, Business Incubators, PREDA, etc.). The project will involve delivery through the Regional Centres, of a customised package of services to the unemployed focused on start-ups/self-employment, preparation for entry into employment and work placements. In addition to helping the unemployed to enhance their entrepreneurial skills and labour market prospects, two main capacity building measures will be implemented: training for Regional Centres on "Accessing EU Funds" and "Making the Most of LED Opportunities", both designed to improve Regional Centres' long term financial sustainability; and support to the Ministry of Economy and the Entrepreneurship Promotion Agency to establish and raise the quality standards of Macedonian business consultants through review and implementation of an internationally recognised and independent business consultant accreditation system.</li> </ul>
Albania	Consultant	Informal Economy and the Enterprise Sector, OECD/EBRD/DG Enterprise: 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 report covering the following three components: <ul style="list-style-type: none"> <li>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;</li> <li>Assist INSTAT in improving its methods of informal economy estimation and its capacity to improve its observation of the informal sector;</li> <li>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.</li> </ul> Ricardo coordinated the above process, wrote the majority of the report and edited the final report.
Kyrgyzstan	Consultant	Evaluation of UNDP Poverty Reduction Programme, Kyrgyz Republic: 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 (around 2% of total population). The review mission carried out by Ricardo Pinto (SCI) and Richard Slater (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. I also carried out a review of the potential for small business development, covering such issues as: diversification of activities, agro-processing, micro-leasing, business incubation, agricultural cooperatives and the informal economy.
Macedonia	Consultant	Policy Reforms to Harness the Informal Economy, UNDP: I undertook this project with the Ministry of Economy to assist it to develop appropriate and effective policies for tackling the sensitive issue of the size of the informal economy in Macedonia. The main activities involved preparation of a detailed presentation to the Minister setting out the causes of the informal economy, the possible target groups and policy responses and recommendations for the Ministries of Economy, Finance and Labour and Social Policy in 2004. The Programme for Harnessing the Informal Economy, including a proposed law, was presented to the Government for approval with UNDP support.
SEE region	Consultant	Review and Extension of the World Bank / UNDP Dialogue Series on Private Sector Development: UNDP implemented 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 sought to contribute to better targeted and more effective MSME support policies by building the capacities of the national policymakers 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. Ricardo was commissioned by UNDP to review and restructure the draft the content of the dialogue series, and draft briefing papers on microfinance, SME credit lines, micro-leasing, credit guarantee schemes (mutual and other), as well as credit unions.
Macedonia	Consultant	Review of the Local Economic Development Capacity Building Project, UNDP: UNDP's LED project was piloted in two municipalities in Macedonia, namely Stip and Kicevo. I was commissioned to review the project after one year of operation and make recommendations on how improve its operation and expand the project. The review covered the following key elements: discussions with UNDP's senior management and project staff; as well as reviews of the following components of the project: key beneficiaries, LED partnerships, LED offices; ICT centres; strategies, action plans and general capacity building process. The LED project was restructured to reflect the recommendations made.
Macedonia	Consultant	Design of Municipal Development Funds, UNDP: Following significant donations by national governments, UNDP Macedonia commissioned two studies to develop two different municipal development funds: <ul style="list-style-type: none"> <li>A review of the existing Municipal Support Programme (guidelines, application forms, evaluation criteria, governance, project document, etc.) and the design of the Municipal Support Programme, Phase II. MSP II was a \$1 million fund targeted at the registered unemployed in the 40 most deprived municipalities.</li> </ul>

		Following a detailed assessment of the possibility of establishing a sustainable Municipal Development Fund (MDF), Ricardo drafted a MDF Concept Paper setting out how it could be established (accepting grants and loans), the rationale, focus, remit (using UNDP's human development agenda and the Millennium Development Goals), corporate governance structure, Project Management Unit, core principles, Management Information System etc.
Europe and CIS	Consultant	Business Development Services Primer, UNDP: 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.
