

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

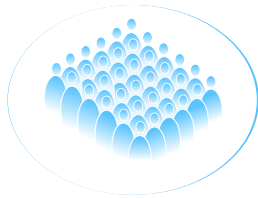
FRAMEWORK DOCUMENT

STRUCTURES WAD

SUSTAINABLE DEVELOPMENT OF PEOPLES

A global mission - A vision of the WAD





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EXECUTIVE SUMMARY

This framework document defines the role, positioning, and operating arrangements of the Structures of the World Association for Development (WAD), in response to a central challenge of contemporary development: ensuring the effective translation of strategic and programmatic orientations into actions that are concrete, coherent, and measurable. In a context marked by the complexity of crises and the imperative of achieving the Sustainable Development Goals (SDGs), the WAD has structured an integrated architecture combining knowledge production, sectoral programming, specialized expertise, and operational action, within which the Structures ensure continuity between strategic vision and field intervention.

The Structures are operational, technical, and cross-cutting entities, responsible for the implementation, support, coordination, and backing of the WAD's actions. They do not hold a sectoral mandate of their own but intervene functionally in response to identified needs, in contexts that are often complex and evolving. Their main mission is to transform strategic and programmatic frameworks into effective interventions, guaranteeing the quality, coherence, and impact of the actions carried out.

The creation of the Structures rests on the need for robust operational arrangements capable of linking strategy to action. They make it possible to strengthen the WAD's engineering, coordination, and intervention capacities, while avoiding the fragmentation of actions. Their added value lies in their capacity to improve the effectiveness and quality of interventions, optimize the use of resources, and strengthen the institutional credibility of the Association with partners, States, and donors.

The Structures intervene across all areas of human development, notably crisis contexts, health, education, social protection, and capacity-building. They carry out essential functions of operational implementation, technical support, coordination of actors, and cross-cutting backing. Their action is set in close articulation with the other components of the WAD, guaranteeing the overall coherence and strategic alignment of interventions.

Finally, the framework document establishes the principles of governance, steering, and accountability, as well as the arrangements for monitoring, evaluation, and sustainability. The Structures have a framed operational autonomy, grounded in transparency, responsibility, and respect for international standards. They contribute to strengthening the effectiveness, coherence, and credibility of the WAD, asserting themselves as essential strategic levers for the implementation of sustainable human development and the achievement of the SDGs.

PREFACE

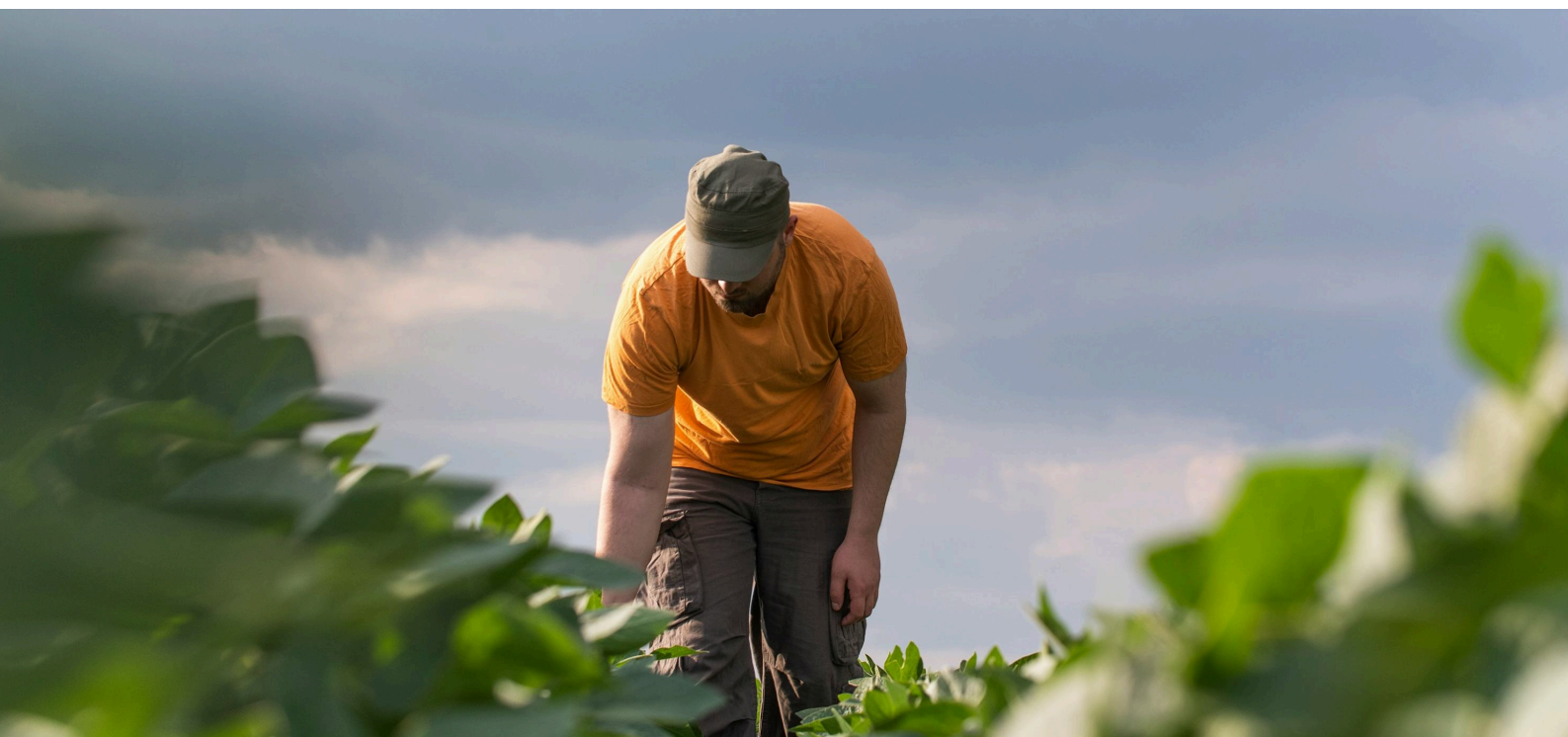
In an international environment marked by the growing complexity of crises and the requirement for rapid, coordinated, and sustainable responses, the operationalization of commitments in the area of human development constitutes a major strategic challenge. Beyond the definition of orientations and programmatic frameworks, the capacity of organizations to translate these ambitions into concrete actions remains the principal determinant of their impact.

