

SOLIDEV

Initial audit - Summary report -2025/05/020

1. General information

1.1 Organisation

Type	Mandates	Audited
<input type="checkbox"/> International <input checked="" type="checkbox"/> National <input type="checkbox"/> Membership/network <input type="checkbox"/> k Direct assistance <input type="checkbox"/> Federated <input type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy
Legal registration	Burkinabe NGO created in 1973 and officially recognised in May 1979 under receipt n° 20/IS/DGI/DAF, in accordance with law n° 18/AL of 31 August 1959	
Location of head office	Ouagadougou, Burkina Faso	
Total number of staff organisation	41	

1.2 The audit team

Auditor lead auditor	Agnès KONRAT
Second auditor	/
Third listener	/
Observer	/
Expert	/
Witness / other participants: Facilitators local	Oumar DEMBELE Joyceline YAMEOGO

1.3 Scope of the audit

CHS:2014 Audit scheme	Initial audit
Audit cycle	NA
Type of audit	Benchmarking
Audit scope	The entire organisation at head office, representative offices and operational offices. The projects that the organisation implements in all its areas of intervention, directly and with partners.
Subject of the audit	NA, the entire organisation is considered for this first audit.

1.4 Sampling*

Sampling unit	The sampling unit is the project
Total number of project sites included in the sample	7
Total number of sites for site visit	1
Total number of sites for remote evaluation	2
Selection of sampling unit	
Random sampling - on-site/remote	Purposive sampling - on-site/remote
PS 3- SANYA-SANU PROJECT in the Boucle du Mouhoun - remote	PS 2 - "Project for food assistance, non-food items and specialised care (mental health and psychosocial care, cataract surgery, etc.) care, cataract surgery, physical rehabilitation) for internally displaced people and vulnerable communities in the Ouahigou

	communities in Ouahigouya, Gourcy and Yako in the North region" - on site
PS 6 - Restore 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 terms of shelter, EHA and livelihood support. livelihood support - remotely	
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 sampling considerations :	
Sampling risks identified: A significant proportion of SOLIDEV's programmes are located in areas of high security risk or with logistically complex access, making them inaccessible to audit facilitators. The combination of risk level and logistics left few options for on-site visits to programmes. However, based on the evidence gathered from the document review and interviews, the auditor is satisfied with the robustness of the audit findings and conclusions.	

**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 the application of all aspects of the Core Humanitarian Standard (CHS) in different contexts and working methods.*

2. Audit team activities

2.1 Opening meeting

Date	17/12/2024	Number of participants	15
Location	Ouagadougou and other locations, Burkina Faso (by distance)	Any substantive issues raised	No

2.2 Locations evaluated

Location of sites	Dates	On-site or remote
Interviews with head office staff	14 January 2025	Remote
PS 2 project visit - "Project to provide food assistance, non-food items and specialist care (mental health and psychosocial care, cataract surgery, physical rehabilitation) to internally displaced people and vulnerable communities in the Ouahigouya, Gourcy and Gourcy areas. communities in Ouahigouya, Gourcy and Yako in the North and Yako in the North region	27-31 January 2025	On site
Programme staff interviews	11th March 2025	Remote

2.3 Interviews

Level / Position of interviewees	Number of people interviewed		On-site or remote
	Female	Male	
Head office			
Governance (Board of Directors)	1		Remote
Management	2	3	Remote
Project sites			

Management	1	2	Remote
Stakeholders	1	14	On-site
Total number of people interviewed	5	19	24

2.4 Consultations with communities

Type of group and location	Number of people interviewed		On-site or remote
	Female	Male	
Focal group/ internally displaced persons (IDPs) receiving income-generating activity (IGA) kits, food kits (Yako, IDP site)	2	14	On site
Focal group/ people with disabilities (PWD) and host populations (Yako, SOLIDEV office)	4	6	On site
Focal group / Beneficiaries of cataract surgery and beneficiaries of technical assistance (Gourcy, SOLIDEV office) SOLIDEV OFFICE)	-	3	On site
Focal group/ IDPs receiving IGA kits, food kits (Gourcy, SOLIDEV office)	10	2	On site
Focal group/ host populations benefiting from IGA kits, food kits (Gourcy, SOLIDEV office)	13	1	On site
Focal group/ IDPs (Ouahigouya, SOLIDEV office)	2	8	On site
Focal group/ Groupe Epargne Pour le Changement de comportement (EPC) (Ouahigouya, SOLIDEV office)	10	-	On site
Focal group/ PSH (Ouahigouya, SOLIDEV office)	2	7	On site
Total number of participants	43	41	84

2.5 Closing meeting

Date	03/04/2025	Number of participants	10
Location	Ouagadougou and other locations, Burkina Faso (by distance)	Any substantive issues raised	No

3. General information about the organisation

3.1 General information

SOLIDEV (Solidarité Développement Inclusif), formerly Sahel Solidarité, is a Burkina Faso NGO founded in 1973 and officially recognised in May 1979. The organisation was founded against a backdrop of severe drought and famine in the Sahel countries.