Albania, Bosnia and Herzegovina, Croatia, Macedonia, Serbia and Montenegro & Kosovo	Team Leader	SME Panorama and Determination of Recommendations for SME Support through the EU's CARDS Support System in 2005 and 2006: I was the team leader of a project covering all countries which fall under the CARDS technical assistance programme. The key aims of the projects were to: <ul style="list-style-type: none"> <li>▪ Develop a detailed SME Panorama for each country covering regulations, institutions, tax, finance and business associations.</li> <li>▪ 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.</li> <li>▪ Set out recommendations for technical assistance for the region as a whole.</li> </ul> The project was funded by EuropeAid Co-ordination (DG External Relations) and was successfully implemented.
Romania	Consultant	Access to Finance for MSMEs, OECD/LEED: I was commissioned to research and prepare a background paper on access to finance for small enterprises in the Timisoara region of Romania. The paper highlights 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. The paper was presented and discussed at the OECD/LEED conference in Timisoara on 24 May 2004.
Bulgaria	Consultant	Review of the Job Opportunities through Business Support (JOBS) Project: The JOBS project was run by UNDP, Bulgaria with the close involvement of the Ministry of Labour and Social Policy. The latter was 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 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 Ms 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.
OECD Trento Centre and CEE/SEE Countries	Consultant	Key Enterprise Trends and Issues in SEE (and CEE), OECD/LEED: In June 2003, the OECD LEED Trento Centre for Local 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. Ricardo was commissioned 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 in the period up to the end of 2005.
Macedonia	Consultant	Project Design Mission: Local Economic Development, UNDP: Following signature of the Ohrid Peace Agreement, the Macedonian government was transferring new competencies to local authorities, including that of local economic development (LED). The mission involved liaising with government ministries, local authorities, local communities and international / donor community in order to design a two-year, one million USD LED capacity building project in two municipalities. The key components of the project included: an LED partnership, LED strategy 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 the project and disseminate the good practice arising from the capacity building programme.
Turkey	Consultant	SEE Enterprise Forum, Istanbul 2-3 <sup>rd</sup> October 2003: The Istanbul meeting of the SEE Enterprise Forum, which I played a key role in organising and running, focused on: <ul style="list-style-type: none"> <li>▪ The draft OECD-EBRD SEE Regional Enterprise Policy Performance Assessment</li> <li>▪ Obtaining feedback from enterprise policy makers from the SEE region</li> </ul>
Macedonia	Consultant	Programme and Action Plan to Stimulate Investment, UNDP: Ricardo led a project on behalf of the Ministry of Economy to stimulate Foreign Domestic Investment (FDI) as well as unlock domestic investment. The programme comprises three main components: <ul style="list-style-type: none"> <li>▪ Investment promotion, e.g. through the creation of an Investment Promotion Agency</li> <li>▪ Action Plan to reduce administrative and legal barriers to doing business</li> <li>▪ Programme of tax and financial incentives, consistent with international norms.</li> </ul> The feedback from the FDI stakeholders on the Programme has been very positive and enabled to Ministry of Economy to rapidly obtain Government approval to implement the Programme. Following the successful approval of the Programme, Ricardo did a follow-up project design mission focusing on: <ul style="list-style-type: none"> <li>▪ Capacity Building Programme for the Investment Promotion Agency (with MIGA)</li> <li>▪ Task Force to support the implementation of the Action Plan</li> <li>▪ Support to the MoE to develop a Working Group on Reducing the Informal Economy and undertake a review of the Tax and Financial Incentives for Investment in Macedonia, possibly leading to the creation of a new Investment Law.</li> </ul>
Albania, Bosnia &	Consultant	Enterprise Policy Performance Assessments (Investment Compact for SEE): Ricardo co-ordinated and was principal author of these 10 OECD-EBRD reports on SME policy, focusing on the following dimensions of good practice:



Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Romania, Serbia & Montenegro		<ul style="list-style-type: none"> <li>▪ The institutional environment facing SMEs</li> <li>▪ The regulatory environment</li> <li>▪ The fiscal environment</li> <li>▪ The financial environment</li> <li>▪ The business support environment and</li> <li>▪ business incubator environment</li> </ul> <p>These EPPA country reports and the SEE Regional report are designed to assist governments to implement more effective enterprise development policies. Progress was tracked by reference to the Investment Compact's 6-monthly Monitoring Instruments and a follow-up study which was completed in 2004.</p>
Albania, Bosnia & Herzegovina, Bulgaria, Croatia, Macedonia, Moldova, Romania, Serbia & Montenegro	Administrator	<p>Ricardo was responsible for the entrepreneurship and enterprise development activities associated with the Investment Compact part of the Stability Pact for South East Europe. His activities focused on two regional flagship initiatives, namely the production of the Enterprise Policy Performance Assessments and co-ordination of the Forum for Entrepreneurship and Enterprise Development for South East Europe. Some of the activities included:</p> <ul style="list-style-type: none"> <li>▪ Policy Reforms to Improve the Investment Climate and SME Policy, Albania</li> <li>▪ Policy Reform to Improve the Investment Climate and SME Policy, Moldova</li> <li>▪ Small Enterprise Development, Montenegro</li> <li>▪ Small Enterprise Development, Serbia</li> <li>▪ SMEs in Transition Economies: chapter in OECD SME Outlook 2022</li> <li>▪ Romanian SME Country Assessment and Recommendations</li> <li>▪ SEE Forum for Entrepreneurship Development in Sofia (8/2022), Istanbul (09/2022), Zagreb (05/2021, 10/2002)</li> <li>▪ FYR Macedonia Country Assessment and Recommendations</li> </ul>
Macedonia	Consultant	<p>Regional Development and SME Support Agencies, DfID: GHK International has been implementing this SME policy and regional development project since 1996. The current phase involves the conception, implementation and financial sustainability of three Enterprise Support Agencies located in Gostivar, Tetovo and Ohrid. I worked for six months as the Project Director, together with a team of international and local staff, to ensure that the third phase of the project was completed. The project was considered to be amongst the most successful SME projects in Macedonia.</p>
Slovakia	Consultant	<p>Regional Development Project: Design Mission, DfID: Ricardo led a team comprising DfID officers and academic experts to design a regional self-government project in the Lucenec area of Slovakia. Alleviation of social disadvantage as well as stimulation of enterprise will be two principal objectives of the £1m regional development project that was designed.</p>
Bosnia and Herzegovina	Consultant	<p>Establishment of the Single Economic Space – Evaluation: This project was designed to accelerate the economic regeneration of Bosnia through the establishment of a SES, an internal market, harmonisation with the provisions of the EU internal market; as well as institutional strengthening. Ricardo was the expert in the EU tender evaluation.</p>
Slovakia	Consultant and Team Leader	<p>Regional Economic Development and Institutional Building Project, DfID: The REDIS project was the leading regional development project in Slovakia. It involved developing a regional level (sub-NUTS II) partnership including districts, local authorities, private sector, NGOs and other partners. It covered five sectors, namely SME development, human resource development, environment development, housing development and tourism development. Ricardo has been involved in this project since 1997 and was the project director from mid-2000, based in Slovakia. project dealt with the following:</p> <ul style="list-style-type: none"> <li>▪ Review and secure the financial sustainability of the 5P enterprise centre</li> <li>▪ Prepare and submit a 'package' ISPA application involving 9 municipalities</li> <li>▪ Integrate the regional development partnership with the ROP</li> <li>▪ Organise a conference on the Future of Regional Development in Slovakia</li> <li>▪ Secure the sustainability of the project's institutions and partnerships</li> <li>▪ Draft report on regional development and the future in Slovakia.</li> </ul>
Hungary-Slovakia-Austria	Team Leader	<p>Cross Border Communication, Phase II, EU: This was a CBC project covering the trilateral border comprising Slovakia, Austria and Hungary. This project involves 6 different sectors of activity: regional development, SMEs, tourism, transport, science, education and technology, and environment. The objective was to improve communication and co-operation between partner institutions at local and regional; identify problems and barriers; and propose future action steps to develop the border regions in a more co-ordinated manner. Ricardo led the regional development sector activities and was the Team Leader.</p>
