



CORPORATE SOLUTIONS

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**International Consultants in Competitiveness, Small and Medium
Enterprise and Institutional Development**

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Competitiveness and Small and Medium Enterprise Support Europe, Middle East and Africa (EMEA)

Ref	Project Title	Expansion of the European Turkish Business Centres - Lot 2, and the Coordination Centre- Lot 3						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (CS- Spain)	Turkey	9.200.000 € (Lot 2: 7.4M € Lot 3: 1.8M €)	8%	10 mm	CFCU and TOBB (Union of Chambers of Commerce and Commodity Exchanges)	EU	Jan 2008 – June 2010	Stenbeis- Germany (Leader), GDSI Ireland, AREA Italy and IBS Turkey
Detailed description of project						Type of services provided		
<p>The purpose of the programme is to increase the competitiveness of Turkish SMEs by supporting and assisting their general business operations and processes.</p> <p>The project envisages the establishment of equipped, oriented, staffed and sustainable 6 large scale Business Centers (BCs) in Afyon, Çorum, Tekirdag, Usak, Erzurum and Malatya provinces. The BCs will ensure support for economic growth by providing information, advice, training and business advisory services to new and established SMEs. The</p> <p style="margin-left: 40px;">Lot 2: 7.400.000 EUR: Establishment of the six Business Centres in Afyon, Corum, Tekirdag, Usak, Erzurum and Malatya</p> <p style="margin-left: 40px;">Lot 3: 1.800.000 EUR: Establishment of the BC Network-Coordination Centre (BC-NCC) at TOBB</p>						<p>CORPORATE SOLUTIONS' experts are carrying out services in Lot 2 and Lot 3 to:</p> <ul style="list-style-type: none"> - Coach and support the Centres' Directors and Business Services Managers (BSMs) with business advisory services (IT, business/strategic planning, production management, marketing, financial management, quality management, supply-chain management); - Delivery of training sessions: training programmes for SMEs, and individuals training courses and seminars run by BC; - Draft sustainability plans for the Centres. 		

Ref	Project title		Business Support Development Services (BDSS) Project in Romania					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Romania	2,500,000	20%	5	Ministry of European Integration (MEI)	Phare	July 2005-Sept 2008	Subcontractor to Enterprise PLC (leader, UK) and Ecorys NV
Detailed description of project						Type of services provided		
<p>The overall goal of the BDSS Phare Project was to train and develop selected Business Service Providers (BSPs), SMEs and Institutions (county councils and city halls, chambers and associations), in the best practices of EU and other countries' techniques for business support, mostly in the fields of:</p> <ul style="list-style-type: none"> - Innovation and technology - Export support - EU accession rules and norms - Quality management and standards - SME Information portal - Micro-credit applications <p>The project also has a Networking and Monitoring project which aims to assist institutions in the fields of programming, proposing and designing programmes and projects for structural funds.</p>						<p>Corporate Solutions SA was in charge of the Networking and Monitoring Components which had the tasks:</p> <ul style="list-style-type: none"> - training on Networking - training on Monitoring of SF programmes - workshops and pipeline building sessions - regional strategy for networking - manual for Monitoring SFs - manual for Micro-credit applications - SME portal 		

Ref 11	Project title	Establishment and Management of the Human Resource Development Fund (HRDF) for SMEs in Macedonia						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Macedonia	1.000.000	20%	90 man days	Ministry of Economy	EC - EAR	December 2004 - July 2005	Subcontractor of Ecorys NV (leader)
Detailed description of project						Type of services provided		
<p>Within the overall goal of establishing a functioning market economy capable of delivering sustainable economic growth, the objectives of the project are:</p> <ul style="list-style-type: none"> To increase the level of competence of managers in FYRMacedonia and improve the performance of the local companies in order to support privatisation and a national and international market economy. To improve the quality and quantity of practitioners (trainers and consultants) providing services to the business community. 						<ul style="list-style-type: none"> To develop a viable institution that could address specific aspects related to enterprise restructuring, management training and networking and serve as a vehicle for mobilising resources for market-oriented training and consulting services on a competitive basis. To assist enterprises through training in modernising and improving management and organisational change in the framework of enterprise restructuring, performance improvement and strategic development; To enhance the capacity of well-trained, market-oriented practitioners (consultants and training providers) to deliver management training and other services to the business sector in the country in order to support enterprise restructuring, strategic development and enhanced competitiveness; To raise awareness amongst managers and the general public of the benefits and needs for management and HRD training; 		

