

# COMPANY PRESENTATION



**particip**  
*your partner in change*

## General information

Company name:	Particip GmbH	
Address:	Merzhauser Str. 183 D-79100 Freiburg, Germany Phone: +49-761-79074-0 Fax: +49-761-79074-90 <a href="http://www.particip.de">http://www.particip.de</a> E-mail: <a href="mailto:particip@particip.de">particip@particip.de</a>	
Legal form:	Limited	
Commercial registration:	HRB 5459, Amtsgericht Freiburg VAT DE 142927394	
Capital:	169,000 €	
Managing Director:	Johannes G. Walter	
Bank account:	Kreissparkasse Tuttlingen Bank Code 643 500 70 Account No. 618 409 SWIFT-Code: SOLA DE S1TUT IBAN: DE32 6435 0070 0000 6184 09	
Turnover:	2006:	3.1 Mio €
	2007:	4.9 Mio €
	2008:	6.9 Mio €
	2009:	10.0 Mio €
	2010:	12.5 Mio €
	2011:	14.3 Mio € (estimated)
Staff:	Permanent: 38	
Branch office:	Avenue des Arts 10-11 B- 1210 Brussels Belgium Phone: +32-2-550 11 60 Fax: +32-2-550 11 69	



## WHO WE ARE

Particip GmbH – Your Partner in Change was founded in 1989 and is now an independent, internationally-recognised consultancy company, offering the expertise and the know-how gained in over thousand assignments worldwide.

### **Our mission**

*Nothing in this world is as certain as change. The management of change is a challenge that we at Particip are successfully committed to. Directing and shaping transformation processes is at the very core of our services.*

The management of change is the central focus and raison d'être of our company.

As a multi-cultural company, our services focus on international development and include monitoring and evaluation, capacity and organisational development, technical assistance, policy advice, development of management guidelines at policy, programme and project level, and studies, surveys and analyses – all services covering a broad variety of sectors and themes.

Our inter- and multidisciplinary teams work for international organisations such as the European Commission, the World Bank, the

Council of Europe, etc. as well as for a large number of national public and private organisations such as ministries and development organisations.



Particip currently has 43 permanent staff and a large pool of partner experts, of which we contract approximately 200 per year for specific assignments.

A powerful database of more than 30.000 experts worldwide gives us quick and direct access to a broad spectrum of expertise, which we can mobilise quickly, while ensuring high quality of our services.

### **Our objectives**

#### ▪ **Customer orientation**

*It is our goal to design and implement excellent tailor-made solutions for and together with our clients. Our criteria for performance and success are the quality of results and the lasting benefits achieved for our customers. We hereby earn and maintain both their trust and loyalty.*

#### ▪ **Staff commitment**

*Our firm's most valuable asset is our people. We aim to create a working environment that combines performance-orientation with concern for the individual. Our work processes and culture enable staff members to find their individual balance between professional and private life.*

#### ▪ **Professional and methodological competence**

*Interdisciplinary work is our day-to-day business. We draw on all fields of academia and knowledge that can inform and empower our efforts.*

#### ▪ **Profitability**

*Not size and growth, but the sustainability and viability of Particip is our goal.*

#### ▪ **Social responsibility**

*Our company constitutes an active part of society. One of our principle responsibilities towards society therefore lies in offering our staff members long-term professional and personal development prospects.*

The success of the company is reflected in the constantly increasing turnover, which has more than quadrupled over the past four years, rising to 12.5 Mio Euro in 2010 and an estimated 14.3 Mio Euro for 2011, with a positive balance throughout all past years.

## OUR WORKING PHILOSOPHY

Particip's principle of consultancy work is based on participation in order to manage social, organisational or individual change. Technical inputs are only one important component to facilitate development. To make it sustainable, it has to be based on people. Sustainable development therefore requires a people-oriented, participatory approach to management and consultancy.

