

# Association Vision Action Développement (AVAD)

## Initial Audit – Summary Report – 22 May 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 checked="" type="checkbox"/> Direct support <input type="checkbox"/> Federated <input checked="" 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
<b>Legal registration</b>	AVAD is a non-profit association under Burkinabe common law	
<b>Location of head office</b>	Kaya, Burkina Faso	
<b>Total number of staff members</b>	110	

#### 1.2 Audit team

<b>Lead auditor</b>	Aninia Nadig
<b>Second auditor</b>	-
<b>Third auditor</b>	-
<b>Observer</b>	-
<b>Expert</b>	-
<b>Facilitators in Burkina Faso</b>	Diane NANEMA Issaka KAZIENGA

#### 1.3 Scope of the audit

<b>CHS:2014 Audit framework</b>	Independent Verification
<b>Audit cycle</b>	First cycle
<b>Type of audit</b>	Initial Audit
<b>Scope of the audit</b>	The organisation and all its projects (humanitarian and development)
<b>Subject of the audit</b>	N/A; the entire organisation is covered by this initial audit.

#### 1.4 Sampling\*

Sampling unit	Projects
<b>Total number of AVAD sites included in the sampling</b>	7
<b>Total number of sites for the on-site visit</b>	1
<b>Total number of sites for remote assessment</b>	2
<b>Selection of the sampling unit</b>	
<b>Random sampling – on-site/remote/unselected</b>	<b>Purposive sampling (none)</b>
Agro-Pastoral Food Security – FAO-Kaya – remote	
Protection and social cohesion – Sahel – SDC – remote	
ResCom – DRC – on-site	
Resilience – malnutrition – WFP – Kaya – not selected	
Food security – Central Plateau – FAO – not selected	
<b>Any other considerations regarding sampling:</b> Random sampling was sufficient to identify the four projects to be included in the audit. No judgmental sampling was required	
<b>Sampling risks identified:</b> The auditor identified no sampling risks.	

\*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 SCH in different contexts and working methods.

## 2. Activities of the audit team

### 2.1 Opening meeting

<b>Date</b>	09/12/2024	<b>Number of participants</b>	9
<b>Location</b>	Online	<b>Any substantive issues raised</b>	None

### 2.2 Sites assessed

<b>Location of sites</b>	<b>Dates</b>	<b>On-site or remotely</b>
Kaya (head office)	10 December 2024 – 11 December 2024	Remote
ResCom Project: Kaya	27 February 2025 – 29 February 2025	On-site
SDC Project: Protection and Social Cohesion – Sahel	2025	Remote
FAO project: Food security – Kaya	2025	Remote

### 2.3 Interviews

<b>Level / Position of interviewees</b>	<b>Number of interviewees</b>		<b>Onsite or remote</b>
	<b>Female</b>	<b>Male</b>	
<b>Head office</b>			
Management		2	Remote
Staff	2	5	Remote
<b>Sampling unit: Projects</b>			
Staff	2	1	On-site
Donor partner		1	Remote
<b>Total number of interviewees</b>	4	9	

### 2.4 Consultations with communities

<b>Type of group and location</b>	<b>Number of interviewees</b>		<b>Onsite or remote</b>
	<b>Women</b>	<b>Male</b>	
RESCOM: Sougrinooma group community		8	
RESCOM: noogtaaba group community	5	2	On site
RESCOM: IDP women beneficiaries of AVEC (possibly the 7 AGR women)	7	0	On site

<b>Total number of participants</b>	12	10	
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## 2.5 Closing meeting

<b>Date</b>	13 February 2025	<b>Number of participants</b>	5
<b>Location</b>	Online	<b>Any substantive issues arising</b>	None

## 3. Background information on the organisation

### 3.1 General information

Association Vision Action Développement (AVAD) was founded in 2000, recognised at provincial level in 2001 and at national level in 2003.

