



ACE

INTERNATIONAL CONSULTANTS

ACE FINANCE & PUBLIC MANAGEMENT



CERTIFICADO ENAC 560599
ISO 9001:2008



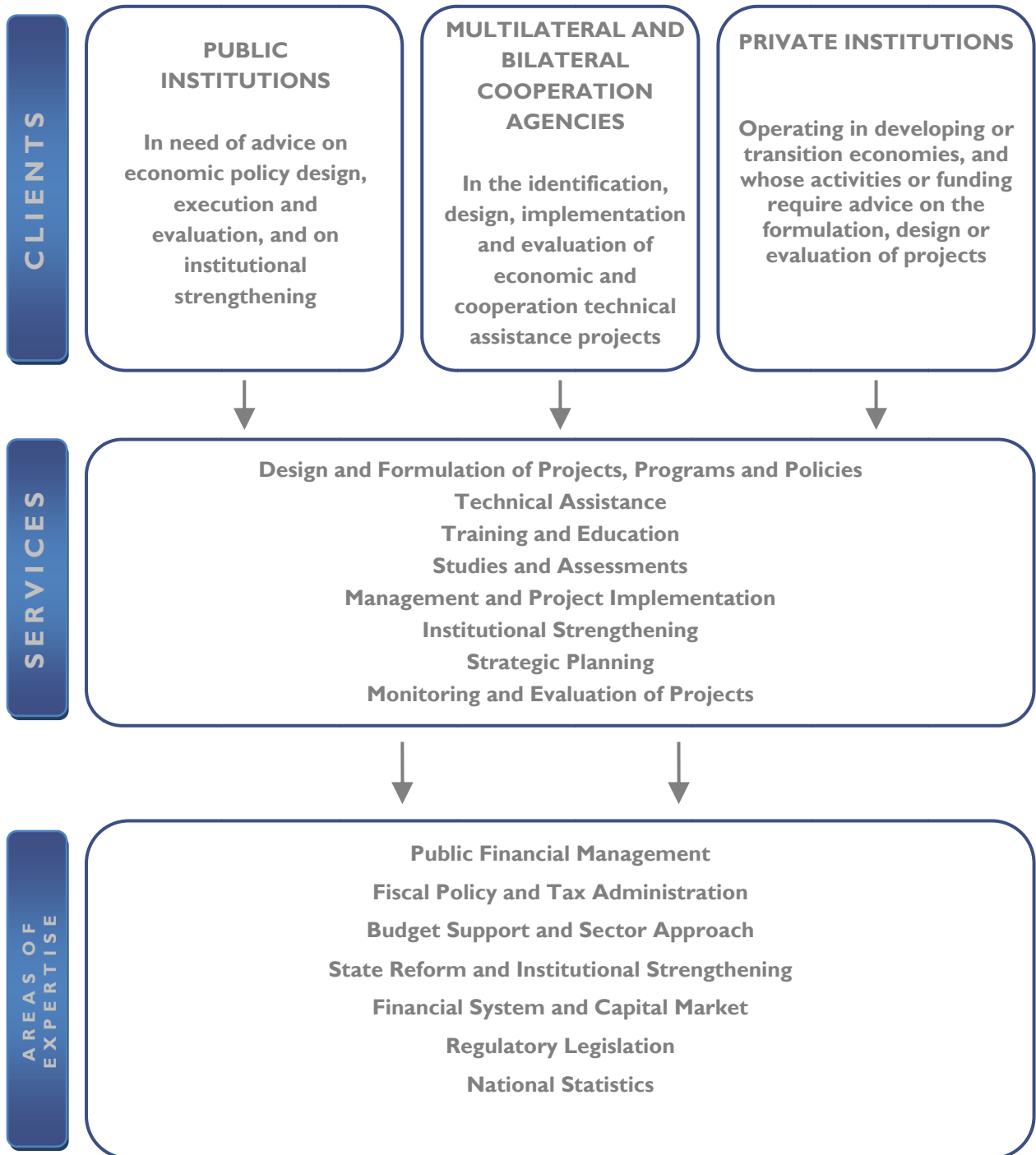
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2010

COMPANY PROFILE

ACE International Consultants is a company that provides consultancy and advisory services on (i) Private sectors internationalisation and development, (ii) Economic and social aid to developing countries, and (iii) Finance and Public Management.