Our teams of consultants therefore integrate varied, relevant skills - namely technical skills and the socio-economic and communication



skills needed to facilitate and manage a process of change. One of our strengths lies in co-ordinating multi-disciplinary and multi-national teams to achieve synergy effects. An open toolbox including a broad range of techniques and methods supports the teams in their work. This enables them to provide the link between the 'top-down' and 'bottom-up' approaches to management.

### Guiding principles

- **Partnership**

*We place great importance on maintaining close partnerships with our clients, consultancy partners and staff members. This emphasis on partnership is reflected in our company structure and culture. It finds its expression in our trademark:*

*particip – your partner in change*

- **Excellence**

*The quest for excellence drives our cooperation with clients. We apply the highest performance and quality standards to our services and products – and to the people and processes involved in their delivery. We constantly question established concepts and further develop proven practices to achieve optimal results.*

- **Communication**

*Our lively, fair and open communication enables much more than simply the exchange of information. We are constantly able to learn from difficulties by jointly addressing them in a timely fashion and through constructive dialogue. Our culture of communication encourages the solidarity and trust that is indispensable to mutual learning.*

- **Sustainability**

*Successfully implementing change means delivering lasting results for our clients, target groups and partners. We not only advise our customers, but also support them in the implementation processes that follow their decisions.*

*Honest and open relationships with our clients, partners and staff are the strategic foundation for our long-term success.*

*Our ethical principles are laid down in our code of conduct. They provide us with a framework for action and enable us to achieve our goals while living our values. In this context we participate and support the Global Compact initiative of the United Nations.*



WE SUPPORT

## Our services

### *Services with focus on functions, processes and methodologies*

- **Monitoring & evaluation**
- **Sector, thematic and methodological guidelines for policy, programme and project management**
- **Capacity and organisational development, training**
- **Technical Assistance / Programme Implementation & Management**
- **Framework Contract Management**



### *Thematic and sector coverage of our services*

#### **Public Sector**

- Public sector reform
- Political & Administrative Governance
- Organisational and Capacity Development of Public Institutions
- Local Government & Decentralisation
- Sector-wide approaches and budgetary support
- Public Expenditure Management
- Support to National Authorising Officer
- Support to Programme Management Units
- Support to Central Contract and Finance Units
- Fund Management



#### **Social and Human Development**

- Support to Civil Society Organisations (Non-State-Actors)
- Human Rights and Democracy
- Governance & Justice
- Social Sector Policy
- Gender and Minorities
- NGOs
- Food Aid and Food Security
- Water and Sanitation
- Health
- Education
- Rehabilitation & post-conflict development



#### **Economic Development**

- Support to Small and Medium-sized Enterprises
- Local Economic Development
- Capacity Development of Private Sector Support Institutions
- Corporate Social Responsibility
- Financial Services (Micro, Rural, SME Finance)
- Trade
- Regional Integration

#### **Regional, Rural and Local Development**

- Poverty reduction and livelihood programmes
- Regional and local development planning
- Community development, empowerment and local self-organisation
- Agricultural production systems
- Forestry
- Irrigation



#### **Environment and Natural Resources**

- Climate Change
- Sustainable management of land & forest resources
- Land/soil degradation & desertification
- Conservation
- Environmental regulations, legislation and enforcement
- Environmental communication and awareness building
- Environmental impact assessments and monitoring



## Major references – some examples of our assignments

Further information on <http://www.particip.de> and on request

### Evaluation and Monitoring

*Evaluation is our core activity.* We dispose of broad experience in designing and conducting evaluations and studies across all levels, ranging from country-strategies, policies, programmes, projects to organisations.

