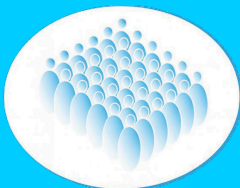




SUSTAINABLE DEVELOPMENT OF PEOPLES

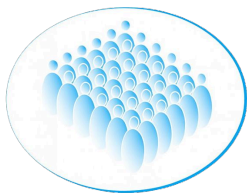
A global mission - A vision of the WAD



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FRAMEWORK DOCUMENT

GLOBAL PROGRAMMES



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FRAMEWORK DOCUMENT

GLOBAL PROGRAMMES

EXECUTIVE SUMMARY

The contemporary challenges of sustainable human development call for structured approaches capable of overcoming the fragmentation of interventions and producing lasting sectoral transformations. In many contexts, the proliferation of isolated projects limits the coherence of action, complicates coordination among stakeholders, and reduces the capacity to demonstrate consolidated results at the sectoral level.

To address these limitations, the World Association for Development (WAD) has established sectoral Global Programmes, conceived as programmatic frameworks of reference. These programmes do not constitute projects in themselves, but structuring instruments that make it possible to organise, coordinate, and steer the full range of interventions in priority areas such as health, education, the environment, and child protection.

The Global Programmes are grounded in a programmatic approach based on sectoral planning, results-based steering, and the coordination of interventions. They make it possible to position projects and activities within a coherent logic, aligned with national public policies and international development frameworks. This approach strengthens the visibility of action, improves the efficiency of resource use, and facilitates the mobilisation of funding.

This framework document sets out the common principles governing these Global Programmes — in particular their architecture, governance, programming arrangements, and articulation with projects and partners. It also specifies the mechanisms for monitoring, evaluation, and accountability, ensuring transparent management, rigorous measurement of results, and the continuous improvement of interventions.

The Global Programmes also constitute partnership platforms, fostering the coordinated mobilisation of States, donors, international organisations, the private sector, and civil society. They facilitate multi-year planning, the consolidation of resources, and the alignment of interventions around shared sectoral objectives.

Ultimately, the WAD's Global Programmes represent a strategic lever for strengthening the coherence, credibility, and impact of development action. They offer a structured, legible, and evolving framework that makes it possible to transform commitments into lasting results, contributing effectively to the Sustainable Development Goals and to the priorities of States and partners.

PREFACE

The challenges of sustainable human development today call for structured, coherent responses anchored over the long term. In many contexts, interventions remain dispersed across isolated projects, one-off initiatives, and poorly articulated actions. This fragmentation limits the capacity to produce lasting sectoral transformations, complicates the coordination of stakeholders, and makes it more difficult to demonstrate consolidated results.

In response to these observations, the World Association for Development (WAD) has chosen to structure its action through sectoral Global Programmes. These Global Programmes constitute programmatic frameworks of reference within which the projects and activities of the WAD and its partners are positioned. They make it possible to group interventions by domain (health, education, environment, childhood, and so on), to ensure their coherence, to strengthen alignment with public policies, and to facilitate results-based steering.

This general framework document formalises the common principles governing the WAD's Global Programmes. It clarifies their nature, their role within the WAD's institutional architecture, and the general arrangements for governance, programming, partnership, and accountability. It constitutes a structuring reference intended to offer States, technical and financial partners, and other stakeholders a legible, credible, and reassuring framework for engagement and cooperation.

H. Benjamin GNIMADI
Président Exécutif



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INTRODUCTION

The development sectors — notably health, education, the environment, and child protection — require interventions capable of producing lasting effects on systems, institutions, and populations. Yet experience shows that the accumulation of projects, however relevant, does not by itself guarantee significant sectoral transformations when interventions are not embedded within a common trajectory and a shared strategic framework.

The WAD's Global Programmes are intended to address this limitation. They provide a framework for sectoral planning and structuring that makes it possible to integrate projects and activities within a coherent programmatic logic. This approach strengthens coordination among interventions, facilitates the mobilisation of resources, improves the coherence of investments, and supports accountability for consolidated sectoral results.

This general framework document aims to define the common foundations of this programmatic approach. It specifies what a WAD Global Programme encompasses, how it articulates with projects and activities, which principles guide its governance, and how it ensures the coherence, transparency, and effectiveness of sectoral action. As such, it constitutes a reference base for the creation, organisation, and evolution of existing and future Global Programmes.

I — DEFINITION, NATURE AND POSITIONING OF THE WAD'S GLOBAL PROGRAMMES

I.1. DEFINITION OF THE WAD'S GLOBAL PROGRAMMES

The Global Programmes of the World Association for Development constitute **sectoral programmatic frameworks** through which the WAD organises, structures, and brings coherence to its action in the main fields of development. They are neither projects nor operational activities, but reference instruments intended to frame and steer the full range of interventions falling within a given sector.

A Global Programme defines a clear sectoral perimeter, shared development objectives, and a common intervention logic. It serves as the framework within which the projects, activities, pilot initiatives, and partnerships implemented by the WAD and its partners in the relevant field are positioned. As such, it makes it possible to move beyond a logic of one-off actions and to embed interventions within a structured sectoral trajectory.