Ref	Project title	SME development in the North East Region of Hungary						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Hungary	295.000	100%	9 mm	Ministry of Agriculture and Regional Development, through the DFC Group	PHARE	July 2002 May 2003	Under Framework contractor DFC SA AMS 451
Detailed description of project						Type of services provided		
<p>The general objective of the project is to pursue restructuring and development of a prospering and growing SME sector in the target region. The financial assistance provided by the project is intended to diminish supply gaps that are hindering the development of the target region. The projects will also solve the skill deficits both on the side of owners and managers of small-scale business, and on the side of the financial intermediaries.</p> <p>This technical assistance will be in the form of training and consulting to SME companies, financial intermediaries and other local bodies, so as to improve their knowledge and successfully applying for the Regional Micro-credit scheme and small loans in the North East region. Moreover, the project also will promote among local SMEs becoming a supplier and sub-supplier to larger companies in Hungary and cross-border regions in Austria and Slovenia.</p> <p>A large portion of the project's resources was directed at training in relation to the preparation of business plans, financial performance, structuring and improving the company's internal organisation as well as developing marketing strategies to become suppliers by applying the latest information technologies, management and marketing techniques.</p>						<p>i) Provide specific financial training and consultation for SMEs in the target region.</p> <p>ii) Provide training and technical assistance for potential exporters and sub-supplier enterprises.</p> <p>iii) Provide consultancy services for financial intermediaries and customers of the Regional Micro-Credit Programme.</p> <p>Over 500 SMEs in the region are being assisted, including training and direct assistance in new sales techniques; internet and e-commerce and competitiveness improvement</p>		

Ref	Project title	Technical assistance and training to the SME Agency in Malta						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (sole contractor)	Malta	220.000	100%	24 man/months	IPSE - Institute for the Promotion of the SME Sector	PHARE	September 2001 December 2003	None
Detailed description of project						Type of services provided		
<p>IPSE Institute for the Promotion of the SME Sector is the Government Agency for Development of the Small and Medium Enterprises. IPSE has hired Corporate Solutions SA, on a contract financed by the European Commission to assist its management with programme development, training, implementation and evaluation.</p> <p>IPSE has a wide range of programmes to assist entrepreneurs and small companies, ranging from a series of business incubators and innovation centres for start-ups to export development, consulting, training and IT support programmes</p> <p>The Technical Assistance programme consisted of a resident EU Programme Manager primarily to help improve the capabilities of IPSE, with a substantial training component. Corporate Solutions' expert will form an integral part of IPSE's management team and will be expected to contribute towards the on-going review of IPSE's existing programmes of assistance and initiatives so as to ensure their cost-effectiveness and to propose other initiatives of value to IPSE's client base.</p>						<p>Corporate Solutions SA deployed a full-time expert to IPSE for 18 months. This advisor is assisted with the strategic planning process for the Agency, working hand in hand with the chief executive of the management team.</p> <p>The programme included SME training, incubation and innovation components for export-oriented firms was implemented, according to EC practices on SME development. As a EU candidate country then, Malta followed closely EC practices and programmes for Enterprise and economic development</p>		

Ref	Project title	EU Private Sector Development Programme (PSDP) in Egypt- various assignments						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Egypt	Four contracts of an average of 40.000 EUR each	100	Various projects of an average of 55 man days each (six to date)	PSDP, Cairo	EC MEDA Programme	July 1997 until Dec. 2003	None
Detailed description of project						Type of services provided		
<p>PSDP was a short-term Technical Assistance and training programme to support private Egyptian firms. The programme was designed to promote economic growth and diversification and the development of a market economy in Egypt. It provided funding of consultancy and other services. The PSDP was demand-driven with a flexible approach: it is the private business sector interest in the PSDP that shall ultimately determine the scale and composition of assistance to be rendered by the programme.</p> <p>The two main components of the PSDP in which Corporate solutions SA participated were:</p> <ol style="list-style-type: none"> 1. Business Support Programme (BSP) 1) the provision of consultancy assistance to Business Upgrading, aimed at individual beneficiary companies and comprising a wide range of fields, from management and staff training, productivity improvement, product development, quality control, project management, marketing and technology transfer, to development of business associations (domestic and international)n 2) consultancy and training services rendered to groups of beneficiary companies with a common need; 2. Institutional Development Programme (IDP), aimed at improvements primarily within business associations and organisations serving the Egyptian private business sector. 						<p>Corporate Solutions SA assisted several medium-sized Egyptian companies in drafting Business Improvement Plans (BP) and training them on the implementation skills in the following sectors: construction materials, aluminum extrusion products, wood furniture and ceramic tile. Corporate Solutions SA also undertook another assignment to find joint venture partners for various Egyptian companies within the European Union.</p>		

Ref	Project title		SME Support Policy in the Slovak Republic for Simplifying Tax, Health Insurance and Pensions					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Services SA	Slovak Republic	330,000	100%	14	The National Agency for Development of SMEs	EU Phare	December 2001- April 2003	BDO Slovakia (consortium member)
Detailed description of project						Type of services provided		
<p>The objective of the project is to set recommendations for the period 2001-2005 on State SME Support Policy, and hold an international conference on SME support in the next period.</p>						<ul style="list-style-type: none"> ▪ To review existing SME strategy ▪ To review existing tax, health insurance, sickness insurance and pension insurance payments system in the Slovak rep. ▪ To evaluate efficiency and fulfilment of existing SME support policy instruments and measures with regards to SME development ▪ To recommend new arrangements for policy support in the years 2001-2005 ▪ To evaluate efficiency and burdens of this system ▪ To recommend new arrangements for tax, health insurance and pension insurance payments system ▪ Training of NADSME staff ▪ rationalising and maximising the effectiveness and efficiency of existing programmes, including greater collaboration with traditional financial institutions ▪ fully integrating the EU Acquis and EC Enterprise policies and programmes ▪ Plugging the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development 		