Its vision is to create an environment where vulnerable communities actively participate in their own development, as part of an inclusive development strategy. Its mission is to help these communities become more resilient through sustainable and humanitarian development projects, using an endogenous and inclusive approach.

SOLIDEV operates in six regions of Burkina Faso: Centre-Nord, Centre-Est, Nord, Boucle du Mouhoun, Est and Sahel. In 2023, the organisation expanded its presence with the opening of three new offices in the provinces of Houet, Passoré and Zondoma.

The priority areas for action are

- Water, Hygiene and Sanitation (WASH)
- Food security and nutrition
- Resilience and economic recovery
- Social cohesion and conflict management
- Protection against gender-based violence (GBV)

In 2023, the organisation managed a project portfolio of approximately 500 million FCFA (approximately 762.245

Euros), financed by major partners such as UNICEF, FHRAOC, HELVETAS/DANIDA,

Patrip Foundation, DanChurchAid and CBM Global. The funds are divided between humanitarian aid (around 60%) and development projects (40%).

3.2 Governance and management structure

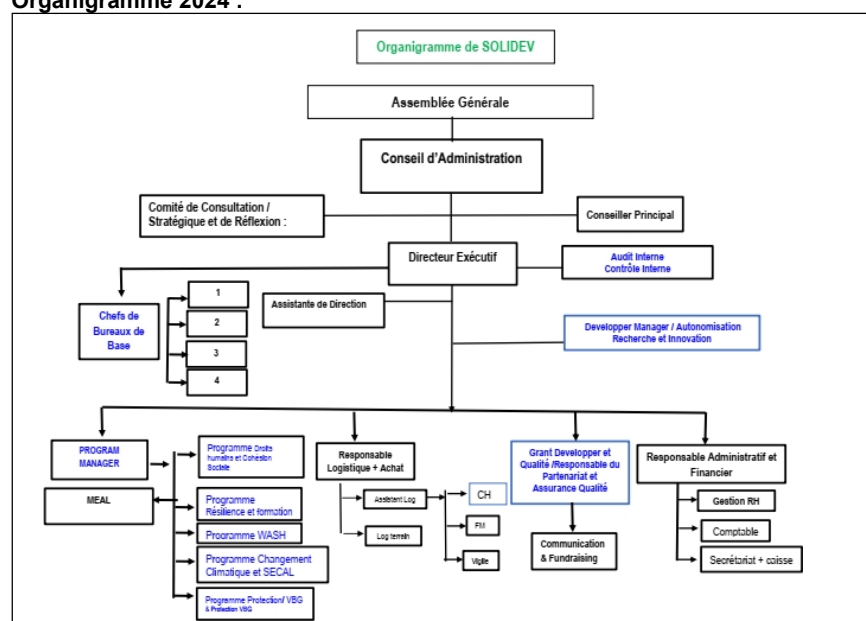
SOLIDEV has a governance structure with three clearly defined levels:

- The General Assembly (GA) is the supreme decision-making body. It meets regularly to define strategic directions, approve budgets and elect the members of the Board of Directors (BD).
- The Board is responsible for overseeing the organisation, ensuring that the objectives set are met and guaranteeing optimum use of resources, with the support of an internal controller.
- The Executive Board, headed by an Executive Director, is responsible for implementing strategic decisions.

The Executive Management supervises a number of 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

Organigramme 2024 :



At the beginning of 2025, the team will comprise 41 people, divided between the headquarters in Ouagadougou and the country offices.

3.3 Working 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 the resources and expertise available. SOLIDEV works in partnership with a range of organisations, including NGOs, local government departments, local businesses and community groups.

The Grants and Partners Management Policy sets out clear criteria for the selection of implementing partners, including sector experience, technical capacity, financial soundness, good governance and community involvement. The selection process is defined with formalised steps starting with a call for proposals. Once a partner has been selected, SOLIDEV draws up detailed partnership agreements that define 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 build their capacity in project management and compliance with quality standards.

