



**Development Action Without Borders  
/ Naba'a**

**CHS Certification Mid-term Audit  
Report**

NAB-MTA-2018-003

2018-03-06

## Table of Content

<b>TABLE OF CONTENT</b> .....	<b>2</b>
<b>1. GENERAL INFORMATION</b> .....	<b>3</b>
<b>2. SCHEDULE SUMMARY</b> .....	<b>4</b>
2.1 VERIFICATION SCHEDULE .....	4
2.2 OPENING AND CLOSING MEETINGS .....	4
<b>3. RECOMMENDATION</b> .....	<b>5</b>
<b>4. HQAI QUALITY CONTROL</b> .....	<b>5</b>
QUALITY CONTROL BY .....	5
<b>5. BACKGROUND INFORMATION ON THE ORGANISATION</b> .....	<b>6</b>
5.1 GENERAL .....	6
5.2 ORGANISATIONAL STRUCTURE AND MANAGEMENT SYSTEM.....	6
5.3 WORK WITH PARTNERS.....	6
5.4 CERTIFICATION HISTORY .....	6
<b>6. SAMPLING</b> .....	<b>7</b>
6.1 RATIONALE FOR SAMPLING .....	7
DISCLAIMER: .....	7
6.2 INTERVIEWS:.....	8
<b>7. REPORT</b> .....	<b>9</b>
7.1 OVERALL ORGANISATIONAL PERFORMANCE .....	9
7.2 SUMMARY OF CORRECTIVE ACTION REQUESTS.....	9
7.3 SUMMARY OF CORRECTIVE ACTION REQUESTS OF THE MID-TERM AUDIT .....	10
7.4 STRONG POINTS AND AREAS FOR IMPROVEMENT: .....	11

## 1. General information

Organisation	Developmental Action Without Borders – Naba'a		
Type	<input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Membership/Network <input type="checkbox"/> Federated <input checked="" type="checkbox"/> Direct assistance <input type="checkbox"/> Through partners		
Mandate	<input checked="" type="checkbox"/> Humanitarian	<input checked="" type="checkbox"/> Development	<input checked="" type="checkbox"/> Advocacy
Verified Mandate(s)	<input checked="" type="checkbox"/> Humanitarian	<input checked="" type="checkbox"/> Development	<input checked="" type="checkbox"/> Advocacy
Size (Total number of programme sites/ members/partners – Number of staff at HO level)	21 project locations	Sampling Rate (Country programme sampled)	6 project locations including HO visit
Lead auditor	Birgit Spiewok	Auditor	-
		Others	-
	Head Office	Programme Site(s)	
Location	Saida, Lebanon	Tyr - Rashydieh Camp, El Buss Camp, Sarafand, Ein El Hilweh Camp, Saida, Saida HO	
Dates	13 Feb 2018	13 – 15 Feb 2018	

## 2. Schedule summary

### 2.1 Verification Schedule

Name of Programme sites/members/partners verified	Location	Mandate (Humanitarian, Development, Advocacy)	Number of projects visited	Type of projects
Chairman, Management Team	Saida	Humanitarian/ Development/ Advocacy	-	Head Office
Ein El Hilweh Camp Mental Health Workers, Parents, Adolescent Boys & Girls	Ein El Hilweh Camp	Humanitarian/ Development/ Advocacy	1	Mental Health
Ein El Hilweh Camp Mental Health Workers, Parents, Adolescent Boys & Girls	Ein El Hilweh Camp	Humanitarian/ Development/ Advocacy	1	Reproductive Health
UNRWA area officer	Saida	Humanitarian	1	Rehabilitation of Houses
UNRWA School Principles & Teachers	Tyr-Rashydieh	Humanitarian/ Development/ Advocacy	1	Remedial education
Youth	Tyr-El Buss	Development/ Advocacy	1	Wider spaces wider opportunities
Vocational Training Center, Municipality Mayor, Youth	Tyr Village - Sarafand	Development/ Advocacy	1	Youth Empowerment

### 2.2 Opening and closing meetings

#### 2.2.1 On-site visit of Head Office:

	Opening meeting	Closing meeting
Date	13 February	15 February
Location	Saida, Lebanon	Saida, Lebanon
Number of participants	3	2
Any substantive issue arising	-	-

2.2.2 On-site visits at Programme Site(s):

	Opening meeting	Closing meeting
Date	n/a	n/a
Location		
Number of participants		
Any substantive issue arising		

### 3. Recommendation

In my opinion, Development Without Borders/Naba´a has implemented the necessary actions to close the minor CARs identified in the previous audit and continues to conform with the requirements of the Core Humanitarian Standard. I recommend maintenance of certification.

