

# SOLIDEV

## Initial audit – Summary report – 2025/05/020

### 1. General information

#### 1.1 Organisation

| Type                                                                                                                                                                                                                                                             | Mandates                                                                                                                                                      | Audited                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> International<br><input checked="" type="checkbox"/> National<br><input type="checkbox"/> Membership/network<br><input type="checkbox"/> Direct support<br><input type="checkbox"/> Federated<br><input type="checkbox"/> With partners | <input checked="" type="checkbox"/> Humanitarian<br><input checked="" type="checkbox"/> Development<br><input type="checkbox"/> Advocacy                      | <input checked="" type="checkbox"/> Humanitarian<br><input checked="" type="checkbox"/> Development<br><input type="checkbox"/> Advocacy |
| Legal registration                                                                                                                                                                                                                                               | A Burkinabe NGO established in 1973 and officially recognised in May 1979 under receipt no. 20/IS/DGI/DAF, in accordance with Law No. 18/AL of 31 August 1959 |                                                                                                                                          |
| Location of head office                                                                                                                                                                                                                                          | Ouagadougou, Burkina Faso                                                                                                                                     |                                                                                                                                          |
| Total number of staff members in the organisation                                                                                                                                                                                                                |                                                                                                                                                               | 41                                                                                                                                       |

#### 1.2 Audit team

|                                                     |                                    |
|-----------------------------------------------------|------------------------------------|
| Lead auditor                                        | Agnès KONRAT                       |
| Second auditor                                      | /                                  |
| Third auditor                                       | /                                  |
| Observer                                            | /                                  |
| Expert                                              | /                                  |
| Witness / other participants:<br>Local facilitators | Oumar DEMBELE<br>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.<br>Projects implemented by the organisation across all its areas of intervention, both directly and in partnership |
| 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                                                                                   | 1                                                                                                                                                                                                                                                                                                       |
| Total number of sites for remote assessment                                                                                   | 2                                                                                                                                                                                                                                                                                                       |
| Selection of sampling unit                                                                                                    |                                                                                                                                                                                                                                                                                                         |
| Random sampling – on-site/remote                                                                                              | Purposive sampling – on-site/remote                                                                                                                                                                                                                                                                     |
| PS 3 – SANYA-SANU PROJECT in the Mouhoun Loop – remote                                                                        | PS 2 – “Food assistance, non-food items and specialised care (mental health and psychosocial support, cataract surgery, physical rehabilitation) project for internally displaced persons and vulnerable communities in the localities of Ouahigouya, Gourcy and Yako in the Northern Region” – on-site |
| PS 6 - Restoring the dignity of the most vulnerable people displaced by the crisis in the priority areas of the North and the |                                                                                                                                                                                                                                                                                                         |

|                                                                                                                                                      |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Boucle du Mouhoun through an integrated response to critical humanitarian needs in shelter, WASH and livelihood support – remote                     |  |
| PS 1 - Multisectoral and integrated response to the urgent needs of the most affected populations: response to hepatitis E in Pissila – not selected |  |

**Any other considerations regarding sampling:**
**Sampling risks identified:**

A significant proportion of SOLIDEV's programmes are located in regions with high security risks or logistical challenges regarding access, making them inaccessible to audit facilitators. The combination of risk level and logistical constraints left few options for on-site programme visits.

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 of the audit team

### 2.1 Opening meeting

|                 |                                                        |                                      |    |
|-----------------|--------------------------------------------------------|--------------------------------------|----|
| <b>Date</b>     | 17/12/2024                                             | <b>Number of participants</b>        | 15 |
| <b>Location</b> | Ouagadougou and other locations, Burkina Faso (remote) | <b>Any substantive issues raised</b> | No |

### 2.2 Sites assessed

| Location of sites                                                                                                                                                                                                                                                                                   | Dates              | On-site or remotely |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------|
| Face-to-face interviews at head office                                                                                                                                                                                                                                                              | 14 January 2025    | Remote              |
| PS 2 project visit – 'Food assistance, non-food items and specialised care (mental health and psychosocial support, cataract surgery, physical rehabilitation) for internally displaced persons and vulnerable communities in the localities of Ouahigouya, Gourcy and Yako in the Northern Region' | 27–31 January 2025 | On-site             |
| Programme staff interviews                                                                                                                                                                                                                                                                          | 11 March 2025      | Remote              |

