

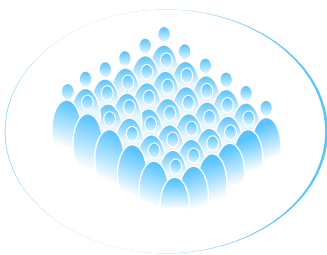
WORLD ASSOCIATION FOR DEVELOPMENT
ASSOCIATION MONDIALE POUR LE DEVELOPPEMENT
世界发展协会
الرابطة العالمية للتنمية
Всемирная ассоциация по развитию
ASOCIACIÓN MUNDIAL PARA EL DESARROLLO

SUSTAINABLE DEVELOPMENT OF PEOPLES

A global mission - A vision of the WAD

FRAMEWORK DOCUMENT

AUTONOMOUS INSTITUTIONS



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EXECUTIF SUMMARY

This general framework establishes the institutional foundations governing the autonomous institutions of the World Association for Development (WAD). It responds to a central challenge of contemporary development: strengthening the Association's capacity to translate its strategic vision into specialized, coherent, and sustainable interventions, in alignment with the 2030 Agenda and the Sustainable Development Goals. This framework thus aims to structure institutional arrangements capable of providing responses suited to the growing complexity of economic, social, environmental, and institutional challenges.

The autonomous institutions are defined as specialized entities, endowed with a framed functional autonomy, responsible for carrying specific mandates falling within the WAD's strategic priorities. They constitute durable institutional frameworks, distinct from projects and operational structures, making it possible to develop sectoral or thematic expertise, conduct specialized missions, and strengthen the Association's capacity for intervention in varied and demanding contexts.

This document establishes the structuring positioning of the autonomous institutions within the WAD's overall architecture. They intervene at the interface between strategic vision and programmatic and operational arrangements, in close articulation with the Global Programmes, the observatories, and the cross-cutting structures. This organization makes it possible to ensure the coherence of action, strengthen synergies among the components, and improve the overall effectiveness of interventions.

It defines the missions, mandates, and fields of intervention of the autonomous institutions, which cover functions of expertise, technical and institutional support, specialized implementation, coordination, and knowledge production. Through these functions, they contribute directly to the realization of the WAD's strategic priorities and to the development of structuring partnerships with States, international organizations, and technical and financial partners, guaranteeing the relevance, quality, and sustainability of interventions.

This framework also governs the principles of governance, steering, and accountability, grounded in transparency, responsibility, and institutional coherence. The autonomous institutions have an operational autonomy enabling them to act with effectiveness and responsiveness, while remaining fully aligned with the WAD's strategic orientations. Arrangements for monitoring, evaluation, risk management, and compliance are integrated in order to guarantee the performance, credibility, and sustainability of the actions undertaken.

Finally, this framework affirms the importance of the institutional, financial, and operational sustainability of the autonomous institutions. By setting themselves within a logic of partnership, continuous learning, and adaptation to changing contexts, they constitute strategic levers for strengthening the impact, credibility, and durability of the WAD's action. This framework thus stands as a structuring reference, guaranteeing the coherence, legibility, and effectiveness of the Association's institutional arrangement in the service of sustainable human development.

PREFACE

In any organization engaged in development, the clarity of roles, the specialization of functions, and the coherence of institutional arrangements constitute essential conditions of effectiveness and credibility. The creation of autonomous institutions is set within this requirement, making it possible to carry specific mandates with a high level of expertise, continuity, and responsibility, while strengthening the legibility and performance of the overall action.

It is in this logic that the World Association for Development (WAD) has chosen to equip itself with autonomous institutions, designed as specialized instruments in the service of its vision of sustainable human development. These institutions make it possible to structure action around targeted mandates, develop recognized expertise, and strengthen the WAD's capacity to intervene credibly and effectively in specific areas.

This general framework establishes the founding principles governing the creation, positioning, governance, and functioning of the WAD's autonomous institutions. It aims to guarantee the coherence of the entire institutional arrangement, while offering the flexibility needed to adapt interventions to sectoral, territorial, and contextual realities. In this sense, it constitutes a structuring frame of reference intended to strengthen the legibility, performance, and accountability of the autonomous institutions.

Beyond its organizational scope, this framework affirms a clear strategic orientation: to make the autonomous institutions essential levers of credibility, specialization, and transformation of the WAD's action. By establishing rigorous principles of governance, clarifying mandates, and framing intervention arrangements, it helps consolidate the trust of States, technical and financial partners, and international organizations.

Through this framework, the WAD reaffirms its commitment to promoting sustainable human development grounded in dignity, equity, solidarity, and collective responsibility. The autonomous institutions thus emerge as structuring pillars of its architecture, making it possible to strengthen the impact, coherence, and sustainability of its interventions in a constantly evolving environment.

H. Benjamin GNIMADI
Président Exécutif



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I — PREAMBLE AND PURPOSE OF THE DOCUMENT

I.1. Recall of the WAD's overall mandate

The World Association for Development (WAD) is an international organization dedicated to sustainable human development. It acts alongside peoples with the support of States, public institutions, international organizations, technical and financial partners, the private sector, and communities. Its action aims to reduce vulnerabilities, strengthen capacities, and support just and sustainable development trajectories.