Ref	Project title		Strategic Development of Science, Technology and University Spin-off Incubators in Slovenia					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	165,000 EUR	100%	9	NARD National Agency for Regional Development	EU Phare	December 2001- July 2002	Under Framework contractor DFC SA contract AMS 451
Detailed description of project						Type of services provided		
<p>The overall objective of the project is to assist NARD, the National Agency for Regional Development, in creating a national programme for development science and technology incubators in several regions, which so far has been mostly started by a few universities, business support centres and other bodies, not necessarily following a coordinated policy or with EU standards in mind.</p>						<ul style="list-style-type: none"> ▪ Assessment of incubator development in Slovenia ▪ Analysis of the past and present efforts, ideas, national and regional strategies regarding incubators ▪ Survey for incubator development in the country, recommendations and conclusions. ▪ Comparison with incubator development in EU countries ▪ Measures and instruments to promote incubators ▪ To assist Slovenian authorities in the strategy of incubators development 		

Ref	Project title		Strategic possibilities for development of Technological Development Centres in Slovenia					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	165,000 EUR		8	NARD (National Agency for Regional Development)	EU Phare	December 2001- July 2002	Under Framework contractor DFC SA
Detailed description of project						Type of services provided		
<p>The overall objective of the project is to prepare a national strategy for technological centres development and clustering of companies for joint technological development and innovation.</p>						<ul style="list-style-type: none"> ▪ Analysis of existing strategies on technological centres development ▪ Analysis of needs and potentials for technological centres development, their fields of interest, possible partners and best geographic locations. ▪ Review of similar international technological centres models and experiences, analysing aspects such as management, promotion, establishment and development. ▪ Development of a concept and a model for technology centres, drawing a preliminary map for possible locations ▪ Guidelines of the infrastructure and procedures for technological centres development ▪ Definition of the responsibilities, roles and actions of the different public (state, regional, local) and private bodies in technological centres development. ▪ Drafted new government policies and programmes for technology centres development ▪ Promotion plan and implementation of technological centres development and cluster strategy, nationally and regionally 		

Ref	Project title	Turnaround Management Assistance to Centre for Enterprise Restructuring and Management Assistance						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Georgia	500.000	100%	6/ 18 man months	CERMA (Center for Enterprise Restructuring and Management Assistance), Tbilisi, Georgia	World Bank	October 1998 to February 2000	As a subsidiary of DFC SA, Spain
Detailed description of project						Type of services provided		
The project was designed to provide turnaround management advisory services to a number of Georgian SMEs and in addition to train local consultants on the job, improving the regional development.						CORPORATE SOLUTIONS SA seconded two restructuring managers to CERMA who were responsible for recruiting local consultants, screening enterprises and providing assistance to the enterprises thought to have the most potential for development. In addition, business plans were prepared for the enterprises and sectoral experts responded to particular needs for example marketing in the wine industry.		

Ref	Project title	Technological support of Slovenia's Maribor Styrian Technology Park						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	95.000 + 50,000	100 %	100 man days + 60 mandays	Ministry of Economy/NARD with a contract with DFC Group		January 2001 November 2001	Under Lot Framework contractor DFC SA, AMS 451
Detailed description of project						Type of services provided		
<p>Assisting a Technology Park in Northeast and the Credit Guarantee in the Zasajve regions in providing services to tenants, and credit to innovative SMEs and entrepreneurs, delivering training workshops, staging a Forum with Austrian Styrian counterparts and implementing a mechanism for technology transfer with the University of Maribor and Austrian innovation-related institutions. Improving the development of the Zasaive regions.</p>						<ul style="list-style-type: none"> ▪ Design and implementation of Web/Intranet; To provide an electronic medium for marketing, communications and training of technology SMEs, institutions, advisors and foreign partners ▪ Implement a series of value-added services for the Park resident firms and selected technology SMEs in the Northeast region of Slovenia ▪ Develop a system whereby the managers of the Park premises are involved in a mentoring scheme, which counsels systematically the Park tenants on their development ▪ Develop materials and distribute them as widely as possible about the Park, the resident companies, technologies available and requests for co-operation of technology SMEs in the region ▪ Provide training to Park management, resident tenants and other related bodies (University staff, regional development bodies, chamber staff and local SMEs) on the operations, services and means of collaboration of a Technology Park and incubator. ▪ Evaluation and feasibility plan of the guarantee fund in the mining regions of Zasajve ▪ Identification and assistance to the preparation of project proposal for Ministries and the EC 		

