

ABC CONSULTING: COMPANY PROFILE

**An introduction to and overview of ABC Consulting, a
Palestinian consultancy firm based in Nablus and Ramallah**

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ABC CONSULTING

Making a difference in Palestine

Contact Information

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Who We Are

Associates in Building Capacity (ABC Consulting) is a Palestinian consulting firm that provides multidisciplinary services based on engrained industry knowledge. Established in 2006 by an experienced group of management and strategic planning experts, we are the valued advisor to many of the Middle East's governmental and non-governmental organizations working in community and international development. With offices in Nablus and Ramallah, and associates in the Southern West Bank, Jerusalem, the Gaza Strip and abroad, ABC conducts its work over a wide geographic area; in early 2010 the firm expanded its work to include Jordan, Lebanon and Syria, and in early 2014 had already conducted assignments in Saudi Arabia, Turkey and Jordan. In the future the firm looks forward to working on assignments throughout the Middle East and beyond.

Our mission is to offer services of the highest quality to our clients to facilitate their organizational goals and objectives. We maintain cutting-edge knowledge of new development techniques and focus on adapting these technologies for the local environment. Our team has the ability to communicate with a wide array of people: rights-holders and duty-bearers, governmental and civil society organizations, women and men, to understand their needs and constraints, and their interactions at all levels of society. ABC produces high quality materials in both English and Arabic and

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conducts its work in a cost-effective, ethical and timely manner. We place great importance on gender mainstreaming in all of our work, presenting desegregated data and adequately analyzing roles and access for different marginalized groups.

Some might argue that there is no greater challenge than working in the Occupied Territories, yet ABC has proven time and time again that the firm can deliver, even in the most difficult of circumstances. As our extensive client list and impressive company profile proves, we are dedicated to providing the highest calibre organizational development, technical assistance, and research and training services to make a tangible difference to the associations and communities with whom we work.



Our Vision

ABC Consulting endeavours to continue to deliver real differences to the people our work affects the most, and the people for whom the organization was founded to serve: the individuals, families, neighbourhoods, and communities living and working in the regions in which we operate. We want to nurture our relationships with organizations with which we have already conducted projects, and forge new partnerships with both local and international companies. Since 2006 the firm has grown significantly; our own capacity, the services we can provide, our staff and qualifications, our office space, our experience, knowledge, and expertise, and our ideas surrounding ABC's purpose and strategies have all matured and developed. We have firm foundations on which to extend our influence, and to enhance and act upon our keen sense of social responsibility.

In short, ABC hopes to continue making a difference, in Palestine and beyond.

Our History

In 2006 a small group of strategic development experts formed Associates in Building Capacity (ABC Consulting) in response to the need for both improvement in the operational abilities of NGOs in Palestine, as well as a lack of local consultancy organizations with experts in the fields of community and public sector development. Since 2006, the firm has grown significantly in its capacity, its scope, and its vision. Almost a decade ago we formed to provide much-needed services to improve the operational abilities of NGOs and international organizations working in Palestine and its neighboring countries, and in turn make a true difference to the communities in the region. We can confidently state that we have overwhelmingly succeeded in these aims, and are certain that the firm will strengthen further and continue to extend its reach in the future.

How We Work

Above all, ABC is a professional firm dedicated to problem-solving in a creative, dynamic manner. Integrity and empathy are core to the firm's ethos; without fail ABC provides sustainable solutions which are sensitive to the strengths and needs of both the people and establishments with whom we work in partnership. It is a robust sense of our responsibility, as well as our positivity and passion, which have allowed us to truly make a difference in our work to date.



ABC's Consultative Framework

Initial Contact	Define Relationship	Choose Methodology	Implementation	Feedback and Finalization
<ul style="list-style-type: none"> • Submit proposal • Letter of acceptance • Signing of Contract 	<ul style="list-style-type: none"> • Meet with management • Create internal support committee • Orientation to participatory, process model • Collection of initial documents 	<ul style="list-style-type: none"> • Desk review • Initial key interviews • Draft question sets • Delineation of sample size • Detailed work plan • Inception report 	<ul style="list-style-type: none"> • Data collection, analysis, reporting • Organizational development • Strategic planning • Manual development • Training • Facilitation • Event management 	<ul style="list-style-type: none"> • Presentation • Submission of drafts • Review and feedback • Modification • Finalization • Evaluation of consultancy • Integration into system



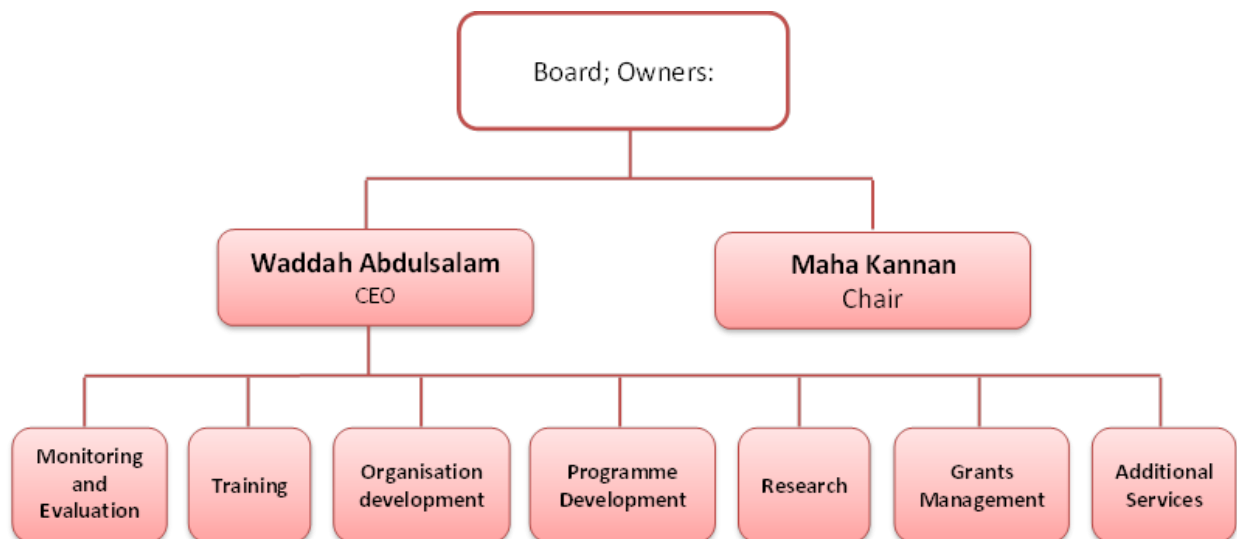
Our approach to consultancy is based on the values of partnership, integrity, professionalism and mutual respect and we strive to make our work relevant and practical. We adhere to high calibre research methods through which we seek facts and challenge assumptions, and are able to provide evidence-based insight and recommendations. We employ a cooperative and team-oriented approach that allows our clients to maintain leadership and involvement and facilitates the transfer of knowledge back to the appropriate stakeholders. As such, we are open and honest in our communication, sharing information frequently and constructively and managing tough situations with tact and candour.

Indeed, ABC advocates the importance of a participatory approach in all stages of its assignments, demanding active involvement from its clients. ABC has a wide range of frameworks which the firm develops for each assignment in conjunction with relevant partners; this ensures a mutual understanding of goals and expectations and helps maintain clear and consistent communication. For this very reason, the processes initiated by ABC and the products we generate are always accessible and meaningful.

Our People

Our people are our greatest asset. It is only with their determination, dedication and dexterity that we can serve our clients and generate long-term value for the agencies and communities we help. Assignment teams are composed with a great deal of thought and care, with each member's skills highlighted and enhanced for optimum effectiveness and efficiency.

ABC Consulting's organisation structure:



Our CEO, Waddah Abdulsalam

The CEO of ABC Consulting, Waddah Abdulsalam has a wealth of knowledge regarding the field of management consultancy for NGOs in the Middle East. With both a BA and an MA, the latter achieved in the United States, Abdulsalam boasts almost eighteen years of professional experience in institutional and civil society development. His career has led to assignments in a vast array of fields, including democracy and governance, health care, the environment, economic development and education. The wide-ranging nature of these projects has allowed him to exploit and develop a plethora of skills, with his work to date encompassing the following areas: organizational capacity assessment and development, grants and program management, monitoring and evaluation, needs assessment, training, qualitative and quantitative research, analytical report writing and, most of all, project management. Abdulsalam's extensive professional history is testament to his competence, expertise and dexterity.

Social Responsibility

ABC believes that corporate success and social welfare are interdependent, and thus targets people, communities and the environment in its corporate social responsibility commitment. We simultaneously seek to provide a participatory, non-discriminatory, and rewarding work environment for our employees; to contribute to community development and the fulfillment of human rights; and to eliminate or minimize any negative impacts our work may have on the environment.



ABC avoids a philanthropy-based approach to CSR, and rather seeks to contribute to sustainable development in a participatory manner by working alongside civil society to achieve common objectives. A business needs a healthy, educated workforce, sustainable resources, and adept government to compete effectively. Many approaches to CSR pit businesses against society, whereas ABC approaches its community as partners and is willing to forgo short-term profitability for larger social and environmental goals.

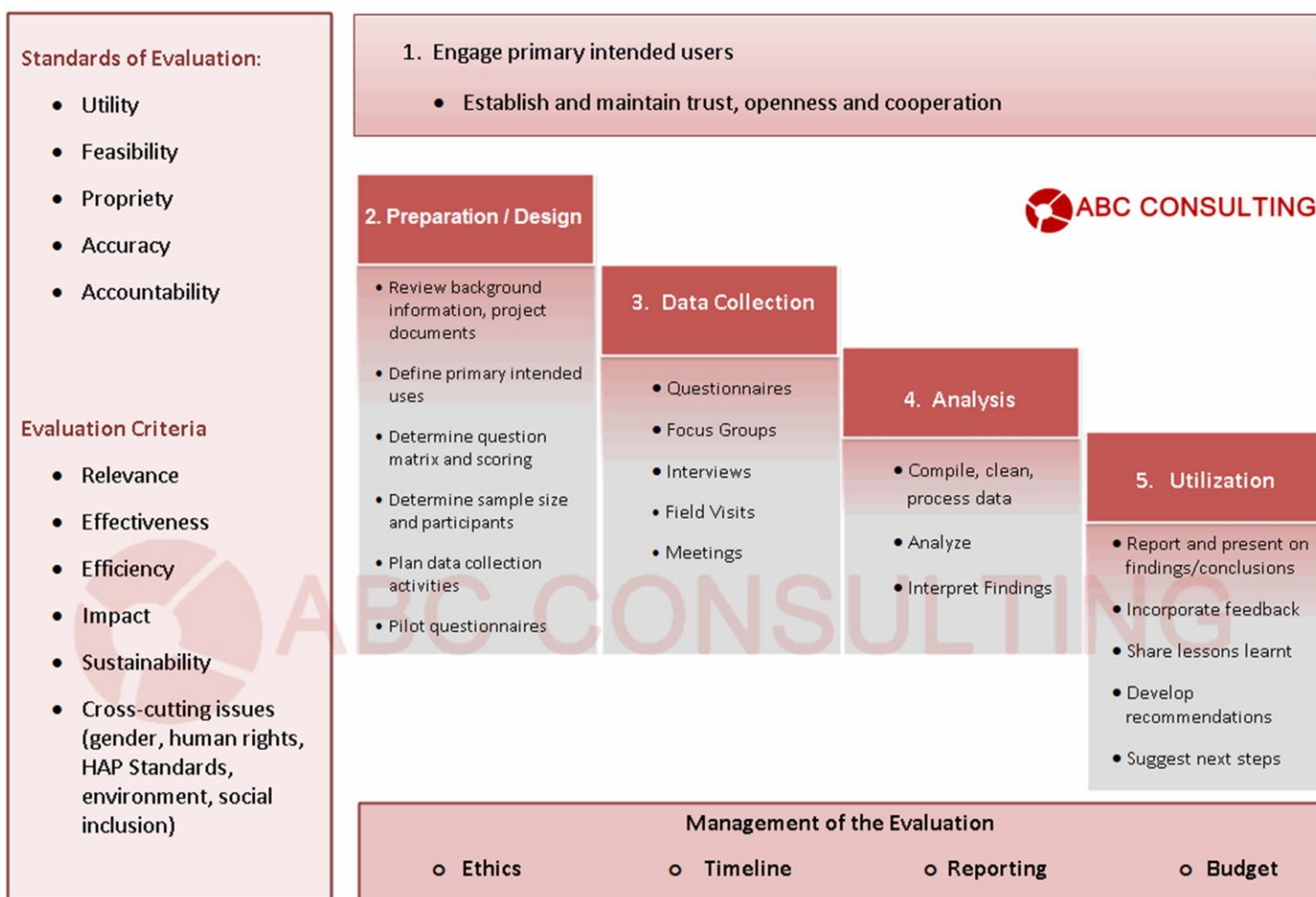
Our Services

In general, ABC Consulting is engaged in capacity building, a theoretical approach to development that focuses on understanding the obstacles that prevent people, governments, international organisations and non-governmental organisations from achieving their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results. Capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Through the application of a combination of monitoring and evaluation (M&E), training, organisation development, programme development, research, grants management, and numerous additional services on a lesser scale, ABC Consulting hopes to achieve these aims in its assignments.

Monitoring and Evaluation (M&E)

Through our participatory approach to monitoring and evaluation, we seek not only to measure the effectiveness of a program or project, but also to build ownership and empower beneficiaries, which in turn enhance the accountability and transparency of our partner organizations. This approach also focuses on building the capacity of people to analyze and reflect upon their actions and involvement in the project and promotes joint learning of stakeholders at various levels.

Project / Program Evaluation



With participation as a core value, a mixed-method approach to M&E is used that is both theory-based and utilization-focused. This approach allows us to measure the effectiveness and impact of a program or project against performance indicators and planned results while also ensuring efficiency by focusing the M&E activities on achieving pre-determined goals that are relevant and practical to primary intended users. Through this mixed-method approach, robust data is translated into practical, relevant findings and recommendations, and commitment to taking corrective actions is catalyzed among stakeholder groups.

We also place a high value on communication at all stages and levels of the M&E process. We employ the participatory approach through to the final stage of evaluation to ensure that all stakeholders are aware of and have been given the opportunity to react to results and findings. We strictly adhere to reporting requirements and are sensitive to the diverse linguistic and communication needs of participants in international settings.

