

A2N

Initial audit – Summary report – 7 April 2025

1. General information

1.1 Organisation

Type	Mandates	Audited
<input type="checkbox"/> International <input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/network <input type="checkbox"/> Direct support <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy
Legal registration	NGO recognised in July 2005 Public Utility Association since October 2015 under Law 064-2015/CNT	
Location of head office	Dori, Burkina Faso	
Total number of staff members in the organisation	63	

1.2 Audit team

Lead auditor	Agnès KONRAT
Second auditor	/
Third auditor	/
Observer	/
Expert	/
Witness / other participants: Local facilitators	Oumar DEMBELE Joyceline YAMEOGO

1.3 Scope of the audit

CHS:2014 Audit framework	Independent verification
Audit cycle	First cycle
Type of audit	Initial Audit
Scope of the audit	The entire organisation at headquarters, in representative offices and operational offices. Projects implemented by the organisation across all its areas of intervention, both directly and in partnership with others.
Subject of the audit	N/A; the entire organisation is covered by this initial audit

1.4 Sampling*

Sampling unit	The sampling unit is the project	
Total number of project sites included in the sampling	7	
Total number of sites for the on-site visit	2	
Total number of sites for remote assessment	2	
Selection of sampling unit		
Random sampling – on-site/remote	Purposive sampling – on-site/remote	
Project to Improve Resilience through Small-Scale Livestock Farming (PARPEL) – Phase 2 – on-site	"First-line Local Response Alliance in the Sahel Hotspots (FLASH/A2N)" Project – remote	
Women and Youth in Action for Sustainable Ecosystems Project – not selected		
Project to strengthen peaceful coexistence between host communities and internally displaced persons in the municipality of Dori "Djamnaati Project" – remote		

Training and Skills Development Project for the Professional Integration of Women and Young People in the Municipality of Guibaré – on-site	
Any other considerations regarding sampling:	
Sampling risks identified:	
A significant proportion of A2N programmes are located in regions with high security risks or logistical challenges regarding access, making them inaccessible to facilitators. The combination of risk level and logistical constraints left few options for on-site visits to programmes.	
However, based on the evidence gathered during the desk review and through interviews, the auditor is confident in the robustness of the audit findings and conclusions.	

**It is important to note that the audit findings are based on a sample of an organisation's activities, programmes and documentation, as well as on direct observation. The findings are analysed to determine the organisation's systematic approach and the application of all aspects of the Core Humanitarian Standards (CHS) across different contexts and working methods.*

2. Activities undertaken by the audit team

2.1 Opening meeting

Date	05/12/2024	Number of participants	16
Location	Ouagadougou and other locations, Burkina Faso (remote)	Any substantive issues raised	No

2.2 Locations assessed

Location of sites	Dates	On-site or remotely
Face-to-face interviews at head office	9–10 December 2024	Remote
PARPEL project and training and development project (PFP) / various locations, Burkina Faso	6–10 January 2025	On-site
Programme staff interviews	3–4 February 2025	Remote

2.3 Interviews

Level / Position of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head office			
Governance (Board of Directors)	1		Remote
Management		6	Remote
Project sites			
Management	1	3	Remote
Stakeholders	1	10	On-site
Total number of interviewees	3	19	22

2.4 Consultations with communities

Type of group and location	Number of interviewees		Onsite or remote
	Women	Male	

PARPEL project / Boulsin area / Community focus group / Mixed group (poultry farmers + livestock farmers)	10	6	On-site
PARPEL Project / Zikiémé village / Community focus group / Women's group (livestock farmers)	14		On-site
PARPEL project / Tanhoko area / Community focus group / Mixed group (poultry farmers + livestock farmers)	1	11	On-site
PARPEL Project / Nessemtega village / Community focus group / Women's group (livestock farmers)	15		On-site
PARPEL Project / Santena village / Community Focus Group / Women's Group	9	7	On-site
PARPEL project / Sera / Community focus group / Mixed group	4	8	On-site
PFP project / Guibaré village / Community focus group / Women's group (market gardening, poultry farming, soap-making, electricity, food processing)	15		On-site
PFP Project / Guibaré area / Community Focus Group / Mixed group (various activities)	11	5	On-site
PFP Project / Guibaré area / Community focus group / Men's group (various activities)	0	14	On-site
Total number of participants	79	51	130

