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Many say that an entrepreneur is nothing more than a nonconformist, someone who doesn’t find his ideal job and decides to create his own. Something similar happened twelve years ago when a group of friends working in the cooperation sector decided to create GlobalCAD, the Centre of Partnerships for Development. We had worked for international organisations and cooperation agencies and even gained experience in the area of sustainability in the private sector. Perhaps disillusioned by the bureaucracy and the lack of impact, or maybe following the intuition that we could achieve better results working independently, we stopped seeking the ideal organisation to work for and decided to create it.

We saw a premise during the creation: the dialogue in the cooperation sector had been absent and we wanted to change that. Sectoral unilateralism predominated, and there were no project management systems that effectively included the private sector, social organisations and the public sector into the cooperation. We therefore decided to create our own language: the language of partnerships for development. And this was precisely our first job: to teach organisations in
the development sector to speak the new language of partnerships.

Another aspect that we valued we thought was fundamental: hierarchical relations and pyramidal structures do not work in this sector. If the objective was to transform reality and make it more inclusive, the world of bosses and employees, clients and subcontractors, donors and beneficiaries would be obsolete. This is why we choose a horizontal structure with an engaged vocational team based more on the model of a cooperative of self-employed professionals than on a traditional consulting firm. Instead of superiors, we had collaborators. Customers became strategic partners. The objective was achieved: to create a horizontal network of committed experts to generate joint value while contributing to transforming people’s lives positively.

WE DECIDED TO CREATE OUR OWN LANGUAGE: THE LANGUAGE OF PARTNERSHIPS FOR DEVELOPMENT

To achieve that goal, it was essential to consider our services as contributions of knowledge to social transformation. In this sense, we think advisory services must go beyond offering strategic services to those entities that have the funding to hire us. A fundamental role of our work is to gather the available information with which we analyse problems and provide solutions for development and to convert it into open knowledge tools available to people who are in a state of vulnerability. Therefore, another premise was not to be satisfied with offering our services exclusively, but to consider ourselves agents of change with a commitment to providing the knowledge we generate so that others can use it and transform their lives.

More than a decade later, initial doubts as to whether we would make ends meet by creating GlobalCAD have been dispelled. The phone rang, the formula worked and here we are. Offices and legal entities opened in Berlin, Mexico City, Washington D.C. and Barcelona; more than 100 projects were implemented around the world; we have already worked for the leading international development organizations at the global level, but the most important thing of all this journey has undoubtedly been the people.

Sharing this path with the people we have been interacting with, jointly aiming to transform reality and generate a better life and more opportunities for all. Both the people who joined the project and are now part of the GlobalCAD family, and those who have participated in the process either as clients, beneficiaries or as consortium experts have always been considered partners with the common goal of creating a better world for all.

Despite the challenges and significant development objectives to which we must respond, we are looking to the future with optimism. We work as a team convinced that, together, we contribute more to global change, and that the future of advisory services is based on generating innovative and open shared value, on cooperating rather than competing. Therefore, in order to add value, it is our strategy to use the logic of horizontal structures and the language of partnerships, counting on partnerships with access to opportunities that leave no one behind.
GlobalCAD represents a substantial part of my life over the last 10 years! Above all, it has been a human adventure, starting with a story of friendship with two people that progressively extended to a group that has grown over the years. A group that did not belong in an institution. Who shared the desire to do some meaningful work, to contribute to making the world a little better, to bring solutions...

CAD has also been for me a continuous source of stimulus, a renewed intellectual challenge for each project.

When one of my professors at my Masters Programme on CSR and Sustainable Development introduced me to Fernando and Philippe a bit more than 10 years ago, I never thought that this would be the beginning of a truly entrepreneurial adventure.

When I look back at the last 10 years, I am extremely happy about what we have achieved together, and I am very grateful for all the people that have joined us on our way.

Working as friends that are passionate about changing the way we work, as well as about working towards projects that can make a difference, have been and are the major driving force behind CAD. As we are entering our next decade, I am excited to see how we can further work together, jointly shaping our vision of a greener and more inclusive development, as well as supporting the fight against climate change.

The first value of CAD is without a doubt the human quality of the team: a luxury! For some reason CAD has always managed to attract people of great human quality and, as a result, very strong bonds have been forged across the years. For its members, and especially the new ones, it is also a great school and source of apprenticeship: it can be harsh sometimes but rich in lessons and always challenging. This is precisely what the people and organisations we work with value the most: the full commitment to the work we do, the assignment per se, but above all the developing goals beyond the project.

After 10 years of focusing on the outside world i.e. projects, causes, opening up to the world without counting, it is now a question of also focusing on the inside i.e. ourselves, the team and consolidating this beautiful tool in order to ensure we choose the right battles of the development of the coming 10 years.
Paint the picture of an ideal workplace, and it will come quite close to what GlobalCAD is today:
- Doing a purposeful job (and taking care that the impact lasts, with ambition but without illusion).
- Learning new things with every project and initiative (and being able to look at the world with fresh eyes every time).
- Visiting near and distant places (and interacting with people of all kinds, from villagers to prime ministers).
- And above all, working together every day with remarkable people that are much more than your colleagues.

But GlobalCAD is not only a workplace or a job. The past 10 years of GlobalCAD are the red line of my own professional path. In 2009, I was lucky to be the first intern in what then was a new 3-people start-up with a few small projects and great enthusiasm. Next, I joined GlobalCAD again for some time in 2011, after finishing my Master’s. And then in 2015, after working a few years abroad, when re-joining the GlobalCAD team was like coming back home, and there was no question about going anywhere else. When I was invited to join Fernando, Johanna, Philippe and Nina as a partner in 2019 there was also no question or doubt –just gratefulness to be part of such a wonderful team which is GlobalCAD, and together pursue our mission.
IMPACT

> 20 TEAM MEMBERS
> 40 PUBLICATIONS
> 101 PROJECTS

> 8 M TURN OVER
> 200 AUDIOVISUAL PRODUCTIONS
> 50 CLIENTS

> FOUR OFFICES IN TWO CONTINENTS
A DECADE +
FOR A MORE SUSTAINABLE AND INCLUSIVE WORLD

In the 2000s, the world was the place unequal that is today, but also it left room for hope. The Millennium Declaration denoted the increase in poverty and hunger and raised international commitments to face this and other problems. CAD was born in that context of complexities and utopias, as a project of creation of partnerships to address the development challenges. We begin to weave a network of experts in green economy and mitigation of climate change, inclusive business, partnerships, impact evaluation and gender equality throughout the entire world and we identified our allies in the promotion of change.

