

ACTIVITY REPORT 2015



RED2RED CONSULTORES

Red2Red Consultores (www.red2red.net) is a private company founded in 2000 with the aim of being specialized in public policies, contributing to the success of public institutions, in the improvement of the democratic, social and economic governance through institutional reform processes, design and evaluation of public policies, efficiency in the management and strengthening the leadership, with the final aim of providing quality and sustainable services to public sector and achieving a higher-quality life for citizens.

Counting with a team of experts in public policies and sustainability, Red2Red offers unique solutions in order to successfully meet the economic, social and environmental challenges according to the European standards of competitiveness, sustainability and social and territorial cohesion. In order to achieve this objective, Red2Red works in a global vision and in an ongoing collaboration with local, regional and central governments, European institutions and several multilateral organizations. Therefore, Red2Red has been consolidating as a reference company in the national context (at General Administration, regional and local level) and it's making room for itself in the international one, in particular European Union and Latin-America, in the respect of its corporative values: competition, consistency and honesty.

Concerning quality culture and for equality, Red2Red is certified by AENOR, the Spanish Standards and Certification Association in accordance with UNE-EN-ISO 9001:2000 (management systems) and UNE-EN-ISO 14001:2000 (environment) standards.

Moreover, **Red2Red** has formalized its commitment with equal opportunities among men and women through implementing an Equality Plan – approved by the Women's Institute of Spain – and composed by 5 axes and 30 measures, containing monitoring indicators which allow observing continuously the reality of the company in this field.

The fields of activity in which **Red2Red** works are the following:

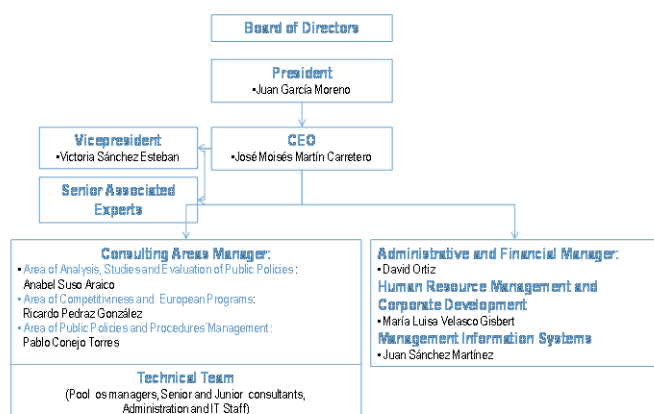
- Democratic governance, institutional strengthening and reform processes, efficiency in the public management of quality and strengthening of leadership;
- Economic, competitive, inclusive and sustainable development, politics of regional and territorial development, social politics on equal opportunities and measures against discrimination;
- Evaluation culture;
- Contribution to the success of public institutions, working in proximity to the client with the final aim of improving the quality life of citizens.

1. WORKING TEAM

Nowadays, **Red2Red** consists of 43 staff members, together with a broad network of independent professionals who provide with complementary specialisations or support carrying out extensive fieldwork. Both staff members and professionals have an educational background corresponding to Economics, Law, Psychology, Engineer and Informatics, Sociology and Political Sciences and a professional experience in the field of consulting, public administration, research and academic teaching.

Red2Red's team has experience in working with several international institutions: European Commission, Europe-Aid, EIGE (European Institute of Gender Equality), Millennium Challenge Corporation (USAID), Organisation of American States, Inter American Development Bank, the Spanish Agency for International Development, World Bank, International Fund for Agricultural Development, the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM) and the American Institute for Cooperation on Agriculture.

Red2Red Organization Chart



Red2Red members collaborate and maintain stable alliances with other consulting companies, university groups, independent professionals and European networks, which shape a cooperation network model offering wide knowledge and geographical closeness to clients.

2. SERVICES PROVIDED

More in depth, the services provided by **Red2Red** include the following areas:



Studies and Research

The studies carried out by **Red2Red** are tools of analysis of diverse realities and, in many cases, are multi-faceted, drawing a picture of a situation, but also serving as a means for the generation of discussion and the arrival at conclusions and recommendations that can help in the subsequent decision-making processes. Awareness and understanding of the initiatives and social phenomena enable better public action.

