



INTERNATIONAL INSTITUTE
FOR CAPACITY BUILDING
AND TRAINING

Framework Document — International Institute for Capacity Building and Training (IICBT)

Building capacities, transforming societies

— Train · Professionalize · Include

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RESUME EXECUTIF

In a global context shaped by rapid and complex transformations, skills development is emerging as a decisive factor of performance, resilience and competitiveness. Yet a persistent gap between the requirements of economic systems and the qualification level of human resources limits the effectiveness of public policies and slows the sustainable transformation of societies.

In response to this observation, the World Association for Development (WAD) established the International Institute for Capacity Building and Training (IICBT), designed as a structuring mechanism dedicated to human capital development and the strengthening of institutional capacities. IICBT positions itself as a centre of expertise in training engineering, aiming to support public, private and community actors in adapting their skills to the contemporary requirements of development.

The Institute's approach rests on the delivery of innovative training programmes, the strengthening of organizational capacities, the integration of digital solutions and the development of academic and professional partnerships. It seeks to improve the quality of training systems, strengthen the employability of beneficiaries and support the performance of institutions, in line with the Sustainable Development Goals, particularly regarding education, inclusion and governance.

IICBT's activity plan is built around strategic priorities such as instructional engineering, skills development, inclusion and international cooperation. It translates into concrete deliverables, including the establishment of a structured offer of certified training, the deployment of digital learning platforms and the production of strategic knowledge.

The monitoring and evaluation system, combined with defined performance indicators, ensures rigorous steering of interventions, measures results and continuously improves practices. In addition, an integrated risk analysis ensures that institutional, technical and financial constraints are taken into account, helping to secure the implementation of activities.

Ultimately, IICBT aims to establish itself as an international centre of excellence in the field of capacity building, providing concrete and structured solutions to the challenges of skills development. It seeks to turn investments in training into measurable and sustainable results, in the service of more inclusive, high-performing and resilient societies.

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FOREWORD

Contemporary transformations are profoundly redefining the conditions of development. The acceleration of technological change, the evolution of economic structures and the growing complexity of governance challenges require societies to constantly adapt their modes of action. In this context, the capacity to produce and mobilize relevant skills becomes a decisive factor of performance, resilience and competitiveness.

These developments highlight a major structural constraint: the insufficiency of training systems capable of effectively meeting emerging needs. In many contexts, the gap between the requirements of economic and institutional systems and the qualification level of human resources limits the reach of public policies, slows innovation and widens inequalities in access to opportunities.

Faced with these challenges, capacity building cannot be reduced to a support function. It constitutes a strategic lever, at the heart of the dynamics of sustainable transformation. It involves not only the development of individual skills, but also the improvement of organizational performance and the strengthening of institutional systems as a whole.

It is in this perspective that the World Association for Development (WAD) established the International Institute for Capacity Building and Training (IICBT). The Institute is designed as a structuring mechanism, intended to support public, private and community actors in adapting their skills and practices, drawing on innovative pedagogical approaches, international standards and reinforced cooperation mechanisms.

In line with the 2030 Agenda, IICBT anchors its action in an approach aimed at strengthening education, supporting employability, promoting inclusion and consolidating institutions. The present framework document defines its strategic orientations and modes of intervention, affirming WAD's determination to position skills development as an essential pillar of any sustainable transformation trajectory.

H. Benjamin GNIMADI
Executive President

INTRODUCTION

The profound transformations characterizing the international environment are redefining the foundations of development. The acceleration of technological change, the evolution of economic systems and the growing complexity of institutional challenges require continuous adaptation from societies. In this context, the quality of skills and the capacity of actors to master the dynamics of change become essential determinants of performance, resilience and competitiveness.

Despite the growing importance of human capital, many shortcomings persist in training and capacity-building systems. The mismatch between available skills and the real needs of economies, the weakness of instructional engineering systems and the lack of coordination among actors limit the effectiveness of public policies and development initiatives. This structural gap slows innovation, reduces the impact of investments and compromises the sustainability of results. Faced with these challenges, capacity building stands out as a strategic lever, at the heart of the processes of sustainable transformation. It is no longer solely a matter of transmitting knowledge, but of developing operational skills, improving organizational performance and consolidating institutional systems. This integrated approach makes it possible to better meet contemporary requirements and to support the effective implementation of development policies and programmes.