2008

THE BEGINNING

Our first projects took us to Latin America, together with allies such as IDB, the World Bank or IFC.

2009

We contributed, for example, to the assessment of the scope of the Millennium Development Goals and the definition of the Base of the Pyramid in the region, as well as as working with marginalized groups in Chiapas.

Main lesson: Regions that are poor in economic resources can contribute to global development with culture and social fabric.

2012

CAD PRODUCTIONS IS BORN

“Stories that inspire change”
We quickly understood the importance of bringing this first lesson to everyone. The moving image would be our ally. CAD Productions emerged to make visible stories of success in the achievement of development goals through social documentaries.

Main lesson: the documentary is an effective instrument to promote change.

EXCELLENCE RESEARCH

CAD wins the first Seventh Framework Program of the European Commission

The Seventh Framework Program supports excellence research and chooses the best proposals that contribute to growth, competitiveness and employment. Later, we would win other two projects; one of them on innovation and demonstration of results for the water reuse sector.

Main lesson: Good research provides the basis for social transformation.
We diversified our working areas in inclusive development. After five years of work, our network of experts grew and also the challenges that we found in the field. We won in specialization and we diversified our working areas. We collaborated, for example, with the Erasmus+ program of the European Commission for promote urban sustainable development and with UNWomen in women's economic empowerment.

**Main lesson:** Inclusive development it is built with and by women, from the cities.

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**OFFICE IN BERLIN**

- **2013**
- **2016**
- **2017**
- **2018**

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**GLOBALCAD 3.0**

**A new generation of (our) network**

We say “3.0” joking, but deep down you can see our illusion. Our network has grown and we are doing it more adapted to the needs of our allies, more participatory, more social. We opened a bigger office in the neighborhood of Gràcia and we launched a new institutional website.

**Main lesson:** We have the capacities to contribute, more than ever, to the building of an inclusive world.

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**TEN YEARS!!**

**Magazine 180°**

**First issue “Back to local”**

With this first issue, we inaugurated a space for reflection on human development. We start debating about sustainable and local urbanism.

**Main lesson:** Sharing knowledge and experience is the key to scale up development.

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**We celebrate as we like it: giving the best of us.**

We did our start in our second decade with huge projects that lead us to fight deforestation in Guyana, to enhance adaption to Climate Change in Jamaica and Mexico and to foster sustainable cities around the world, among many others experiences.

But we also opened up to the local ecosystem with several events in our space “La Base”, welcoming academics, practitioners and all our community.
OUR VISION
Our vision is to transform societies towards a more sustainable and inclusive world.

OUR MISSION
At GlobalCAD, we are agents of change. We generate knowledge and innovative solutions with those who want to create social impact. We do this through partnership development, applied research, capacity building and strategic advice.

OUR STORY
GlobalCAD was established in 2006 and through the years, 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:
GLOBALCAD
AREAS OF EXPERTISE

CROSS-SECTOR PARTNERSHIPS FOR DEVELOPMENT

GlobalCAD advises governments, international organisations, private companies and Non-governmental Organisations throughout the whole lifecycle of managing Strategic Partnerships. This encompasses the identification, incubation, articulation, implementation and management of partnerships in a way they are embedded into the organisations’ objectives while promoting at the same time win-win scenarios for development goals. GlobalCAD uses different methodologies to promote a better management of partnerships for development.

INCLUSIVE BUSINESS & PRIVATE SECTOR DEVELOPMENT

Together with international, national and local organisations, GlobalCAD has implemented several projects to promote and encourage economic empowerment, provide powerful tools to SMEs and entrepreneurs and foster private sector development. GlobalCAD is committed to promote innovation as a transforming element of inclusive business models and aims to create new opportunities for SMEs and entrepreneurs as well as for low income communities, involving them along the whole value chain process.

GREEN ECONOMY & CLIMATE CHANGE

GlobalCAD advises governments, international organisations and other actors in the area of Green Economy and Climate Change. Our services include Climate Change assessments and the development of Climate Change mitigation and adaptation strategies. We also develop baseline and benchmarking studies supporting countries and diverse sectors in developing Green Economy and Climate Change strategies. Our analysis serves as a basis for relevant stakeholders to consider the strategic implications of a Green Economy.

AID EFFICIENCY AND EVALUATION

GlobalCAD provides evaluation services to international organisations, governments, NGOs and private foundations to improve programmes and projects, institutional strategies and processes. GlobalCAD aims to strengthen the capability of organisations to systematically plan, measure and report results. We work closely with clients using mixed approaches and integrating a human rights and gender perspective in evaluation methodologies. GlobalCAD’s tools support the evaluation process from planning and designing an evaluation, collecting data, to elaborating findings and conclusions, and operationalising recommendations.

GENDER EQUALITY & THE EMPOWERMENT OF WOMEN

GlobalCAD’s experts have significant experience gained over many years promoting gender equality and women’s economic empowerment. Our team is specialised on researching and promoting women entrepreneurship, women’s participation in labour markets and the quality of their employment. Our experts have designed and implemented programs that aim to promote women entrepreneurship in developing countries through innovative and digital tools.