Ref	Project title	Support to Enterprise Development and Restructuring in Slovenia						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Slovenia	120.000		9/ 100 man days	Post Privatisat. Centre and Agency for Restruct. and Privatisation	Phare	June 1997 November 1997	Transtec (Belgium) - leader
Detailed description of projet						Type of services provided		
<p>The purpose of this European Commission Phare programme was to assist in the restructuring and modernisation process of the SME sector, covering a broad range of fields such as operational performance, financial management and financial engineering, marketing and organisation.</p> <p>To this end, a Framework Agreement was concluded, providing the framework for the deployment of specialised short-term operational expertise within Slovene companies. The organisation and co-ordination of the Framework Agreement on the spot was entrusted to an Expertise Delivery Office.</p>						<p>Undertaking of Subproject 3 of the Phare post-privatisation support project. Subproject 3 refers to the status of corporate governance and financing of enterprises in Slovenia. The objectives of the Subproject were to train and disseminate practices and procedures among a wide spectrum of enterprise managers, supervisory board members and their shareholders and to familiarise them with the new instruments and institutions (privatisation funds, venture funds, leasing companies, etc.) appearing in Slovenia, with their functioning and with the practical aspects of applying, negotiating and obtaining additional equity or loan capital.</p> <p>CORPORATE SOLUTIONS has also provided assistance in business planning to a food-processing company, production advice to a textile firm and marketing services to an electronics firm</p>		

Ref	Project title		WB Mine Closure and Social Mitigation Project – TA and Workspace Centres Management					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (then called DFC Corporate Services)	Romania	2,000,000	30%	4	Ministry of Industry	World Bank	Dec 2001-2006	Enterprise PLC (leader)
Detailed description of project						Type of services provided		
<p>The overall goal of the social mitigation component of the Mine Closure and Social Mitigation Project is to support members of mining communities to adapt to new livelihoods primarily through new employment and self-employment activities; more widely, the component aims to contribute to the process of revitalisation and diversification of the economic activity of the traditional mining regions.</p> <p>There are two fields of activity upon which the activities of the assignment will focus:</p> <ul style="list-style-type: none"> ▪ enterprise support services to assist small entrepreneurs and business start-ups ▪ support for start-up businesses through provision of managed workspace premises ▪ improve traditional mining regions development <p>Corporate Solutions SA (as a DFC Group subsidiary then) was in charge of the Workspace Centres management component.</p>						<p>The assignment has five specified tasks:</p> <ul style="list-style-type: none"> ▪ workspace centre management – to set-up and manage – for the lifetime of the project – four workspace centres, refurbished for the purpose of incubating and assisting small firms started by former mining and related personnel ▪ promotional activity; The purpose of this activity is to raise awareness, in all the mining localities, of the enterprise support activity and its services ▪ enterprise support; to provide technical assistance and support for micro and small enterprise development ▪ setting up and updating business information and client tracking databases that will fulfil two main objectives; <ol style="list-style-type: none"> 1. To provide an effective information service for customers 2. To record and monitor the results and impact of the business support service ▪ preparing and submitting an exit strategy- The purpose of this activity is to provide NAD with a business plan that will enable a satisfactory exit strategy and handover of the workspace centres, with the goal of sustaining the centre as a location for micro and small business and their development 		

Ref	Project title	Evaluation of the Hungarian SME sector and its Strategic Development						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Hungary	250.000	100%		Hungarian Foundation for SME Develop., through the DFC Group	PHARE	July 1999/ April 2000	Under Framework contractor DFC SA AMS 451
Detailed description of project						Type of services provided		
<p>The objective of the assignment was to provide the government and the Hungarian authorities for SME and regional development with a "strategic paper" relating to the future design and operation of the EU supported SME programmes, on the basis of the corresponding Country Operational Papers and related Hungarian Government decisions.</p>						<p>CORPORATE SOLUTIONS reviewed a range of issues related to Government Policy vis à vis the SME sector and made recommendations for improving the functioning of SME support. These included:</p> <ul style="list-style-type: none"> - the legal and regulatory environment; - government support to SMEs, both financial and non-financial, the institutional environment; - and specific recommendations for the improvements to the services provided to SMEs by the local enterprise agencies and national programmes. <p>Advice was provided on what kind of services could be further provided and in which form, and a mechanism was designed on which basis the local enterprise agencies performance could be measured and their funding differentiated.</p>		

Latin America and Caribbean

Ref	Project Title	Technological support to Microenterprises in the Antioquia region of Colombia						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Dominican Republic	50.000	100%	3 Man Months	Multilateral Investment Fund (IADB)	BID/ IMF	Jan 2009 - May 2010	None
Detailed description of project						Type de services supplied		
<p>The objective of the project is to design and assist implementation of a technical assistance project to microenterprises of the food and textile sectors in the region, with base in InterActuar corporación in Medellin.</p>						<p>Corporate Solutions provides various experts to support the development, pilot development and deployment in the region of technological (both IT and basic industrial) in the Antioquia region, the industrial hub of the country.</p> <p>The adoption and investment in basic ICT and industrial technologies is done with a mix of pilot centres, trainings, diagnostics and microcredit application support.</p>		