ACE achieved its consolidation, since it was founded in 1989, as one of Spain's leading providers for consulting services in these areas and has attained international recognition in the sectors and markets in which it operates. It has implemented more than 300 international cooperation projects, in over 60 countries. In November 2006, the Spanish Minister of Industry and Trade presented ACE with the "Best International Company – SME category – award"



AREAS OF EXPERTISE

a) Public Financial Management

- Analysis of expenditure allocation, financial responsibility and governmental accountability.
- Analysis of fiscal discipline, expenditure prioritization strategies and operational efficiency.
- Cost analysis per program ('bottom-up') and integration with national policy priorities ('top-down') for medium-term periods.
- Purchasing processes optimization and information systems integration.
- Design of methodologies for internal audits and planning of external audits.
- Cash flows management and debt level optimization.

b) Fiscal Policy and Tax Administration

- Assessment of taxation efficiency and proposals to modernize collection schemes.
- Technical advice and training on alternative tax structures.
- Tax revenue estimation and forecast.
- Economic and operative impact studies of taxes on income, consumption and transactions.
- Harmonization of tax legislation between recipient and donor countries.
- Study of tax decentralization alternatives and information systems integration.

c) Budget Support and Sector Approach

- Budgeting policies focused on decentralization, performance and transparency.
- Standards and budget frameworks harmonization between recipient and donor countries.
- Reform of the budgeting processes and tools.
- Support in the transition from annual incremental budgeting mechanisms to a multiyear approach.
- Coordination and integration of budget planning and national policy objectives.
- Design of monitoring and control systems.
- PEFA

d) State Reform and Institutional Strengthening

- Strategic planning and process reengineering of ministries, regulatory offices, public enterprises and other government institutions.
- Strengthening of legal structures to promote a friendly investment environment.
- Evaluation of the political and administrative impact of different decentralization alternatives.
- Human capital management support (roles, responsibilities, recruitment, compensation, knowledge management).
- Implementation of systems for monitoring public service performance.
- Training of staff to develop organizational behaviour understanding and change management skills.

e) Financial System and Capital Market

- Design and evaluation of sector-specific financial products: microfinance, rural finance, mortgages for low-income sectors, municipal finance, and cooperative loans.
- Audits of financial and operational integrity for central, development and commercial banking institutions.
- Design of innovative financial structures and their regulation: guarantee and investment funds, venture capital, trusts, insurance and reinsurance.
- Support strategies in order to access the capital market.

f) Regulatory Legislation

- Analysis of local regulations and benchmarking with best practices on energy, telecommunications and new technologies.
- Support in the design and study of antimonopoly regulation.
- Evaluation of market liberalization alternatives and privatization proposals.
- Advise to offices in charge of monitoring regulated markets.

g) National Statistics

- Formulation of models and development of econometric tools to support local planning and statistical offices.
- Support procedures for collecting and consolidating data and producing updated information.
- Coordination, budgeting and support of large scale statistic projects: census, surveys.
- Research activities to support policy formulation.
- Institutional strengthening of statistical offices

MAIN CLIENTS

Governments

At an international level, ACE have prepared consulting and technical assistance projects, ACE has also advised several governments in over 60 countries in Central and Eastern Europe, Latin America, Africa, The Pacific, The Caribbean, The Mediterranean and Asia. Nationally ACE works with the Central Government and the Autonomous Communities of Andalusia, Castilla y León, Madrid, Murcia and Navarra.

In the area of Finance & Public Management ACE works mainly with Ministries of Economy and Finance, Treasury Offices, Tax and Audit Directorates, National Institutes of Statistics, Regulatory Offices (Energy, Telcos, Consumer), Cadastre Agencies, which usually operate in mixed economies where the state owns and manages part of the resources.

Agencies and Financial Institutions for Development

ACE has undertaken consultancy works for major bilateral and multilateral development agencies: EU, World Bank, Inter American Development Bank, DFID, MIGA, EIB, CABEL AECI, MIF, etc.

Other Institutions

Such as Chambers of Commerce, Business Associations, Institute for the Promotion of Exports and foreign investment, regional development agencies, support agencies and SMEs (Small and Medium Enterprises) Competitiveness.

MANAGEMENT STAFF

Antonio Bonet. President

abonet@aceconsultants.eu

Founder of ACE. MS degree in Business Economics from the University of Seville, MS in Applied Economics and Finance by the Massachusetts Institute of Technology and State Economist and Trade Expert. He has more than 20 years experience as Senior Consultant and Project Director in Private Sector Development and International Trade, having worked in Europe, Latin America, Mediterranean, Africa, Middle East and Asia. He has held senior positions in the Spanish Ministry of Economy, such as Head of Direct Foreign Investment, Head of the Foreign Trade Office, he was also the Spanish Economic and Commercial Advisor in China. Currently he is Vice – President of the “Investment and Export Enterprise Club of Spain” He speaks Spanish, English and French.

Álvaro Díaz-Mauriño. Senior Project Manager. Finance & Public Management

adiazmaurino@aceconsultants.eu

Bachelor in Law with specialization in Foreign Trade, International Tendering Processes and Cooperation Project; has almost ten years of professional experience in the field of economic development. During the last 4 years he has focused his professional career on international project management and business development as Senior Project Manager at ACE's Framework Contract Division. The latter allowed him to get a deep knowledge about donor aid procedures including those from the European Commission, World Bank and the Inter American Development Bank and a high understanding of Public Finance Management and macroeconomic issues thanks to different field activities during his backstopping missions in Africa, Caribbean and Balkans, He speaks English, German and Spanish.