I.2. PROGRAMMATIC NATURE OF THE GLOBAL PROGRAMMES

The Global Programmes follow a **programmatic approach** grounded in sectoral planning, the coordination of interventions, and results-based steering. Their programmatic nature implies that projects and activities are not designed autonomously, but as contributions to sectoral objectives defined at the programme level.

This approach strengthens the coherence of interventions, facilitates their articulation with national public policies and international reference frameworks, and improves the visibility of the WAD's action. It also offers a more robust framework for the monitoring, evaluation, and consolidation of results, enabling a sectoral reading of the effects produced by the full range of interventions.

I.3. POSITIONING OF THE GLOBAL PROGRAMMES WITHIN THE WAD'S ARCHITECTURE

Within the WAD's institutional architecture, the Global Programmes occupy an intermediate position between the organisation's overall strategic vision and the operational interventions implemented in the field. They constitute the level at which the WAD's vision and strategic orientations are translated into operational sectoral frameworks.

The Global Programmes draw on the analyses and knowledge produced by the Global Observatories, as well as on the engineering and cross-cutting functions carried out by the WAD's Structures. They then organise sectoral action by defining coherent frameworks within which projects and activities can be designed, implemented, and monitored.

This positioning ensures a clear articulation between knowledge, strategy, and action, while strengthening the coherence and legibility of the WAD's overall apparatus.

I.4. SECTORAL SCOPE AND AREAS OF INTERVENTION

Each Global Programme covers a **specific sectoral or thematic domain**, corresponding to the WAD's intervention priorities. By way of illustration, these domains may include health, education, the environment, child protection and development, as well as any other sector deemed a priority in light of development challenges.

The sectoral scope of a Global Programme is defined so as to encompass the full range of interventions falling within the relevant domain, while leaving the flexibility needed to adapt to geographic, institutional, and social contexts. This clear sectoral definition makes it possible to structure action, facilitate coordination among stakeholders, and offer partners a legible framework for engagement and cooperation.

I.5. ADDED VALUE OF THE GLOBAL PROGRAMMES

The WAD's Global Programmes bring significant added value in terms of strategic coherence, operational effectiveness, and institutional credibility. By structuring action around clear sectoral frameworks, they make it possible to better align interventions, pool efforts, and strengthen the impact of the resources mobilised.

They also offer States, donors, and technical and financial partners a reassuring framework for engagement and funding, by facilitating planning, coordination, and accountability. Through the Global Programmes, the WAD strengthens its capacity to carry lasting sectoral dynamics and to contribute in a structured manner to development objectives.



II — CONTEXT AND RATIONALE FOR THE CREATION OF THE WAD'S GLOBAL PROGRAMMES

II.1. GENERAL DEVELOPMENT CONTEXT

The sectors of human development today face multiple and interdependent challenges. Health, education, environmental protection, and child development systems are subject to growing pressures linked to demographic change, climate change, social inequalities, and economic and institutional constraints. These dynamics make the design and implementation of effective and sustainable public policies more complex.

In this context, development interventions are called upon to produce both immediate and structural results. They must respond to urgent needs while contributing to long-term transformations. This dual requirement calls for intervention frameworks capable of moving beyond one-off approaches and structuring action over time.

II.2. LIMITATIONS OF APPROACHES BASED ON ISOLATED PROJECTS

Development experience shows that the proliferation of projects, however technically relevant, does not by itself guarantee lasting sectoral transformations. When interventions are designed and implemented in isolation, they tend to produce fragmented effects that are difficult to capitalise on and poorly integrated with public policies.

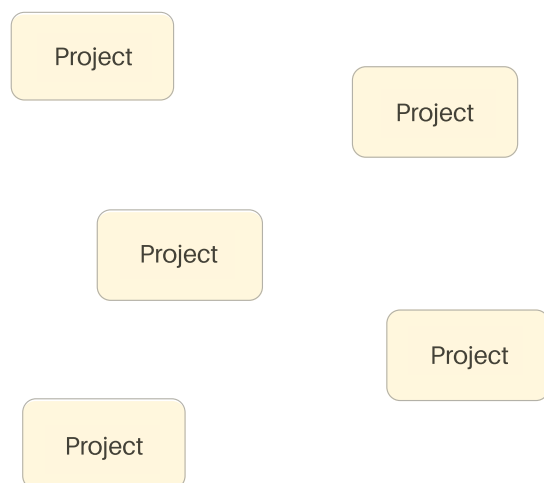
This fragmentation complicates coordination among stakeholders, limits synergies, and makes it more difficult to demonstrate the overall impact of the resources mobilised. It can also weaken the ownership of interventions by national and local institutions in the absence of clear and shared sectoral frameworks.

II.3. THE NEED FOR SECTORAL PROGRAMMATIC FRAMEWORKS

In response to these limitations, recourse to sectoral programmatic frameworks appears to be a necessity. Such frameworks make it possible to organise interventions around common objectives, clearly defined priorities, and a shared vision of change. They facilitate the articulation among projects, strengthen the coherence of interventions, and support results-based steering.