With regard to public institutions, SOLIDEV works in collaboration with the decentralised technical departments of the State, in particular the ministries in charge of the themes of SOLIDEV's programmes (from the Ministry of Education to the Ministry of Health).

SOLIDEV 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 consortiums 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.

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
- An administrative and financial manager (RAF) who oversees all financial operations
- An internal controller who reports to the Executive Board.

In terms of risk management, SOLIDEV has put in place a formal framework through :

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

However, SOLIDEV does not have a risk management policy, and the risk management documents in place do not define how risks are to be updated or how they are to be assessed, managed and mitigated on an ongoing basis.

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

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

However, these documents do not constitute a complete and operational documented complaints management process, including stages, responsibilities and deadlines, for all programme activities.

To monitor its programmes, SOLIDEV has deployed a system with the following components:

- A monitoring and evaluation manual that provides a comprehensive framework for monitoring programme activities and results.
- A dedicated MEAL department that monitors all programmes
- Digital tools (Kobo) for data collection and analysis
- Weekly monitoring meetings at head office and in the field
- Periodic evaluations to identify strengths and areas for improvement
- Quarterly performance evaluation meetings

4.2 Level of application of the CHS standard

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

Its main strengths are

- A strong community presence and anchoring, 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, PEAS, child protection, anti-corruption and conflict of interest policies)
- Good coordination with local authorities and humanitarian actors:
- 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
- Inadequate communication of protection policies to communities and stakeholders

- Lack of a comprehensive environmental policy and systematic assessment of the environmental impact of programmes
- Unsystematic identification and monitoring of risks

In terms of gender and diversity, SOLIDEV demonstrates its commitment through its HR policy, which places diversity "as one of the fundamental values", its monitoring and evaluation manual, which indicates how to integrate the gender approach into the project cycle, and its strategic action plan, which places "the empowerment of women and young people" as one of the organisation's three priorities. This approach is reflected in its programmes, in particular through "gender promotion and support for people with disabilities" activities.

In terms of PEAS, SOLIDEV has a PEAS policy and a code of conduct that staff must sign. SOLIDEV staff have been trained on the subject, in collaboration with partners such as UNICEF. However, communities and stakeholders are not systematically informed of these commitments and the channels for reporting any incidents. With regard to localisation, SOLIDEV relies on its mission, which "favours an endogenous and inclusive approach, adapted to local realities". The organisation favours 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 sustainability.

This initial audit identifies

- 5 observations
- 18 minor weaknesses (in 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 Organisation's performance against each CHS commitment

Strengths and areas for improvement	Average score
Commitment 1: The humanitarian response is adapted and appropriate.	2.7
<p>SOLIDEV has policies that commit to providing impartial assistance based on community needs and capacities, and mentions "equity" and "solidarity" as core values in its 2021-2025 strategic plan. The organisation has established a security plan that details processes to ensure regular and adequate context analysis through a "24/7" monitoring process, and these processes allow for continuous and systematic context analysis. SOLIDEV adapts its programmes in response to changing needs, capacities and context, including a deteriorating security environment. SOLIDEV's policies take into account the diversity of communities, including disadvantaged people, with the 2021-2025 strategic plan specifically including "social inclusion of vulnerable people (including people with disabilities)" as a strategic focus.</p> <p>However, despite the fact that 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 for all programmes.</p>	
<p>Feedback from communities:</p> <p>The communities recognise that the assistance received is adapted to their needs and that the projects are in line with their capacities. They confirm that the selection of beneficiary communities has been clear and that "no exclusion is possible". However, the majority of communities have no recollection of having participated in the programme's diagnostic phase or of having been involved in the needs analysis.</p>	
Commitment 2: The humanitarian response is effective and timely The humanitarian response is effective and timely.	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 capacities. The security plan contains guidelines to ensure that programmes meet constraints while taking into account risks to communities. SOLIDEV generally delivers its assistance on time, making decisions and acting without unnecessary delay. It establishes strategic partnerships with other organisations to ensure comprehensive coverage of essential needs and refers uncovered needs to organisations with the relevant technical expertise and mandate. Relevant technical standards and good practice in the humanitarian sector, particularly in the areas of food security, WASH and inclusion of people with disabilities, are integrated into SOLIDEV's programme documents and followed by its staff. The organisation has put in place a solid theoretical framework for monitoring and evaluation which is known to its staff and implements regular documented monitoring activities.</p> <p>However, despite the fact that activities are systematically monitored, SOLIDEV does not systematically monitor the results and consequences of its programmes.</p>	
<p>Feedback from communities:</p> <p>Communities confirm that SOLIDEV "generally keeps its promises", delivers assistance that generally arrives on time and informs communities if there are delays in the progress of activities. In terms of security, communities feel confident and safe, including with regard to cash withdrawal activities.</p>	
Commitment 3: the humanitarian response strengthens local capacities and avoids negative effects.	2.5
<p>SOLIVED describes its endogenous and inclusive approach to building the resilience of vulnerable communities in its strategic plans, enabling its programmes to build on local capacity and strengthen community resilience. The organisation carries out hazard and risk assessments and uses the results to plan its activities. It promotes capacity development among local leaders and organisations, in particular by training community groups and structures in conflict management and social cohesion. The systems in place to protect data collected from communities guarantee confidentiality, with restrictions on access to the server and requests for consent for certain data. SOLIDEV has policies and procedures in place to prevent programmes from having negative effects, including protection policies (PEAS, child protection, anti-corruption, etc.) that emphasise the organisation's zero tolerance of 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 for identifying and responding in a timely manner to all the actual or potential negative effects of its actions in the areas of safety, dignity, sexual exploitation and abuse, culture, social relations, livelihoods, the local economy and the environment.</p>	