The WAD stands at the interface between sustainable development, public policies, financing, and field action. It contributes to transforming inequalities, vulnerabilities, and financial resources into structured and financeable programmes and projects. These initiatives are designed and monitored according to internationally recognized standards, notably those of the 2030 Agenda and the Sustainable Development Goals. Within this perspective, the WAD has opted for an institutional architecture that combines a central core responsible for overall orientations with a set of specialized autonomous institutions, capable of intervening in specific areas, regions, or communities with targeted added value.

I.2. Rationale for the creation of the autonomous institutions

Today's development challenges are complex, interwoven, and often territorialized: food insecurity, multidimensional poverty, climate crises, social tensions, institutional fragilities, population displacements, and gender and generational inequalities, among others. They require both a comprehensive vision and responses suited to local, sectoral, or regional realities. A single structure, however solid, cannot on its own cover all these needs with the same level of proximity, expertise, and legitimacy. This is why the WAD has equipped itself with autonomous institutions that constitute its specialized arms.

Vocation of the institutions

01

Carry targeted mandates, connected to specific issues (thematic, geographic, professional).

02

Create spaces of cooperation and solidarity among actors facing common challenges.

03

Structure flagship projects and programmes capable of mobilizing financing and partnerships.

04

Bring the WAD even closer to territories, communities, and key sectors.



II — DEFINITION, NATURE, AND POSITIONING OF THE WAD'S AUTONOMOUS INSTITUTIONS

II.1. DEFINITION OF THE WAD'S AUTONOMOUS INSTITUTIONS

The autonomous institutions of the World Association for Development (WAD) are specialized entities created to carry specific mandates falling within the Association's strategic priorities. They constitute distinct institutional instruments, endowed with a functional identity of their own, while being fully integrated into the WAD's overall architecture.

These institutions are neither projects nor mere operational structures. They are designed as durable institutional frameworks, capable of developing sectoral or cross-cutting expertise, conducting specialized missions, and contributing in a structured manner to the realization of the development objectives pursued by the WAD.

II.2. INSTITUTIONAL NATURE AND FUNCTIONAL AUTONOMY

The WAD's autonomous institutions have a functional and operational autonomy suited to their mandate. This autonomy aims to enable them to act with effectiveness, responsiveness, and credibility in their respective fields of intervention, while respecting the strategic orientations, principles, and values of the WAD.

The autonomy granted to these institutions does not call into question their belonging to the WAD ecosystem. On the contrary, it constitutes a lever of institutional performance, making it possible to clearly distinguish the strategic, programmatic, and specialized functions, and to avoid an excessive centralization incompatible with the diversity and technical nature of the issues addressed.

II.3. JUSTIFICATION FOR THE CREATION OF THE AUTONOMOUS INSTITUTIONS

The creation of the autonomous institutions responds to the need to equip the WAD with arrangements capable of addressing complex and specialized issues in areas requiring a high level of expertise, continuity, and institutional recognition.

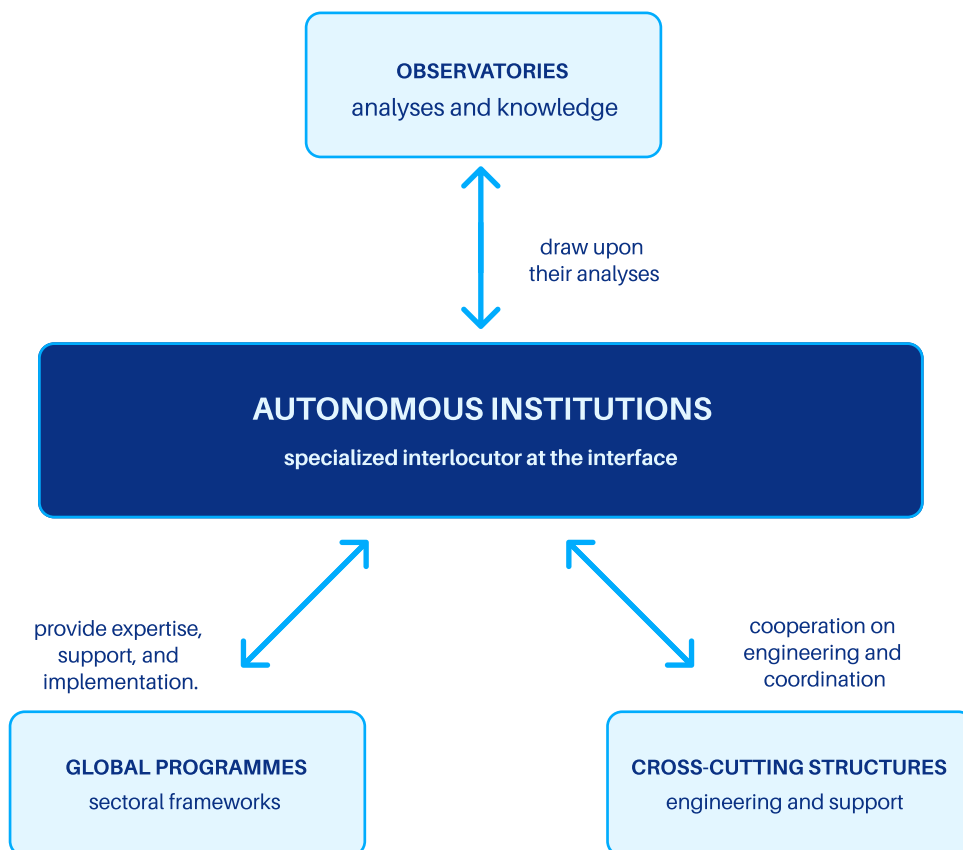
In a context marked by the growing complexity of development challenges, organizational models based on a single, multipurpose structure show their limits. The autonomous institutions enable the WAD to strengthen its capacity for intervention, deepen its sectoral expertise, and engage in credible dialogue with States, international organizations, and donors.