In 2000, a group of individuals with experience in rural development decided to form an association to pool their expertise in order to provide effective support to rural communities. The aim was to provide appropriate solutions to local development issues and to encourage the informed and voluntary participation of local people in the development of their communities.

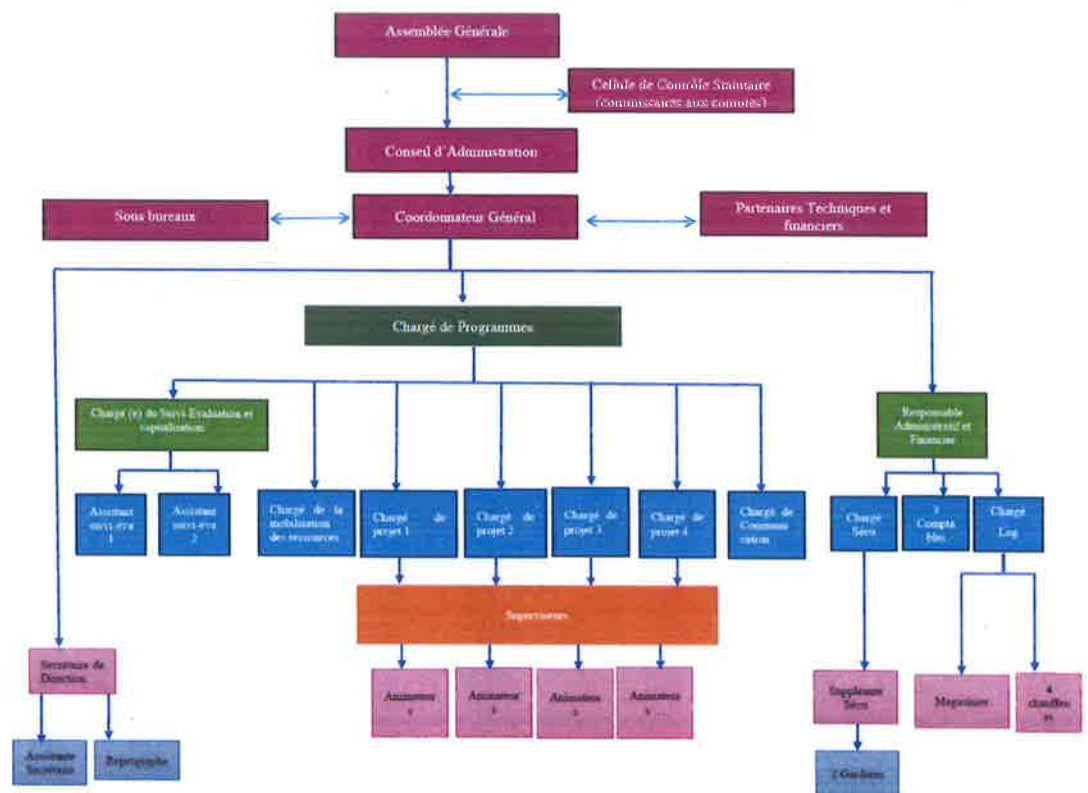
Under the motto "Development is a duty", AVAD's core mission is to contribute to achieving sustainable food security for sustainable human development for the benefit of rural populations in its areas of operation. Its vision is: "Like a star shining in the sky, AVAD's actions illuminate Burkina Faso, and the population no longer suffers from hunger, thirst or disease, but is brimming with the capabilities that enable it to participate actively in the country's development."

The Association's objective is to contribute to improving people's living conditions, particularly in the areas of health, education and capacity building for stakeholders, the fight against desertification and the effects of climate change, the promotion of women's and children's rights, and support for partner organisations.

AVAD's strategic plan is structured around five key areas, which are: (i) contributing to improved access to basic social services; (ii) contributing to the strengthening of agro-sylvo-pastoral production; (iii) promoting the rights of women and children as well as the economic participation of young people; (iv) strengthening the provision of humanitarian and emergency assistance services; (v) supporting the institutional development of the association.