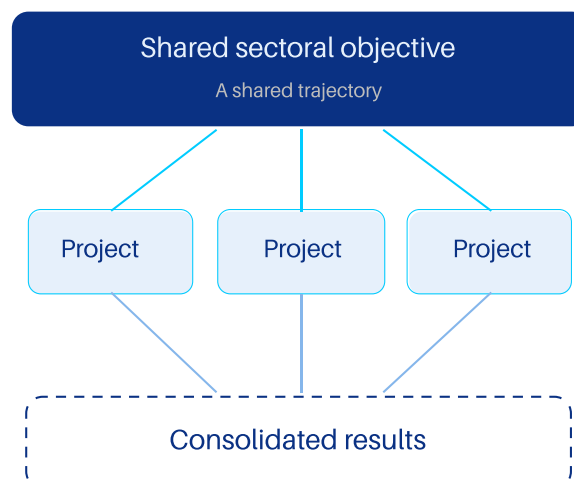
The WAD's Global Programmes meet this need by providing structuring instruments for sectoral action. They make it possible to group interventions by domain, to ensure their coherence, and to create legible sectoral trajectories that can be supported by States and partners.

Without a framework: isolated projects



Fragmented effects, little synergy

With a Global Programme



Coherence, coordination, measurable impact

II.4. EXPECTATIONS OF STATES AND TECHNICAL AND FINANCIAL PARTNERS

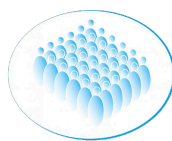
States and technical and financial partners express a growing demand for clear, coherent intervention frameworks aligned with public policies and sectoral strategies. They seek instruments capable of facilitating coordination, securing funding, and demonstrating measurable results at the sectoral level.

The Global Programmes constitute a response to these expectations. By structuring action around stabilised sectoral frameworks, they offer partners a legible entry point for engagement, cooperation, and funding. They strengthen the predictability of interventions and support accountability for consolidated results.

II.5. INSTITUTIONAL RATIONALE FOR THE GLOBAL PROGRAMMES APPROACH

The creation of the Global Programmes is part of an institutional logic aimed at strengthening the coherence, effectiveness, and credibility of the WAD's action. By adopting a sectoral programmatic approach, the WAD equips itself with an instrument enabling it to organise its action in a structured manner, to better articulate its interventions with national and international frameworks, and to strengthen its capacity to produce lasting impacts.

This approach also constitutes a lever for improving internal governance, strategic steering, and resource mobilisation. It enables the WAD to position itself as an actor capable of carrying coherent, long-term sectoral dynamics, in partnership with States and other development stakeholders.



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Une vision mondiale, Une vision de l'AMD



III — VISION, OBJECTIVES AND EXPECTED RESULTS OF THE WAD'S GLOBAL PROGRAMMES

III.1. VISION OF THE WAD'S GLOBAL PROGRAMMES

The WAD's Global Programmes are part of a development vision grounded in sectoral coherence, continuity of action, and the pursuit of lasting transformations. This vision rests on the conviction that the challenges of human development can only be effectively met through structured, coordinated interventions embedded within clear programmatic frameworks.

Through the Global Programmes, the WAD aims to contribute to measurable sectoral changes by supporting the strengthening of systems, public policies, and institutional capacities. The vision carried by these programmes favours an integrated approach, capable of moving beyond one-off responses to support medium- and long-term development dynamics.

III.2. GENERAL OBJECTIVE OF THE GLOBAL PROGRAMMES

The general objective of the WAD's Global Programmes is to structure and strengthen the Association's sectoral action in order to improve the impact, coherence, and sustainability of the interventions implemented in its priority domains.

The purpose of the Global Programmes is to provide sectoral frameworks of reference within which projects and activities can be designed, coordinated, and monitored in a coherent manner. They thereby aim to optimise the use of mobilised resources, strengthen coordination among stakeholders, and facilitate the demonstration of consolidated sectoral results.

III.3. SPECIFIC OBJECTIVES

At an operational level, the Global Programmes pursue several complementary specific objectives. They aim first to ensure the alignment of projects and activities with clearly defined sectoral objectives, avoiding the dispersion of interventions. They also seek to strengthen coordination among the various stakeholders involved in a given sector, whether public institutions, technical and financial partners, or civil society organisations.

The Global Programmes also aim to improve the visibility and predictability of the WAD's action. By offering stabilised programmatic frameworks, they facilitate partner engagement, support multi-year planning, and strengthen accountability for measurable results.

III.4. EXPECTED RESULTS AT THE LEVEL OF THE GLOBAL PROGRAMMES

The expected results of the Global Programmes lie at several levels. In the short and medium term, they translate into greater coherence of sectoral interventions, strengthened coordination among projects, and more efficient use of the resources mobilised.

Over the longer term, the Global Programmes aim to contribute to lasting sectoral transformations by supporting the improvement of public policies, the strengthening of systems, and the enhancement of institutional capacities. These results should make it possible to durably improve the living conditions of the populations concerned, in coherence with the development objectives pursued.

III.5. CONTRIBUTION TO INTERNATIONAL DEVELOPMENT FRAMEWORKS

The WAD's Global Programmes are designed to fit within the international frameworks of reference for sustainable development. They contribute to the sectoral implementation of international commitments by ensuring their translation into coherent and coordinated programmatic actions.

This contribution strengthens the relevance and credibility of the Global Programmes among States and international partners. It also makes it possible to ensure the alignment of the WAD's interventions with global development priorities, while taking into account the specific contexts and needs of the countries and populations concerned.