### 2.3 The interviews

| Level / Position of interviewees    | Number of interviewees |           | Onsite or remote |
|-------------------------------------|------------------------|-----------|------------------|
|                                     | Female                 | Male      |                  |
| <b>Head office</b>                  |                        |           |                  |
| Governance (Board of Directors)     | 1                      |           | Remote           |
| Management                          | 2                      | 3         | Remote           |
| <b>Project sites</b>                |                        |           |                  |
| Management                          | 1                      | 2         | Remote           |
| Stakeholders                        | 1                      | 14        | On-site          |
| <b>Total number of interviewees</b> | <b>5</b>               | <b>19</b> | <b>24</b>        |

## 2.4 Consultations with communities

| Type of group and location                                                                                                     | Number of interviewees |           | Onsite or remote |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------|------------------|
|                                                                                                                                | Women                  | Male      |                  |
| Focus group/internally displaced persons (IDPs) receiving income-generating activity (IGA) kits and food kits (Yako, IDP site) | 2                      | 14        | On-site          |
| Focus group/people with disabilities (PWD) and host communities (Yako, SOLIDEV office)                                         | 4                      | 6         | On-site          |
| Focus group / Cataract surgery beneficiaries and recipients of technical aid (Gourcy, SOLIDEV office)                          | -                      | 3         | On-site          |
| Focus group / IDPs receiving AGR kits and food kits (Gourcy, SOLIDEV office)                                                   | 10                     | 2         | On-site          |
| Focus group/host communities receiving AGR kits, food kits (Gourcy, SOLIDEV office)                                            | 13                     | 1         | On site          |
| Focus group/ IDPs (Ouahigouya, SOLIDEV office)                                                                                 | 2                      | 8         | On-site          |
| Focus group/ Behaviour Change Savings Group (EPC) (Ouahigouya, SOLIDEV office)                                                 | 10                     | -         | On-site          |
| Focus group/ PSH (Ouahigouya, SOLIDEV office)                                                                                  | 2                      | 7         | On-site          |
| <b>Total number of participants</b>                                                                                            | <b>43</b>              | <b>41</b> | <b>84</b>        |

## 2.5 Closing meeting

|                 |                                                        |                                       |    |
|-----------------|--------------------------------------------------------|---------------------------------------|----|
| <b>Date</b>     | 03/04/2025                                             | <b>Number of participants</b>         | 10 |
| <b>Location</b> | Ouagadougou and other locations, Burkina Faso (remote) | <b>Any substantive issues arising</b> | No |