SUSTAINABLE CITIES

GlobalCAD has adopted an integral strategic management system to build a sustainable city that includes a series of complementary components. To address cities’ growing challenges, GlobalCAD supports local and national authorities as well as international organisations with tested approaches, participatory processes, guidelines, and tools in order to create inclusive sustainable strategies for urban development and economic growth.
TOWARDS

SOUTH AMERICA
Argentina
Brazil
Colombia
Peru
Uruguay

CENTRAL AMERICA AND THE CARIBBEAN
Costa Rica
El Salvador
Guatemala
Guyana
Haiti
Honduras
Mexico
Panama
Trinidad and Tobago

NORTH OF AFRICA
Algeria
Egypt
Morocco
Tunisia

EUROPE
Spain
Georgia
Armenia

SUB-SAHARAN AFRICA
Benin
Burkina Faso
Ethiopia
Ghana
Kenya
Libya
Mali
Madagascar
Namibia
Nigeria
Republic of the Congo
Senegal
South Africa
Sudan
Tanzania
Uganda
Togo
Ivory Coast
A GLOBAL ACTION

GlobalCAD has implemented more than 175 projects around the world. We have created alliances with governments, international organizations and private companies at an international, regional and local level to mitigate the effects of climate change, develop inclusive businesses and promote gender equality. The final objective: to promote a gradual transition towards more sustainable and inclusive economies.
GlobalCAD has accumulated extensive experience designing and implementing knowledge products and online platforms which aim to enhance communication and information sharing, as well as partnerships strengthening. This has given GlobalCAD a holistic understanding and approach to development, adding value by creating innovative ways to manage information and content for the present and future. We use online tools that allow a more effective engagement and data management. They also improve our communication and enable us to promote change by giving visibility to the transformations that communities and organizations have through partnerships.

**INNOVATING NEW FORMATS PROMOTING CHANGE: THE INTERACTIVE ONLINE PLATFORM KIJANAL**  
(2017) **W.K. KELLOGG FOUNDATION**

Kijanal (www.kijanal.org) is a web-documentary produced in parallel to the training program on Management of Transformative Partnerships with W.K. Kellogg Foundation, a program to support five partnerships for development in Chiapas and Yucatán in Mexico. Kijanal shows the daily life of nine people who actively participate in one of the partnerships who were part of the training program. This shows how people struggle to build the future of their communities and the transformative potential that partnerships have when joining the forces of multiple actors and institutions.

**ONLINE TOOL TO HELP SMES DEVELOP A BUSINESS PLAN**  
(2016) **DEMOWARE**

DEMOWARE is a program of the European Commission-FP7, which aimed to rectify the challenges of increasing water stress by taking advantage of water reuse opportunities. The project executed a highly collaborative program of demonstration and exploitation, using nine existing and one green field site to stimulate innovation and improve cohesion within the evolving European water reuse sector.
The SME Toolkit (www.smetoolkit.org) is a global web portal that leverages the latest information and communication technologies to provide SMEs in emerging markets access to online business management information, interactive tools, and training to help them formalize and grow their businesses. The programme has launched 40 sites in 17 languages and serves more than 5.5 million visitors around the world each year.

SME TOOLKIT ONLINE PORTAL (2015) INTERNATIONAL FINANCE CORPORATION (IFC)

The project supported the IFC during 2015 in developing a strategy for the next of SNKP user engagement, and to design, brand, deliver, and support an expanded platform that leverages the latest in user experience design standards and intelligently integrates social media interactions.

SECURE NUTRITION KNOWLEDGE PLATFORM WEBSITE EXPANSION AND REDESIGN (2015) IFC

UNDP and the World Bank Group developed the Climate Finance Options online platform to provide comprehensive guidance on financial options available for climate action in developing countries. Global CAD developed a user engagement and partnership strategy for the platform, turning the platform into a global reference for all relevant climate finance related stakeholders.

PARTNERSHIP AND USER ENGAGEMENT STRATEGY FOR THE CLIMATE FINANCE OPTIONS PLATFORM (2012-2013) UNDP
As a center focused on partnerships for development, strengthening learning processes of our partners and its participants has been a key aspect of GlobalCAD activities. During these ten years, GlobalCAD has created different training programs, methodologies and mentoring strategies. These programs include in-person and online methods, which vary from social economy, entrepreneurship and leadership, to climate change and sustainable cities.

**Training & Capacity Building**

**STRENGTHENING PROFESSIONAL CAPACITIES FOR A MORE SUSTAINABLE WORLD**

**Consultation and Stakeholder Engagement on REDD+ & Readiness Activities in Guyana**
(2018-2019) [INTER-AMERICAN DEVELOPMENT BANK (IDB)]

This project promoted knowledge sharing, raised awareness, engaged society and helped to develop a participatory REDD+ preparation process. This has been done by developing a Communication and Outreach Strategy and Action Plan and materials based on a national consultation.

**Climate Change Awareness Programme for Policy Makers & Government Ministries in Jamaica**
(2019) [IDB]

This programme increased awareness of the causes and impacts of climate change and built capacity for climate change mainstreaming into development planning. GlobalCAD identified needs and gaps, assessed the experiences of other countries and conducted workshops at national and local levels.

**Strategic Advisory Services Programme on Inclusive Business**
(2017) [INCLUSIVE BUSINESS ACTION NETWORK (IBAN)]

The programme provided personalized inclusive business support to a number of Egyptian companies. In the framework of this programme, the companies’ organizational fitness working with the BoP was assessed, as well as its value chain and challenges.
STRENGTHENING CAPACITIES OF GLOBAL COMPACT OFFICES FOR PARTNERING WITH PRIVATE SECTOR (2014) GLOBAL COMPACT

CAD, in partnership with The Partnering Initiative, carried out a series of training and capacity building workshops to the Global Compact team in Brazil and Colombia. The courses, aimed at strengthening and maximizing its partnerships strategy, also involved Global Compact lead companies.

PILOT SERVICE FOR ENTREPRENEURS ON SOCIAL ECONOMY PROJECTS (2017) BARCELONA ACTIVA

This project consisted in the design, implementation and evaluation of a new service for the Barcelona City Council to provide support to the city’s social initiatives. The service was based on a front desk attention point and a team of experts to properly provide support to the most successful projects through an innovative methodology designed by CAD and the DSS, the Direct Strategic Support. Almost 80 projects were attended and supported in 2017.