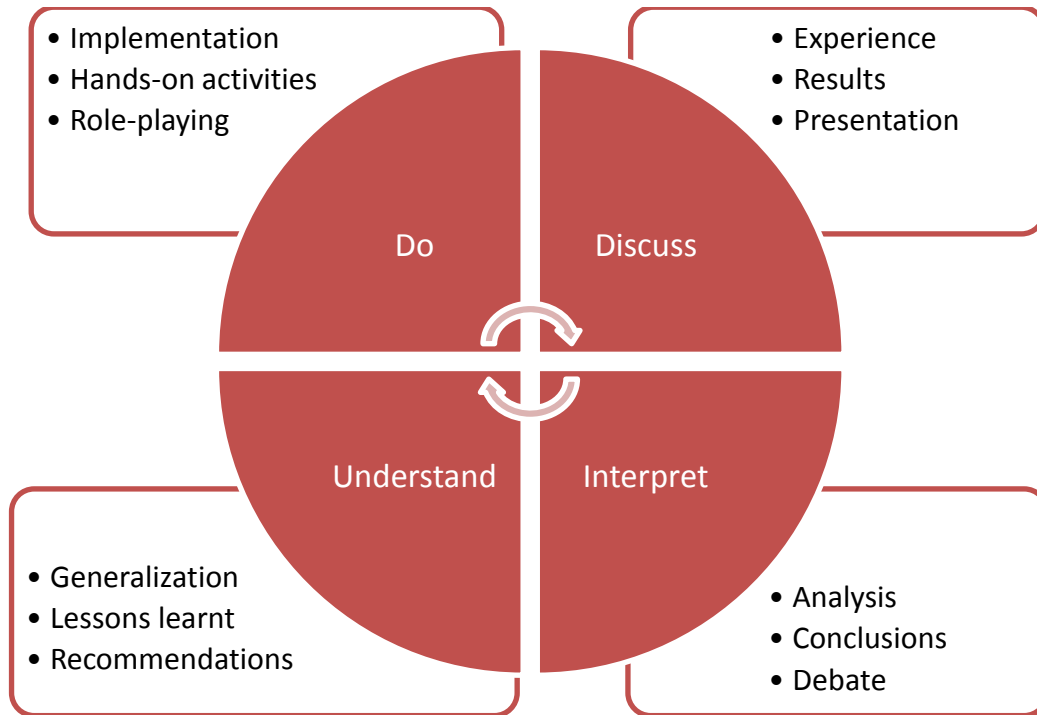
During assignments requiring M&E, the following basic methodology is adhered to, although is subject to change dependent upon the context of the project and the needs and wishes of the client, the organization under evaluation (if different), and the funding party.

- Pre-assessment of documentation and secondary material
- Formulation of evaluation team
- Initial analysis (including stakeholder analysis, SWOT analysis, and program logic analysis)
- Development of assessment tools (including focus group outlines, workshop plans, development of interview frameworks and other more specialized tools depending on the project/program)
- Conduction of fieldwork and data collection using assessment tools
- Analysis of data
- Formulation of recommendations based on analysis
- Presentation of findings and recommendations
- Writing of reports and their delivery

Training

ABC Consulting has undertaken a vast number of training assignments over the course of our seven years of existence, including community fundraising, proposal writing, monitoring and evaluation (M&E), strategic planning, community resources mobilization, finance, marketing, communication, leadership, consultation, advocacy, administration, youth employability, job preparation, life skills, gender programming, client skills, community participation, training of trainers (TOT), how to implement the Capacity Assessment Tool (CAT) and the Participatory Organizational Needs Assessment Tool (PONAT), project cycle management (PCM), and the Logical Framework Approach (LFA or 'log-frame'). These training sessions have been delivered to more than 50 civil society organizations, targeting vast swathes of Palestinian communities.

ABC takes a systems approach to capacity building that encourages changes in ways of thinking, acting and organizing that take one away from the traditional linear concept of development to a more dynamic view in which a process is influenced by a diversity of factors interacting simultaneously. In its capacity building efforts, ABC focuses on both 'hard' and 'soft' capacities, building skills in PCM, M&E, and financial management, for example, while simultaneously guiding participants to improve their abilities to build and sustain relationships, garner ongoing commitment and loyalty, and internalize values and principles. ABC's capacity building efforts aim to help participants capitalize on the enabling aspects of the Palestinian development environment, while mitigating, circumventing, or challenging constraints they face in their development efforts. In all stages of capacity building, ABC encourages and fosters cooperation and collaboration among partners in order to increase sustainability of efforts, and to improve the efficiency and effectiveness of the work being carried out.



Training in development topics, such as project cycle management, the logical framework, and monitoring and evaluation has too often resulted in trainees' ability to simply fulfill bureaucratic requirements of donors and complete necessary documents for proposal submission. In many cases, these documents are completed for the proposal and never used again throughout the life of the project. Through ABC's training methodology, the principles of accountability, relevance, effectiveness, efficiency and participation, which are the building blocks of development programming, are instilled in participants so that they can benefit from and internalize the process of identifying their community's needs, formulating relevant projects, and monitoring and evaluating their work.

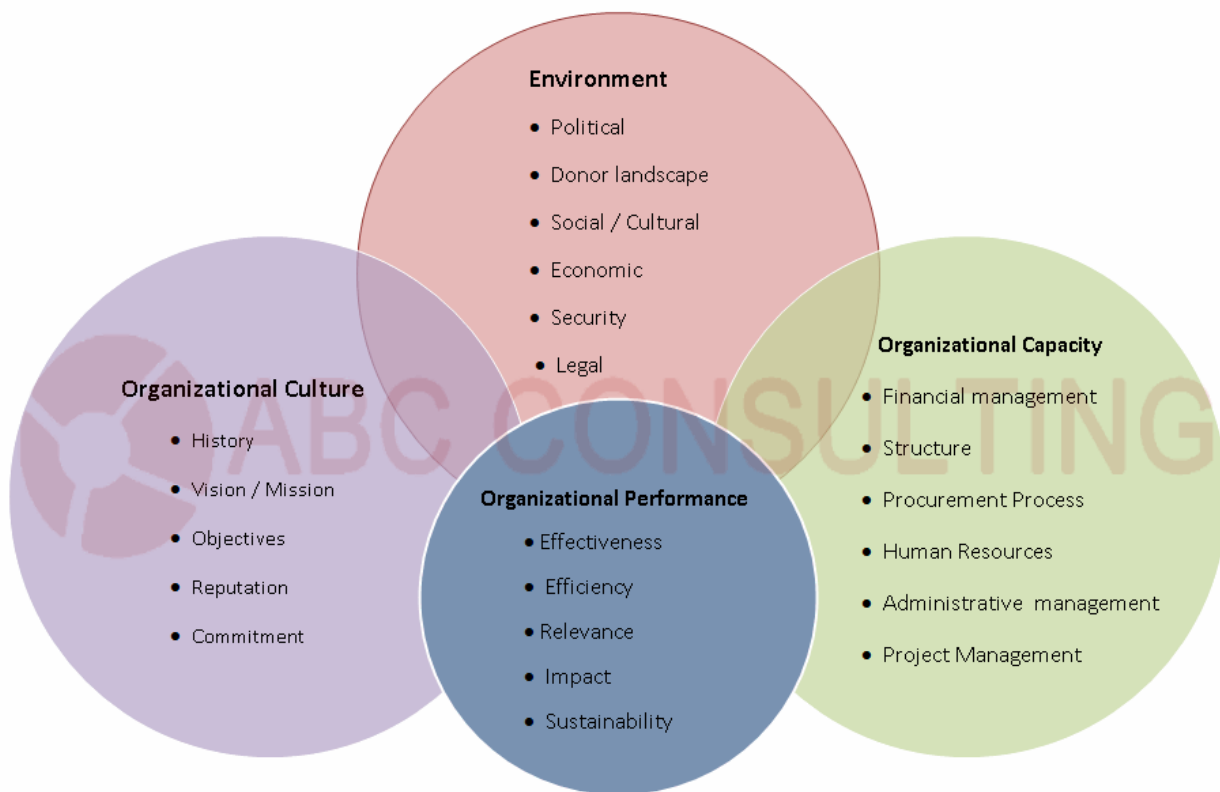
Real-life examples and case studies are used to make training sessions interactive and engaging. From brainstorming sessions to role-playing activities, we create opportunities for participants to take an active part in their development.

Organisation development

Organisation development is a deliberately planned, organisation-wide effort to increase an organisation's effectiveness and/or efficiency. This service is multifarious in nature, but is generally concerned with promoting organisational readiness to meet change. It is intended to change the structure of an organisation to better absorb disruptive technologies, fluctuating market opportunities and ensuing challenges. Interventions in this field involve people, but organisation development primarily cultivates processes, systems and structures.



Organizational Development Framework



We assist our clients by first understanding their strategic goals, models and organizational culture, and then undertaking a thorough and objective assessment of the current state of operations, after which we are qualified to give recommendations that can be tactically executed and managed.

Strategic Planning

ABC also provides guidance and facilitation in an organization's process of defining its strategy, and making decisions on how to allocate resources to contribute to this strategy; a process that is called strategic planning.



Over the years, ABC has both supported organizations in updating their strategic plans, and in facilitating organizations to undergo the process for the first time. In both cases, our experts work with a strategic planning committee made up of key persons from the organization (members of the board, management, and key staff persons) to assess the current situation, delineate specific objectives, and identify strategies for achieving them.

After this phase is completed, our experts ensure that your vision can be put into action. The tools and resources needed to implement the strategy are identified and allocated, and a concrete action plan is developed, answering the question of 'Who does what, when, and where?' The action plan includes objectively verifiable, or measurable indicators of success that aid in the proper implementation of the strategic plan and allow organizations to conduct regular evaluations and progress assessments. ABC emphasizes that strategic planning is an organic process that develops from the experience, insight, and knowledge of organizations themselves, and is only facilitated and guided by an expert, who plays a supervisory and advisory role throughout. We support you in understanding where you are now, where you want to be, and how to get there.

Programme development

Due to the collective skill-sets and experience boasted by our staff, ABC Consulting has a fine-tuned knowledge of the best methodologies and most effective techniques for project implementation, monitoring and follow-up. Combined with extensive experience in strategic development, this renders us one of the best sources of advice and support in this field. Our approach to project development typically follows these steps:

- Establishment of an overall framework, including organisational strategy and fundraising strategy
- Identification of key target groups and areas
- Conduction of an initial needs-analysis
- Formulation of objectives and results framework, including SMART indicators
- Acquisition of inputs, including finances and hiring personnel
- Implementation of all project phases and action plan
- On-going tracking of indicators and monitoring of results
- Conduction of mid-term and final evaluations

Research

ABC promotes evidence-based programs and interventions reflecting real stakeholder needs and accurate context analyses. For this reason, ABC works with its clients to provide relevant, insightful and high quality research studies. ABC's research services range from the formulation and design of a research approach through to the implementation of a full research program, conducted by our own members of staff. Our research methodology is sensitive to the needs and constraints of different stakeholders, protecting them from potential risk, encouraging truthful and transparent responses, and ensuring confidentiality. It is practical and cost-effective through the selection of appropriate sample sizes to adequately represent all stakeholders. Our research teams practice triangulation of data and document verification in order to ensure the quality of data collected. While qualitative data describes and quantitative data defines, we believe that both types are needed to present and accurate representation of a situation, and to produce rigorous, yet meaningful data.

ABC's research team can deliver:

- Baseline studies
- Needs Assessments
- Mapping Studies
- Feasibility Studies
- Stakeholder Analyses
- Tailored interview and focus group guides
- Perception Surveys

Grants Management

The grant management process requires both programmatic and financial undertakings required by the funder over the course of the grant period. The following tasks must be implemented by the grantee during this process:

- Following all of the terms and conditions associated with the grant
- Fulfilling reporting requirements throughout the grant award period
- Making requests for changes to an award in a timely manner before the project end if necessary
- Fulfilling financial reporting requirements
- Accounting for grant revenue and expenditures
- Submitting final reports in a timely manner
- Following closeout procedures as stipulated by the grantor
- Conducting the grants management process in an ethical manner

ABC has a wealth of experience in the management and fulfillment of grants and is therefore perfectly placed to help organizations carry out the above steps. In order to best help the associations with whom ABC works fulfill these steps, ABC adopts the following methodology:

- Formulation of an action plan
- Establishment of administrative and financial procedures
- Monitoring and Evaluation
- Personnel management
- Implementation of results-oriented assessment

Private Sector Services

ABC has recently opened a new line of services targeting private sector institutions to provide them with a cutting-edge and holistic suite of services in management, organizational structuring, process analysis, change management, capacity building and training, strategy development, and talent recruitment. Through ABC's facilitative approach, the process of analysis, change, and improvement is the focus of the consultancy, bringing clients and experts together to contribute to the company vision and achieve its goals.

Additional Services

In addition, ABC offers a range of resources on a lesser-scale, normally in conjunction with one or many of our main services. Our additional services are listed below:

- Translation (Arabic to English and vice versa)
- Proposal-writing; report-writing
- Recruitment

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- Online development
- Events management (for example: conferences, delegation visits)

Services Summary



Previous Partners

Since 2006, ABC has worked with a plethora of organisations: governmental and non-governmental, local and international.

Previous clients and partners (in alphabetical order) include:

- **Al-Mustaqbal Society for Development and Democracy (Nablus)**
<http://www.almustaqbal.info/>
- **Aman – Transparency Palestine**
<http://www.aman-palestine.org/english/>
- **American Friends Service Committee (AFSC)**
<http://afsc.org/>
- **AMIDEAST**
<http://www.amideast.org/>
- **American Near East Refugee Aid (ANERA)**
<http://www.anera.org/>
- **Assembly of Cooperation for Peace (ACPP)**
<http://www.acpp.com/english/>
- **Bisan Centre for Research and Development**
<http://www.bisan.org/>
- **Belgian Development Agency (BTC)**
<http://www.btcctb.org/>
- **CARE International**
<http://www.care-international.org/>
- **Catholic Relief Services (CRS)**
<http://crs.org/>
- **Diakonia**
<http://www.diakonia.se/en/>
- **Global Communities** (formerly CHF International)
<http://www.globalcommunities.ps/>
- **Cooperazione Internazionale (COOPI)**
<http://www.coopi.org/en/home/>
- **European Commission**
http://ec.europa.eu/index_en.htm

- **European Union (EU)**
http://europa.eu/index_en.htm
- **Family Defence Society (FDS)**
<http://www.fds-pal.org/index.php>
- **Foundation for the Future (FFF)**
<http://www.foundationforfuture.org/en/>
- **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)** (formerly Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ))
<http://www.giz.de/en/>
- **INJAZ**
<http://www.injaz.org.jo/Default.aspx>
- **Institute for Community Partnership (ICP)** (Bethlehem University)
<http://www.bethlehem.edu/icp>
- **International Republican Institute (IRI)**
<http://www.iri.org/>
- **JBS International**
<http://www.jbsinternational.com/Pages/HomePage.aspx>
- **MA'AN Development Centre**
<http://www.maan-ctr.org/>
- **Municipality Development and Lending Fund (MDLF)**
<http://www.mdlf.org.ps/Default.aspx>
- **NGO Development Center (NDC)**
<http://www.ndc.ps/>
- **Nordic Consulting Group (NCG)**
<http://www.ncg.dk/>
- **Norwegian People's Aid (NPA)**
<http://www.npaid.org/>
- **OneVoice**
<http://www.onevoicemovement.org/>
- **Oxfam GB**
<http://www.oxfam.org.uk/>
- **Oxfam Quebec**

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<http://oxfam.qc.ca/en/home>

- **Palestinian Centre for the Independence of the Judiciary and the Legal Profession (MUSAWA)**
<http://www.musawa.ps/>
- **Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH)**
<http://www.miftah.org/>
- **Palestinian Ministry of Education**
<http://www.mohe.gov.ps/default.aspx?AspxAutoDetectCookieSupport=1>
- **Palestine Technical College (Ramallah)**
<http://www.ptcdb.edu.ps/ar/>
- **Polish Humanitarian Organisation (PHO)**
<http://www.globalhand.org/en/search/organisation/organisation/22433?search=%22Capacity+building%22>
- **Ramallah Centre for Human Rights Studies (RCHRS)**
<http://www.rchrs.org/index.php>
- **Save the Children**
http://www.savethechildren.org/site/c.8rKLIXMGlpI4E/b.6115947/k.8D6E/Official_Site.htm
- **Sharek Youth Forum**
<http://www.sharek.ps/index.html>
- **Terre des Hommes (Switzerland)**
<http://www.tdh.ch/en>
- **United Nations Population Fund (UNFPA)** (formerly United Nations Fund for Population Activities)
<http://www.unfpa.org/public/>
- **United Nations Development Fund for Women (UNIFEM)** (from the French *Fonds de developpement des nations unies pour la femme*; part of UN Women)
<http://www.unifem.org/>
- **United Nations Relief and Works Agency (UNRWA)**
<http://www.unrwa.org/>
- **United States Agency for International Development (USAID)**
<http://www.usaid.gov/ps>
- **Welfare Association (WA)**

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<http://en.welfareassociation.org/>

- **Westminster Foundation for Democracy (WFD)**
<http://www.wfd.org/>
- **Women's Affairs Technical Committee (WATC)**
No website available
- **Women's Department** (Nablus Municipality)
Website available for Nablus Municipality only: <http://www.nablus.org/index.php>

Our Resources

ABC Consulting's members of staff are all bi-lingual (possessing high levels of ability in both Arabic and English), and during any assignment we can offer the services of our secretary, trainers, media officer, and report writer. The firm has two offices and a training centre, spanning the two branches of the firm in the West Bank cities of Nablus and Ramallah. Both the offices and the training centre are equipped with computers, high-standard and recent software, an LCD projector, an internal server, and easy access to social media. We are also committed to regularly upgrading these essential tools.