Red2Red takes advantage of applied research techniques and use them to observe the course of certain social phenomena, their interaction with specific practices or the identification of needs or trends. Its specialisation is relevant in the field of social action and revolves around the policies in the effort against the social/labour market discrimination affecting the most vulnerable groups, training and employment, active aging, care for dependent persons, bringing information technologies and communications closer to people or the enhancement of the mainstreaming of equal opportunities policies (such as gender perspective or universal accessibility), together with support for strengthening the institutions working on these issues.

The services provided under this area are the following:

- Social and economic analyses;
- Balance sheet and position reports;
- Diagnoses of needs;
- Design of observatories;
- Economic assessment of the application of policies;
- Diagnoses of social issues (gender, social exclusion, etc.);
- Development of indicators systems and definition of methodologies for needs detection;
- Equal plans, employment plans, etc.;
- Strategic positioning analysis.

Red2Red's methodology generally implies using different methods and techniques of collection and analysis of information, in particular participatory, quantitative (through surveys and statistical analysis) and qualitative techniques (in-depth interviews, focus groups, fieldwork observations, etc.).

Strategic Consultancy

The efficient allocation of the human, material and economic resources necessary for the attainment of the goals established by an organization or administration is a challenge. Knowing where to go, identifying the priority and **instrumental goals, allocating resources** for their attainment and communicating this to the stakeholders involved and to the society affected is a task of the management body of an institution, in which the collaboration of a consultancy service can contribute with method and creativity.

Red2Red collaborates with its clients in this process, by contributing its capacity for analysis and diagnostics, using tools of applied economics and sociological research, its capacity for prospecting and vision through the experience of its consultants and compared analysis, together with its capacity for the generation of consensus by means of techniques of participation and negotiation. Its objective is to ensure that its clients find their unique strategy and receive the support in order to put it into practice.

The services provided under this area are the following:

- Prospective analysis;
- Design of public policies and programmes;
- Definition of target-oriented strategies;
- Advice on Community Policies and Structural Funds;
- Generation of agreements and consensus;
- Drawing-up of financial plans.

Management Consultancy

In several entities, the implementation of strategies according to determined objectives can meet some difficulties in the adaptation of the organizational structure, definition of management systems, establishment of procedures and even in the own institutional organization shaping.

Red2Red collaborates in the optimization of the management of institutions, redefining the organization according to its strategy and objectives, informing on processes, training the actors involved and focusing on the resistance to change through preventive solutions. All of that, taking management for results into account as the key strategy.

In particular, Red2Red offers the following services:

- Definition of management systems;

- Elaboration of handbooks on processes (consulting activities, design, implementation and updating);
- Support to the management of politics and programs;
- Design of monitoring systems;
- Design and application of technological solutions;
- Outsourcing;
- Organizational consulting.

Evaluation

Understanding public policies enables their improvement, and the main tool for achieving this aim is evaluation. Red2Red adapts its evaluations to the specific context of each client and institution in order to maximise the value and usefulness of the results and carries out its activity in a very broad set of policies, which range, for instance, from development cooperation to education, from regional development to gender issues or from employment to health.

The services provided under this area are the following:

- Evaluation of policies, programmes, projects and services;
- Regulatory evaluation of Community Funds;
- Multidimensional evaluation (design, process, results and impact);
- Evaluation on specific areas or aspects;
- Preliminary impact analysis;
- Support to internal evaluations,
- Monitoring systems for evaluation;
- Elaboration of methodological guides,
- Training on evaluation.

Audit

Verification and monitoring of the financial interventions can be essential elements for the implementation of public policies. In fact, interest and sensitiveness towards these aspects considerably increased and processes based on good and transparent financial management are requested. Red2Red collaborates with its clients for carrying out regulatory and internal audits, focusing on the prevention and detection of areas for improvement in their management systems.

