GLOBAL CAD

PARTNERING FOR DEVELOPMENT

Strategic partnerships to power sustainable development

Photo: Adobe Stock

GLOBALCAD SERVICES

GLOBAL CAD

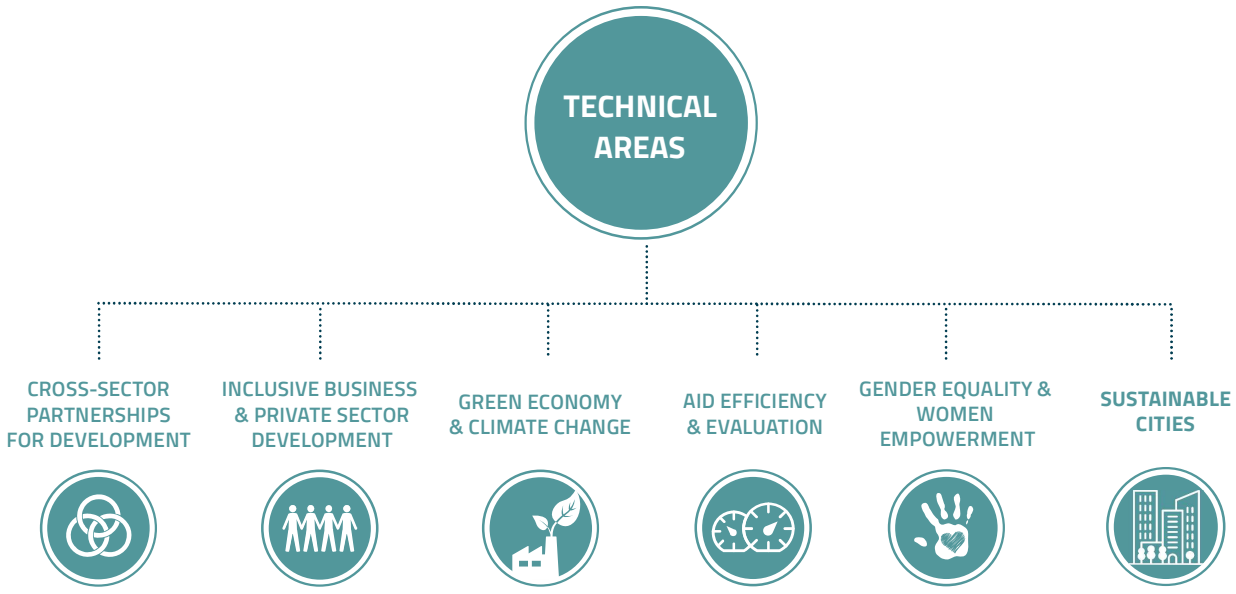
ABOUT GLOBALCAD

THE CENTRE OF PARTNERSHIPS FOR DEVELOPMENT

GlobalCAD, 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.

GlobalCAD 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, GlobalCAD has the flexibility to immediately put in place a multidisciplinary project team to meet the needs of its partners and clients.

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



THE NEED TO PARTNER

Promoting **sustainable and inclusive development** requires the participation of all the sectors involved. Because of this, cross-sector partnerships have gained increasing popularity over the last decade.

However, partnering is a complex process. Many partnerships fail to deliver their expected outcomes, disappointing their initiators due to the complicated nature of the process. 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** among the partners **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

TO PROMOTE PARTNERSHIPS

Photo: CAD Productions

Over a number of years working on partnerships in all sectors (private, public, international community, NGOs, civil society), GlobalCAD 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 GlobalCAD in the field of Cross-Sector Partnerships include:

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

+ **Brokering services**

+ **Stakeholder's engagement strategies**

+ **Building capacity with trainings and specific tools**

+ **Online training**

> GLOBALCAD HOLDS AN UNIQUE SET OF SKILLS & KNOWLEDGE BUILT UPON YEARS POWERING PARTNERSHIPS ACROSS THE GLOBE

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GLOBALCAD'S PARTNERSHIP STRATEGIC FRAMEWORK

MANAGING THE PARTNERSHIP'S LIFE CYCLE

There is a consensus on the need to partner to achieve sustainable and inclusive development. Yet, many partnerships still fail to create the needed synergies. They typically face problems of ineffectiveness linked to lack of strategy, articulation, management errors or unequal partners' commitment.

Regardless of their composition or type, all partnerships follow a similar pattern called the life cycle of partnerships. GlobalCAD has developed a Partnership Strategic Framework that systemically addresses those different phases.

TOOLS

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1

DEFINING A VISION

Whatever the path a partnership follows, it always begins with an initial vision that leads to its creation and serves as a unifying axis. The initial vision, which tends to arise from the need of one or several organisations to partner, will evolve as the partnership is structured and new partners are added until it reaches final maturity. 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 themselves 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 identify areas that need to be strengthened.

When identifying strengths and limitations, GlobalCAD 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 others, as well as an understanding of their key limitations and gaps that need to be strengthened.