Ref	Project Title	Feasibility and implementation support for creating three Technological Innovation Centres in Honduras						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Honduras	Total of 241,000 EUR in a total of five contracts	100%	2 Man Months and 3 man-months	FIDE (Foundation for Exports and Investment)	WORLD BANK – IDB and CABEL	November 2002 – 2008	None
Detailed description of project						Type of services provided		
<p>The general objective of the Innovation component of the 32,5 MEUR Trade and Productivity Improvement Loan to Honduras was the creation of three technological innovation centres, in the wood and furniture, the handicrafts and the textile-garment sectors. Five projects were carried out by Corporate Solutions SA:</p> <ul style="list-style-type: none"> - Study and drafting of the LOAN Appraisal for the Innovation centres (CITEs) component, 3,5 M USD out of a total of 32,5 MUSD loan, both in English and Spanish- World Bank, Washington - Feasibility Study of a Technology centre in the Textile and garments centre- CABEL, Tegucigalpa - Drafting a Procedures Manual for a Fund management company to manage a cofinancing Grant scheme for the Innovation centres- World Bank - Innovation survey and draft of the Innovation section for the World Bank's Investment Climate Assessment (ICA) of Honduras. - International technical assistance during implementation (study tour to Spain, monitoring , etc) of the implementation of the Innovation centres <p>Other project envisages the establishment of equipped, oriented, staffed and sustainable 6 Business Centers (BCs)</p>						<p>Corporate Solutions SA was assigned the tasks within the 32,5 M USD WB LOAN Appraisal:</p> <ol style="list-style-type: none"> 1. Analysis of the demand, capacity of absorption and legal features for the development of the centre. 2. Analysis of the local context, general lines of the design, management of the centre. 3. Feasibility plan of the centre. 4. Implementation and marketing plan. <p>Four other studies followed under implementation, see beside.</p>		

Ref	Project title	Promotion of SME Development in Guatemala						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Guatemala	1.450.000	25%	40 man months	Ministry of Economy	EC – ALA	March 2004 – December 2007	GTZ (Leader) and Subcontractor to Expansión Exterior, Spain (Member)
Detailed description of project						Type of services provided		
<p>The ultimate objective of the project is to improve the quality and availability of services provided to SMEs, within an extended range of support instruments available at the national and regional levels .</p> <p>Corporate Solutions has been retained to develop the local human resources involved in business counselling and the organisational capabilities of SME support institutions and private sector consulting firms including the gaps in the regional support network, and integrating regional, local, public-private and non-profit bodies (such as chambers and associations) into SME development as a major force of local economic development.</p>						<p>Delivery of a training programme for SME consultants in developing consulting skills. Training consists of two packages</p> <ul style="list-style-type: none"> ▪ Training in basic counselling skills; aimed at developing practical skills and tools useful in the small business counselling process, upgrading the knowledge of participants in the area of establishing business operations and managing SMEs, SME financial standing and accounting systems, marketing plans, etc ▪ Training in advanced consulting; management issues in companies in difficulties, e-commerce, competitiveness, innovation, technology audits and transfer of technology 		

Ref	Project Title	Projects to Develop Industrial Clusters in Santo Domingo and Santiago de los Caballeros (Dominican Republic)						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Dominican Republic	100.000	100%	10 Man Months	Multilateral Investment Fund (IADB)	BID/ IMF	Sept 2002 - Feb 2003 and Jan-Dec 2009	None in first project, IKEI (Spain) in second (leader)
Detailed description of project						Type de services supplied		
<p>The objective of the project was to design and agree a large technical assistance project to the business association of the Santo Domingo and of Santiago de los Caballeros northern region (AIREN), and to organise and support clusters in the plastics, cocoa, cosmetics, garments, shoes, mechanical and furniture sectors.</p>						<p>Corporate Solutions provided experts to support and train cluster companies, through a mix of business development services and skills development in these traditional sectors.</p> <p>Our staff analysed the sectors, negotiated with six business associations the priority actions and budgets for potential clusters and helped set up their structure and provided training.</p>		

Ref	Project title	Programme for consolidation of the 45 Technological Development and Regional Productivity Centres in Colombia						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (consortium member)	Colombia	144,000	50%	5 man/months	CAF - Corporación Andina de Fomento	WB	December 2005 July 2006	IKEI, Spain (leader) INASMET- Tecnalia (consortium member), Spain
Detailed description of project						Type of services provided		
<p>The National System of Innovation -SNI is defined creative space of social learning for the generation and information flows exchange and knowledge between the regional and national agents, to increase the productivity and the competitiveness of the productive sectors, the generation of employment and the improvement of the lifestyle of the population. The objective of the Innovation and Technological Development Policy is the consolidation of a National System of Innovation (SIN), so as to invigorate the interaction of the financial, productive, technological, and scientific elements, national and regional, as well as to help to development an offer of products and exportable services with capacity of competing in the international markets. The project aims to provide a complete Evaluation and a support programme for 42 Technological Development centres (CDTs) and Regional Productivity centres (CRPs) in the country.</p>						<ul style="list-style-type: none"> • Evaluate the Impact, Efficiency, Effectiveness and Sustainability of the 42 Technological Development centres (CDTs) and Regional Productivity Centres (CRPs) in Colombia. • Develop a support programmes for the long-term sustainability of the centers, assessing the market, the competition and possibilities for attracting resources and creates a major impact in the business sector and in social environment. 		