## 3. Background information on the organisation

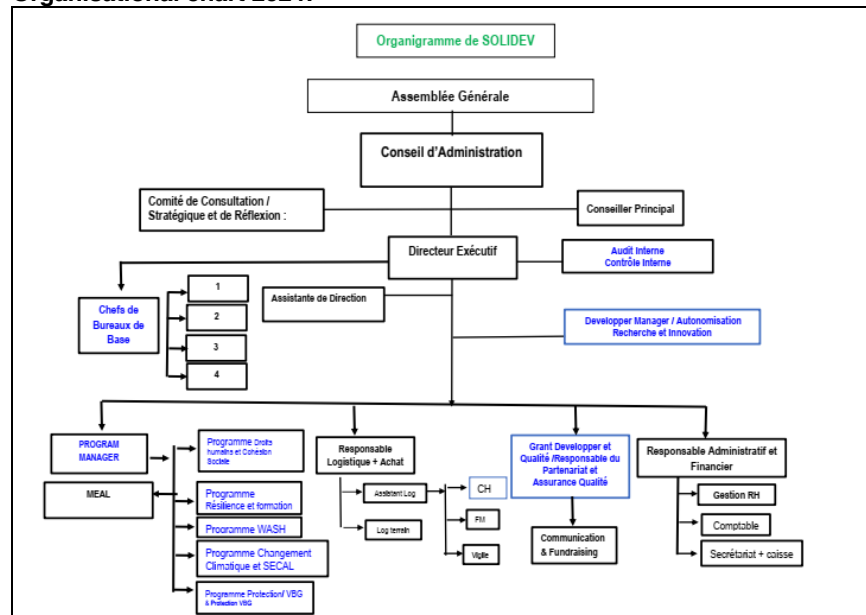
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|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3.1 General information</b>                 | <p>SOLIDEV (Solidarité Développement Inclusif), formerly Sahel Solidarité, is a Burkinabe NGO established in 1973 and officially recognised in May 1979. The organisation was founded against a backdrop of severe drought and famine in the Sahel countries.</p> <p>Its vision is to create an environment in which vulnerable communities actively participate in their own development, as part of an inclusive development strategy. Its mission is to support these communities in building greater resilience through sustainable development and humanitarian projects, prioritising an endogenous and inclusive approach.</p> <p>SOLIDEV operates in six regions of Burkina Faso: Centre-North, Centre-East, North, Boucle du Mouhoun, East and Sahel. In 2023, the organisation expanded its presence with the opening of three new offices in the provinces of Houet, Passoré and Zondoma.</p> <p>The priority areas of intervention are:</p> <ul style="list-style-type: none"> <li>• Water, Hygiene and Sanitation (WASH)</li> <li>• Food security and nutrition</li> <li>• Resilience and economic recovery</li> <li>• Social cohesion and conflict management</li> <li>• Protection against gender-based violence (GBV)</li> </ul> <p>In 2023, the organisation managed a project portfolio of approximately 500 million CFA francs (around 762,245 euros), funded by major partners such as UNICEF, FHRAOC, HELVETAS/DANIDA, the Patrip Foundation, DanChurchAid and CBM Global. Funds are allocated between humanitarian aid (approximately 60%) and development projects (40%).</p> |
| <b>3.2 Governance and management structure</b> | <p>SOLIDEV has a governance structure with three clearly defined levels:</p> <ul style="list-style-type: none"> <li>• The General Assembly (GA) is the supreme decision-making body. It meets regularly to define strategic directions, approve budgets and elect members of the Board of Directors (BoD).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

- The BoD oversees the organisation, ensures that set objectives are met and guarantees the optimal use of resources, with the support of an internal auditor.
- The executive management, led by an executive director, is responsible for implementing strategic decisions.

The executive management oversees several departments, including:

- Programmes (Human Rights and Social Cohesion, WASH, Resilience and Training, Climate Change and Food Security, Protection and Gender-Based Violence)
- Monitoring, Evaluation and Learning (MEAL)
- Administration and Finance (including Human Resources)
- Logistics and Procurement
- Partnerships and Quality Assurance

**Organisational chart 2024:**



At the start of 2025, the team comprises 41 staff members spread across the headquarters in Ouagadougou and offices throughout the country.

### 3.3 Work with partner organisations

SOLIDEV's policies and strategic plans highlight a clear commitment to coordination with other organisations, and the 2024 operational action plan emphasises the central role that partnerships play in the strategy. They indicate that SOLIDEV partners with local, national and international institutions to maximise available resources and expertise. SOLIDEV works in partnership with various organisations, including NGOs, the decentralised services of the Burkinabe government, local businesses and community groups.

The grants and partner management policy sets out clear criteria for selecting implementing partners, including sectoral experience, technical capacity, financial soundness, good governance and community engagement. The selection process is structured with formalised stages, beginning with a call for proposals. Once a partner has been selected, SOLIDEV draws up detailed partnership agreements setting out responsibilities, performance expectations and success indicators. The organisation implements regular monitoring and evaluation mechanisms, including field visits, periodic reports and audits to assess compliance with standards and the quality of activities. It also provides training and ongoing support to partners to strengthen their capacities in project management and adherence to quality standards.

With regard to public institutions, SOLIDEV works in collaboration with the State's decentralised technical services, in particular the ministries responsible for the themes of SOLIDEV's programmes (solidarity and humanitarian action, etc.).

With regard to its international technical and financial partners, SOLIDEV has established partnerships with several international organisations (UNICEF, DanChurchAid, HELVETAS/DANIDA, etc.).

SOLIDEV also participates in consortia with national and international organisations such as ACTED and Tin Tua.

Partnership agreements or conventions are signed between SOLIDEV and these partners.

## 4. Overall performance of the organisation

### 4.1 Internal quality assurance and risk management mechanisms

SOLIDEV has several quality assurance and internal control mechanisms in place.