It is in this perspective that the World Association for Development (WAD) established the International Institute for Capacity Building and Training (IICBT). Designed as a structuring mechanism, the Institute aims to offer integrated solutions for training, support and knowledge production, in order to strengthen the capacities of public, private and community actors. The present framework document defines its orientations, intervention mechanisms and strategic areas, positioning IICBT as a central instrument of skills development and the sustainable transformation of societies.



I. PRESENTATION OF THE INTERNATIONAL INSTITUTE FOR CAPACITY BUILDING AND TRAINING (IICBT)

The International Institute for Capacity Building and Training (IICBT) is a specialized structure placed under the aegis of the World Association for Development (WAD). Its creation reflects WAD's determination to make the strengthening of human and institutional skills a central lever of social and economic transformation. IICBT is mandated to contribute to the sustainable improvement of the technical, managerial and social aptitudes of individuals and organizations, in order to strengthen their effectiveness and resilience in the face of the multiple challenges of our time.

Legally affiliated with WAD, IICBT positions itself as the centre of expertise in training engineering and capacity development. Its role is to support public, private and community actors in building robust systems, capable of carrying sustainable development ambitions and translating policies into concrete action. The objectives guiding its action are clear: to develop and disseminate innovative training programmes adapted to national and regional contexts; to strengthen the institutional and organizational capacities of institutions and communities; and to promote applied research and produce knowledge useful to development decision-makers and practitioners.

Its areas of intervention cover strategic fields such as education, vocational training, skills development, governance and leadership. Through this positioning, IICBT defines itself as a key actor of the 2030 Agenda, ensuring that WAD's initiatives in training and capacity building contribute directly to the achievement of the Sustainable Development Goals.

1.1. MANIFESTO OF IICBT

IICBT embodies the commitment of the World Association for Development (WAD) to place education, training and skills development at the centre of sustainable transformation strategies. Convinced that knowledge is the engine of social, economic and institutional progress, it defines itself as an international platform of reference, dedicated to strengthening capacities and professionalizing development actors.

Its vision is clear: to make IICBT a global centre of excellence, contributing to the emergence of strong institutions, high-performing enterprises and inclusive societies. Its mission: to design, implement and disseminate innovative training programmes, adapted to the real needs of beneficiaries and to the priorities of sustainable development.

In line with the Sustainable Development Goals, IICBT focuses its action on SDG 4, SDG 5, SDG 8, SDG 16 and SDG 17.

OUR CONVICTION

Knowledge is the engine of social, economic and institutional progress. Education and skills development are at the heart of any sustainable transformation.

FIVE CORE VALUES



ACCESSIBILITY

Equitable access to training, without discrimination or exclusion.



QUALITY

International pedagogical standards and recognized expertise.



INNOVATION

Digital technologies and modern pedagogical approaches.



ETHICS

Transparency, accountability and respect for human rights.



INCLUSION

Gender equality, interculturality and participation of all.

ETHICAL GOVERNANCE



TRANSPARENCY & RIGOUR

Open selection of beneficiaries and design of training according to demanding academic standards.



ACCOUNTABILITY

Reporting to WAD, partners and beneficiaries — a guarantee of credibility and trust.

1.2. CONTEXT AND RATIONALE

In a world marked by globalization, technological transitions, climate challenges and persistent inequalities, capacity building stands out as an essential lever of sustainable development. The acceleration of change demands new skills for public institutions, businesses and civil society a skills deficit that hampers the effectiveness of public policies, the competitiveness of economies and social cohesion.

International reports recall that achieving the SDGs requires qualified human resources, capable of planning, implementing and evaluating development projects. Yet in many countries particularly developing ones training systems remain insufficient in the face of emerging needs (governance, energy transition, innovation, social inclusion).

This deficit affects all regions, including advanced economies, where digitalization and artificial intelligence make it necessary to rethink training models. Worldwide, millions of workers will need to be reskilled or retrained over the coming decade.

The creation of IICBT is part of this momentum: a structured institutional response to bridge the gap between growing skills needs and the limited supply of suitable training. By drawing on international expertise, developing innovative pedagogies and promoting academic and professional cooperation, IICBT aims to strengthen the resilience and competitiveness of societies.

