

1. Proposed role in the project: Trade and Business Development Expert
2. Category: Senior
3. Staff of: Corporate Solutions (Tenstep group)
4. Family Name: FUSTER
5. First Names: Julio
6. Date of Birth: 5 February 1955
7. Nationality: Spanish
8. Place of Residence: Madrid, Spain
9. Civil Status: Married
10. Education:

Institution	Degree(s) or Diploma(s) obtained:
Wharton Business School, University of Pennsylvania, USA, 1979-1981	<u>Master of Business Administration (MBA)</u> in Finance and International business, with a two-year Fulbright Scholarship; obtained several distinctions; member of the Consulting and European Club, selected as Olympus Club member. Final consulting project for a California Biotech project in Brasil, Italy and Egypt.
School of Industrial Organisation (EOI), Madrid, Spain, 1978-1979	<u>M.Sc. in Technology and Industrial Management</u> , with a one-year Scholarship from the Spanish Ministry of Industry, at the Nuclear and Alternative Energy Commission-CIEMAT (Madrid) Research at the management department on industrial and service companies.
Complutense University, Madrid, Spain, 1973-1978	<u>Degree (5 year) in Industrial Chemistry</u> . Average of Excellent (Magna Cum laude). One year of PhD courses in Industrial economics and processes. IAESTE (Technical Students Exchange Association) scholarship in Eindhoven University (Holland), work training internship in Dubai (UAE).
Project Management Institute (PMI), Pennsylvania, USA, Nov. 2004 – Feb. 2005	Certified as “Project Management Professional” (PMP) by the Project Management Institute (PMI) in Feb. 2005., after course and exam; also his company TenStep-Corporate Solutions Spain is a “Registered Education Provider” (REP) and Registered Consulting Provider of PMI (Project Management Institute, USA)
The World Bank Institute, June 2009 and May 2007	Impact Evaluation Course, The World Bank, organised in Madrid at the Spanish Agency for International Development. April 2009.
EENI Global Business School, Spain, January 2008- June 2009	Diploma in International Economic Relations and Regional Integration, Banking Risk summer school, Madrid, Spain, with professors from Columbia and LSE Universities, USA and UK
Analistas Financieros Internacionales and Spanish Stock Exchanges Association, July 2012	Implementation of Development Projects (PM), The World Bank, Washington DC
International Project Management Association (IPMA), USA branch asapm, May 2011	Trained and Licensed Assessor in “Organisational Project Management” (exam based)
Inter-American Development Bank (IADB), March 2007.	Environmental Impact Analysis (EIA) course by the IADB
Wharton Business School (jointly with EOI business school, Spain), March t-June 1979	Executive Diploma for Managers of Financial Institutions

11. Language skills:

Language	Reading	Speaking	Writing
Spanish (mother tongue)	1	1	1
English (bilingual)	1	1	1
French /Italian (resident in both countries 6 years)	1	1	2
German	3	3	3
Portuguese	2	2	2
Russian	4	4	5

12. Membership of professional bodies:

- Member of the Wharton Business School Alumni Club of Spain and of the Fulbright Scholars Club of Spain.
- Past Board Director of the Project Management Institute- PMI, Madrid Chapter. Certified as PMP® (Project Management Professional) in 2004 after an examination by the Project Management Institute, and speaker at 2004, 2005 and 2006 International congresses. Expert in programme management in the public sector.
- President/ founder of the Association of Spanish Professionals of international development projects. (APPI)
- Past member of the European Evaluation Society s

13. Other skills:

- Computer skills: Advanced user and administrator of computer networks, Website design and maintenance, publishing and marketing, and e-business suites. Good knowledge of Internet video-streaming technologies
- User of various Portfolio and Project Management software applications (MS Project, Cordin8, ProjectPlan, MS Project and many other softwares), Mind-mapping software, etc.