#### *Evaluation from a conceptual point of view*

At a conceptual level regarding evaluation, from 2002-2006 Particip has been implementing a service contract for the design, the implementation and the dissemination of evaluation techniques and tools adapted to the European Commission's development aid and co-operation policies relating to third countries, covering:



- The development of a consistent series of guidelines for evaluators and evaluation managers applying to evaluation of aid strategies at the level of countries and regions, sectoral or thematic evaluations, evaluation of aid projects ([http://ec.europa.eu/europeaid/evaluation/methodology/guidelines/gui\\_en.htm](http://ec.europa.eu/europeaid/evaluation/methodology/guidelines/gui_en.htm))
- The development of support material for evaluators and evaluation managers for sector/thematic evaluations comprising among others the development of evaluation questions, criteria and indicators for the following sectors/issues: Education, Human Rights, Democratisation and Rule of Law, Water and sanitation, Rural development, Transport, Health. Each sector comprised the following documents:
  - o Major evaluation questions, judgement criteria and indicators in the sector
  - o Delineation of the sector
  - o Summary of EC sector policy for third countries
  - o Summary of other donors' policies in the sector
  - o Impact diagrams and description of the causal means-end relationships
  - o Sectoral glossaries and examples of good practices of use of tools in evaluations

### *Sectoral and thematic evaluations*

Since 2001 our firm is the lead company for the management of service contracts for evaluation (sectoral and thematic) of European Commission programmes and policies in third countries, relating to social and human development issues. – In this frame, and among others, Particip has been or is implementing the following evaluations:

- Thematic Evaluation of the EC support in Third Countries in:
  - *Trade Related Assistance*
  - *Integrated Border Management*
  - *Decentralisation*
  - *Education*
  - *Health*
  - *Civil Society*
  - *Good Governance*
  - *Water and Sanitation Sector*
  - *Population and Development Oriented Programmes*
  - *Integration of Gender in EC Co-operation*
- Evaluation of EIDHR support to the Regional Masters in Human Rights and Democratisation
- Ad hoc Evaluation of the Financial Assistance Programme for Turkish Cypriot community
- Evaluation of voter education in the context of EU electoral support;
- Synthesis report on EC activities in the field of human rights, democracy and good governance;
- Evaluation of EU mobility grant awarding programmes;
- Evaluation of Food-Aid Policy and Food-Aid-Management and Special Operations in Support of Food Security in ACP/ALA/MED/TACIS countries;
- Thematic Evaluation of Rehabilitation and Reconstruction oriented activities in EC external co-operation with countries in ACP/ALA/MED/TACIS region.



Further information on:

[http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/index\\_en.htm](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/index_en.htm)

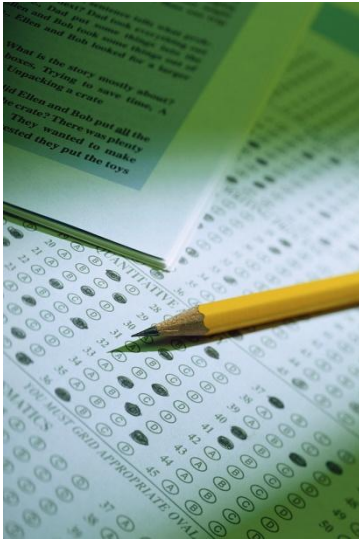
## Evaluation of Country Programmes

From 2004 to 2007, and within the scope of EGEval (an European Economic Interest Group together with a Belgian partner), Particip was managing the Service Contract to evaluate European Commission co-operation strategies, programmes and policies for selected third countries (country-region strategies evaluations). Out of a total of 14 evaluations, five have been conducted by Particip in India, Mauritius / Comoros / Seychelles, China and Moldavia, Mozambique.

Further information on

[http://ec.europa.eu/europeaid/evaluation/methodology/index\\_en.htm](http://ec.europa.eu/europeaid/evaluation/methodology/index_en.htm).

From 2007 to 2008 an evaluation of the Country Programme Ghana-Denmark was implemented for Danida.



