



RED2RED
CONSULTORES

PUBLIC SECTOR CONSULTANCY

2017

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PRESENTATION OF RED2RED CONSULTORES S.L.

Public Sector consulting firm, based in Madrid (Spain) and established in 2000 with the vocation of strengthening the management of more than a hundred Spanish public organizations, and for years also in the international context (particularly the European Union and Latin America).

Institutional mission: to contribute, from expert and innovative knowledge, to the success of public administrations (at global, regional, national or local level) in improving social and economic governance.

Focus of attention:

- Processes of reform and institutional strengthening to improve the effectiveness and efficiency of public administration.
- Competitive, inclusive and sustainable economic development. Regional policy and regional and territorial development policies, Social policies for equality and against discrimination and Rural development policies.
- Culture of Evaluation with a human rights and gender-based approach.

A **multidisciplinary** full time workforce of some 35 people at 60% female, and has a large network of independent professionals who provide complementary specializations.

We offer **professional consulting**, with values of ethics, commitment, absolute independence, confidentiality, fairness and flexibility.

Areas of competence:

- Programming and strategic planning.
- Design and support to procedures of management, monitoring, training, verification and control.
- Applied social research, economic studies, technical assistance.
- Evaluation of policies and programs.

Culture of quality and equality:

Highly qualified team, with permanent training in the latest work methodologies, under international standards.

R2R is certified by AENOR according to the UNE-EN-ISO 9001: 2000 (quality management systems) and UNE-EN-ISO 14001: 2000 (environment), and it is linked to the UNE-EN 16114 Services Management Consulting standard.

Some of its experts are PMP certificated and the rest of them have been trained in project management.

Red2Red has formalized its commitment to equal opportunities between men and women through an Equality Plan approved by the Women's Institute and the DG de la Mujer of the Community of Madrid.

Average annual **turnover** close to 2 million €.

MANAGEMENT TEAM

JUAN
GARCÍA MORENO

- **Founder and President of Red2Red Consultores.**- Economist. PADE at IESE University. Founder of the Red2Red Group. He has been Deputy General Director of the Spanish Public Employment Service, General Manager at FORCEM and adviser in the Prime Minister's Cabinet.

JOSÉ MOISÉS
MARTÍN CARRETERO

- **General Director.**- Economist from Autonomous University of Madrid. Specialized in International Economical Relations and the Superior Programme of Structured Finance of Capital Risk in the Business School. Executive Programme in Public Management at the Harvard Kennedy School of Government. He was director of ONG-ACSUR-Las Segovias and Department Head of the Multilateral Cooperation AECID. Member of different committees and international organizations. Consultant of the European Counseling and Economic Advisor of the Embassy of South Korea in Spain.

VICTORIA
SÁNCHEZ ESTEBAN

- **Vice President.** - Psychologist specializing in Organizational Psychology and postgraduate in Program and Public Policy Evaluation. Career officer with 8 years of practice in the General Administration of the State and since 1993 consultant in different private companies with managerial functions. Expert and teacher in Analysis and evaluation of public policies and in the design of systems and processes aimed at institutional strengthening and governance, both in the national territory and with international and multilateral organizations..

MARÍA LUISA
VELASCO GISBERT

- **Founding Partner and Head of People Management and Corporative Development** .- PhD in Psychology from the UCM University. Labour advisor at Public Employment Service for 7 years and consultant since 1996 in the field of Employment, Equal Opportunities and the Fight against exclusion. Founding member of Red2Red, currently and PMP certified

PABLO
CONEJO TORRES

- **Coordinator of the Area of Community funds.**- Sociologist and Master in Management of European Union resources. Specialist in the programming, managing and evaluation of Community Funds since 2003. Expert in Public Management and Procedures. Expert in Transparency and Open Government.

ANABEL
SUSO ARAICO

- **Director of the Public Policy Innovation Area.** - Graduated in Political Science and Sociology and specialist in Regional Economics by the University of the Basque Country and in Economic and Labor Sociology by the Complutense University of Madrid. Since 1996 Expert in applied social research in the field of Employment and Equality policies.