14. Present position: Managing Partner, TenStep-Corporate Solutions- Spain.

15. Years with the firm: 20 years as founder and manager of Corporate Solutions SA, joined Tenstep group in 2004 (www.corpsolutions.net)

16. Key qualifications:

Experience of over 30 years in Small and Medium-sized Enterprise (SME) development and services, entrepreneurship and new ventures, business incubation centres, finance and development, as well as design and delivery of training for entrepreneurs, capacity building of agencies, business climate and competitiveness improvement programmes. Most assignments were funded by the EU's DG EuropeAid, The World Bank, and the Inter-American Development Bank or GIZ, UNIDO or other UN agencies. He has worked in over 60 countries: in North Africa and the Middle East (Jordan), as well as certain countries of Sub-Saharan Africa (Nigeria, Ghana, Burkina Faso, Mozambique, Gabon and Senegal), Eastern Europe, Latin America and Asia; among others he has worked in the following SME development consulting assignments:

- Egypt: assisted the Private Sector Development Programme (PSDP) and later the Industrial Modernisation Centre (IMC) in supporting in improving operations and exports of various SMEs in the aluminium profiles, wood furniture and tile manufacturing industries, in Cairo and neighbouring cities (2001-4).
- Algeria, Morocco and Tunis: various assignment on improving university-enterprise relationships (Algeria), business incubators (Tunis), and promotion of angel and venture capital (Tunis and Morocco). 2005, 2007.
- Mozambique UNIDO: set up plan and review of a Business incubator in Maputo and a national network, Sept-Dec 2012. Also later carried out the feasibility and business plan for a pilot Business incubator in Maputo, 2011 to Aug. 2012
- Guatemala- EU- Key expert in entrepreneurship and SME promotion and incubation in all the regions of the country, EU funded and managed by GIZ, 2006-8
- Romania World Bank – project director and expert to set up and management during 2 years of 6 business incubators in the mining regions, 2004-7
- Russia EU – TA to a Perm-based seed and venture fund for entrepreneurs, 2006
- Slovenia EU- set up and business plans for a network of 5 business incubators, 2000-1
- Slovenia EU - set up of the Zasajve regional credit guarantee fund, 2000

- Malta EU- TA to the Malta business incubator and the new venture fund development, 2002-3 and 2007
- Slovak Republic EU- TA to business and entrepreneurship development including six business incubators/entrepreneurship centres, 2001-2
- Hungary EU- support to the network of business incubators in the country- 2000-1
- Hungary EU- set up of a credit fund for entrepreneurs in the northeast region, 1996-7
- Hungary EU – feasibility of the Northeast Venture capital fund, 1999-2000
- China ADB - ICBC (Industrial Commercial bank of China) , venture and project financing and training, 1993

He is also a very experienced instructor of courses and seminars for entrepreneurs, having started in 2001 a training centre in Spain specialised on international project finance and management, proposal preparation, and public procurement for SMEs. He has conducted TNAs (training needs analysis), designed curricula and syllabus and facilitated or trained in seminars, workshops, on-line courses, etc., in Spain and many countries of Central Europe and Latin America, having delivered over 400 seminars and distance-learning courses.

Certified trainer by the Project Management Institute (PMI) and by IPMA (international project management association), he is also an active member and presenter in European Congresses of PMI and other European management events. He is also a certified trainer of EBC*L (European business competence license, a EU-supported training programme in finance for SMEs); also has carried out training on World Bank-IFC SME modules (Business Edge), WB impact evaluation, APMP (proposal management), foreign trade and International institutions (EENI Global business school), IE Business School (risk analysis of projects). Very experienced in EuropeAid Project Cycle Management (PCM) and Sector Budget Support (SBS) approaches, including programme/project design, mid-term and final evaluation and monitoring of Technical Assistance (TA), and the Performance Framework for Budget Sector Support

17. Specific experience in emerging countries:

Country	Date from - Date to (various projects each)
Egypt	June 2001- December 2003 (over 10 missions) January 2015
Algeria	Nov 2012-April 2013 (3 missions)
Jordan	
Nigeria, Ghana, Burkina Faso	Sept - Nov 2012 (1 mission)
Tunisia, Morocco	1999, 2002 and 2007 (5 missions)
Mozambique	June 2010 - October 2011, July – Aug 2012 (8 trips)
Senegal and Gabon	1987, 1999 and 2003 (numerous missions)
Macedonia	Jan 2006 - Sept 2008 (numerous missions)
Brasil	1981- 1984, 1999
Dominican Republic	July 2002, February 2003- 2007, 2010
Malta	Sept 2001 to Nov 2003, 2008
Slovenia	Jan ' 01- August 2002/May – Sept 1997
Slovak Republic	Jan.-Dec. 2002
Georgia and Armenia	1997 -2001
Estonia	Apr- Sept 1993, Jun-Sept 1998
Belarus	March 1994 - Dec 1997
Bulgaria	From May 1993 to December 2000
Central America (all 6 countries incl. Panama)	1992 until July 2010 (over 50 missions)
Ecuador / Bolivia	Sept '99 – January 2001, 2007-2010 (over 15 missions)
Trinidad & Tobago	June 199- Sept 2001; July 2013- June 2014 (resident)