Slovakia	Consultant	<p>Strengthening Capacity in Environmental Project Development, DfID: This project was intended to seize the opportunity of Slovakia benefiting more fully from the EU pre-accession process by obtaining ISPA funds or equivalent, by strengthening the capability of regional authorities, municipalities and associated municipal service utilities through providing effective training and demonstration. Ricardo undertook this project in close co-operation with the main contractor, WS Atkins. He co-ordinated the preparation of 3 environmental projects, including ISPA and CBC project applications, as well as fully 'bankable' projects involving private sector finance.</p>

Slovakia	Consultant	Local Government Capacity Building, EU: The importance of strengthening local government structures in Slovakia cannot be overstated. However, at present many local authorities in Slovakia are resource-poor and institutionally weak and have only just begun to think about how they are to act as agents for positive change in the new free-market Slovak, European and Global economies. This project tried to enhance capacity through a variety of mechanisms including: the development of a comparative manual, international training programme, study tours, international conference etc. Ricardo was the project director during the last phase of this contract.
UK	Consultant	Evaluation of the EMPLOYMENT and ADAPT Initiatives, DfEE: The EMPLOYMENT and ADAPT programmes are among the most important EU initiatives targeted at the disadvantaged in the labour market (e.g. disabled, ethnic minorities, women etc.). I wrote the proposal and assisted in the evaluation of both programmes: interviews with key stakeholders/partners, detailed statistical analysis and case study research. The conclusions fed into the developing the EQUAL programme for the post-2000 programming period.
Macedonia	Consultant	Business Plans for SME Support Agencies, DfID: Ricardo participated in a mission designed to assist the three SME Support Agencies (business centres) which have been set-up in Tetovo and Gostivar (Albania dominated areas) and Ohrid (Macedonian dominated) to enhance the draft business plans that had been produced for the year 2000. In addition to this, he helped to develop the programme of activities for the project for the year 2000, following a project review carried out by the client.
Slovakia	Consultant	Tourism Development in the Stredne Pohronie Region: Ricardo was responsible for the implementation of the REDIS tourism sector's activities. This involved assisting and mentoring local staff in relation to the development of a tourism development action plan for the Stredne Pohronie region, development of promotional brochures, creation of a Web Site to promote the region; and the development of a self-administered market research tool designed to assist operators of tourism facilities to better understand and respond to their clients' needs.
Slovakia	Consultant	Regional Partnership/Institution Building: Following the creation of a Regional Housing Forum, drawing together housing partners such as local/district/regional authorities, real estate agents, financial institutions, housing companies, construction firms, NGOs etc., Ricardo assisted the regional partners to form their own partnership organisation through the creation and facilitation of a Working Group which developed a new model regional institution. This was formerly approved by all partners and the new Regional Housing Forum acted independently.
Slovakia	Consultant	Development of Database Systems to Enhance Labour Market Mobility: One of the most notable features of the property markets in Central and Eastern European countries was the rigidity and inflexibility in the housing market. The inadequate supply of housing, combined with lack of affordability and an underdeveloped private rented and/or home ownership sector, mean that there was a corresponding lack of mobility. If people could move around easily, the labour market suffered through a mismatch of labour demand and supply. Ricardo took the lead in designing and implementing a system involving housing brokerages designed to assist housing and thus, labour market mobility. The brokerages cover respectively the local authority, co-operative and private enterprise sectors of the housing market. Ricardo designed and commissioned these innovative housing brokerages targeted at the private rented sector, as well as the social housing sector. They became operational at regional level, were transferred to an NGO and then extended nationally.
Czech Republic & Slovakia	Consultant	Property Markets in the Slovak and Czech Republics, Berlin Bank Group: These two countries have made differing degrees of progress in reforming their economies, institutions and democratic systems. This project examined the development of the office, housing, hotel and retail markets in five cities: Prague, Brno, Ostrava, Bratislava and Kosice. The report assisted potential investors to assess the costs and benefits associated with these two countries.