- Verifications of regulations of expenses cofinanced by Community Funds;
- Regulatory compliance audit;
- Processes compliance audit;
- Preventive internal audit;
- Elaboration of verification reports;
- Selection of samples;

- Design of monitoring procedures;
- Consulting in eligibility of costs;
- Support and counselling in external audits.

3. METHODOLOGY

For its professionalism, commitment, implication, emphasis on international standards and adaptation to each client's needs, **Red2Red** team is a reference for the following working fields:

- Technical and methodological assistance: applied social research, strategic planning and management procedures, monitoring and verification audits, monitoring and evaluation for institutional strengthening;
- Technical assistance in specific areas of social and economic politics field: employment, training, social inclusion, measures against discrimination, gender perspective, rural development, attention to disability and social vulnerability.

Red2Red's working methodology is based on the following three approaches:

Quantitative approach

- Revision of statistical, documental, administrative and normative sources;
- Design, elaboration and exploitation of surveys;
- Design of specific indicators;
- Cost/Benefit analysis;
- Design and implementation of econometric models;
- Elaboration and exploitation of Input-Output frameworks;
- Elaboration and exploitation of Social Accountability frameworks.

Qualitative approach

- In-depth interviews;
- Focus groups;
- Delphi method;
- Life stories;
- Direct and participant observation.

Participant approach

- Social networks dynamic management techniques;
- Communitarian planning techniques;
- Big group dynamics (Future Search, EASW).

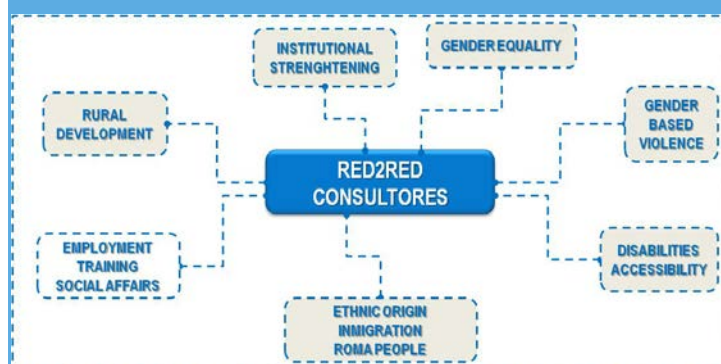
4. QUALITY GUARANTEE

Red2Red's quality guarantee is accredited by:

- Its clients' satisfaction;
- Stability and lifelong learning of technical staff;
- Its registration in the Official Register of Tenderers of the Ministry of Economics and Finance;
- Its registration in the Official Register of Tenderers of the Autonomous Communities;
- Its registration for providing consulting service in the European Commission;
- Its accreditation in quality in accordance with UNE-EN-ISO 9001:2000 (management systems) and UNE-EN-ISO 14001:2000 (environment) standards;
- Its adaptation to a Corporate Social Responsibility model.

5. EXPERIENCE

Red2Red has a wide experience in several fields of actions. More detailed information is available in the following pages.



INSTITUTIONAL STRENGTHENING

IDB-INTER-AMERICAN DEVELOPMENT BANK, Consortium with UNIVERSALIA: Evaluation on Water Fund FECASALC (2014-2015).

METIS GMBH: Competitive Multiple Framework Contract - Lot 3: Studies related to the future development of Cohesion Policy and ESI Funds (2014-2015).

INTERNATIONAL AND IBERO-AMERICAN FOUNDATION FOR ADMINISTRATION AND PUBLIC POLICIES (FIIAPP): Evaluation of "Heritage for Development (P>D)" Programme (2014-2015).

MINISTRY OF DEFENCE – ISDEFE: Technical Assistance services for the Management Delegation of the State Secretariat of Public Administrations and support in certification 2014 in the ERDF Operative Programmes 2007-2013 (2014-2015).

REGIONAL GOVERNMENT OF VALENCIA: Extension nº3 of the Consulting and Technical Assistance services for the design and execution of the monitoring procedures of the operations financed in the OPs ERDF and ESF (2014-2015).