Through its mandate, it improves the quality of training systems and the upskilling of human resources, in line with the 2030 Agenda, while fostering inclusion (gender equality, accessibility for vulnerable groups). Finally, by offering an international framework for training and certification, IICBT positions WAD as a key actor in capacity development, in the service of States, businesses and communities.

1.3. INTEGRATED CONCEPT NOTE

The International Institute for Capacity Building and Training (IICBT) aims to address the global challenge of the deficit of skills adapted to economic, social and technological change. In many contexts, institutions and development actors have financial and material resources but lack the qualified human resources needed to design, implement and evaluate development programmes that meet international standards. This deficit limits countries' ability to achieve the Sustainable Development Goals and to seize the opportunities linked to innovation and globalization.

IICBT's intervention hypothesis rests on the establishment of an international training and capacity-building mechanism, capable of supporting States, businesses and civil society in adapting their skills to new challenges. This mechanism combines in-person and digital training, instructional engineering, certification and applied research, so as to offer complete, flexible and accessible solutions.

1.4. EXPECTED RESULTS

The interventions of the International Institute for Capacity Building and Training (IICBT) aim to produce sustainable transformations in skills-development systems, by improving the quality of human resources and the performance of organizations. The expected results are part of a measurable-impact approach, oriented toward strengthening human capital and the effectiveness of public policies.

1

Structuring of an international training offer adapted to emerging needs

IICBT will establish a portfolio of training programmes aligned with the priorities of the Sustainable Development Goals and the requirements of labour markets. This offer will make it possible to respond in a targeted way to the needs of different sectors, integrating innovative and contextualized pedagogical approaches.

2

Strengthening of institutional and organizational capacities

The Institute's interventions will contribute to improving the skills of public administrations, businesses and civil society organizations. This strengthening will translate into a greater capacity to design, implement and evaluate policies and projects, in line with international standards.

3

Deployment of a digital training and learning platform

IICBT will develop a digital infrastructure providing access to certified training at scale. This platform will facilitate the dissemination of knowledge, continuous learning and equitable access to training opportunities, particularly for populations far from traditional systems.

4

Improvement of beneficiaries' employability and productivity

Training programmes will help strengthen professional integration, improve career prospects and increase learners' productivity. This impact will be measurable through indicators related to employment, organizational performance and skills progression.

5

Strengthening of academic and professional partnerships

IICBT will establish structured collaborations with universities, research centres, international institutions and private-sector actors. These partnerships will strengthen the quality of programmes, ensure their international recognition and increase their impact.

6

Contribution to the achievement of the Sustainable Development Goals

Through its actions, the Institute will contribute to the realization of the SDGs, particularly regarding quality education, inclusion, equal opportunity and economic growth. This contribution will translate into measurable effects on training systems and development dynamics.



