



PARTNERING FOR DEVELOPMENT

A Seven Step Methodological Approach





CAD SERVICES

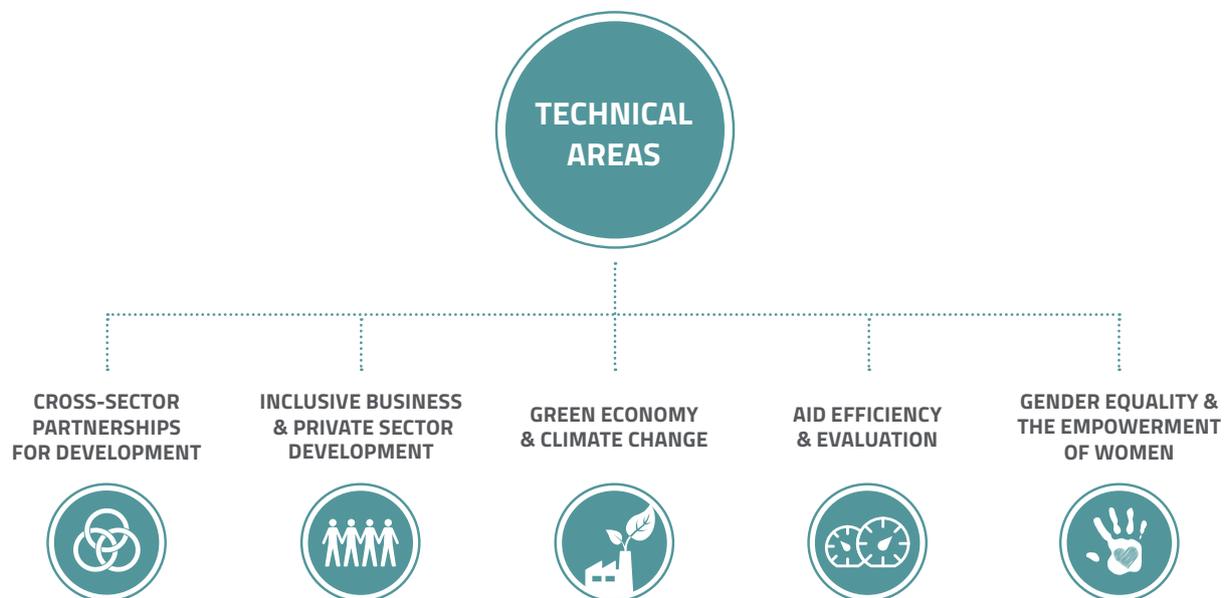
ABOUT CAD

THE CENTRE OF PARTNERSHIPS FOR DEVELOPMENT

CAD, the **Centre of Partnerships for Development**, was established in 2006 with the aim of promoting cross-sector partnerships. It has formed a global network of experts specialised in fields related to human and sustainable development. These experts share the conviction that partnerships are essential if innovative and sustainable solutions for improved development are to be realised.

CAD collaborates with a number of multilateral organisations, private sector companies as well as non-governmental organisations across all continents. Thanks to the talent, expertise and motivation of its unique network of experts, CAD has the flexibility to immediately put in place a multidisciplinary project team to meet the needs of its partners and clients.

CAD offers **research, training and consultancy** services in the following **technical areas**:



THE NEED TO PARTNER

Every organisation active in promoting **sustainable inclusive development** understands that this work today requires participation from all the sectors involved. Because of this, cross-sector partnerships have gained in increasing popularity over the last decade.

However, partnering is a complex process. Many partnerships fail to deliver expected outcomes, disappointing their initiators due to the complicated nature of the process being underestimated. While the benefits of effective partnerships do not appear overnight, common pitfalls can be very costly. Establishing effective and inclusive partnerships requires time and it is important to create the right framework from the very beginning. It implies a systematic process that allows for the implementation of the partnership to be reviewed and monitored on an on-going basis, measuring both success and failure.