PARTNERSHIP'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

The third phase is about completing an **analysis of the ecosystem** that supports the partnership'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 meetings and joint workshop(s) to **test compatibility** and to gain buy-in **from 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

The fourth phase entails structuring the work of the different organisations according to their resources and needs in order to achieve the desired vision. In this process, GlobalCAD 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
- Partnership Resource Matrix

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

The implementation of a partnership is about partners managing to create synergies to increase their impact on development goals. A key aspect is building and maintaining partners' commitment throughout the whole process. This entails ensuring a fair distribution of responsibilities and benefits, establishing good governance, creating a relevant monitoring and evaluation framework and improving partners' capabilities through on-going support to members (mentoring, brokering and strategic advice).

MAIN TOOLS

- Roles and skills matrix
- Engagement diagnosis
- Project summary
- Monitoring and evaluation tools
- Governance structure
- Self-diagnosis of compliance with the principles of participatory and inclusive governance

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.
- An appropriate monitoring and evaluation framework responding to the needs of the partnership.
- Governance structure.

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 GlobalCAD with relevant questions posed at the end of each step that can help to **identify the actions** needed to maintain the partnership on track.

MAIN TOOLS

- Self-assessment of the partnership's M&E framework
- Tables and tools to monitor progress towards development result
- Check list evaluation
- Evaluation matrix
- Red alert system

MAJOR OUTPUTS

A comprehensive evaluation and monitoring framework adapted to the specificities of a partnership, allowing identifying success factors and limitations, which in turn leads to the development of a proactive adaptation strategy.

7

PARTNERING TO A NEW LEVEL

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

MAIN TOOLS

- Self-assessment tool
- Transition tool

MAJOR OUTPUTS

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

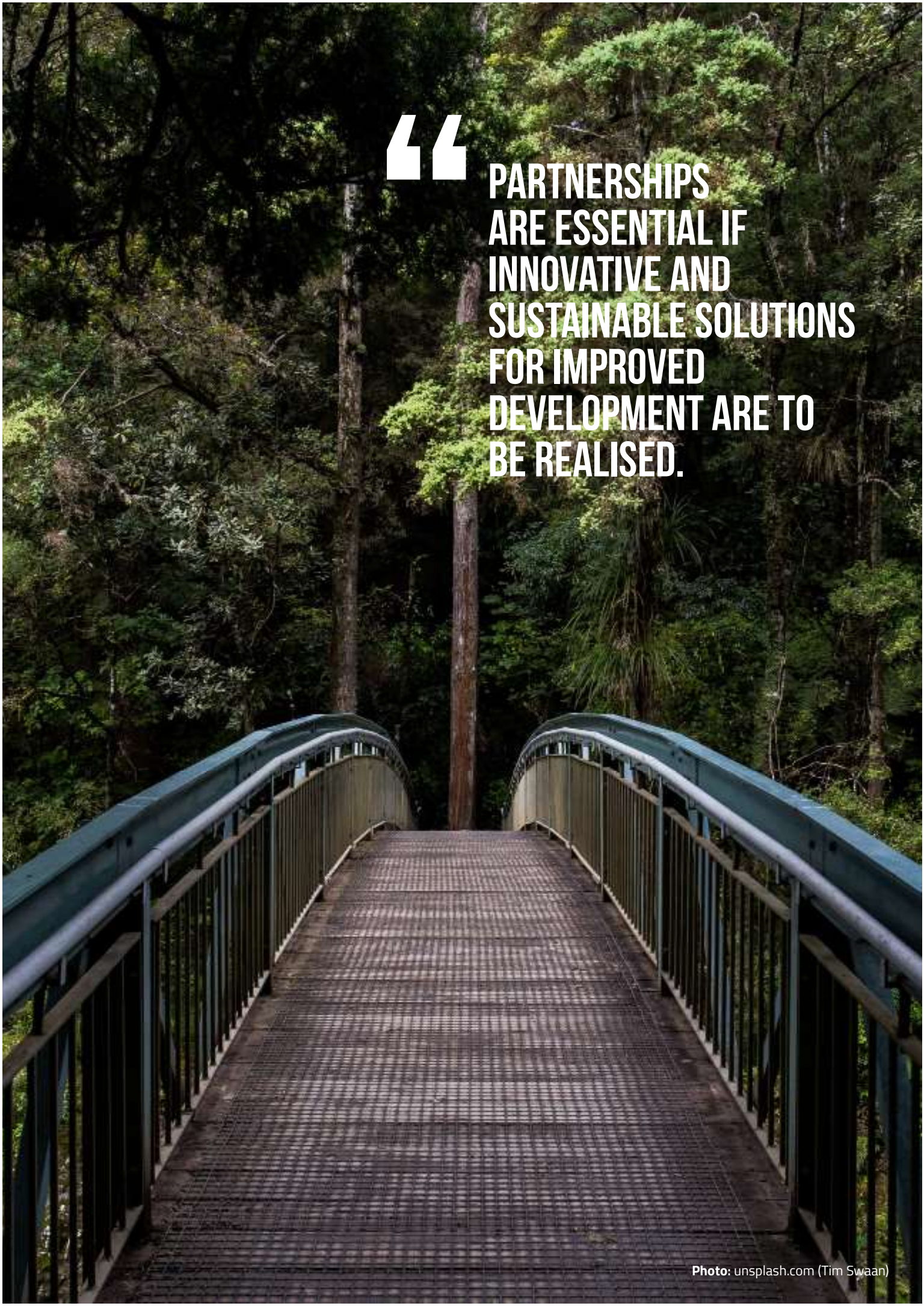

Photo: unsplash.com (Tim Swaan)