Training centre

ABC Consulting's spacious training centre is located in the same building as the Nablus office and has the capacity to accommodate up to ninety people. The furniture and layout of the training centre can easily be adjusted according to the purpose of assignment. In order to cultivate a creatively stimulating and conducive learning environment for our trainees, our centre is newly furnished, boasting ample lighting.

Our Projects

Over our relatively short existence, ABC Consulting has completed over one hundred assignments all over the Middle East. These have ranged from the straight-forward delivery of training programmes, to lengthy evaluations, complex development of organisations and programmes, and detailed research assignments. The sectors in which we have been employed are numerous and varied in their scope, comprising fields such as democracy and governance, human rights, health care, the environment, the economy, and education.

Our project history can be found in full below:

Monitoring and Evaluation

2015

Assignment Title: Final Evaluation of the Palestinian Counseling Center’s project ‘Enhancing the Productivity of Children with Special Needs’ funded by Drosos			
Location: Palestine (East Jerusalem and West Bank)	Client: PCC	Funding origin: Drosos	Dates: 12/14 – 3/15 No. of staff provided: 3
Detailed description: <p>ABC Consulting was contracted by the Palestinian Counseling Center to conduct a final evaluation of the project “Enhancing the Productivity of Children with Special Needs”, which was implemented in the period from 2011 to 2015. The specific focus of the final project evaluation was on the aspect of the project targeting children with learning difficulties and disabilities. The project implemented educational therapy for children in Palestinian governmental schools in the Jerusalem and Nablus districts, and also worked with their parents, teachers, school administration, specialists in the field, and the Ministry of Education’s Inclusive Education Unit. This evaluation study employed a methodology focused on qualitative data collection and key informant interviews and sought to produce findings surrounding topics of relevance, impact, and sustainability.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Created an evaluation of the aspect of the “Enhancing the Productivity of Children with Special Needs” project that targeted children with learning disabilities. ▪ The activities of the evaluation included interviews, focus groups with stakeholders and community members, beneficiaries, meeting the PCC staff, observation of educational therapy sessions, and a review of project documents and publications. ▪ Delivered Final Evaluation Report written in English 	

2014

Assignment Title: Evaluation of DanChurchAid 's (DCA's) Markaz al-Kul project			
Location: Palestine (East Jerusalem and West Bank)	Client: DanChurchAid (DCA)	Funding origin: European Union	Dates: 04/14 – 06/14 No. of staff provided: 4
<p>Detailed description:</p> <p>DanChurchAid undertook an EU funded project titled “Markaz Al-Kul” – Grassroots Jerusalem - targeting civil society actors, marginalized communities in the Jerusalem district, locally mandated community leaders, human rights defenders\activists, local and international academic institutions, donors, volunteer and rights holders in Jerusalem. ABC Consulting was contracted to perform an evaluation of this project.</p> <p>The activities of the evaluation included interviews, focus groups with stakeholders and community members, beneficiaries, meeting the Grassroots Jerusalem staff, Contracting Authority project staff and attending some field activities. The evaluation covered the different geographical areas of Jerusalem, under the scope of the project (specifically 38 communities in Jerusalem city and suburbs, inside and outside the wall).</p> <p>The evaluation was guided by the following principles: learning focused and utilization focused; gender-sensitive; appropriate and ethical; partnership-oriented.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Created an evaluation of the Markaz al-Kul project, addressing compulsory questions related to HAP, PANEL, programme impact and OECD-DAC evaluation criteria The activities of the evaluation included interviews, focus groups with stakeholders and community members, beneficiaries, meeting the Grassroots Jerusalem staff, Contracting Authority project staff and attending field activities Delivered Evaluation Report written in English 	

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Assignment Title: Developing of an evaluation process for measuring capacity building and institutional strengthening support that will be provided to CSOs, on behalf of FHI360			
Location: Palestine and Jordan	Client: FHI360	Funding origin: USAID (Jordan)	Dates: 03/14 – 05/14
Detailed description: <p>ABC Consulting designed and developed an adaptation of the organisation capacity assessment (OCA) tool for use by FHI 360. The OCA is utilized by USAID globally. The adaptation of the tool to a third party assessment required that the sections of the tool be quantified and a calculator developed to support each section to simplify the third party assessment while allowing the tool to still function as a self-assessment. The calculator would provide an overall score for each section and provide an easy measurement when the tool is used after 6 months or a year. Further, to correctly capture the capacity building interventions, FHI 360 sought to identify sections and sub-sections of the tool that could be used to assess specific interventions such as support in Strategic Planning, Project Management, Financial Management, Strategic Communication, Monitoring and Evaluation, Human Resources, etc.</p> <p>Therefore, ABC Consulting's tasks involved writing a framework of how the new tool would be used for assessing USAID CIS Capacity building interventions, creating a tool with calculation functionality in both English and Arabic, creating a facilitation guide for use of the tool and its scoring system in both English and Arabic, and finally creating a specific assessment facilitation guide, again in English and Arabic.</p>		Summary of services: <p>ABC Consulting delivered the following:</p> <ul style="list-style-type: none"> ▪ Developed a framework for measuring the impact of USAID CIS capacity building interventions across the program ▪ Developed an OCA Facilitation Guide with calculator ▪ Developed a Specific Assessments Facilitation Guide 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

Assignment Title: Convening of needs assessment for one Saudi Arabian non-profit organisation, on behalf of the King Khalid Foundation (KKF)			
Location: Saudi Arabia	Client: King Khalid Foundation (KKF)	Funding origin:	Dates: 04/14 – 05/14
Detailed description: <p>The organisation capacity assessment process saw a set of diagnostic and research tools employed to develop a profile of the institutional capacity of the target NPO, within a framework tailored specifically to the needs of this assignment. Most important to the development of the organisation capacity assessment was various meetings conducted with KKF and the target NPO in order to discuss the context and background of the assignment, along with a desk study of Saudi Arabian NPOs and Saudi Arabian civil society.</p> <p>The consultant then developed a needs assessment tool set and implementation plan which was highly tailored to the target NPO. The tools set consisted of:</p> <ol style="list-style-type: none"> 1. 3-part capacity assessment survey 2. Semi-structured interview with stakeholders 3. Focus group with beneficiaries 4. Climate survey conducted on NPO staff and board members <p>To accompany the tool set, the consultant also provided an Excel spread sheet in which the results of these 4 tools were entered.</p> <p>Following the conduction of the tools set and completion of the NPO profile, the consultant developed a 3-year IDP based on the findings of the needs assessment and in order to cultivate the further growth of the NPO. The IDP provided a 3-year overview for the strategic development of the NPO and suggested interventions.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Conducted an organisation needs assessment for one NPO, determining challenges and gaps facing the association ▪ Used the findings of the needs assessment and, dependent upon the training and organisational needs of the target NPO, developed an institutional development plan (IDP) for the association 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

Assignment Title: Mid-term Evaluation of Christian Aid's Social and Economic Inclusion of People with Disability in the Middle East Project			
Location: West Bank and Lebanon	Client: Christian Aid	Funding origin: EU	Dates: 2014
Detailed description: <p>The overall objective of Christian Aid 's (CA) Social and Economic Inclusion of People with Disability in the Middle East project was "to contribute to improved living conditions for people with disabilities in the Middle East, enabling them to become confident, active members in society and with the opportunity to participate in all aspects of social, economic, and political life." Christian Aid launched implementation of the SEI project in Lebanon and Palestine in 2012 with 2 local partners, the Lebanese Physical Handicapped Union (LPHU) and the YMCA of East Jerusalem.</p> <p>Christian Aid commissioned a mid-term evaluation to inform the remaining grant period of the project. This assessment was intended to look at the impact of activities carried out to ascertain the extent to which the project is on track to achieve the objectives set out in the proposal and log frame for the project with the objective "to assess the impact of the project to date, in particular how far it has been able to achieve its proposed goals, objectives, and outcomes".</p>		Summary of services: <ul style="list-style-type: none"> ▪ Conducted field work in Palestine and several Skype meetings ▪ Produced detailed Evaluation Report ▪ Included recommendations for direction of the project in the future 	

2012

Assignment Title: Evaluation of a European Union (EU) programme which aimed to support the delivery of community services in East Jerusalem			
Location: Palestine (East Jerusalem)	Client: European Union (EU)	Funding origin: European Union (EU)	Dates: 12/11 – 07/12 No. of staff provided: 5
Detailed description: ABC conducted an assessment of a multi-million dollar programme for the EU in East Jerusalem. The purpose of this evaluation was to provide a comprehensive and independent assessment of the relevance, efficiency, effectiveness, sustainability and impact of the programme as well as to make an assessment of the completed projects: their designs, implementations and results. The aim was also to document lessons learned and to provide practical recommendations for the better design and implementation of future projects. Finally, ABC also sought to provide outlines of options for alternative projects, methods of implementation, and coordination mechanisms to improve development support conducted by the EU in the area.		Summary of services: <ul style="list-style-type: none"> ▪ Evaluation and assessment through use of interviews and reviewing of background studies on several areas including health, culture, environment, water, economy and the local community (using qualitative methodology) ▪ Creation of an evaluation report with summary and recommendations, which addressed how to improve the diverse phases of the project management cycle (PMC) of the programme ▪ Provision of strategy direction for the EU's engagement in East Jerusalem for the next three years, with a focus on improving coordination mechanisms with other donors and civil society 	

Assignment Title: External project evaluation of Norwegian People's Aid's (NPA's) Youth Evaluation projects, initiated in the West Bank and Gaza			
Location: Palestine (West Bank)	Client: Norwegian People's Aid (NPA)	Funding origin: NORAD	Dates: 2012 No. of staff provided: 3
Detailed description: ABC led a team of 3 experts tasked with evaluating 16 grants of NPA's projects in the West Bank and Gaza. The assignment involved evaluating 16 youth-related grants, assessing how to organize and direct the programme, and offering recommendations. The purpose of this assignment was to examine the strengths, weaknesses, relevance, impact, effectiveness, efficiency and sustainability of 4 of NPA's projects provided to NPA's partner organization's (GUCC, Al Wedad, IDS and Student Forum) in the West Bank and Gaza.		Summary of services: <ul style="list-style-type: none"> ▪ Evaluation of grants for 16 youth-oriented grants for 4 youth organization's (1 in the West Bank and 3 in Gaza) ▪ Assessment of the organizational and directional capacity of NPA's programmes ▪ Compilation of report presenting conclusions and offering recommendations 	

Assignment Title: Evaluation of the European Union's (EU) project Inheritance Denied: Combatting Gender Inequality in Property Rights in Palestine, initiated in the West Bank			
Location: Palestine (West Bank)	Client: DanChurchAid (DCA)	Funding origin: European Union (EU)	Dates: 2012
Detailed description: <p>The project supported non-state actors in their efforts to fight female adult illiteracy and promote women's property ownership. The project was based in East Jerusalem from March 2010 until February 2013, benefitting from an EU grant of €750,000. The project was implemented together in cooperation with 3 local organizations, the Palestinian Working Women Society for Development (PWWSD) and the Young Men's Christian Association-East Jerusalem (YMCA-EJ) in the West Bank, as well as the Women's Affairs Center (WAC) in Gaza. Through the project, DCA and its 3 partners sought to address Palestinian women's inheritance discrimination within the community. More specifically, the purpose of the project was to enhance the capacity of local grassroots community-based organizations (CBOs) to develop and lead advocacy campaigns on women's inheritance rights, subsequently encouraging women to know and fight for their property privileges.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Conducted an evaluation comprising four individual reports: ▪ Workshops organized by CBOs ▪ Educational activities undertaken by field coordinators ▪ Women's Inheritance Day activities ▪ Description of one case assisted by a lawyer through the legal support network 	

Assignment Title: Evaluation of AMAN and the European Union's (EU) project Enhancing the Effectiveness of an Independent Judiciary and Empowering the Civil Society's Monitoring Role on the Judiciary			
Location: Palestine (West Bank)	Client: AMAN	Funding origin: European Union (EU)	Dates: 2012 No. of staff provided: 3
Detailed description: <p>The project Enhancing the Effectiveness of an Independent Judiciary and Empowering the Civil Society's Monitoring Role on the Judiciary was designed as a direct response to identified needs of the Palestinian judicial system. The original proposal for the project was submitted to the European Commission's European Instrument for Democracy and Human Rights (EIDHR) programme in June 2009 with a total budget of just under €230,000. The project was launched in February 2010. The objective of the project was to enhance the judicial authority's integrity, accountability, independency and its capacity to fight corruption. The project sought to achieve its objectives using an approach that incorporated awareness-raising workshops and campaigns, capacity building training courses, developing models systems, providing technical and logistic support, conducting monitoring, preparing draft legislation, assessments and research studies. ABC conducted an evaluation of the programme, assessing its success through an appraisal of various areas.</p>		Summary of services: <p>Conducted an evaluation that examined how successfully the project had achieved its goals and objectives; the effectiveness of the strategies employed through the project; the appropriateness of the project design to the situation on the ground; its relevance to the context in which it was implemented; its relevance to the needs of the partners/participants/beneficiaries; the effectiveness of strategies used by AMAN to achieve the project objectives; the impact of the project; beneficiary satisfaction with the project, and visibility.</p>	

Assignment Title: Evaluation of the European Union's (EU's) Alhaya Haque (Right to Life) project, initiated in the West Bank and later expanded into Lebanon, Jordan and Egypt			
Location: Egypt, Lebanon, Jordan, Palestine (West Bank)	Client: Sharek Youth Forum	Funding origin: European Union (EU)	Dates: 2012 No. of staff provided: 3
Detailed description: Alhaya Haque (Right to Life) was an 18-month regional project funded by the European Commission and the European Instrument for Democracy and Human Rights (EIDHR) which aimed to abolish the death penalty in Palestine, Jordan, Lebanon and Egypt. The project was enacted in partnership with the Sharek Youth Forum in Palestine; with Nama'a – Women for Cultural Development in Jordan; with ALEF – Act for Human Rights in Lebanon; and with the Andalus Centre for Tolerance and Anti-Violence Studies in Egypt. The project highlighted the importance of changing public opinion regarding the death penalty as well as influencing the 'official' stance in these countries. ABC Consulting evaluated the project, assessing various criteria.		Summary of services: <ul style="list-style-type: none"> Conducted an evaluation study which included work in Palestine, Jordan, Lebanon and Egypt. The evaluation assessed five criteria: relevance, efficiency (including visibility and coherence), effectiveness, impact and sustainability. 	