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.

Community feedback:

The communities recognise that the programmes have made them "stronger" and that they strengthen the economy by promoting the economic integration of the most disadvantaged people, particularly through food assistance activities, training and the funding of IGAs. Several members of the community confirmed that they would continue to develop the activities initiated with SOLIDEV, although the majority did not know how long the projects would last and said that they had not participated in a plan to continue the activities after the end of the intervention.

Commitment 4: the 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 communication is 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 methods of communication that are easily understood by communities. The organisation encourages communities to express their level of satisfaction with the quality and effectiveness of the assistance received and allows this to happen through satisfaction surveys and feedback meetings.

However, SOLIDEV does not have a communications policy that defines the practical arrangements for sharing information, and its 2024 communications plan is not known to its staff. Its accountability policy does not detail how the priorities and risks identified by the communities are integrated into all phases of the interventions. With regard to communication with communities, although SOLIDEV makes efforts to inform communities about the organisation and its programmes, these efforts are not systematic, and do not systematically include a presentation of the principles to which SOLIDEV adheres, including PEAS and the fight against corruption, or the code of conduct for its staff. The organisation strives to ensure inclusive and representative community involvement and engagement, but does not systematically ensure their participation in the design of its programmes.

Community feedback

Communities confirm that SOLIDEV communicates with them in "a local language that is well understood by the staff in place", always asks for their opinion before taking photos, and confirms that staff are polite and competent. However, they have no recollection of 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 that they knew the details of the programme when it was presented, before it was implemented.

Commitment 5: Complaints are welcomed and dealt with.

1.7

SOLIDEV has put in place a code of conduct, an anti-sexual exploitation policy, a child protection policy, an accountability policy and a complaints mechanism that advise on how to handle complaints and feedback from communities, and create an organisational culture in which complaints are taken seriously. The organisation has a system for referring complaints that do not fall within its remit to the appropriate bodies, particularly for medical, legal or psychosocial care. Complaints received are handled in a timely, fair and appropriate manner.

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

Community feedback:

Communities do not recall SOLIDEV presenting them with its anti-corruption policies, PEAS or a formal complaints mechanism. Some say that although a number is sometimes displayed during distributions, it is not clearly identified as a complaints mechanism. Nonetheless, they said that they could contact SOLIDEV staff directly if they had a complaint, despite the fact that they saw "no need to complain as long as they were receiving free assistance".

Commitment 6: the humanitarian response is coordinated and complementary.

2.7

SOLIDEV's Grants and Partners 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 and other humanitarian organisations, and aims to avoid duplication through mechanisms such as triangulation of beneficiary community lists. SOLIDEV actively participates in relevant coordination bodies, including sector clusters (WASH, protection, nutrition), and works with other organisations to minimise demands on communities.

However, SOLIDEV does not systematically share the necessary information with partners and stakeholders, with some noting in particular the unsystematic sharing of lessons learned and activity reports.

Community feedback:

Stakeholders report good coordination of SOLIDEV's activities with other actors and confirm that their actions are complementary. When it comes to selecting programme participants, the communities acknowledge that SOLIDEV cooperates with the local government, the Department of Humanitarian Action and the town councils. They also confirm that there is no duplication, stating that they "do not feel that there is any duplication, overlap or gaps in the assistance provided".