AVAD's guiding principles are: good governance, professionalism, accountability, integrity, a sense of community, and consideration of security issues, the triple nexus and gender equality.

AVAD is primarily active in the North-Central region, with its head office in Kaya and offices in Pibaoré and Barsalogo.



### 3.2 Governance and management structure

AVAD has a governance structure focused on projects and programmes, which are implemented by teams, with a view to ensuring accountability among stakeholders at various levels. Accordingly, AVAD's headquarters in Kaya is structured as follows:

The General Assembly comprises all ordinary members as at the date of its convening. It is the association's supreme decision-making body.

The Board of Directors meets once every six months and comprises five (05) members known as directors, elected for a renewable term of five (5) years. The Board of Directors is responsible, in particular, for defining the association's objectives and direction, ensuring the application of the association's principles and the sound management of the General Coordinator, and drawing up the association's financial and activity report.

The General Coordination is the body responsible for implementing the decisions of the General Assembly. It organises weekly, monthly, quarterly and annual meetings. It ensures the smooth running of activities and the organisation, and the management of partners. It guides the Board of Directors in its decision-making and supports its effective functioning.

The General Coordination comprises a General Coordinator, a Programme Officer, a Monitoring, Evaluation and Knowledge Management Officer, and an Administrative and Financial Manager (RAF) who is also responsible for human resources. The team is supported by a number of staff, including technical experts, accountants, project officers and secretaries.

The implementation and support team consists of a network of field officers. It is based in the partner municipalities and relies on elected or appointed community representatives at the village or municipal level to implement activities. AVAD also works with local coaches.

### 3.3 Work with partner organisations

AVAD's partners include the Burkinabe government and national bodies relevant to its mandate. Furthermore, AVAD has partnerships with several international agencies and organisations. AVAD is a member of the Permanent Secretariat of Non-Governmental Organisations (SPONG). One of AVAD's strategic priorities is the provision of advisory and support services to local organisations. According to AVAD, this includes technical, financial and material support and training, as well as

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sponsorship. At the time of the audit, AVAD did not have a systematic approach to these activities, nor did it have agreements in place with the organisations in question.

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## 4. Overall performance of the organisation

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### 4.1 Internal quality assurance and risk management mechanisms

AVAD's organisational structure allows for a separation of powers and responsibilities, designed to ensure consistent quality in management and operational processes.

The quality of programmes and projects is monitored through the 2022–2026 strategic plan, which aims to strengthen governance, leadership and the mobilisation of financial resources for the association's interventions, and to ensure the monitoring, evaluation and capitalisation of the association's actions, particularly its programmes and projects.

The organisation implements its strategic plan through annual action plans. The operational implementation of the strategic plan will be carried out through annual action plans that take into account both the priority action programme and the agreements signed with technical and financial partners.

AVAD has a number of policies and procedures to manage the risks of fraud and corruption, conflicts of interest, and sexual exploitation and abuse. Furthermore, the organisation has procedures for the award and execution of contracts, and for mitigating financial and budgetary risks. AVAD is audited annually. Nevertheless, AVAD does not have a comprehensive approach to managing these risks.

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### 4.2 Level of implementation of the CHS

AVAD has systems and policies that support the implementation of the CHS, particularly in the areas of quality and risk management (see 4.1). The organisation is working to strengthen identified areas of weakness, notably in human resources and monitoring and evaluation. Strategic documents and manuals, as well as policies that do not explicitly focus on communities, make little reference to the communities for which AVAD works. There is therefore a general risk that the organisation focuses more on its own operations and that interactions with communities are not identified as an integral part of those operations.

#### Strengths

AVAD has structures and procedures in place for the planning, implementation, and monitoring and evaluation of projects.

AVAD has a policy on protection against sexual exploitation and abuse, as well as a child safeguarding policy.