2011

Assignment Title: Conduction of a needs assessment for Civil Society Actors (CSAs) in the West Bank on behalf of Deutsche Gesellschaft fur International Zusammenarbeit (GIZ)			
Location: Palestine (West Bank)	Client: Deutsche Gesellschaft fur International Zusammenarbeit (GIZ)	Funding origin:	Dates: 2011
Detailed description: ABC contributed to the development of the capacity of Civil Society Actors (CSAs) to perform at a local level as facilitators for civil society. The specific objectives of this assignment were to conduct needs assessments for CSAs; to assess capacity development programs; to develop capacity development interventions in-line with the Local Government Programme (3) (LGP3); and to design suitable capacity development programmes for CSAs.		Summary of services: <ul style="list-style-type: none"> Conducted a needs assessment for CSAs Conducted an assessment of capacity development packages: assessed capacity development packages, assessed existing training packages, and assessed the capacity of existing institutions in terms of accreditation of the training package, regularity of service provided, trainers and professionals, and flexibility with regard to adaptation Development of capacity development interventions within the Local Government Units (LGUs) 	

Assignment Title: Mid-term evaluation of USAID and the International Youth Foundation's (IYF's) Youth Entrepreneurship Development programme in partnership with JBS International			
Location: Palestine (West Bank)	Client: USAID	Funding origin: USAID	Dates: 2011 No. of staff provided: 2
<p>Detailed description:</p> <p>The programme was a USD \$15 million programme focused on youth, funded by USAID and implemented by the International Youth Foundation (IYF). The overall goal of the programme was to prepare young Palestinians (both male and female) for the job market and to provide them with the necessary skills to find employment within the private, non-governmental and public sectors or start their own businesses. The evaluation gave recommendations to both USAID and IYF regarding policy level recommendations.</p> <p>The goal of JBS and ABC's assignment was to assist and improve the programme design, making it more responsive to the local context, experience and practice, with a specific focus on areas of the programme dealing with internships, apprenticeships and job placements, and career counseling.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> ▪ Supported the literature review ▪ Supported the conduction of data collection activities (including interviews and focus groups) ▪ Supported the provision of future strategic direction and recommendations for the programme 	

Assignment Title: Mid-term evaluation of USAID and the International Youth Foundation's (IYF's) Youth Entrepreneurship Development programme enacted in the West Bank			
Location: Palestine (West Bank)	Client: USAID	Funding origin: USAID	Dates: 2011 No. of staff provided: 2
<p>Detailed description:</p> <p>The programme was a USD \$15 million programme focused on youth, funded by USAID and implemented by the International Youth Foundation (IYF). The overall goal of the programme was to prepare young Palestinians (both male and female) for the job market and to provide them with the necessary skills to find employment within the private, non-governmental and public sectors or start their own businesses. The evaluation gave recommendations to both USAID and IYF regarding policy level recommendations.</p> <p>The goal of ABC's assignment was to assist and improve the programme design, making it more responsive to the local context, experience and practice, with a specific focus on areas of the programme dealing with internships, apprenticeships and job placements, and career counseling.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Conducted mid-term evaluation Provided future strategic direction and recommendations for the programme 	

Assignment Title: Conduction of a needs assessment and baseline study for the Citizens of the Jordan Valley: Voices to Be Heard project, initiated by the MA'AN Centre for Development and implemented in two communities in the region			
Location: Palestine (West Bank)	Client: MA'AN Centre for Development	Funding origin: Norwegian People's Aid (NPA)	Dates: 5/11 –6/11 No. of staff provided: 4
<p>Detailed description:</p> <p>The overall goal of MA'AN's project was to contribute to the steadfastness of the citizens of the Jordan Valley and the protection of their basic human rights using a four pronged strategy involving: 1) community mobilization; 2) lobbying and advocacy; 3) empowerment of local social actors (Community Based Organisations (CBOs) and Local Popular Committees (LPCs)); and 4) protection of human rights. The project was implemented in two communities in the Jordan Valley, Fasayel and Jiftlik.</p> <p>ABC Consulting conducted a needs assessment and baseline study for the project.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> ▪ Provision of a baseline study and monitoring and evaluation framework from which project impact could be accurately assessed upon completion ▪ ABC's approach for this assignment incorporated a range of research methods including a desk study, interviews, community profiles and tours, focus groups and participatory workshops. ▪ The main product of the assignment was a comprehensive report in English comprising the following: <ul style="list-style-type: none"> ○ Short summary report ○ Excel sheet summary ○ Village profiles of the two targeted villages ○ Baseline data for relevant expected outcomes; ○ Tools for the monitoring and evaluation of the proposed performance indicators 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

Assignment Title: Conduction of evaluation studies of three programmes of Foundation for the Future's (FFF): Regional Action Network on Tolerance; Assisting the Development of Good Security Sector Governance in the Palestinian Territories; and Towards Nationwide Non-Violence			
Location: Palestine (West Bank)	Client: Foundation for the Future (FFF)	Funding origin:	Dates: 2011
Detailed description: In the autumn of 2010, FFF hired ABC to conduct external evaluations of the projects to date. The purpose of the assignment was to examine the relevance, impact, effectiveness, efficiency and sustainability of the projects and their successes in achieving objectives as outlined in the projects' documents, taking into account the local context.		Summary of services: <ul style="list-style-type: none"> Conducted evaluations using 3 research methods to gather information: 1) a review of project documents; 2) interviews with programme staff and the international organisation network partners; and 3) an on-line survey targeting training participants Compilation of final assessment reports, including an executive summary, clearly articulated findings, lesson learned and recommendations section, and appendices as required 	

Assignment Title: Evaluation of Treatment and Rehabilitation Centres' (TRCs') European Union (EU) funded programmes, including their organisational strategy and structure			
Location: Palestine (West Bank)	Client: European Commission; Treatment and Rehabilitation Centre (TRC)	Funding origin:	Dates: 2011
Detailed description: ABC conducted an evaluation to assess the extent to which the programmes achieved their desired objectives and impact, to what extent they adhered to their respective strategic plans and finally to provide an external opinion on the success of the various projects. The relevance, sustainability and effectiveness of their implementation was awarded particular weight during the evaluation process. Recommendations were provided for the future development of TRC.		Summary of services: <ul style="list-style-type: none"> Conducted an evaluation which focused on general evaluation of the rehabilitation of individuals Provided recommendations for the centres' internal structure for the next three years 	

2010

Assignment Title: Title: Evaluation of the Arts and Culture for Children Fund (2009-2010) and the Jerusalem Community Programme Fund (2008-2009), both implemented by the Welfare Association in the West Bank, Gaza, Jerusalem and Israel			
Location: Palestine (West Bank and East Jerusalem)	Client Welfare Association	Funding origin: Welfare Association	Dates: 2010 No. of staff provided: 4
Detailed description: Between 2008 and 2010 the Welfare Association (Ta'awoun) implemented two grant programmes: Arts and Culture for Children Fund (one cycle: 2009-2010) and the Jerusalem Community Fund (two cycles: 2008-2009, 2009-2010). In the West Bank, Jerusalem, Israel and Gaza, a total of 28 community based organisations (CBOs) benefited from a total of 29 projects implemented.		Summary of services: <ul style="list-style-type: none"> ▪ ABC was contracted by the Welfare Association to conduct an evaluation of these two programmes. ▪ The evaluation examined eight aspects of the three grant cycles: 1) management; 2) design and relevance; 3) effectiveness; 4) efficiency; 5) outcomes and impact; 6) satisfaction; 7) sustainability; and 8) visibility of the Welfare Association. ▪ The evaluation was conducted using the following methods: a) review of project documents; b) structured individual and group interviews with grant recipient organisation representatives; c) structured individual and group interviews with program project beneficiaries; and d) individual and group interviews with Welfare Association staff working on the programs. 	

Assignment Title: Conduction of a programme evaluation for the ECHO-funded project entitled Cash for Work for Improved Livelihoods for Vulnerable and Poor Households in the West Bank			
Location: Palestine (West Bank)	Client European Commission, COOPI	Funding origin: European Commission	Dates: 2010
Detailed description: ABC Consulting led a research team of three experts to evaluate a poverty reduction programme for protection and care of vulnerable groups. ABC conducted an evaluation in order to define the strengths and weaknesses of the programme and provide advice to ECHO to improve its future decision-making. ABC also provided a document which described the strategies by which AMAN could work to reduce and mitigate risks.		Summary of services: <ul style="list-style-type: none"> ▪ Evaluation study that included recommendations for the next stage of the programme 	

Assignment Title: Evaluation of Palestinian Female Prisoners Detainees in Israeli Prisons Phase II programme, conducted on behalf of the United Nations Development Fund for Women (UNIFEM)			
Location: Palestine (West Bank)	Client UNIFEM	Funding origin:	Dates: 2010
<p>Detailed description:</p> <p>ABC conducted an evaluation of UNIFEM’s Protection of Palestinian Female Prisoners and Detainees in Israeli Prisons Phase II programme which was implemented with three Palestinian NGO partners.</p> <p>Over the course of this assignment, ABC met with the two implementing non-governmental organisations in the West Bank and, through available means (including phone or video-conference, if necessary) with the implementing non-governmental organisation in Gaza Strip, to define a mutual second-year project work plan for monitoring and evaluation activities. ABC also developed a logical framework for the monitoring and evaluation of the project. Finally, ABC submitted a comprehensive end-of-project evaluation report in English to UNIFEM.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> ▪ Conducted an evaluation of the project ▪ Developed a logical framework for monitoring and evaluation (M&E) ▪ Compiled end-of-project report in English 	

Assignment Title: Institutional Needs Assessment of Teacher Training Processes in the West Bank, and the Gaza Strip in partnership with JBS International			
Location: Palestine (West Bank and Gaza Strip)	Client Ministry of Education and Higher Education	Funding origin: USAID	Dates: 2010 No. of staff provided:
Detailed description: <p>The overall purpose of this assessment was to inform USAID/West Bank and Gaza's Education Development Office's (EDO) decisions on future programming to build the MoEHE's capacity to train governmental school teachers, for both in-service and pre-service, while also considering the broader contextual situation as it relates to the monitoring, evaluation, supervision and assessment capabilities of the ministry. A better understanding of the impact of current teacher training policies and interventions in the WBG enabled the assessment team to recommend appropriate complementary interventions for teacher training activities that can make an immediate and positive contribution to improving the quality of national teacher training.</p> <p>This rapid assessment, undertaken over a six week period attempted to better understand which elements and factors within the existing national teacher training provision, can be changed or enhanced, with USAID support, to restore quality to classroom teaching and learning procedures in Palestine's primary and secondary schools. Based on a better understanding of the current teacher training reality, the team made a number of appropriate recommendations from which USAID will be able to select one, or more, for development into a 4-5 year well integrated national education program to improve teacher training quality in the OPTs.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Supported data collection activities (including interviews, meetings and focus groups, as well as observations and site visits) ▪ Supported the document review ▪ Supported the analysis and report-writing activities 	

2009

Assignment Title: Mid-term Evaluation of the Emergency Jobs Programme (EJP) launched by USAID and CHF International in the West Bank			
Location: Palestine (West Bank)	Client CHF International	Funding origin: USAID	Dates: 4/09 –8/09 No. of staff provided: 4
Detailed description: <p>In response to the deteriorating humanitarian situation, strangled economy, and high unemployment in the West Bank, USAID/CHF International launched its Emergency Jobs Program (EJP) in partnership with the Centre for Engineering and Planning (CEP) in 2007. This programme was a small-scale infrastructure project that created short term job opportunities in vulnerable communities, firstly providing short-term employment to local unemployed skilled and unskilled labourers as well as providing more long-term positions through the infrastructure created. The programme also promoted the utilisation of local materials, mandated labour-intensive practices, and fostered local community management of the design, construction, and maintenance of the projects. In addition, the Engineering Fellows programme element of the EJP conducted in conjunction with CEP and the Engineers Association provided work placements for recent engineering graduates to give them needed practical experience. Launched in September of 2007, the 3-year USD \$20 million cooperative agreement was awarded by USAID to 116 selected projects across the West Bank at the time of the evaluation.</p>		Summary of services: <ul style="list-style-type: none"> ▪ In April 2009, ABC Consulting was engaged through a competitive bidding process to conduct a mid-term evaluation of the EJP ▪ The goal of the evaluation was to assess the progress of the programme against its stated goals and objectives, and examine its effectiveness, impact, sustainability and organisational performance. ▪ The findings of the evaluation report were organized into eight sections: 1) targeting and selection, 2) relevance, 3) effectiveness and quality, 4) efficiency, 5) outcomes and impact, 6) satisfaction, 7) visibility, and 8) sustainability. ▪ Recommendations followed the findings in each section ▪ The evaluation was conducted using surveys, focus groups, participatory workshops, interviews, and structured snapshot site visits 	

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Assignment Title: Evaluation of Looking Back, Looking Forward: Capacity Building for CBO Networks, launched by the Ma'an Centre for Development and the Palestinian Centre for Peace and Democracy, targeting organisations in the West Bank			
Location: Palestine (West Bank)	Client Ma'an Centre for Development	Funding origin: Cordaid	Dates: 6/09 –9/09 No. of staff provided: 2
Detailed description: In July 2006, Ma'an Development Center and the Palestinian Centre for Peace and Democracy launched their Looking Back, Looking Forward: Capacity Building for CBO Networks project with funding from the Dutch agency, Cordaid. Originally targeting 53 community based organisations (CBOs) the project worked to build the capacities of CBOs through training, a small grants scheme, and networking activities. The overall goal of the project was to strengthen the role of the Community Based Organisation Network and its members in the West Bank to contribute to a civil society based upon the principles of democracy, social justice, and respect for human rights while enhancing the technical and managerial capacity of the members of the CBO Network to effectively carry out their mission and therefore become more effective in supporting and representing their constituents.		Summary of services: <ul style="list-style-type: none"> ▪ ABC Consulting was hired in the summer of 2009 to conduct a final evaluation for the project. ▪ The evaluation approach was participatory and utilization-focused, employing three main methods: 1) organisational profiles; 2) focus groups/group interviews; and 3) documents and records review. The evaluation explored the relevance, effectiveness and outcomes, impact, sustainability, satisfaction, and visibility of the project. 	