II.4. POSITIONING OF THE AUTONOMOUS INSTITUTIONS WITHIN THE WAD ARCHITECTURE

The autonomous institutions occupy a structuring position within the institutional architecture of the WAD. They stand at the interface between the Association's overall strategic vision and the programmatic and operational arrangements implemented in the various sectors.

They are articulated with

- **the Global Programmes**, to which they may bring expertise, technical support, or specialized implementation capacity;
- **the observatories**, whose analyses they may draw upon and to whose knowledge production they may contribute;
- and **the cross-cutting structures**, with which they cooperate on the functions of engineering, coordination, and support.



This positioning guarantees the overall coherence of the WAD arrangement while allowing a clear institutional specialization.

II.5. INSTITUTIONAL ADDED VALUE OF THE AUTONOMOUS INSTITUTIONS

The autonomous institutions strengthen the WAD's added value by consolidating its positioning as a structuring actor of development. They make it possible to carry clear mandates, develop recognized expertise, and offer partners legible and reassuring institutional frameworks. For States and donors, these institutions offer specialized interlocutors, capable of engaging in long-term partnerships and guaranteeing the continuity of interventions. For the WAD, they constitute a lever of credibility, performance, and sustainability of action.

II.6. MAPPING OF THE WAD'S AUTONOMOUS INSTITUTIONS AND STRATEGIC ARRANGEMENTS

The autonomous institutions of the World Association for Development are set within an overall architecture articulating knowledge production, sectoral action, and specialized support. They make it possible to transform strategic orientations into concrete interventions, while ensuring coherence with the international frameworks of sustainable development.

Within this arrangement, the autonomous institutions act in complementarity with the global observatories, which constitute the analytical and strategic foundation of the WAD's action.

The WAD's Global Observatories occupy a central function of knowledge production and decision support. They analyse economic, social, environmental, and institutional dynamics in order to inform public policies and investments. By providing reliable data, comparable analyses, and strategic interpretations, they contribute to improving the quality of decisions, anticipating risks, and orienting actions towards lasting impacts for the benefit of populations.