From 2007-2011 Particip was leading two service contracts for EuropeAid:

- Multi-country evaluation studies on social/human development issues of EC external cooperation (within the scope of EGEval), implementing the thematic evaluation on education.
- Evaluation of EC main policies and strategies in the areas of external cooperation

From 2007-2011 Particip was participating in two service contracts for EuropeAid:

- Multi-country evaluation studies on macro- and micro-economic sectors/themes
- Evaluation of geographic cooperation strategies, ALA, MEDA, CIS (NON ACP), implementing evaluations covering ASEAN, Laos, Malaysia, Maldives, Nepal, Philippines, Thailand and Vietnam

In 2011 Particip has applied been selected for all four Evaluation Framework Contract Lots for DG DEVCO of the EC:

- Lot 1: Multi-country evaluation studies of economic sectors/themes of EC external cooperation (2011-2014 with Particip as partner)
- lot 2: Multi-country evaluation studies on social/human development issues of EC external co-operation (2011-2014 with Particip as lead)
- lot 3: Evaluation of EC geographic co-operation strategies with “ACP” coun-

tries/regions (2011-2014 with Particip as lead)

- lot 4: Evaluations of EC geographic cooperation strategies for Asia, Latin America, and the Neighbouring countries (2011-2014 with Particip as partner)

## Monitoring

In the field of M&E, since March 2003 Particip is conducting a Service Contract for the co-ordination of the results-oriented monitoring system of projects and programmes of external assistance financed by the European Commission. It consists of the provision of support for the co-ordination, synthesis of results, improvement and development of the methodology, quality assurance and maintenance of the common database for the system of results-oriented monitoring within the framework of co-operation between the European Union and its partner States.

From 2006 to 2009, in its second phase, our team focused more on the development of tools for monitoring sector programmes and budgetary aid.

## Results-oriented monitoring system of the implementation of projects of external cooperation for lot 6 for Western Balkans and Turkey

The purpose of the Results-Oriented Monitoring (ROM) system of the EC is to provide external, objective and impartial feedback on the performance of external assistance projects and programmes financed by the EC. ROM is applied worldwide by DG DEVCO for the EC's development portfolio and by DG ENLARGEMENT for the Commission's pre-accession assistance to (pre-) candidate countries in the Western Balkans and Turkey. The Particip-led consortium has been selected to run the ROM system in the Western Balkans and Turkey region (lot 6) from 2011 – 2012 with possible extension to 2014.

The system is based on the monitoring of projects by external consultants who conduct regular on-site visits to projects and programmes in all countries, assess key project documents and interview relevant stakeholders, including the beneficiaries. Based on empirical data, the monitors produce and deliver objective, impartial and concise ROM outputs (Monitoring reports, Background conclusion sheets and Project Synopses) and give ratings and comments following standard criteria: efficiency, effectiveness, relevance, impact and sustainability. The use of external experts ensures impartiality and independence, and has the

advantage of providing a 'second opinion' from an informed outsider on the quality and progress of programme/project implementation. Monitoring reports follow a standard format allowing for the easy aggregation of data at the programme level on the implementation of individual projects. Opinions of Task Managers are also recorded in "Response Sheets" encoded directly in the CRIS database.

Every year, the Particip-led consortium monitors approximately 230 projects in 8 different countries.

### *Assistance and technical support concerning the LIFE-Environment Programme*

Since 2001 Particip is providing assistance and technical support concerning the LIFE-Environment Programme, and starting from 2005 Particip covers additionally the components LIFE-Nature and LIFE-Third countries. In 2009 we got again the monitoring contract for another four years for the LIFE-Plus projects.

LIFE is the main European Commission funding mechanism for improving the state of the environment in the European Union and the Mediterranean Countries. It contributes to the implementation, development and enhancement of the Community environmental policy and legislation as well as the integration of the environment into other EU policies.



LIFE components:

- LIFE-Environment co finances innovative pilot and demonstration actions aimed at integration of environmental considerations into land use development and planning, promotion of sustainable management of groundwater and surface waters, prevention, recycling and sound management of waste streams, as well as other aspects covered by the 6th Action Programme.
- LIFE Nature works to conserve natural habitats and the wild fauna and flora of European Union interest, according to the Birds and Habitats directives, thus supporting implementation of the European Union's nature conservation policy and the Natura 2000 Network.