Detailed findings are laid out in the rest of this report.

Lead Auditor’s Name and Signature



Date and Place:

Berlin, 18 April 2018

### 4. HQAI Quality Control

<b>Quality Control by</b>	Elissa Goucem
First Draft	2018-03-06
Final Draft	2018-04-24

## 5. Background information on the organisation

### 5.1 General

Naba'a is an apolitical, non-profit Lebanese organisation, which works with Palestinian, Lebanese and Syrian communities. The organisation was initially audited in 2016 and certification was confirmed during the maintenance audit in March 2017.

The main change in the organisation lies in its strategy which now moves the child rights approach into the centre of its work. The leadership of Naba'a describes the development of the organisation as one moving from service provision with some advocacy work integrated into the services to becoming an organisation that integrates services provision into a larger advocacy framework approach. Naba'a Strategic Direction 2017 – 2020 defines four strategic outcomes: upholding child rights, safe and health environments for children in marginalised communities, increased resilience amongst IDPs and refugees and peaceful interaction between refugees and hosting communities. The organisation continues to be community-based with daily interactions with the different communities. In order to address an increased level of insecurity in some of the camps, Naba'a has set up local security advisory teams in each camp to keep the management and the operational team updated daily regarding the safety of the teams and communities.

### 5.2 Organisational structure and management system

The organisation structure of Naba'a has not changed substantially since the maintenance audit.

### 5.3 Work with Partners

The organisation works directly with individuals and communities and implements its activities directly and this has not changed since the initial audit.

Naba'a cooperates with partners and stakeholders through regular sharing of information and coordination of activities. As a long standing partner of UNRWA, Naba'a keeps in close contact in order to ensure the successful implementation of projects in the camps. For example UNRWA has sought guidance and support of Naba'a in setting-up a community-based complaints mechanism in Ein El Hilweh Camp for a UNRWA- Naba'a project.

Naba'a continues to be active in the Manara Network advocating for Childrens Rights and coordinates the work of the 11 member organisations in the region.

### 5.4 Certification history

Naba'a was certified on the 21st March 2016 by the Humanitarian Quality Assurance Initiative (HQAI).

Certification was confirmed in the maintenance audit, 20th March 2017.

## 6. Sampling

### 6.1 Rationale for sampling

The project selection was based on different criteria:

The selected projects had to cover both emergency and development projects, showing the extend of the activities of the organisation and reflect its advocacy work on behalf of Childrens Rights.

In order to make best use of the limited time on site, a decision was taken to concentrate the project visits to two regions, limiting travelling times and allowing a deeper understanding of the different activities in each location. As the projects in Northern Lebanon had been visited during the initial audit, the regional choice for the mid-term audit was to concentrate on the activities in and around Saida and in the South of Lebanon. Also, to reflect the organisations scope of working both inside and outside of the camps, projects representing those two approaches were chosen accordingly. Interviews with partners included local authorities and UNRWA in different locations to get an understanding of the level of coordination. Although the security situation in one of the camps was uncertain, it was possible to visit according to the plans.

#### Disclaimer:

*It is important to note that the audit findings are based on the results of a sample of the organisation's documentation and systems as well as interviews and focus groups with a sample of staff, partners, communities and other relevant stakeholders. Findings are analysed to determine the organisation's systematic approach and application of all aspects of the CHS across its organisation and to its different contexts and ways of working.*

## 6.2 Interviews:

### 6.2.1 Semi-structured interviews (individual interviews or with a small group <6)

Position of interviewees	Number of interviewees
Head Office	
Chairman	1
Management Team	3
<b>Programme site(s)</b>	
School principles	3
Partner organisation	1
Local authority	1
<b>Total number of interviews</b>	<b>9</b>

### 5.2.2 Focus Group Discussions (interviews with a group >6)

Type of Group	Number of participants	
	Female	Male
Care takers	10	0
Adolescent girls	12	0
Adolescent boys	7	0
Mental health workers	7	0
Teachers	7	1
Youth Vocational training	4	7
Youth Vocational training	8	2
Youth Vocational training	12	6
<b>Total number of participants</b>	<b>67</b>	<b>16</b>

## 7. Report

### 7.1 Overall organisational performance

Naba'a continues to apply the CHS. The organisation is strongly community-based and stays in close contact with communities and people affected by crisis. This contributes to a very solid understanding of the context the organisation works in and the needs it has to address. The organisation is dedicated to ongoing learning and improvement and involves the affected communities in the decisions that affect them.