Ref	Project title	Support to the SME Enterprise Restructuring Programme (PRE) in Argentina with Support Centres in various Provinces						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Argentina	3 M USD (2,5 M EUR)	5	6	Secretaría de Pymes (now Ministry of Economy)	IADB	July 1999- July 2001	As a subcontractor of the consortium DFC Spain – BDO Argentina
Detailed description of project						Type of services provided		
<p>The InterAmerican Development Bank has granted a loan to Argentina to improve competitiveness in SMEs through a programme of technical assistance. In order for SMEs to access loans for this assistance, they are required to prepare analyses and business plans highlighting the assistance required. Corporate Solutions was the proposal manager to set up a network of centres to deliver the services and provide some consulting and training assistance to the management of the SMEs in preparing business plans, improving quality, innovation , etc., in the North regions of Argentina, under a consortium of Spanish firm DFC SA and Argentinian firm BDO Becher.</p>						<p>Establishment of a network of 8 SME support centres and 20 information kiosks located in Buenos Aires and the Northern provinces of Argentina. These agencies will provide the initial screening for enterprises that wish to access the loan for SME development in the country. Following set up of the centres, Corporate Solutions SA prepared:</p> <ul style="list-style-type: none"> - a campaign to promote the services available to SMEs; - developed and implemented diagnostic procedures to review businesses and assess their potential for future growth; - assisted enterprises in the identification and formulation of business development plans, reviewed them and recommended them to the Programme Administrative Unit for approval; and monitored the implementation of the actions specified in the business plans. 		

Ref	Project title	Evaluation of the Federal SME Support Programmes in Mexico						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (then called DFC Corporate Services)	Mexico	135.000	100%		SECOFI (Secretary of Commerce)	World Bank	1998	Subcontractor to DFC SA (shareholder)
Detailed description of project						Type of services provided		
<p>Assessment and efficiency evaluation of the activities of the main SME support programmes in Mexico for the World Bank, including recommendations for development of the Business Development Services (BDS) framework for donor intervention (which later became the Blue Book of BDS).</p>						<p>CORPORATE SOLUTIONS evaluated a group of government programmes providing non-financial services to micro, small and medium enterprises.</p> <p>This evaluation centred on the design, resources and execution of the existing programmes, and their efficiency and cost recovery potential.</p> <p>Recommendations were made as to structural changes that could be implemented in the promotion and execution of the programs, prior to implementation of a \$ 100 Million loan for SME support and private sector development.</p>		

Institutional Strengthening (performance improvement, EU programme management, etc.)

Europe, Middle East and Africa

Ref	Project title	Social Security funds restructuring and improvement project in Turkey						
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (then called DFC Corporate Services)		500,000	50% (as subcontractor to DFC SA)	10 LTE	Treasury The 3 Social security funds	World Bank	March 1999- July 2002	DFC SA (Lead partner) BDO Denet (Turkey), Joint partner
Detailed description of project						Type of services provided		
<p>Restructuring and reorganisation plans for the three social security funds in Turkey (one large one for employees, one for freelances and one for government employees). The project was a Component of a Social Security Reform Loan from the World Bank, through the Treasury. The other Component I was managed by ILO (International Labour Office of the UN), and this component included the first Financial AUDIT of the Funds (carried out by chartered accountants BDO Denet, member firm of BDO International, and an Operational AUDIT of the funds and its organisation/management systems, carried out by Spanish firm DFC SA, and its subsidiary DFC Corporate Solutions SA (which in 2001 changed ownership and was renamed Corporate Solutions SA, Madrid, Spain).</p> <p>The project included a long term expert (British NHS retired officer) and several missions of short term experts from Spain, UK, etc. The project office was BDO Denet office in Ankara.</p>						<ul style="list-style-type: none"> • Review and collection of all the available data regarding national, regional and local • Modeling of SS disbursements and payments • International Best practice analysis of SS organization, Study tour to Spain, UK, • Analysis of demand and supply analysis for medical services and pensions • Organization and Management of funds • Staff recruitment, training and personnel issues • Range of Services and support functions in provinces • Reform Plan Implementation schedule 		

Ref	Project Title	Training for Public officials of the Government of MACEDONIA (FYROM) on IPA Programme and procurement						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Macedonia (FYROM)	30,000	100%	2	Secretariat of European Affairs (SEA)	IPA - EU	Dec 2007 / Feb 2008	CS Global (Macedonia)
Detailed description of project						Type of services provided		
<p>The overall objective of the mission is strengthening capacities of government institutions to fully undertake the programming, tendering and contracting of the projects foreseen under IPA and efficient utilisation of IPA funds. Specifically, the objective of the assignment is trained government staff to have full understanding of the principles and basic regulations of the European Union, mostly in the fields of:</p> <ul style="list-style-type: none"> • preparation of Project Fiches, • drafting TOR's, • financial and Procurement Rules and Procedures. • monitoring and evaluation of the project implementation. <p>In order to meet these objectives, the mission included two cycles of training for future trainers (Selected representatives from the government institutions) and three Cycles of training for representatives of the national IPA structures</p>						<p>Corporate Solutions SA was in charge of the preparation of the material and training of all the 5 groups of public servants of seven Ministries beneficiaries with the support of local partner CS Global.</p>		