Assignment Title: Evaluation of the Food Security Initiative for Poor Women Using Local Produce, a programme designed and enacted by UNIFEM and the Ma'an Centre for Development in the West Bank			
Location: Palestine (West Bank)	Client UNIFEM	Funding origin: Austrian Development Corporation	Dates: 7/09 –10/09 No. of staff provided: 3
Detailed description: <p>In early 2008, UNIFEM with funding from the Austrian Development Agency and its implementing partner, Ma'an Center for Development, launched its pilot project: the Food Security Initiative for Poor Women using Local Produce. This 1-year project was designed to increase income opportunities for vulnerable women, and improve the livelihood of their families and children who participated in targeted school-feeding programmes. The project focused on providing women in rural community-based organisations (CBOs) with an intensive training programme in food processing skills, followed by a managerial training programme, run and supervised by food security experts. The project equipped the CBOs with the infrastructure necessary to implement the food production units developed, and training included on-the-job sessions as well as extensive coaching and counseling.</p>		Summary of services: <ul style="list-style-type: none"> ▪ ABC Consulting was selected by UNIFEM and MA'AN to conduct an evaluation of the project that was participatory and comprehensive. ▪ Targeting all 10 locations, ABC conducted interviews, focus groups, and an organisational survey in each area, generating both quantitative and qualitative data to inform the evaluation. ▪ The evaluation concentrated upon seven aspects of the project: 1) its relevance and the extent to which it responds to identified community needs and priorities, 2) how effective the project has been in reaching its goals and objectives, 3) the efficiency, or how well the project used available resources to achieve its objectives, 4) the impact of the project on its participants, target organisations, and the surrounding community, 5) the potential for sustainability of the project and its results, 6) the visibility of the project and its supporters, and 7) satisfaction. 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

Assignment Title: Support to Evaluation of the USAID Clinton MA Degree, Presidential Scholarship Programmes, and the Palestinian Faculty Development Programme on behalf of JBS International, AMIDEAST, and USAID			
Location: Palestine (West Bank)	Client : JBS International	Funding origin: USAID	Dates: 06/2009 – 10/2009
Detailed description: During the assignment, ABC Consulting provided support to JBS International during their Evaluation of the USAID Clinton and Presidential Scholarship Programmes. ABC Consulting provided support throughout the assignment, including the data collection activities (focus groups, surveys and interviews), as well as the analysis, reporting and presentation phases.		Summary of services: <ul style="list-style-type: none"> ▪ Support to data collection activities ▪ Support to analysis, reporting and presentation activities 	

Assignment Title: Assessment of Foundation for the Future (Jordan) project entitled 'Assisting and Assessing Security Sector Reform in Transitional Palestine)			
Location: Palestine (West Bank)	Client : Birzeit University's Institute of Law/Foundation for the Future Jordan	Funding origin: Foundation for the Future Jordan	Dates: 2009
<p>Detailed description:</p> <p>Recognizing that needed reform in the security sector would require unprecedented collaboration between different Palestinian institutions, the one-year project was funded to support research on the legal framework surrounding the Palestinian security sector, training of relevant ministry, Authority, and security force representatives on issues pertinent to SSR, and outreach to the general public which was translated into civil society organizations (CSOs) in practice. The overall goal of the project was "to contribute towards the reform of the legal system in Palestine, the building of a system grounded on the primacy of the rule of law, and the enhancement of accountability of security forces and their subordination to democratically elected authorities".</p> <p>In October of 2009, Associates in Building Capacity (ABC Consulting) was contracted by The Foundation for the Future for the field evaluation of its project titled Assisting the Development of Good Security Sector Governance in the Palestinian Territories. ABC proposed an approach that focused on generating meaningful and accessible results and recommendations for an accurate evaluation conducted through participatory means in the time period defined. The goal of the evaluation was to assess the effectiveness, efficiency, impact and performance of Phase One of the Foundation of the Future-funded project at Birzeit University's Institute of Law (IoL) and offer detailed conclusions, recommendations and lessons learned.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> ▪ Conducting interviews and focus groups ▪ Documents and literature review ▪ Produced final report with conclusions and recommendations 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

2008

Assignment Title: Evaluation and impact assessment of the Women and Elections programme instigated by MIFTAH, and creation of a three-year strategic plan for the continuation of the project			
Location: Palestine (West Bank)	Client: MIFTAH	Funding origin: IRI	Dates: 2008
Detailed description: In 2008, ABC conducted an evaluation and impact assessment of a 5 year programme of the Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH) that aimed to increase women's participation in local government units (LGUs). As part of this assignment ABC developed a strategic plan for the continuation of the program. In 2003, MIFTAH launched a programme entitled Women and Elections as part of the organisation's larger programme of Empowerment of Palestinian Women's Leadership. The Women and Elections programme provided support both to women seeking election and those already in office through training, coaching, networking, and linking women to resources. In its first three phases, the programme targeted women in communities in the following governorates: Jenin and Qalqiliya, Tulkarem, Nablus, Jericho, Salfit, Ramallah, Jerusalem, Bethlehem, Hebron, Gaza and Khan Younis.		Summary of services: <ul style="list-style-type: none"> ▪ Evaluation and impact assessment ▪ Development of a strategic plan for the continuation of the programme ▪ Both carried out using a participatory approach and qualitative methods to explore the perspectives of the programme's participants and staff ▪ Through document review, focus groups, and in-depth interviews, the evaluation team examined the following aspects of the programme: profile of participants and their engagement with the programme; staff and participant satisfaction; the relevance, sustainability, effectiveness and efficiency of the program and its outcomes; impact; and the implications of increased representation of women in government 	

Assignment Title: Evaluation of a project on enhancing water and sanitation conditions in refugee camps in the West Bank, conducted on behalf of the Polish Development Organisation (PDO)			
Location: Palestine (West Bank)	Client: Polish Development Organisation (PDO)	Funding origin: IRI	Dates: 2008
Detailed description: ABC Consulting evaluated the effort of the PDO's 2 waste water and sewage projects in Askar and Jenin .		Summary of services: Evaluated the impact of the PDO project on the local community	

2007

Assignment Title: Assessment of Neighbourhood Corners Project, implemented in the West Bank and conducted in behalf of Oxfam Quebec			
Location: Palestine (West Bank)	Client: Oxfam (Quebec)	Funding origin:	Dates: 2007
Detailed description: ABC was contracted to conduct a final evaluation of Oxfam Quebec's multi-phase Neighbourhood Corners Project that was implemented by the Bisan Centre for Research and Development in 7 locations, including 3 villages and 3 refugee camps in the northern West Bank. It aimed to build the capacities of community-based organisations (CBOs) to observe good governance and democratic practices and promote good citizenship and democratic engagement among young men, women and children in the target areas.		Summary of services: Conducted an evaluation study that included strategic recommendations for the next stage of the project	

Assignment Title: Evaluation of the Leadership Palestine programme completed for the International Republican Institute (IRI) and enacted in the West Bank			
Location: Palestine (West Bank)	Client: International Republican Institute (IRI)	Funding origin:	Dates: 2007
Detailed description: ABC evaluated the IRI's Leadership Palestine programme, which was implemented in conjunction with 3 Palestinian NGOs in 10 communities and sought to develop youth leadership and promote the participation of young men and women in community development and decision-making.		Summary of services: <ul style="list-style-type: none"> ▪ Evaluation of the pilot stage of the programme ▪ Provided strategic directions to the second stage of the programme 	

Assignment Title : Conduction of final evaluation of Save the Children's INJAZ (Junior Achievement) programme, initiated in Ramallah			
Location: Palestine (West Bank)	Client: INJAZ; Save the Children	Funding origin:	Dates: 2007
<p>Detailed description:</p> <p>Citing the youthful Palestinian population, the society's high unemployment and poverty, limited vocational training, and the social challenges of the unstable political situation, Save the Children launched the INJAZ project in Palestine with support from Junior Achievement in 2005. Believing that educational and community organisations were insufficiently prepared to meet the needs of the burgeoning young population, Save the Children proposed that the INJAZ project would provide valuable information and skills for young people to help them to develop their careers and contribute to the future growth of the Palestinian economy.</p> <p>ABC's assignment helped support INJAZ's transition from a donor programme to an independent Palestinian NGO. With the help of ABC, INJAZ learned international best practices and raised its standard to that of similar programmes run by Save the Children in other countries. ABC's evaluation encompassed the project's effectiveness and efficiency, as well as its design, implementation and means of targeting.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> ▪ Conduction of a final evaluation ▪ Provision of strategic recommendations for the project's growth, which led to INJAZ's transition to an independent NGO 	

Assignment Title: Evaluation of Sharek Youth Forum's 4 main programmes, initiated in the West Bank			
Location: Palestine (West Bank)	Client: Sharek Youth Forum	Funding origin:	Dates: 2007
Detailed description: ABC evaluated the Sharek Youth Forum's 4 main programmes, including the million-dollar A Step Forward which offered both formal skills training and practical experience in the job market in order to assist young people in the launching of their careers. This programme alone served over 3,200 young people in the West Bank and Gaza. It was initiated with the aim of tackling the high youth unemployment rate in the West Bank and Gaza through a variety of different channels and an interrelated, integrated and well-developed threefold programme of training which began with career awareness, moved into an IT training package and ended in a training-in-the-field programme. The other 3 programmes focused on similar general aims.		Summary of services: <ul style="list-style-type: none"> Conducted an evaluation of Sharek Youth Forum's 4 main programmes, concluding with strategic recommendations for their future work in the field 	

Training

2015

Assignment Title: Developing of Training Material and delivery of Training of Trainer Sessions in Institutional Governance, Project Cycle Management, Volunteerism, and Financial Management for Save the Children International Field Coordinators			
Location: Jordan	Client: Save the Children International Jordan	Funding origin: Save the Children International Jordan	Dates: 2015
Detailed description: <p>The inception of the project required the conduction of interviews with the boards of two of Save the Children's beneficiary organisations, the conduction of focus groups with 10 beneficiary organisations, and an assessment of their needs. This assessment informed the development of the training material and manuals, which were created in a participatory manner with SCI Field Coordinators. ABC Consulting then delivered TOT in Institutional Governance, PCM, Volunteerism and Financial Management for the Field Coordinators, who will deliver training in these topics to beneficiary organisations in the future. Due to the conduction of the needs assessment, the training is highly tailored to the needs of SCI's beneficiary organisations.</p>		Summary of services: <ul style="list-style-type: none"> Conducted data collection activities and produced a needs assessment of SCI's beneficiary organisations Developed 4 toolkits and training material using participatory techniques in the following topics: Institutional Governance, Project Cycle Management, Volunteerism and Financial Management Trained 25 SCI field coordinators on delivering trainings sessions for these topics 	

2014

Assignment Title: Provision of support to civil society in Syria, through delivery of training on report writing, PCM, and organizational assessment and development			
Location: Turkey	Client: Coffey International	Funding origin: UK Government	Dates: 2013 – 2014
Detailed description: ABC Consulting provided intensive capacity building training to three CSOs (+ATAN, Building the Civil Society Organization, and the Fraternity Centre for Democracy and Civil Society) to build their internal capacity to serve as hub organizations that can successfully implement community initiatives in Syria, as well roll out this support to an additional tier of CSOs inside Syria.		Summary of services: <ul style="list-style-type: none"> ▪ Provided 35 days of training, and individual and group coaching (face-to-face and through Skype) ▪ On organizational assessment & development, PCM, and report writing 	

Assignment Title: Provision of training for Palestinian youth in project cycle management (PCM) on behalf of Juhoud			
Location: Turkey	Client: Juhoud	Funding origin: Juhoud	Dates: 2014
Detailed description: Conducted 5 training workshops for 125 recent graduates in PCM to support their entry into the labour market.		Summary of services: Provided 125 hours of training in PCM	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

2013

Assignment Title: Provision of technical assistance to 8 human rights non-governmental organisations (NGOs) based in Jerusalem			
Location: Palestine (East Jerusalem)	Client: NGO Development Centre (NDC)	Funding origin: Secretariat on behalf of four European donors: Switzerland, Sweden, Denmark and the Netherlands	Dates: 09/12 –03/13 No. of staff provided: 7
Detailed description: ABC worked with 8 human rights NGOs in the West Bank in association with the NDC, offering technical assistance in the form of tailored training following evaluations and analyses of each NGO. The following organisations were targeted in Jerusalem and Israel: Adalah, Kavlaoved, PCATI, Bitkom, Gisha, ACRI, Hamoked, Kay (La'Oved). This assignment aimed to build the capacities of the NGOs in several facets: governance, advocacy, media & social media through coaching and training.		Summary of services: <ul style="list-style-type: none"> Conducted organizational needs assessments and analyses through use of a simple customized survey. Provided technical assistance in the form of highly tailored training focusing on areas such as governance, strategic planning, monitoring and evaluation (M&E), project cycle management (PCM), advocacy, developing archiving and filing systems, use of social media, administration, human resources, media, and external relations. 	

Assignment Title: Provision of technical assistance to 14 human rights non-governmental organizations (NGOs) based in the West Bank, on behalf of the NGO Development Centre (NDC)			
Location: Palestine (West Bank)	Client: NGO Development Centre (NDC)	Funding origin: Secretariat on behalf of four European donors: Switzerland, Sweden, Denmark and the Netherlands	Dates: 09/12 –03/13 No. of staff provided: 7
Detailed description: ABC worked with fourteen human rights NGOs in the West Bank in association with the NDC, offering technical assistance in the form of tailored training following evaluations and analyses of each NGO. ABC worked with the following organizations: JWC, ARIJ, Afkar, Badil, CARE, Al-Quds University, PWWSD, Qader, Saint Yvew, SHAMS, MUSAWA, Al-Maqdese for Society Development, Defence for Children International – Palestine Section (DCI), and WCLAC. This consulting assignment aimed to build the capacities of the NGOs in: governance, advocacy, and media .		Summary of services: <ul style="list-style-type: none"> Conducted organizational needs assessments and analysis through use of a simple customized survey. Provided technical assistance in the form of highly tailored training, focusing on areas such as governance, strategic planning, monitoring and evaluation (M&E), project cycle management (PCM), advocacy, developing archiving and filing systems, use of social media, administration, human resources, media and external relations. 	

Assignment Title: Provision of training in financial management and fundraising for women's centres and rehabilitation committees in West Bank refugee camps on behalf of UNRWA			
Location: Palestine (West Bank)	Client: UNRWA	Funding origin: UNRWA	Dates: 2013
Detailed description: Provided training in finance and fundraising for staff in women's centres and on rehabilitation committees in refugee camps in the West Bank.		Summary of services: Provided 60 hours of training in financial management and fundraising	

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Assignment Title: Provision of training in results-based management and report-writing for 6 of Diakonia's partner organisations			
Location: Palestine (West Bank)	Client: Diakonia	Funding origin: Diakonia	Dates: 2013
Detailed description: Conducted 4 days of training for 6 of Diakonia's partner organizations on results-based management and report-writing.		Summary of services: <ul style="list-style-type: none"> • Conducted needs assessments • Reviewed organisations' documents • Prepared tailored training material • Provided instructions guide for report-writing for each organization • Delivered tailored training sessions • Provided follow-up coaching sessions 	

Assignment Title: Provision of training in project cycle management and the logical framework for 9 of Diakonia's partner organisations			
Location: Palestine (West Bank)	Client: Diakonia	Funding origin: Diakonia	Dates: 2013
Detailed description: Conducted 4 days of training for 9 of Diakonia's partner organizations on project cycle management and the logical framework		Summary of services: <ul style="list-style-type: none"> • Conducted needs assessments • Reviewed organisations' documents • Prepared tailored training material • Provided instructions guide for PCM and LFA for each organization • Delivered tailored training sessions • Provided follow-up coaching sessions 	

2011

Assignment Title: Training of Palestinian organisations in areas of European Union (EU) grant proposal, Project Cycle Management (PCM) and Logical Framework Approach (LFA or 'log-frame')			
Location: Palestine (West Bank)	Client: European Union (EU)	Funding origin: European Union (EU)	Dates: 2011
Detailed description: ABC's objective was to contribute to the improvement of the technical quality of proposals submitted to the EU by the CSOs involved in the training. The training enabled the CSOs to develop and submit appropriate and high-quality project proposals by improving their knowledge and skills on PCM and LFA, the basic tools for any EU-funded operation.		Summary of services: ABC conducted 2 days of training for 60 CSOs in PCM, LFA and EU grant requirements in three locations in the West Bank, encompassing northern, central and southern areas	

Assignment Title: Provision of training for Palestinian youths to increase their employability, on behalf of the West Bank organisation Sharek Youth Forum			
Location: Palestine (West Bank)	Client: Sharek Youth Forum)	Funding origin: USAID	Dates: 2011
Detailed description:		Summary of services: Provided 450 hours of training for Palestinian recent graduates, covering the following areas: CV writing, interviews, and job preparation skills.	