ORGANIZATION OF AMERICAN STATES (OAS): Evaluation effects on Health and Life Programme in the Americas - SAVIA (2014).

REGIONAL GOVERNEMENT OF MADRID – GENERAL DIRECTORATE OF STATE COOPERATION AND EUROPEAN AFFAIRS: Elaboration of the Regional Operative Programme ESF 2014-2020 of Madrid (2014).

REGIONAL GOVERNEMENT OF GALICIA – GENERAL DIRECTORATE OF PLANNING AND FUNDS: Elaboration of the ERDF and ESF Operative Programmes of Galicia 2014-2020 (2013-2014).

REGIONAL GOVERNEMENT OF CATALUNYA – REGIONAL EMPLOYMENT SERVICE: Design and elaboration of the Regional Operative Programme of ESF 2014-2020 (2013-2014).

ORGANIZATION OF AMERICAN STATES (OAS): Evaluation of the Spanish Fund OEA 2006-2011 in the areas of Human Rights, Gender and Multidimensional Security (2013).

INTERNATIONAL AND IBERO-AMERICAN FOUNDATION FOR ADMINISTRATION AND PUBLIC POLICIES (FIIAPP): Evaluation of the Coordination and Orientation Office URB-AL III (Policy Development Program, local governments in Latin America) (2013).

THE TURKISH MINISTRY OF DEVELOPMENT (FOR B&S INTERNATIONAL): Intermediate Evaluation of the Operational Transport Program of 2007-2011, framed within the strategic framework of coherence, next to the environment, competitiveness and development of human resources. The work is especially focused on the evaluation of the management process and the implementation (2011).

EUROPEAN COMMISSION-EUROPEAID 129783/C/SER/Mult. Framework contract Lot 1: Technical Assistance and research FWC COM 2011 (2011 extended until 2015).

INTERNATIONAL AND IBERO-AMERICAN FOUNDATION FOR ADMINISTRATION AND PUBLIC POLICIES (FIIAPP): Annual evaluation of the Spanish Cooperation (2011).

ANDALUSIAN SOCIETY FOR TELECOMMUNICATIONS DEVELOPMENT, S.A. – SADENTEL: Evaluation of GUADALINFO project (2010-2011).

BIODIVERSIDAD FOUNDATION: Consulting and technical assistance services for the closing operations of Operative Programmes of Entrepreneurship and Continuous Training of Objectives 1 and 3 of EFS 2000-2006 (2009-2010).

MINISTRY OF FOREIGN AFFAIRS AND COOPERATION (DGPOLDE): Elaboration of the Diagnosis on the evaluation of the Spanish International Development Cooperation and survey on the training needs for the actors in the evaluation area (2009).

REGION OF MADRID: Technical assistance for closing operations of the Single Programming Document Objective 2 of the Region of Madrid related to the Structural Funds 2000-2006 (2009).

MINISTRY OF EMPLOYMENT AND SOCIAL SECURITY - GENERAL SUB-DIRECTORATE OF ECONOMIC PLANNING AND MANAGEMENT: Technical assistance for carrying out the monitoring activities corresponding to the operations cofinanced by the ESF for the Integration of Third-country Nationals in 2007 (2009).

TWINNING between THE INSTITUTE OF FISCAL STUDIES OF SPAIN and THE SCHOOL OF PUBLIC FINANCES OF ROMANIA: Workshop on the design and management of projects, for the responsible of the School of Public Finances and other departments under the Ministry of Finance of Rumania (2005).

GENDER EQUALITY

SPANISH WOMEN'S INSTITUTE: Technical Assistance and Advice to the national Network of Equality Opportunities for women and men to an effective gender mainstreaming (2010 -2014, ongoing).

EMAKUNDE - WOMEN'S INSTITUTE OF BASQUE COUNTRY: Elaboration of Sector Guides on Gender Impact Assessment. Contents design of 4 Sector Handbooks developed in the fields of SMEs and entrepreneurship, R & D + i, the Knowledge society, and Transportation and mobility (2013, ongoing).