IV — ARCHITECTURE AND STRUCTURING OF THE WAD'S GLOBAL PROGRAMMES

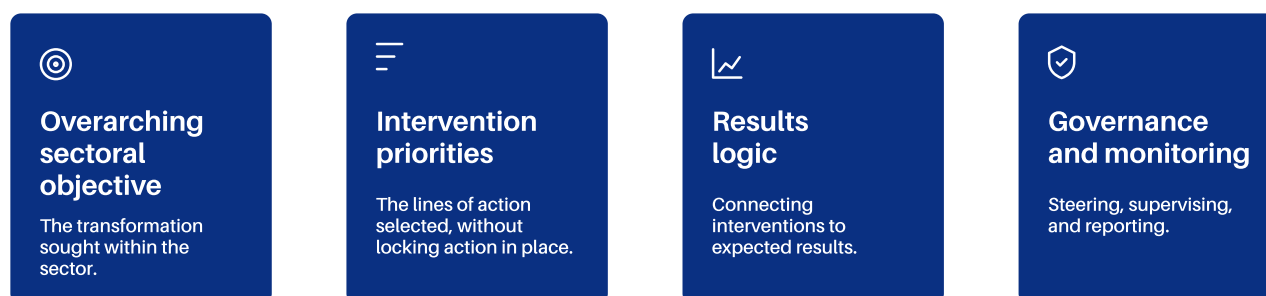
IV.1. GENERAL PRINCIPLES OF STRUCTURING

The architecture of the WAD's Global Programmes rests on structuring principles aimed at ensuring the coherence, legibility, and sustainability of sectoral action. Each Global Programme is conceived as a stable framework, capable of organising the full range of interventions falling within a given domain while remaining sufficiently flexible to adapt to contexts and intervention priorities.

This structuring makes it possible to position projects and activities within a common programmatic logic, grounded in shared sectoral objectives and a clearly defined vision of transformation. It constitutes the organisational foundation from which the planning, coordination, and monitoring of interventions are articulated.

IV.2. CONSTITUTIVE COMPONENTS OF A GLOBAL PROGRAMME

Each Global Programme is structured around common components that define its framework of reference and guide the full range of interventions positioned within it. These components include, in particular, an overarching sectoral objective, intervention priorities, a results logic, and governance and monitoring mechanisms.



These elements do not constitute rigid compartments, but structuring reference points that ensure the internal coherence of the Global Programme. They facilitate the positioning of projects and activities, as well as the consolidation of results at the sectoral level.

IV.3. SECTORAL OBJECTIVES AND INTERVENTION PRIORITIES

The overarching sectoral objective constitutes the central element of each Global Programme's architecture. It expresses the transformation sought in the relevant domain and guides all programmatic choices. This objective is broken down into intervention priorities, defined in light of sectoral challenges, identified needs, and national and international reference frameworks.

Intervention priorities make it possible to structure action without locking it in place. They provide a framework of orientation for the design and selection of projects, while leaving the flexibility needed to respond to the diversity of contexts and situations.

IV.4. ARTICULATION AMONG GLOBAL PROGRAMMES, PROJECTS AND ACTIVITIES

The Global Programmes constitute the intermediate level of structuring between the WAD's overall strategy and operational interventions. Projects and activities are positioned within the Global Programmes as programmatic contributions, situated in relation to the defined sectoral objectives and priorities.

This articulation makes it possible to ensure that each project participates in a broader sectoral dynamic and contributes to consolidated results. It also facilitates coordination among interventions, the pooling of efforts, and the legibility of the WAD's action vis-à-vis partners and donors.

IV.5. INTERSECTORAL COHERENCE AND COMPLEMENTARITIES

The architecture of the Global Programmes is designed to foster coherence and complementarities among sectors. The interactions among the WAD's various areas of intervention are taken into account in order to promote integrated approaches to development.

This intersectoral coherence makes it possible to address development challenges in a systemic manner, to avoid overlaps, and to strengthen the overall impact of interventions. It contributes to positioning the Global Programmes as frameworks capable of supporting complex and cross-cutting development dynamics.

IV.6. EVOLVABILITY OF THE PROGRAMMATIC ARCHITECTURE

The architecture of the WAD's Global Programmes is conceived as an evolving framework. It can be adjusted in line with changing contexts, the Association's strategic priorities, and the lessons drawn from programme implementation.

This capacity for adaptation makes it possible to maintain the relevance of the Global Programmes over time, while ensuring the stability needed for planning, resource mobilisation, and the steering of interventions. It constitutes an essential element of the sustainability and credibility of the WAD's programmatic apparatus.



V — GOVERNANCE AND STEERING OF THE WAD'S GLOBAL PROGRAMMES

V.1. GOVERNANCE CHALLENGES FOR THE GLOBAL PROGRAMMES

The governance of the WAD's Global Programmes addresses a central challenge: ensuring that the Association's sectoral action is coherent, controlled, and oriented towards lasting results. As sectoral programmatic frameworks, the Global Programmes require a governance arrangement capable of organising decisions, coordinating interventions, and guaranteeing accountability to stakeholders.

This governance aims to avoid the dispersion of initiatives, to secure the alignment of projects with the defined sectoral objectives, and to strengthen the WAD's institutional credibility among States and technical and financial partners. It thus constitutes an essential lever for the performance and sustainability of the Global Programmes.