Jaime Reneses. Director Economic Development, Trade & Competitiveness Division

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BSc in Business Administration by the Universidad Complutense de Madrid. He has worked as a Consultant on Technical Assistance projects, studies and training programmes funded by the International Funding Institutions (EU, IADB), in the areas of Private Sector Development, assistance to SMEs and internalization of private sector companies. He lectures Business Planning at the Antonio Nebrija University (Madrid). He speaks English, French, and Spanish.

María Garrón. Director Framework Contract Division

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Lawyer, with a Master in New Technologies (CEU, Univ. San Pablo), Master in international Relations and Foreign Trade. She has more than 8 years of experience in the international sector. As the founder of the International Projects Management School, she has extensive experience lecturing on issues related to International Institutions, project cycle management, tender preparation and project management. She is an occasional lecturer in several national and international Universities and a regular speaker at seminars and conferences. She speaks English, French, Spanish and she has basic knowledge of Arabic.

Elena Gómez. Head of Project Implementation Unit*egomez@aceconsultants.eu*

Elena Gomez is a BA Lawyer, specialized in UE Law (CEU San Pablo, Madrid) and obtained a specialization Diploma from the European Union in Legal and Economic Studies (Collège des Hautes Études Européennes “Miguel Servet”, Université Paris I Panteón Sorbonne, Paris).

Her professional career has been focused on the consultancy area, with more than ten years experience in External Programs of the European Union and other International Development Institutions. She has extensive experience of the project cycle, from preparation of bids to project management. She speaks English, French and Spanish.

Silvina López. Regional Manager. Latin America and Spain*slopez@aceconsultants.eu*

Silvina López graduated in economics and business (BSc.) from the Universidad Complutense de Madrid and hence pursued a postgraduate qualification (International MBA) from the Escuela de Organización Industrial. Throughout her professional career she has been working in the field of consultancy, with over 15 years experience in the management of Structural Funds and European Union Programmes. Silvina has extensive experience in the definition and management of innovation projects aiming to improve the competitiveness of SMEs, an extensive part of her work being the provision of training courses to SMEs both in Spain and Latin America. Her topical focus lies in the fields of product innovation, branding and marketing. She speaks English and Spanish.

Hai Pham. Regional Manager. ACP Area and Asia*hpham@aceconsultants.eu*

LDegree in Economics from Bocconi University (Italy), MBA from Edinburgh Business School (UK) and PhD candidate in Economics from Southern Cross University (Australia) with a dissertation on multilateral financing for private sector development. He possesses solid experience in the field of international technical assistance, both directly within donor institutions (Interamerican Development Bank, Asian Development Bank, Italian Development Co-operation) and within leading consulting firms (KPMG, Investconsult, Altair, ACE).

His main area of interest is trade policy analysis and formulation, mainly in Asia and Latin America. He speaks English, French, Spanish, Italian and Vietnamese.

RESOURCES

ACE offers personal and exclusive attention of its partners and directors, who lead a team formed by professionals with solid technical training and industry experience. ACE currently has a team of 30 people at its headquarters plus other 30-60 people in project offices and subsidiaries. ACE's expert centre has more than 6,000 associate consultants offering services at short, medium and long term in a wide variety of sectors and countries.

ACE also has permanent offices in Caracas, Panama, Prague and Sao Paolo; office project in Brussels, Buenos Aires, Cairo, Kirgiztan, Kosovo, La Paz, Managua, Mexico City Moldova, and Tianjin (China) and an efficient network of correspondents and contributors in 80 countries around the world.

ACE's average turnover in recent years has been more than € 10 million annually.

ACE is registered as a consulting firm in the programs of the European Union (PHARE - TACIS - ACP / FIBU), the BM group (EA-DACON / 743) and the Asian Development Bank (ADB DACON / 001587).

COMPANY QUALITY POLICY – ISO 9001

- ACE'S *raison d'être* lies in the shared Commitment of its shareholders, management team and employees to provide high quality services related to development cooperation and internationalisation.
- Quality is conceived as strategy to be applied to satisfy our clients' needs and requirements at the lowest cost providing the best service. To achieve this our clients' point of view must be known by all ACE personnel and must be measured in order to assess their Satisfaction Rate
- The quality System should be orientated towards clients' and personnel satisfaction, and resources optimisation.
- ACE's aim is Constant improvement and endeavours to "Get things right at the first attempt"
- Quality is part and a shared responsibility of all ACE employees and functions: Collaboration and Responsibility of every person at the company for to meet this Commitment.
- Establishment of target for this Commitment takes place at least once a year. The Task of establishing Quality Aims the President's responsibility, and in order to reach them he must:
 - Facilitate the contribution of necessary resources.
 - Set an example of commitment.
 - Supervise the achievements of aims linked to this commitment.
 - Inform all personnel about all these guidelines.

15th March 2007



MANAGEMENT
COMMITMENT