



Verification against the Core Humanitarian Standard on Quality and Accountability

Developmental Action Without Borders - Naba'a

June 12, 2015

1. General information

Organisation Name:	Developmental Action Without Borders / Naba'a	Verification Ref / No:	Naba'a-2015-05-06
Type of organisation: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Federated <input type="checkbox"/> Membership/Network <input checked="" type="checkbox"/> Direct assistance <input type="checkbox"/> Through partners		Organisation Mandate: <input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy Verified Mandate(s) <input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input type="checkbox"/> Advocacy	
Organisation size: (Total number of programme sites/ members/partners)		Legal Registration: (NGO, Church, etc)	NGO
Head Office Location:	Saida, Lebanon	Field locations verified:	Palestine
Date of Head Office Verification:	24 – 25 March 2015	Date of Field Verification:	26 – 28 March 2015
Lead Auditor:	Claire Goudsmit	2 nd Verificator's Name: <i>(indicate if Trainee)</i>	Elissa Goucem (trainee)
		Observer's Name and Position	

2. Scope

- External verification Mid term Audit
 Certification audit Recertification audit

3. Schedule summary

3.2 Verification Schedule

<i>Name of Programme sites/members/partners verified</i>	<i>Location</i>	<i>Mandate (Humanitarian, Development, Advocacy)</i>	<i>Number of projects visited</i>	<i>Type of projects</i>
Saida head Office	Saida	Hum/Dev	HO	
Community Centre	Rashydieh Camp	Hum/Dev	1	Youth Empowerment & Anti-Drugs Social Educational Centres
Psychosocial support	NBC, Baddawi Camps and Akkar village	Hum/Dev	2	
Winterization and reproductive health	Ein el Helweh		2	

3.2 Opening and closing meetings

1) At HO

	Opening meeting	Closing meeting
Date	24.03.2015	28.03.2015
Location	Saida	Saida
Number of participants	10	11
Any substantive issue arising		

4. Recommendation

In our opinion, Naba'a applies the Commitments and conforms to the Quality criteria of the Core Humanitarian Standard. Certification is recommended.

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

Auditor's Name
and Signature

Claire Goudsmit

Date and
Place:

12.06.2015,
UK



5. Background information on the organisation

5.1 General:

Developmental Actions without Borders (Naba'a) is an apolitical, non-profit Lebanese organisation, which works with Palestinian and Lebanese communities. Naba'a was part of the Save the Children-UK mission in Lebanon until its withdrawal from the country in 2001. At this point the local management team decided to continue working to implement community projects as an independent, registered Lebanese organization. It was registered as a local Lebanese NGO in 2001.

Since then Naba'a has established strong networks with local, regional and international partners to continue its mission and work towards its institutional goals. Naba'a works with Palestinian communities in camps and gatherings around Lebanon and with Lebanese communities in isolated villages. Naba'a works in an integrated and holistic way, involving a wide range of individuals, communities and organisations to build a shared approach to meeting its aims and objectives.

Naba'a vision is that communities have the capacity to be able to take more control of the decisions affecting their lives in a way that is inclusive of all people's needs. Its mission is to empower communities so they to uphold the rights of children, and so enable children and young people to play a healthy and active role within their communities. The organisation's strategic aims are to: support young children who are most at risk of violence and neglect in the communities to provide them with opportunities to develop their confidence and to grow up in a safer, more inclusive environment, regardless of their religion, sex and nationality; work with local communities, to build their capacity to take a more coordinated and inclusive approach to participatory decision-making and service provision; influence the decisions of key policy makers and service providers who are responsible towards the Palestinian

communities living in Lebanon to uphold the rights of Palestinian children, and to be accountable for providing appropriate services.

Naba'a is committed to the following values and principles that underpin its work: participation, protection, cooperation, fidelity, transparency, accountability, neutrality, equity, equality and commitment.

Naba'a targets all vulnerable, under-served and marginalised individuals and groups and is currently working with Palestinian refugees from Syria (PRS), Syrian refugees from Syria (SRS) and host communities, and Palestinian refugees living in Lebanon (PRL) or Lebanese communities. Under two themes of Development and Emergency, its programmes include: Child Rights, Education, Women Empowerment, Capacity Building, Advocacy and Emergency Relief. Activities include: distribution of emergency supplies i.e. food items (FIs) and non-food items (NFIs); cash assistance; health awareness; psychosocial support and health services.