LEADERSHIP AND MANAGEMENT OF TRANSFORMATIVE PARTNERSHIPS FOR LOCAL COMMUNITIES (2017-2019) KELLOGG FOUNDATION

This project promoted the development and implementation of a capacity building program for partnerships management to support five alliances formed of 30 entities from Chiapas and Yucatán in Mexico. The program, elaborated in the basis of an in-depth analysis of the beneficiaries’ needs, was conceived in an interactive way combining theoretical trainings and practical exercises, personal mentoring and strategic advisory services.
Research & Content Generation

Contributing to a More Informed and Savvy Decision-Making

During the last ten years, GlobalCAD has promoted vast research and elaborated several reports for different foundations, public institutions and international organizations. GlobalCAD has designed its own successful methodology to prepare and draft analytical reports and its experts have published and participated in more than 40 studies. The team has conducted research, programme evaluations, stakeholder mappings, and published important reports.

The Green Leap to an Inclusive Economy, Routledge, 2019

The Green Leap to an Inclusive Economy (Routledge) offers for the first time in a publication of its calibre a complete overview of what is and how to put in practice an equitable and sustainable economic model. The editors of the book challenge the two biggest issues facing humanity and the planet today: inequality and environmental degradation.

Inclusive Business and the Spanish Companies, CODESPA, 2018

This research had the objective of evaluating how to increase inclusive businesses in Spain. The research was focused on how improvements in supply chains and business models can strengthen equality and provide opportunities for groups at risk of social exclusion, either as customers or by incorporating them in the value chain as suppliers, distributors or employees.


Upon the request of the African Development Bank, GlobalCAD carried out an in-depth analysis of green growth implications on human capital development in Sub-Saharan Africa from 2013 to 2014. In particular, CAD looked at what policies, sector strategies or business models could fulfil green growth and have a positive impact on job creation, poverty reduction and better service delivery in health and education.
RAISING THE BASE OF THE PYRAMID THROUGH ENTERPRISE
THE BOP GLOBAL NETWORK, 2013

The report identifies and documents successful cases in order to inspire the growing community of practitioners and make sure successful projects get replicated and maximize potential impact. It describes a series of 16 case studies implemented by the BoP Global Network Learning Labs (also known as Innovation Centers) from around the world.

BASE OF THE PYRAMID 3.0
ROUTLEDGE, 2015

For well over 4 billion people, annual income is less than $1,500. The term “Base of the Pyramid” has become synonymous with both the method by which we can more effectively address poverty and the opportunity that exists in a multi-trillion-dollar market. The authors have worked with members of the BoP Global Network to shake the tree, look objectively at what has happened since 2002, highlight why earlier applications of BoP have not worked and propose new objectives and ways of working to formulate more sustainable solutions.

A UNIQUE APPROACH FOR SUSTAINABLE ENERGY IN TRINIDAD AND TOBAGO
INTER-AMERICAN DEVELOPMENT BANK, 2015

To ensure sustainable development in Trinidad and Tobago, the government crafted a sustainable energy program and asked the consortium of CAD, Projekt Consult and LKS Ingeniería, to promote and support sustainable energy, renewable energy and energy efficiency programs, to provide alternatives to minimize the dependency on fossil fuels.

GREEN ECONOMY IN SUB-SAHARAN AFRICA. PILOT SERVICE FOR ENTREPRENEURS ON SOCIAL ECONOMY PROJECTS.
GIZ, 2012

CAD experts were asked by GIZ in 2011 to carry out a study on Green Economy in Sub-Saharan Africa, based on five country studies. The consultants carried out a pilot application in Namibia, supervised the other country studies and developed an overall report defining market potential for Green Economy of GIZ in Sub Saharan Africa.
Partnerships are the foundation GlobalCAD. They are part of our DNA and mark our way of approaching everything we do: since we created GlobalCAD, we have implemented more than 40 alliance projects, covering more than 60 countries around the world. During this time we have built a solid theoretical framework and developed specific and empirical tools adapted to all phases of the life cycle of a partnership. We have also developed more than 30 multiple alliance strategies focused on building bridges between sectors, be they international organizations or local NGOs, multinational companies or government institutions, indigenous organisations or agricultural cooperatives. We have accompanied alliances in their process of creation, consolidation or closure and trained hundreds of people from all over the world. By creating partnerships in the areas of education, children’s rights, sexual health, entrepreneurship, inclusive job creation, environment, and others, we have contributed to a change of mentality and a better understanding of the others that is the key to achieve the development goals.
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 organizations when engaging in a partnership process. In order to effectively manage the partnership life cycle, GlobalCAD 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.

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
HIGHLIGHTED PROJECTS ON PARTNERSHIPS

1. CAPACITY BUILDING IN PARTNERSHIP MANAGEMENT IN ORDER TO EMPOWER THE INDIGENOUS COMMUNITIES OF CHIAPAS AND YUCATÁN (MEXICO) (2015-2017)

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.

P4G EVALUATION COMMITTEE (2019)

P4G brings together business, government, and civil society organizations in innovative public-private partnerships to advance solutions that help meet humanity’s greatest needs. GlobalCAD and its partner TPI assessed the applications for the call for partnerships and created an additional level of depth that will support WRI to evaluate the results of its approach to date and simultaneously gain deep knowledge on how to maximize results for the future.

2. 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: chainimage.com

Photo: Denys Nevozhai on Unsplash

Photo: pixabay.com (Ralph Rybak)
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 the development of a stakeholder engagement strategy proposal for partnering with the global network of experts specialised in human and sustainable development.

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 for local unemployed people. The project was developed through an extensive partnership strategy with Tunisian bodies 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.

GLOBALCAD HAS FORMED A GLOBAL NETWORK OF EXPERTS SPECIALISED IN HUMAN AND SUSTAINABLE DEVELOPMENT.
The environment and climate change portfolio of CAD has been growing in line with the urgency that the topics have gained on the international agenda. While we mostly started with traditional Environmental Management approaches, we soon realised that we would need to move towards Green Economy approaches and strategies that combat climate change to make an impact.