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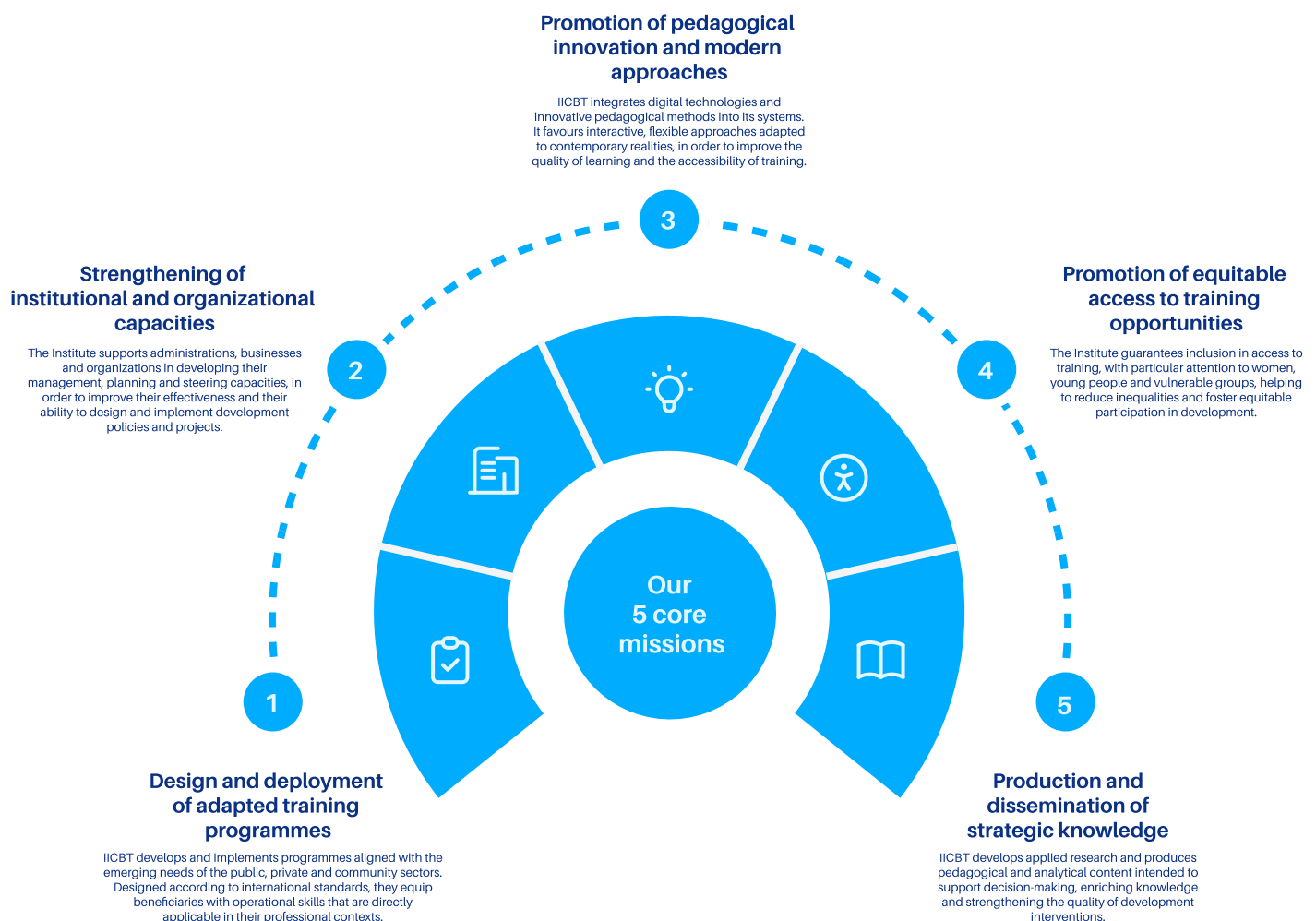


II. MISSIONS AND FUNCTIONS

The International Institute for Capacity Building and Training (IICBT) constitutes the strategic mechanism of the World Association for Development (WAD) dedicated to the structuring and development of skills. Its purpose is to strengthen the quality of human capital and improve the performance of institutional systems, by providing responses adapted to the requirements of sustainable development.

2.1. CORE MISSIONS

The International Institute for Capacity Building and Training (IICBT) operates through 5 missions:



2.2. OPERATIONAL FUNCTIONS

The operating procedures define the operational mechanisms through which IICBT implements its activities and ensures the coherence of its interventions. They aim to guarantee rigorous, transparent and effective management, in alignment with international standards and the requirements of partners.

- **Identification and analysis of skills needs**

IICBT carries out sectoral and institutional diagnostics in order to identify skills gaps. These analyses help guide the design of training programmes and ensure their relevance to realities on the ground.

- **Development and dissemination of certified training modules**

The Institute designs pedagogical modules that comply with international standards and incorporate recognized certification mechanisms. These modules aim to guarantee the quality of training and strengthen the recognition of acquired skills.

- **Establishment of digital training platforms**

IICBT develops digital tools enabling online learning, the sharing of pedagogical resources and the monitoring of learners. These platforms facilitate access to training at scale and support continuous learning.

- **Organization of training and exchange activities**

The Institute organizes workshops, seminars and conferences to foster the sharing of experience, the transfer of knowledge and the strengthening of professional networks.

- **Technical support to institutions**

IICBT supports organizations in defining and implementing human-resources development strategies. This support aims to improve skills management and strengthen institutional performance.