Ref	Project title	Training on Bidding and Project Management for Tenders and Grants of International Financial Institutions and the EU						
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (through wholly-owned training unit Escuela de Proyectos Internacionales)	Spain, EU, Latin America	600,000 (various contracts with the RDAs, Chambers, and Trade Associations)	100%	5	Regional or Export Development Agencies (RDAs) of Spain and various other institutions	Regional EU funds (ERDF, ESF)	November 2003 to date	none
Detailed description of project						Type of services provided		
<p>Training seminars and courses on Bid, proposal and project Management of projects and supplies funded by the international institutions (EU, WB, ADB, IADB, AfDB, UN agencies, etc.). We designed, tailored, developed and delivered over 200 seminars, workshops and Certificate courses in various Spanish regions: Madrid, Valencia, Murcia, Barcelona, Rioja, Galicia, Andalusia and the Canary Islands.</p>						<ul style="list-style-type: none"> • Training seminars. 3 days. • Workshops. 2 days • Certificate in international Bidding and Management of Projects. 4 weeks. • Specialised courses : 2 to 5 days • On going support to trainees for six months in tender and grant preparation 		

Latin America and Caribbean

Ref	Project title		Trade Sustainability Impact Assessment (TSIA) of the EU Association Agreement with Central America					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions S.A..	Central American countries	€ 292,011.00	25	4	European Commission-DG Trade	Principal	December 2008 – July 2009	Ecorys, Centro de Estudios para Desarrollo Rural, IIDE
Detailed description of project						Type of services provided		
<p>Under ECORYS leadership, Corporate Solutions has conducted the Trade Sustainability Impact Assessments (TSIA) accompanying the negotiations with Central America on the trade part of the Association Agreement (AA). TSIA's are a tool for the EC to incorporate sustainability into the trade policy-making process. TSIA's have become a standard part of trade negotiations and run in parallel to the actual negotiations.</p> <p>The main objective of a TSIA is to assess how the trade and trade-related provisions of the FTA under negotiation could affect social, environmental and developmental issues in both the EU and the negotiating partners' country/ies. In the TSIA, the main impacts on sustainable development of the FTA are identified and policy recommendations per sector (non-trade and trade) are made that can mitigate negative and enhance positive effects of an FTA in both the EU and Central America.</p> <p>The study is divided into 3 separate phases: <u>Phase 1:</u> General analysis (quantitative and qualitative) through identification of major economic, social and environmental trends in EU and India / ASEAN; CGE modelling of different liberalisation scenarios; and identification of important sectors and horizontal issues. <u>Phase 2:</u> Detailed sector and horizontal issue (e.g. IPR or Government Procurement) analyses and development of sub-sector case studies through data analysis, literature review and consultations with relevant stakeholders. Causal Chain Analysis is used for the various sectors. <u>Phase 3:</u> Final overview and policy recommendations on flanking measures.</p>						<ul style="list-style-type: none"> • Trade policy impact assessment; • Liberalisation and baseline scenario development; • Analysis Modelling analysis (CGE); • Causal Chain Analysis; • Sector & horizontal issues assessment: theoretical & empirical analysis; • Trade and economic policy advice; • Consultation with civil society and other key stakeholders; • Organising of a Workshop in Managua, Nicaragua; 		

Ref	Project Title		Training to the Federal Consumer Protection and Agricultural Health Agencies in Mexico regarding the Trade Agreement EU -Mexico					
Name of Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Mexico	Two contracts ; 55.000 and 140,000	100% and 33% in second	3 + 2	PROFECO and SENASICA (Agencies of the Min Economy)	EU- ALA	Jan 2007- end 2008	None in the first contract. Leader INGAL Spain in the second, CS consortium member
Detailed description of project						Type of services provided		
<p>The Federal Consumer protection agency of Mexico is undertaking a series of innovative projects, such as a portal for Alternative Dispute Settlement online (CONCILIA.NET) , a claims prevention programme with large suppliers (telecoms, airlines, etc.) and assuring consumer protection in the internet gaming, gambling, and with the new telecommunications liberalization laws.</p> <p>The consultant was hired to train with legal, project management and telecommunications experts on the launching and follow up of these new areas and projects. The project was part of the PROTCLUEM programme, which aims at standardizing and closing the gaps between EU legislation and the Mexican one in view of the UE – Mexico Partnership agreement.</p>						<p>CORPORATE SOLUTIONS SA carried out a series of practical workshops and follow-ups to the workshops on project management of the new innovative projects, especially the high-profile CONCILIA.NET and the protection in on-line and telecoms markets.</p>		