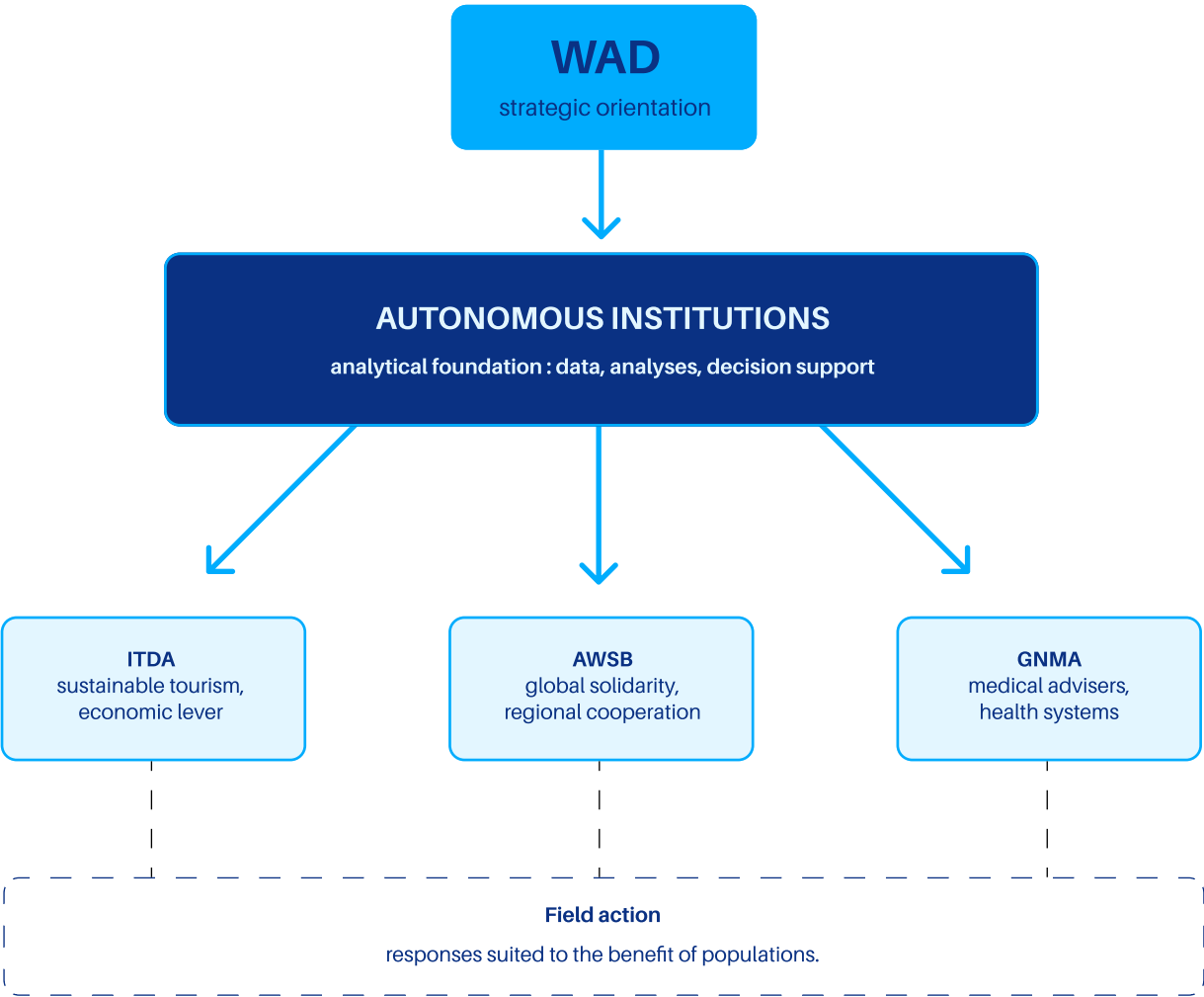
The International Tourism Development Agency (ITDA) acts as a structuring economic lever. It accompanies States and territories in developing sustainable tourism policies, fostering job creation, the valuing of local resources, and the inclusion of communities. Its action contributes directly to economic diversification and to the improvement of populations' incomes.

The Arab World Solidarity Bureau (AWSB) constitutes a framework of regional cooperation aimed at strengthening solidarity and cohesion among Arab countries. It supports social, economic, and humanitarian initiatives that contribute to reducing inequalities, protecting vulnerable populations, and strengthening regional stability.

The Global Network of Medical Advisers (GNMA) operates as an arrangement of expertise in the service of health systems. It supports States in health regulation, the improvement of the quality of care, and the protection of patients' rights. Its action contributes to guaranteeing more equitable access to health services and to strengthening the well-being of populations.

Together, these arrangements reflect an integrated approach to development, combining knowledge, action, and expertise. The observatories structure the understanding of issues, while the autonomous institutions ensure the implementation of suitable responses. This complementarity makes it possible to strengthen the impact of interventions, improve the coherence of policies, and support development trajectories that are sustainable, inclusive, and oriented towards the needs of peoples.

MAPPING OF THE AUTONOMOUS INSTITUTIONS AND STRATEGIC ARRANGEMENTS



III — MISSIONS, MANDATES, AND FIELDS OF INTERVENTION OF THE WAD'S AUTONOMOUS INSTITUTIONS

III.1. GENERAL MISSIONS OF THE AUTONOMOUS INSTITUTIONS

The WAD's autonomous institutions have as their principal mission to contribute, in their respective fields of competence, to the implementation of the Association's vision and strategic orientations. They are designed to carry specialized missions requiring a high level of expertise, institutional continuity, and capacity for intervention.

Through their missions, these institutions take part in strengthening the sectoral and thematic action of the WAD. They bring specific added value in terms of analysis, engineering, implementation, or institutional support, depending on the nature of their mandate. Their missions are defined so as to complement and strengthen the other components of the WAD ecosystem, without substituting for them.

III.2. INSTITUTIONAL MANDATES

Each autonomous institution of the WAD is endowed with a clearly defined institutional mandate, formalized at its creation. This mandate specifies the aims pursued, the responsibilities entrusted, and the institution's perimeter of intervention. It constitutes the frame of reference from which its activities and its relations with the other components of the WAD and with external partners are organized.

The institutional mandate makes it possible to distinguish the respective roles of the autonomous institutions, avoid overlaps of competence, and guarantee the overall coherence of the arrangement. It confers on each institution the legitimacy needed to act within its field of specialization and to engage in cooperation with States, international organizations, and technical and financial partners.