RESEARCH AND EVALUATION OF PUBLIC POLICIES

Consultancy of Applied Social Sciences, specialized in diagnosis of diverse realities as a means for the generation of debate helping the decision making. Knowing and understanding initiatives and social phenomena allows better public action.

- Social and economic analysis.
- Balance and situation reports.
- Diagnosis of needs.
- Design of observatories and monitoring systems.
- Economic appraisal of policy implementation.

We use different techniques of information gathering and analysis, both participatory and qualitative (in-depth interviews, focus groups, field observations, IAP, design thinking, etc.), or quantitative (through surveys and statistical analysis).

In terms of **evaluation** we are experts in:

- Evaluation of policies, programs, projects and services.
- Multidimensional or systemic evaluation.
- Impact assessments (previous and ex post facto).
- Evaluations of funds donated by multilateral or regional institutions (EU, cooperation systems ...).
- Support to internal evaluations.
- Training for evaluation competences (learning by doing).
- Monitoring systems for evaluation.
- Extensive experience with multilateral agencies and development cooperation institutions and agencies.

CONSULTANCY OF STRATEGIC PLANNING

Managing for results is a key strategy, and within it, the efficient allocation of human, material and economic resources. We help public institutions to set goals, identify priority and instrumental objectives, allocate resources and communicate it to stakeholders and plan policies in an economic, social or sustainability/ rural development approach.

High analytical capacity - tools of applied economics and sociological research - and prospective look, combined with methodologies of consensus generation through participatory and negotiation techniques.

The goal is our client can find its unique strategy and the support to put it into practice (generally with external financing):

- Prospective analysis.
- Projects formulation.
- Design of public policies and programs with definition of strategies by objectives and generation of consensus.
- Advice on Community Policies and Structural Funds and other financing mechanisms.
- Development of financial plans and design of financial instruments to support sustainable investment.
- Design of Strategies for Sustainable Urban Development (EDUSI).

SUPPORT FOR PUBLIC MANAGEMENT PROCEDURES

Audit Service:

- Verification of conformity of expenses.
- Regulatory compliance audit.
- Audit of compliance of processes and procedures.
- Internal audit of preventive character.
- Advice on external audits.

Optimization of public expenditure management based on the guidelines of the funding agencies:

- Design of management and control systems for European funds recipients.
- Design and execution of procedures manuals.
- Design of computer tools for managing agencies and beneficiaries of public expenditure execution.
- Provision of instructions for the adjustment of each casuistry during the management.
- Design of systems for Simplified Cost Options.

Support for Transparency and Good Governance processes:

- Design and implementation of tools for transparency, information and accountability.
- Advice for the implementation of policies for good governance.
- Consultancy for the accreditation in a seal of transparent by ACREDITRA entity.
- Assistance during the follow-up of the implemented policies and the maintenance of the accreditation.

TRAINING CONSULTANCY

In many entities the implementation of target-oriented strategies finds its bottleneck in the adequacy of the organizational structure, so that makes necessary the implementation of training actions aimed at a better understanding of the institutional reforms and modernization of Public Administration.

This training can be done by a face to face, an on line or blended way with guided tutorials.

We accompany the public servants to internalize and understand the new management procedures. We act as a bridge between public manager and technological suppliers that contribute innovations to the management.

We have experience in the design of ad hoc training actions in some areas such as:

- Management procedures.
- Incorporation of social clauses to public management.
- Evaluation methodology.
- Understanding of social phenomena of civil servants of local administrations and police forces, media, etc. (e.g. trafficking and sexual exploitation).

Some Red2Red **Reference Examples**
in several areas of consultancy

A SELECTION OF REFERENCES:

EVALUATION OF PROGRAMMES AND FUNDS IN LATIN AMERICA

- **WORLD BANK with UNIVERSALIA:** Evaluation of Water Partnership Program –WPP- (2016-2017)
- **WORLD BANK through UNIVERSIDAD DE SALAMANCA:** Evaluation of Improvement of Higher Education (SMEs) Project in Costa Rica. Assessing the degree of implementation of the project and social impact assessment (2015, 2016, 2017)
- **UNDP-PARAGUAY:** Evaluation of the Efficiency of a Program of the Ministry of Justice (2016)
- **DEVAL (Deutsches Evaluierungsinstitut der Entwicklungszusammenarbeit):** Evaluation of EMPLEATE Program in Costa Rica (learning by doing methodology) (2015)
- **GENERAL SECRETARIAT OF THE CENTRAL-AMERICAN INTEGRATION SYSTEM (SICA):** Mid-term evaluation of Programmes founded by the Spain-SICA Fund (16,5 million €) 2010-2013. (2015)
- **IDB- BANCO INTERAMERICANO DE DESARROLLO- (in Consortium with UNIVERSALIA):** Evaluation on Water and Sanitation Fund –(US\$ 700 million) FECASALC-. (2014-2015)
- **FUNDACIÓN INTERNACIONAL Y PARA IBEROAMÉRICA DE ADMINISTRACIÓN Y POLÍTICAS PÚBLICAS (FIIAPP)** Evaluation of “Heritage for Development (P>D)” Programme. (2014-2015)
- **ORGANIZACIÓN DE ESTADOS AMERICANOS (OEA)/ AMERICAN STATES ORGANIZATION-OAS:** Evaluation effects on Health and Life in The Americas Programme (Programa Salud y Vida en las Américas-SAVIA). (2014)
- **ORGANIZACIÓN DE ESTADOS AMERICANOS (OEA))/ AMERICAN STATES ORGANIZATION-OAS:** Evaluation of the Spanish OAS Fund 2006-2011 (USD \$51 million) in the areas of Human Rights, Gender and Multidimensional Security. (2013)
- **FUNDACIÓN INTERNACIONAL Y PARA IBEROAMÉRICA DE ADMINISTRACIÓN Y POLÍTICAS PÚBLICAS (FIIAPP):** Evaluation of the Coordination and Orientation Office URB-AL III (Policy Development Programme, local governments in Latin America). (2013)
- **ORGANIZACIÓN DE ESTADOS IBEROAMERICANOS PARA LA EDUCACIÓN, LA CIENCIA Y LA CULTURA (OEI) Y AGENCIA ESPAÑOLA DE COOPERACIÓN INTERNACIONAL PARA EL DESARROLLO :** Adapting the current training workshops to the Declaration of Paris. (2011)
- **MINISTRY OF FOREIGN AFFAIRS AND COOPERATION - DIRECCIÓN GENERAL DE PLANIFICACIÓN Y EVALUACIÓN DE POLÍTICAS DE DESARROLLO (DGPOLDE):** Evaluation of a bilateral cooperation programme with the Ministry of Labor and Immigration (2008)

- **FUNDACIÓN INTERNACIONAL Y PARA IBEROAMÉRICA DE ADMINISTRACIÓN Y POLÍTICAS PÚBLICAS (FIIAPP)** Evaluation of Programme of collaboration between Spanish Cooperation Agency (AECID) and Spanish Women's Institute (2015-2016)
- **ILO-OIT (ORGANIZACIÓN INTERNACIONAL DEL TRABAJO)**: Project Formulation: Action Plan for the establishment of a Latin American Network of Employment Services (FOIL II Project – Regional Project on Training, Orientation and job placement) (2014)
- **FUNDACIÓN CENTRO DE EDUCACIÓN A DISTANCIA PARA EL DESARROLLO ECON. Y TECNOLÓGICO (FUNDACIÓN CEDDET)**: Impact Assessment of Fundación CEDDET (training activities). (2012, 2014, 2016)
- **PRESIDENCY OF THE REPUBLIC OF EL SALVADOR / MILLENIUM CHALLENGE CORPORATION**: Technical assistance supporting the final formulation of the Human Capital Project: A study for gender mainstreaming in education. (2013)
- **ORGANIZACIÓN DE ESTADOS AMERICANOS (OEA)/ AMERICAN STATES ORGANIZATION-OAS** : Evaluation of a sample of projects promoted by CIM, the Inter American Commission of Women: “Integración de programas de atención a víctimas de VIH y de violencia contra las mujeres en Centroamérica, con un enfoque de derechos”, “Estrategias para la aplicación efectiva de las leyes de cuota en la región andina” y “Desarrollo de Capacidades para el Liderazgo y la Incidencia en las Políticas Públicas para la Igualdad de Género”. (2012)
- **ENTRECULTURAS FOUNDATION**: Evaluation of a three-year programme to promote education in Latin America funded by the Spanish Agency of International Cooperation. (2008-2009)