Ref	Project title	Medium Term Evaluation of the ADAPCCA Economic Integration programme						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Central America	70,000	60 %	2	EC Delegation in Nicaragua	EU	July to August 09	Under Ecorys NV Lot 10 framework contractor
Detailed description of project						Type of services provided		
<p>Expoecuador is a EC-financed Project that was executed by SIECA (Secretariat for Economic Regional Integration of Central America) aimed at the support of the key Policies for the Economic and customs integration. There were four components to the programme, including Key Policies, Secondary Policies, Institutional Strengthening and the review of history and best practices of Integration.</p>						<p>CORPORATE SOLUTIONS led the evaluation of the programme and its implementation to date. The evaluation centred on the design, resources and execution of the existing programmes, and their efficiency and sustainability.</p> <p>Recommendations were made as to structural changes that could be implemented in the promotion and execution of the programme.</p>		

Ref	Project title	Medium Term and Final Evaluation of the Expoecuador Trade Support Programme						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Ecuador	68,000	60 %	2	EC Delegation in Ecuador	EU	Dec 07- Jan 08 Dec 08- Jan 09	Under Ecorys NV Lot 10 framework contractor
Detailed description of project						Type of services provided		
<p>Expoecuador is a EC financed Project that was executed by CORPEI (Ecuadorian Corporation for the Export and Invest Promotion) aimed at the support of the Ecuadorian exporting companies to strengthen the public and private commercial relations with the other members of the Comunidad Andina de Naciones (CAN) and the EU.</p> <p>Assessment and efficiency mid term and final evaluation of the trade and exporting activities of the main SME support components of the Economic Cooperation Programme Expoecuador:</p> <ol style="list-style-type: none"> 1) Improving the competitiveness of exporting and potentially exporting SMEs 2) Support to the private sector (guilds and associations) in Foreign Trade Management, 3) Development and Promotion of Quality, Standards, Certification and Accreditation among Ecuadorian exporting companies 4) Technical assistance in trade and investment. 						<p>CORPORATE SOLUTIONS evaluated a group of government programmes providing non-financial services to micro, small and medium enterprises for export and trade activities.</p> <p>This evaluation centred on the design, resources and execution of the existing programmes, and their efficiency and cost recovery potential.</p> <p>Recommendations were made as to structural changes that could be implemented in the promotion and execution of the programs.</p>		

Ref	Project title	Identification of the Business and Investment Climate (BIC) EU Programme in Nicaragua						
Name of the Candidate	Country	Overall project value (EUR)	Proportion carried out by candidate	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA	Nicaragua	70,000 EUR	100 %	3,5	EC Delegation in Nicaragua	ALA	August 2006 March 2007	Under Ecorys NV Lot 10 framework contractor
Detailed description of project						Type of services provided		
<p>The European Delegation in Managua went to the Lot 10 Framework Contract to engage a group of experts to identify a large project in the field of private sector development, more specifically in business and investment climate improvement. The project team, led by the team leader, the director of Corporate Solutions SA carried out the analysis and identified a support programme consisting of:</p> <ol style="list-style-type: none"> 1) Sector Budget Support to the development of Micro SMEs (MSMEs) 2) Project support , with three modules: a) Support to the institutional and legislative framework; b) Support to enterprise competitiveness and productivity; c) Human resources managerial training, and d) Regional centres for business support <p>The project included the organisation of a Workshop in Managua with almost 100 stakeholders and the discussions in Managua and Brussels with task managers, EC officials, and other stakeholders.</p>						<p>Identification mission for a project in Nicaragua on Business and Investment Climate, amounting to 30 Million EUR for the 2007-2013 period, including:</p> <ul style="list-style-type: none"> - stakeholder analysis - problem and needs analysis - alternatives and objectives analysis - Logical Framework matrix - Workshop to discuss the findings and preliminary results to the stakeholders - Final project components and sector budget vs project support - Draft of the EC Identification Fiche - Indicators analysis for the Sector Budget Support 		

Asia

Ref	Project title		Training programmes on International Project Financing and Management for the Industrial and Commercial Bank of China (ICBC)					
Name of candidate	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided/ No of staff/Months	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Corporate Solutions SA (then called DFC Corporate Services)	China	75,000	30%	2	Industrial and Commercial Bank of China (ICBC)	Asian Development Bank	November 1998 to July 2000	Subcontractor to DFC Ltd , UK (lead firm)
Detailed description of project						Type of services provided		
<p>Training on Finance, Appraisal and Management of Projects funded by the international institutions (EU, WB, ADB, UN agencies, etc.). Corporate Solutions SA designed, tailored, developed and delivered over 100 seminars, workshops and Certificate courses in three Chinese cities: Hangzhou, Wuxi City, and Shanghai. Also the Pudong Development Shanghai area was visited and several projects there used as a model for project preparation.</p>						<ul style="list-style-type: none"> • Training seminars. 2 weeks in each city • Follow up Workshop in Pudong- SHANGHAI 3 days • Certificate training in international Financing and Management of Projects funded by International Institutions delivered with ADB FINANCIAL APPRAISAL METHODOLOGY. 		