2010

Assignment Title: Provision of training in gender and leadership for women's centres and rehabilitation committees in West Bank refugee camps on behalf of UNRWA			
Location: Palestine (West Bank)	Client: UNRWA	Funding origin: UNRWA	Dates: 2010
Detailed description: Trained staff in women's centres and on rehabilitation committees in refugee camps in the West Bank in the areas of gender and leadership skills.		Summary of services: Provided 80 hours of training covering the areas of gender and leadership	

2009

Assignment Title : Provision of training for Palestinian youths in Training of Trainers (TOT) and project management on behalf of OneVoice			
Location: Palestine (West Bank)	Client: OneVoice	Funding origin:	Dates: 2009
Detailed description: Provided OneVoice youth volunteers with a training course in ToT and project management.		Summary of services: Provided 40 hours training in TOT and project management	

Assignment Title : Conduction of capacity building through training in community fundraising, proposal writing and project management, on behalf of the Al-Mustaqbal Society (Nablus)			
Location: Palestine (West Bank)	Client: Al-Mustaqbal Society	Funding origin:	Dates: 2009
Detailed description: ABC Consulting provided 60 hours of training to 10 CBOs in the Nablus region on behalf of the Al-Mustaqbal Society to build their capacity in project management, proposal writing and fundraising.		Summary of services: Provision of 60 hours of training in community fundraising, proposal writing and project management	

Assignment Title : Conducting capacity building of community-based organisations (CBOs) through training in monitoring and evaluation (M&E) on behalf of MA'AN Development Centre			
Location: Palestine (West Bank)	Client: MA'AN Development Centre	Funding origin:	Dates: 2009
Detailed description:		Summary of services: Provision of 20 hours of training in M&E to 10 CBOs, enabling them to better track their work and activities	

2008

Assignment Title : Conduction of capacity building for staff through provision of training in areas of community fundraising and proposal writing for the Palestine Technical College (PTC), funded by World Bank QIF project			
Location: Palestine (West Bank)	Client: Palestine Technical College (PTC)	Funding origin: World Bank	Dates: 07/08
Detailed description: Funded by the World Bank and Ministry of Education (QIF Fund), ABC conducted tailored training for the staff of the PTC.		Summary of services: Provision of 70 hours of training for PTC staff in areas of community fundraising and proposal writing	

2007

Assignment Title : Conduction of capacity building through training in community fundraising and community resource mobilisation, provided for the Women's Affairs Technical Committee (WATC), based in Nablus			
Location: Palestine (West Bank)	Client: Women's Affairs Technical Committee (WATC)	Funding origin:	Dates: 2007
Detailed description: Built the capacity of WATC and its partner community-based organisations (CBOs) in the area of fundraising and community resources mobilization.		Summary of services: Provision of 18 hours of training in the areas of fundraising and community resources mobilisation (18 women in total were trained)	

Assignment Title : Conduction of capacity building through training in monitoring and evaluation (M&E) on behalf of AMIDEAST for Birzeit University's Media Institute			
Location: Palestine (West Bank)	Client: AMIDEAST	Funding origin:	Dates: 2007
Detailed description:		Summary of services: Provision of training in M&E	

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2006

Assignment Title : Provision of training for newly-graduated Palestinian youths in job preparation skills on behalf of Sharek Youth Forum, based in the West Bank			
Location: Palestine (West Bank)	Client: Sharek Youth Forum	Funding origin: UNDP	Dates: 2006
Detailed description: ABC developed the capacity of newly-graduated Palestinian students through the provision of training in job preparation skills.		Summary of services: Training topics included: CV writing, job interviews, communication skills, leaderships skills, how to start your own home-based business, how to use the internet, proposal writing, project management	

Assignment Title : Provision of training for PalTel staff in communication and client skills			
Location: Palestine (West Bank)	Client: PalTel	Funding origin: PalTel	Dates: 2006
Detailed description: ABC Consulting trained PalTel's staff in communication and client skills.		Summary of services: Provided 80 hours training in communication and client skills to PalTel's field maintenance staff	

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Organisation Development and Strategic Planning

2015

Assignment Title : Needs Assessment and Business Planning on behalf of Ma'an Development Center for 30 partner CBOs			
Location: Palestine (West Bank and Gaza)	Client: Ma'an Development Center	Funding origin: Care International	Dates: 2015 No. of staff provided: 5
The objective of this consultancy was to conduct needs assessments and business plans for 30 target CBOs across the West Bank and Gaza as a contribution to Ma'an's project: <i>Transitioning from Relief to Resiliency and Self-Reliance of Livelihoods</i> funded by Care International.		Summary of services: <ul style="list-style-type: none"> • Conducted 30 needs organizational capacity needs assessments using a modified PONAT tool. • Facilitated the process of surveying community needs. • Developed 30 business plan for CBOs in Gaza and the West Bank. 	

Assignment Title : Development of a complaints system and manual and provision of training for the staff of the Palestinian Ministry of Social Affairs s			
Location: Palestine (West Bank and Gaza)	Client: Palestinian Ministry of Social Affairs	Funding origin: World Bank	Dates: 2015 No. of staff provided: 1
ABC Consulting designed a complaints system, produced a complaints manual, and trained staff at the Palestinian Ministry of Social Affairs on the topic		Summary of services: <ul style="list-style-type: none"> • Designed complaints system • Produced complaints manual • Delivered training on handling complaints and using the manual for Ministry staff 	

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Assignment Title : Development of Local Economic Development Strategies, focusing on historic centre regeneration, for 5 Palestinian municipalities on behalf of the Belgian Technical Corporation			
Location: Palestine (West Bank)	Client : Palestinian Ministry of Local Government	Funding origin: BTC	Dates: 2015 No. of staff provided: 1
Detailed Description: The assignment aimed to improve the social, cultural, and economic development of LGUs and municipalities in Palestine through the enhancement of the capacity of the LGUs to regenerate their historic centres (HCs) and support sustainable local development in these areas.		Summary of services: <ul style="list-style-type: none"> • Conduction of needs assessments • Data collection • Conduction of literature review • Convening of workshops • Facilitation of community and stakeholder meetings • Development of LED strategies for 5 Palestinian municipalities 	

2014

Assignment Title : Assessment of Procurement Functions and Development of Procurement Guides for 21 Palestinian LGUs in partnership with the Palestinian Ministry of Local Government and on behalf of Global Communities			
Location: Palestine (West Bank)	Client : Ministry of Local Government	Funding origin: Global Communities	Dates: 2014 No. of staff provided:
Detailed Description: At the outset of the project, ABC Consulting conducted needs assessments with 21 LGUs in order to gain an impression of their procurement-related needs. Based on this assessment, a Procurement Guide was developed for each LGU, after which training was developed and delivered by ABC Consulting concerning procurement functions and use of the guide.		Summary of services: <ul style="list-style-type: none"> ▪ Needs assessments ▪ Procurement Guide development ▪ Training sessions on procurement 	

Assignment Title : Development and updating of strategic plan for Caritas Jerusalem			
Location: Palestine (West Bank)	Client : Caritas, Jerusalem	Funding origin:	Dates: 2014 No. of staff provided: 2
The objective of this consultancy was to facilitate the strategic planning process for Caritas Jerusalem as it updated its strategic plan for 2014-2016. Multiple round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done. An external context analysis was also undertaken to inform the planning process, and the ABC team helped guide the process of change in organizational restructuring that resulted from the planning process.		Summary of services: <ul style="list-style-type: none"> • Developed and updated organization's strategic plan, including fundraising and advocacy strategies, detailed work plan, and a re-formulation of objectives, mission, vision and values. ▪ Facilitated change management in the process of organizational restructuring that resulted from the planning process. 	

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Contact person: Waddah Abdulsalam; waddah@abc.ps; tel. Nablus: 09 233 6869; tel. Ramallah: 02297 3779; 0599 666 678

Assignment Title : Development of strategic plan for the Palestinian Governance Institute			
Location: Palestine (West Bank)	Client : Palestinian Governance Institute	Funding origin:	Dates: 2014 No. of staff provided: 2
The objective of this consultancy was to facilitate the strategic planning process for the Palestinian Governance Institute as it updated its strategic plan for 2014-2016. Multiple round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done.		Summary of services: <ul style="list-style-type: none"> • Developed and updated organization's strategic plan • Facilitated change management in the process of organizational restructuring that resulted from the planning process. 	

2013

Assignment Title : Provision of support in the preparation of a strategic development and investment plans (SDIPs) on behalf of the Municipal Development and Lending Fund (MDLF) and the Ministry of Local Government in aid of their work in the West Bank			
Location: Palestine (West Bank)	Client : Municipal Development and Lending Fund (MDLF), Ministry of Local Government	Funding origin: Consortium of 9 donors including the World Bank-International Development Association (IDA), PNA, AFD, Denmark, SIDA, GIZ, KFW and BTC	Dates: 2011 – 2013 No. of staff provided: 8
Detailed description: <p>ABC guided a team of experts to create and update SDIPs for 21 municipalities over the course of 4 contracts. ABC created new SDIPs for the following municipalities: Ja'main, Huwara, Sabastya, Beit Foreik, Tamoun, Jenin, Seeft Al'Thaha, Seeft Al-Horthyeh, Jaba, Kufu Rai, Al-Duha, Al-Khader and Zatora. ABC updated existing SDIPS for the following municipalities: Qabatya, Mari bani Amir, Al-Sawhreh, Al-Ithen, Al-Mutahida, Qatana, Bedo and Ithna.</p> <p>The main objective of the assignment was to provide technical assistance and support in developing and institutionalizing SDIPs. ABC facilitated and supported the planning processes, made possible the institutionalization of the planning process, and conducted specific research studies.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Development of community profile for each municipality ▪ Development of SDIPs ▪ Development of institutional development plan for each municipality ▪ Development of operational plans and monitoring and evaluation (M&E) plans ▪ Use of community participation approach throughout the assignment 	

Assignment Title : Development of strategic plans, fundraising plans and administrative and financial manuals for partners of Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) in the West Bank			
Location: Palestine (West Bank)	Client : Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ)	Funding origin: German Federal Ministry for Economic Cooperation and Development (BMZ)	Dates: 2013
Detailed description: The objective of this consultancy was to assist 4 of GIZ's partners to prepare 4 strategic plans, fundraising plans, and their financial and administrative systems through a participatory approach.		Summary of services: Developed 4 strategic plans, fundraising plans and administrative and financial manuals for 4 of GIZ's partners	

2012

Assignment Title : Development of strategic plan, administrative and financial manuals, and creation of fundraising plan for AMIN, based in the West Bank			
Location: Palestine (West Bank)	Client : AMIN	Funding origin: USAID	Dates: 2012
Detailed description: ABC developed the organisation's capacity in administration and finance through the provision of training tailored to the organisation and the creation of administrative and financial manuals and a fundraising plan. ABC also developed AMIN's strategic plan for 2013 – 2016.		Summary of services: <ul style="list-style-type: none"> ▪ Development of strategic plan for 2013 – 2016 ▪ Coaching on administration and finance; development of administrative and financial procedures for the organisation ▪ Creation of fundraising plan 	

Assignment Title : Development of strategic plan and creation of administrative and financial manuals for Ebda', based in Qalqilya in the West Bank			
Location: Palestine (West Bank)	Client : Ebda'	Funding origin: USAID	Dates: 2012
Detailed description: ABC developed the organisation's capacity in strategic planning through the provision of training tailored to the organisation and formulation of the organisation's own strategic plan and administrative and financial manuals.		Summary of services: <ul style="list-style-type: none"> ▪ Coached the organisation on strategic planning ▪ Development of the organisation's own strategic plan ▪ Development of administrative and financial manuals 	

Assignment Title : Development of strategic plan for Family Defense Society			
Location: Palestine (West Bank)	Client : Family Defense Society	Funding origin:	Dates: 2012 No. of staff provided: 2
<p>The objective of this consultancy was to facilitate the strategic planning process for Family Defense Society. Round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done. An external context analysis was also undertaken to inform the planning process.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Developed organization's strategic plan, including fundraising and advocacy strategies, detailed work plan, and a re-formulation of objectives, mission, vision and values. 	

Assignment Title : Development of strategic plan for Ta'awoun for Conflict Resolution			
Location: Palestine (West Bank)	Client : Ta'awoun for Conflict Resolution	Funding origin:	Dates: 2012 No. of staff provided: 2
<p>The objective of this consultancy was to facilitate the strategic planning process for Ta'awoun for Conflict Resolution. Round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done. An external context analysis was also undertaken to inform the planning process.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Developed organization's strategic plan, including fundraising and advocacy strategies, detailed work plan, and a re-formulation of objectives, mission, vision and values. 	

Assignment Title : Development of strategic plans for 10 partner CBOs in the Ramallah district on behalf of Ma'an Development Center			
Location: Palestine (West Bank)	Client : Ma'an Development Center	Funding origin:	Dates: 2012 No. of staff provided: 2
<p>The objective of this consultancy was to facilitate the strategic planning process for 10 CBO partners of Ma'an Development Center. Capacity building in strategic planning preceded the process, in which round-table discussions were held, interviews conducted, and drafting and modification to the strategic plans done. An external context analysis was also undertaken to inform the planning process.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Developed organizations' strategic plans, including fundraising and advocacy strategies, detailed work plan, and a formulation of objectives, mission, vision and values. 	

2011

Assignment Title : Development of strategic plan and advocacy strategy for Juhoud organization in Birzeit			
Location: Palestine (West Bank)	Client : Juhoud	Funding origin:	Dates: 2011 No. of staff provided: 2
<p>The objective of this consultancy was to facilitate the strategic planning process for Juhoud association. Round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done. An external context analysis was also undertaken to inform the planning process, and an advocacy strategy was developed as well.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Developed organization's strategic plan, including fundraising and advocacy strategies, detailed work plan, and a re-formulation of objectives, mission, vision and values. 	

Assignment Title : Development of strategic plan for Al-Jaleel for Rehabilitation in Jenin			
Location: Palestine (West Bank)	Client : Al-Jaleel for Rehabilitation	Funding origin:	Dates: 2011 No. of staff provided: 2
<p>The objective of this consultancy was to facilitate the strategic planning process for Al-Jaleel for Rehabilitation. Round-table discussions were held, interviews conducted, and drafting and modification to the strategic plan done. An external context analysis was also undertaken to inform the planning process and an advocacy strategy was also developed.</p>		<p>Summary of services:</p> <ul style="list-style-type: none"> Developed organization's strategic plan, including fundraising and advocacy strategies, detailed work plan, and a re-formulation of objectives, mission, vision and values. 	