PROJECTS

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RELATED PROJECTS

1

Photo: chainimage.com

W.K. KELLOGG FOUNDATION

COMPREHENSIVE PARTNERSHIP SUPPORT PROGRAMME IN MEXICO (2015-2019)

GlobalCAD accompanies WK Kellogg Foundation implementing its long term strategy (25 years) focused on "sowing partnerships" (Sembrando Alianzas) in Mexico. This implied creating an innovative programme to support grassroots cross-sector partnerships from Chiapas and Yucatan. Beyond the work of training, mentoring, strategic and technical advisory services (>50 organisations), this collaboration included creating an online MOOC, a whole range of tailored tools, methodologies, thematic leaflets, workshops and a web documentary (www.kijanal.org).

P4G Partnering for Green Growth and the Global Goals 2030

WORLD RESOURCES INSTITUTE

P4G EVALUATION COMMITTEE (2019-2020)

P4G – Partnering for Green Growth and the Global Goals 2030 – is a new initiative, commenced in 2018, with the ambition of becoming the world's leading forum for developing concrete public-private partnerships at scale to deliver on the SDGs and the Paris Climate Agreement (p4gpartnerships.org).

GlobalCAD and its partner TPI are members of the evaluating team and jury contracted by P4G to assess the applications for the call for partnerships and support WRI in the continuous improvement of its evaluation process.

2

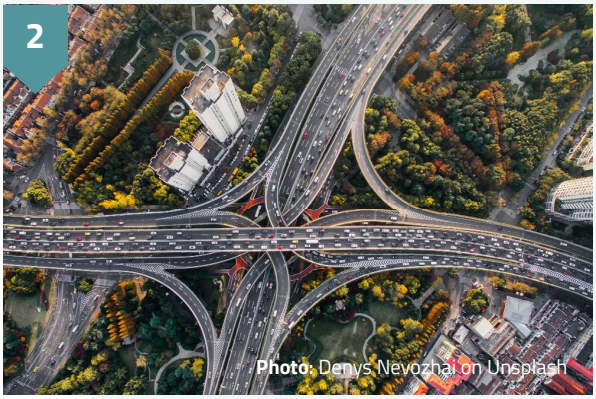

Photo: Denys Nevozhai on Unsplash

3

Photo: CAD Productions

REDD+ GUYANA

CONSULTATION AND STAKEHOLDER ENGAGEMENT ON REDD+ & READINESS ACTIVITIES IN GUYANA (2018-2019)

GlobalCAD was tasked to conceive and implement a national stakeholder engagement strategy on REDD+ & Readiness Activities in Guyana. The aim was to promote knowledge sharing, raise awareness, engage society and as a result develop a true participatory REDD+ preparation process with a special focus on indigenour communities from the hinterland.

EVALUATION AND IMPLEMENTATION OF THE MINISTERIAL DECLARATION ON ENVIRONMENT & CLIMATE CHANGE (2018-2020)

Technical assistance to the Water and Environment Division of the Secretariat of the Union for the Mediterranean. The long term assignment started with the external evaluation of the implementation of the Ministerial Declaration on Environment and Climate Change in the Mediterranean (endorsed by 43 countries in 2014) and the definition of specific recommendations for the elaboration of a future Ministerial Declaration.

Photo: Visual Hunt

Photo: pixabay.com (Darvin Santos)

DEVELOPMENT OF THE PARTNERSHIP AND RESOURCE MOBILIZATION STRATEGY FOR UNFPA MÉXICO COUNTRY OFFICE (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.

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.

Photo: pixabay.com (Ralph Rybak)

unicef

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, GlobalCAD 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.

7

Photo: pixabay.com (Ro Dobby)

8

Photo: pixabay.com (Dfoa)

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

UNFPA

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, GlobalCAD conducted a mapping of potential donors for UNFPA in Latin America and the Caribbean for the Regional Office (LACRO). The mapping gave 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

9

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10

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PARTNERSHIP & USER ENGAGEMENT STRATEGY - POSITIONING CLIMATE FINANCE OPTIONS (CFO) AS A GLOBAL REFERENCE FOR CLIMATE CHANGE MITIGATION AND ADAPTATION (2012- 2013)

UNDP and the World Bank Group developed the Climate Finance Options 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, GlobalCAD 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.

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

GlobalCAD 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 Green Economy.

11

Photo: unsplash.com (Jean Lakosnyk)

12

Photo: livingcost.net

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 creating new jobs in the community. 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.

13

Photo: pixabay.com (Hnijssen)

unicef

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. GlobalCAD'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).

UNESCO

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.

14

Photo: action10.org

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