In this sense, we have pioneered work on Green Economy in Africa for organisations such as the AfDB. Applying the Green Growth Potential Analysis in Nepal and Peru for the GGGI has been a logical consequence of this work on the national level.

With regards to climate change, CAD has been working on both mitigation and adaptation. Helping the Government of Trinidad and Tobago, a country mostly dependent on fossil fuels to develop its sustainable energy strategy has been one highlight of our work in recent years. While initially we mainly focused on mitigation, we are now increasingly focusing our efforts on adapting to climate change. A highlight has been the development of the coastal vulnerability and adaptation plan for the Government of Timor Leste through UNDP, which has been used by the government to develop their adaptation strategy.

With increasing awareness of the need to reduce plastic waste given its negative impacts on the oceans (in Spain the word micro plastic has reached so much attention that it was named one of the “words of the year”), we are also very happy to be supporting the UfM in their activities to improve the environment and combat climate change in the Mediterranean basin.
Preparing ourselves for the next ten years, we are looking forward to putting our efforts towards supporting countries in reaching their NDCs under the Paris Agreement, as well as to working towards greener economies that are fair and inclusive and have the potential to reach the SDGs. In this sense, we also believe that it is crucial to provide insights and learnings on how to achieve the SDGs and the Paris Agreements’ goals, helping governments to align the two processes and create synergies and co-benefits.

CAD advises governments, international organisations, and other actors in the area of Green Economy and Climate Change. Our services include the development of Green Diagnostics, Green Strategies and Actions, Partnerships and Communication and Knowledge, where we support different actors to:

- Baseline and benchmarking studies
- Climate Change assessments
- Indicator-based monitoring & evaluation frameworks
- Feasibility studies & market assessments
- Development of GE&CC strategies
- GE&CC roadmaps & action plans
- Mainstreaming GE&CC into plans and policies
- Development of GE&CC strategies
- GE&CC roadmaps & action plans
- Communication strategies & materials
- Building of knowledge platforms & tools
- Stakeholder mapping, analysis & engagement processes

- Define partnership strategies
- Find the right partners to increase impact
- Mobilize resources
- Define roles & resources
- Communication and Knowledge
  - Communicate results & learnings
  - Analyze how others can learn from you
- Green Strategies & Actions
  - Define targets & goals
  - Prepare strategies & actions
- Partnerships for a Green Economy
  - Define partnership strategies
  - Find the right partners to increase impact
- Applied Research, Capacity Building, Strategic Advice, Technical Assistance
  - Assess sustainability performance
  - Identify gaps and opportunities
  - Analyze impacts

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HIGHLIGHTED PROJECTS ON GREEN ECONOMY

OVERALL SUPPORT TO THE UFM ENVIRONMENT AGENDA (2018-2021)

GlobalCAD provides technical assistance to the Environment and Blue Economy Division of the Secretariat of the Union for the Mediterranean. The consultants supported the implementation of the ongoing environment and blue economy agenda. GlobalCAD also aided with the promotion of the elaboration of the UFM post 2020 environment and blue economy agendas. They did this in collaboration with the climate change agenda and with UfM member countries’ indications.

NATIONAL COASTAL VULNERABILITY ASSESSMENT AND DESIGNING OF INTEGRATED COASTAL MANAGEMENT AND ADAPTATION STRATEGIC PLAN FOR TIMOR-LESTE (2017)

GlobalCAD addressed key climate change induced challenges of the coastal community, followed by a provision of recommendations of integrated measures of the physical and socio-economic impacts of CC on coastal ecosystems. The assignment serves as a foundation for any coastal ecosystem conservation in Timor-Leste and crucial input into the development of a national shoreline management and adaptation plan.

ASSESSMENT OF COASTAL HAZARDS AND CLIMATE CHANGE ADAPTATION TECHNOLOGIES FOR THE COASTAL REGION OF WEST AFRICA AND CAMEROON USING THE COASTAL HAZARD WHEEL

The project aims to develop a standardized methodology at the regional level to collect, manage, share, compare and analyse data to support decision-making processes related to sustainable risk assessment and management and building the resilience capacity of the coastal regions of West Africa and Cameroon.
Promoting Sustainable Energy in Trinidad and Tobago (2012 - 2013)

To ensure sustainable development in Trinidad and Tobago, the government crafted a sustainable energy program and asked the consortium of CAD, Projekt Consult and LKS Ingeniería to promote and support sustainable energy, renewable energy and energy efficiency programs, which would provide alternatives to minimize the dependency on fossil fuels.

The consultants developed a sustainable energy framework. This included the institutional strengthening of government entities for the formulation and implementation of policies towards the use of renewable energy and the promotion of energy efficiency.

Green Growth and Human Capital Development in Sub-Saharan Assessment on Transition to Green Growth (2014-2015)

The requested service consisted of an in-depth analysis of the implications of green growth on human capital development in Sub-Saharan Africa. CAD consultants analysed which policies, sector strategies or business models do not only provide green growth, but also have a positive impact on job creation, poverty reduction and service delivery in health and education.

GlobalCAD services in the area of Green Economy and Climate Change are complemented by cross-cutting activities in line with other areas of expertise.
GlobalCAD promotes various initiatives aiming to strengthen and create more opportunities for SMEs worldwide. Through its partnership with the Innovation Centre for Inclusive Business (CINI), and its participation in the Global Network of Laboratories Base of the Pyramid, GlobalCAD is committed to promote innovation as a transforming element of inclusive business models.

GlobalCAD has identified the need to understand the potential of these businesses, their challenges and opportunities, as well as the good practices to maximize their impact. GlobalCAD published the report ‘Inclusive Businesses and Spanish Enterprises: the moment to leave no one behind’. This study was focused on the current state of inclusive businesses and the private sector in Spain, as well as in a few developing countries. With the Business Observatory against Poverty, GlobalCAD also provided some action lines around the value chains of enterprises, offering products and services for the base of the pyramid, including vulnerable groups in their supply chains and employees.