UK	Consultant	Anti-Poverty and Regeneration, London Borough of Croydon: Croydon is the largest borough in London. To ensure that the disadvantaged communities benefit fully from its health, economic development and general regeneration activities it created anti-poverty strategy, a tool to target policy activities and resources for regeneration. I worked with the lead officer to ensure that the strategy was structurally and methodologically robust, delivering a product, which could be utilised by both experts and the local community.
Slovakia	Consultant	Reform and Reorientation of Local Government Services: The financial pressures confronting almost all local authorities in Slovakia (and elsewhere in CEE), was causing them to reconsider issues such as: what are their core services, what could be contracted out and/or privatised and what was the best method of managing the reformed services etc. The Mayor of Kremnica and Skalka in central Slovakia invited Ricardo to assess these issues; examine the four existing local authority owned and controlled companies; and present a series of recommendations about reform.
Poland	Consultant	Alternative Institutional Models for Raising Professional Competence, BGK Bank, Know How Fund & Co-operation Fund: Previous research by Ricardo and Dr. Alina Muziol-Weclawowicz highlighted the urgent need to raise the professional standards of the housing management service in Poland. Because of their experience in Poland, they were commissioned to design three alternative model institutions designed to raise standards of management over time at the national. The models for institution building were presented to a specially selected and representative panel of organisations associated with housing throughout Poland.
Slovakia	Consultant	Regeneration and Marketing Strategy for Kremnica, Kremicke Bane, Krahule and Skalka: Kremnica is a small town that was in competition with various other locations in the Ziar Region. This project was of significance to the future of Kremnica and was undertaken with close co-operation with the Mayor, senior officials and other partners, including the surrounding villages. Ricardo conducted a series of interviews with the relevant public and private organisations and developed a strategy for the future of the town, based on the needs of the region and opportunities for tourism in the area. This resulted in agreement between the relevant political leaders about the way forward and an agreed strategy for tourism-oriented development which will be implemented following a public consultation exercise to finalising the strategy.
Hungary, Czech Republic & Poland	Consultant	Residential Investment Opportunities in the Czech Republic, Hungary and Poland, Hamburg Based Financial Institution: The above Central European countries are at the forefront of the so-called 'transition' countries in terms of economic and democratic reform. This makes them extremely interesting to potential investors who are attracted by much higher profitability levels than in, for example, Germany. Ricardo conducted an analysis in order to assess the nature of the residential market in these countries and the likelihood of them being of interest to a financial institution which offers mortgage-related products. The recommendations of the report helped to influence the client's hitherto risk-averse attitude towards these emerging property markets.

Slovakia	Consultant	Regional Conference, Stredne Pohronie Region: Following the completion of a sample survey to assess issues such as housing satisfaction, needs, demand and affordability, as well as the development of a housing database to facilitate housing mobility, Ricardo co-ordinated the participating of a regional housing conference designed to raise awareness of the housing opportunities and constraints in the Pohronie Region of Slovakia.
Poland	Consultant	EU European Cities of Culture: Krakow 2000 City Promotion Strategy, Krakow City: Ricardo was commissioned to assess Krakow's promotion and marketing strategies following the EU's decision to select it as one of the European Cities of Culture for the year 2000. The project involved assessing the promotion strategies being carried out in Krakow and comparing them with two other European cities, namely Glasgow in Scotland and Prague in the Czech Republic. Ricardo presented a series of recommendations about how best the city can be promoted and how the benefits of being designated European City of Culture 2000 can be maximised, thus delivering greater economic and other opportunities to the city.
Poland	Consultant	Demand for a National Housing Institution, Know How Fund: Following a previous research exercise that involved comparing the UK and the Polish housing training and education systems, Ricardo was commissioned, together with a Polish housing expert Dr. Alina Muziol-Weclawowicz, to conduct a detailed follow-up research project. This involved a research project covering 50 local housing organisations (including local authorities, co-operatives, enterprises and TBSs) in order to assess the nature of the main housing problems, the demand for housing training and education and the perceived need for a national housing training and education institution charged with raising, in the long term, the quality and professionalism of the housing management service throughout Poland.
