

Pananetugri Initiative for Women's Well-Being (IPBF) - Burkina Faso

Initial audit - Summary report - 2025/06/23

1. General information

1.1 Organisation

Type	Mandates	Verified
<input type="checkbox"/> International <input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/network <input checked="" type="checkbox"/> Direct assistance <input type="checkbox"/> Federated <input checked="" type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy
Legal registration	IPBF is a Burkinabe non-profit organisation dedicated to social support	
Head office location	Ouagadougou, Burkina Faso	
Total number of organisation staff in Burkina Faso	33	

1.2 Audit team

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

1.3 Scope of the audit

CHS:2014 Verification Scheme	Certification
Audit Cycle	First cycle
Type of audit	Initial Audit
Scope of audit	The organisation in Burkina Faso and all its projects (humanitarian, development and advocacy)
Focus of the audit	The entire organisation is considered for this initial audit.

1.4 Sampling*

Sampling unit	Projects
Total number of IPBF sites included in sampling	7
Total number of sites for onsite visit	1
Total number of sites for remote assessment	2
Sampling Unit Selection	
Random sampling - on-site/remote/unselected	Purposive sampling (none)
Defend yourself" project (Carine) - selected - remote	
Preventing child marriage project - not selected	
Access to health rights project - not selected	
Project Weltare Guré (Fada) - selected - distance learning	
Project Food aid and protection GFFO (Fada) - selected - on-site	
Lead Ecofeminist - not selected	

Campagne Orange (Ouagadougou) - not selected
Any other sampling considerations: The random sampling was sufficient to identify the three projects to be included in the audit. The projects selected cover the different mandates (humanitarian, development and advocacy) and the different types of intervention.
Sampling risks identified: The auditor did not identify any sampling-related risks.

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

2. Activities of the audit team

2.1 Opening meeting

Date	2024/11/25	Number of participants	8
Location	Remote	Any substantive issues arising	None

2.2 Locations assessed

Locations	Dates	On-site or remote
Ouagadougou (head office)	2024/11/25	Remote
GFFO project	2025/02/11 - 2025/02/13	On site
Project Se Défendre	2025	Remote
Project Weltare Guré	2025	Remote

2.3 Interviews

Level / Position of interviewees	Number of people interviewees		On-site or Remote
	Female	Male	
Head office			
Management	1	3	Remote
Staff	3		Remote
Projects			
Personal	3	3	On site
Donor partners	1		Remote
Local authorities		1	On site
Total number of interviewees	8	7	15

2.4 Consultations with communities

Type of group and location	Number of people interviewees		On-site or remotely
	Female	Male	
GFFO: Mothers of malnourished children	12		On site
GFFO: Beneficiaries of awareness-raising activities	3	3	On-site
GFFO: Complaints Committee	2	2	On site
GFFO: Volunteer community facilitators	3	3	On site
Welfare Guré: Volunteer community leaders	3	3	On site
Total number of participants	23	11	34

2.5 Closing meeting

Date	2025/03/06	Number of participants	11
Location	Remote	Any substantive issues raised	No substantive issues raised. It should be noted that a delay in providing the final required documents has caused a delay in finalising the report. The documents were sent on 16 and 18 April 2025.

3. General information on the organisation

3.1 General information

The Pananetuguri Initiative for Women's Well-Being (IPBF) was founded in Ouagadougou, Burkina Faso, in 2011. According to IPBF statutes, Pananetuguri refers to the crested crane, "a bird that flies very high and gives great shade to the ground". IPBF has its head office in Ouagadougou, with an office in the Eastern Region (Fada N'Gourma), an office in the Boucle du Mouhoun Region (Dédougou), an office in the Hauts Bassins Region (Bobo Dioulasso) and operations in Burkina Faso and eight other countries in the region. This audit only covers the organisation in Burkina Faso, where IPBF is active in nine regions: Boucle du Mouhoun, Cascades, Centre, Centre-East, Centre-North, Centre-South, East, Hauts-Bassins and Plateau Central.