Strong evidence was found that the organisation is very committed to ensuring that affected communities and people have adequate access to a functioning complaints mechanism in insecure areas. Its activities are coordinated with other stakeholders and the organisation is dedicated to use and enlarge its networks in order to promote Child Rights and serve the communities in need. In the maintenance audit of 2017, 2 minor CARS and 9 observations were identified as open. The organisation has since managed to address some of these fully.

Nevertheless, the audit found that Naba'a does not fully comply with the requirement to ensure systematically that all stakeholders have a clear understanding of what behaviour to expect of Naba'a staff and volunteers, leading to the opening of a new CAR. Although some evidence was given that the organisation consults with communities and crisis-affected people on the design, implementation and monitoring of complaints handling procedures, the organisation cannot demonstrate clearly that this is done systematically.

During the initial audit, some observations had been identified with regard to the way Naba'a considers environmental aspects in its programming. The mid-term audit notes some minor improvements on these issues.

### 7.2 Summary of Corrective Action Requests

Corrective Action Requests/Weaknesses	Type (Minor/Major)	Original deadline for resolution	Status of CAR
2016 - 4.1.1: The organisation does not systematically provide information to communities and people affected by crisis on the organisation, its principles and on how it expects its staff to behave at all project locations.	Minor CAR	2018-03-11	Closed on 2018-03-11
2016 - 5.1.2 The organisation does not ensure systematically that communities and people are consulted on implementation and monitoring of complaints handling processes.	Minor CAR	2018-03-11	Closed 2018-03-11

### 7.3 Summary of Corrective Action Requests of the mid-term audit

Corrective Action Requests	Action	Type (Minor/Major)	Status of CAR/Weaknesses	Time for resolution
2018 - 4.1	The organisation does not ensure systematically that communities and people affected by crisis are informed about expected behaviour of staff and volunteers.	Minor CAR	New	1 year
2018 - 5.6	The organisation does not ensure that communities and people affected by crisis are fully aware of the expected behaviour of staff and volunteers.	Minor CAR	New	1 years
<b>TOTAL Number</b>				2

## 7.4 Strong points and areas for improvement:

### Commitment 1: Humanitarian assistance is appropriate and relevant

**Score: 3**

The organisation continues to conform to the indicators of this commitment; communities and people affected by crisis consider the assistance they receive from Naba´a to be appropriate and relevant to their needs and culture.

### Commitment 2: Humanitarian response is effective and timely

**Score: 3**

Communities and people affected by crisis, including vulnerable groups, continue to consider the assistance and protection they receive from Naba´a to meet their needs and that these were available at the right time, without delay. The organisation still conforms to the indicators of this commitment.

### Commitment 3: Humanitarian response strengthens local capacities and avoids negative effects

**Score: 3**

As stated in the initial audit report, Naba´a programmes consistently strengthen local capacities and minimise potential negative effects of their actions. However, the effects on the environment are not systematically covered in Baselines, Participatory Needs Assessments or Risk Analysis not are the potential effects of activities on the environment systematically acted upon.

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

**Score: 3.1**

Naba´a programmes are developed in a highly participatory way, based on communication, information sharing and feedback of communities and people affected. Communities and affected people are aware of their rights and entitlements and have access to the information they need. The initial audit stated that some new communities were less informed and knowledgeable about Naba´a. As noted in the maintenance audit of 2017 this issue was addressed by the organisation by putting in place several new systems to ensure information on the organisations, its principles and expected behaviours of staff are systematically provided to new communities. Newly established self-support groups at the level of the neighbourhoods now share information about the organisation and its values. Nevertheless, during the mid-term audit, people affected by crisis and communities consistently stated that they were not made aware of the behaviour to expect from staff and volunteers of Naba´a (refer to indicator 5.6).

### Commitment 5: Complaints are welcomed and addressed

Score: 2.7

Naba'a continues to welcome and accept complaints and communities and people affected by crisis are provided access to safe and responsive mechanisms to handle complaints. The initial audit, however, stated that there was no systematic approach to consultation with the communities on the implementation and monitoring of the CRM. Interviews conducted during the mid-term audit with staff, communities, and partners confirm that the organisation now conforms with this requirement. Findings during the initial audit of 2016 pointed to a gap in communicating the scope of the CRM to all communities and project sites, especially the new sites. This was addressed in 2017 by setting up awareness raising workshops (see 5.1). Interviews conducted during the mid-term audit confirm these findings and conformity with this requirement. However, the organisation does not ensure systematically that all stakeholders understand what kind of behaviour they can expect of Naba'a staff and volunteers.