It is within this perspective that this framework document on the Structures of the World Association for Development (WAD) takes shape. It reflects the determination to equip the Association with robust operational arrangements, capable of ensuring continuity between strategic vision, sectoral programming, and field intervention, while consolidating its institutional architecture in the face of contemporary challenges.

The Structures occupy a decisive place within this architecture. Through their cross-cutting character, their capacity for adaptation, and their operational grounding, they constitute essential levers of coherence, effectiveness, and transformation, enabling a structured implementation that is aligned with international standards and attentive to local realities.

Beyond its organizational scope, this document affirms a clear strategic orientation: to make the Structures a pillar of the WAD's credibility and performance. By establishing principles of governance, accountability, and quality, it strengthens the trust of partners and reaffirms the Association's commitment to sustainable human development, grounded in concrete, measurable, and coherent actions.

H. Benjamin GNIMADI
Président Exécutif



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INTRODUCTION

In an international context marked by the multiplication of complex and interconnected crises — humanitarian, climate, health, social, and institutional — the capacity to translate strategic orientations into concrete actions constitutes a central challenge of sustainable human development. While policies, programmes, and reference frameworks define priorities, their effectiveness depends closely on the existence of operational arrangements capable of ensuring their implementation, coordination, and adaptation to field realities.

It is in this logic that the World Association for Development (WAD) has structured an integrated institutional architecture, articulating knowledge production, sectoral programming, specialized expertise, and operational action. Within this whole, the Structures occupy an essential function: they ensure continuity between strategic vision and concrete intervention, enabling the effective translation of the Association's orientations into organized, coherent actions suited to intervention contexts.

This framework document aims to define the role, positioning, and operating arrangements of the WAD's Structures. It establishes the principles that frame their action, specifies their contribution to the coherence and effectiveness of the Association, and guarantees their embedding within a logic of governance, responsibility, and sustainability.

Beyond its organizational scope, this document reflects a clear strategic orientation: to equip the WAD with structured operational arrangements, capable of intervening in a responsive and coordinated manner, while ensuring the quality, continuity, and impact of the actions carried out. The Structures thus emerge as key components of the WAD's architecture, contributing to strengthening the overall coherence and the capacity for action of the Association in the face of the contemporary challenges of human development.

GENERAL CONTEXT AND RATIONALE

The contemporary world is confronted with a multiplication of complex and interconnected crises: prolonged humanitarian emergencies, climate disruption, pandemics, the weakening of social systems, rising inequalities, and institutional instability. These dynamics test the capacity of international organizations to translate political and programmatic commitments into actions that are concrete, rapid, and effective on the ground.

In this context, the World Association for Development (WAD) has opted for an integrated institutional architecture, capable of articulating strategic vision, sectoral programming, specialized expertise, and operational action. However, experience shows that the mere existence of programmes or autonomous institutions is not sufficient to guarantee the impact, responsiveness, and coherence of interventions. The effective implementation of human development requires arrangements capable of acting, coordinating, supporting, and operationalizing strategic orientations.

It is to meet this requirement that the WAD has established the Structures. These constitute the operational, technical, and cross-cutting instruments of the Association. They make it possible to transform programmatic and institutional frameworks into concrete actions, to strengthen response capacities in the face of crises, and to ensure continuity among strategy, coordination, and intervention.