IPBF is a non-profit, apolitical and non-denominational association. Its main objective is to promote the education of girls and women, and to support the emergence of transformational leadership. This global objective includes women's health, living conditions, rights and equity through education and financial empowerment, and the fight against violence.

IPBF's vision is "an equal world where girls and women enjoy the potential and opportunities necessary for their well-being". Its mission is "to promote an inclusive feminism and increase the resilience of girls and women for their overall well-being". IPBF's values are "sisterhood, solidarity, non-discrimination and empowerment as a goal".

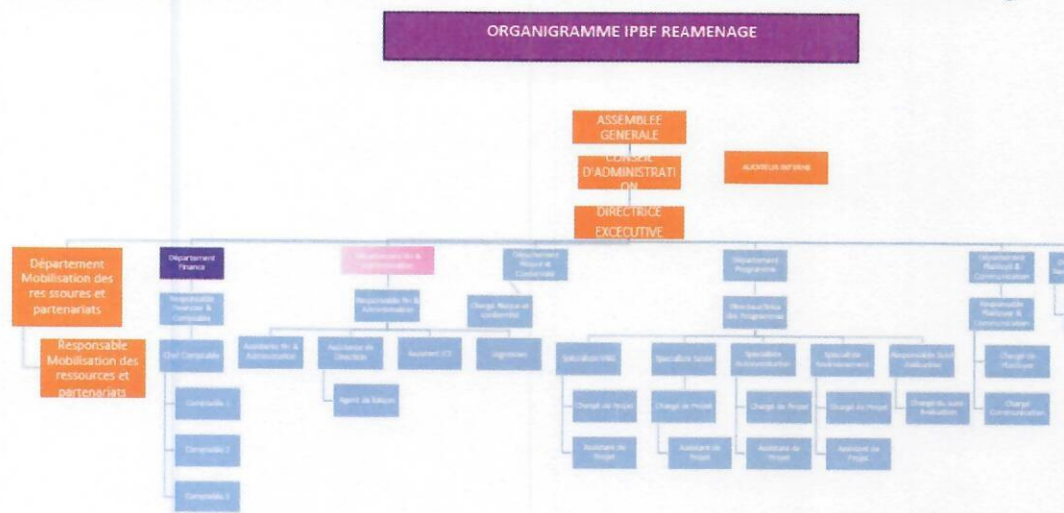
IPBF focuses on information and communication, the promotion and protection of the rights of young girls and women, and is involved at national level in innovation and the development of knowledge within the Burkina Faso feminist movement. IPBF also advocates for the rights of young girls and women and for the development of their leadership skills. To this end, the organisation has a "gender and feminism, for empowerment and inclusion" policy, which is committed to gender equality and inclusion in the workplace. Its aim is to overcome gender-based social injustice.

IPBF aims to play a leadership role among feminist organisations in Burkina Faso and to establish collaborative relationships with other organisations working on rights.

IPBF has humanitarian, skills development, women's leadership and advocacy projects. Its projects focus on two main areas: transforming the lives of young girls and women, and transforming the context through

community advocacy for the adoption of good practice. In this area, IPBF also targets the authorities and traditional leaders.

The organisation also focuses on strengthening its organisational capabilities, including staff well-being.



3.2 Governance and management structure

The governance of IPBF is organised in such a way as to ensure a strong representation of women and girls in the organisation. Its structure must guarantee a clear separation of powers and responsibilities, thus ensuring transparent and effective governance.

The General Assembly (GA) meets once a year. It formulates strategic guidelines for governance and management, and takes important decisions concerning the future of the organisation. The majority of the GA members are girls and women, to ensure that the decisions taken reflect women's perspectives and needs.