SOLIDEV's internal control and financial management system is based on the following principles:

- Detailed financial management and accounting procedures
- A system of clear segregation of duties between the various financial management functions
- A Head of Administration and Finance (RAF) who oversees all financial operations
- An internal auditor reporting to the executive management

In terms of risk management, SOLIDEV has established a formal framework through:

- A risk matrix
- Safety and security management plans, including a detailed contingency plan covering security risks
- Specific procedures for staff safety
- Security focal points at each base

However, SOLIDEV does not have a risk management policy, and the existing risk management documents do not define the practical procedures for updating risks, nor how to assess, manage and mitigate them on an ongoing basis.

In terms of protection, SOLIDEV has developed and implemented several key policies since 2020 and 2022, the main ones being:

- A code of conduct signed by all staff
- A policy on protection against sexual exploitation (PEAS)
- A child protection policy
- A complaints management mechanism

However, these documents do not constitute a comprehensive and operational documented complaints management process covering all programme activities, including the steps, responsibilities and timeframes involved.

To monitor its programmes, SOLIDEV has implemented a system comprising the following components:

- A monitoring and evaluation manual that provides a comprehensive framework for monitoring programme activities and outcomes
- A dedicated MEAL unit responsible for monitoring all programmes
- Digital tools (Kobo) for data collection and analysis
- Weekly monitoring meetings at headquarters and in the field
- Regular evaluations to identify strengths and areas for improvement
- Quarterly performance review meetings

### 4.2 Level of implementation of the CHS

SOLIDEV demonstrates a general understanding of the Core Humanitarian Standard (CHS) and its commitments.

Its main strengths relate to:

- A strong community presence and roots, with good acceptance by stakeholders and communities in the areas of intervention
- Programmes that meet the needs of vulnerable populations, particularly in the areas of WASH, food security and protection
- Formalised institutional policies (code of conduct, policies on sexual and gender-based violence, child protection, anti-corruption and prevention of conflicts of interest)
- Good coordination with local authorities and humanitarian actors

The main weaknesses relate to:

- A complaints management system that is not sufficiently documented and communicated
- Complaints channels that are not systematically known and understood by staff, partners and communities
- Insufficient communication of protection policies to communities and stakeholders
- The absence of a comprehensive environmental policy and systematic assessment of the environmental impact of programmes
- Non-systematic identification and monitoring of risks

In terms of gender and diversity, SOLIDEV demonstrates its commitment through its HR policy, which identifies diversity as 'one of its core values'; its monitoring and evaluation manual, which outlines how to integrate a gender perspective into the project cycle; and its strategic action plan, which identifies 'the empowerment of women and young people' as one of the organisation's three priority areas. This approach is reflected in its programmes, notably through activities aimed at "promoting gender equality and supporting people with disabilities".

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With regard to PEAS, SOLIDEV has a PEAS policy and a code of conduct that staff must sign. SOLIDEV staff have received training on the subject, in collaboration with partners such as UNICEF. However, communities and stakeholders are not systematically informed of these commitments or of the channels for reporting any incidents.

With regard to localisation, SOLIDEV draws on its mission, which “prioritises an endogenous and inclusive approach, tailored to local realities”. The organisation prioritises the use of local resources and the strengthening of existing capacities. SOLIDEV works closely with community leaders, local associations and development committees, thereby promoting ownership of initiatives and the sustainability of actions.

This initial audit identifies:

- 5 observations
  - 18 minor weaknesses (in sections 1.2, 2.5, 3.4, 3.6, 4.1, 4.3, 4.5, 4.6, 5.1, 5.2, 5.4, 5.6, 6.4, 7.2, 8.9, 9.4, 9.5, 9.6)
  - No major weaknesses
-