SPANISH WOMEN'S INSTITUTE: Design of the contents of the online training course on the image of women in advertising (2013, ongoing).

SPANISH WOMEN'S INSTITUTE: Elaboration of *Study of situation and needs, on personal life, work and familiar balance* (2013, ongoing).

MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY - WOMEN'S INSTITUTE: Continuous technical counselling services for the Equal Opportunities Politics Network in the Structural Funds and Cohesion Fund 2007-2013 (2013-2014).

PRESIDENCY OF THE REPUBLIC EL SALVADOR (MILLENNIUM CHALLENGE CORPORATION/USAID): Technical assistance to support the final formulation of the Human Capital Project: A study for gender mainstreaming in education (2013).

WOMEN'S INSTITUTE of Castilla-La Mancha: Training course on social clauses about gender in grants and public procurement (2013).

MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY - WOMEN'S INSTITUTE: Technical assistance to the Equal Opportunities Network for a real and effective application of gender mainstreaming in the Structural Funds (ERDF and ESF) and Cohesion Fund 2007-2013 (2012-2013).

ORGANIZATION OF AMERICAN STATES (OAS): Evaluation of a sample of projects promoted by CIM, the Inter-American Commission of Women, "Integrating care programs for victims of VIH and gender based violence in Central America, with a focus on rights", "Strategies for effective implementation of the quota laws in the Andean Region" and "Capacity Development for Leadership and Advocacy in Public Policy for Gender Equality" projects, which included fieldwork in El Salvador, Panama and Peru (2012).

FONDAZIONE BRODOLINI - EIGE (EUROPEAN INSTITUTE OF GENDER EQUALITY): Collection of methods, tools and good practices in the field of Women and the Media (2012-2013).

DEPARTMENT OF THE WOMAN of MADRID AUTONOMOUS COMMUNITY: Service for monitoring and controlling the operations of Operative Programme ESF- Community of Madrid, to promote a balance between work and personal life and promote equal opportunities (2011-2012).

SPANISH WOMEN'S INSTITUTE: Elaboration of the *Linguistic change in Education in the past 25 years in Spain* study (2009).

RED CROSS: Support for the Strategic Plan for Equal Opportunities between women and men 2010-2012 for the Municipality of Jaen, Design of an operational tool to lay the groundwork for transforming the political practice in the field of equal opportunities (2009).

GENDER BASED VIOLENCE

GOVERNMENT DELEGATION OF GENDER VIOLENCE of Spain:

Elaboration of *The state of the art in the study of gender violence in Spain*, a meta-analysis of main research and debate about and the information gaps (2011).

GOVERNMENT DELEGATION OF GENDER VIOLENCE of Spain:

Elaboration of the *Breaking the Circle of Gender based Violence: 17 +2 life stories* study (2011).

REGIONAL HEALTH SERVICES of AUTONOMOUS COMMUNITY OF MADRID - UNIVERSITY HOSPITAL FOUNDATION

ALCORCÓN: Elaboration of the *Health, Gender based Violence and Immigration* study, a research about the impact of GBV on the health of immigrant women in the region (2010).

GOVERNMENT DELEGATION OF GENDER VIOLENCE of Spain:

Inventory and analysis of the training materials and awareness on Domestic Violence (2008).

DEPARTMENT OF THE WOMAN of MADRID AUTONOMOUS COMMUNITY:

Study on the economic costs of violence against women in the Community of Madrid (2007-2008).

GOVERNMENT DELEGATION OF GENDER VIOLENCE of Spain:

Balance of the 1st year of implementation of the first National Awareness and Prevention Plan of gender based violence (2007).

GOVERNMENT DELEGATION OF GENDER VIOLENCE of Spain:

Elaboration of the "Supporting the first National Awareness and Prevention Plan of gender based violence. Conceptual framework and intervention lines" study (2006).

DISABILITIES

ONCE FOUNDATION: Elaboration of the *Study on the employability of people older than 45 years old with disabilities* (2014).