Colombia	Jan 1996 – July 1999 and June 1993 - 1994, 2000 - 03, 2008 - 9 (over 20 missions)
Venezuela	June 1993 - 1997, 2001, 2005
Mexico	2001 – 2008 (over 10 missions)
Argentina	From July 1999 – 2003
China	1996 - 1999
Georgia/ Armenia/Azerbaijan	1996 - 1997
Serbia	2003 and 2008
Romania	2001 - 2008 (more than 40 trips)

1.8. Recent Assignment Experience:

Date from - Date to	Location	Company	Contact Person (name & contact details)	Position	Description
Jan. 2015	Algeria	ACE (Spain)	jreneses@aceconsultants.eu	Senior Short term Expert	Scoping mission for the PAPS (Programme for Higher Education and Scientific Research) EU programme in its Result 6- Strengthening University –Enterprise Relationships, so as to plan the future work in business incubators and scientific “poles” or resource centres for technology transfer from 6 pilot universities
Nov-Dec 2014	Costa Rica	Lattanzio (Italy)	Xavier.pinsolle@eeas.europa.eu	Team leader	Final Evaluation of a EU programmes for Quality, competitiveness and rural development (PROCALIDAD) of 6 M EUR.
Sept.- Oct 2014	Paraguay	DAI Europe (UK)	Thais.leray@eeas.europa.eu	Team leader	Mid-term Evaluation of two EU programmes for Trade, competitiveness and rural development (AIEP and AIESRP) of 6 and 4 M EUR respectively.
July-August 2014	Guatemala	Lattanzio (Spain)	Claudia.barillas@eeas.europa.eu	Team leader	Final ex post Evaluation of the Trade support EU programme (FOGUAMI), working in all provinces in trade, competitiveness and quality management (10 M EUR)
June 2013 to June 2014	Trinidad and Tobago	Ecorys (Netherlands) and Corporate solutions-Spain	Terhi.karvinen@eeas.europa.eu	Team leader (Resident)	Eleven month technical assistance to the Ministry of Trade, Industry and Investment (MTIIC) and of the Ministry of Labour and SMEs (MOLSMED)– Resident advisor to both Ministries on the implementation of project management of Quality, TBTs, business development programmes and investment promotion.
December 2012	Jordan	DFC SAU (Spain)	waranki@ifc.org	Project director	Final Evaluation including a survey of 700 firms to determine the impact of the SME Business Inspections reform programme of the Ministry of Labour supported by the IFC (International Finance Corporation of the World Bank group).
November 2012	Mozambique	UNIDO, Austria	n.weissert@unido.org	Senior expert	Advisor on a UNIDO-managed project to promote a network of business incubators and training of workers on industrial skills. Training on project management to local staff. (PMI)
July 2011 to Aug 2012	Mozambique	DFC SAU and Ecorys NV	Myriam.sekkat@eeas.europa.eu	Team leader	Pilot Business Incubator design and business plan in Maputo. Final Evaluation of the business environment improvement Strategy (EMAN) of the Government, involving 9 Ministries, government agencies and public service providers and the representatives of the private sector. Recommendations for the Design of EMAN 2 for the next 4-5 years.
January-June 2012	Ecuador	Corporate Solutions SA, under DFC	johnnyj@iadb.org	Team leader	Project to improve and transform the business processes of a large (250 M USD assets) credit and savings cooperative in the south of the country; and helped improve the risk management procedures with the new Law on Prudential supervision of “popular financial institutions”.
March-April 2011	Chile	DAI Europe (UK)	Claudia.geier@eeas.europa.eu	Evaluation Team Leader	Final evaluation of the EU funded “Business Innovation and competitiveness” programme - 34 M EUR, to support competitiveness, the 10-centre business incubator network, innovation finance and local economic development, making recommendations to Ministries on Monitoring and evaluation (M & E) improvement.
July 2010	All Latin	IKEI and	tperez@ikei.es	Co-Team	Evaluation, lessons learned and assessment of 47 private sector development programmes funded by the