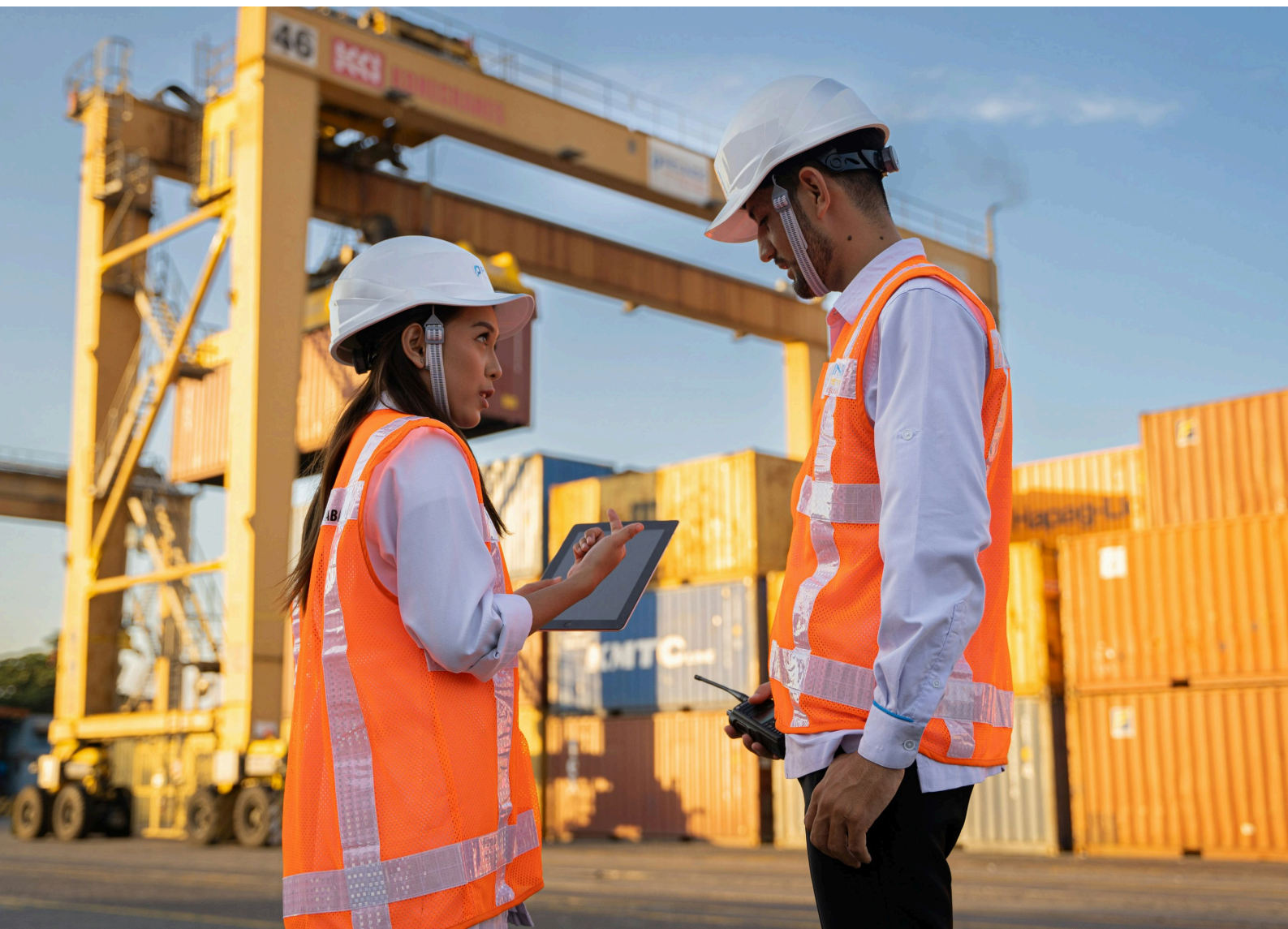
The creation of the Structures thus responds to a structural need of contemporary development: to have organized, professional, and responsive mechanisms, capable of acting both in emergencies and over the long term, while remaining fully aligned with the vision, values, and priorities of the WAD.

DEFINITION, NATURE, AND STATUS OF THE WAD'S STRUCTURES

The Structures of the World Association for Development (WAD) are operational and cross-cutting entities created to ensure the effective implementation, technical support, coordination, and backing of the actions carried by the WAD. They constitute the functional instruments through which the strategic, programmatic, and institutional orientations of the Association are translated into concrete interventions.

Unlike the Autonomous Institutions, the Structures do not carry an independent institutional mission nor a sectoral vision of their own. They are not intended to produce conceptual or normative frameworks, but to operationalize the decisions, programmes, and projects defined by the WAD and its components. Their role is above all to act, support, coordinate, and strengthen the Association's capacity for intervention in varied contexts that are often complex and urgent.

The Structures are distinguished by their cross-cutting and functional character. They may intervene across several sectors, territories, or programmes, depending on the needs identified. Their action is guided by precise mandates, defined by the WAD, and is set within a unified institutional framework that guarantees coherence, accountability, and strategic alignment. In statutory terms, the Structures are attached directly to the WAD. They have a framed operational autonomy, enabling them to act with responsiveness and effectiveness, while remaining subject to the orientations, governance rules, and ethical principles of the Association. They do not constitute independent entities, but integrated components of the WAD's organizational architecture.



I - MISSION, RATIONALE FOR CREATION, AND ADDED VALUE

Sustainable development of peoples — A global vision, a mission of the WAD



1. Mission of the WAD's Structures

The Structures of the World Association for Development have as their central mission to ensure the operational translation of the WAD's strategic, programmatic, and institutional orientations. They constitute the arrangements through which the commitments, reference frameworks, and decisions of the Association take shape on the ground, through interventions that are concrete, organized, and measurable.

This mission implies a capacity for direct action, but also a function of support and coordination. The Structures intervene to support the Global Programmes, accompany the Autonomous Institutions, and carry or implement strategic projects. They guarantee the continuity of the WAD's action, both in emergency contexts and in long-term processes of development and transformation.

In environments marked by instability, complexity, and unpredictability, the Structures enable the WAD to act with responsiveness, professionalism, and coherence, adapting to local realities while respecting the international standards and ethical principles of the Association.