V.2. GENERAL PRINCIPLES OF GOVERNANCE

The governance of the WAD's Global Programmes rests on principles intended to frame the entire programmatic cycle. It is grounded in clarity of roles and responsibilities, the separation of decision-making, steering, and implementation functions, and transparency in the management of resources and results.

These principles make it possible to ensure a balance between strategic steering and operational flexibility. They guarantee that decisions concerning sectoral orientations, the programming of interventions, and the monitoring of results are taken within clearly defined frameworks, while leaving project owners responsible for execution.

V.3. STRATEGIC LEVEL OF GOVERNANCE

The strategic level of governance falls to the WAD's governing bodies. It is responsible for defining and validating the general orientations of the Global Programmes, in coherence with the Association's vision and strategic priorities.

At this level, governance concerns in particular the validation of the creation of Global Programmes, the approval of their overarching sectoral objectives, and the guarantee of their alignment with international development frameworks. The strategic level also ensures coherence among the various Global Programmes and their articulation with the other components of the WAD's architecture, notably the Observatories and the cross-cutting Structures..

V.4. PROGRAMMATIC STEERING OF THE GLOBAL PROGRAMMES

Programmatic steering constitutes the operational core of the governance of the Global Programmes. It is exercised at the level of each Global Programme and aims to translate strategic orientations into concrete and operational programmatic frameworks.

The role of this steering is to organise sectoral programming, to ensure the coherence of the projects and activities positioned within the Global Programme, and to ensure the overall monitoring of implementation. It also makes it possible to identify intervention priorities, anticipate the risks of fragmentation, and propose the adjustments needed in line with changing contexts and needs.

V.5. POSITIONING AND SUPERVISION OF PROJECTS AND ACTIVITIES

The positioning of projects and activities within the Global Programmes constitutes a central mechanism of programmatic governance. It makes it possible to ensure that each intervention supported by the WAD falls within a clear sectoral framework and effectively contributes to the defined objectives.

Once positioned, projects and activities are subject to programmatic supervision covering their coherence with sectoral priorities, their progress, and their contribution to the expected results. This supervision does not replace operational management but aims to guarantee the alignment and coherence of the entire portfolio of interventions.

V.6. ARTICULATION WITH STATES AND PARTNERS

The governance of the Global Programmes provides for mechanisms of articulation with States, technical and financial partners, and other stakeholders. This articulation aims to strengthen the alignment of interventions with public policies, to foster sectoral coordination, and to secure cooperation and funding commitments.

Dialogue with partners is part of a logic of transparency and consultation. It makes it possible to share programmatic orientations, to report on the results achieved, and to strengthen the ownership of the Global Programmes by the stakeholders concerned.

V.7. ACCOUNTABILITY, MONITORING AND REPORTING

Accountability constitutes a fundamental pillar of the governance of the WAD's Global Programmes. It rests on monitoring and reporting arrangements that make it possible to account for programme implementation, the use of resources, and the results achieved at the sectoral level.

Programmatic monitoring makes it possible to assess the overall coherence of interventions, to identify lessons learned, and to inform decision-making and adjustment processes. Reporting also constitutes an essential tool for dialogue with States, donors, and partners, by strengthening transparency and trust in the programmatic apparatus.

V.8. EVOLUTION AND CONTINUOUS IMPROVEMENT OF GOVERNANCE

The governance of the WAD's Global Programmes is conceived as an evolving arrangement, liable to be adjusted in line with the lessons drawn from implementation, institutional developments, and the expectations of partners.

This capacity for adaptation enables the WAD to continuously improve the performance of its Global Programmes, while maintaining the stability and legibility needed for the planning, funding, and steering of interventions.



VI — PROGRAMMING, IMPLEMENTATION AND ARTICULATION OF PROJECTS WITHIN THE WAD'S GLOBAL PROGRAMMES

VI.1. GENERAL PROGRAMMING LOGIC

The programming of interventions within the WAD's Global Programmes rests on a programmatic logic aimed at organising sectoral action in a coherent and progressive manner. Its objective is to ensure that projects and activities contribute to common sectoral objectives and are embedded within a trajectory of results defined at the level of the Global Programme.

This programming logic makes it possible to move beyond an approach based on opportunity or the juxtaposition of initiatives. It favours a structured planning of interventions, grounded in clear sectoral priorities, identified institutional capacities, and mobilisable resources.

VI.2. IDENTIFICATION AND FORMULATION OF INTERVENTIONS

The projects and activities positioned within the Global Programmes are identified and formulated in line with the sectoral priorities defined by each Global Programme. Their design takes into account identified needs, intervention contexts, and the applicable national and international reference frameworks.

The formulation of interventions aims to ensure their coherence with sectoral objectives and their measurable contribution to the expected results. Projects are designed so as to be integrated within a broader programmatic framework, facilitating their coordination with other initiatives and their consolidated monitoring.

VI.3. POSITIONING OF PROJECTS WITHIN THE GLOBAL PROGRAMMES

The positioning of a project or activity within a Global Programme constitutes a structuring stage of the programmatic cycle. It makes it possible to situate the intervention in relation to the sectoral objectives, the intervention priorities, and the results logic of the relevant programme.

This positioning attests that the project falls within the sectoral perimeter of the Global Programme and that it contributes to the defined orientations. It does not replace the technical or financial validation procedures specific to each intervention, but establishes the programmatic framework of reference within which the project is positioned.