- **Monitoring and evaluation of training programmes**

The Institute establishes monitoring and evaluation mechanisms to measure the impact of training on beneficiaries and organizations. These systems help continuously improve the quality of interventions.

III. ORGANIZATION & GOVERNANCE

The International Institute for Capacity Building and Training (IICBT) is built on an organization designed to ensure strategic coherence, the quality of interventions and transparency in management. Its governance system aims to ensure an effective articulation between the functions of steering, expertise and implementation.

3.1. MANAGEMENT AND COORDINATION

Management and coordination ensure the overall steering of the Institute and the implementation of its strategic orientations. They guarantee the coherence of actions and alignment with the priorities of the World Association for Development (WAD).

- **General management**

IICBT is placed under the authority of a Director appointed by WAD, responsible for the strategic conduct of the Institute. The Director defines orientations, oversees activities and ensures the mobilization of necessary resources, while representing the Institute to partners.

- **Internal coordination**

Management relies on technical, administrative and pedagogical units organized in a functional manner. This coordination ensures the smooth running of operations, the coherence of programmes and efficiency in resource management.

- **Articulation with WAD**

IICBT maintains a close link with the various components of WAD, in order to guarantee strategic alignment and the complementarity of interventions. This articulation strengthens the overall coherence of institutional action.



3.2. GOVERNANCE BODIES

The governance bodies ensure strategic orientation, scientific quality and the monitoring of the Institute's performance. They help guarantee the credibility, rigour and relevance of interventions.

- **Strategic steering committee**

This body defines the broad orientations, validates intervention priorities and ensures regular monitoring of performance. It plays a key role in strategic decision-making and alignment with development objectives.

- **Academic and scientific council**

Composed of experts and practitioners, this council guarantees the pedagogical and scientific quality of training programmes. It ensures the validation of content, academic monitoring and the continuous improvement of systems.

Specialized technical units

These operational units are responsible for the design, implementation and monitoring of training programmes. They ensure the application of methodological standards and the quality of results.

3.3. OPERATING PROCEDURES

The operating procedures define the operational mechanisms that ensure the effectiveness, transparency and accountability of the Institute. They frame the administrative, technical and organizational processes necessary for the implementation of activities.

- **Administrative and financial framework**

IICBT adopts procedures that comply with international standards, guaranteeing the transparency and traceability of resources. Internal control and audit mechanisms help secure operations and ensure rigorous management.

- **Coordination and reporting mechanisms**

Regular coordination and reporting arrangements are in place to track the progress of activities and evaluate performance. These mechanisms facilitate decision-making and strengthen communication with partners.

- **Information systems and digital tools**

The Institute relies on digital platforms to manage training, monitor learners and analyse data. These tools improve the quality of information and support efficient programme management.

- **Evaluation and continuous-improvement systems**

Periodic evaluations are carried out to measure programme performance and identify areas for improvement. The results are integrated into management processes in order to optimize practices and strengthen the impact of interventions.

3.4. GOVERNANCE PRINCIPLES

The governance principles frame all of IICBT's actions and guarantee the quality of its interventions. They ensure ethical, transparent and results-oriented conduct.



TRANSPARENCY

The Institute ensures the traceability of decisions and resources, guaranteeing clear access to information for stakeholders.



ACCOUNTABILITY

It reports on its actions and results to WAD, partners and beneficiaries, in a logic of shared responsibility.



INTEGRITY

IICBT applies high ethical standards in all its activities, respecting the principles of rigour and professionalism.



PARTICIPATION

It fosters equitable access to training opportunities and ensures the participation of vulnerable groups.



PERFORMANCE

The Institute is committed to a logic of measurable results, seeking the effectiveness and sustainability of interventions.



IV. ACTIVITY PLAN

The activity plan of the International Institute for Capacity Building and Training (IICBT) constitutes the operational framework for implementing its strategic orientations. It organizes interventions in a structured manner in order to ensure coherence between the objectives pursued, the actions undertaken and the expected results.

4.1. OPERATIONAL OBJECTIVES

The operational objectives translate the Institute's strategic priorities into concrete areas of action. They guide the planning of activities and the allocation of resources.

Development of a structured international training offer

- IICBT establishes a portfolio of training programmes adapted to the needs of different sectors. These training courses are designed to meet the requirements of labour markets and the priorities of sustainable development.