BENEFITS OF CROSS-SECTOR PARTNERSHIPS

+ ————
Increasing the **impact** and **sustainability** of the programs by reinforcing the participation of key stakeholders and beneficiaries

+ ————
Diversifying and increasing **resource mobilisation** through new and non-traditional partners, such as the private sector or High Net Worth Individuals

+ ————
Creating and strengthening a **culture orientated to results** as well as to knowledge generation and information sharing, innovation and communication

+ ————
Consolidating both the **positioning** and **visibility** of the organisations

SERVICES OFFERED BY CAD

TO PROMOTE PARTNERSHIP



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Over a number of years working on partnerships in all sectors (private, public, international community, NGOs, civil society). CAD has developed a series of **specific tools and methodologies** that provide answers and solutions to a broad range of situations faced by organisations when engaging in a partnership process.

Main services offered by CAD in the field of Cross-Sector Partnerships include:

+ Elaboration of partnership and **resource mobilisation strategies**

+ **Brokering services**

+ **Stakeholder's engagement strategies**

+ Capacity programmes on **partnership building**

+ **Online training**



“ CAD HAS FORMED A GLOBAL NETWORK OF EXPERTS SPECIALISED IN FIELDS RELATES TO HUMAN AND SUSTAINABLE DEVELOPMENT. ”

CAD'S PARTNERSHIP STRATEGIC FRAMEWORK

MANAGING THE PARTNERSHIP'S LIFE CYCLE

It is essential to understand that every partnership follows a similar process and in doing so corresponds to the life cycle of partnerships. If a partnership fails to perform well from beginning to end, there are common points that need to be addressed to guarantee successful development.

In order to effectively manage the partnership life cycle, CAD has developed a **Partnership Strategic Framework**, which is composed of six key building blocks that address in a systemic way the seven major milestones of the strategic partnership life cycle.





TOOLS

1

DEFINING A VISION

The **vision is the dream** and ultimate goal that you want to achieve. It implies reconsidering the vision of the organisation in terms of overarching goals and potential social value. It requires visualising the **organisation's long-term goals** and aligning them with specific targets that will become the main drivers of the strategic action plan. Developing an **inspirational vision** is critical in order to engage both individuals and groups to participate in delivering a common goal that has a transforming impact.

CHARACTERISTICS

+ It is **well understood** and shared across all members of the partnership

+ It is **expansive** in its scope and addresses common interests of all parties by incorporating a **variety of local perspectives**

+ It is **inspiring** and uplifting, providing **encouragement** to many groups to be involved in its achievement

+ It develops a **feeling of unity** and belonging

+ It is easy to communicate and people can **identify with it**

MAIN TOOLS

- Vision Articulation
- Vision Alignment
- Mind Mapping
- Affinity Map
- Cooperation games

MAJOR OUTPUTS

The articulation of an inspiring vision that engages partners and results in joint action plans in a way that encourages participation for greater development goals.

2

IDENTIFYING STRENGTHS AND NEEDS

This phase involves understanding the core strengths and identifying the main limitations of the partnership's organisations with regard to their ability to achieve the goals as defined by the long-term vision. The process helps to highlight core resources required beyond financial assets and helps the organisations understand their core competencies in value generation as well as identifying areas that need to be strengthened.

When identifying strengths and limitations, CAD uses a structured process that defines the organisation's assets based on **strategic considerations**.

MAIN TOOLS

- Self-Assessment tool based on five considerations
- Resource Matrix
- SWOT analysis
- Video clips and case studies toolbox

MAJOR OUTPUTS

The organisations, individuals and the partnership as a whole will possess a complete understanding of their capabilities and core advantages as partners in comparison with the others, as well as an understanding of their key limitations and gaps that need to be strengthened.

ORGANISATION'S STRATEGIC RESOURCES

PEOPLE

Management
Main staff
Skills and knowledge
Ecosystem network

OPERATIONS & FACILITIES

Implementation facilities
Equipment cost management
Infrastructure

FINANCIAL ASSETS

Liquidity
Access to funds

KNOWLEDGE GENERATED

Tools and methodologies
Experience and skills
Informal knowledge

COMMUNICATION

Branding
Publicity & Ad network
Reputation analysis

3

UNDERSTANDING THE ECOSYSTEM

Completing an **analysis of the ecosystem** that supports the organisation's development and how it should interact with this ecosystem. This requires an analysis of the **environment** (political, economic, social, legal), mapping the main **stakeholders**, identifying the **key partners** and organising a joint workshop to **test compatibility** and to gain buy-in **from the future partners**.