The Board of Directors is made up of seven members, six of whom are women. It meets as required and oversees the implementation of strategic decisions and guidelines. Its main responsibilities are to

- Validating and overseeing the implementation of the governance policy
- Oversee governance and overall management
- Holding management accountable for management performance
- Provide strategic guidance to the Executive Board

The Executive Board, a joint team led by an Executive Director, is responsible for :

- Implementing the decisions taken by the General Meeting and the Board of Directors
- Day-to-day management of all the organisation's activities
- Drawing up and implementing operational plans (programmes and projects)
- Supervising the organisation's various departments

The Audit Committee oversees the management of the organisation's assets, accounting documents and cash flow. It is accountable to the General Assembly.

3.3 Work with partner organisations

IPBF has partnership agreements with the international organisations with which it works on most of its projects. The partnerships take the form of consortia between independent partners and provide for implementation of the project in different areas, with each partner responsible for one of the areas. The partner interviewed considers IPBF to be a serious organisation that inspires confidence.

IPBF is involved in work and advocacy for the rights of young girls and women and in partnerships with "sister organisations" at both national and international level, where these are more advocacy partnerships.

At national level, IPBF's work with local structures is governed by written agreements that specify the tasks of both parties. These partnerships include disabled people's associations and women's rights associations, with the aim of strengthening the empowerment and inclusion of these groups.

IPBF regularly evaluates its local partnerships. These evaluations help to measure the impact of the projects carried out, to check the effectiveness of the collaboration and to identify any improvements needed. This approach should ensure that partnerships remain aligned with IPBF's strategic objectives and are sustainable in the long term. To ensure this, at the time of this audit, IPBF was in the process of developing a partnership strategy which, according to the organisation, will be based on the principles of empowerment of girls and women, social inclusion and respect for fundamental rights.

4. Overall performance of the organisation

4.1 Internal quality assurance and risk management mechanisms

IPBF has a "zero tolerance" approach to breaches of the Code of Conduct (to be signed by all employees, interns, volunteers, consultants and local partner organisations), which includes protection against sexual exploitation and abuse (PSEA), fraud and corruption. Its work is based on the following policies: HR, Anti-Fraud and Corruption; Conflicts of Interest; Security; Whistleblowing and Complaints Management; Accountability; Sexual Exploitation and Abuse; Gender and Feminism; Data Protection; Environmental Protection, and Confidentiality. Not all policies are finalised, and some reflect IPBF's aspirations rather than reality. This is particularly the case for the management of feedback and complaints.

IPBF has established accounting management and budgetary control procedures, according to which all financial reports must be validated by the Executive Board. The organisation is subject to annual audits, which are prepared internally. The projects audited include documents identifying risks to the smooth running of the projects. IPBF has an internal auditor post, which has been vacant since August 2024, and which is due to be filled during 2025.

IPBF has a strategic plan for 2022-2026. The priorities and objectives are set out in annual plans. It should be noted that the organisation has not provided such annual plans, and that the annual report provided does not include an analysis of progress according to the strategic plan, or a budget.

4.2 Level of application of the CHS

IPBF has made great strides in accounting, human resources and programme management, as confirmed by staff and the donor partner.

IPBF has a large number of policies that reflect the values and requirements of the CHS and therefore provide a good basis for its implementation. The organisation is young and ambitious, which is reflected in the good quality of the policies and manuals. The task will be to ensure that these documents are operationalised in a systematic way.

Strengths

- IPBF has good, detailed policies and procedures.
- IPBF is developing an organisational structure that fully supports the implementation of its projects.
- IPBF staff are competent and motivated.
- IPBF focuses its programmes and projects, including humanitarian projects, on the rights of girls and women, their economic independence, social cohesion, resilience, development and environmental protection.
- IPBF has established financial and audit systems.

Weaknesses

- IPBF does not implement all its policies.
- The complaints mechanism is not fully operational.
- Some aspects of the organisation are weak, leading to delays in organisational and project procedures.
- IPBF does not have a well-developed organisational learning process and does not incorporate community feedback into this process.
- The organisation does not have a comprehensive risk management approach.