VI.4. IMPLEMENTATION OF PROJECTS AND OPERATIONAL COORDINATION

The implementation of projects and activities falls to the identified responsible entities, in conjunction with the partners concerned. It is carried out in compliance with the programmatic frameworks defined by the Global Programmes and with the WAD's strategic orientations.

Operational coordination aims to ensure coherence among the interventions implemented within a given Global Programme. It facilitates the circulation of information, the articulation of actions, and the resolution of any implementation difficulties. This coordination contributes to strengthening the complementarity of projects and to optimising the use of resources.

VI.5. PROGRAMMATIC MONITORING AND CONSOLIDATION OF RESULTS

The monitoring of projects and activities positioned within the Global Programmes is carried out at two complementary levels. At the project level, it concerns the progress of activities, the achievement of immediate results, and the management of risks. At the level of the Global Programme, it aims to consolidate the contributions of projects to the expected sectoral results.

This programmatic monitoring makes it possible to assess the overall coherence of interventions, to identify gaps or shortcomings, and to inform adjustment processes. It constitutes a central tool for steering and accountability at the sectoral level.

VI.6. ADJUSTMENT AND ADAPTATION OF INTERVENTIONS

The WAD's Global Programmes incorporate mechanisms that make it possible to adjust the programming and implementation of projects in line with changing contexts, needs, and the lessons drawn from monitoring.

These adjustments may concern intervention priorities, the organisation of actions, or coordination arrangements, without calling into question the overall coherence of the Global Programme. This capacity for adaptation contributes to strengthening the relevance and effectiveness of interventions in often evolving contexts.

VI.7. ARTICULATION AMONG PROJECTS, PARTNERS AND RESOURCES

The Global Programmes constitute privileged frameworks for the articulation of projects, partners, and resources. They facilitate the mobilisation and coordination of funding, as well as the integration of the technical and institutional contributions of the various stakeholders.

This articulation makes it possible to strengthen the complementarity of interventions, to avoid duplication, and to maximise the impact of the resources mobilised. It also contributes to offering partners and donors a clear and structured reading of the use of funding at the sectoral level.

VI.8. CAPITALISATION AND LEARNING

The implementation of the Global Programmes is accompanied by a process of capitalising on the experiences and lessons drawn from projects and activities. This capitalisation aims to continuously improve the design and implementation of interventions, as well as to strengthen the quality of programmatic frameworks.

The lessons drawn from implementation feed into the decision-making, adjustment, and evolution processes of the Global Programmes. They also contribute to enriching dialogue with States, partners, and other stakeholders.



VII — PARTNERSHIPS, RESOURCE MOBILISATION AND FUNDING MECHANISMS OF THE WAD'S GLOBAL PROGRAMMES

VII.1. PARTNERSHIP CHALLENGES WITHIN THE GLOBAL PROGRAMMES

The WAD's Global Programmes rest on the recognition of the collective character of development action. Lasting sectoral transformations require the joint mobilisation of public institutions, technical and financial partners, civil society organisations, academic actors, and, where relevant, the private sector.

Partnerships thus constitute a central strategic lever of the Global Programmes. They make it possible to pool competencies, coordinate interventions, strengthen institutional ownership, and amplify the impact of the resources mobilised. The Global Programmes offer a structured framework within which these partnerships can be organised, aligned, and monitored.

VII.2. TYPOLOGY AND ROLE OF PARTNERS

The Global Programmes are open to a diversity of partners whose roles are defined according to their mandates, competencies, and institutional positioning. States and public institutions constitute key partners, notably in matters of alignment with public policies, implementation, and the sustainability of interventions.

Technical and financial partners play an essential role in resource mobilisation, technical support, and support for programmatic frameworks. Civil society organisations, research institutions, and experts contribute to operational implementation, innovation, and knowledge production. This diversity of partnerships is organised within the Global Programmes in order to ensure the coherence and complementarity of contributions.

VII.3. PARTNERSHIP FRAMEWORK OF THE GLOBAL PROGRAMMES

The partnerships developed within the WAD's Global Programmes are part of a defined institutional framework aimed at guaranteeing clarity of commitments, coherence of interventions, and the accountability of the stakeholders involved. This framework specifies the arrangements for collaboration, the respective responsibilities, and the coordination mechanisms.

The partnership framework favours a logic of co-construction of interventions, associating partners with the various stages of the programmatic cycle, according to arrangements adapted to the contexts and sectors concerned. It also makes it possible to ensure the transparency and traceability of commitments, in particular financial ones.

VII.4. MOBILISATION OF FINANCIAL RESOURCES

The mobilisation of financial resources constitutes a central challenge for the implementation of the Global Programmes. They offer a structured and legible framework that makes it possible to mobilise funding around clear sectoral objectives and defined priorities.

The Global Programmes facilitate the multi-year planning of funding, the coordination of the contributions of the various donors, and the consolidation of resources around common programmatic frameworks. This approach strengthens the predictability of funding and improves the coherence of its use at the sectoral level.

VII.5. FUNDING MECHANISMS OF THE GLOBAL PROGRAMMES

The WAD's Global Programmes may mobilise various funding mechanisms, adapted to the contexts and partners involved. These mechanisms may include programmatic funding, contributions earmarked for projects positioned within the programmes, or joint funding supporting portfolios of interventions.