2. Rationale for creation

The rationale for the creation of the WAD's Structures stems from a fundamental observation: human development cannot be effective without arrangements capable of linking vision to action. Strategies, policies, and programmes, however relevant, remain insufficient if they are not supported by operational mechanisms that are robust, structured, and enduring.

The Structures were created to respond to this structural need. They enable the WAD to move beyond the logic of isolated projects or one-off interventions, by equipping the Association with permanent capacities for intervention, engineering, and coordination. They thus ensure coherence among the different levels of the WAD architecture and avoid the fragmentation of actions.

By integrating technical, logistical, organizational, and human competencies, the Structures strengthen the WAD's capacity to act systemically. They play a key role in risk management, the securing of interventions, and the sustainability of the actions carried out, helping to set the Association's commitment within the long term.

3. Added value of the Structures within the WAD ecosystem

The added value of the Structures is first apparent in their capacity to strengthen the effectiveness and quality of the WAD's action. By ensuring a structured implementation that complies with international standards, they contribute to improving results, optimizing the use of resources, and guaranteeing the traceability of interventions.

The Structures also bring added value in terms of coordination and synergy. They facilitate the articulation among the Global Programmes, the Autonomous Institutions, the strategic projects, and external partners. By playing the role of an operational interface, they make it possible to pool competencies, avoid duplication, and maximize the collective impact of actions.

Finally, the Structures actively take part in strengthening the institutional credibility of the WAD. Their professionalism, their management capacity, and their accountability strengthen the trust of States, donors, international organizations, and communities. Through this function, the Structures become an essential strategic lever for positioning the WAD as a reliable, coherent, and sustainable actor of human development on a global scale.



II. AREAS OF INTERVENTION AND FUNCTIONS OF THE WAD'S STRUCTURES

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1. General principles of intervention

The Structures of the World Association for Development intervene as operational and cross-cutting arrangements, designed to respond to the WAD's concrete needs for implementation, coordination, and technical support. Their field of action is not defined by a single sector, but by their capacity to act functionally, in connection with the strategic and programmatic priorities of the Association.

Their intervention rests on a logic of coherence and complementarity. The Structures never act in isolation, but always in articulation with the Global Programmes, the Autonomous Institutions, and the strategic projects. They translate the WAD's general orientations into operational actions suited to local realities, while respecting the international standards, ethical frameworks, and principles of sustainability upheld by the Association.

2. Areas of intervention of the Structures

The Structures may intervene across all the areas covered by the WAD's action, provided that their intervention responds to an identified operational need. They are mobilized both in emergency contexts and in processes of medium- and long-term development and recovery. Their capacity to adapt to complex and evolving environments constitutes one of their major assets.

In concrete terms, the areas of intervention of the Structures notably cover humanitarian crisis situations, health, education, child protection, access to water and essential services, community resilience, and the strengthening of local capacities. These areas, however, do not constitute rigid perimeters. A single Structure may intervene across several sectors simultaneously, provided that its mandate, its competencies, and the needs on the ground justify it.

This cross-cutting approach enables the WAD to avoid the fragmentation of interventions and to strengthen the overall impact of its actions, by integrating the social, institutional, economic, and environmental dimensions of human development.

3. Functions carried out by the Structures

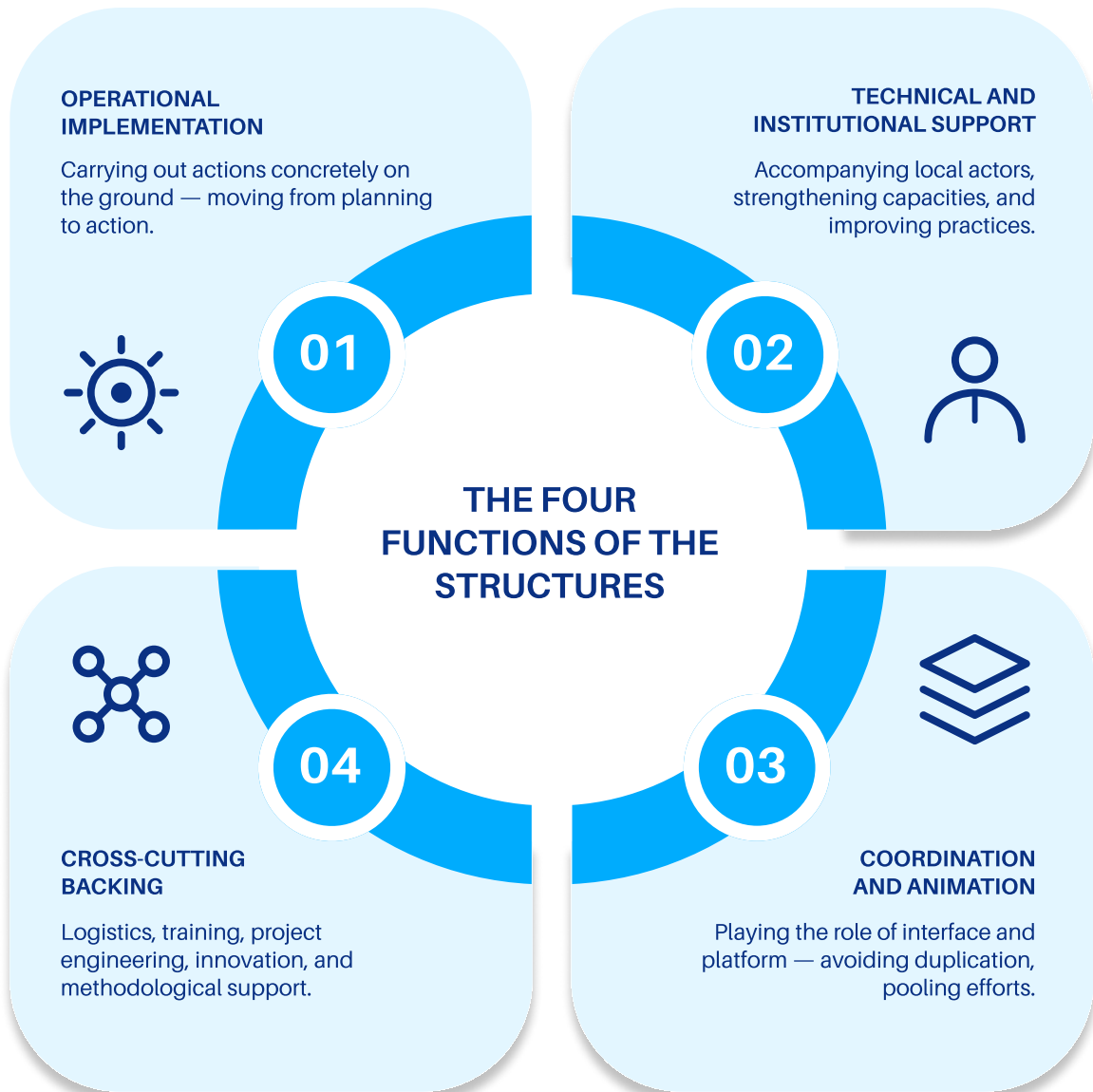
The Structures fulfil several essential functions within the WAD ecosystem. Their first function is operational implementation. They ensure the concrete realization of actions on the ground, deploying teams, arrangements, and resources suited to intervention contexts. This function enables the WAD to move from planning to action, with visible and measurable results.