– July 2011	America and Caribbean (27 countries)	Corporate Solutions Spain		Leader	MULTILATERAL INVESTMENT FUND (MIF-FOMIN) of the Inter-American Development Bank (IADB), areas included business incubators, microfinance, venture capital, business development services, business infrastructure (parks and centres). The project also assessed the Monitoring and Evaluation Systems of the visited LAC countries, so as to identify weaknesses in supervising the projects and programmes. Recommendations and lessons learned were identified and put forward to the IDB-MIF.
Dec 2010-Jan 2011	Panama	Corporate Solutions, under Ecorys FWC lot 10	eusebio.girau@ec.europa.eu	Evaluation Team leader	Final Evaluation of an 11 M EUR programme to support competitiveness and innovation with a Technology business incubator, Technology Park in Panama (City of Knowledge -Ciudad del Saber). The programme consisted of technology transfer and training in innovation and applied scientific development to social and health and environmental issues.
Jan – Dec 2010 and July to Oct 2011	Mozambique	Corporate Solutions - under Ecorys FWC Lot 10	myriam.sekkat@eeas.europa.eu	Senior Expert SMEs	Support to private sector development and identification of a 5 M EUR programme to assist SMEs in Mozambique, with a training, business incubation and policy advice programme through the Ministry of Industry and the SME agency IPEME. Also designed and conducted a feasibility plan for a business incubator in Maputo, as a pilot for the country incubator network.
Jan – Dec 2009	Mexico	Corporate Solutions SA (contractor)	twoller@twqs.com.ar jreneses@aceconsultants.com	Team leader	Training and Twinning Expert (and team leader) of a component of the Mexico-EU Trade Agreement support programme (PROTCLUDEM) for the Consumer Protection Agency in Mexico (PROFECO) and for the Agricultural Health Agency (SENASICA). Set up and led 11 workshops for improving the performance of the Consumer protection agency and the food, telecoms, financial pawn shops, garages, construction and real estate, sanitary phyto-sanitary measures (SPS) and other health directives. Assessment of the Government Monitoring and Evaluation system of programme implementation in the Food and non-Food fields.
May 2008-May 2010	Turkey	Corporate Solutions SA (the first under DFC SAU, the second under Steinbeis, (Germany)	international@enterprise.co.uk angelika.meier@steinbeis.com	Senior Expert and consortium member representative for Corporate Solutions SA	2008-2010- Short term expert for training and coaching local consultants, and Consortium member of a 10 M EUR Business Centres (2 with incubation facilities) project in Ankara and six regions of Turkey; business services, cluster support and development and other services to SMEs (led by Steinbeis technology centre Germany). 1999-2002: Senior expert on a 3 M USD contract to manage Component III of a World Bank loan to provide social sector support and restructure the social Insurance and tax payments of enterprises with the Social Security Funds, setting up indicators, and a programme to improve its performance. The component aimed at restructuring the payment methods to the tax and social Insurance funds (for employees, for public employees and for the self-employed).
Sept 2008 – June 2011	Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panama	Corporate Solutions SA, FWCs of Ecorys NV and DFC SAU	Luz-marina.habed-castellon@eeas.europa.eu Koen.berden@ecorys.com	Team leader	Intermediate and Final Evaluations of the ADAPCCA EU programme, a 10 M EUR trade integration policies programme ; and of the CONSUAC programme– a customs integration 7,5 M EUR programme, both managed by SIECA (Secretariat of Central American Economic Integration). Trade Sustainability Impact Analysis (TSIA) of the upcoming Free trade Agreement between Central America with the EU and impact on its sustainability areas (environment, gender, minorities, etc.). Consortium member of lead firm Ecorys NV, carrying out the analysis and sector studies in the three mentioned countries (EC)