MAIN TOOLS

- Stakeholder mapping
- Partnership Resource Matrix
- Venn Diagram
- Power Map

MAJOR OUTPUTS

Identification and description of all the relevant stakeholders to allow selection of the most successful synergies for creating an environment that can achieve the partnership's goal.

4

PARTNERSHIP INCUBATION

This step entails incubating **potential partnerships**, aligning them with both the vision and the key goals that have been defined. In this process, CAD consultants support the creation of an **action plan**, a **road map** and a **Partners Resource Matrix** where all the partners' contributions are detailed and included into the Partnership Action Plan.

MAIN TOOLS

- Road Map - Action Plan Tool
- Partnership agreement model portfolio

MAJOR OUTPUTS

A formalised agreement for the partnership is produced together with a detailed Partnership Action Plan. The latter brings together all the work from the previous phases and sets up the stage for the implementation phase.

5

PARTNERSHIP IMPLEMENTATION

This step supports the development of the partnership by ensuring partner participation takes place **throughout the whole partnership process**. This means making sure there is a fair distribution of responsibilities and benefits for all partners, defining a governance structure, developing a monitoring and evaluation structure and improving partners' capabilities **through on-going support to members** (mentoring, brokering and strategic advice).

MAIN TOOLS

- Project Monitoring Tracking
- Communication Governance System

MAJOR OUTPUTS

A defined action plan and road map with a clear definition of roles and responsibilities as well as tailored support throughout the implementation process.

6

EVALUATING PERFORMANCE

Evaluation performance is necessary in order to **put things into perspective** and to learn from the successes and failures of the implementation process. Question-answer guidance accompanying each stage has been developed by CAD with relevant questions posed at the end of each step that can help to **identify the actions**.

MAIN TOOLS

- M&E tracking platform
- Red Alert System

MAJOR OUTPUTS

A comprehensive evaluation and monitoring system that allows a broad understanding of the success factors and the limitations of the implementation which in turn leads to the development of a proactive strategy.

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PARTNERING TO A NEW LEVEL

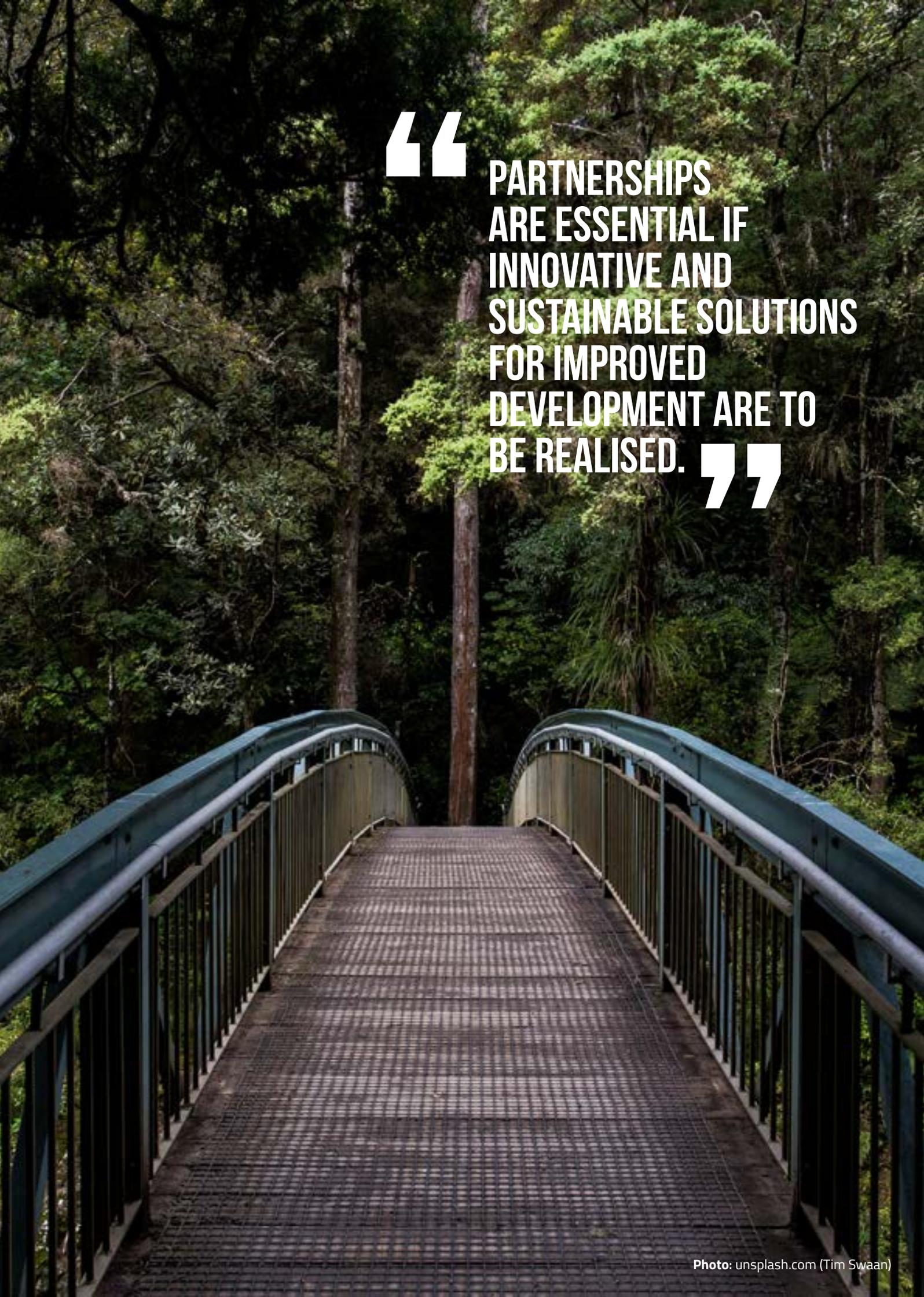
After the partnership has been implemented and completed, CAD supports the development of **specific strategies** to understand the correct way to **upscale**, replicate or end the partnership properly.