Strengthening the skills of development actors

- The Institute aims to improve the capacities of public institutions, businesses and community organizations. This action helps strengthen the quality of governance and the performance of interventions.

Promotion of inclusion in access to training

- IICBT develops targeted initiatives to facilitate access for women, young people and vulnerable groups to training opportunities. This approach aims to reduce inequalities and foster equitable participation.

Positioning the Institute as a centre of excellence

- IICBT seeks to strengthen its recognition at the international level, by developing high-quality programmes and establishing strategic partnerships with academic and professional institutions.

4.2. PRIORITY AREAS OF INTERVENTION

The priority areas structure the Institute's fields of intervention and make it possible to concentrate efforts on high-impact levers. They ensure a coherent organization of activities.

- **Instructional engineering and pedagogical innovation**

IICBT designs training programmes adapted to emerging needs, integrating modern pedagogical approaches and digital solutions. This area aims to improve the quality and relevance of training.

- **Strengthening of institutional capacities**

The Institute implements training and support actions intended for managers and decision-makers. It assists organizations in improving their management and strategic-planning capacities.

- **Development of academic and professional partnerships**

IICBT establishes collaborations with universities, research centres and international institutions. These partnerships strengthen the quality of programmes and foster their recognition.

- **Inclusion and equity**

The Institute develops initiatives aimed at promoting equal opportunity in access to training. It establishes specific programmes for vulnerable groups and fosters diversity.



V. MONITORING AND EVALUATION

The monitoring and evaluation system of the International Institute for Capacity Building and Training (IICBT) constitutes an essential steering mechanism, making it possible to measure the performance of activities and ensure accountability. It aims to guarantee results-oriented management, by facilitating the analysis of progress, the identification of gaps and the continuous improvement of interventions.

5.1. DATA COLLECTION, MANAGEMENT AND ANALYSIS

The collection, management, and analysis of data constitute the foundation of the IIRCF's monitoring and evaluation system. The Institute establishes structured mechanisms for gathering, centralizing, and securing information relating to training activities, beneficiaries, partners, and the results achieved. These data are produced through harmonized tools and standardized procedures that ensure their quality, reliability, and consistency.

The use of this information makes it possible to assess the evolution of performance, identify gaps between expected results and actual achievements, and measure the effects of interventions on skills development. By drawing on evidence-based data, the IIRCF strengthens the quality of its decision-making processes, improves the management of its programs, and fosters an institutional culture grounded in continuous learning and the pursuit of sustainable results.

5.2. REPORTING AND PERFORMANCE MONITORING

The IIRCF implements a regular reporting system designed to track the execution of its activities and measure the progress achieved against its established strategic objectives. Periodic reports are produced at different levels to document program progress, the use of resources, the results achieved, and the difficulties encountered in implementing interventions.

This system strengthens transparency, accountability, and communication between the Institute, its partners, and its beneficiaries. The information generated through performance monitoring facilitates the early identification of operational constraints, guides the necessary corrective measures, and helps improve the overall effectiveness of actions carried out in support of skills development and capacity building.

5.3. STEERING TOOLS AND DASHBOARDS

To support the effective management of its interventions, the IIRCF draws on steering tools and dashboards that enable real-time monitoring of strategic and operational indicators. These instruments provide a consolidated view of the performance of training programs, the level of achievement of results, and the evolution of key management parameters.

The use of these instruments supports rapid decision-making based on the objective analysis of available data. By improving visibility into achievements, risks, and opportunities for improvement, the dashboards help strengthen program governance, optimize resource allocation, and increase the impact of the Institute's interventions among the various development stakeholders.

5.4. PERIODIC AND INDEPENDENT EVALUATION

Evaluations are carried out at different stages in order to assess the relevance, effectiveness, efficiency and impact of programmes. External evaluations may be mobilized to guarantee the objectivity of analyses.

- **Impact and sustainability analysis**

IICBT evaluates the effects of training on employability, organizational performance and skills development. This analysis makes it possible to measure the transformations generated and to assess their sustainability.

- **Capitalization and institutional learning**

The results of monitoring and evaluations are used to improve practices, adjust strategies and strengthen the capacities of actors. This approach fosters a continuous improvement of interventions.