5.2 Organisational structure and management system:

Naba'a has a horizontal governance structure, where staff are involved in decision-making processes at different levels of the organisation. The Board of trustees maintain oversight of its operations with a Senior Management Team (SMT) providing management staff and programme delivery. An Administrative Committee maintains oversight and control of budget, financial risk, monitoring and reporting. Local management teams at the project level take day-to-day decisions for all local issues.

Programme staff are frequently invited to join SMT and local management meetings to clarify issues, give feedback on the programmes and provide additional information to take appropriate decisions. Naba'a facilitate and motivate staff to take part in the decision-making processes at different levels of the organisations on a range of issues relating to programming and efficiency of the projects and sustainability of the programmes. Volunteers and community members are also involved in consultations and decision-making at a local level.

The horizontal management structure is in place to facilitate participation and collaboration across all the teams and the organisations as a whole. This is further enabled by the long-term presence of the majority of staff in the organisation: many staff started their career in Naba'a as volunteers; some were involved in the activities as children themselves. This motivates junior staff, and volunteers, to take on more responsibilities in their roles and in the management of the Centres and projects.

6. Sampling

6.1 Rationale for sampling

Criteria for choosing the project sites:

- level of security
- scope of programmes (emergency / development)
- volume of projects
- distance from HO

6.2 Visited sites:

Name of Programme sites/members/partners verified	Location	Mandate (Humanitarian, Development, Advocacy)	Number of projects visited	Type of projects
Saida head Office	Saida	Hum/Dev	HO	
Community Centre	Rashydieh Camp	Hum/Dev	1	Youth Empowerment & Anti-Drugs Social Educational Centres
Psychosocial support	NBC, Bad-dawi Camps and Akkar village	Hum/Dev	2	
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6.3 Interviews

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

Type of people interviewed	Number of people interviewed
Head Office	
Staff	7
Camp Child Protection Committee	5
Donor	2
Programme site	
Staff	13
Family home visit (winterization) in Ein el Helweh	5
Collective centre	2
Psychosocial support girls beneficiaries	2
Kindergarten beneficiaries	2
Total number of interviews	38

Focus Group Discussions (interviews with a group >6)

Type of Group	Number of participants	
	Female	Male
Group of young beneficiaries in Tyre		14
Group of young beneficiaries in Tyre	15	
Community meeting community mothers in Ein el Helweh	13	
Target group men and peer to peer youth		11
Visit to village – conflict resolution workshop	14	1
Deal workshop	14	
Total number of participants	53	26
Group of young beneficiaries in Tyre		14

7. Summary

See meaning of scores in Annex 1

7.1 Summary by criterion

1. Humanitarian assistance is appropriate and relevant

Score: 3

Communities and people affected by the crisis consider the assistance they receive from Naba'a to be appropriate and relevant to their needs and culture.

2. Humanitarian response is effective and timely

Score: 3

Communities and people affected by the crisis, including vulnerable groups, consider the assistance and protection they have receive from Naba'a to meet their needs and available at the right time, without delay.

3. Humanitarian response strengthens local capacities and avoids negative effects

Score: 3

Communities and people affected by crisis are not negatively affected and are more prepared, resilient and less at-risk as a result of the work of Naba'a. Its programmes consistently strengthen local capacities and minimise potential negative effects of their actions.

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

Score: 3

Naba'a programmes are developed in a highly participatory way, based on communication, information sharing and feedback of communities and people affected. Communities and people affected by crisis are aware of their rights and entitlements, and have access to the information they need. However, some new communities i.e. Syrian Palestinian Refugees, were less informed and knowledgeable about Naba'a.

5. Complaints are welcomed and addressed

Score: 3

Naba'a strongly welcomes and accepts complaints. Communities and people affected by crisis are systematically provided access to safe and responsive mechanisms to handle complaints. Nevertheless there is no systematic approach to consultation with the communities on the implementation and monitoring of the CRM.

6. Humanitarian response is coordinated and complementary

Score: 4

Naba'a consistently coordinates 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.