Initiatives in the international context support and confirm the momentum that inclusive businesses face. For example, the growth strategy by the European Union, European Strategy 2020, that has the goal to take 20 million people out of poverty by 2020, and the UN Sustainable Development Goal Number 8, that has the aim to promote a sustained, inclusive and sustainable economic growth, as well as decent and productive employment for everyone.

GlobalCAD has promoted other projects on SMEs strengthening and entrepreneurship, such as managing the Web-based SME Toolkit with the IFC.
GlobalCAD promotes various initiatives aimed at strengthening and creating additional opportunities for SMEs worldwide. Services that CAD provides in this field include the following:

1. SME Acceleration Programme
   - An acceleration strategy for SMEs applicable throughout their productive life cycle that encourages the generation of added value in the bottom line (economic, social and environmental).

2. Knowledge Platforms
   - Development of online platforms to capture information and promote the generation, exchange and transfer of knowledge regarding inclusive business and SME development.

3. Innovation & technology upgrading process
   - Analysis and identification of the most relevant green technologies to improve the efficiency of SMEs and their productivity level as well as their environmental and social impact.

4. Promotion of entrepreneurship and inclusive business at the base of the pyramid
   - Designing business models that create new opportunities for entrepreneurs working with low-income communities to help them throughout the business cycle to accelerate and scale up the impact they are having.

5. Access to financial services
   - CAD offers non-financial services to the microfinance sector, including research, training, product and business model development adapted to vulnerable communities and low-income populations.

6. Capacity building & knowledge transfer
   - Training and capability building processes to coach entrepreneurs and SME managers in leadership skills and innovation.

and evaluating the entrepreneurship & innovation programme of infoDev. Other initiatives on private sector development include projects with UNICEF, such as mapping the private sector to promote CSR and children’s rights, and with the IDB to map the potential of private sector nutrition solutions in Latin America. Some initiatives in maximizing the efficiency of private sector aid efficiency have been developed with the World Bank in Africa, and with Global Compact in Brazil and Colombia. Finally, other initiatives more related to CSR practices have been implemented around Europe 2020 by coordinating a programme on inclusive businesses and innovation for sustainable development, and with UNDP, by supporting the strategy process to develop the 2014-2016 phase of its Business Call to Action.

Consolidating our efforts, we are working on strengthening our capacities to support entrepreneurship & innovation more efficiently, working closer with the BoP Global Network, and promoting the strategic role that the private sector has towards the 2030 agenda. GlobalCAD truly believes that the development sector is facing a crucial moment with an integrative agenda that looks to create co-responsibility and collective actions among the different sectors and actors, and have a more productive and sustainable approach towards tackling poverty.

GlobalCAD promotes various initiatives aimed at strengthening and creating additional opportunities for SMEs worldwide. Services that CAD provides in this field include the following:
HIGHLIGHTED PROJECTS ON INCLUSIVE BUSINESS

DEVELOPMENT OF BUSINESS MODEL AND SUSTAINABILITY STRATEGY FOR THE ENTREPRENEURSHIP DEVELOPMENT CENTRE (2019)
This consultancy supports UNDP and the EDC to lead and guide the process of developing Business Model options and Sustainability Strategy for the EDC. As a result, the visibility and branding of the programme will be improved and the level of awareness among strategic partners and stakeholders will be enhanced. This assignment will also contribute to promote and attract technical support and mobilize resources for effective programme implementation, especially for scaling up and sustainability.

DEVELOPMENT OF SDGS COURSES WITHIN THE UNIVERSITY OF BAHRAIN PHD PROGRAM (2019-2020)
GlobalCAD collaborates with UNDP Bahrain and the University of Bahrain to support them in the development of an introductory course on the Sustainable Development Goals (SDGs) and the 2030 Agenda for Sustainable Development. The objective is getting the students enrolled in the university’s Environmental and Sustainable Development Ph.D. programme acquainted with the SDGs and provide them with a deeper understanding on the 2030 Agenda.

PRACTITIONER GUIDE FOR INCLUSIVE BUSINESS IN THE FAST MOVING CONSUMER GOODS (FMCG) SECTOR (2016)
CAD, the Inclusive Business Action Network (IBAN) and the John D. Gerhart Center of AUC published a Practitioner Guide for Inclusive Business in the FMCG sector on how to develop inclusive business models in this industry. This guide is targeted at reaching the global community of inclusive business players who have an interest in the FMCG sector. Presenting lessons learned and proposing innovative approaches, the guide provides practical advice for organisations on how to develop and strengthen their inclusive business model.
The consultants were responsible for managing the platform www.sm-toolkit.org, a website which leverages the very latest information and communication technologies. It provides SMEs in emerging markets interactive tools and training to help them stabilise, formalise, and grow their businesses. Services provided included on-going partner support, content management and online marketing, management of all programme administration, monitoring partner, among others.

CAD, in partnership with Haiku Media (www.haiku-media.com), participated in the infoDev’s ‘Creating Sustainable Businesses in the Knowledge Economy (CSBKE)’ program, helping to increase the growth of small, innovative technology businesses – primarily in the ICT and agribusiness sectors. As part of the project, consultants developed various knowledge products (50+ case studies, 10+ videos and infographics) as well as several outcome assessments.

“SMEs offer significant potential for contributing with lasting solutions to the key challenges of development.”
By 2050, about 2/3 of the world’s population will live in urban settlements, counting more than six billion people living in urbanized areas. The battle for sustainability, resilience and inclusion is played on the terrain of the participatory urban planning. Following the New Urban Agenda’s global standards on sustainable urban development, GlobalCAD has supported urban players on rethinking the way we build, manage, and live in cities. The goal is to foster an equitable growth that leaves no one behind.

Throughout the last ten years, GlobalCAD has supported local and national authorities as well as international organisations with tested approaches, participatory processes, guidelines, and tools to create inclusive sustainable strategies for urban development and economic growth.
To create these modern cities, CAD has adopted a Strategic Framework that applies an integrated approach, encompassing the core pillars of sustainability, resilience and inclusivity.