2.5 Closing meeting

Date	18/02/2025	Number of participants	20
Location	Ouagadougou and other locations, Burkina Faso (remote)	Any substantive issues arising	No

3. Background information on the organisation

3.1 General information

The Association Nodde Nooto (A2N) is a national NGO incorporated under Burkinabe law and recognised as being of public utility (ARUP), established in 1996 to listen to and work with communities and partners towards the sustainable development of Burkina Faso. In the Fulfulde language, "Nodde Nooto" literally means "One who answers when called".

A2N's overall objective is to "contribute to a better balance between land and ecological heritage by promoting community initiatives". Its specific objectives are to support local organisations in improving resource management, to assist local authorities, to create the conditions for greater resilience to climate change, and to promote gender mainstreaming.

A2N has structured its activities around three strategic objectives in its Strategic Orientation Document (SOD) 2021–2025:

- (1) To improve people's access to agricultural, forestry and pastoral resources in the context of a security crisis
- (2) Contribute to the consolidation of a peaceful environment and the resilience of local communities
- (3) Strengthen the organisation and institutional framework of A2N

During 2023, A2N carried out its activities in four main areas:

- natural resource management
- support for local development
- educational innovation
- and vocational training and youth entrepreneurship

These initiatives took place in a total of 21 municipalities, spread across the Centre-North, Sahel and East regions¹.

A2N's head office is located in Dori, with a regional branch in Kaya, a national office in Ouagadougou and three project offices in Gorom-Gorom, Boulsa and Guibaré. In 2023, the organisation had 63 staff members, including 23 women.

¹ Annual Report 2023

Its budget for the 2024 financial year amounts to 1,731,359,116 CFA francs (equivalent to €2,639,440).

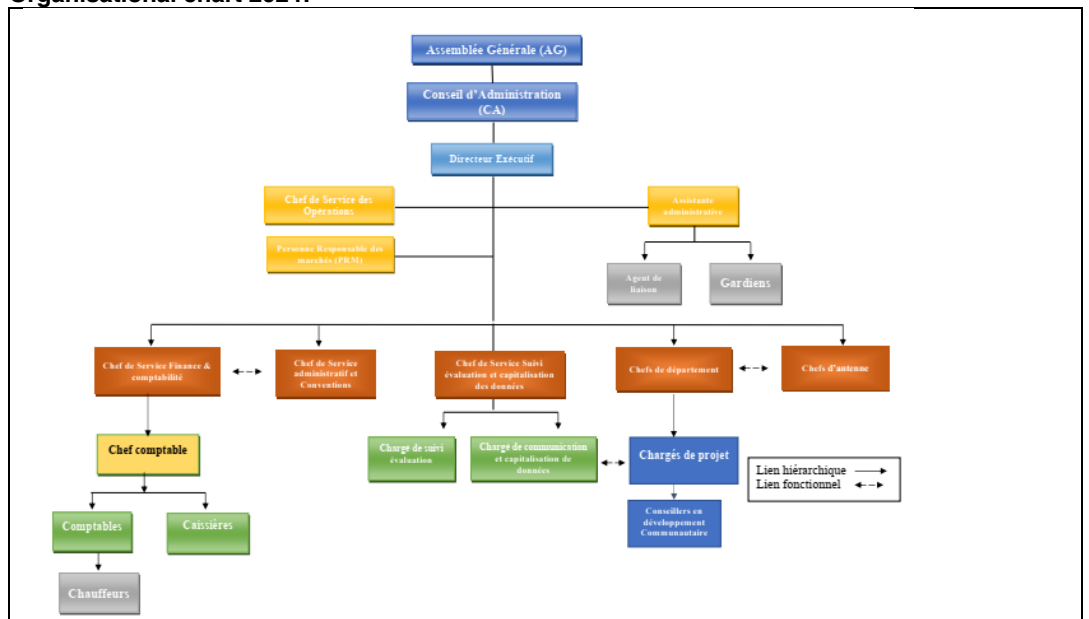
A2N works with several partners, including the French Development Agency (AFD), Vétérinaires Sans Frontières Belgium (VSF-B), the Danish Refugee Council (DRC), Cultivating New Frontiers in Agriculture (CNFA), the United Nations Development Programme (UNDP), Humanité et Inclusion, and UN-Habitat.