In all, 14 minor weaknesses were identified, and no major weaknesses.

4.3 The organisation's performance against each CHS commitment

Strong points and areas for improvement	Average score*
Commitment 1: Humanitarian assistance is appropriate and relevant	2.2
<p>IPBF has policies that commit it to providing impartial, capacity-based assistance to communities, taking into account their diversity. Project activities are based on regular contextual and stakeholder analyses and impartial assessments of needs and risks, as well as community vulnerabilities and capacities. Projects are adapted as needs, capacities and contexts evolve. However, during initial assessments, IPBF does not systematically communicate its considerations when identifying community needs. In addition, the organisation does not sufficiently mention the importance of disaggregating the data collected in its policies and guidelines. When adapting projects, comments from communities are not systematically taken into account.</p>	
<p>Feedback from communities: Communities appreciate the assistance provided by IPBF and find it appropriate and generally in line with their needs. They also mention that their needs go beyond the assistance provided. The communities say that they were consulted during the initial assessments and during project implementation and that IPBF adapts projects to changing needs or contexts. Nevertheless, they consider that not all their needs were taken into account during the initial assessment.</p>	
Commitment 2: Humanitarian response is effective and timely	2.0
<p>IPBF's programming and project monitoring, evaluation and adaptation systems enable it to implement projects on time, adapted to contextual constraints and without endangering communities. Its work is based on monitoring relevant standards and indicators, which also enable projects to be adapted if necessary. IPBF is integrated into a network of organisations and in contact with local authorities, and can provide a referral service for needs that the organisation itself cannot cover. Its projects are designed in such a way as not to endanger the communities.</p> <p>Nevertheless, support for certain members of the communities is sometimes delayed and not always clearly communicated, which can compromise the communities' trust in the organisation. In addition, the monitoring and adaptation of projects do not systematically take account of community feedback.</p>	
<p>Feedback from communities: The communities say that the assistance provided by IPBF is appropriate and does not put them at risk. They confirm that IPBF staff are competent. Nevertheless, some communities report delays in the assistance provided, which are not sufficiently communicated.</p>	
Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects	2.4
<p>IPBF has policies, strategies and guidelines to ensure that projects do not have negative effects, and it puts most of these policies into practice, particularly with regard to security, the dignity and rights of people, cultural, social and political issues, livelihoods, the local economy and the environment. Nevertheless, the weaknesses identified under Commitment 5 call into question the organisation's ability to systematically identify and respond to cases of sexual exploitation and abuse (SEA) or other abuses by staff.</p> <p>IPBF ensures that its projects strengthen local capacities (particularly economic) and community resilience. This last point is reinforced by the fact that IPBF works closely with local authorities and on the basis of information provided by them. IPBF has a system for collecting, processing and storing information from communities in a secure manner. Nevertheless, some communities say they do not have confidence in the protection of the data collected by IPBF.</p> <p>IPBF does not systematically ensure that projects have a transition or exit strategy.</p>	
<p>Feedback from communities: Communities appreciate IPBF's support for capacity building. They say that IPBF projects have no negative impact on them.</p>	
Commitment 4: Humanitarian response is based on communication, participation and feedback	2.6