### Commitment 6: Humanitarian response is coordinated and complementary

Score: 4

Naba'a continues to consistently coordinate with different stakeholders to ensure that their assistance is complementary. Communities and people affected by crisis are satisfied with the coordinated and complementary assistance they receive. The organisation still conforms to the indicators of this commitment.

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

Score: 3.2

As stated in the initial audit report, communities and people affected by crisis can expect improved services and assistance as Naba'a places a significant emphasis on continuous learning and improvement of its work based on its experience and regular reflection on how it is performing. In the maintenance audit, it was noted that mechanisms of learning are not consistently or systematically shared with all staff, especially those in remote areas, i.e. Tripoli, Northern Lebanon. Evidence was found during the mid-term audit that the organisation has addressed this weakness consistently by putting in place mechanisms to share information internally.

### Commitment 8: Staff are supported to do their job effectively, and are treated fairly and equitably

Score: 2.7

Naba'a still conforms to the indicators of this commitment, although not all volunteers had signed the organisation's Code of Conduct and not all staff and volunteers had a clear understanding of what kind of behaviour was expected of them.

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

Score: 2.5

As stated in the initial audit report, communities and people affected by crisis are assured through systematic information and feedback mechanisms that Naba'a manages its resources effectively, efficiently and ethically. The organisation still conforms to the indicators of this commitment. An instruction paper on how to be an environmental friendly organisation was drawn specifying instructions on environmental protection action for the office and the organisations Centres. However, as observed in the initial and the maintenance audits, the organisation does not systematically consider the impact of its activities on the environment when using local or natural resources. Although some practice and enhanced awareness on environmental protection could be observed on site, there is no procedure in place to ensure environmental concerns are considered consistently.

## 8. Organisation's report approval

### Acknowledgement and Acceptance of Findings

For Organisation representative – please cross where appropriate

I acknowledge and understand the findings of the audit



I accept the findings of the audit



I do not accept some/all of the findings of the audit



Please list the requirements whose findings you do not accept

  
Name and Signature  
  
**Qassem Saad**  
Chairman

Date and Place

25<sup>th</sup> May 2018

Date of document: 2018-03-06

## 9. HQAI's decision

<b>Certification Decision</b>	
Certificate:	
<input checked="" type="checkbox"/> Maintained	<input type="checkbox"/> Reinstated
<input type="checkbox"/> Suspended	<input type="checkbox"/> Withdrawn
<b>Next audit</b>	
Second Maintenance audit before: 2019-03-20	
Pierre Hauselmann Executive Director Humanitarian Quality Assurance Initiative	Date: 2018-05-28



### Appeal

*In case of disagreement with the conclusions of the report and/or decision on certification, the organisation can appeal to HQAI within 30 days after the final report has been transmitted to the organisation.*

*HQAI will investigate the content of the appeal and propose a solution within 15 days after receiving the appeal.*

*If the solution is deemed not to be satisfactory, the organisation can inform in writing HQAI within 15 days after being informed of the proposed solution of their intention to maintain the appeal.*

*HQAI will take action immediately, and identify two Board members to proceed with the appeal. These will have 30 day to address it. Their decision will be final.*

*The details of the Appeal Procedure can be found in document PRO049 – Appeal and Complaints Procedure.*

## Annex 1: Explanation of the scoring scale

In line with the CHS's emphasis on continuous learning and improvement, rather than assessing a pass/fail compliance with the CHS requirements, the CHS Verification Scheme uses a scoring system. It is graduated from 0 to 5 to determine the degree to which organisations apply the CHS and to measure progress in this application.

Be it in the framework of a self-assessment or in a third-party assessment process, it is key to have detailed criteria to evaluate (score) the degree of application of each requirement and commitment of the CHS. A coherent, systematic approach is important to ensure:

- Transparency and objectivity in the scoring criteria;
- Consistency and reliability between one verification cycle and another, or between the different verification options;
- Comparability of data generated by different organisations.

This document outlines a set of criteria to orient the assessment process and help communicate how the respective scores have been attributed and what they mean.

While verification needs to be rigorous, it needs also to be flexible in its interpretation of the CHS requirements to be applicable fairly to a wide range of organisations working in very different contexts. For example, smaller organisations may not have formal management systems in place, but show that an Organisational Responsibility is constantly reflected in practices. In a similar situation, the person undertaking the assessment needs to understand and document why the application is adequate in the apparent absence of supporting process. It is frequent that the procedures actually exist informally, but are "hidden" in other documents. Similarly, it is not the text of a requirement that is important, but whether its intent is delivered and that there are processes that ensure this will continue to be delivered under normal circumstances. The driving principle behind the scoring is that the scores should reflect the normal ("systematic" ) working practices of the participating organisation.