### 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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2.7            |
| <p>SOLIDEV has policies committed to providing impartial assistance based on the needs and capacities of communities, and mentions 'equity' and 'solidarity' as core values in its 2021–2025 strategic plan. The organisation has established a security plan detailing processes to ensure regular and adequate context analysis through a "24/7" monitoring process, and these processes enable continuous and systematic context analysis. SOLIDEV adapts its programmes in line with changing needs, capacities and the context, particularly the deterioration of the security situation. SOLIDEV's policies take into account the diversity of communities, particularly that of disadvantaged people, with the 2021–2025 strategic plan specifically including 'the social inclusion of vulnerable people (particularly people with disabilities)' as a strategic priority. However, although SOLIDEV pays particular attention to the needs of people with disabilities through specific assessments, the assessment of needs and vulnerabilities is not systematic for other groups and across all programmes.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| <p><b>Feedback from communities:</b><br/>           Communities acknowledge that the assistance received is tailored to their needs and that projects are in line with their capacities. They confirm that the selection of beneficiary communities was clear, and that "no exclusion is possible". However, the majority of communities do not recall having participated in the programme's diagnostic phase or having been involved in the needs analysis.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                |
| <b>Commitment 2: Humanitarian response is effective and timely</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 2.7            |
| <p>SOLIDEV's 2021–2025 strategic plan sets out its commitments and objectives, taking into account its human, material and financial capacities, to ensure that the programme's commitments are in line with its capabilities. The security plan contains guidelines to ensure that programmes address constraints whilst taking into account risks to communities. SOLIDEV generally provides its assistance in a timely manner, making decisions and taking action without undue delay. It establishes strategic partnerships with other organisations to ensure comprehensive coverage of essential needs and refers unmet needs to organisations with the relevant technical expertise and mandate. Relevant technical standards and best practices in the humanitarian sector, particularly in the areas of food security, WASH and the inclusion of people with disabilities, are integrated into SOLIDEV's programme documents and followed by its staff. The organisation has established a robust theoretical framework for monitoring and evaluation which is known to its staff and carries out regular, documented monitoring activities. However, although activities are systematically monitored, SOLIDEV does not systematically monitor the outcomes and impacts of its programmes.</p>                                                                                                                                                                                                                                                                                                          |                |
| <p><b>Feedback from communities:</b><br/>           Communities confirm that SOLIDEV 'generally keeps its promises', delivers assistance that usually arrives on time, and informs communities of any delays in the progress of activities. Regarding security, communities feel confident and safe, including when withdrawing money.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |
| <b>Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2.5            |
| <p>SOLIDEV describes its endogenous and inclusive approach, which aims to strengthen the resilience of vulnerable communities, in its strategic plans, thereby enabling its programmes to build on local capacities and strengthen community resilience. The organisation conducts hazard and risk assessments and uses the results to plan its activities. It promotes capacity building for local leaders and organisations, notably through training community groups and structures on conflict management and social cohesion. The systems in place to protect data collected from communities ensure confidentiality, with server access restrictions and consent requests for certain data. SOLIDEV has put in place policies and procedures to prevent programmes from having negative impacts, including protection policies (PEAS, child protection, anti-corruption, etc.) which emphasise the organisation's zero-tolerance approach to child abuse and exploitation, or sexual exploitation and abuse.</p> <p>However, the implementation of these policies and procedures is not systematic, and 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 safety, dignity, sexual exploitation and abuse, culture, social relations, livelihoods, the local economy, and the environment. Furthermore, despite the presence of activities aimed at programme sustainability, SOLIDEV does not systematically plan a transition or exit strategy from the outset of the programme.</p> |                |
| <p><b>Feedback from communities:</b><br/>           Communities acknowledge that the programmes have made them 'stronger' and that they bolster the economy by promoting the economic integration of the most disadvantaged, particularly through food assistance, training and the funding of small-scale</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |

agricultural enterprises (AGRs). Several community members confirmed that they are continuing to develop the activity initiated with SOLIDEV, although the majority are unaware of the projects' duration and say they have not been involved in a plan to continue the activities after the intervention ends.

**Commitment 4: Humanitarian response is based on communication, participation and feedback.**

1.9

SOLIDEV has a code of conduct that promotes dignity, values and respect for communities, and its external communications are factual, ethical and respectful of the dignity of communities. The organisation communicates with communities in a respectful and culturally appropriate manner, using languages, dialects, formats and communication methods that are easily understood by the communities. The organisation encourages communities to express their level of satisfaction with the quality and effectiveness of the assistance received, and facilitates this through satisfaction surveys and feedback meetings.

However, SOLIDEV does not have a communication policy that defines the practical arrangements for sharing information, and its 2024 communication plan is not known to its staff. Its accountability policy does not detail how the priorities and risks identified by communities are integrated into all phases of interventions. Regarding communication with communities, although SOLIDEV makes efforts to inform communities about the organisation and its programmes, these efforts are not systematic and do not consistently include an explanation of the principles to which SOLIDEV adheres, including those relating to PEAS and anti-corruption, nor its staff code of conduct. The organisation strives to ensure the inclusive and representative participation and engagement of communities, but does not systematically ensure their participation in the design of its programmes.