- LIFE TCY The objective of LIFE-Third countries is to contribute to the establishment of capacities and administrative structures needed in the environmental sector and in the development of environmental policy and action programmes in third countries bordering on the Mediterranean and the Baltic Sea other than central and east European accession candidate countries.

Particip is responsible for the monitoring and evaluation of projects financed under all three thematic components. The assignment comprises following tasks:

- Assisting the Commission services with the evaluation and revision of new project proposals;
- Monitoring and assessment of ongoing projects, identification of administrative, technical and financial problems and provision of recommendations for their successful overcoming;
- Providing support to the LIFE-beneficiaries and advising them on reporting procedures, standards, presentation of project results and dissemination actions;
- Implementing ex-post evaluations;
- Assisting the Commission services with the presentation of projects and the dissemination of results.



Particip is in charge to monitor projects in following countries: Austria, Czech Republic, Germany, Hungary, Slovakia, Egypt, Croatia, Jordan, Morocco, Algeria, Palestine, Syria, and Tunisia.

## **Training and capacity building**

### *Developing methodologies and guidelines for improving policy and project performance*

Particip disposes of a broad experience in training and capacity building by the management of contracts aiming to develop methodologies and guidelines for improving policy and project quality:

- From 1999 to 2002, Particip was coordinating the training and help-desk-services for developing and strengthening Project Cycle Management (PCM) methodology in the development cooperation of the European Commission

The main target for applying the PCM-methodology was to ensure a high quality standard during the project cycle from programming to identification through implementation to monitoring and evaluation.



We prepared more than 170 PCM training courses (1-5 days each), conceived, implemented, assessed them (also evaluation courses) and, upon request, provided helpdesk advice to EC senior staff on PCM: QA of logframes and all kinds of documents (policy, programming, project...). We drafted a new PCM-Manual & a new PCM-Handbook, as well as logframe analysis & scoring tools.

- Between 1999 and 2002, Particip coordinated the Program of Reinforcement of Decentralized Cooperation (PRECOD). In this context we provided services such as the development of tools for the implementation of the approach and training modules on decentralised cooperation.

Besides these important perennial contracts Particip has implemented and is implementing an important number of short and long term training courses in Project Cycle Management and related thematic fields.

#### **Principles of our training programmes**

*For all our training programmes, the following principles help us to achieve a sustainable learning effect:*

- *Training is expected to change behaviour*
- *Training is a process, not an isolated event*
- *Training must be part of a strategy of human capital formation and human resource development*
- *Training demands conviction, concrete support and demonstrative collaboration of the leading personnel*
- *Training must inspire and motivate*
- *Training must be tailor-made to reflect professional background, age, educational level, position, and desires and needs of participants*
- *Training must integrate efficiency and personal satisfaction, formal planning and creativity, result/action orientation and human relationships*

## **Technical Assistance / Programme Implementation & Management**

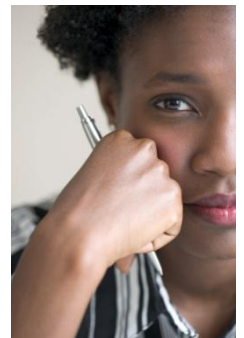
### *Reinforcement of administrative and management structures of partner organisations*

Another major activity of Particip in the field of capacity building is the reinforcement of National Authorising Officers (NAO) in EC cooperation countries, being the bodies in charge of the execution of all EC funded projects and programmes in terms of organisational structure, general management, infrastructure, staff capacities and strategic development. In this field, Particip has been providing long term technical assistance with both international and national consultants in Ghana (2003-2006), Papua New Guinea (2005-2009), Senegal (2006-2008), Swaziland (2007-2008), Mali (2008-2010), and Sudan (2008-2011), Jamaica (2008-2011).