					<p>Design of the EU Sector Budget support programme (the Business and Investment Climate or BIC programme of 35 M EUR) in Nicaragua, including assessment of the capacities of the Ministry of Industry and other institutions to carry out the programme.</p> <p>Identification of a programme of 10 M EUR of CA regional integration - INTEGRA, 10 M EUR to the central American regional integration in all areas.</p>
January 2005 to Sept 2008	Macedonia	Corporate Solutions, under Ecorys and with CS Global	Diederik.riedveldt@ecorys.com	Senior expert and later Team Leader	<p>The first project, led by Ecorys of Holland, provided support to set up the Human Resource Development Fund (HRDF) for the Agency of Entrepreneurship, providing training and consulting to SMEs throughout the country.</p> <p>In a second project, funded by the UK DFID, trained various Ministry staff in IPA (pre-accession aid) procedures, EU project cycle management and grant application and management.</p>
January 2006 to August 2010	Colombia, Bolivia and Ecuador	Corporate Solutions S.A, under Ecorys, GDSI and Pohl or IKEI, Spain	<p>olga.broderick@gdsi.com</p> <p>da@pohl-consulting.org</p> <p>tperez@ikei.es</p> <p>Elena.kleinjan@ecorys.com</p>	Evaluation Team leader	<p>1) Team leader responsible for defining future strategy and assessing the SME technology and Innovation programme for the country- a large programme supporting 46 innovation centres promoted by the science & technology public agency Colciencias, many including business incubation facilities , in Bolivia carried out a project funded by the regional development bank Corporación Andina de Fomento (CAF) to foster integration into the Andean Community of Nations.</p> <p>2) Team leader of Programme Evaluation and Design of a 30 Million EUR EU funded business sector budget support assistance to Nicaragua for 2007-13 period with a EC framework contract Lot 10 (Nicaragua, EC), including measures to support quality, animal and plant health (SPS) infrastructure and other areas.</p> <p>3) Team leader of the intermediate and final Evaluations (2009) of the 13 M EUR Expo-Ecuador trade export development programme funded by the EU, including final workshops and recommendations for implementing the 35 M EUR sector Budget support of the EC in the period 2009-13 (PASES).</p>
Jan- July 2007	Tunisia and Morocco	Corporate Solutions SA	jcalvo@ifc.org	Team leader	Analysis of the venture capital sector and their contribution to the SME competitiveness and technology development in both countries.
2002 and 2006	Venezuela	Corporate Solutions SA, under ACE Consultants, Spain	jreneses@aceconsultants.eu	Evaluation Team leader	Two Evaluations- intermediate and final- of the CONINPYME (SME) business support programme (IADB's Multilateral Investment fund (MIF) funded; it was a 2 M USD business support and cluster development programme and quality and sanitary/health and hygiene measures, managed by industrial business association CONINDUSTRIA. (IADB)
July 2009 to July 2010 and July to Sept 2001	Dominican Republic	Corporate Solutions SA, leader of one contract and the other one led by IKEI; Spain	tperez@ikei.es	Team Leader and Short term expert (clusters and networks)	<p>1) Evaluation of two competitiveness/cluster development IADB-funded programmes, under the Multilateral Investment Fund (MIF) of the IADB. The programme included designing consumer protection programme in the textile, shoe, mechanic shops and other trade sector. The TA was approved and funded, and the implementation went on for five years in Santiago de los Caballeros.</p> <p>2) Contract to improve the business climate, managed by the Association of Industrialists in Santo Domingo /AIRD. (IADB-funded).</p>
July 2001- April 2007	Romania	Corporate Solutions SA; under	Linda.palentine@enterprise.plc.	Director of the Workspace Centre	Has managed or participated in various evaluation of projects/programmes, such as;