**Feedback from communities**

Communities confirm that SOLIDEV communicates with them in "a local language that the staff on the ground speak fluently", always asks for their permission before taking photographs, and confirm that staff are polite and competent. 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. The communities say they were made aware of the programme details at the programme presentation, prior to its implementation.

**Commitment 5: complaints are welcomed and addressed.**

1.7

SOLIDEV has established a code of conduct, a policy against sexual exploitation, a child protection policy, an accountability policy and a complaints-handling mechanism that provide guidance on how to manage complaints and feedback from communities, and which foster an organisational culture in which complaints are taken seriously. The organisation has a system in place to refer complaints that fall outside its remit to the relevant bodies, particularly for medical, legal or psychosocial support. Complaints received are dealt with promptly, fairly and appropriately.

However, several significant weaknesses have been identified. SOLIDEV does not have a comprehensive, documented and operational complaints management process in place for communities. Detailed procedures for handling complaints, including steps, responsibilities and timeframes, are not clearly defined, and SOLIDEV staff do not systematically inform communities about the scope of the complaints mechanisms. Furthermore, SOLIDEV makes efforts to consult communities on the design, implementation and monitoring of complaints management processes, but these efforts are not systematic and do not cover all programmes. SOLIDEV makes efforts to ensure that communities are fully aware of the expected conduct of humanitarian staff, but SOLIDEV does not have a process to inform them systematically, and gaps exist.

**Feedback from communities:**

Communities do not recall SOLIDEV presenting its anti-corruption policies, PEAS or a formal complaints mechanism to them. Some indicate that although a number is sometimes displayed during distributions, it is not clearly identified as a complaints mechanism. Nevertheless, they state that they can provide feedback directly by approaching SOLIDEV staff in the event of a complaint, despite the fact that they do not see 'the need to complain as long as they are receiving free assistance'.

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

2.7

SOLIDEV's grant and partner management policy and strategic documents include a clearly stated commitment to coordination with other organisations. The policy sets out clear criteria for the selection of implementing partners, and work with them is governed by clear and consistent agreements. The organisation systematically identifies the roles, responsibilities, capacities and interests of the various stakeholders through its project documents and operational practice. SOLIDEV ensures that its humanitarian response complements that of national and local authorities as well as other humanitarian organisations, and it aims to avoid duplication through mechanisms such as the triangulation of lists of beneficiary communities. SOLIDEV actively participates in relevant coordination bodies, notably sectoral clusters (WASH, protection, nutrition), and collaborates with other organisations to minimise demands on communities.

However, SOLIDEV does not systematically share the necessary information with partners and stakeholders; some note in particular the lack of systematic sharing of lessons learnt and activity reports.