Poland	Consultant	Supermarket / Hypermarket Licensing and Marketing Strategy, Tesco plc.: Tesco, the fourth largest European food retailer, commissioned Ricardo / Regeneris Europe in order to conduct research on the likelihood, nature and timescale of government legislation on the regulation of large supermarket / hypermarket developments in Poland. In addition, the project involved case studies with Polish local authorities (Wroclaw, Poznan and Krakow) in order to assess the key factors in relation to enabling Tesco to build a positive image and relationship with local planning authorities in future. Ricardo delivered a series of recommendations that fed into Tesco's overall PR, marketing and property acquisition strategies.
UK & Poland	Consultant	Housing Training and Education in the UK/Poland, Know How Fund/Co-operation Fund: One of the major barriers to the process of economic and democratic transition in Poland was the housing market. There are a number of problems, not least the fact that the housing professionals are poorly skilled. The Know How Fund and the Co-operation Fund commissioned Ricardo to work jointly with a Polish housing expert (Dr. Alina Muziol-Weclawowicz) to undertake a two-stage project: a comparative analysis of the housing and education system in the UK and a thorough examination of the existing provision in Poland. These reports enabled the aid organisations to determine whether or not there was a need to set up a national housing institution to enhance professionalism in this sector.
Slovakia	Consultant	Regional Housing Strategy Know How Fund/DFID: Ricardo worked as a subcontractor to GHK International on this Know How Fund project based in Ziar nad Hronom. The project involved developing, in co-operation with local housing organisations and housing specialists, a regional and local housing Action Plan for this region of Slovakia.
Poland	Consultant	Innovative Private-Public Partnerships, Krakow City Council: In common with local authorities elsewhere in Poland, indeed throughout CEE, Krakow City Council was exploring possible methods of funding additional services and facilities within the context of the budget constraints which it faces. This project involved Ricardo assessing the extent to which the Private Finance Initiative (PFI) pioneered in the UK could be applied in Poland. The notion of innovative partnerships between the public and the private sector to fund what have traditionally been perceived as purely public sector activities had the potential to be useful in Poland and elsewhere in CEE.
UK	Team Leader	Evaluation of Urban Regeneration Project, Dalston City Challenge, Hackney: DCC conducted a comprehensive quantitative and qualitative analysis of its impact on the labour market, investment, housing, health, ethnic minorities and local communities. I led this evaluation study, jointly with GHK Economics and Management. The result was reports on the baseline impact of the regeneration project, its effect on the ethnic minorities, the effectiveness of the partnership and an overall evaluation, which was principally compiled by me.
UK	Consultant	Evaluation of the White Collar Compulsory Competitive Tendering (CCT) System, Department of the Environment, Transport and the Regions: White Collar CCT (Compulsory Competitive Tendering) represents a former Government flagship scheme for local government in the UK. This project was the Local Government Division's largest research contract and involved conducting 45 case studies ('before' and 'after') over several years. I developed the methodology and led the teams involved in conducting this sensitive and complex research project.
UK	Consultant	Investment for the Western International Market (WIM), Hounslow: Ricardo co-ordinated an assessment of private finance opportunities for Hounslow's WIM site. This involved exploring private sector interest and undertaking the complete redevelopment of the site under the aegis of the Private Finance Initiative (PFI), the creation of an Information Memorandum for the redevelopment, advertisement for the Official Journal of the European Communities, interviewing, short-listing, selection and negotiation with preferred partner on behalf of the local authority.
UK	Consultant	Rural Challenge Regeneration Funds & Single Regeneration Bid, Derbyshire Dales District: This involved the submission of two related bids for Rural Challenge and Single Regeneration Bid funding. I assessed the unsuccessful bid made by the Council; recommended an alternative strategy; developed the draft bids; and the submission, which was successful. This regeneration strategy, which centres on Bakewell (known for its tarts/pastries) secure the future of this traditional market town and its wide rural catchment area.