		Enterprise Plc	uk	Management Component and Component leader	<p>TA long term support programme to set up, network, manage and train six business incubators /workspace centres in four mining regions (World Bank).</p> <p>Assistance to business networking, evaluation, monitoring, and supporting enterprises and business service providers, under a 3 MEUR programme (BDSS) funded by EC Phare.</p> <p>Drafted an Action plan for Competitiveness for NASMEC, the Agency for SMEs, including the cluster development strategy (Eurecna, Phare), including a a Microcredit fund, a Credit Guarantee scheme and Voucher training Schemes.</p> <p>Assessor for the Bid Selection committee to the TAROM airlines restructuring (Phare) proposals.</p> <p>Mission to evaluate SME financing and grants schemes for Phare.</p> <p>Assistance to the Ministries of SMEs and of Development in the evaluation of EC restructuring and development programmes.</p> <p>Support to EU Accession on development and harmonisation of policies regarding consumer protection, trade facilitation, quality management, SPS, enterprise support, competition, etc.</p>
1988 to 2003	Egypt	Corporate Solutions SA	Philipcorish@eircom.net	Team leader and Short Term expert	Carried out four projects for the EU private sector development programme (PSDP); searched and closed agreements with EU partners for leading ceramic tile manufacturer Al-Amir ceramics, including business trips and the redesign of the export strategy to the EU. Restructuring of wood processing manufacturer GAD Wood in Cairo and various other projects under the PSDP programme funded by the EC.
Sep 2002-2004	Honduras	Corporate Solutions SA	Vilma.sierra@fidehonduras.com	Team leader	<p>Carried out five assignments:</p> <ol style="list-style-type: none"> 1) Appraisal of the World Bank Productivity and trade facilitation loan - consultant for a 28 M USD of the World Bank to Honduras, 2) Feasibility and ex ante evaluation of the creation of three Technology and business incubator Centres for innovation in the Wood, the Textile and the handicrafts sector (contract manufacturing.), CABEL , Tegucigalpa 3,4 and 5) Competitiveness programme - carried out various IADB and WB-funded projects to support productive sector, including the set up of a support centre for agriculture quality and health.
July 2002-February 2003	Guatemala	Corporate Solutions SA - (led by GTZ and Expansion exterior-P4R)	infonegocios@mineco.gob.gt	Short term Expert and Consortium member Rep.	Designed and implemented a TA to support a 8 M EUR EU Technical Assistance sector support programme to support Small businesses (MYPEs) within the Ministry de Economy, including a large micro-finance scheme with development and commercial banks, and actions to further trade within Central American countries. Two year programme including the improvement of the Government system to Monitor and Evaluate the system to support enterprises across the country.
March 2003- July 2003	Honduras	Corporate Solutions SA	vilma.sierra@fidehonduras.com	Team leader and contractor	Ex-ante evaluation of a WB project and plan for development of Regional innovation and technology centres in the furniture and leather and ceramics); and assessment of potential needs, demand and requirements for the Centres, best location and legal obstacles, organisation and management.
Sept. 2001 to	Malta	Corporate Solutions SA	adrian.said@emcs.com.mt	Project Director –	Two projects to support the Business support Government Agency IPSE (now called Malta Enterprise). Assisted all SME support activities for the agency clusters, SME consulting, business incubator programme for

2004				contractor and senior Expert	new companies, SME Innovation, etc. As EU candidate country, Malta followed closely EC practices and programmes for Enterprise and economic development. Helped liaise with different EC support programmes, including the participation in projects and programmes – such as the SME and the 7th R&D Framework Programmes.
2000 to 2004	Slovenia	Corporate Solutions SA	niko@o-ken.si	Team leader	Designed and implemented four projects: designed a microfinance and Credit Guarantee Scheme in the Zasajve region; drafted the innovation and technology strategy of the Government of Slovenia in three consecutive Phare projects. Technical assistance to the Styrian Technology Park in Northeast Slovenia (Maribor) in an Austrian /Slovenia Cross Border Project (CBC). Lead a project to develop corporate governance in newly privatised enterprises for the Agency for Privatisation and Restructuring.
Jan.-Dec. 2002	Slovak Republic	Corporate Solutions SA	darina.kaluznik@gmail.com	Project Director and senior Expert	Prepared the enterprise development strategy programme 2002-2005 for the period of pre-accession and drafted project fiches for technological and business incubator development. Drafted a TAX and fiscal simplification and improvement of SME access to credit, payment of taxes, social insurance and othr burdens on enterprises.
June 1999 to Sept 2001	Trinidad & Tobago	DFC SA	angelar@thedfcgroup.com	Financial Expert	Set up of procedures and systems to control credit default, scoring models and work-out procedures for delinquent or risky loans. Organisational restructuring of the institution and plan for development.
From July 1999 onwards	Argentina	DFC SA	angelar@thedfcgroup.com	Methodology expert	Proposal design and management of a IADB-funded TA to support a 75 M USD loan to support a large programme for enterprise restructuring and regional development programme (PRE), including the delivery of Business support services in quality management, health and hygiene, marketing and HR. Co-directed the development of a network of support centres throughout Northern Argentina to support SMEs. Assisting in the elaboration of methodologies for business analysis and business plan preparation for financing by IDB line of grants, and in the co-ordination of the project.
Apr- Sept '93, Jun-Sept '98	Estonia	DFC SA	angelar@thedfcgroup.com	Team leader	Delivered and produced seminars on investment appraisal and project finance for the Estonian Development Bank in many heavy and light industries. Assisted several banks in credit analysis of industrial projects and in accessing capital markets and venture capital.
Mar 1994 Dec 1997	Belarus	DFC SA	angelar@thedfcgroup.com	Project Leader	Implementation for the country's mass privatisation programme. Project leader for establishment of a line of credit for SME development, PMU at the Central Bank, with EBRD funds with local banks.
From May 1993 to December 2000	Bulgaria	DFC SA	angelar@thedfcgroup.com	Team Leader Senior Manager Privatisation Advisor Short Term Expert	Preparation of financial restructuring plans for two companies under a World Bank funded assignment to provide TA to SOE under the Enterprise Debt restructuring Programme. Senior manager Restructuring of a 5 year EU contract to advise the Government in the design of an industrial reform programme including the definition of privatisation and restructuring strategies, the development of new organisational capabilities and the preparation of specific transactions (Phare EU programme). Privatisation advisor for the divestment of the three shipyards in the country.
Sept 1997 – Nov 2003	Georgia and Armenia	DFC SA	angelar@thedfcgroup.com	Team leader	Assisted in the establishment of the EU funded Post Privatisation Centre in Georgia and the SME Agency in Armenia. Later project director for a management assistance programme to the Caucasus region funded by the World Bank. Managed a project to provide credit advisory services to two banks under an EBRD line of