MAIN TOOLS

- 7-step puzzle
- Accelerator Strategy Tool

MAJOR OUTPUTS

A comprehensive accelerator plan to maximise partnership impact and achieve sustainability.



“

**PARTNERSHIPS
ARE ESSENTIAL IF
INNOVATIVE AND
SUSTAINABLE SOLUTIONS
FOR IMPROVED
DEVELOPMENT ARE TO
BE REALISED.**

”



PROJECTS

RELATED PROJECTS BY CAD



Photo: chainimage.com



CAPACITY BUILDING IN PARTNERSHIP MANAGEMENT IN ORDER TO EMPOWER THE INDIGENOUS COMMUNITIES OF CHIAPAS AND YUCATÁN (MEXICO) (2015-2016) WK KELLOGG FOUNDATION

Elaboration of an innovative programme implemented through a mix of online course, workshops, personal mentoring and strategic advisory services. The aim is to support five partnerships formed from 30 entities working in improving nutrition in Chiapas and Yucatán.



DEVELOPMENT OF A RESOURCE MOBILIZATION AND PARTNERSHIP STRATEGY AND TAILORED SUPPORT FOR UNFPA MEXICO (2015)

Development of the Partnership and Resource Mobilization Strategy for UNFPA México - The assignment included a situation analysis, mapping and identifying potential donors and partners, internal diagnosis, a capacity building programme, a cross sector workshop for partner's engagement and development of the Partnership and Resource Mobilization strategy.



Photo: pixabay.com (Darvin Santos)

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PARTNERSHIP AND RESOURCES MOBILIZATION SUPPORT FOR 23 COUNTRY OFFICES OF UNFPA IN EAST AND SOUTHERN AFRICA (2014)

The assignment allowed identifying potential partners in 23 countries of the region and providing specific guidance on the resource mobilization strategy for 23 country offices and the Regional Office.



MINING INDUSTRY AND CHILDREN'S RIGHTS: COUNTRY LEVEL RESEARCH INTO THE IMPACT OF THE MINING SECTOR ON CHILDREN'S RIGHTS IN COLOMBIA, BRAZIL, TANZANIA, MADAGASCAR AND RD CONGO (2014)

As part of this project, CAD conducted a study of the legal and political framework of the mining sector as well as a mapping of key stakeholders of the partnership. The assignment included the evaluation of CSR policies of the main sites and developing a stakeholder engagement strategy proposal for partnering with the extractive industry.