<p>IPBF has a culture of open communication and involves communities in establishing their priorities and the risks they identify, and in encouraging them to express their level of satisfaction with the project. Nevertheless, IPBF does not always clearly communicate information about the organisation and its values, as well as about the project. It is therefore not always known by all those involved in a project, particularly in the context of a consortium project. The organisation runs the risk of losing some feedback from the communities because it does not record it all in writing.</p> <p>IPBF's external communication is factual, ethical and respectful of the dignity of the communities, but could use more visual aids, according to some communities.</p>	
<p>Feedback from the communities: The communities say they are happy with IPBF's assistance and with their involvement in the projects.</p>	
<p>Commitment 5: Complaints are welcomed and addressed</p>	<p>1.6</p>
<p>IPBF has an organisational culture in which complaints (particularly those related to projects) are taken seriously and complaints that fall outside IPBF's remit will be referred to a competent party, thanks to IPBF's good connections to other organisations. The organisation has policies and approaches for dealing with complaints including any abuse of power by the organisation. However, this approach is not systematically operational and staff are not yet sufficiently aware of the importance of setting up a functional complaints mechanism.</p> <p>Communities are not sufficiently informed or involved in the design of complaints mechanisms and do not always understand how they can complain. IPBF says it does not receive sensitive complaints about the behaviour of its staff.</p>	
<p>Feedback from communities: The communities say that IPBF listens to them. Nevertheless, some of them say they are not aware of the complaints mechanisms and do not know how they can lodge a sensitive complaint. Due to insufficient communication by IPBF about the established complaints mechanisms, not all communities are confident in using them.</p>	
<p>Commitment 6: Humanitarian response is coordinated and complementary</p>	<p>3</p>
<p>IPBF coordinates with local, regional and national authorities in accordance with the laws of Burkina Faso. The organisation also works with other international, national and local organisations, and is involved in advocacy activities for the rights of affected communities. Partnerships between IPBF and its partners are governed by clear agreements.</p> <p>IPBF participates in local and national coordination meetings and benefits from the exchange of information at these meetings and from its advocacy work. Its projects are complementary.</p>	
<p>Feedback from communities: Communities report that they find IPBF projects complementary to other assistance projects.</p>	
<p>Commitment 7: Humanitarian actors continuously learn and improve</p>	<p>2.0</p>
<p>Evaluation of projects and programmes is systematic and policy-based. However, this does not include a periodic review of comments and complaints received by communities. IPBF policies and guides do not require that these be included in the learning process. Learning is shared within the organisation, but not in a systematic way - which is also the case for sharing learning with stakeholders and communities themselves.</p>	
<p>Feedback from communities: Communities say they do not get feedback on evaluation and learning outcomes.</p>	
<p>Commitment 8: Staff are supported to do their jobs effectively and are treated fairly and equitably.</p>	<p>2.4</p>
<p>IPBF has the policies, skills and human resources to implement its programmes in a fair, transparent and non-discriminatory manner. However, the fact that some policies are not put into practice suggests the risk that IPBF may have ambitions that do not always match its organisational possibilities.</p> <p>IPBF is working to strengthen its procedures and policies, particularly in the area of HR. This includes the harmonisation of salary levels and functional software for salary processing, following delays in salary payments and perceptions of salary inequalities.</p>	

IPBF complies with local labour laws and has clear job descriptions and working procedures, with employment contracts. All employees sign the Code of Conduct and are familiar with its contents, including the sanctions for breaches of the 2025 Code.

IPBF has procedures in place to ensure that staff work in accordance with its mandate, values, objectives and performance standards.

IPBF has procedures and a safety policy for staff and ensures that staff can improve their skills. Staff safety is taken seriously. Nevertheless, situations of lack of transparency in communication or delays in financial disbursements for projects can put staff in difficult situations.

Feedback from the communities:

Communities say that IPBF staff are honest and competent.

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

2.7

IPBF has a policy against fraud and corruption and one to avoid conflicts of interest. The organisation also has procedures for awarding and performing contracts. It manages and uses its funds responsibly, ethically and legally, and considers the impact of its work on the environment.

IPBF carries out ongoing internal controls, focusing on financial, budgetary and procurement procedures. It should be noted that the post of internal auditor was vacant at the time of this audit. The organisation is audited annually. It does not have a comprehensive risk management approach.

Feedback from the communities:

The communities say that IPBF manages its resources responsibly and that this includes respect for the environment. They consider IPBF staff to be honest and non-corruptible.