They also exercise a function of technical and institutional support. In this capacity, the Structures accompany partners, public authorities, and local actors in strengthening their capacities, structuring operational arrangements, and improving practices. This support contributes to the sustainability of actions and to the local ownership of interventions.

Another central function of the Structures is the coordination and animation of actors. In contexts often marked by a multiplicity of stakeholders, they play the role of interface and platform, facilitating dialogue, complementarity, and the pooling of efforts. This function is essential for avoiding duplication, strengthening collective effectiveness, and ensuring the coherence of interventions.

Finally, certain Structures carry out functions of cross-cutting backing, indispensable to the smooth functioning of the WAD. These may include logistics, training, project engineering, innovation, or methodological support. These functions, although often less visible, constitute a key lever of operational performance and of the Association's credibility.





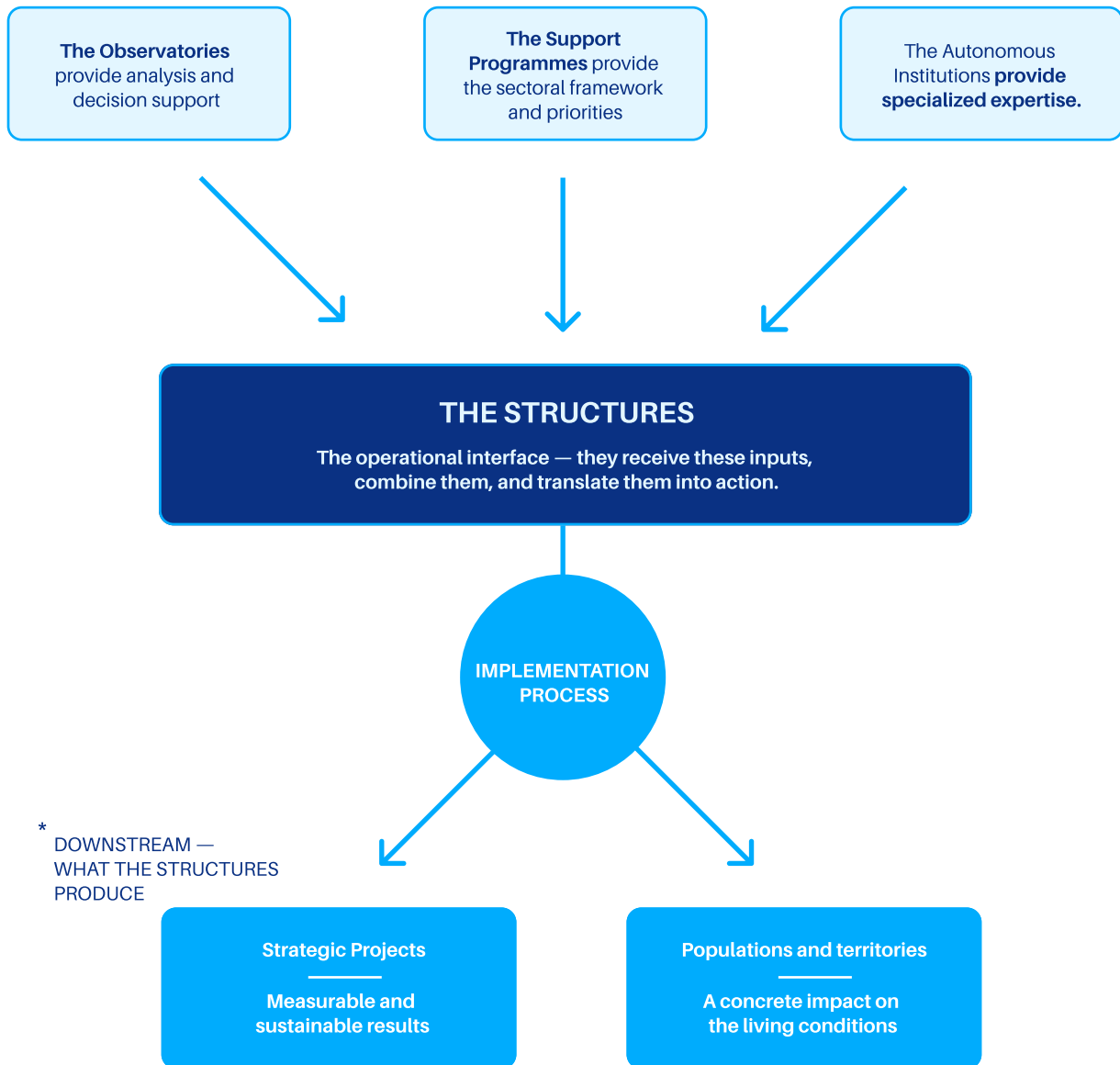
4. Articulation with the other components of the WAD