Whatever the mechanism adopted, funding is positioned within the programmatic framework of the relevant Global Programme. This positioning makes it possible to guarantee the alignment of resources with sectoral objectives, to facilitate the monitoring of their use, and to consolidate results at the programme level.

VII.6. FINANCIAL MANAGEMENT AND ACCOUNTABILITY

The financial management of the resources mobilised within the Global Programmes is carried out in accordance with the WAD's rules and procedures and with the requirements of the partners and donors concerned. It aims to ensure the transparency, traceability, and efficient use of resources.

Financial accountability arrangements make it possible to account for the use of funds, compliance with commitments, and the results achieved. They constitute a central element of the relationship of trust with partners and contribute to the institutional credibility of the Global Programmes.

VII.7. FINANCIAL SUSTAINABILITY OF THE GLOBAL PROGRAMMES

The financial sustainability of the Global Programmes constitutes a central concern of the WAD. It rests on the diversification of funding sources, the mobilisation of long-term partnerships, and the alignment of interventions with national and sectoral priorities.

The Global Programmes aim to create frameworks sufficiently solid and attractive to support financial commitments over time. This approach contributes to strengthening the stability of interventions, the continuity of sectoral action, and the long-term impact of the resources mobilised.



VIII — MONITORING, EVALUATION, LEARNING AND ACCOUNTABILITY OF THE WAD'S GLOBAL PROGRAMMES

VIII.1. CHALLENGES OF MONITORING AND EVALUATION WITHIN THE GLOBAL PROGRAMMES

Monitoring and evaluation constitute essential functions of the WAD's Global Programmes. As sectoral programmatic frameworks, these programmes must be able to demonstrate the coherence of interventions, the efficient use of resources, and the effective contribution to the expected development results.

Monitoring and evaluation arrangements aim to move beyond a fragmented reading of projects in order to offer a consolidated view of the progress achieved at the sectoral level. They also make it possible to strengthen accountability to States, technical and financial partners, and other stakeholders.

VIII.2. PROGRAMMATIC MONITORING ARRANGEMENT

The programmatic monitoring of the Global Programmes is designed to assess the overall progress of interventions and their contribution to the defined sectoral objectives. It rests on the regular collection and analysis of information drawn from the projects and activities positioned within each Global Programme.

This monitoring makes it possible to verify the coherence of interventions, to identify deviations from programmatic orientations, and to detect, in an anticipatory manner, the difficulties or risks liable to affect the performance of the Global Programme. It constitutes a central tool for steering and decision support.

VIII.3. EVALUATION OF THE GLOBAL PROGRAMMES

The evaluation of the Global Programmes aims to assess the relevance, effectiveness, efficiency, and sustainability of the interventions implemented at the sectoral level. It makes it possible to analyse the contribution of the Global Programmes to the transformations sought and to appraise the added value of the programmatic approach adopted by the WAD.

Evaluations may be carried out at different moments of the programmatic cycle, notably at mid-term or at the end of defined implementation periods. They provide objective elements to inform strategic decisions, adjust orientations, and strengthen the performance of the Global Programmes.

VIII.4. RESULTS FRAMEWORKS AND INDICATORS

Each Global Programme is structured around a results framework that makes it possible to connect the interventions implemented to the sectoral objectives pursued. This results framework defines the expected results and the indicators that make it possible to measure their achievement at the level of the Global Programme.

The indicators are designed to allow a consolidated reading of the contributions of projects and activities, while taking into account sectoral and contextual specificities. They facilitate the monitoring of progress, comparison over time, and the communication of results to partners.

VIII.5. LEARNING AND CONTINUOUS IMPROVEMENT

The WAD's Global Programmes incorporate a logic of continuous learning grounded in the analysis of results, the lessons drawn from implementation, and the evaluations carried out. This learning aims to improve the quality of programmatic frameworks, the design of interventions, and implementation arrangements.

The lessons arising from monitoring and evaluation feed into the adjustment processes of the Global Programmes, contribute to the evolution of sectoral orientations, and strengthen the WAD's capacity to adapt its action to emerging contexts and challenges.

VIII.6. ACCOUNTABILITY AND COMMUNICATION OF RESULTS

Accountability constitutes a fundamental principle of the WAD's Global Programmes. It is exercised through the production and dissemination of reliable information on the progress of programmes, the use of resources, and the results achieved.

The results of the Global Programmes are communicated transparently to States, technical and financial partners, and other stakeholders, according to appropriate arrangements. This communication aims to strengthen trust, facilitate strategic dialogue, and support the mobilisation of resources around credible and high-performing programmatic frameworks.

VIII.7. ARTICULATION WITH THE OBSERVATORIES AND KNOWLEDGE PRODUCTION

The monitoring and evaluation arrangements of the Global Programmes are articulated with the work of the WAD's Global Observatories. This articulation makes it possible to nourish strategic analysis with up-to-date data and knowledge, and to enrich programmatic frameworks with a better understanding of sectoral dynamics.

It also contributes to strengthening the quality of analyses, the relevance of interventions, and the WAD's capacity to produce and disseminate knowledge useful for public decision-making and development action.