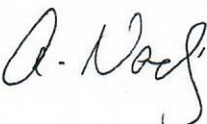
* Note: Average scores are a sum of the scores per commitment divided by the number of indicators in each Commitment, except when one of the indicators of a commitment scores 0 or if several scores of 1 on the indicators of a Commitment lead to the issuance of a major non-conformity/weakness at the level 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 - 1.2: IPBF does not systematically ensure that its projects are based on an impartial assessment of needs and risks.	Minor	New	By 2028
2025 - 1.3: IPBF does not adapt its programmes in line with the changing needs and capacities expressed by communities.	Minor	New	By 2028
2025 - 2.5: IPBF does not systematically incorporate comments from communities into project adaptations and corrections.	Minor	New	By 2028
2025 - 2.6: IPBF's project commitments are not always in line with the organisation's capacities.	Minor	New	By 2028
2025 - 3.6: IPBF does not systematically identify the actual or potential negative effects of the actions covered in this indicator, in order to be able to respond to them in a timely and systematic manner.	Minor	New	By 2028
2025 - 3.8: IPBF does not systematically ensure that data collected from communities is protected.	Minor	New	By 2028
2025 - 5.1: IPBF does not systematically consult communities on the design, implementation and monitoring of complaint management processes.	Minor	New	By 2028

2025 - 5.2: IPBF does not systematically receive and record complaints that should be referred to it, and does not systematically provide information on how to access the mechanism and its scope.	Minor	New	By 2028
2025 - 5.4: IPBF does not ensure that its complaint management processes for communities are systematically operational.	Minor	New	By 2028
2025 - 5.6: IPBF does not systematically ensure that communities are fully aware of the behaviour to be expected of humanitarian personnel, including the organisation's commitments in relation to prevention of sexual exploitation and abuse.	Minor	New	By 2028
2025 - 7.2: IPBF does not systematically include feedback and complaints from affected people in programme learning, innovation and adaptation.	Minor	New	By 20268
2025 - 7.3: IPBF does not systematically share learning and innovation with communities.	Minor	New	By 2028
2025 - 8.5: IPBF does not systematically ensure that its human resources policies and procedures are fair and transparent.	Minor	New	By 2028
2025 - 9.6.e: IPBF does not have policies and procedures in place to systematically and continuously assess, manage and mitigate risks.	Minor	New	By 2028
Total number of weaknesses	14		

6. Lead auditor's recommendation


<p>CERTIFICATION</p> <p>In our opinion, IPBF has demonstrated that it complies with the requirements of the fundamental humanitarian standard of quality and accountability.</p> <p>We recommend recommend certification.</p>	
<p>Name and signature of lead auditor :</p> <p>Aninia Nadig</p> 	<p>Date and place :</p> <p>Geneva, 23.06. 2025</p>

7. HQAI decision

<p>Following IPBF's request to transfer to the CHS certification scheme and following formal acceptance of IPBF's management response by a senior auditor, HQAI accepts the transfer to CHS certification. The validity of the certificate is three years from the approval of the initial audit report, i.e. starting on 23 June 2025 and ending on 22 June 2028.</p>	
<p>Final decision on certification:</p>	<p><input checked="" type="checkbox"/> Granted</p> <p><input type="checkbox"/> Refused</p>

Certification cycle start date: 2025/06/23 Next audit before: 2026/06/23	
Name and signature of the Executive Director of HQAI  Désirée Walter	Date and place: Geneva, 30 March 2026

8. Acknowledgement of the report by the organisation

Space reserved for the organisation	
Any reservations regarding the audit findings and/or any remarks regarding the behavior of the HQAI audit team: <i>If yes, please specify:</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Acknowledgement and acceptance of findings : I acknowledge and understand the findings of the audit I accept the findings of the audit	<input checked="" type="checkbox"/> Yes. <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes. <input type="checkbox"/> No
Name and signature of organisation representative : 	Date and place :

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