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STRENGTHENING CAPACITIES OF GLOBAL COMPACT OFFICES IN BRAZIL AND COLOMBIA FOR PARTNERING WITH THE PRIVATE SECTOR (2014)

Training and capacity building workshops in partnership with The Partnering Initiative, for the Global Compact team in Brazil and Colombia. The courses, which aimed at strengthening and maximizing the Global Compact partnership strategy, also involved Global Compact lead companies. An Incubation Manual and online course were also developed: businesspartnershiphub.org

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MAPPING OF DONORS AND RESOURCE MOBILIZATION GUIDANCE FOR 17 COUNTRY OFFICES IN LATIN AMERICA AND THE CARIBBEAN REGION FOR UNFPA REGIONAL OFFICE (2014)

In order to assist UNFPA Country Offices in their Partnership and Resource Mobilization strategies, CAD conducted a mapping of potential donors for UNFPA in Latin America and the Caribbean for the Regional Office (LACRO). The mapping looked to give an indicative summary of resource mobilization, the donor and foundation landscape highlighting potential partners for UNFPA country offices (17 country offices) and providing high level direction for resource mobilization action planning, including possible strategies for resource mobilization



PARTNERSHIP AND USER ENGAGEMENT STRATEGY TO POSITION THE CLIMATE FINANCE OPTIONS (CFO) PLATFORM AS A GLOBAL REFERENCE FOR CLIMATE CHANGE MITIGATION AND ADAPTATION PRACTITIONERS (2012- 2013)

UNDP and the World Bank Group developed the Climate Finance Options www.climatefinanceoptions.org online platform with the objective of providing comprehensive guidance on financial options available for climate action in developing countries. This initiative addresses information regarding the funds available for climate action in developing countries. To turn the platform into a global reference for all relevant climate finance related stakeholders, including governments and practitioners, CAD and LKS developed a user engagement and partnership strategy, including a partnership mapping, content evaluation and the development of a partnership engagement strategy with road map and action plan.

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DEVELOPMENT OF A STRATEGIC PARTNERSHIPS AND ACCESS TO FINANCE STRATEGY FOR THE ENVIRONMENTAL DIVISION OF CAF (2012-2013)

CAD developed for the development bank of the Andean Community a strategy to improve access to finance and foster the creation of partnerships at an international level. The project included comprehensive research on funding opportunities and stakeholders, as well as the implementation of training workshops for CAF staff on partnership management and access to finance in the area of climate change and the Green Economy.

giz

CREATION OF EMPLOYMENT THROUGH CROSS SECTOR PARTNERSHIPS IN INDUSTRIAL ZONES IN TUNISIA (2012-2013)

The project consisted in designing and implementing a new inclusive growth methodology aimed at creating new services in industrial areas that respond to the unsatisfied demand of services, while at the same time creating new jobs in the community for local unemployed people. The project was developed through an extensive partnership strategy with Tunisian bodies (Ministry of Industry, Ministry of Employment and Vocational Training) with the primary objective of achieving the creation of 40 jobs in the short term. In the long run, it aimed to become a national methodology to enable industrial areas to realise their full development potential. The programme led to the creation and consolidation of 8 projects / 15 jobs in less than a year.



Photo: livingcost.net

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PRIVATE SECTOR MAPPING AND PARTNERSHIP STRATEGY FOR UNICEF IN MALI (2010)

Private sector mapping conducted to uncover possible synergies that could improve children's rights in Mali. Activities included the identification of key private sector players in Mali, analysis of their CSR commitment, identification of best practices, assessing options for partnership and identifying possible sources of private funding for promoting the protection of children's rights. CAD's work was finally published by UNICEF "The Private Sector impact on children's rights in Mali (www.unicef.org/wcaro/french/UNICEF_Brochure-FR.pdf).



STRENGTHENING PARTNERSHIP MANAGEMENT CAPACITIES OF THE PLAYERS AND STAKEHOLDERS OF LITERACY AND NON FORMAL EDUCATION (2012)

This project's main objective was the design and implementation of a strategy for strengthening a culture of partnership management within players and stakeholders in the subsector of literacy and non-formal education in Togo.

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Photo: action10.org

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