III.3. FIELDS OF INTERVENTION

The fields of intervention of the autonomous institutions are defined in coherence with their mandate and with the WAD's strategic priorities. They may cover sectoral, cross-cutting, or thematic areas, depending on the needs identified and the objectives pursued. These fields of intervention may include, depending on the case, functions of analysis and knowledge production, technical and institutional support, the design and implementation of specialized projects, or the coordination and facilitation of sectoral initiatives. Their definition aims to ensure a clear specialization of the autonomous institutions while fostering synergies with the Global Programmes and the other WAD arrangements.

The autonomous institutions enable the WAD to strengthen its capacity for intervention, deepen its sectoral expertise, and engage in credible dialogue with States, international organizations, and donors.

III.4. ARTICULATION OF MISSIONS WITH THE GLOBAL PROGRAMMES

The autonomous institutions intervene in close articulation with the WAD's Global Programmes. This articulation makes it possible to set their actions within coherent sectoral programmatic frameworks and to guarantee that their interventions contribute to the development objectives pursued at the scale of the Global Programmes.

Depending on their mandate, the autonomous institutions may bring specialized expertise, technical support, implementation capacities, or coordination functions in the service of the Global Programmes. This relationship of articulation strengthens the coherence of the WAD's sectoral action and avoids the dispersion of initiatives.

III.5. CONTRIBUTION TO THE WAD'S STRATEGIC PRIORITIES

Through their missions and mandates, the autonomous institutions contribute directly to the realization of the WAD's strategic priorities. They make it possible to translate the Association's overall vision into specialized actions, suited to the technical and institutional requirements of the areas concerned.

This contribution strengthens the WAD's capacity to intervene in a credible and structured manner in varied contexts, to engage in dialogue with high-level partners, and to support sustainable development dynamics. The autonomous institutions thus constitute an essential lever for the implementation and consolidation of the WAD's overall strategy.



IV — GOVERNANCE AND STEERING MECHANISMS OF THE WAD'S AUTONOMOUS INSTITUTIONS

IV.1. GENERAL PRINCIPLES OF GOVERNANCE

The governance of the WAD's autonomous institutions is designed to guarantee institutional coherence, decisional clarity, and the accountability of their actions. It aims to reconcile the functional autonomy granted to these institutions with their full integration into the vision, strategic orientations, and values of the WAD. The principles of governance rest on the separation of the functions of strategic orientation, institutional steering, and operational implementation. This separation makes it possible to avoid conflicts of roles, secure decision-making processes, and strengthen transparency in the management of resources and results.

IV.2. STRATEGIC LEVEL OF GOVERNANCE

The strategic level of governance of the autonomous institutions falls to the WAD's governing bodies. It is responsible for defining the general orientations applicable to all the autonomous institutions and ensuring their coherence with the Association's vision and strategic priorities.

At this level, governance addresses in particular the validation of the creation of the autonomous institutions, the approval of their mandates, and the definition of the general frameworks of governance, compliance, and accountability. The strategic level also ensures the articulation between the autonomous institutions and the other components of the WAD's architecture.

IV.3. INSTITUTIONAL STEERING OF THE AUTONOMOUS INSTITUTIONS

Each autonomous institution is endowed with an institutional steering arrangement responsible for ensuring the implementation of its mandate in accordance with the orientations defined by the WAD. This institutional steering serves to translate strategic orientations into frameworks of action specific to the institution, while guaranteeing the coherence of its interventions.

Institutional steering makes it possible to organize intervention priorities, supervise the execution of the missions entrusted, and ensure the proper use of resources. It also constitutes the frame of reference for dialogue with partners and for coordination with the Global Programmes and the other institutions of the WAD.

IV.4. OPERATIONAL AUTONOMY AND RESPONSIBILITIES

The operational autonomy granted to the autonomous institutions is exercised within the framework of the mandates entrusted to them. It aims to enable them to implement their missions with effectiveness, responsiveness, and expertise, taking into account the specific requirements of their fields of intervention. This autonomy is accompanied by clear responsibilities in terms of management, compliance, and results. The autonomous institutions are responsible for the quality of their interventions, for compliance with the applicable institutional frameworks, and for the contribution of their actions to the WAD's strategic objectives.

IV.5. COORDINATION AND ARTICULATION WITH THE WAD ECOSYSTEM

The governance of the autonomous institutions incorporates mechanisms of coordination with the other components of the WAD ecosystem. This coordination aims to guarantee the overall coherence of action, avoid overlaps, and foster synergies among arrangements.

The autonomous institutions cooperate with the Global Programmes, the observatories, and the cross-cutting structures according to defined arrangements, in order to ensure the alignment of their interventions with the sectoral programmatic frameworks and the strategic orientations of the WAD. This articulation strengthens the legibility and effectiveness of the institutional arrangement as a whole.

IV.6. ACCOUNTABILITY AND TRANSPARENCY OF GOVERNANCE

The governance of the autonomous institutions is grounded in accountability mechanisms aimed at guaranteeing the transparency of decisions, the appropriate use of resources, and the communication of the results obtained. These mechanisms make it possible to account for the actions carried out to the WAD's governing bodies, as well as to the partners and donors concerned.