**Feedback from communities:**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <p>Stakeholders report good coordination of SOLIDEV's activities with other actors and confirm that their actions are complementary. Regarding the selection of programme participants, communities acknowledge that SOLIDEV cooperates with the local government, the Department of Humanitarian Action and local councils. They also confirm the absence of duplication, stating that they "do not feel there is any duplication, overlap or gaps in the assistance provided".</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |
| <b>Commitment 7: Humanitarian actors continuously learn and improve.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2.3 |
| <p>SOLIDEV has evaluation and learning policies in place, including a monitoring and evaluation manual (currently under review) that clearly sets out the objectives, methodologies and resources required to draw lessons from experience and improve practices. Mechanisms are in place to record and share experience and lessons learnt within the organisation, notably through weekly meetings and monthly management committees that facilitate the exchange of information. The organisation contributes to learning and innovation in the humanitarian response alongside its peers, notably through its participation in sectoral forums and events. SOLIDEV also shares lessons and innovations with communities and other stakeholders through mechanisms such as feedback sessions.</p> <p>However, the systematic use of lessons learnt from previous experiences in programme design is not sufficiently documented, and formal mechanisms for integrating lessons learnt into new projects are not clearly defined. Due to the 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><b>Feedback from communities:</b></p> <p>Communities and stakeholders perceive that SOLIDEV has improved over time, even though the programmes have not undergone any changes. However, some communities indicate that SOLIDEV does not systematically share lessons learnt with them.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |     |
| <b>Commitment 8: Staff are supported to carry out their work effectively and are treated fairly and equitably.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2.6 |
| <p>SOLIDEV's human resources policies and procedures are fair, transparent, non-discriminatory and compliant with local labour law, with an HR management policy that promotes values such as commitment, solidarity, diversity and equity. Job descriptions, work objectives and feedback processes are in place, notably through annual performance reviews, enabling staff to have a clear understanding of what is expected of them. A code of conduct is in force and explicitly prohibits staff from engaging in any form of exploitation, abuse or discrimination, with all staff required to sign it. Policies are in place to support staff in developing their skills and competencies, and provide for an annual training plan and professional development opportunities. Staff work in accordance with the organisation's mandate and values, with regular performance appraisal systems. Staff adhere to the policies that apply to them and understand the consequences of breaching the rules in force, notably through compulsory training such as the UNICEF training on PEAS. Staff develop and utilise the personal, technical and managerial skills necessary to carry out their duties, and are aware of the support available from SOLIDEV through internal and external training.</p> <p>However, two areas for attention have been identified: The policies in place for staff safety and well-being are insufficiently developed with regard to staff well-being. Furthermore, despite the existence of tools for planning and reviewing its organisational capacity, the organisation faces challenges in terms of human resources, with a heavy workload in certain departments and some staff members holding multiple roles.</p> |     |
| <p><b>Feedback from communities:</b></p> <p>Communities view SOLIDEV staff positively, stating that "beneficiaries find the staff to be polite and competent" and that they "encounter no difficulties in working with the staff". Stakeholders confirm this positive perception, noting that staff display "good conduct (humble, open, approachable, respectful and very attentive)".</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |     |
| <b>Commitment 9: resources are managed and used responsibly for their intended purpose.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2   |
| <p>SOLIDEV has a manual of administrative, financial and accounting procedures that sets out the rules for the use and management of resources. This manual sets out how the organisation accepts and allocates funds and in-kind donations in an ethical and lawful manner, and how it ensures that the resources it accepts do not compromise its independence, in particular by verifying that the rules and regulations of its financial partners are compatible with its own principles. The organisation has mechanisms in place to prevent and address cases of corruption, fraud, conflicts of interest and financial abuse, including an anti-fraud and anti-corruption policy with clearly defined sanctions. SOLIDEV conducts audits, verifies compliance with procedures and reports on this transparently, with mandatory annual external audits and structured internal controls. SOLIDEV designs programmes and implements processes that ensure the efficient use of resources, with tools and policies aimed at optimising the balance between quality, cost and speed. The organisation manages and utilises resources in such a way as to achieve the intended objective whilst reducing waste, notably through practices such as carpooling and pooling expenses. SOLIDEV systematically records and monitors expenditure in relation to the budget, with precise financial procedures and monthly reports.</p>                                                                                                                                                                                                                                                                                                                            |     |

However, several weaknesses have been identified. Despite the existence of a formal framework for risk assessment and management, SOLIDEV's processes for continuously assessing, managing and mitigating risks are not systematically followed. SOLIDEV has an environmental policy that sets out environmental principles and requires environmental assessments, but its programmes do not systematically include these assessments and staff are not systematically informed of this policy. SOLIDEV's anti-corruption policy sets out processes for managing the risk of corruption, including a helpline and an incident register, but these mechanisms are not fully operational, and staff are not systematically made aware of this number.

#### Feedback from communities:

The communities report that SOLIDEV has spoken to them about environmental protection, for example by promoting the use of compost over chemical fertiliser, and that SOLIDEV's programmes have no negative impact on the environment. They are unaware of the programmes' budgets and the management of programme funds, and do not recall SOLIDEV presenting its anti-corruption policy to them. Nevertheless, they state that they are unable to bribe SOLIDEV staff.