### *Support to Civil Society Organisations (Non-State-Actors)*

Particip has a long track record of experience in supporting Civil Society Organisations (Non-State-Actors).

Particip implemented the Technical Assistance Management Unit for the Component "Non-State Actors" for the Support Programme to the National Programme of Good Governance (PAPNBG) in Senegal (2007-2011) aiming at supporting the role of NSAs in society, in partnership with public authorities, and reinforcing professional capacities and internal partnerships of NSAs. <http://www.ugp-ane.org/spip.php>



What did we provide and support?

- Informing NSAs to help them benefit from the resources of the programme
- Initiating a training scheme in order to strengthen the NSAs
- Supplying the means for the capacity building of the NSAs
- Supporting increased efficiency of activities done by the Programme Management Unit using studies (identity, mission and role of NSAs in society and proposal of a legal framework appropriate for their development, definition of the principles ensuring the high-quality of NSA participation in political dialogue and the relevant framework to facilitate this dialogue, in order to improve NSA co-ordination, etc.)

- Strengthening the methods of intervention of NSAs. Concerning the implementation of the Support Fund for NSA Initiatives, the calls for proposals will be launched for the financing of activities suggested by NSAs
- Monitoring and evaluation of the programme by the Programme Management Unit and the Steering committee

In 2008, we started to implement the project 'Provision of a Programme Support Unit for the "Non-State Actors Capacity Building Programme" in Botswana (2008-2011).

### *Technical assistance for the implementation of the Institutional Strengthening for Social and Economic Development programme*

In 2009 and 2010 we provided 85 expert months support to the Government of St. Kitts and Nevis to implement the National Adaptation Strategy, thereby facilitating an effective and sustainable transition to a 'post-sugar' society. The Programme contributed to Government capacity to coordinate development partner support in the furtherance of national goals.

### *Technical Advisor to the Poverty Reduction Programme II*

From 2009 to 2012 we manage a grant contract in Jamaica which mainly includes socio-economic projects, capacity building and training for communities, organisational strengthening of the Social Development Commission, Non-State Actor Capacity Building and Short Term Technical Assistance.

### *IPA - project preparation facilities and technical assistance for the reinforcement of administrative capacity*

The overall objective of the project (2009 – 2011) is to enhance and reinforce the Serbian capacities in the context of the EU pre-accession process and the management of the IPA.

The project supports the relevant Serbian authorities in preparing strategic and programming documents in accordance with the EU requirements and procedures.

## **Framework Contract Management**

Particip is currently managing 6 framework contracts, 3 as lead and 3 as member of a consortium.

Our staffs are being trained to manage the implementation of short-term assignments in a wide range of technical and methodo-

logical fields of expertise. This includes the support to each individual expert for a specific request to be successful, the smooth and timely management of all contractual and financial issues, to the point of the submission of reporting deliverables that have gone through a detailed quality assessment procedure within our company's senior expertise.



We see these contracts as a considerable advantage, enabling us to offer a large number of freelance consultants, registered in our database, short-term assignments in a wide range of thematic fields all over the world.

Our consortia, where we act either as lead company or as partner, consist of a number of renowned European consulting companies with different core competences, thus enabling us to provide experts to each request at the highest standard.

Our Framework Contracts in detail:

### **EC Framework Contract 129783/C/SER/Multi – FWC Commission:**

*Lot 2 Communication and Training* Particip is acting as lead company of a consortium, which has been selected to be included on the list of only three consortia in total.

### **EC Framework Contract Euro-peAid/127054/C/SER/Multi – FWC Beneficiaries:**

*Lot 1: Rural development and food security.* Particip is member of a selected consortium.

*Lot 6: Environment.* Particip is acting as lead company for the consortium.

*Lot 7: Governance and Home Affairs.* Particip is acting as lead company for the consortium.

*Lot 9: Culture, Education, Employment and Social.* Particip is member of a selected consortium.

*Lot 11: Macro economy, Statistics and Public finance management.* Particip is member of a selected consortium.