England, Wales, Scotland & N. Ireland	Consultant	Private Finance/Investment for Higher Education, Higher Education Funding Councils: Like other public sector services, higher education institutions were keen to examine all the options for investment. This project involved writing a Guide to private finance for the funding councils; commissioning and developing a database of higher education Private Finance Initiative opportunities; and organising series of regional conferences on PFI in higher education. I had a leading role in all aspects of this project.
UK	Consultant	Market Opportunities in the Local Government Sector, Hays plc: This large private sector firm wanted to explore the extent to which market opportunities exist in the local government sphere, arising from the White Collar Compulsory Competitive Tendering legislation. The project involved assessing the

		company's existing markets, synergies with local government work and degree of competition from other firms. This resulted in a report, highlighting the market opportunities for Hays plc.
UK	Consultant	The Housing and Council Tax Benefits System, Department of Social Security: The department commissioned a project to review the formula for allocating funds to local authorities for undertaking activities on its behalf. The project involved an analysis of the formula used to distribute about £300m per annum between all local authorities for the administration of the benefit system. This involved 18 full case studies and a detailed statistical modelling exercise. The final recommendations were well received by both local authorities and the DSS.
UK	Consultant	Local Government Private Finance Initiative, Newchurch & Company: I was responsible for developing a database of PFI developments which local authorities in the UK were interested in undertaking; as well as those, which the private sector was keen to be involved with. This project consisted of developing appropriate data collection methods, commissioning the database, setting up a Help Line and ensuring that that the project was operationalised.
UK	Consultant	Redevelopment of Vacant Site, South Manchester Hospitals Trust: This project involved drafting a report, which explored the constraints and opportunities for the redevelopment of one of the hospital sites owned by the Trust. The team presented a number of options / solutions involving the private sector and simultaneously delivering the Trust's health-oriented objectives.

## 15. Employment history

06/2003-12/2022	Hamburg area (Germany)	Pinto Consulting GmbH (previously Dr. Ricardo Pinto Stratagem Consulting International)	Founder and Managing Director	<p>Ricardo was the founder and majority shareholder of Pinto Consulting GmbH. The company worked for a wide range of clients such as OECD, EC, UNDP, GIZ, etc. on the following themes:</p> <ul style="list-style-type: none"> <li>▪ Enterprise / SME / entrepreneurship development.</li> <li>▪ Competitiveness and innovation.</li> <li>▪ Strategies and Action Plans (SME, Competitiveness, Innovation, FDI, etc.)</li> <li>▪ Project management, monitoring and evaluation.</li> <li>▪ Regulatory reform / impact assessment / SME test.</li> <li>▪ Regional and local economic development.</li> <li>▪ Public – private partnerships / consultation / dialogue.</li> <li>▪ Poverty reduction / Pro-poor development / inclusive development / economic resilience for vulnerable groups, etc.</li> <li>▪ NGOs / CSOs / Community Development.</li> <li>▪ Investment promotion.</li> <li>▪ Urban and rural regeneration.</li> <li>▪ Property research and valuation.</li> </ul>
03/2017–11/2019	Berlin (Germany)	Pinto Luvent GmbH	Founder and Managing Director	Ricardo conceived the business idea and was the founding Managing Director of Pinto Consulting GmbH of an economic development consultancy with headquarters in Berlin, Germany and regional office in Stelle. The consultancy services focus on themes such as private sector development, trade, regulatory reform, governance, etc. He was responsible for establishing the company and ensuring that it grew to 5 staff and became profitable, working principally on EC framework contracts Lots 2, 4 and 6. His term as MD came to an end in late 2019 . Pinto Luvent GmbH no longer exists.