					credit.
Sept 99 – Jan 2001	Hungary	DFC SA	angelar@thedfcgroup.com	Team leader	Led mission to review and evaluate Hungary's programme of financial and non-financial support to SME development, including its network of 10 business incubators.
July1993 June1999	Russian Federation	DFC SA	angelar@thedfcgroup.com	Project Director and Short Term Expert	Project director of the Black Earth region Enterprise Support Agency (ESC) financed by TACIS, providing assistance for medium enterprises in restructuring and opening new markets, and of the Western Siberia centres (four centres around Novosibirsk) in four contracts for the EC. Also consortium member of the Pohl Consulting led Kaliningrad project.
June '93 – '94	Ukraine	DFC SA	angelar@thedfcgroup.com	Project Expert	Negotiation assistance of joint ventures with Ukrainian enterprises, so as to enable them to attract foreign investment, gain competitiveness and increase exports (Takis).
From 1988-1992	Madrid, Spain	A.T. Kearney, Management Consultants	info@atkearney.com	Principal and Office manager of the Spanish office	Developed and managed large consulting projects on business strategy, operations management and planning of large-scale events - such as the operations of the Barcelona Olympic Games of 1992. Worked for the Valladolid-based Technology Park (Boecillo) and its business incubator (innovation centre) in revising their strategy and business plan.
From 1986-1988	Madrid, Spain	Price Waterhouse, Management Consulting Division	info@pwglobal.com	Manager and later Senior Manager	Responsible for launching the strategic consulting activity within the Spanish firm. Worked in the energy, food and banking industries for private and state-owned companies, supervised over 10 consultants in Spain and assisted in creating a European strategic consulting group with training materials and practice development. Also worked in West Africa and Asia in various internationally-funded projects for industrial and transport development, funded by the Lomé IV convention of the European Commission and the World Bank.
From 1981-1985	Paris, France	Booz, Allen & Hamilton, Management Consultants, Paris	info@booz.com	Consultant (full-time)	Worked in large consulting projects for European and American companies in business strategy, operations improvement and organisation in several countries in Europe, North America, Mexico and Argentina. He learned and practised project management.
From 1976-1979	Madrid, Spain	Nuclear and Alternative Energy Centre (CIEMAT),		research associate	Worked on a pilot plant projects for the development of bio-technological processes and products, to obtain foodstuffs and bio-fuels (bio-ethanol) from cellulosic residues in beer companies and agriculture.

19. Other relevant information

Publications: - Has published many articles in Spanish and international magazines (Privatisation, Project Management, Development programmes, etc.), and on MSME development, strategic analysis and restructuring, environment and health issues at firms, etc.. Has specialised in writing on the development of Small and Medium enterprise innovation, quality and clusters, consumer protection, service and health/safety levels in the food and other manufacturing sectors, micro-enterprise development, business associations, industrial clusters and innovation support centres and innovation financial schemes in emerging markets. Has written an upcoming book; "the Labyrinth of International Projects", to be published in Dec 2010 in Spanish.