A SELECTION OF REFERENCES:

EVALUATION OF PROGRAMMES AND FUNDS IN EUROPEAN UNION

POLICIES ON EMPLOYMENT & SOCIAL AFFAIRS

- **ASOCIATIA CENTRUL DE RESURSE SI FORMARE INPROFESIUNI SOCIALE PRO VOCATIE.** Erasmus +_ Project Support for youth entrepreneurship through the transfer of the French model "CAE-Coopérative d'activité et d'emploi" (2016-2017)
- **ÖIR_ÖSTERREICHISCHES INSTITUT FÜR RAUMPLANUNG:** Study on The role of the EU's Common Agricultural Policy in creating rural jobs. (2015-2016)
- **EUROPEAN COMMISSION. D.G. EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION (for METIS GmbH.)** European Social Fund -ESF 2007-2013 ex post evaluation. (2015)
- **DEPARTMENT OF MIGRATION -GENERAL SECRETARIAT OF IMMIGRATION AND EMIGRATION MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY OF SPAIN:** Evaluation of results and impacts of actions co-financed by the European Fund (63,3 million €) for the Integration of third-country nationals in Spain in the period 2011-2013. (2015)
- **EUROPEAN COMMISSION -RAMBOLL MANAGEMENT CONSULTING:** Monitoring of implementation in Spain of the European Fund for Refugees. (2014)
- **EUROPEAN COMMISSION. EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION (for METIS GmbH):** Member of the Evaluation Expert Network on the European Social Fund, as evaluation expert for Spain. This project contributes the expost evaluation of the ESF, by DG Employment and Social Affairs (2012)
- **TURKISH MINISTRY OF DEVELOPMENT (for B&S INTERNATIONAL):** Intermediate Evaluation of the Operational Transport Programme of 2007-2011 (2011)
- **EUROPEAN COMMISSION. EMPLOYMENT, SOCIAL AFFAIRS AND EQUALITY OF OPPORTUNITIES (2010), EUROPEAN ASSOCIATION FOR INFORMATION ON LOCAL DEVELOPMENT (AEIDL) AND PUBLIC POLICY AND MANAGEMENT INSTITUTE (LITHUANIA) :** Evaluation of the impact of Open Method of Social Coordination, for the preparation of the new cycle. A Spanish case report for the period 2006-2009 (2010)
- **EUROPEAN COMMISSION. ISMERI (Istituto di Ricerca Interdisciplinare S.r.l.):** Case study for Spain about the evaluation of the effects of the European Social Fund 2000-2006 in the labor market and on investment in the labor market by supporting the systems and structures. (2009)
- **EUROPEAN COMMISSION. DG OF THE EUROPEAN SOCIAL FUND:** Ex-post evaluation of the European Social Fund (USD \$96 billion), corresponding to the programming period 2000-2006 (2009)

A SELECTION OF REFERENCES: EVALUATION OF PROGRAMMES AND FUNDS IN SPAIN

POLICIES ON GENDER EQUALITY

- **WOMEN'S INSTITUTE OF SPAIN- MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUITY:** Monitoring and evaluation of the Strategic Plan for Equal Opportunities between Women and Men 2014-2016 (2015-2017)
- **WOMEN'S INSTITUTE OF SPAIN- MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUITY:** Evaluation of the Action Plan of 2009-2011 on the equality between women and men in the Information Society. (2013)
- **DIRECTORATE OF WOMEN AT AUTONOMOUS COMMUNITY OF MADRID:** Monitoring and controlling the operations of OP ESF of Madrid to promote a balance between work and personal life and equal opportunities. (2011-2012)
- **WOMEN'S INSTITUTE OF SPAIN- MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUITY:** Design of the State System for Gender Indicators (SEIG). (2009)
- **SPANISH GOVERNMENT AGENCY FOR GENDER BASED VIOLENCE:** Balance after the first year of implementation of National Awareness and Prevention Plan on Gender-Based Violence. (2007)