04/2001 – 06/2003	Paris (France)	Organisation for Economic Co-operation and Development (OECD)	Administrator	Ricardo was responsible for the entrepreneurship and enterprise development activities associated with the Investment Compact part of the Stability Pact for South East Europe. The countries covered include Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Romania, Macedonia, Moldova, Serbia and Montenegro. His activities focused on two regional flagship initiatives, namely: the production of the Enterprise Policy Performance Assessments and co-ordination of the Forum for Entrepreneurship and Enterprise Development for South East Europe. Both activities are designed to reduce poverty through accelerated reform of the enterprise policy environment in transition economies.
03/1999 – 04/2001	London (UK, Germany & Slovakia)	Gilmore Hankey Kirke (GHK) Int.	CEE Manager	Ricardo managed the Central and Eastern European group at GHK and was responsible for all aspects of business development, management and delivery of consultancy services with respect to Central and Eastern European countries. He was project director on a number of EC and DfID contracts concerning regional development, SME/enterprise development and Cross Border Co-operation. He joined as Senior Consultant before being promoted to CEE Manager.
02/1998 – 03/1999	Hamburg (Germany)	GEWOS GmbH	International Group Leader	Ricardo joined GEWOS Institute for Urban, Regional and Housing Research in order to develop a new International Consultancy focus within a company that had hitherto operated very successfully in the German market only. As International Group Leader, he developed an international focus by generating projects in both EU countries and Central and Eastern European countries such as: Poland, Slovakia, Italy, Turkey, Hungary, Czech Republic and the UK.
09/1996 – 02/1998	Krakow (Poland)	Regeneris Europe	Managing Director	Whilst in Poland, Ricardo founded Regeneris Europe as a consultancy assisting organisations in Western and Central European countries in relation to issues such economic and social regeneration, economic development and local and central government reform. Examples of the projects successfully undertaken are included in this CV.

11/1994 – 08/1996	London (UK)	Newchurch & Company Ltd.	Consultant	When Newchurch & Co. formed a new consultancy practice concentration on central and local government work, Ricardo was one of the 3 people recruited to establish it. Within 2 years, this became a highly successful practice with 7 staff members. Ricardo was the lead consultant with respect to urban and rural development issues, concentrating on economic development, regeneration bids, policy evaluation, and funding/investment. He carried out a number of assignments for a diverse range of clients such as local authorities, government departments, public sector bodies and private sector firms.
07/1992 – 10/1994	London (UK)	London Borough of Hackney	Principal Research Officer	In this wide-ranging job, Ricardo operated as an internal consultant reporting to the Assistant/Chief Executive on a wide range of strategic and policy issues including urban policy development, economic regeneration, anti-poverty programmes, inward investment / enterprise support, income generation, public service reviews and policy evaluation. He co-ordinated the local authority's research programme and played a key role in the urban regeneration successes, gaining City Challenge funding; ERDF Objective 2 status; EU's Poverty 4 and Urban Initiatives; and Single Regeneration Budget (SRB) funding.
1992	London (UK)	House of Commons, British Parliament	Policy Advisor / Researcher (secondment)	Ricardo was responsible for providing strategic advice on economic development, urban regeneration and planning issues for the shadow Secretary of State for the Environment (Mr Bryan Gould) and other senior politicians. This involved tasks such as co-ordination of MPs' researchers/assistants, local authority associations, independent research centres and lobby groups; and preparation of policy reviews, briefing papers and position statements, which helped to influence national debates and policies.
07/1990 06/1992	London (UK)	Centre for Economic Performance (LSE)	Research Officer	Ricardo's first job was at the internationally recognised CEP research centre, where he co-ordinated two projects: <ul style="list-style-type: none"> <li>▪ An econometric evaluation of the Training &amp; Enterprise Councils' regional impact on (un)employment through their attempts to raise the skill levels of the British workforce (with Prof R.J. Bennett &amp; Prof R. Jackman)</li> <li>▪ An analysis of the Labour Force Survey in order to assess socio-economic variations across tenure; and the developed a model of employment and training initiatives for deprived areas linking-up the social, health, economic, employment, education and training dimensions of labour markets.</li> </ul>

### Contact Details

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