ONCE FOUNDATION: Support in the realization of awareness actions and debate on Structural Funds and Disability in the framework of the Operative Programme of Fight Against Discrimination 2007-2013, cofinanced by ESF (2013-2014).

ONCE FOUNDATION: Elaboration of the *Study on the employability of young people with disabilities* (2013).

ONCE FOUNDATION: Elaboration of *Managing diversity: a strategy for the management of age and disability in business* study (2012)

CERMI, SPANISH REPRESENTATIVE COMMITTEE OF PEOPLE WITH DISABILITIES: Elaboration of the *Supported Employment on people with disabilities* Study (2011).

CERMI, SPANISH REPRESENTATIVE COMMITTEE OF PEOPLE WITH DISABILITIES: Elaboration of *Green Economy, disabled people and employment* study (2011).

INJUVE, SPANISH INSTITUTE FOR YOUTH: Elaboration of *Study on the status of labour practices for young people in Spain and proposals for improvement* (2009).

ONCE FOUNDATION: Elaboration of *The situation and causes of barriers in access to higher education and their impact on the labour market participation of people with disabilities* study (2009).

ONCE FOUNDATION: Elaboration of *Employment of people with disabilities and the new paradigm of Flexicurity* study (2008).

ONCE FOUNDATION: Elaboration of *Geographic mobility of people with disabilities and accessibility of working routes* study (2008).

ONCE FOUNDATION: Elaboration of the practical guide *Equal treatment in employment* (2007).

IMERSO, SPANISH INSTITUTE FOR ELDER PEOPLE AND

SOCIAL SERVICES: Elaboration of the Evaluation of universal access and technical assistance and its impact on people users (2007).

ONCE FOUNDATION: Elaboration of *Study on equal treatment in employment. An overview of the implementation of Directive 2000/78 in Spain from the perspective of disability* (2007).

ONCE FOUNDATION: Elaboration of *The faces of the fight against discrimination* case study: nine real successful stories about the employability of people with disabilities and the way they overcome with social and physical barriers (2006).

ONCE FOUNDATION: Elaboration of *Study on employment among young people with disabilities and social entrepreneurship* (2012).

ETHNIC ORIGIN/INMIGRATION/ROMA PEOPLE

RAMBOLL MANAGEMENT CONSULTING: Monitoring of the implementation in Spain of the European Refugee Fund, European Fund for Third-countries Integration, External Borders Fund and European Return Fund (2014-2015).

MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY: Elaboration of *Diagnostic study of secondary sources about discrimination in Spain* (2013).

MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY: Elaboration of the *Annual study on discrimination based on race or ethnic origin: the perception of potential victims, 2011* (2012).

MINISTRY OF HEALTH, SOCIAL SERVICES AND EQUALITY: Elaboration of the *Annual study on discrimination based on race or ethnic origin: the perception of potential victims, 2010* (2011).

REGION OF MADRID: Elaboration of the *Health, Gender-Based Violence and immigration in the region of Madrid* study (2010).

DIRECTORATE-GENERAL FOR INTEGRATION OF MIGRANTS: Technical assistance to support monitoring actions carried out within the Strategic Plan for Citizenship and Integration (PECI) during 2008 (2010).

REGIONAL EMPLOYMENT AND TRAINING SERVICE OF THE EMPLOYMENT AND TRAINING DEPARTMENT OF THE REGION OF MURCIA: Elaboration of the *Survey on training needs of the immigrant population of the region of Murcia* (2007).

FOUNDATION OF THE NATIONAL ORGANIZATION OF THE SPANISH BLIND PEOPLE (ONCE FOUNDATION): Elaboration of the *Study on the situation of multidiscrimination on the ground of employment of Roma people with disabilities*, with the collaboration of the Roma Secretariat Foundation (Secretariado Gitano Foundation) (2007).

EMPLOYMENT, TRAINING AND SOCIAL AFFAIRS

EUROPEAN COMMISSION, Employment, social affairs and inclusion for METIS, GmbH: Member of the Evaluation Expert Network on the European Social Fund, evaluation expert for Spain (2012).