In 2023, A2N directly implemented seven projects aligned with the Peace-Development-Humanitarian nexus.

3.2 Governance and management structure

A2N operates according to a governance model structured around four main bodies. The General Assembly (GA), comprising 35 members divided into three categories (active, founding and honorary members), is the supreme body. It meets annually in ordinary session to adopt the budget, approve reports and appoint the Executive Director on the recommendation of the Board of Directors (BoD). The BoD comprises seven directors, including two founding members, elected for a three-year term renewable once. The organisation underwent a governance reform in 2022, with the adoption of statutory amendments including a change to the BoD’s term of office from two to three years, renewable once, and the introduction of annual ordinary sessions for General Meetings. The BoD oversees the organisation through various committees, notably the Audit and Compliance Committee. A Strategic Advisory Committee, comprising founding members and former directors, provides expertise on strategic direction.

Organisational chart 2024:



The executive management team, recruited through an external call for applications via an independent consultancy, is led by the Executive Director. He manages the operations portfolio, coordinates operational activities and recruits the specialist staff required to implement programmes. He oversees five departments:

- Operations
- Monitoring, Evaluation and Knowledge Management
- Administration and Agreements
- Finance and Accounting
- Communication

The team comprises around⁶⁰people spread across the headquarters in Dori, the offices in Kaya and Ouagadougou, and three project offices in Gorom-Gorom, Boulsa and Guibaré.

3.3 Work with partner organisations

A2N directly implements 100% of its programme portfolio (7 programmes in 2023). Its partnership-based approach is in line with the 2021–2025 Strategic Development Plan (DOS), which emphasises the importance of “working in close collaboration at all stages of its projects with local authorities, the administration, decentralised state technical services, NGOs, and other projects and programmes operating in the region”.

To implement its programmes, it works closely with various partner organisations:

- public institutions
- international technical and financial partners
- local authorities
- professional and umbrella organisations
- consortia with international NGOs

With regard to public institutions, A2N works closely with the State's decentralised technical services, in particular the ministries responsible for the themes covered by A2N's programmes (Agriculture, Environment, Youth, etc.)

With regard to its international technical and financial partners, A2N has established long-term partnerships with several international organisations, some of which have been in place for over a decade (VSF-Belgium, DRC, CNFA).

As part of the implementation of its projects, A2N also collaborates with local authorities, supporting them in the operationalisation of their development plans. Collaboration agreements are established with municipalities and regions.

A2N also works with provincial unions of professional organisations, notably in the agro-sylvo-pastoral sectors, simplified cooperative societies (SCOOPS) and umbrella organisations.

A2N also participates in consortia with international organisations such as DRC, CNFA and VSF-Belgium.

4. Overall performance of the organisation

4.1 Internal quality assurance and risk management mechanisms

A2N has several mechanisms for risk management, financial management, protection and monitoring and evaluation, which form the foundation of its quality assurance system.

A2N defines its internal control system as the set of security measures designed to ensure the reliability of the information produced and the safeguarding of its assets. Internal control is exercised on an ongoing basis by all department heads and programme managers.

In terms of risk management, A2N has developed a security policy setting out detailed mechanisms, including management plans, an incident reporting system, evacuation procedures and a classification by security levels. In addition, the monitoring and evaluation manual describes specific tools for risk analysis and mitigation, including risk analysis sheets and evaluation tables. These mechanisms and tools are not systematically followed in all A2N offices and programmes.

For financial management, A2N has implemented a manual of administrative, financial and accounting procedures that includes procurement procedures and a procurement plan (PPM). This manual is currently being revised to adapt it to the humanitarian context (for example, procurement procedures). The organisation has a monthly budget monitoring system and also carries out systematic financial audits of all its programmes.

In terms of protection, A2N has developed several key policies such as the code of conduct, the policy on the prevention and response to sexual exploitation and abuse (PEAS), the policy on the prevention and management of conflicts of interest, and the policy on the prevention of fraud and corruption, which were formally adopted in 2024.