SOCIAL AFFAIRS

- **SERVICIO CANARIO DE EMPLEO:** Evaluation of the results of public employment policies managed by the Canary Islands Employment Service for the period 2014-2015 (2017)
- **INCYDE (CAMERAL INSTITUTE FOR THE CREATION AND DEVELOPMENT OF THE ENTERPRISES:** Design, elaboration of contents, organization and moderation of the forum with social agents organized in the scope of the project "YG +: vitamin to multiply the results of the youth guarantee"(2017)
- **SPANISH OBSERVATORY OF RACISM AND XENOPHOBY:** Final evaluation of the project "GESDI" on the management diversity in organizations, funded by the European Programme PROGRESS. (2011)
- **SOCIETY FOR THE DEVELOPMENT OF TELECOMMUNICATIONS OF ANDALUSIA. DEPARTMENT OF INNOVATION, SCIENCE AND ENTERPRISE OF AUTONOMOUS COMMUNITY OF ANDALUSIA:** Evaluation of the project plan of 'Guadalinfo project' of 2009-2012 which has led to the incorporation of the society and the andalusian citizenship at the Society of Information. (2010-2011)
- **TRIPARTITE FOUNDATION FOR TRAINING IN EMPLOYMENT OF SPAIN:** Evaluation on the Vocational Training Programme aimed primarily at employed workers (supply and demand) under the RD 395/2007, 27th march. (2010-2011)
- **FUNDACIÓN ONCE:** Evaluation on the EU added value of interventions developed by the National Organization for Disabled People –ONCE- Foundation in the framework of the Operational Programmes co-financed by the Structural Funds. Impact on the lives of the people in the training and employment programmes. (2010)
- **TRIPARTITE FOUNDATION FOR TRAINING IN EMPLOYMENT OF SPAIN:** Evaluation on the Initiative of Complementary Actions in Training for Employment (calls on 2005 and 2006, and a general balance for the period). (2008)
- **PUBLIC SERVICE OF STATE EMPLOYMENT:** Evaluation of the EURES-Spain Network, during the period 2004-2007. (2007)

A SELECTION OF REFERENCES:

EVALUATION AND MANAGEMENT OF PROGRAMMES AND FUNDS IN SPAIN

RURAL DEVELOPMENT AND OTHER COHESION POLICIES

- **FONS DE GARANTÍA AGRÁRIA I PESQUERA DE LES ILLES BALEARS (FOGAIBA):** Evaluation ex post of the Rural Development Program of the Balearic Islands 2007-2013 (2016)
- **MINISTRY OF AGRICULTURE AND ENVIRONMENT_DG_ RURAL DEVELOPMENT AND FORESTRY POLICY:** Ex post Evaluation of the Rural Development Program of the National Rural Network 2007-2013 (2016)
- **JUNTA DE ANDALUCÍA - COUNSELING OF ECONOMY AND KNOWLEDGE - DG OF EUROPEAN FUNDS:** Ex Post Evaluation of the Andalusian Rural Development Program 2007-2013 (2016)
- **UNIVERSITY OF GLOUCESTERSHIRE.** Programmes implementing the 2015-2020 Rural Development Policy. (2016)
- **COWI.** Mainstreaming climate change into the CSF Funds 2014–2020. Spain case study. (2015)
- **MURCIA REGIONAL GOVERNMENT:** Technical assistance to the Managing Authority on the Rural Development Programme of Region of Murcia 2007-2013. Ex-ante evaluation and strategic environment evaluation. (2008-2011, 2012-2015)
- **HELPDESK EVALUATION ON RURAL DEVELOPMENT:** Spanish Geographic expert on Rural Development Policy Evaluation (2012-2013)
- **EUROPEAN COMMISSION. GENERAL DIRECTORATE OF REGIONAL POLICY. Spain Unit:** Financial instruments and SME support co-financed by the European Regional Development Fund –ERDF- in Spain in 2014-2020: strategic guidelines and investment priorities. (2012-2013)
- **MINISTRY OF ENVIRONMENT OF SPAIN:** Continuous evaluation of the Rural Development Programme of the National Rural Network. (2011)
- **EUROPEAN NETWORK OF RURAL DEVELOPMENT:** Development of a Self-evaluation tool for the National Rural Network. (2010)
- **NAVARRA REGIONAL GOVERNMENT:** Continuous Evaluation and Technical Assistance for Interim Evaluation of Programme cofinanced by European Agricultural Fund for Rural Development (EAFRD) in 2007-2013 period (2009-2010)
- **ANDALUSIA REGIONAL GOVERNMENT:** Monitoring and the continuous evaluation and the Intermediate Evaluation of the Rural Development Programme cofinanced by European Agricultural Fund for Rural Development (EAFRD) of 2007-2013. (2009-2010)
- **ALBA-INTERNATIONAL GROUP S.I.I- METIS-OÏR:** Ex-post evaluation of the programming period 2000-2006 on cohesion policy cofinanced by European Agricultural Fund for Rural Development (EAFRD): (Objectives1 and 2). DG Regional Policy. Batch: Rural Development. for Spain and Andalusia. (2008)
- **CASTILLA LA MANCHA REGIONAL GOVERNMENT:** Technical assistance on the elaboration of the Rural Development Programme cofinanced by European Agricultural Fund for Rural Development (EAFRD) 2007-2013 and the ex-ante evaluation and strategic environment evaluation. (2007)