Accountability constitutes a central element of the institutional credibility of the autonomous institutions. It helps to strengthen the trust of partners and to ensure the legitimacy of these institutions in their fields of intervention.



V — INTERVENTION ARRANGEMENTS, PARTNERSHIPS, AND COOPERATION OF THE WAD'S AUTONOMOUS INSTITUTIONS

V.1. GENERAL LOGIC OF INTERVENTION

The WAD's autonomous institutions intervene according to a logic grounded in specialization, coherence, and complementarity. Their intervention arrangements are defined according to their institutional mandate and are set within the WAD's strategic orientations and the programmatic frameworks carried by the Global Programmes.

The intervention of the autonomous institutions aims to respond to specific needs requiring a particular level of expertise, continuity, and institutional structuring. It is set within clearly defined frameworks, making it possible to guarantee the legibility of actions, coherence with development priorities, and accountability towards partners.

V.2. TYPOLOGY OF INTERVENTION ARRANGEMENTS

The autonomous institutions may intervene according to different arrangements, depending on the nature of their mandate and the needs identified. These arrangements may include functions of analysis and knowledge production, technical and institutional support, the design and implementation of specialized interventions, or the coordination and facilitation of sectoral initiatives.

These intervention arrangements are implemented in a manner complementary to the existing programmatic frameworks, notably the Global Programmes. They enable the autonomous institutions to bring a targeted and suitable contribution, without substituting for the other WAD arrangements.



Analysis and knowledge production

Producing data, analyses, and strategic interpretations.



Technical and institutional support

Strengthening capacities and accompanying actors.



Specialized design and implementation

Designing and deploying targeted interventions.



Coordination and facilitation

Animating and connecting sectoral initiatives.

V.3. INSTITUTIONAL PARTNERSHIPS

The autonomous institutions develop institutional partnerships with States, international organizations, technical and financial partners, academic institutions, and civil society organizations, according to arrangements suited to their mandate and fields of intervention.

These partnerships aim to strengthen the relevance, reach, and sustainability of interventions. They are established on the basis of formalized frameworks specifying the objectives pursued, the roles and responsibilities of the parties, and the arrangements for coordination and accountability.

V.4. COOPERATION WITH THE GLOBAL PROGRAMMES

Cooperation between the autonomous institutions and the Global Programmes constitutes a structuring principle of the WAD's action. This cooperation makes it possible to set the interventions of the autonomous institutions within coherent sectoral frameworks and to guarantee their contribution to the development objectives pursued at the scale of the Global Programmes.

Depending on their mandate, the autonomous institutions may intervene in support of the Global Programmes, contribute to the design and implementation of specific actions, or strengthen the institutional capacities needed to achieve sectoral objectives. This cooperation strengthens the overall coherence of the WAD's action and fosters the complementarity of arrangements.

V.5. COOPERATION WITH THE OBSERVATORIES AND CROSS-CUTTING STRUCTURES

The autonomous institutions also cooperate with the WAD's observatories and cross-cutting structures. This cooperation aims to ensure an effective articulation among knowledge production, institutional engineering, and the implementation of interventions.

The observatories provide analyses and data that make it possible to inform the strategic and programmatic choices of the autonomous institutions. The cross-cutting structures bring methodological, technical, and organizational support, helping to strengthen the quality and coherence of interventions.

V.6. COORDINATION OF INTERVENTIONS AND MANAGEMENT OF INTERFACES

The multiplicity of actors and arrangements involved in development action requires a structured coordination of interventions. The autonomous institutions take part in this coordination by ensuring the clarity of the interfaces among their actions, those of the Global Programmes, and those of external partners.

This coordination aims to avoid overlaps, strengthen synergies, and ensure an efficient use of resources. It also helps to offer partners and beneficiaries a clear and coherent reading of the action carried out by the WAD and its autonomous institutions.



VI — MONITORING, ACCOUNTABILITY, AND EVALUATION OF THE WAD'S AUTONOMOUS INSTITUTIONS

VI.1. STAKES OF MONITORING AND ACCOUNTABILITY

Monitoring and accountability constitute essential components of the institutional framework of the WAD's autonomous institutions. As entities endowed with functional autonomy, these institutions must be able to account, in a regular and structured manner, for their actions, the use of the resources entrusted to them, and the results obtained.

These arrangements aim to guarantee transparency, strengthen the trust of partners, and ensure the alignment of interventions with the WAD's strategic orientations. They also contribute to the institutional credibility of the autonomous institutions in their respective fields of intervention.

VI.2. INSTITUTIONAL MONITORING ARRANGEMENT

Each autonomous institution puts in place an institutional monitoring arrangement making it possible to assess the progress of its missions, the coherence of its interventions, and its contribution to the objectives defined in its mandate. This monitoring covers the activities implemented, the resources mobilized, and the results obtained.

Institutional monitoring is designed to feed the institution's internal steering, but also to provide the WAD's governing bodies with reliable and consolidated information on the performance and relevance of the actions carried out. It constitutes a central tool of decision support and strategic adjustment.