To monitor its programmes, A2N has rolled out a digital system on the Kobo platform and, in 2020, developed a monitoring and evaluation manual that sets out a structured framework for the ongoing monitoring of activities, outcomes and impacts using clear indicators. Regular evaluations enable the analysis of interventions and the identification of lessons learnt to improve future practices.

4.2 Level of application of the CHS

A2N demonstrates a commitment to accountability and community inclusion, which lie at the heart of its core values and principles. The organisation demonstrates a general understanding of the Core Humanitarian Standard (CHS) and its commitments:

The main strengths relate to:

- Strong community roots with excellent local acceptance
- Programmes tailored to community needs, with clearly defined vulnerability criteria for the selection of beneficiary communities
- Staff described as competent and respectful by communities and stakeholders

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- Protection policies (code of conduct, PEAS, anti-fraud and anti-corruption measures, and measures to prevent conflicts of interest)

The main weaknesses relate to:

- Insufficient communication to communities regarding protection policies
- A fragmented complaints management system that is not sufficiently documented or understood by communities
- Low community involvement in the design of programmes and complaints mechanisms
- Significant delays in the implementation of certain programmes
- The absence of an environmental policy and systematic environmental impact assessment

With regard to gender equality, A2N demonstrates good practice by integrating a gender perspective into the planning, targeting and implementation of all its activities. The organisation treats gender as a cross-cutting issue and ensures that its interventions benefit communities without discrimination. This approach is reflected in several programmes that help reduce inequalities in women's access to economic opportunities through various activities, such as the creation of market gardens and the establishment of village savings and credit associations. Women are well represented in capacity-building and training activities on various economic topics.

With regard to PEAS, A2N demonstrates its commitment to combating all forms of exploitation and abuse, notably through training on gender-based violence (GBV). In 2024, the organisation adopted a PEAS policy with clearly defined commitments and reporting channels. However, A2N's communities and stakeholders are not systematically informed of its PEAS commitments.

Regarding localisation, A2N demonstrates excellent practices by relying heavily on existing community structures. The organisation works closely with local actors and grassroots community organisations to promote the sustainability of achievements and the long-term viability of programmes. In response to insecurity, A2N has developed an approach that empowers local initiatives (young people, women, champions of change, local coaches) who understand the context and are accepted by the communities.

This initial audit identifies:

- 2 observations
- 15 minor weaknesses (in 2.2, 3.4, 3.6, 4.1, 4.3, 4.5, 5.1, 5.2, 5.4, 5.6, 7.2, 8.8, 9.1, 9.4, 9.6)
- No major weaknesses

