

ALCAIDE GUINDO, Sara

New architecture in multilateral development banks

Multilateral development banks (MDBs) have driven a powerful counter-cyclical response to the world economic crisis since its onset in 2008. In 2011 they undertook to reform their institutional representation and governance systems and enhance the effectiveness of their aid and its measurement, as well as their environmental and social protection policies. The paucity of resources from their traditional donors has forced them to seek innovative sources of development funding. Moreover, an important change can be envisioned in the roles played by multilateral development banks.

Keywords: Millennium Objectives, combating poverty, innovative fund raising, governability, effective aid, safeguards, sustainable and inclusive development.

JEL classification: F30, F35, O19.

BAL FRANCÉS, Enrique

Recent European Bank for Reconstruction and Development activities and opportunities for Spanish enterprise

The EBRD is facing the most decisive challenge in its 20-year history. To counter the financial crisis, the institution has raised the volume of its business in Eastern European, Caucasian and Central Asian countries to unprecedented levels. Moreover, in the wake of the Arab spring, the EBRD has extended the range of its operations to Northern Africa. From the standpoint of Spanish companies, which need to find markets abroad in light of the persistence of the economic and financial crisis in Spain, that enlargement constitutes a unique opportunity to raise their participation in EBRD projects, investments and tenders.

Keywords: European Bank for Reconstruction and Development (EBRD), international financial institutions, sustainable energy, Vienna initiative, Arab spring, SEMED, Spanish enterprise, Spanish Foreign Trade Institute (ICEX), tendering, technical consultancy.

JEL classification: F30, F33, F34, F36, G15, O19.

CUÑAT ARIAS, Roberto, LACASA DÍAZ, María and BERNEDO VIDAL, Eva

European Union cooperation with third countries

The 11 billion euros earmarked annually by the European Union for foreign aid generate a huge market for EU Member State and host country operators. This article contains a brief review of the foreign aid instruments in place in the present budgetary period. It analyses Spanish operators' participation in the tenders for projects financed by the Union in third

countries and introduces general guidelines for the negotiations currently underway on the new instruments that will enter into force in 2014.

Keywords: foreign aid, contracts, calls for proposals, international organisations, delegated cooperation, mixed financing, European Union.

JEL classification: F15, F30, F35, G15.

FEÁS COSTILLA, Enrique and VAREA ORTEGA, José

The Asian Development Bank and Spanish enterprise

The Asian Development Bank, a multilateral financial institution, operates in the world's most dynamic economic region. Relatively speaking, however, the presence of Spanish enterprise is weaker there than in any other. A latecomer to internationalisation, Spain has intensified its activity in the Asian Bank in recent years, but still has a long way to go. The present article summarises the business opportunities afforded by this institution, analyses the pattern of beneficiary industries and countries and describes the profile of the most competitive companies.

Keywords: Spanish enterprise, internationalisation, multilateral markets, Asian Development Bank

JEL classification: F30, F33, F36, G15, O19.

GONZÁLEZ PASCUAL, Julián and LÓPEZ SERRANO, Marta

Labour relations in composition with creditor proceedings

A company in composition with creditors is characterised by its insolvency, identified as its incapacity to pay its debts as they fall due. Current bankruptcy law provides that insolvency is the act of bankruptcy. Employees are often a party to the composition with creditors because bankrupts' most prominent and highest priority debts are generally their payrolls. Employees' labour relations with an employer in financial straits are particularly sensitive. A bankrupt's labour dimension may undergo abrupt structural change when insolvency induces bankruptcy. The present study addresses employer-employee relations in composition with creditor proceedings.

Keywords: composition with creditors, labour relations, payroll debt, Spanish Salary Guarantee Fund (Fogasa).

JEL classification: G01, G33.

HORMIGO CARNERO, Sara

Spain in the World Bank and Inter-American Development Bank multilateral market

The article begins with a brief introduction to the multilateral financial institutions headquartered at Washington: the World Bank and the Inter-American Development Bank.

Spain's position in these bodies is analysed from the standpoint of business opportunities open to Spanish enterprise. Such opportunities are to be found in tenders for consultancy, the supply of goods and services and works financed by these bodies as part of their development aid projects.