A SELECTION OF REFERENCES: TRAINING OF CIVIL SERVANTS

- **SPANISH FEDERATION OF MUNICIPALITIES AND PROVINCES:** Three editions of the online training course for local professionals on trafficking in women and girls for sexual exploitation (2016)
- **WOMEN'S INSTITUTE OF ARAGÓN:** Training course on social clauses with a gender approach in subsidies and public procurement (2015)
- **EMAKUNDE - BASQUE WOMEN INSTITUTE:** Elaboration of sectoral guides for Gender Impact Assessment: SMEs and entrepreneurs; R & D & I and Information Society; Transport; Communication; Education; Economy; And Environment (2014-2015)
- **GOVERNMENT OF ANDALUCIA:** Training course aimed at updating the knowledge of the SANDETEL team on technical, economic and administrative justification of projects financed by the FSE and FEDER Andalusia 2007-2013 Operational Programs. (2014)
- **INSTITUTE OF WOMEN:** Online Training course on the Image of women in advertising (2013)
- **INSTITUTO DE LA MUJER DE CASTILLA-LA MANCHA:** Training course on social clauses with a gender perspective in subsidies and public procurement. 1st and 2nd Edition. (2013)
- **TRIPARTITE FOUNDATION FOR TRAINING IN EMPLOYMENT:** Training course on "The management of the ESF in the 2007-2013 programming period" (2009)
- **PUBLIC SERVICE OF STATE EMPLOYMENT (INEM):** Training course on European labor market statistics (2008)
- **INSTITUTO DE ESTUDIOS FISCALES (SPAIN) and THE SCHOOL OF PUBLIC FINANCES OF ROMANIA:** Workshop on project design and management, for the School of Public Finances and the Ministry of Finance of Romania (2005)

A SELECTION OF REFERENCES: OTHER CONSULTANCY IN PLANNING AND FUNDS

SOCIAL POLICIES

- **CITIZEN IN POWER:** GROW-GREEN Erasmus+ Project for the promotion of youth employment in the agricultural sector(2017-2018)
- **PRO-VIVIENDA ASSOCIATION AND FOUNDATION FOR SOCIOLABORAL INTEGRATION SUPPORT NETWORK (RAIS):** Strategic Alliance between Provivienda and RAIS Foundation for the development of the Housing First project in Spain (2016-2017)
- **MADRID CITY COUNCIL:** Study to analyze the impact of housing for tourism use in the Central District of Madrid (2017)
- **DG. OFCOORDINATION OF MIGRATORY POLICIES IN ANDALUCIA:** Management of the Andalusian Observatory of Migrations: production and dissemination of knowledge about the migratory event in (2015-2017)