4.3 Organisational performance against each CHS commitment

Strong points and areas for improvement	Average score*
Commitment 1: Humanitarian assistance is appropriate and relevant	3
<p>A2N's policies are committed to providing impartial assistance based on the needs and capacities of communities and incorporate principles of gender and social inclusion, taking into account the diversity of communities, particularly that of disadvantaged or marginalised people. Processes are in place to ensure regular and adequate context analysis, supported by a structured monitoring and evaluation framework and quarterly review and planning meetings. The organisation conducts a systematic security analysis for each intervention and adapts its programmes in line with changes in the context and security constraints. Operational implementation reflects these commitments, with programmes designed on the basis of needs and risk assessments, and clearly defined vulnerability criteria used by targeting committees to select beneficiary communities.</p>	
<p>Feedback from communities: The communities acknowledge that A2N's programmes are tailored to their needs and appreciate that the projects take into account their skills and capabilities, particularly in terms of livestock farming. They confirm that they were selected by a committee set up by the community, based on clearly defined vulnerability criteria. However, they do not recall having been involved in the needs assessment.</p>	
Commitment 2: Humanitarian response is effective and timely	2.7
<p>A2N's 2021–2025 Strategic Document defines its commitments and objectives, taking into account its human, material and financial capacities, to ensure that the programme's commitments are aligned with its capabilities. A monitoring and evaluation manual sets out a structured framework and is supported by a dedicated monitoring and evaluation team, enabling continuous monitoring of activities, results and impacts through clear indicators. A2N designs programmes that address constraints so that the proposed action is feasible and does not endanger communities, with systematic security checks carried out before each activity. The organisation maintains a map of available services and a referral system to health centres, enabling it to refer unmet needs to organisations with the relevant technical expertise and mandate. However, A2N does not always provide a timely humanitarian response; significant delays have been identified in some programmes.</p>	
<p>Feedback from communities: Communities confirm the existence of major delays, particularly in 'the distribution of livestock' and the implementation of certain activities. Despite these delays, they appreciate being informed of the constraints faced by the organisation and understand the challenges linked to the context. In terms of security, communities feel confident, and some indicate that activities generally take place within the villages where they live and pose no threat to them.</p>	
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	2.5
<p>A2N's policies, strategies and guidelines are designed to prevent programmes from having negative impacts and to strengthen local capacities. The organisation has put in place protection policies (PEAS, anti-corruption and anti-fraud measures, etc.), and its monitoring and evaluation manual includes an analysis of the potential impacts of programmes, including anticipated or unanticipated negative effects. Furthermore, the policies include strategic priorities for strengthening the capacities of local communities, notably through training, skills transfer and institutional support, with programmes aimed at assisting communities with their planning and resilience in the face of crises. A2N has systems in place to protect data collected from communities through a digitalised Kobo system and centralised access to the database within the monitoring and evaluation department. The programmes include evaluations, and A2N uses the results of hazard and risk assessments to plan its activities. The organisation ensures that its programmes build on local capacities and strengthen community resilience, notably through its network of volunteer 'endogenous coaches' present in several hundred villages. The organisation promotes the capacity development of local leaders and organisations, notably through the promotion of village committees. The programmes support the local economy, particularly through the development of income-generating activities in the livestock sector. However, although its programmes incorporate sustainability – for example, through the goat breeding scheme – A2N does not systematically plan a transition or phase-out strategy from the outset of the programme. Furthermore, the organisation does not have a system in place to identify and respond in a timely manner to all actual or potential negative impacts of its actions in the areas of security, dignity, sexual exploitation and abuse, culture, social relations, livelihoods, the local economy and the environment.</p>	
<p>Feedback from communities:</p>	