Assignment Title : Creation of a strategic plan, on behalf of MIFTAH, to empower community-based organisations (CBOs) based in the West Bank to work as a coalition on UN Resolution 1325			
Location: Palestine (West Bank)	Client : MIFTAH	Funding origin: Austrian Development Corporation	Dates: 1/11 –2/11 No. of staff provided: 2
Detailed description: MIFTAH launched this project in 2007 with the aim of supporting women’s grassroots organisations in the Hebron and Nablus districts and developing their capacity in the field of combating gender-based violence. The project complemented and built upon the many gender-oriented programmes and initiatives undertaken by MIFTAH in partnership with some donors, especially the United Nations Population Fund (UNFPA).		Summary of services: <ul style="list-style-type: none"> ▪ Development of a strategic plan for the implementation of activities to empower CBOs to work on UN Resolution 1325 through a coalition ▪ Created the strategic plan based upon existing documents and a participatory approach involving MIFTAH stakeholders. ▪ Development of a comprehensive logical framework for a strategic plan with four main objectives to be implemented by a growing coalition. 	

2010

Assignment Title : Conducting organisational capacity and needs assessments, and creation of organisational development plans on behalf of CARE International, based in the West Bank			
Location: Palestine (West Bank)	Client : CARE International	Funding origin: AusAID	Dates: 08/10 – 10/10 No. of staff provided: 1
Detailed description: <p>CARE International, in partnership with both the Applied Research Institute (ARI) and the Economic Center for Social Development (ESDC), received a Livelihood Security and Civil Society Strengthening project grant from AusAid to be implemented in 18 communities in the northern districts of the West Bank.</p> <p>ABC Consulting aimed to build capacity through the provision of training in use of the PONAT organisational needs assessment, delivered to 8 staff members from CARE, ESDC and ARIJ (the PONAT methodology was adapted to suit each CBO). ABC also developed an Excel spreadsheet to keep score of the evaluation, supervised the PONAT's implementation in the various CBOs and finally developed a 3-year intervention plan..</p>		Summary of services: <ul style="list-style-type: none"> ▪ Modification of the Participatory Organisational Needs Assessment Tool (PONAT) and supervision of its use with 24 local CBOs and cooperatives ▪ Development of a communized scoring system for the tool and provision of hands-on coaching and training for members of staff from CARE, ESDC and ARIJ ▪ Development of 3-year intervention plan 	

Assignment Title : Creation and implementation of a Capacity Assessment Tool (CAT) for staff involved in UNRWA's Relief and Social Services programme, enacted in the West Bank			
Location: Palestine (West Bank)	Client : UNRWA	Funding origin: UNRWA	Dates: 11/09 – 11/10 No. of staff provided: 2
Detailed description: <p>The overall goal of the assignment was to equip UNRWA's Relief and Social Services programme (RSSP) staff with a community-based organisation (CBO) assessment tool and the capacity to implement this tool in 103 partner CBOs. The specific objective of the assignment was to develop a CBO capacity assessment tool relevant to the context of UNRWA's CBOs and staff capacities that was easily understood by novice users, and time efficient in its implementation.</p> <p>The tool has been developed and piloted in nearly 20 organizations, and hands-on training and coaching on the tool was conducted with over 100 UNRWA field staff in the West Bank, Jordan, Syria and Lebanon. It is anticipated that UNRWA will publish the tool in the near future.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Development of a comprehensive CBO CAT with a users' manual in English and Arabic, accompanied by Excel data worksheets ▪ Provision of training for staff regarding how to implement the assessment tool, using coaching and hands-on training methodologies. ▪ Facilitation of supervised on-site application of the CBO CAT and subsequent delivery of assessment reports ▪ Proposal of next steps which could be taken to build capacity of the CBOs 	

Assignment Title : Creation of a strategic plan for 2012 – 2016, a risk-management plan, and a stakeholders analysis for use by AMAN in their future projects conducted in the West Bank			
Location: Palestine (West Bank)	Client : AMAN	Funding origin:	Dates: 03/10 – 09/10 No. of staff provided: 2
Detailed description: ABC Consulting examined the internal and external environment of AMAN by conducting a SWOT analysis, stakeholder analysis, identifying the challenges faced by AMAN, and reviewing its vision for growth in the coming 3-5 years. ABC concluded by developing a risk management strategy and a strategic plan for 2012 – 2016.		Summary of services: Development of a risk management plan and stakeholders analysis for AMAN through participatory workshops and thorough desk research (the plan and analysis will support AMAN's organisational directions in the future) Development of strategic plan Development of 4-year implementation plan	

Assignment Title : Creation of a Civil Participation Programme in conjunction with USAID and Catholic Relief Services (CRS) for use in the West Bank and Gaza			
Location: Palestine (West Bank)	Client : Catholic Relief Services (CRS)	Funding origin: USAID	Dates: 2010
Detailed description: ABC Consulting's main task was to provide local expertise in the development of a civil participation programme in Palestine.		Summary of services: Creation of a civil participation programme, which was awarded an US \$18 million grant by USAID	

Assignment Title : Conduction of organisational capacity and needs assessments, and the creation of organisational development plans on behalf of the NGO Development Centre (NDC) in aid of their work in the West Bank			
Location: Palestine (West Bank)	Client : NGO Development Centre (NDC)	Funding origin: European Union (EU), World Bank	Dates: 11/09 – 11/10 No. of staff provided: 2
Detailed description: ABC Consulting managed a team of 6 senior and junior specialists (in organisational and institutional needs assessment, capacity building and financial management) in providing long term organisational needs assessments (baseline, midterm and post-assessment assessment) and preparation of technical assistance plans for 22 local organisations in the West Bank.		Summary of services: <ul style="list-style-type: none"> ▪ Conducted pre-assessment, mid-term assessment and final assessment for 22 local organisations. ▪ Conducted organisational and institutional needs assessments for 22 organisations. ▪ Preparation of technical assistance plans 	

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Assignment Title : Conducting institutional needs assessment for the Al-Kafriyat Joint Village Council, based in the West Bank, on behalf of the Belgian Technical Cooperation (BTC)			
Location: Palestine (West Bank)	Client : Belgian Technical Cooperation (BTC)	Funding origin: Belgian Technical Cooperation (BTC)	Dates: 11/09 – 11/10 No. of staff provided: 2
Detailed description: The overall purpose of ABC Consulting's assignment was to provide technical support for the Al-Kafriyat joint Village Council and to conduct an institutional needs assessment in relationship to all activities executed by the council (developing plans, managing financial resources, adequacy of resources, capacity of human resources, ability to implement follow ups, evaluating the strategic plan, etc.).		Summary of services: <ul style="list-style-type: none"> ▪ Assessment for Al-Kafriyat Joint Village Council ▪ Drafting of a report that included recommendations for technical assistance ▪ Compiling of an institutional assessment report that summarised the strengths and weakness of the joint council and provided recommendations for future activity ▪ Designing of start-up methodology for new units/departments for different working areas of the council 	

2007

Assignment Title : Conduction of organisational needs assessment for a Hebron-based association, Foundation of Terre des Hommes			
Location: Palestine (West Bank)	Client : Foundation of Terre des Hommes	Funding origin: Foundation of Terre des Hommes	Dates: 2007
Detailed description: ABC supported the Foundation of Terre des Hommes in the conduction of an operational and management audit of Ard el Atfal (AeA) in the Hebron governorate. The aim of the audit was to assess the extent to which AeA operated as an efficient and independent Palestinian NGO and to examine, in terms of management processes, what might be done in order to optimise the operation of the organisation. ABC also helped provide recommendations and effective interventions that could be developed into a training programme to meet the needs of AeA's staff and board of directors.		Summary of services: <ul style="list-style-type: none"> ▪ Implementation of an organisational needs assessment for a Hebron-based organisation through use of PONAT methodology ▪ Determination of the viability of the institution, that had developed out of the donor's project, to act as an independent Palestinian non-governmental organisation ▪ Provision of suggestions regarding directions for the organisation's growth 	

Assignment Title : Conduction of organisational needs assessment for the Palestinian Bar Association (PBA) on behalf of USAID's ARKAN project			
Location: Palestine (West Bank)	Client : Palestinian Bar Association (PBA)	Funding origin: USAID	Dates: 2007
Detailed description: ABC employed the general survey module of PONAT to assess the organisation's capacity. Using focus groups, made up of representatives of the PBA's constituency, the company measured satisfaction with the association and its services.		Summary of services: <ul style="list-style-type: none"> ▪ Conduction of an organisational needs assessment for the PBA in Ramallah through use of PONAT methodology ▪ The assessment evaluated the organisation's capacity with regard to management, programme delivery, human resources, external relations and finance 	

Research

2015

Assignment Title : Context Analysis for DanChurchAid and Norwegian Church Aid			
Location: Palestine (West Bank and Gaza)	Client : DCA / NCA	Funding origin: DCA / NCA	Dates: May 2015
Detailed description: ABC conducted field and desk research to map what is presently happening in the framework of the DCA/NCA prioritized thematic areas in the country office mandate in order to identify the key processes, questions, and challenges within the coming three years with a bearing on development, who are the main actors, and whether there is a role for DCA/NCA to play in these processes in terms of adding value based on its resources, expertise and experience. A rights-based analysis of rights-holders and duty-bearers was also undertaken.		Summary of services: <ul style="list-style-type: none"> Conducted an in-depth desk study and literature review on the following sectors: human rights, gender equality, private sector development, peace-building, IHL, civil society, faith-based organizations, . Conducted a brief mapping exercise on like-minded organizations' scope and mandate, as well as the donor landscape in Palestine. Conducted interviews with key informants to inform the context analysis. Produced a complete context analysis report with analysis on the general context level, and the developmental context, highlighting opportunities and risks as well as providing recommendations for future strategies and possible interventions. Produced a complete country programme focus report with a rights-based analysis of the HR situation in the priority geographic areas of Area C, Seam Zones, East Jerusalem, and 	

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	the Gaza Strip.
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Assignment Title : Context Analysis for Diakonia Middle East (Palestine/Israel country office)			
Location: Palestine (West Bank and Gaza)	Client : Diakonia	Funding origin: Diakonia	Dates: February 2015
Detailed description: ABC conducted field and desk research to map what is presently happening in the framework of the Diakonia prioritized thematic areas in the Palestine/Israel country office mandate in order to identify the key processes, questions, and challenges within the coming three years with a bearing on development, who are the main actors, and whether there is a role for Diakonia to play in these processes in terms of adding value based on its resources, expertise and experience.		Summary of services: <ul style="list-style-type: none"> Conducted an in-depth desk study and literature review on the following sectors: democratization, human rights, gender equality, private sector development, peace-building, IHL, and the role of religion in conflict resolution. Conducted a brief mapping exercise on like-minded organizations' scope and mandate, as well as the donor landscape in Palestine. Conducted interviews with key informants to inform the context analysis. Conducted a SWOT analysis with Diakonia staff and management. Produced a complete context analysis report with analysis on the general context level, the developmental context, and the internal context of Diakonia, highlighting opportunities and risks as well as providing recommendations for future strategies and possible interventions. 	

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2014

Assignment Title : Development, conduction, and analysis of Client Perception Survey on behalf of Faculty for New Market Development (FNMD)			
Location: Palestine (West Bank and Gaza)	Client : FNMD	Funding origin: DFID	Dates: 07/14 – 11/14
Detailed description: <p>The Faculty for New Market Development (FNMD) is a matching grant scheme that supported 600 SMEs in the West Bank and Gaza between 2008 and 2012. During the life of the project, comprehensive M&E was executed, and a final evaluation by an external evaluator took place in May of 2012. Two years later, ABC Consulting completed a client perception study to understand the project's long-term impact on clients, measuring improvements in their performance, as well as examining the extent to which they entered new markets and developed products.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Contacted more than 600 Palestinian firms in the West Bank and Gaza, providing orientation to the survey, motivating participation, and re-building donor-firm relations ▪ Conducted 5 focus groups in all areas of the West Bank and Gaza; recorded, translated, and compiled findings ▪ Administered over 200 questionnaires to FNMD clients; computerized, compiled, and analysed data ▪ Produced a detailed final report including an executive summary and context analysis 	

Assignment Title : Creation of baseline study for Save the Children International (SCI) exploring attitudes, knowledge and practices of youths in 3 East Jerusalem communities about drug and substance use and abuse			
Location: Palestine (East Jerusalem and West Bank)	Client : Save the Children International (SCI)	Funding origin: DFID	Dates: 03/14 – 10/14
Detailed description: ABC Consulting was contracted to develop and implement a variety of research tools (including literature review, KAP surveys, and focus groups) in order to create a baseline study encompassing three East Jerusalem communities. The study was to focus in particular on identifying and analysing the prevalent attitudes towards and knowledge of drug and substance use and abuse among youths in the targeted areas. The study expanded upon the main individual and environmental risk factors pertaining to drug use, assessed the community and society structures and processes relevant to preventing and dealing with substance addiction. The baseline study will support SCI in highlighting areas of implementation and provide baseline values for some of the project outcome indicators.		Summary of services: <ul style="list-style-type: none"> ▪ Creation of baseline assessment employing both qualitative and quantitative research methods. The study addressed three main datasets: <ul style="list-style-type: none"> ○ KAP Survey ○ Community profile concerning organisational, institutional, and cultural context ○ Community profile concerning structures and processes related to substance use ▪ Conducted and administered a literature review, KAP Surveys on youth and adults, focus groups, and interviews. ▪ Compiled three community profiles and overall evaluation report, with all four documents featuring recommendations for SCI's interventions in the field. 	

Assignment Title : Needs Assessment and Mapping Study of Networking in Palestinian Civil Society			
Location: Palestine (West Bank and Gaza)	Client : Palestinian NGO Network (PNGO)	Funding origin: EU	Dates: May 2014
Detailed description: ABC conducted a needs assessment and mapping study of Palestinian civil society networks and coordination mechanisms in order to contribute to the design of a development action to promote improved networking and coordination among all levels of Palestinian civil society, and develop the space for discourse with and oversight of governmental institutions and bodies, including planning process and budgeting.		Summary of services: <ul style="list-style-type: none"> ▪ Conducted a mapping study of Palestinian NGO networks of the 4th and 3rd organizational levels, including their individual organizational development as well as their cooperation amongst each other and interaction with public bodies and figures. ▪ Conducted a needs assessment of Palestinian civil society in terms of improving coordination, cooperation, and interaction with governmental institutions and processes. ▪ Developed a 2-year development action with the aim of enhancing Palestinian civil society's voice on the national stage, improving coordination between and amongst civil society organizations and networks, and developing civil society's ability to oversee government planning, budgeting, and policy implementation. 	