AVAD has established human resources, financial and budgetary procedures, as well as structures for financial and budgetary control and procurement.

AVAD has an organisational culture that aims to improve the quality of life of communities and welcomes complaints.

AVAD has a systematic approach to communicating with communities.

#### Weaknesses

AVAD does not manage risks systematically and comprehensively at either the organisational or project level.

AVAD does not systematically use project-related feedback and complaints for organisational learning and does not systematically share evaluation results with communities.

AVAD has an organisational structure that may not be sufficiently robust to ensure the consistent quality of the organisation's work.

In total, 9 minor weaknesses were identified, and no major weaknesses.

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#### 4.3 Organisational performance against each CHS commitment

Strong points and areas for improvement	Average score*
<b>Commitment 1: Humanitarian assistance is appropriate and relevant</b>	2.3
<p>AVAD has policies committed to providing impartial assistance based on communities' capacities, whilst taking their diversity into account. Project activities are based on regular analyses of the context and stakeholders, and impartial assessments of needs and risks, as well as communities' vulnerabilities and capacities. Projects are adapted in line with changing needs, capacities and contexts. However, when adapting projects to changing needs, AVAD does not systematically take into account comments and complaints regarding projects, as expressed by the communities.</p>	
<p><b>Feedback from communities:</b> Communities appreciate the assistance provided by AVAD and find it appropriate and in line with their needs. They say that AVAD adapts projects to changing needs or contexts. They mention, however, that they have not always been informed about the criteria for selecting project beneficiaries.</p>	
<b>Commitment 2: Humanitarian response is effective and timely</b>	2.4
<p>The systems for project planning, monitoring, evaluation and adaptation enable AVAD to implement projects on time, adapted to contextual constraints and without putting communities at risk. Its work is based on systematic monitoring of relevant standards and indicators, which also allow for project adaptation where necessary. AVAD is well integrated at the local level and within a network of organisations, and maintains contact with local and national authorities to ensure that needs the organisation cannot cover are referred elsewhere. Its projects are designed so as not to put communities at risk.</p> <p>For its humanitarian activities, AVAD is still in the process of adapting to specific requirements. There is therefore a risk that the organisation may not be able to systematically make these adjustments and meet the requirements of humanitarian programmes and projects. These challenges are also reflected in the fact that the monitoring and evaluation manual does not mention community feedback and complaints as a key component of project monitoring and adaptation activities.</p>	
<p><b>Feedback from communities:</b> Communities report that assistance is provided on time and does not pose any risks to them. They confirm that AVAD staff are competent. Nevertheless, some communities express a desire for closer support from AVAD.</p>	
<b>Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects</b>	2.6
<p>Through its policies, strategies and guidelines, as well as in its projects, AVAD ensures that its activities do not have negative impacts, particularly regarding the safety, dignity and rights of individuals, sexual exploitation and abuse by AVAD staff, cultural, social and political issues, livelihoods, the local economy and the environment. Nevertheless, certain identified weaknesses call into question the organisation's ability to systematically identify and respond to all negative impacts. AVAD ensures that its projects strengthen local capacities (particularly economic ones) and the resilience of communities. AVAD has a system for collecting, processing and storing information from communities securely.</p> <p>AVAD approaches its projects with a focus on sustainability. However, it does not systematically ensure that its projects have a transition or exit strategy. Furthermore, the weaknesses identified in sections 5.2 and 7.2 mean there is a risk that comments and complaints relating to projects are not systematically reported to head office so that they can be addressed.</p>	
<p><b>Feedback from communities:</b> Communities appreciate AVAD's support for capacity building. They say that AVAD's projects do not have negative effects on them.</p>	
<b>Commitment 4: Humanitarian response is based on communication, participation and feedback.</b>	2.4

AVAD makes efforts to promote a culture of open communication. AVAD's external communication is factual, ethical and respectful of the dignity of communities. However, external communication policies and processes are not sufficiently developed.