IX — RISK MANAGEMENT, COMPLIANCE AND SUSTAINABILITY OF THE WAD'S GLOBAL PROGRAMMES

IX.1. RISK MANAGEMENT CHALLENGES WITHIN THE GLOBAL PROGRAMMES

The implementation of the WAD's Global Programmes takes place in often complex contexts marked by institutional, economic, social, and environmental uncertainties. Risk management therefore constitutes an essential dimension of the programmatic apparatus, aimed at anticipating, controlling, and mitigating the factors liable to affect the performance and sustainability of interventions.

The Global Programmes incorporate a structured approach to risk management in order to secure investments, strengthen the WAD's institutional credibility, and guarantee the continuity of sectoral action. This approach is designed to respond to the expectations of States and technical and financial partners in terms of predictability and risk control.

IX.2. TYPOLOGY OF RISKS TAKEN INTO ACCOUNT

The Global Programmes take into account a diversity of risks liable to affect their implementation. These risks may be institutional in nature, linked to the capacities of the actors involved or to the regulatory environment; operational, linked to the implementation of projects and the coordination of interventions; financial, linked to the mobilisation, management, and sustainability of resources; and social and environmental, linked to the impacts of interventions on populations and ecosystems.

The identification and analysis of these risks are integrated into the design and steering of the Global Programmes, in order to enable informed decision-making and adjustments adapted to intervention contexts.

IX.3. RISK MANAGEMENT AND MITIGATION ARRANGEMENT

Risk management within the Global Programmes rests on mechanisms that make it possible to identify risks, to assess their probability and impact, and to define appropriate mitigation measures. These mechanisms are integrated into the programming, steering, and monitoring processes of the programmes.

Mitigation measures may include the strengthening of institutional capacities, the adaptation of implementation arrangements, the diversification of partnerships and funding sources, and the adjustment of programmatic priorities. This approach makes it possible to reduce the vulnerability of the Global Programmes to contingencies and to strengthen their resilience.

IX.4. INSTITUTIONAL COMPLIANCE AND PARTNER REQUIREMENTS

The WAD's Global Programmes are implemented in compliance with the Association's institutional rules and procedures, as well as with the requirements of technical and financial partners. Compliance concerns in particular fiduciary, legal, social, and environmental aspects, as well as the principles of transparency and accountability.

Compliance arrangements aim to guarantee that the resources mobilised are used in accordance with the commitments made and the applicable frameworks. They constitute a key element of the relationship of trust with States and donors and contribute to the institutional credibility of the Global Programmes.

IX.5. CONSIDERATION OF SOCIAL AND ENVIRONMENTAL ISSUES

The Global Programmes incorporate, in a cross-cutting manner, the social and environmental issues associated with development interventions. This integration aims to prevent negative impacts, to promote inclusion, and to strengthen the positive effects of interventions on populations and ecosystems.

The consideration of these issues is part of a logic of sustainable development and contributes to the acceptability and legitimacy of the Global Programmes. It also strengthens the coherence of interventions with international frameworks on social and environmental protection.

IX.6. INSTITUTIONAL AND OPERATIONAL SUSTAINABILITY OF THE GLOBAL PROGRAMMES

The sustainability of the Global Programmes constitutes a central objective of the WAD's programmatic approach. It rests on the capacity of the programmes to be anchored over time, to strengthen the capacities of the actors involved, and to support autonomous sectoral dynamics.

The Global Programmes aim to foster the institutional ownership of interventions, notably by States and local actors, and to contribute to the strengthening of systems and public policies. This approach makes it possible to sustain the effects of interventions beyond the duration of projects and funding.

IX.7. FINANCIAL SUSTAINABILITY AND RESILIENCE OF THE GLOBAL PROGRAMMES

The financial sustainability of the Global Programmes rests on the diversification of funding sources, the mobilisation of long-term partnerships, and the alignment of interventions with the sectoral priorities of States and partners.

The Global Programmes are designed to strengthen their resilience in the face of funding fluctuations and changing contexts. This resilience contributes to the stability of interventions and to the continuity of the WAD's sectoral action.



GENERAL CONCLUSION

The Global Programmes of the World Association for Development constitute a central pillar of its institutional and operational architecture. By structuring action around major sectoral domains, they offer a coherent response to the limitations of fragmented approaches and contribute to embedding interventions within lasting trajectories of transformation.

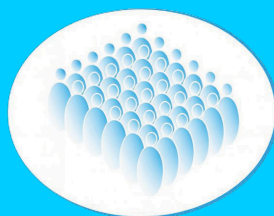
Through these Global Programmes, the WAD equips itself with clear programmatic frameworks capable of organising projects and activities around shared sectoral objectives, strengthening coordination among stakeholders, and facilitating results-based steering. This approach makes it possible to improve the visibility of action, secure investments, and strengthen accountability to States, technical and financial partners, and other stakeholders.

The Global Programmes also constitute platforms open to cooperation. They offer partners structured, transparent, and evolving frameworks within which to engage, co-finance, and contribute to long-term sectoral dynamics, aligned with public policies and international development priorities.

This general framework document thus establishes the common foundations of the WAD's Global Programmes. It sets a framework of reference intended to guarantee the coherence, credibility, and sustainability of sectoral action, while leaving the flexibility needed to adapt to specific contexts and challenges.

Drawing on these Global Programmes, the WAD affirms its determination to contribute in a structured, responsible, and partnership-based manner to the Sustainable Development Goals, and to offer States and partners a solid framework for transforming commitments into concrete and lasting results.





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A global vision — A mission of the WAD
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