The Structures are designed as functional interfaces among the various components of the WAD. They intervene in support of the Global Programmes, in backing of the Autonomous Institutions, and within the framework of strategic projects, ensuring the overall coherence of the Association's action.

This articulation makes it possible to connect strategic vision, sectoral programming, specialized expertise, and concrete intervention. It guarantees that every action carried out by a Structure contributes to the WAD's overall objectives and is set within a collective dynamic of sustainable human development.

The Structures: the WAD's operational interface

* UPSTREAM — STRATEGY AND FRAMING



III. GOVERNANCE, STEERING, AND ACCOUNTABILITY OF THE WAD'S STRUCTURES

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1. Principles of governance of the Structures

The Structures of the World Association for Development are set within an integrated governance framework, coherent with the institutional, ethical, and strategic principles of the WAD. Their governance rests on a clear articulation between operational autonomy and institutional responsibility. This approach aims to guarantee both the effectiveness of action on the ground and the overall coherence of the Association.

The governance of the Structures is grounded in principles of transparency, responsibility, accountability, and respect for international standards. Each Structure acts within the framework of a formal mandate defined by the WAD, specifying its missions, its field of intervention, and its operating arrangements. This mandate constitutes the basis of the Structure's legitimacy and action.

2. Strategic and operational steering

The steering of the Structures is ensured under the authority of the WAD, which defines the strategic orientations, validates the intervention priorities, and ensures the alignment of actions with the overall vision of the Association. This strategic steering makes it possible to guarantee that the Structures contribute fully to the objectives of sustainable human development pursued by the WAD.

At the operational level, each Structure has a designated management or head, responsible for day-to-day management, the implementation of activities, and the coordination of teams. This operational responsibility is exercised in accordance with the WAD's strategic orientations and the existing programmatic frameworks. It enables the Structures to act with flexibility and responsiveness, while remaining fully integrated into the organization of the Association.

3. Accountability and monitoring mechanisms

Accountability constitutes a central pillar of the functioning of the WAD's Structures. Each Structure is required to account regularly for its activities, for the use of the resources entrusted to it, and for the results obtained. This accountability is exercised towards the WAD, institutional partners, donors, and, more broadly, the beneficiary populations.

The Structures put in place harmonized monitoring and reporting mechanisms, making it possible to assess operational performance, the quality of interventions, and their contribution to the WAD's overall objectives. These mechanisms also foster institutional learning, the continuous improvement of practices, and the adaptation of actions to intervention contexts.

4. Ethics, compliance, and responsibility

The WAD's Structures carry out their activities in strict compliance with the ethical principles and the standards applicable to humanitarian action and development. They are required to respect national and international legal frameworks, the WAD's internal policies, as well as commitments regarding the protection of populations, respect for human rights, and the preservation of the environment.

The responsibility of the Structures extends beyond operational results. It includes risk management, the prevention of abuse, the protection of beneficiaries, and the promotion of responsible and sustainable practices. Through this ethical requirement, the Structures contribute to strengthening the credibility, legitimacy, and trust accorded to the WAD by its partners and by the populations it serves.



VI. MONITORING, EVALUATION, AND SUSTAINABILITY OF THE WAD'S STRUCTURES

Sustainable development of peoples — A global vision, a mission of the WAD



1. Principles of monitoring and evaluation

Monitoring and evaluation constitute essential components of the functioning of the Structures of the World Association for Development. They make it possible to measure the effectiveness of interventions, assess the quality of the actions carried out, and verify their conformity with the strategic and programmatic orientations of the WAD.

The Structures integrate monitoring and evaluation as continuous processes, and not as one-off exercises. This approach fosters a better understanding of the results, limits, and impacts of interventions, while allowing regular adjustments in line with the evolution of contexts and needs.

2. Monitoring and learning arrangements

Each Structure puts in place monitoring arrangements suited to the nature of its interventions. These arrangements aim to collect reliable information on the activities carried out, the resources mobilized, and the effects produced. They also make it possible to identify risks, constraints, and opportunities, in order to continuously improve operational performance.