AVAD informs communities about the organisation and communicates with them in a respectful manner. The organisation involves communities in setting their priorities and identifying risks, and encourages them to express their level of satisfaction with the project.

**Feedback from communities:**

Communities say they are happy with the assistance provided by AVAD. However, some communities say that their needs regarding the projects have not always been taken into account.

**Commitment 5: Complaints are welcomed and addressed**

**2.1**

AVAD has policies and approaches for managing complaints, including those concerning any abuse of power by the organisation. However, this approach is not consistently implemented.

AVAD has an organisational culture in which complaints are taken seriously. Communities are often involved in designing complaints mechanisms and committees. AVAD receives feedback and complaints from its projects and responds to them within the established timeframes. The organisation has processes for referring complaints that fall outside AVAD's remit to the relevant authority.

However, not all communities know how to access the complaints mechanism. Complaints and comments largely remain at project level and are not systematically recorded.

**Feedback from communities:**

Communities say that AVAD listens to them.

**Commitment 6: Humanitarian response is coordinated and complementary.**

**2.8**

AVAD coordinates with the authorities in accordance with the laws of Burkina Faso. The organisation also works closely with other international, national and local organisations, and is involved in capacity-building activities for local structures. Partnerships between AVAD and international organisations are governed by clear agreements.

AVAD participates in local coordination meetings, including cluster meetings and multi-partner projects, and benefits from the exchange of information during these meetings. Its activities are complementary.

**Feedback from communities:**

Communities have reported that they find AVAD's projects to be complementary to other aid projects.

**Commitment 7: Humanitarian actors continuously learn and improve**

**2.3**

The evaluation of projects and programmes is systematic and policy-based. However, neither AVAD's evaluations nor its organisational learning process include feedback and complaints received from communities, nor is this required by AVAD's policies and guidelines.

AVAD's learning is shared within the organisation and with sector actors and the communities themselves, particularly those involved in emergency projects. However, the results of evaluations and lessons learnt are not systematically shared with the communities.

**Feedback from communities:**

Communities say they do not receive feedback on evaluation and learning outcomes.

**Commitment 8: Staff are supported to do their work effectively and are treated fairly and equitably.**

**2.6**

AVAD has the policies, skills and human resources to implement its programmes in a fair, transparent and non-discriminatory manner. Nevertheless, some HR processes lack transparency and the organisational structure may not be sufficiently developed to consistently ensure high-quality management.

AVAD has clear job descriptions and working procedures, with contracts and annual plans. Every employee signs the code of conduct and is familiar with its contents, including the sanctions for breaching the code.

AVAD has procedures in place to ensure that staff work in accordance with its mandate, values, and performance objectives and standards. The organisation has safety procedures and a safety policy for staff.

**Feedback from communities:**

Communities say that AVAD staff are honest and competent.

**Commitment 9: Resources are managed and used responsibly for their intended purpose**

2.7

AVAD has policies to combat fraud, corruption and conflicts of interest, as well as procedures for awarding and executing contracts.

AVAD manages and uses its funds responsibly, ethically and lawfully. Programme and project resources are used efficiently, striking a balance between quality, cost and speed.

AVAD ensures that waste and the environmental impact of its projects are minimised. Indeed, the environment plays a central role for AVAD, which is often active in situations affected by climate change.

AVAD carries out ongoing internal controls, focusing on financial, budgetary and procurement procedures. The organisation is audited annually. It does not have a comprehensive risk management approach.

**Feedback from communities:**

Communities say that AVAD manages its resources responsibly and that this includes respect for the environment. They consider AVAD staff to be honest and incorruptible.