EUROPEAN COMMISSION (DG Regional Policy), Financial instruments and SME support co-financed by the ERDF in Spain in 2014-2020: strategic guidelines and investment priorities (2012-2013).

ORGANISATION OF IBERO-AMERICAN STATES FOR EDUCATION, SCIENCE AND CULTURE (OEI) and the SPANISH AGENCY FOR INTERNATIONAL COOPERATION (AECID): Adapting the current training workshops to the Declaration of Paris.

For the development of this evaluation, fieldwork was carried out in Bolivia, Colombia, Ecuador and Nicaragua (2011).

EUROPEAN COMMISSION, Employment, social affairs and equality of opportunities (2010). **EUROPEAN ASSOCIATION FOR INFORMATION ON LOCAL DEVELOPMENT (AEIDL)**, Belgium, and **PUBLIC POLICY AND MANAGEMENT INSTITUTE** (Lithuania): Evaluation of the impact of Open Method of Social Coordination, for the preparation of the new cycle. Elaboration of the Spanish case report for the period 2006-2009 (2010).

EUROPEAN COMMISSION. DG OF THE EUROPEAN SOCIAL FUND: Ex-post evaluation of the European Social Fund, corresponding to the programming period 2000-2006 (2009).

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 labour market and on investment in the labour market by supporting the systems and structures (2009).

ENTRECULTURAS FOUNDATION: Elaboration of general conclusions and recommendations on the evaluation of a three-year program to promote education in Latin America funded by the Spanish Agency for International Cooperation (2008-2009).

MINISTRY OF FOREIGN AFFAIRS AND COOPERATION - OFFICE OF DEVELOPMENT PLANNING AND POLICY EVALUATION (DGPOLDE): Evaluation of a bilateral cooperation program with the Ministry of Labour and Social affairs, including fieldwork in Costa Rica, Ecuador and Mexico (2008).

RURAL DEVELOPMENT

REGION OF MURCIA: Technical assistance to the Managing Authority on the RDP of the region of Murcia during 2007-2013. Rural development plan for the region Murcia 2007-2013, Ex-ante evaluation and strategic environment evaluation (2008-2011, 2012-2015).

METIS GMBH: Investment Support under Rural Development Policy. Spanish Case Study-Galicia (2014).

REGIONAL GOVERNEMENT OF GALICIA: Ex ante and strategic environmental evaluation of the Rural Development Programme of Galicia, EAFRD 2014-2020 (2013-2014).

REGIONAL GOVERNEMENT OF GALICIA - GENERAL DIRECTORATE OF RURAL DEVELOPMENT: Monitoring activities of the Rural Development Programme of Galicia, EAFRD 2007-2013 (2013-2014).

REGIONAL GOVERNEMENT OF NAVARRA: Ex ante and strategic environmental evaluation of the Rural Development Programme of Navarra, EAFRD 2014-2020 (2013-2014).

REGIONAL GOVERNEMENT OF ANDALUSIA: Ex ante and strategic environmental evaluation of the Rural Development Programme of Andalusia, EAFRD 2014-2020 (2013-2014).

HELPDESK EVALUATION ON RURAL DEVELOPMENT: Spanish Geographic expert on Rural Development Policy Evaluation (2012-2013).

MINISTRY OF ENVIRONMENT: Continuous evaluation of the Rural Development Program of the National Rural Network (2011).

GOVERNEMENT OF NAVARRA: Basis for Continuous Evaluation and Technical Assistance for Interim Evaluation of EAFRD Rural Development Programme in the period 2007-2013 (2009-2010).

REGIONAL GOVERNEMENT OF ANDALUSIA: Support with monitoring and the continuous evaluation and the Intermediate Evaluation of the Rural Development Program EAFRD of 2007-2013

KMC BELGIUM SPRL - EUROPEAN NETWORK OF RURAL DEVELOPMENT: Development of a Self-evaluation tool for the National Rural Network Tool-Kit (2010) and screening of Mountain farming in 2007-2013 NSPs and RDPs (2009).