<p>Communities recognise the positive impact of economic initiatives on their incomes and report no negative effects from the interventions. They state that the projects make them “stronger” through the acquisition of productive assets such as goats and equipment to improve their livelihoods, and appreciate the participatory approach and capacity-building</p>	
<p>Commitment 4: Humanitarian response is based on communication, participation and feedback.</p>	<p>2.1</p>
<p>A2N has stated in its DOS that it promotes a culture of accountability and information sharing, demonstrating a commitment to a culture of open communication. A2N’s policies are designed to involve communities and reflect their priorities, as evidenced by the commitment in the DOS and the monitoring and evaluation manual to listening to communities and the need to engage with all stakeholders at all stages of projects. A2N’s external communication is factual, ethical and respectful of the dignity of communities. A2N encourages and empowers communities to express their level of satisfaction through post-distribution evaluations (PDMs) where relevant, and conducts large-scale annual satisfaction surveys for development programmes. The organisation communicates in a respectful and culturally appropriate manner, notably through village committees with mixed representation and participatory targeting involving these committees.</p> <p>However, despite its commitments, A2N does not have a formalised information-sharing policy that would define the practical arrangements for sharing information. The organisation does not systematically ensure that communities are informed about the organisation’s principles and its staff code of conduct. Furthermore, although the organisation guarantees community participation during implementation, it does not systematically ensure their participation in programme design.</p>	
<p>Feedback from communities</p> <p>The communities confirm that A2N communicates with them through facilitators who speak the local language, thereby facilitating understanding. They acknowledge that they are able to give their opinions and make suggestions during project implementation. However, they do not recall the organisation sharing its principles, values or code of conduct at the start of the programme, and confirm that they were not involved in the initial programme design phase.</p>	
<p>Commitment 5: Complaints are welcomed and addressed.</p>	<p>1.7</p>
<p>A2N recognises the importance of taking complaints seriously and encourages its staff to report any inappropriate behaviour, including sexual exploitation or abuse, in its code of conduct and protection policies. To promote and strengthen a culture in which complaints are seen as opportunities for improvement, and to prevent inappropriate behaviour, A2N implements awareness-raising modules and internal training. Complaints management mechanisms are systematically put in place at programme level when targeting communities, with complaints committees established in each village and focal points identified. These mechanisms provide reporting channels for all stakeholders (staff, communities, partners). The organisation handles complaints appropriately and refers those outside its remit to the relevant authority, despite the very limited number of documented complaints.</p> <p>However, several significant weaknesses have been identified. A2N does not have a comprehensive, documented and operational complaints management process for communities. Detailed procedures for handling complaints, including steps, responsibilities and timeframes, are not clearly defined, and A2N staff do not systematically inform communities about the scope of the complaints mechanisms. Furthermore, despite community involvement in the establishment of complaints committees, A2N does not systematically consult communities on their design. Finally, communities are not sufficiently aware of the expected conduct of staff, including commitments regarding the PEAS.</p>	
<p>Feedback from communities:</p> <p>Communities confirm the existence of complaints committees at programme level but state that they have not been specifically informed of a particular process for reporting misconduct by the organisation’s staff, nor have they been consulted on the design of the complaints mechanism. They feel safe to lodge a complaint and are aware of village focal points and activity monitoring committees as potential channels for expressing their concerns. The few complaints mentioned mainly concern the quality of materials or delays in information, and have been resolved satisfactorily.</p>	
<p>Commitment 6: Humanitarian response is coordinated and complementary.</p>	<p>3</p>
<p>A2N’s policies and strategic documents reflect its commitment to coordination and collaboration with other actors. Despite the absence of an implementing partner in 2024 (due to the security situation), A2N’s monitoring and evaluation manual states that collaborations with partners must be based on a clear definition of responsibilities, mandates and common objectives for each intervention. The organisation maintains close coordination with local authorities, particularly regarding the targeting of interventions, and operates in a spirit of complementarity with these stakeholders. A2N actively participates in clusters relevant to the themes of its interventions and organises regular coordination meetings with its partners and stakeholders. A referral system to health centres is in place to ensure appropriate care for communities.</p>	
<p>Feedback from communities:</p> <p>Stakeholders acknowledge A2N’s collaboration with local and regional authorities. Stakeholders and communities have not observed any duplication of activities in A2N’s areas of operation.</p>	