Commitment 7: Humanitarian actors learn and improve continuously.

2.3

Evaluation and learning policies are in place at SOLIDEV, with a monitoring and evaluation manual (currently being revised) which clearly defines the objectives, methodologies and means necessary to learn from experience and improve practice. Mechanisms are in place to record and share experience and lessons learned within the organisation, including weekly meetings and monthly steering committees to exchange information. The organisation contributes to learning and innovation in humanitarian response with 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 meetings.

However, the systematic use of learning from previous experiences in programme design is not sufficiently documented, and formal mechanisms for integrating lessons learned into new projects are not clearly defined. As a result of the weaknesses identified in the complaints management mechanism, its ability to learn, innovate and adapt its programmes on the basis of community complaints in a systematic way is limited.

Community feedback:

Communities and stakeholders perceive that SOLIDEV has improved over time, even if there have been no changes to programmes. However, some communities report that SOLIDEV does not systematically share lessons learned with them.

Commitment 8: Staff are supported to carry out their work effectively and are treated fairly and equitably.

2.6

SOLIDEV's human resources policies and procedures are fair, transparent, non-discriminatory and comply with local labour laws, 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, including annual performance reviews to ensure that staff have a clear understanding of what is required of them. A code of conduct is in place which explicitly prohibits any form of exploitation, abuse or discrimination by staff, and all staff are required to sign up to it. Policies are in place to support staff in improving their skills and abilities, including an annual training plan and professional development opportunities. Staff work in line with the organisation's mandate and values, with regular performance appraisal systems in place. Staff adhere to the policies that affect them and understand the consequences of breaching the rules, including through mandatory training such as UNICEF's PEAS training. Staff develop and use the personal, technical and management skills needed to carry out their tasks, and are aware of the support available from SOLIDEV through internal and external training.

However, two areas for attention have been identified: The policies in place for staff safety and welfare are insufficiently developed regarding staff welfare. In addition, despite the existence of tools for planning and reviewing its organisational capacity, the organisation is facing challenges in terms of human resources, with a heavy workload in some departments and some staff members combining several functions.

Feedback from the communities:

Communities perceive SOLIDEV staff positively, stating that "beneficiaries find staff polite and competent" and that they "do not experience any difficulties working with staff". Stakeholders confirm this positive perception, stating that staff are "well behaved (humble, open, available, respectful and very attentive)".

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

2

SOLIDEV has an administrative, financial and accounting procedures manual that sets out the rules for the use and management of resources. This manual specifies how the organisation accepts and allocates funds and donations in kind in an ethical and legal manner, and how it ensures that the resources it accepts do not compromise its independence, in particular by checking that the rules and regulations of its financial partners are compatible with its own principles. The organisation has mechanisms in place to prevent and deal with cases of corruption, fraud, conflict of interest and financial abuse, including a policy against fraud and corruption with clearly defined sanctions. SOLIDEV conducts audits, verifies compliance with procedures and reports transparently, with mandatory annual external audits and structured internal controls. SOLIDEV designs programmes and implements processes that ensure efficient use of resources, with tools and policies to optimise the balance between quality, cost and speed. The organisation manages and uses resources in a way that achieves the planned objective while reducing waste, notably through practices such as pooling travel and expenses. SOLIDEV systematically records and monitors expenditure in line with the budget, with precise financial procedures and monthly reports. However, a number of weaknesses have been identified. Despite the existence of a formal framework for risk assessment and management, SOLIDEV's processes for assessing, managing and mitigating risk on an ongoing basis are not systematically followed. SOLIDEV has an environmental policy that defines 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 to manage the risk of corruption, including a helpline and an incident log, but these mechanisms are not fully operational, and staff are not systematically aware of this number.

Feedback from communities:

The communities say that SOLIDEV has talked to them about protecting the environment, for example by advocating the use of compost rather than chemical fertiliser, and that SOLIDEV's programmes have no negative impact on the environment. They are not aware of the programme budgets or how the programme funds are managed, and do not recall SOLIDEV telling them about its bribery policy. Nevertheless, they say they cannot bribe SOLIDEV staff.