7. Humanitarian actors continuously learn and improve

Score: 3

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.

8. Staff are supported to do their job effectively, and are treated fairly and equitably

Score: 3

Naba'a has strong policies and systems in place to ensure that communities and people affected by crisis receive assistance from staff and volunteers who are well managed and competent to fulfil their roles and responsibilities.

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

Score: 3

Communities and people affected by crisis are assured through systematic information and feedback mechanisms that Naba'a manages its resources effectively, efficiently and ethically.

7.2 Summary of non conformities

See meaning of Minor and Major nonconformities in Annex 1

Non compliance	MAJOR	MINOR
Commitment 4		4.1.1 Information on the organisation, its principles and the expected behaviours of staff are not systematically provided to new communities with whom Naba'a works.
Commitment 5		5.1.2 Consultations on the implementation and monitoring of complaint handling processes are not systematic and do not engage the communities involved in new programmes.

Non compliance	MAJOR	MINOR
TOTAL Number	0	2

7.3 Major strengths and weaknesses

Major Strengths

- Naba'a is very connected and close to the communities with whom it works and in many cases staff are from the camps and gatherings where they work. This enables Naba'a to maintain an excellent understanding of the changes to the context and situation, and of issues faced by the communities.
- A solid grounding in the principles of Impartiality, Participation, Protection and Child and Human Rights, is reflected throughout the organisation: in the implementation of its activities; in the behaviour of its staff and volunteers; and in its respected reputation with communities and other stakeholders.
- Naba'a is the lead agency on Child Protection and has established Protection Committees within the camps, training programmes for stakeholders and comprehensive complaint handling, referral and investigation mechanisms.
- Working in participation is key to the success of its programmes and advocacy. Naba'a operates with the engagement and involvement of a high number of varied stakeholders and interest groups. Inclusion is a key factor in how Naba'a encourages and manages conciliation, peace and security.
- Naba'a has developed a broad-based professional network locally in the camps and gatherings, nationally and regionally. This allows Naba'a to cooperate and coordinate with others in a transparent and open way, to ensure its work is complementary and effective.
- Internal decision-making authorities are devolved to staff at the project level closest to the activities, which, supported by an effective horizontal governance structure, enables decisions to be taken and activities to be adapted when necessary in a prompt and timely manner.
- A core focus for Naba'a is to develop strong leadership capacities amongst children, youth and women by building psychological resilience, encouraging ownership of Naba'a activities and functioning of its Centres, and through the development of 'community' and 'kinship' within the communities it operates.

Major Weaknesses

- The audit noted some disconnects between Naba'a office and its operations in the North with that of its Head Office and operations in the South of Lebanon. These were in relation to communication and sharing of information on strategies, lessons learned, best practices and programme methodologies.
- There was a lack of knowledge about the background of Naba'a, its core principles and strategies and the expected behaviour of staff amongst communities and people who had recently joined Naba'a activities i.e. Syrian Palestinian Refugees.

- Where Naba'a works outside its Centres, people affected by crisis are less engaged and involved with its work and 'community'.
- Potential risks to the local environment and economy of Naba'a activities are not systematically assessed and acted upon.
- The CRM is not designed, implemented and monitored in consistent consultation with communities and people affected by crisis, specifically with new communities involved in Naba'a programmes.
- There is no systematic approach of Naba'a work with its implementing partners to jointly develop and meet agreed operating standards and procedures.

8. Decision

Quality Control by: Pierre Hauselmann	Quality Control finalised on: First Draft: 2015-05-12 Final: 2015-05-28
Certification Decision	Date: 12 March, 2016

Certification Decision	
Certification	Intermediate audit
<input checked="" type="checkbox"/> Certified <input type="checkbox"/> Not certified (Major CARs)	<input type="checkbox"/> Maintenance of certificate <input type="checkbox"/> Suspension of Certificate (Major CARs)