Commitment 7: Humanitarian actors continuously learn and improve.	2.7
<p>A2N's monitoring and evaluation manual establishes mechanisms and means of evaluation and learning to improve its practices. The organisation documents and shares lessons learnt through mid-term and final evaluations, as well as critical reflection sessions. Mechanisms are in place to record and share accumulated experience, lessons and know-how within the organisation, such as specific fact sheets (good practices, lessons learnt, recommendations) and quarterly meetings for sharing experiences. A2N uses these lessons learnt from previous experiences when designing new programmes. A2N contributes to learning and innovation in the humanitarian response with its peers and across the sector, and promotes the exchange of lessons learnt and innovation within the organisation, with communities and people affected by crises, as well as with other stakeholders, notably through sharing between communities via weekly groups.</p> <p>However, due to weaknesses identified in the complaints management mechanism, its ability to learn, innovate and adapt its programmes based on community complaints in a systematic manner is limited.</p>	
<p>Feedback from communities: Communities and stakeholders confirm that A2N has improved over time. However, some communities indicate that A2N does not systematically share evaluation results and lessons learnt with them.</p>	
Commitment 8: Staff are supported to carry out their work effectively and are treated fairly and equitably.	2.7
<p>A2N has human resources policies and procedures that are fair, transparent, non-discriminatory and compliant with local labour law. The administrative procedures manuals and staff regulations, both currently under review, establish recruitment procedures with clear and consistent criteria, and provide for detailed job descriptions for each role. A2N has a code of conduct that defines the behaviour expected of all staff, including employees, volunteers and consultants, and which explicitly prohibits all forms of exploitation, including sexual exploitation, abuse of power and any form of coercion against communities or colleagues. Furthermore, in 2024, A2N implemented a specific policy to combat sexual exploitation and abuse, which prohibits any relationship involving abuse of power and sets out reporting and investigation procedures in the event of suspected abuse. A2N has a safety policy detailing the organisation's and staff's obligations regarding risk prevention, crisis management and post-incident support. In practice, staff work in accordance with the organisation's mandate and values, adhere to the policies that apply to them, and undertake to sign A2N's code of conduct and internal regulations.</p> <p>However, two areas for attention have been identified. A2N does not have a formal training policy to support staff in improving their skills and abilities, although the staff regulations provide for the possibility of sending an employee on training. Furthermore, the organisation faces human resources challenges, with a heavy workload in certain departments and staff members holding multiple roles.</p>	
<p>Feedback from the communities: The communities confirm that A2N staff behave appropriately. They have not observed any instances of abuse or inappropriate behaviour and regard A2N staff as competent.</p>	
Commitment 9: Resources are managed and used responsibly for their intended purpose.	2
<p>A2N has a manual of administrative, financial and accounting procedures that sets out the rules for the use and management of resources. This manual establishes principles to ensure that funding is used in accordance with the organisation's objectives and the agreements signed with donors, thereby ensuring that funds and in-kind donations are accepted and allocated in an ethical and lawful manner. Any financial commitment must comply with A2N's principles and values, thereby ensuring that the resources accepted do not compromise its independence. In 2024, the organisation adopted an anti-fraud and anti-corruption policy and a policy on the prevention and management of conflicts of interest. A2N conducts audits, verifies compliance with procedures and reports on this transparently through an independent financial audit system, carried out annually by an external audit firm. Financial audits of all programmes focus in particular on compliance with budgetary procedures, the commitment of expenditure, the justification of accounts and adherence to accounting standards. A2N records and monitors expenditure in relation to the budget through monthly expenditure monitoring.</p> <p>However, several weaknesses have been identified. Although A2N has a risk management policy, risk assessment and management processes are not systematically followed or kept up to date. Furthermore, the organisation does not systematically take into account the environmental impact of the use of local natural resources in its programmes and does not have specific policies detailing how it uses its resources in an environmentally responsible manner. Finally, certain procedures, such as procurement procedures, are not suited to the context of a humanitarian emergency.</p>	
<p>Feedback from communities: Communities believe that the projects do not have a negative impact on the environment. On the contrary, positive effects are mentioned, such as the use of animal manure to improve the fertility of agricultural land. Despite their lack of knowledge regarding</p>	

the programme budget and the costs of the activities affecting them, communities and stakeholders are not concerned about A2N's resource management.

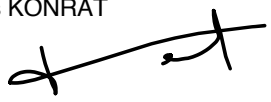
* Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each Commitment, except when one of the indicators of a commitment scores 0 or if several scores of 1 on the indicators of a Commitment lead to the issuance of a major non-conformity/weakness at the level of the Commitment (in these two cases the overall score for the Commitment is 0).

5. Summary of weaknesses

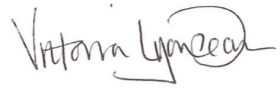
Weaknesses	Type	Status	Resolution timeframe*
2025-2.2: A2N does not consistently provide a timely humanitarian response.	Minor	New	By 2028
2025-3.4: A2N does not systematically plan a transition or exit strategy from the outset of the programme.	Minor	New	By 2028
2025-3.6: A2N does not have a system in place to identify and respond in a timely manner to the actual or potential negative impacts of its actions.	Minor	New	By 2028
2025-4.1: A2N does not systematically ensure that communities and individuals affected by crises are informed about the organisation's principles and its staff code of conduct.	Minor	New	By 2028
2025-4.3: A2N does not systematically ensure the participation of communities and people affected by crises in the design of its programmes.	Minor	New	By 2028
2025-4.5: A2N does not have an information-sharing policy.	Minor	New	By 2028
2025-5.1: A2N does not systematically consult communities and individuals affected by crises on the design of complaints management processes.	Minor	New	By 2028
2025-5.2: A2N does not systematically inform communities about the scope of the complaints mechanisms.	Minor	New	By 2028
2025-5.4: A2N does not have a comprehensive, documented and operational complaints management process for communities and individuals affected by crises.	Minor	New	By 2028
2025-5.6: A2N does not systematically ensure that communities and individuals affected by crises are fully aware of and understand the expected conduct of humanitarian staff, including the organisation's commitments regarding the prevention of sexual exploitation and abuse.	Minor	New	By 2028
2025-7.2: A2N does not have a system in place to systematically learn from, innovate and adapt its programmes based on feedback from communities.	Minor	New	By 2028
2025-8.8: A2N has no policies in place to support staff in improving their skills and abilities.	Minor	New	By 2028
2025-9.1: A2N does not systematically implement processes that ensure the efficient use of resources across all its operational contexts.	Minor	New	By 2028
2025-9.4: A2N does not systematically take into account the environmental impact of the use of local natural resources in its programmes.	Minor	New	By 2028
2025-9.6 b: A2N has policies and procedures in place specifying how the organisation uses its resources in an environmentally responsible manner. 2025-9.6 e: A2N's policies and processes for continuously assessing, managing and mitigating risks are not consistently followed.	Minor	New	By 2028