2012

Assignment Title : Conduction of a mapping study for the Westminster Foundation for Democracy (WFD), in support of their work in the West Bank			
Location: Palestine (West Bank and Gaza)	Client : Westminster Foundation for Democracy (WFD)	Funding origin:	Dates: 02/12 – 04/12 No. of staff provided: 3
Detailed description: Since 2002, WFD has funded 10 projects in Israel and Palestine and received more than 50 project proposals from organization's in this area. WFD spent more £160,000 on these projects. The main foci of the funded projects were: empowering women; empowering youth; enhancing dialogue; and promoting peace. On behalf of the organization, ABC conducted a mapping exercise of 'democracy assistance' activities in Palestine and carried out an evaluation of 2 projects previously implemented in order to help WFD assess the current situation and understand the key challenges and opportunities for the organization to address through its work in the Occupied Palestinian Territories (OPT). This study informed the WFD about its current position and guided the organization's thoughts regarding future aims.		Summary of services: <ul style="list-style-type: none"> ▪ Conduction of a mapping study of 'democracy assistance' activities in Palestine ▪ Evaluation of two previous projects using qualitative methodology; ABC conducted structured interviews with its partner organization in order to understand the impact of WFD's workshops 	

2011

Assignment Title : Research study of youth employability services in the West Bank, on behalf of the International Youth Foundation (IYF)			
Location: Palestine (West Bank)	Client : International Youth Foundation (IYF)	Funding origin:	Dates: 2011
Detailed description: The purpose of the study was to assist and improve the IYF's Youth Entrepreneurship Development programme's (YED) overall design, making it more responsive to local context, experience and practice, with a specific focus on the following areas: internships, apprenticeships, job placements and career counseling. The programme was a 4 year US\$15 million initiative created to improve employment, entrepreneurship and civic engagement opportunities for young Palestinians and to support the Palestinian National Youth Strategy 2011 – 2013.		Summary of services: <ul style="list-style-type: none"> ▪ Conducted a research study of existing and proposed services for youth employability in the West Bank ▪ Provided extensive research of relevant organisations and employers as well as recommendations for best practice based on international experience 	

2008

Assignment Title : Conduction of a socioeconomic needs mapping study on behalf of CHF International			
Location: Palestine (West Bank)	Client : CHF International	Funding origin: CHF International	Dates: 2008
Detailed description: Implementation of a baseline survey on socioeconomic conditions in the West Bank and development of a socioeconomic needs map template and associated database for ongoing analysis. The study was conducted as part of CHF International's Emergency Jobs Program (EJP), with a value of \$20 million, through the provision of a baseline survey of socioeconomic needs and the necessary training, guidelines, resources and database format, so CHF can easily maintain an updated profile of the socioeconomic conditions of Palestinians in the West Bank in order to identify needy areas and evaluate and prioritize target sites across West Bank governorates. Duties included conducting extensive literature reviews and a survey of LGUs needs, and creating in-depth profiles of 45 marginalized communities and a database of information about 370 villages in the West Bank. The final report offered background information on issues, recommendations for program design and provided strategies for outreach to communities and community engagement.		Summary of services: <ul style="list-style-type: none"> ▪ Implementation of baseline survey and literature review ▪ Development of socioeconomic needs mapping template and associated database ▪ Creation of detailed profiles of relevant communities ▪ Provision of training, guidelines and resources for CHF International ▪ Production of final report 	

Assignment Title : Production of a Country Study of the Cooperative Movement and Agriculture Sector in Palestine			
Location: Palestine (West Bank)	Client : The Swedish Cooperative Centre (SCC); Massar	Funding origin: Swedish Cooperative Centre (SCC)	Dates: 2008
Detailed description: In order to map the cooperative movement and agriculture sector in Palestine and produce a report with specific conclusions and recommendations, the Consultant completed a range of interviews with relevant organisations donors, completed an extensive literature review, and attended a conference. The final report mapped the sector and relevant actors and produced a series of recommendations.		Summary of services: <ul style="list-style-type: none"> ▪ Interviews ▪ Literature review ▪ Conference attendance ▪ Mapping of organizations ▪ Formulation of conclusions and recommendations 	

Grants Management

2012

Assignment Title : Conducting Grants Assessment and Investigation into Non-Governmental Organisations (NGOs) in the West Bank on behalf of AMAN			
Location: Palestine (West Bank)	Client : AMAN	Funding origin:	Dates: 2012
Detailed description: <p>In a bid to tackle corruption, AMAN offered grants to 12 Palestinian CSOs.</p> <p>ABC was tasked with assessing the effectiveness, efficiency, impact and performance of the 12 grants and offering detailed conclusions, recommendations and lessons learned, which helped shaped the future strategic direction of AMAN's overall programme.</p>		Summary of services: <ul style="list-style-type: none"> Conducted midterm assessment to consider the impact of the 12 grants. Conducted a strategic planning workshop to provide tactical direction to the programme overall 	

2010

Assignment Title : Provision of grants development and organisational development expertise and general management consultancy for civil society organisations (CSOs) on behalf of USAID			
Location: Palestine (West Bank and East Jerusalem)	Client : USAID	Funding origin: USAID	Dates: 2010
Detailed description: USAID contracted ABC Consulting to provide grants development and general management consultancy services for health organisations and hospitals in the West Bank and Jerusalem.		Summary of services: <ul style="list-style-type: none"> ▪ Assistance for CSOs in developing grant applications, mainly in social service delivery fields ▪ Assisted health institutions (hospitals including: St Joseph hospital, Al-Maqased (Jerusalem), Caritas Hospital, Victoria Hospital, Red Crescent Hospital (Jerusalem) in developing their grants and assessing their organisational structure ▪ Provision of coaching for CSOs on developing and maintaining their procurement plans ▪ Provision of advice on interpretation and application of USAID's policies, regulations and rules 	

Assignment Title : Provision of grants development and organisational development expertise and general management consultancy for civil society organisations (CSOs) on behalf of USAID			
Location: Palestine (West Bank)	Client : USAID	Funding origin: USAID	Dates: 2010
Detailed description: USAID contracted ABC Consulting to provide grants development and general management consultancy services for targeted public sector institutions and ministries.		Summary of services: <ul style="list-style-type: none"> ▪ Assistance for CSOs and PA ministers in developing grant applications, mainly in social service delivery fields ▪ Provision of coaching for CSOs and PA ministers on developing and maintaining their procurement plans ▪ Provision of advice on interpretation and application of USAID's policies, regulations and rules 	

2009

Assignment Title : Provision of grants development expertise and general management consultancy for civil society organisations (CSOs) on behalf of USAID			
Location: Palestine (West Bank)	Client : USAID	Funding origin: USAID	Dates: 2010
Detailed description: USAID contracted ABC Consulting to provide grants development and general management consultancy services for targeted public sector institutions and ministries.		Summary of services: <ul style="list-style-type: none"> ▪ Assistance for CSOs and PA ministers in developing grant applications, mainly in social service delivery fields ▪ Provision of coaching for CSOs and PA ministers on developing and maintaining their procurement plans ▪ Provision of advice on interpretation and application of USAID's policies, regulations and rules 	

Additional Services**2014**

Assignment Title : Provision of support for the European Union Training Foundation's (ETF's) projects in Palestine			
Location: Palestine (West Bank)	Client : European Union Training Foundation (ETF)	Funding origin: European Union	Dates: 2014 – 2018
Detailed description: ABC Consulting will provide the following services: <ul style="list-style-type: none"> a) Organisation of project meetings such as workshops, seminars, conferences, study visits in the field of ETF work b) Provision of support to ETF in country networking 		Summary of services: <ul style="list-style-type: none"> ▪ Organisation of project meetings such as workshops, seminars, conferences ▪ Conduction of study visits in the field of ETF work ▪ Organisation of international and national travel arrangements ▪ Provision of support for visas and permits; provision of support at check points ▪ Participant management ▪ Preparation of meeting packages ▪ Organisation of study tours ▪ Recording of minutes of events and drafting of event's report ▪ Provision of feedback ▪ Organisation of ETF missions to Palestine (including sensitive 	

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Assignment Title : Provision of support for the European Union Training Foundation's (ETF's) projects in Palestine			
Location: Palestine (West Bank)	Client : European Union Training Foundation (ETF)	Funding origin: European Union	Dates: 2014 – 2018
		<p>areas like Gaza)</p> <ul style="list-style-type: none"> ▪ Translation of documents (English/Arabic) and working papers with technical specialised terminology for events/workshops organised by the contractor in Palestine. 	

2013

Assignment Title : Organisation of consultation workshops and seminars on behalf of the European Union (EU)			
Location: Palestine (West Bank)	Client : European Union (EU)	Funding origin: European Union (EU)	Dates: 2013
Detailed description: <p>The workshops were intended to strengthen and promote the engagement and involvement of the Palestinian civil society in monitoring and achieving ENP objectives.</p> <p>ABC organised 2 workshops and 3 seminars about consultation, delivered to civil society organisations (CSOs) in the West Bank and Gaza. The workshops and seminars discussed the ENP process, covering in particular the new Joint Action Plan, the forthcoming 2012 ENP progress report and the preparation of the 2013 sub-committees.</p>		Summary of services: <ul style="list-style-type: none"> ▪ Managed the event ▪ Organised 2 workshops and 3 seminars focusing on consultation 	

Assignment Title : Organisation of Information sessions for NSA 2012, on behalf of EUREP			
Location: Palestine (West Bank)	Client : EUREP	Funding origin:	Dates: 2013
Detailed description: Through these workshops, EUREP sought to support potential applicants to the NSA 2012 and help newly-contracted NGOs in managing European Union (EU) grants. ABC organised 4 information sessions with civil society organisations (CSOs) in Ramallah, Hebron, Nablus, and Gaza city, as well as 2 training sessions on European Commission (EC) procedures for grants and expenditure verifications for newly-contracted NGOs.		Summary of services: Organisation of 4 information sessions and 2 half-day training sessions	

2009

Assignment Title : Development of material for online management certification for Bethlehem University's ICP			
Location: Palestine (West Bank)	Client : Bethlehem University	Funding origin: Bethlehem University	Dates: 2009
Detailed description: Developed 8 modules of course material for an online management certification.		Summary of services: Provided online material including a course description, interactive exercises and exams	

Code of Ethics

1. *The consultant agrees to strive always for the highest standards of service in all dealings with clients and their employees.*
2. *In promoting consulting services to prospective clients, the consultant agrees to —*
 - a. Represent all experience, education, and services honestly and accurately;
 - b. Describe accurately the services being offered;
 - c. Honestly represent professional qualifications and affiliations;
3. *In conducting training, the consultant agrees to —*
 - a. Provide instruction only in those areas in which the consultant is well qualified;
 - b. Base instructional techniques on the best and most recent research and informed opinion;
 - c. Strive to meet the specific needs of both the participants and the client organization.
4. *In dealing with materials prepared by participants or the client company in a consulting program, the consultant agrees to —*
 - a. Consider all materials participants provide to be confidential;
 - b. Request and receive written permission before using any participant materials outside the consulting situation, and then protect the anonymity of the client organization and of the specific individuals unless given prior permission to disclose those names.
5. *In dealing with intellectual property in all forms, the consultant agrees to —*
 - a. Observe all relevant national and international laws, legal precedents, and best practices;
 - b. In particular, avoid illegal or un-credited use, in presentations and publications, of others' materials.
6. *In creating materials for a client, the consultant agrees to —*
 - a. Provide clear, concise, readable copy which meets the needs of both client and intended readers;
 - b. Write copy in accordance with relevant laws, regulations, and professional standards;

- c. Be rigorously honest and accurate in representation of products or services when writing sales or promotional materials for any client;
- d. Advise the client when written materials and practices of the client are not consistent with the ethical standards of the professional community.

7. *In relating to other communication consultants, the consultant agrees to —*

- a. Encourage a spirit of cooperation and camaraderie within the APCC community;
- b. Maintain the highest integrity in obtaining prospective client lists and in contacting them;
- c. Give only honest and accurate references for other consultants, or none at all;
- d. Compete openly and fairly for consulting work and clients.

8. *If affiliated with an educational institution, the consultant agrees to —*

- a. Meet all obligations to the educational institution and to the students of the institution;
- b. Meet the terms of any contract signed with the educational institution as they apply to consulting work;
- c. Use facilities and supplies of the educational institution for consulting work only if the institution approves of such use and is adequately recompensed for it;
- d. Avoid conflicts of interest and advise the client and the institution of any potential conflict.

ABC Consulting Confidentiality and Non-Disclosure Policy

Introduction

This *Confidentiality and Non-disclosure Policy* sets out the expectations and obligations on ABC Consulting and associate employees (hereafter referred to as consultants). It is expected that the consultant will adhere to the policy, and understand his or her role in keeping confidential, proprietary and sensitive information.

Why confidentiality is important to ABC

Through ABC's work, our consultants are often given privileged access to confidential or sensitive information. This information may be about the ways the client organization works, future plans for products or services, or sensitive personnel or client data. In many cases it is only possible for ABC to work effectively with clients by internally exchanging this type of confidential or sensitive information.

ABC takes significant steps to safeguard this information, including the following:

- all of our consultants are given training on managing confidentiality throughout a client engagement
- our consultants sign a confidentiality and non-disclosure agreement detailing the need for confidentiality and the serious consequences of any breach
- ABC has detailed data security processes for obtaining, storing and disposing of confidential or sensitive data.

Security of data

We understand it is critical for ABC to take steps to maintain the security of data received from our clients in confidence. All our consultants operate a range of IT and operational security procedures:

- secure login identification for using IT systems — each time our consultants access ABC data,
- they are required to sign in using personalized password identification
- logical access controls — we limit access to information so that only consultants needing data to
- be able to deliver their client work, are given access to sensitive information
- protecting ABC IT systems — ABC's IT systems operate behind a firewall, and use encrypted

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- storage of data.
- ensuring continuous operations — we have a detailed business continuity policy in place which
- encompasses: secure, encrypted, data backup; offsite storage; original record handling; secure disposal
- we limit the amount of paper-based confidential or sensitive data our consultants hold: any necessary confidential or sensitive paper records are kept in secure storage.

We place the following duty on all our staff.

Confidentiality

The consultant shall, during their engagement keep with inviolable secrecy and shall not reveal, disclose or publish to any person other than the Chief Executive and the Directors and the employees of the Commissioner or anybody named by them, any matters concerning the financial relationship between the Consultant and the Commissioner and shall not use for their own purposes or for any purpose other than those of the Commissioner any information of a confidential nature which they may acquire or may have acquired in relation to the business or affairs of the Commissioner.

The Consultant shall adhere to confidentiality arrangements as published and/or operated by the commissioner. This should be taken to include any evidence of abuse (for instance those that might arise from child protection policies held by the commissioner). The Consultant should report any such matters arising immediately to the commissioner.

Non-disclosure

Each ABC consultant signs our non-disclosure policy. A copy is included below and states:

I agree that I will hold confidentially any and all knowledge or information that I may obtain in the course of my employment with ABC Consulting or from working with ABC's clients and with respect to the secret processes, formulae, machinery, plans, sensitive or personal information etc. used by ABC or ABC's clients in delivering its services.

I will keep confidential information so long as that information remains confidential and is not otherwise available in the public domain.

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I will not engage as employer, employee, principal, agent, or otherwise, directly, in any matching business within one calendar year of terminating my contract with ABC.

I will not impart the knowledge specifically acquired through this employment with ABC to anybody and if I at any time leave the employ of ABC I agree not to enter into the employ or service or otherwise act in aid of the business of any rival company or concern or individual engaged in matching lines of business for a period of one year.

If I do so in violation, ABC will be entitled to compensation by any competent court enjoining and restraining me and every other person concerned from continuance of employment, services or other acts in aid of the business of the rival company or concern. Nothing will prevent me, upon the termination of the employment, in engaging in any occupation in which the confidential or personal data, proprietary processes, formulas, and other secrets of the employer will not be directly involved.

If you have any concerns, about confidentiality or non-disclosure, contact ABC's C.E.O., Waddah Abdulsalam
Waddah@abc.ps