After interviewing more than 200 urban actors and documenting more than one hundred initiatives of urban development all over the world in the frame of the project Towards the Human City, GlobalCAD has supported the creation of Green Growth Plans for cities as Surabaya, in Indonesia.

GlobalCAD envisions a future of cities that addresses local needs while maintaining a connection to a wider global system of cities, economies and natural resources.

GlobalCAD supports local and national governments and international organisations in transforming the way their cities are managed. CAD offers creative and result driven solutions to fixed objectives by providing a series of services presented below.
TOWARDS THE HUMAN CITY

Towards the Human City aims to identify, document, and communicate initiatives, programs, and public policies that make significant improvements in the way we think about cities and how we manage them, in order to make them more human and inclusive. Such processes are being performed by analyzing progress and innovation through specific variables (mobility, public safety, health and social services and education).

DOCUMENTATION SERVICES FOR THE JOINT WORK PROGRAMME

**EQUITABLE ECONOMIC GROWTH**

In accordance with the priorities set out in its Medium-Term Strategy and as part of the organization’s commitment in strengthening its partnership approach, the Cities Alliance has established a member-led Joint Work Programme (JWP) focused on fostering equitable economic growth in cities. The objective of this consultancy is to deliver a series of documentation services and knowledge products for the JWP to foster a better understanding of the link between public goods and services including gender-responsive services and equitable economic growth in cities.

PILOT SERVICE TO SUPPORT ENTREPRENEURS ON SOCIAL ECONOMY PROJECTS

The pilot service to support entrepreneurs on social economy projects consisted of the design, implementation and evaluation of a new service for the Barcelona City Council to give support to the social initiatives of the city. The service was based on a front desk attention point and a team of experts to properly give support to the most successful projects through an innovative methodology designed by CAD and the DSS, the Direct Strategic Support.
DEVELOPMENT OF A GREEN GROWTH PLAN FOR SURABAYA, INDONESIA: INCLUSIVE GREEN GROWTH FOR EAP CITIES

The objective of this project is to provide technical assistance and build institutional capacity that would enable the city government of Surabaya to develop its sustainable urban energy and emission plan and a roadmap to meet their growing energy challenges. The Green Growth Plan elaborated comprised two parts: Green Growth Energy and Emissions Plan and Green Business Plan. Services provided included project management, stock taking review, development of a Green Business Plan, policy analysis, institutional development and capacity building.

PROMOTING THE URBAN AGENDA IN THE POST 2015/SDGS PROCESS TOWARDS HABITAT III

As part of this project, consultants are responsible for selecting and transforming common, key advocacy messages for Cities Alliance that are suited to achieve the vision of Cities Alliance’s members with regards to the New Urban Agenda and Habitat III. Moreover, CAD supports the development of a three-year action plan/roadmap to disseminate the selected key advocacy messages to targeted audiences and provide PR services.

“60% OF THE EXPECTED URBAN SETTLEMENTS IN 2050 ARE NOT YET CONSTRUCTED.”
AID EFFICIENCY & EVALUATION

REINFORCING THE PERFORMANCE OF THE COOPERATION ACTORS
Evaluations had not been among GlobalCAD’s core work areas in the beginning. However, we quickly recognized the importance and the potential of evaluation, not only for GlobalCAD’s business strategy, but first of all for supporting our mission: If we want to create an impact for a more human and sustainable development, we need to learn about what works, what doesn’t, in which contexts, and why. Evaluations play a fundamental role for knowledge generation and fostering this learning process.

We initially started with more traditional end-of-project and mid-term evaluations applying the standard OECD evaluation criteria, for example evaluating a microfinance programme of the IDB in Mexico. With the years, we kept diversifying our expertise and integrated new methods and approaches. Today, we offer our clients a mix of sector and thematic experience, with a sound track record in the implementation of baseline studies, mid-term, final and developmental evaluations; project, programme and strategic evaluations at the country, regional and global levels. Through this, we have contributed to learning processes and strategy development for different clients from international organizations (such as the World Bank, UNDP, GGGI, UN Volunteers, or UN Women) regional organizations such as the Union for the Mediterranean (UM), bilateral agencies such as ENABEL, as well as company foundations (for example C&A Foundation) and international NGOs (for example Fairtrade International). And we are not only conducting evaluations, but have started using our experience for supporting our clients in designing monitoring and evaluation systems – as for example with the design of an indicator system to monitor and evaluate the national policy on climate change adaptation of Costa Rica that was commissioned by the International and Ibero-American Foundation for Public Administration and Policies (FIIAPP).

In the coming 10 years, we are looking forward to innovating on evaluation approaches as well as on how we communicate the results, integrating more creative ways to make it easier for the intended users of the evaluations to understand and take up the findings – because in the end, continuous learning and improvement is what evaluations are about.

The main focus of this evaluation was the UNV Strategic Framework 2014-2017 and its associated strategies, policies, and implementation mechanisms at a global, regional and country level. In this context, GlobalCAD assessed the performance of UNV during the period 2014-2017 and provided actionable recommendations with regards to the overall UNV strategy and strategic

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**FINAL EVALUATION OF THE KNOWLEDGE GATEWAY ON WOMEN’S ECONOMIC EMPOWERMENT PROJECT (2016)**

This final evaluation assessed the relevance, results and potential impact of the “Knowledge Gateway on Women’s Economic Empowerment” project publicly known as Empower Women. Specific objectives of the evaluation were surfacing concrete results against project goals, outcomes, outputs and targets; identifying lessons learned, good practices and innovations that could be scaled up or replicated; and identifying the strategic, policy, programme and institutional factors that have led to these outcomes, among others.