Keywords: multilateral development banks, Spain, World Bank, IDB.

JEL classification: F30, F33, G15, O19.

MARTÍN ACEBES, Ángel and RODRÍGUEZ RANERO, José Manuel

The United Nations as an export market for Spanish companies

This article addresses the present state of procurement in the United Nations System, explaining the opportunities open to Spanish companies. It goes on to identify the appeal of this market and the obstacles to be overcome by the country's businesses to gain access to it. Spanish companies have been intensifying their activity in the United Nations System (UNS) for years, but their presence is still weaker than would be expected, given the country's contribution to the UN budget and its companies' standing on the international marketplace. The article includes practical recommendations on how Spain could raise its effective presence on that market. Lastly, the services offered by Spanish trade offices and in particular the office in New York are listed for national companies interested in operating on this market.

Keywords: multilateral institutions, United Nations System, exporters, Spanish Foreign Trade Institute (ICEX).

JEL classification: F30, F33, F34, F36, G15, O19.

MONTALVO SANTAMARÍA, Alicia and HOYUELA LÓPEZ, Rafael

Actions to reinforce Spanish business presence in the multilateral domain.

ICEX' Tender Plan

Multilateral development bodies generate substantial business opportunities for Spanish companies due to the volume of financing mobilised, the scope and nature of most of the projects funded and the characteristics of the respective tenders: public disclosure, competition and transparency. Moreover, it is a very demanding market whose high entry barriers call for determination and a clear access strategy for each institution. The Spanish Foreign Trade Institute's (ICEX) services in this sphere pursue a dual aim: to reinforce Spanish business presence on this market, generating knock-on effects, and to identify new business opportunities.

Keywords: company, multilateral, projects, tenders, promotion, internationalisation, technology, Spain, development cooperation, business opportunities, Spanish Foreign Trade Institute (ICEX).

JEL classification: F30, F35, O19.

TÓRTOLA SEBASTIÁN, Carlos J.

Business strategy for participating in multilateral tenders

The multilateral market constitutes an excellent opportunity for Spanish companies to initiate or expand their internationalisation initiatives. International bodies are governed by very strict procedures, however, which must be understood before operating on that market. Companies should therefore implement strategies to adapt to the multilateral market, including an information management system to identify multilateral projects suited to their interests. Once such a strategy is in place, sincere and meticulous preparation adapted to the tender will determine the actual likelihood of being awarded a multilateral contract. The article outlines the components of an effective business strategy for these intents and purposes.

Keywords: tendering, project identification, offers, multilateral body, technical assistance, consultancy, supply contract, construction contract.

JEL classification: F30, F33, G15, O19.

VICENTE LANCHO, Ana de

Trust funds in multilateral financial institutions

The consultant trust funds managed by multilateral financial institutions have evolved into broader conceits, namely special purpose vehicles and multi-donor and global trust funds. Spain has adapted to this new trend, participating in the main initiatives of interest as determined by its strategic priorities in these institutions, cooperation policy guidelines and the strengths of its business sector.

Keywords: consultant trust funds, trust funds, umbrella funds, thematic trust funds, global trust funds, strategic alignment, assessment of results, effectiveness, Spain's strategy in institutions.

JEL classification: F30, F33, F34, F36, G15, O19.

VIDAL SALAZAR, M.^a Dolores, CORDÓN POZO, Eulogio, DELGADO CEBALLOS, Javier and GÓMEZ HARO, Samuel

Proactive environmental practice in the hotel industry: the effect of learning processes

The need for advanced environmental behaviour is bringing about a change in tourist company practice. The present article assesses the impact of an innovative culture on knowledge generation mechanisms (environmental training and organisational learning) and analyses how individual and collective learning processes affect the implementation of proactive environmental strategies in the hotel industry. This analysis provides company managers and public authorities with information on effective mechanisms for encouraging advanced environmental behaviour.

Keywords: hotel industry, proactive environmental practice, environmental training, organisational learning, innovative culture.

JEL classification: M12, L83, Q26.