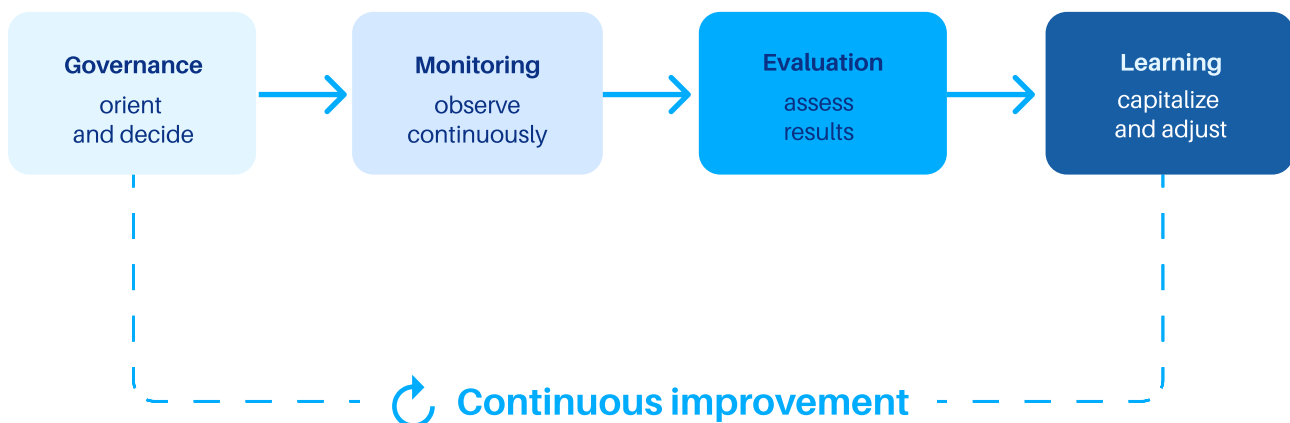
Monitoring is not limited to a logic of control. It constitutes a tool of institutional learning for the WAD. The lessons drawn from the actions of the Structures feed strategic reflection, contribute to the improvement of practices, and strengthen the Association's capacity to intervene more effectively and more relevantly in varied contexts.

3. Evaluation of results and impact

The Structures take part in the evaluations conducted by the WAD in order to assess the results and impacts of the actions undertaken. These evaluations may address the effectiveness, efficiency, relevance, coherence, and sustainability of interventions. They are conducted according to recognized methodologies suited to intervention contexts.

Evaluation makes it possible to verify that the actions carried out by the Structures genuinely contribute to the overall objectives of sustainable human development pursued by the WAD. It also strengthens accountability towards partners, donors, and beneficiary populations, by providing objective and verifiable elements on the results obtained.

The steering cycle of the Structures



Accountability runs through every stage — accounting in a transparent and verifiable manner.

4. Sustainability of the Structures and interventions

Sustainability constitutes a central objective of the action of the WAD's Structures. It rests on the capacity to set interventions within time, beyond immediate actions or emergency responses. The Structures take care to strengthen local capacities, foster the ownership of actions by national and community actors, and align with existing public policies.

Sustainability also concerns the Structures themselves. Their durability depends on the clarity of their mandate, the quality of their governance, the solidity of their partnerships, and their capacity to mobilize suitable resources. By integrating these dimensions, the Structures contribute to strengthening the long-term impact of the WAD and to setting its action within a perspective of sustainable transformation of societies.

V. DISFINAL PROVISIONS AND OUTLOOK

Sustainable development of peoples — A global vision, a mission of the WAD



1. Institutional scope and reference value

This framework document establishes the common institutional foundation governing all of the Structures of the World Association for Development. It defines the fundamental principles, the operating rules, and the general orientations applicable to any Structure existing or to be created within the WAD.

In this capacity, it constitutes a document of internal and external reference. Internally, it guarantees the unity, coherence, and legibility of the action of the Structures, avoiding any divergent interpretation of their role or positioning. Externally, it offers partners, States, donors, and international organizations a clear, credible, and reassuring framework, enabling them to understand the exact role of the Structures within the WAD's overall architecture.

The framework document serves as a common basis for the design of the documents specific to each Structure, notably the particular framework documents, partnership agreements, financing agreements, and operational governance arrangements.

2. Integration of the Structures within the WAD's overall architecture

The Structures occupy a strategic place within the institutional architecture of the WAD. They ensure functional continuity among the various components of the Association: the Global Observatories, which produce knowledge and decision support; the Global Support Programmes, which organize sectoral action; the Autonomous Institutions, which carry specialized mandates; and the strategic projects, which translate orientations into targeted actions.

This integration guarantees that the Structures function neither in silos nor in parallel, but as arrangements in the service of the whole WAD ecosystem. They make it possible to align strategic reflection, sectoral programming, and operational action within a coherent, progressive, and impact-oriented logic.

By ensuring this articulation, the Structures strengthen the WAD's capacity to respond comprehensively to the challenges of human development, taking into account the social, economic, environmental, institutional, and technical dimensions.

3. Framework for the evolution and adaptation of the Structures

This framework document recognizes that the WAD's intervention contexts are in constant evolution. Crises, social transformations, institutional shifts, and new global challenges require arrangements capable of adapting without losing their coherence or their legitimacy.