- **Dissemination of results and accountability**

The information arising from monitoring and evaluations is shared with stakeholders. This dissemination helps strengthen transparency, trust and coordination among actors.



VI. RISK ANALYSIS

The risk analysis makes it possible to identify the factors likely to affect the implementation of the activities of the International Institute for Capacity Building and Training (IICBT). It aims to anticipate constraints, secure interventions and define appropriate mitigation measures in order to guarantee the achievement of results.

#	Risk category	Mitigation measures
	INSTITUTIONAL RISKS Low engagement of partner institutions, instability of priorities or lack of coordination may limit the effectiveness of interventions.	Regular consultation mechanisms, formalization of commitments through partnerships, and strengthened alignment with national priorities.
	TECHNICAL AND PEDAGOGICAL RISKS A mismatch between training programmes and real needs, or low quality of content, may reduce the impact of actions.	Preliminary diagnostics, involvement of qualified experts and continuous updating of pedagogical content.
	RISKS RELATED TO THE ADOPTION OF DIGITAL TOOLS Low use of digital platforms or constraints in accessing technology may limit the reach of training.	Support arrangements, training in the use of tools and solutions adapted to local contexts.
	FINANCIAL RISKS Insufficient or unstable funding may affect the continuity of activities.	Diversification of funding sources, development of partnerships and rigorous resource management.
	OPERATIONAL RISKS Logistical, organizational or implementation-related difficulties may slow down activities.	Structured planning, strengthening of team capacities and close-monitoring mechanisms.
	RISKS RELATED TO IMPACT AND SUSTAINABILITY The absence of lasting results or of real transformation of skills constitutes a major risk.	Monitoring and evaluation arrangements, continuity of training and ownership of the gains by beneficiaries.



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VII. PERFORMANCE INDICATORS

The performance indicators make it possible to measure the effectiveness of the interventions of the International Institute for Capacity Building and Training (IICBT) and to assess the achievement of expected results. They are part of a results-based management approach, ensuring the monitoring of achievements, the analysis of progress and support for decision-making.

KEY INDICATORS

1. Access and participation in training programmes

Number of beneficiaries trained and certified per period, broken down by category (public administrations, private sector, civil society). This indicator makes it possible to assess the reach of training actions.

2. Inclusion and equity

Proportion of women, young people and vulnerable groups among programme beneficiaries. It measures the Institute's capacity to promote equitable access to training opportunities.

3. Quality and relevance of training

Satisfaction rate of participants and partners, assessed through surveys and feedback. This indicator makes it possible to appreciate the pedagogical quality and the adequacy of content to needs.

4. Strengthening of institutional capacities

Number of institutions supported and level of improvement in their capacities, measured through before/after evaluations. It reflects the impact of actions on organizations.

5. Professional integration and career progression

Rate of professional integration or progression of beneficiaries after training. This indicator measures the direct effect of programmes on employability and individual performance.

6. Development of partnerships

Number of cooperation agreements established with academic institutions, international organizations and private actors. It makes it possible to assess the Institute's capacity to mobilize strategic networks.

7. Use of digital platforms

Usage rate of digital training tools, including the number of active users and the frequency of participation. This indicator measures the effectiveness of digital systems.



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VIII. CONCLUSION

Ultimately, the International Institute for Capacity Building and Training constitutes a strategic pillar of WAD for human-capital development, the professionalization of actors and the improvement of institutional performance. In an environment marked by the rapid evolution of required skills, IICBT meets a central need: to equip individuals, organizations and institutions with the capacities necessary to design, conduct and evaluate effective development actions. Its integrated approach, based on instructional engineering, certified training, digital innovation, inclusion and academic cooperation, makes it possible to move beyond a piecemeal logic of training and build a genuine system of sustainable skills strengthening. IICBT thus contributes to improving employability, the quality of services, the governance of organizations and the adaptation of actors to economic, social, technological and environmental change.

In this respect, IICBT occupies a decisive place in WAD's institutional architecture. By supporting quality education, equal access to opportunities, decent work, effective institutions and partnerships, it contributes directly to the implementation of the 2030 Agenda and strengthens the capacity of societies to build more inclusive, resilient and sustainable development trajectories.



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