VI.3. ACCOUNTABILITY TOWARDS THE WAD AND PARTNERS

The autonomous institutions are subject to obligations of accountability towards the WAD, as entities belonging to its institutional ecosystem. This accountability concerns compliance with the mandate, alignment with strategic orientations, the management of resources, and the production of results.

They are also required to account, according to suitable arrangements, to the technical and financial partners involved in their interventions. This accountability helps to secure partnerships, strengthen transparency, and facilitate the mobilization of resources around credible institutional frameworks.

VI.4. EVALUATION OF THE AUTONOMOUS INSTITUTIONS

Evaluation constitutes an essential tool for assessing the relevance, effectiveness, and sustainability of the WAD's autonomous institutions. It makes it possible to analyse the extent to which these institutions fulfil the missions entrusted to them and contribute to the Association's strategic objectives.

Evaluations may address the institutional arrangements, the intervention arrangements, or the results obtained. They are carried out according to suitable methods and at defined intervals, in order to inform decisions relating to the evolution, adjustment, or strengthening of the autonomous institutions.

VI.5. INSTITUTIONAL LEARNING AND CONTINUOUS IMPROVEMENT

The monitoring and evaluation arrangements of the autonomous institutions are set within a logic of institutional learning. The lessons drawn from the analysis of results, evaluations, and feedback are used to continuously improve practices, frameworks of intervention, and governance mechanisms.

This learning helps to strengthen the quality and relevance of interventions, adapt the autonomous institutions to the evolution of contexts, and consolidate their role within the WAD ecosystem. It also takes part in the dissemination of good practices and in the overall improvement of institutional performance.

VI.6. COMMUNICATION AND DISSEMINATION OF RESULTS

The communication of results constitutes an important element of the accountability of the autonomous institutions. It aims to inform stakeholders of the actions carried out, the results obtained, and the lessons learned, according to arrangements suited to the different audiences.

This communication helps to strengthen the visibility, legitimacy, and credibility of the autonomous institutions, while supporting dialogue with partners and the mobilization of resources. It is set within a logic of transparency and shared responsibility.



VII — RISK MANAGEMENT, COMPLIANCE, AND SUSTAINABILITY OF THE WAD'S AUTONOMOUS INSTITUTIONS

VII.1. STAKES OF RISK MANAGEMENT

The WAD's autonomous institutions operate in complex and evolving environments, marked by institutional, financial, social, and operational uncertainties. Risk management constitutes, in this respect, an essential component of their operating framework, aimed at anticipating and mastering the factors likely to affect the fulfilment of their missions.

This approach aims to secure interventions, protect the resources mobilized, and preserve the institutional credibility of the autonomous institutions. It also responds to the growing requirements of States and technical and financial partners in terms of risk control and continuity of action.

VII.2. TYPOLOGY OF RISKS CONSIDERED

The autonomous institutions take into account all the risks likely to affect their functioning and their interventions. These risks may be institutional in nature, linked to governance, the legal framework, or organizational capacities; operational, linked to the implementation of actions and the coordination of actors; financial, linked to the mobilization, management, and durability of resources; and social and environmental, linked to the potential impacts of interventions on populations and ecosystems.

The identification and analysis of these risks are integrated into the design of mandates, the planning of interventions, and the monitoring arrangements, in order to allow informed decision-making suited to intervention contexts.

VII.3. RISK MANAGEMENT AND MITIGATION ARRANGEMENT

Risk management rests on mechanisms making it possible to anticipate, assess, and mitigate the risks identified. These mechanisms are integrated into the processes of institutional steering and monitoring of interventions, and aim to reduce the probability and impact of risks on the fulfilment of the missions entrusted.

Mitigation measures may include the strengthening of institutional capacities, the adaptation of intervention arrangements, the diversification of partnerships and sources of financing, and the adjustment of priorities and frameworks of action. This approach helps to strengthen the resilience of the autonomous institutions in the face of contingencies and the evolution of contexts.

VII.4. INSTITUTIONAL COMPLIANCE AND APPLICABLE REQUIREMENTS

The WAD's autonomous institutions carry out their missions in compliance with the rules, procedures, and principles defined by the Association, as well as the applicable requirements imposed by partners and donors. Compliance concerns in particular legal, fiduciary, social, and environmental aspects, as well as the principles of transparency and accountability.

The compliance arrangements aim to guarantee that interventions are implemented in accordance with the commitments undertaken and the applicable frameworks. They constitute a key element of the relationship of trust with partners and contribute to the legitimacy and credibility of the autonomous institutions.

VII.5. CONSIDERATION OF SOCIAL AND ENVIRONMENTAL CONCERNS

The autonomous institutions integrate, in a cross-cutting manner, the social and environmental concerns linked to their interventions. This integration aims to prevent negative impacts, promote inclusion, and strengthen the positive effects of the actions carried out.

The consideration of these concerns is set within a logic of sustainable development and alignment with the international frameworks for social and environmental protection. It contributes to the acceptability of interventions and to their long-term sustainability.