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The Board of C&A Foundation requested an independent evaluation of the Store/Community Giving Programme to assess its results on the company and employees, beneficiary organizations and families, women and children (the target communities served by beneficiary organizations). The evaluation also assessed the sustainability of programme grants, influencing factors as well as overall successes, failures and key lessons learnt.
IMPLEMENTATION OF A SUSTAINABLE BUSINESS MODEL FOR MICRO INSURANCES IN CENTRAL AMERICA

GlobalCAD consultants designed and implemented a capacity building program for the staff of participating microfinance institutions. Consultants provided them with the necessary skills and knowledge for effective commercialization of micro insurances and for successful implementation of financial education workshops for their clients.

ENTREPRENEURSHIP AND INNOVATION: OUTCOMES AND LESSONS LEARNED (2013-2014)

GlobalCAD, in partnership with Haiku Media (www.haiku-media.com), participated in the infoDev’s ‘Creating Sustainable Businesses in the Knowledge Economy (CSBKE)’ program, helping to increase the growth of small, innovative technology businesses – primarily in the ICT and agribusiness sectors. As part of the project, consultants developed various knowledge products (50+ case studies, 10+ videos and infographics) as well as several outcome assessments.

“IF WE WANT TO CREATE AN IMPACT FOR A MORE HUMAN AND SUSTAINABLE DEVELOPMENT, WE NEED TO LEARN ABOUT WHAT WORKS, WHAT DOESN’T, IN WHICH CONTEXTS, AND WHY.”
CAD Productions is specialised in producing documentaries that address sustainable human development challenges. Its slogan, “stories that inspire change”, reflects the spirit of a social documentary production company that was primarily created to showcase success stories of communities and individuals achieving development goals.

CAD Productions gains extra impetus and depth by being able to call upon the development expertise of its parent company, GlobalCAD.

During the last years, CAD Productions has documented the efforts of individuals, citizens and institutions to create a more human and sustainable world.
Through images and audio-visual products, CAD Productions creates spaces for reflection, awareness raising and applied research enhancing an interactive and participatory debate with society. Topics include social innovation, poverty eradication, entrepreneurship, urban development, universal access to primary education, countries affected by conflict and their transition to peace, gender equality, health, migration and multiculturalism, among others.

Main services offered by CAD Productions include:

- Social Documentaries
- Social Media Audiovisual Pieces
- Interactive Audiovisual Content
- TV Productions

Animation and Infographics

Professional Photos
SOME AUDIOVISUAL PRODUCTS

THE GREEN LUNGS OF GUYANA - REDD+

The Green Lungs of Guyana showcases three success stories and demonstrates that it is possible to obtain livelihoods from the forest in a sustainable way. Through experiences of sustainable farming, sustainable tourism practices and monitoring mechanisms, Guyana is at the forefront of the movement towards an international REDD+ programme.

FORESTS AND REDD+ HUMAN IMPACT STORIES AND VIDEOS

Forests cover almost one-third of the world’s total land area and have a unique potential to produce multiple global environmental benefits such as: biodiversity conservation, carbon sequestration, and protection against desertification. Forest ecosystems also have a broad potential to play a key role in helping people in developing countries adapt to the effects of climate change.

THE TRANSITION: FROM CONFLICT TO DEVELOPMENT IN LIBERIA

During Liberia’s 14-year civil war, 800,000 Liberians were displaced and an estimated 270,000 were killed. Thousands were sexually abused and the fabric of society was greatly undermined. Destruction to the nation’s infrastructure and economy was immense. The election of Africa’s first female president was a major milestone in Liberia’s journey from the desperation and brutality of war towards peace, prosperity and human rights for all. This documentary narrates the story of the efforts of Liberian people and institutions to drive the country from conflict to development and social justice.

AKIYAYA - AFRICAN STORIES OF DREAMERS AND ENTREPRENEURS

Akiyayá narrates the stories of young African entrepreneurs living between Europe and Africa, showing how they are changing the world as they follow their dreams. The documentary, filmed in Barcelona and Senegal, analyzes the concept of access to opportunities for young Africans who have decided to stay in Senegal and others who have decided to make the journey to Europe. It offers a critical and lucid look at the myths, beliefs and preconceptions that feed prejudices and dreams on both sides. The film also shows examples of young people who have decided to take their life in their own hands to achieve their dreams.
The team

More than 10 years of efforts to create a more human and sustainable world would not have been possible without the commitment and professionalism of GlobalCAD’s networks of experts. We are composed by a diverse team in terms of cultures, knowledge and skills, who share the passion and engagement for building a better world. Our team is young, with a feminine majority, and experienced in working in different contexts, with a diversity of challenges. Fortunately, this network is very much wider, and includes collaborators from all over the world. Many more faces have made it possible that, today, we are celebrating ten years of contribution to human sustainable development.
“Being part of GlobalCAD has been such a rewarding, powerful and dynamic experience, full of learning and unique opportunities to keep developing myself personally and professionally. I love the fact of collaborating with a diverse team of experts committed to lead a change locally and globally, that believe strongly in partnerships for development as I do.”

Rosario Uriarte, technical assistant

“GlobalCAD is first and foremost a human, diverse, passionate, innovative and forward-looking team. In the few months I have been here, I have been lucky to work with great professionals who are dedicated and committed to making this world a better place. The experience of being part of such a team and having the opportunity of learning from them in terms of global development, partnerships, gender, climate change and innovation among others, has been priceless.”

Oscar Martínez, technical assistant

“Being part of the GlobalCAD family has been an extraordinary experience on many levels. Professionally, I’ve had the opportunity to grow as a consultant in the sustainable development sector and, at the same time, GlobalCAD provided me with tools to improve my capacities. At a personal level, I have found here the most amazing human beings and keep learning from each one of them every day.”

Julia Pérez, consultant

“The name ‘Centre of partnerships for development’ caught my attention because I deeply share the believe in the importance of partnerships. In GlobalCAD I found the meaning I was looking for in my working life and I love being part of this fantastic team!”

Nadine Kirchhartz, consultant

“Joining GlobalCAD goes beyond accomplishing a professional activity. Being part of this team is also sharing the believe that together we can contribute to a better world and practice it every day with small actions. I have learned a lot from my colleagues in this period with GlobalCAD, who put together professionalism, ethic, passion and commitment in their everyday activities.”

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