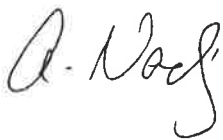
\* Note: Average scores are the sum of the scores per commitment divided by the number of indicators in each commitment, unless one of the indicators for a commitment receives a score of 0 or if several scores of 1 on the indicators for a commitment lead to the issuance of a major non-compliance/weakness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

## 5. Summary of weaknesses


Weaknesses	Type	Status	Resolution timeframe
2025 – 1.3: AVAD does not systematically take into account changing needs and capacities when adapting its projects.	Minor	New	By 2028
2025 – 2.5: AVAD does not systematically ensure that its projects are adapted to address underperformance.	Minor	New	By 2028
2025 - 3.4: AVAD does not systematically plan a transition or exit strategy from the outset of the programme or project.	Minor	New	By 2028
2025 – 4.5: AVAD does not have information-sharing policies in place to promote a culture of open communication.	Minor	New	By 2028
2025 – 5.2: AVAD does not systematically receive and record complaints that should be brought to its attention, and does not systematically provide information on how to access the mechanism and its scope.	Minor	New	By 2028
2025- 5.4: AVAD does not ensure that the complaints management process for communities is systematically documented and operational.	Minor	New	By 2028
2025 – 7.2: AVAD's learning process does not include feedback and complaints from affected individuals.	Minor	New	By 2028
2025 – 7.3: AVAD does not systematically share lessons learnt and innovation with communities.	Minor	New	By 2028

2025 – 9.6.e: AVAD does not have policies or procedures in place to enable it to assess, manage and mitigate risks in a systematic and ongoing manner.	Minor	New	By 2028
<b>Total number of open weaknesses</b>		<b>9</b>	

## 6. Lead auditor's recommendation

<p><b>INDEPENDENT VERIFICATION</b></p> <p>In our opinion, AVAD 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><b>Name and signature of the lead auditor:</b></p> <p>Aninia Nadig</p> 	<p><b>Date and place:</b></p> <p>Geneva, 18 April 2025</p>

## 7. HQAI Decision

<p><b>Registration in the Independent Verification cycle:</b></p>	<input checked="" type="checkbox"/> Granted <input type="checkbox"/> Refused
<p>Next audit by: 22 May 2028</p>	
<p><b>Name and signature of the HQAI Quality Assurance Manager:</b></p> 	<p><b>Date and place:</b></p> <p>Geneva, 22/05/2025</p>

## 8. Endorsement of the report by the organisation

<p><b>Section reserved for the organisation</b></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><b>Acknowledgement and acceptance of the findings:</b></p> <p>I acknowledge and understand the audit findings</p> <p>I accept the audit findings</p>	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p><b>Name and signature of the organisation's representative:</b></p> <p><i>BAROAO Boukary, Coordonnateur Général</i></p> <p><i>[Signature]</i></p>	<p><b>Date and place:</b> <i>Kaya</i></p> <p><i>15/04/2026</i></p>

Association Vision Action  
 Développement - AVAD  
 BP. 15 / Tél: 24 45 21 67  
 Le Coordonnateur Général

## 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><b>Score 0:</b> 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"> <li>• <b>Independent verification:</b> major weakness.</li> <li>• <b>Certification:</b> major non-conformity, leading to a major corrective action request (CAR) – No certificate can be issue or immediate suspension of certificate.</li> </ul>
1	Your organisation is making efforts towards applying this requirement, but these are not systematic.	<p><b>Score 1:</b> 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"> <li>• <b>Independent verification:</b> minor weakness</li> <li>• <b>Certification:</b> minor non-conformity, leading to a minor corrective action request (CAR).</li> </ul>
2	Your organisation is making systematic efforts towards applying this requirement, but certain key points are still not addressed.	<p><b>Score 2:</b> 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"> <li>• <b>Independent verification and certification:</b> observation.</li> </ul>
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><b>Score 3:</b> indicates full conformity with the requirement. This leads to:</p> <ul style="list-style-type: none"> <li>• <b>Independent verification and certification:</b> conformity.</li> </ul>
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><b>Score 4:</b> indicates an exemplary performance in the application of the requirement.</p>

\* Scoring Scale from the CHSA Verification Scheme 2020