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

5. Summary of weaknesses

Weaknesses	Type	Status	Resolution timeframe*
2025-1.2: SOLIDEV does not systematically design programmes based on an impartial assessment of needs and risks, and a good 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 correct inadequate performance.	Minor	New	By 2028
2025-3.4: SOLIDEV does not systematically plan a transition or disengagement strategy from the start of the programme.	Minor	New	By 2028
2025-3.6: SOLIDEV does not have a system for identifying and responding in a timely manner to actual or potential negative impacts of its actions.	Minor	New	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 that communities and people affected by crises identify during all phases of the response.	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's 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 people affected by crises.	Minor	New	By 2028
2025-5.6: SOLIDEV does not systematically ensure that communities and people affected by crises are fully aware of and understand the behaviour expected of humanitarian personnel, including the organisation's commitments to prevent 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 complaints mechanisms.	Minor	New	By 2028
2025-6.4: SOLIDEV does not systematically exchange the necessary information with partners.	Minor	New	By 2028
2025-7.2: SOLIDEV cannot systematically learn, innovate and adapt its programmes on the basis of complaints from those affected.	Minor	New	By 2028
2025-8.9: SOLIDEV does not have a policy in place for staff welfare.	Minor	New	By 2028
2025-9.6 b: SOLIDEV's environmental policy is not systematically followed or known by its staff. 2025-9.6 e: SOLIDEV does not have a policy to assess, manage and mitigate risks on an ongoing basis. Processes to assess, manage and mitigate risks on an ongoing basis 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
Total number of weaknesses	18		

* *Note: Resolution times are given for information only as they are not relevant in the context of a benchmarking audit.*

6. Lead auditor's recommendation

BENCHMARKING



In my opinion, SOLIDEV has demonstrated that it complies with the requirements of the fundamental humanitarian standard of quality and accountability.

Name and signature of lead auditor : Agnès KONRAT 	Date and place : 03/04/2025, France
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7. HQAI decision

Validity of the benchmarking report : 2025/05/12 until 2025/05/12	Name and signature of HQAI quality assurance manager : 	Date and place: Geneva, 12/05/2025
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8. Acknowledgement of the report by the organisation

Space reserved for the organisation	
Any reservations regarding the results of the audit and/or comments regarding the conduct of the HQAI audit team : If yes, please specify :	<input type="checkbox"/> Yes <input type="checkbox"/> No
Acknowledgement and acceptance of findings : I acknowledge and understand the audit findings I accept the audit findings	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
Name and signature of the organisation's representative :  	Date and place : 26-05-2025 Ouagadougou

Appeal

In the event of disagreement with the quality assurance decision, the organisation may appeal to HQAI within 14 working days of being informed of the decision.

HQAI will refer the matter to the Chair of the Advisory and Complaints Committee who will confirm that the basis for the appeal meets the requirements of the appeals procedure. The Chair will then appoint an Appeals Panel consisting of at least two experts who have no conflict of interest in the case in question. The panel will endeavour to reach a decision within 45 working days.

Details of the appeals procedure can be found in document PRO049 - Appeals Procedure.

Appendix 1: Explanation of the scoring scale* (in French)

Scores	Meaning: for all audit scheme options	Technical meaning for all independent verification and certification audits
0	Your organisation is not working to implement the CHS commitment.	<p>Score 0: indicates such a significant weakness 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 request for major corrective action (CAR) - No certificate can be issued or immediate suspension of the certificate.
1	Your organisation is making efforts to apply this requirement, but these efforts are not systematic.	<p>Score 1: indicates a weakness which does not immediately compromise the integrity of the commitment, but which must be corrected if the organisation is to continue to meet it. This leads to :</p> <ul style="list-style-type: none"> • Independent verification: minor weakness • Certification: minor non-conformity, giving rise to a request for minor corrective action (CAR).
2	Your organisation is making systematic efforts to apply this requirement, but some key points are still not being addressed.	<p>Score 2: indicates an issue that warrants attention but does not currently compromise compliance with the requirement. This leads to :</p> <ul style="list-style-type: none"> • Independent verification and certification : observation.
3	Your organisation complies with this requirement and organisational systems ensure that it is met throughout the organisation and over time - the requirement is met.	<p>Score 3: indicates full compliance with the requirement. This leads to :</p> <ul style="list-style-type: none"> • Independent verification and certification : compliance.
4	The work of your organisation goes beyond the objective of this requirement and demonstrates innovation. It is applied in an exemplary manner throughout the organisation and the organisational systems ensure that a high level of quality is maintained throughout the organisation and over time.	<p>Score 4: indicates exemplary performance in the application of the requirement.</p>

* CSIA 2020 verification system rating scale