INSTITUTIONAL STRENGTHENING

- **EUROPEAN INVESTMENT BANK:** JESSICA_HF_FIDAE_on_site_monitoring. (2016)
- **CEPES (SPANISH ASSOCIATION OF SOCIAL ECONOMY ENTERPRISES):** Strategic positioning of the entity in the FSE OP of Social Inclusion and Social Economy 2014 - 2020 -POISES-.(2015-2016)
- **INCYDE (CAMERAL INSTITUTE FOR THE CREATION AND DEVELOPMENT OF THE ENTERPRISES):** Strategic positioning of the entity in the OP of Social Inclusion and Social Economy 2014 - 2020 and in the FSE OP of Youth Initiative 2014 – 2020. (2015-2016)
- **FUNDACIÓN SECRETARIADO GITANO:** Strategic positioning of the entity in the FSE OP of Social Inclusion and Social Economy 2014 - 2020 –POISES-. (2015)
- **FOUNDACIÓN ONCE:** Technical Assistance to the ONCE Foundation with a view to improving its Strategic Positioning within the framework of the Europe 2020 Strategy. (2015)
- **TRANSPARENCY COUNCIL.** Coordination of the study on the situation of the application of Law 19/2013, of December 9, Transparency, Access to Public Information and Good Governance in the entities that make up the Public Sector of the General State Administration (AGE). For the Transparency and Good Governance Council. (2015)
- **FUNDACIÓN INTERNACIONAL Y PARA IBEROAMÉRICA DE ADMINISTRACIÓN Y POLÍTICAS PÚBLICAS (FIIAPP):** Annual evaluation of the Spanish Cooperation. (2011)
- **MINISTRY OF FOREIGN AFFAIRS AND COOPERATION OF SPAIN (DGPOLDE):** Evaluation of the Spanish International Development Cooperation and survey on the training needs for the actors in the evaluation area. (2009)

A SELECTION OF REFERENCES: OTHER CONSULTANCIES IN PLANNING AND FUNDS

STRATEGIC SUPPORT TO PLANNING AND INVESTMENT

- **GOVERNMENT OF THE BALEARIC ISLANDS – DIRECTORATE OF EMPLOYMENT, TRADE AND INDUSTRY:** Development of the plan Director of Industry (2016-2017).
- **INSTITUT FOR EQUALITY IN CANARY ISLANDS:** Implementation of a participatory diagnosis for the elaboration of the Plan of Equality of the Government of the Canary Islands (2016-2017).
- **MADRID CITY COUNCIL:** Implementation of the Community Diagnosis of the Chamberí District for the elaboration of a Community Action Plan (2016-2017).
- **INSTITUTO DE FOMENTO DE REGIÓN DE MURCIA:** Implementation of the financial instruments proposed in the Operational Program 2014-2020, including the evaluation EX_ ANTE and the definition and support in the implementation of the new financial instruments. (2016-2017)
- **GOVERNMENT OF BALEARIC ISLANDS DG_ EUROPEAN FUNDS:** Ex ante evaluation for the implementation of Financial Instruments ERDF 2014-2020 Baleares (2016)
- **AGENCY OF INNOVATION, FINANCING AND ENTREPRENEURIAL INTERNATIONALIZATION OF CASTILLA Y LEÓN.** Implementation of the financial instruments proposed in the 2014-2020 operational program, including the ex-ante evaluation (in consortium with International Financial Analysts). (2015-2016).
- **AGENCY FOR INNOVATION AND DEVELOPMENT OF ANDALUSIA (IDEA) OF ANDALUCÍA .** Ex-ante evaluation of the financial instruments to be implemented in the 2014-2020 programming period (in consortium with International Financial Analysts) (2015-2016).
- **INCYDE (CAMERAL INSTITUTE FOR THE CREATION AND DEVELOPMENT OF THE ENTERPRISES):** Action Plan to respond to the requirements of the Commission under the FSE OP Adaptability and Employment 2007-2013 (2015).
- **EVERIS SPAIN, S.L.U .:** Consultancy to define the computer tools to be used by the Spanish Chamber in the exchange of data with the National Management Authorities of the EIE Funds 2014 - 2020. (2015).
- **METIS GMBH:** Ex-post evaluation of the cohesion policy programs for 2007-2013 financed by the European Regional Development Fund (ERDF) and the Cohesion Fund; Work package 3: financial instruments to support business in Spain (2014-2015)
- **EUROPEAN COMMISSION (DG REGIONAL POLICY):** Study on financial instruments and SMEs co-financed by ERDF in Spain in the period 2014-2020: strategic orientations and investment priorities "(2013)