Total number of weaknesses	15
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6. Lead auditor’s recommendation


<p>INDEPENDENT VERIFICATION</p> <p>In our opinion, A2N demonstrates a high level of commitment with the Core Humanitarian Standard for Quality and Accountability (CHS), and its inclusion in the independent verification scheme is justified.</p>	
<p>Name and signature of the lead auditor:</p> <p>Agnès KONRAT</p> 	<p>Date and place:</p> <p>26/02/2025, France</p>

7. HQAI Decision

<p>Registration in the Independent Verification cycle:</p>	<input checked="" type="checkbox"/> Granted <input type="checkbox"/> Rejected
<p>Next audit due by: 7 April 2028</p>	
<p>Name and signature of the HQAI quality assurance manager:</p>  <p>Victoria Lyon Dean</p>	<p>Date and place:</p> <p>7 April 2025</p> <p>Geneva</p>

8. Endorsement of the report by the organisation

<p>Space reserved for the organisation</p>	
<p>Any reservations regarding the audit findings and/or any comments regarding the conduct of the HQAI audit team:</p> <p><i>If yes, please specify:</i></p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>Acknowledgement and acceptance of the findings:</p> <p>I acknowledge and understand the audit findings</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>

I accept the audit findings	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Name and signature of the organisation's representative: Oumarou Cisse, Executive Director 	Date and place: Ouagadougou, April 15, 2026

Appeal

In case of disagreement with the quality assurance decision, the organisation can appeal to HQAI within 14 workdays after being informed of the decision.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will confirm that the basis for the appeal meets the appeals process requirements. The Chair will then constitute an appeal panel made of at least two experts who have no conflict of interest in the case in question. The panel will strive to come to a decision within 45 workdays.

The details of the Appeals Procedure can be found in document PRO049 – Appeals Procedure

Annex 1: Explanation of the scoring scale*

Scores	Meaning: for all verification scheme options	Technical meaning for all independent verification and certification audits
0	Your organisation does not work towards applying the CHS commitment.	<p>Score 0: indicates a weakness that is so significant that the organisation is unable to meet the commitment. This leads to:</p> <ul style="list-style-type: none"> • Independent verification: major weakness. • Certification: major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p>Score 1: indicates a weakness that does not immediately compromise the integrity of the commitment but requires to be corrected to ensure the organisation can continuously deliver against it. This leads to:</p> <ul style="list-style-type: none"> • Independent verification: minor weakness • Certification: minor non-conformity, leading to a minor corrective action request (CAR).
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p>Score 2: indicates an issue that deserves attention but does not currently compromise the conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> • Independent verification and certification: observation.
3	Your organisation conforms to this requirement, and organisational systems ensure that it is met throughout the organisation and over time – the requirement is fulfilled.	<p>Score 3: indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> • Independent verification and certification: conformity.
4	Your organisation's work goes beyond the intent of this requirement and demonstrates innovation. It is applied in an exemplary way across the organisation and organisational systems ensure high quality is maintained across the organisation and over time.	<p>Score 4: indicates an exemplary performance in the application of the requirement.</p>

* Scoring Scale from the CHSA Verification Scheme 2020