REGION OF MURCIA: Technical assistance for the implementation of the Law on Sustainable Rural Development in the Region of Murcia during 2009-2010 and Programme Support strategic intervention in big food companies in the Region of Murcia during 2008-2012 (2008).

ALBA-INTERNATIONAL S.L. - METIS - OIR: Support with the ex-post evaluation of the programming period 2000-2006 on cohesion policy cofinanced by EAFRD: (Objectives 1 and 2). DG Regional Policy. Batch: Rural Development for Spain and Andalusia (2008).

LOCAL ACTION GROUP - ADAC: Support with the definition of objectives and strategic lines of the future Strategic Plan for the region Alcarria y Campiña (Guadalajara) within the EAFRD programming period 2007-2013 (2007-2008).

CASTILLA LA MANCHA COMMUNITY COUNCIL-CONSULTANCY OF SOCIAL DEVELOPMENT PROJECTS (AIE): Technical assistance on the elaboration of the Rural Development Program of EAFRD 2007-2013 and the ex-ante evaluation and strategic environment evaluation (2007).

REGIONAL COMPETITIVENESS

METIS GMBH: Ex post evaluation of the Cohesion Politics Programmes 2007-2013 financed by ERDF and Cohesion Fund (2014-2015).

GOVERNEMENT OF PRINCIPALITY OF ASTURIAS - GENERAL DIRECTORATE OF BUDGETS AND PUBLIC SECTOR: Strategic environmental evaluation of ERFD the Operative Programme 2014-2020 of the Principality of Asturias (2014).

REGIONAL GOVERNEMENT OF CASTILLE-LEON - GENERAL DIRECTORATE OF BUDGETS AND STATISTICS: Elaboration of the documents for the ERDF Programming in Castille-Leon 2014-2020 (2014).

REGIONAL GOVERNEMENT OF CASTILLE-LEON - GENERAL DIRECTORATE OF BUDGETS AND STATISTICS: Elaboration of the documents for the ESF Programming in Castille-Leon 2014-2020 (2014).

REGIONAL GOVERNEMENT OF ANDALUSIA - GENERAL DIRECTORATE OF EUROPEAN FUNDS: Extension of the service contract for supporting activities in monitoring the operations cofinanced by Programme Operatives of ERDF and ESF 2007-2013 (2013-2014).

AGRICULTURAL, WATER AND ENVIRONMENTAL COUNCIL OF THE BALEARIC ISLANDS: Technical assistance for programming, ex ante and strategic environmental evaluations of the Regional Development Programme of Balearic Islands 2014-2020 (2013-2014).

REGIONAL GOVERNEMENT OF CASTILLE-LEON - GENERAL DIRECTORATE OF BUDGETS AND STATISTICS: Monitoring and continuous evaluation services of interventions financed by ERDF, ESF and Cohesion Funds in Castille and Leon (2009-2014).

REGIONAL GOVERNEMENT OF ANDALUSIA - GENERAL DIRECTORATE OF EUROPEAN FUNDS: Audit services for monitoring and controlling of the operations cofinanced by the Operative Programmes of ERDF and ESF 2007-2013 (2009-2013).

VALENCIA REGIONAL GOVERNEMENT - GENERAL DIRECTORATE OF PROJECTS AND EUROPEAN FUNDS:

Consulting and technical assistance services for the design and execution of monitoring procedures of operations cofinanced by the Operative Programmes of ERDF and ESF (2009-2012).

COUNTY COUNCIL OF GUADALAJARA: Technical assistance of the project management for local development and improvement of touristic infrastructure of Province of Guadalajara (2009-2011).

GOVERNEMENT OF PRINCIPALITY OF ASTURIAS – GENERAL DIRECTORATE OF BUDGETS AND PUBLIC SECTOR: Evaluation of information and publicity measures related to the Operative Programme of ESF and ERDF of Principality of Asturias 2007-2013 (2009-2010).

6. CONTACT DETAILS



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