\* 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

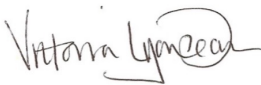
| Weaknesses                                                                                                                                                                                                                                                                             | Type  | Status | Resolution deadline* |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|--------|----------------------|
| 2025-1.2: SOLIDEV does not systematically design programmes based on an impartial assessment of needs and risks, as well as a sound understanding of the vulnerabilities and capacities of different groups.                                                                           | Minor | New    | By 2028              |
| 2025-2.5: SOLIDEV does not systematically monitor the results and consequences of humanitarian responses in order to adapt its programmes and address their underperformance.                                                                                                          | Minor | New    | By 2028              |
| 2025-3.4: SOLIDEV does not systematically plan a transition or exit strategy from the outset of the programme.                                                                                                                                                                         | Minor | New    | By 2028              |
| 2025-3.6: SOLIDEV 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 | News   | By 2028              |
| 2025-4.5: SOLIDEV does not have an information-sharing policy.                                                                                                                                                                                                                         | Minor | New    | By 2028              |
| 2025-4.6: SOLIDEV does not have a policy to reflect the priorities and risks identified by communities and individuals affected by crises during all phases of the intervention.                                                                                                       | Minor | New    | By 2028              |
| 2025-4.1: SOLIDEV does not systematically ensure that communities and people affected by crises are informed about the organisation's principles and its staff code of conduct.                                                                                                        | Minor | New    | By 2028              |
| 2025-4.3: SOLIDEV does not systematically ensure the participation of communities and people affected by crises in the design of its programmes.                                                                                                                                       | Minor | New    | By 2028              |
| 2025-5.4: SOLIDEV 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: SOLIDEV 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              |
| 2025-5.1: SOLIDEV does not systematically consult communities and people affected by crises on the design, implementation and monitoring of complaints management processes.                                                                                                           | Minor | New    | By 2028              |

|                                                                                                                                                                                                                                                                                        |       |     |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-----|---------|
| 2025-5.2: SOLIDEV does not systematically inform communities about the scope of the complaints mechanisms.                                                                                                                                                                             | Minor | New | By 2028 |
| 2025-6.4: SOLIDEV does not systematically share the necessary information with partners.                                                                                                                                                                                               | Minor | New | By 2028 |
| 2025-7.2: SOLIDEV is not able to systematically learn, innovate and adapt its programmes based on complaints from affected people.                                                                                                                                                     | Minor | New | By 2028 |
| 2025-8.9: SOLIDEV has no policy in place for staff wellbeing.                                                                                                                                                                                                                          | Minor | New | By 2028 |
| 2025-9.6 b: SOLIDEV's environmental policy is not systematically followed or known to its staff.<br>2025-9.6 e: SOLIDEV has no policy for continuously assessing, managing and mitigating risks. Processes for continuously assessing, managing and mitigating risks are not in place. | Minor | New | By 2028 |
| 2025-9.4: SOLIDEV does not systematically take into account the environmental impact of the use of local natural resources in its programmes.                                                                                                                                          | Minor | New | By 2028 |
| 2025-9.5: SOLIDEV does not systematically manage the risk of corruption.                                                                                                                                                                                                               | Minor | New | By 2028 |
| <b>Total number of weaknesses</b>                                                                                                                                                                                                                                                      |       | 18  |         |

## 6. Lead auditor's recommendation

|                                                                                                                                                                                                                                                         |                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>INDEPENDENT VERIFICATION</b><br><br>In our opinion, SOLIDEV 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. |                                                  |
| <b>Name and signature of the lead auditor:</b><br><br>Agnès KONRAT                                                                                                   | <b>Date and place:</b><br><br>03/04/2025, France |

## 7. HQAI Decision

|                                                                                                                                                             |                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Registration in the Independent Verification cycle:</b>                                                                                                  | <input checked="" type="checkbox"/> Granted<br><input type="checkbox"/> Refused |
| Next audit by: 12 May 2028                                                                                                                                  |                                                                                 |
| <b>Name and signature of the HQAI Quality Assurance Manager:</b><br><br> | <b>Date and place:</b><br><br>Geneva, 12/05/2025                                |

## 8. Endorsement of the report by the organisation

| Space reserved for the organisation                                                                                                                      |                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Any reservations regarding the audit findings and/or any comments regarding the conduct of the HQAI audit team:<br><br><i>If yes, please specify:</i>    | <input type="checkbox"/> Yes <input type="checkbox"/> No                                                                 |
| <b>Acknowledgement and acceptance of the findings:</b><br><br>I acknowledge and understand the audit findings<br><br>I accept the audit findings         | <input type="checkbox"/> Yes <input type="checkbox"/> No<br><br><input type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>Name and signature of the organisation's representative:</b><br><br> | <b>Date and place:</b><br>26 May 2025<br>Ouagadougou                                                                     |

## 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 issued 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