VII.6. INSTITUTIONAL SUSTAINABILITY OF THE AUTONOMOUS INSTITUTIONS

The sustainability of the autonomous institutions rests on their capacity to set themselves within time, strengthen their organizational capacities, and maintain the relevance of their mandates. It presupposes solid governance, effective steering arrangements, and a capacity to adapt to the evolution of contexts and strategic priorities.

The autonomous institutions aim to strengthen their institutional ownership, develop long-term partnerships, and contribute in an enduring manner to the development objectives pursued by the WAD.

VII.7. FINANCIAL SUSTAINABILITY AND RESILIENCE

The financial sustainability of the autonomous institutions constitutes a central stake for the continuity of their missions. It rests on the diversification of sources of financing, the mobilization of durable partnerships, and the alignment of interventions with the priorities of States and partners.

The capacity to anticipate and manage fluctuations in financing contributes to the resilience of the autonomous institutions and to the stability of their interventions. This resilience constitutes a key factor of credibility and trust for partners and donors.



VIII — FINAL PROVISIONS AND PROSPECTS FOR EVOLUTION OF THE WAD'S AUTONOMOUS INSTITUTIONS

VIII.1. SCOPE AND VALUE OF THE GENERAL FRAMEWORK DOCUMENT

This general framework document constitutes the common institutional reference applicable to all of the WAD's autonomous institutions, existing and future. It defines the fundamental principles relating to their creation, positioning, governance, and intervention arrangements, as well as their obligations in terms of accountability, compliance, and sustainability. In this capacity, it stands as a framework of coherence and legibility, intended to guarantee the doctrinal unity of the WAD while allowing the diversity and specialization of the autonomous institutions. It also serves as a reference document for dialogue with States, technical and financial partners, and other stakeholders.

VIII.2. ARTICULATION WITH THE SPECIFIC FRAMEWORK DOCUMENTS

The general framework document is complemented by specific framework documents proper to each autonomous institution. These documents specify, for each entity, the particular mandate, the missions, the fields of intervention, the governance arrangements, and the operational arrangements suited to its field of specialization.

The specific framework documents are drawn up in compliance with the principles defined by this general framework document. They make it possible to ensure a coherent and contextualized declension of the common institutional orientations, while taking into account the requirements proper to each autonomous institution.

VIII.3. EVOLUTION AND ADAPTATION OF THE INSTITUTIONAL FRAMEWORK

The institutional framework of the WAD's autonomous institutions is designed as an evolving arrangement. It may be adapted in order to take into account the evolution of development contexts, the WAD's strategic priorities, and the lessons drawn from experience.

Any evolution of the general framework or of the specific frameworks is set within a structured institutional process, aimed at preserving the coherence of the entire arrangement and guaranteeing the continuity of the missions entrusted to the autonomous institutions. This capacity for adaptation contributes to the relevance and sustainability of the WAD's institutional model.

VIII.4. CREATION OF NEW AUTONOMOUS INSTITUTIONS

The creation of new autonomous institutions falls to a strategic decision of the WAD, based on the identification of specific needs or fields of intervention requiring a dedicated institutional framework. It rests on a prior analysis addressing the relevance of the envisaged mandate, the expected added value, and the WAD's capacity to support the new institution durably.

This process aims to guarantee that any new autonomous institution is set coherently within the WAD's overall architecture and contributes effectively to the realization of its strategic objectives.

VIII.5. CONSOLIDATION AND SUSTAINING OF THE ARRANGEMENT

The consolidation of the autonomous institutions constitutes a priority for the WAD. It rests on the strengthening of governance, the continuous clarification of mandates, the improvement of monitoring and accountability arrangements, and the mobilization of durable partnerships and resources.

This consolidation aims to ensure the durability of the autonomous institutions, strengthen their credibility with partners, and maximize their contribution to the development dynamics carried by the WAD.

VIII.6. FINAL PROVISIONS

This general framework document enters into force as of its validation by the competent bodies of the WAD. It is applicable to all of the autonomous institutions falling under the Association, subject to the specific provisions set out in their respective framework documents.

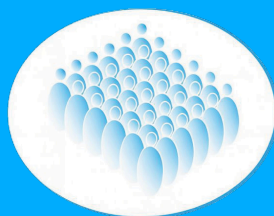
It constitutes a common institutional foundation, intended to accompany the development, structuring, and evolution of the WAD's autonomous institutions within a logic of coherence, responsibility, and sustainability.



GENERAL CONCLUSION

This general framework document establishes the common foundations of the arrangement of the WAD's autonomous institutions. It aims to strengthen the strategic coherence, institutional credibility, and operational effectiveness of the entire system, in the service of the objectives of sustainable human development.

By offering a clear, demanding, and shared framework, it constitutes a reference tool for States, donors, technical and financial partners, as well as for the autonomous institutions themselves. It reflects the WAD's ambition to build solid partnerships, grounded in trust, transparency, and the pursuit of a lasting impact for the benefit of populations and territories.



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Sustainable development of peoples
A global vision — A mission of the WAD
(World Association for Development)