The WAD's Structures are therefore called upon to evolve within a controlled framework. Any creation, transformation, or reorientation of a Structure is set within the principles defined by this framework document and is the subject of a prior strategic analysis. This analysis aims to verify the relevance of the Structure in light of the WAD's priorities, its complementarity with the existing components, and its genuine capacity to produce added value.

This framework for evolution guarantees both the institutional stability of the WAD and its capacity for innovation. It makes it possible to avoid the proliferation of redundant arrangements while offering the flexibility needed to respond to new needs or to emerging contexts.

4. Long-term vision and contribution of the Structures to sustainable development

Through this framework document, the WAD affirms a long-term vision in which the Structures play a central role in the realization of its ambitions. They are not mere instruments of execution, but strategic levers making it possible to strengthen the impact, credibility, and sustainability of the Association's action.

By equipping the WAD with professional, organized, and responsible Structures, this framework contributes to improving the quality of interventions, strengthening accountability, and setting the Association's action within a dynamic of sustainable transformation. The Structures thus take part directly in the achievement of the Sustainable Development Goals, by translating international commitments into concrete actions suited to local realities.

In time, the Structures constitute an essential pillar of the WAD's capacity to accompany States, communities, and partners in building societies that are more resilient, more just, and more humane. They embody the WAD's determination to make development not only an objective, but a responsible, coherent, and sustainable practice in the service of peoples.

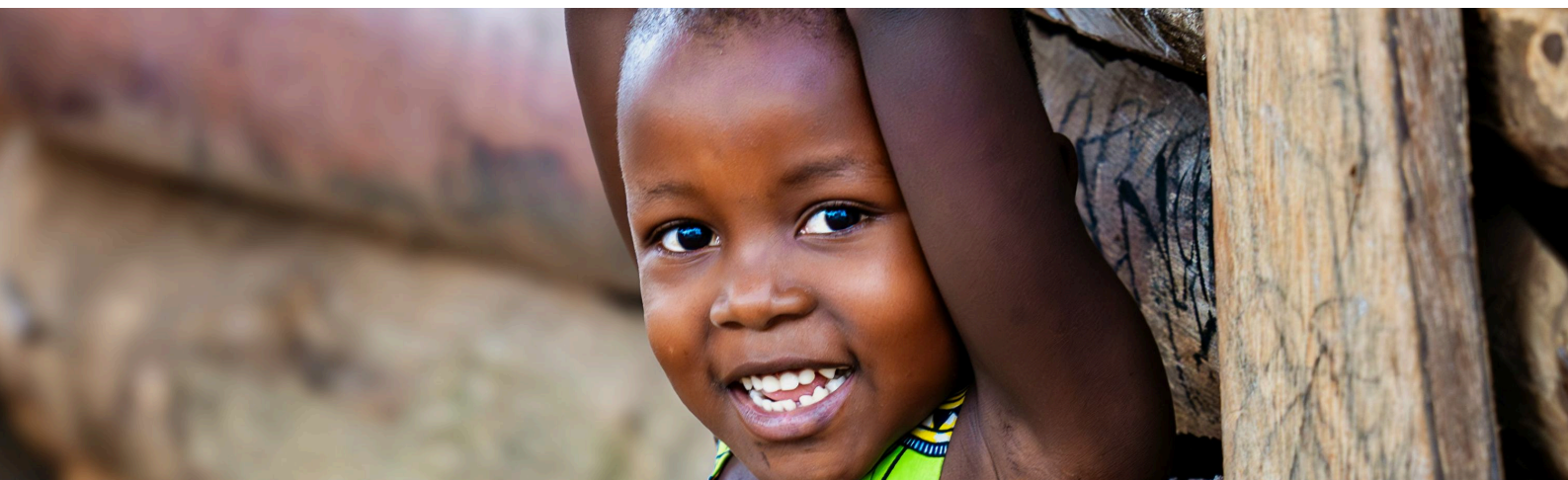
GENERAL CONCLUSION

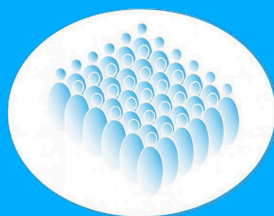
This framework document establishes a clear, coherent, and structured vision of the role of the Structures within the World Association for Development. By defining their mission, positioning, areas of intervention, governance arrangements, and prospects for evolution, it equips the WAD with a solid institutional framework, indispensable to the effective implementation of its commitments to sustainable human development.

The Structures emerge as essential components of the WAD's architecture. They ensure continuity among strategic vision, sectoral programming, and operational action. Through their capacity to act on the ground, coordinate multiple actors, and support the other components of the Association, they strengthen the effectiveness, coherence, and credibility of the WAD's action in contexts that are often complex and evolving.

By setting the action of the Structures within principles of integrated governance, accountability, quality, and sustainability, this framework affirms the WAD's determination to promote action that is responsible, professional, and compliant with international standards. It also offers partners, States, and donors a clear frame of reference, guaranteeing the legibility and reliability of the arrangements implemented by the Association.

Finally, this framework document reflects a long-term ambition. It confirms the WAD's choice to rely on Structures that are solid and adaptable in order to meet the contemporary challenges of development, respond to emergencies, accompany social and institutional transformations, and contribute to building societies that are more just, more resilient, and more humane. Through this framework, the WAD reaffirms its conviction that sustainable development rests as much on the quality of the structures that act as on the vision they serve.





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