Pierre Hauselmann
Executive Director



ANNEX 1: Scoring scale

Score	Key actions	Organisational responsibilities
0	Operational activities and actions systematically contradict the intent of a CHS requirement.	Policies and procedures directly contradict the intent of the CHS requirement.
	<p>Recurrent failure to implement the necessary actions at operational level.</p> <p>A systemic issue threatens the integrity of a CHS Commitment (i.e. makes it unlikely that the organisation is able to deliver the commitment).</p>	Complete absence of formal or informal processes (organisational culture) or policies necessary for ensuring compliance at the level of the requirement and commitment.
<p>A score of 0 is equivalent to a major nonconformity in a certification process, resulting in a major corrective action request (CAR).</p> <p>A certificate is not granted until major non-conformities are eliminated, withdrawn if they appear during the cycle and cancelled if they are not corrected within a short timeframe, identified by the auditor in the report.</p>		
1	Some actions respond to the intent behind the CHS requirement. However:	Some policies and procedures respond to the intent behind the CHS requirement. However:
	<p>There are a significant number of cases where the design and management of programmes and activities do not reflect the CHS requirement.</p> <p>Actions at the operational level are not systematically implemented in accordance with relevant policies and procedures.</p>	<p>Relevant policies exist but are incomplete or do not cover all areas of the CHS.</p> <p>Existing policies are not accompanied with sufficient guidance to support a systematic and robust implementation by staff.</p> <p>A significant number of relevant staff at Head Office and/or field levels are not familiar with the policies and procedures.</p> <p>Absence of mechanisms to ensure the monitoring and systematic delivery of actions, policies and procedures at the level of the commitment.</p>
<p>A score of 1 is equivalent to a minor nonconformity in a certification process, resulting in a minor corrective action request (CAR).</p> <p>A minor nonconformity allows a certificate to be granted, but requires corrective actions within a specified time frame. Minor nonconformities that are not closed within the given time frame become Major nonconformities. An array of nonconformities that in isolation would be minor can indicate jointly a major noncon-</p>		

	<p>formity.</p>	
2	<p>Actions broadly respond to the intent behind the CHS requirement:</p> <p>Actions at operational level are broadly in line with the intent behind a requirement or commitment.</p> <p>However:</p> <p>Implementation of the requirement varies from programme to programme and is driven by people rather than organisational culture.</p> <p>There are instances of actions at operational level where the design or management of programmes does not fully reflect relevant policies.</p>	<p>Policies and procedures broadly respond to the intent behind the CHS requirement. However:</p> <p>Relevant policies and procedures exist but are partial and not always accompanied with sufficient guidance to support a systematic and robust implementation by staff.</p> <p>Some staff are not familiar with the policies and procedures, and/or cannot provide relevant examples of implementation.</p> <p>The organisation does not have sufficient quality assurance mechanisms to ensure systematic implementation across the organisation.</p>
	<p>A score of 2 is equivalent to an observation in a certification process, Observations do not lead to a corrective action request, but the attention of the organisation is drawn on an issue that may deteriorate into a minor nonconformity if not addressed.</p>	
3	<p>Actions respond to the intent of the CHS requirement:</p> <p>The design of projects and programmes and the implementation of activities is based on the relevant policies and reflects the requirement throughout programme sites.</p> <p>Staff are held accountable for the application of relevant policies and procedures at operational level, including through consistent quality assurance mechanisms.</p>	<p>Policies and procedures respond to the intent of the CHS requirement:</p> <p>Relevant policies and procedures exist and are accompanied with guidance to support implementation by staff.</p> <p>Staff are familiar with relevant policies. They can provide several examples of consistent application in different activities, projects and programmes.</p> <p>The organisation monitors the implementation of its policies and supports the staff in doing so at operational level.</p>
	<p>A score of 3 is equivalent to compliance with the specific requirement of the standard in a certification process.</p>	

4	<p>As 3, but in addition:</p> <p>Field and programme staff act frequently in a way that goes beyond CHS requirement to which they are clearly committed.</p> <p>Communities and other external stakeholders are particularly satisfied with the work of the organisation in relation to the requirement.</p>	<p>As 3, but in addition:</p> <p>Policies and procedures go beyond the intent of the CHS requirement, are innovative and systematically implemented across the organisation.</p> <p>Relevant staff can explain in which way their activities are in line with the requirement and can provide several examples of implementation in different sites.</p> <p>They can relate the examples to improved quality of the projects and their deliveries.</p>
	<p>A certification process does not identify levels of application beyond compliance. A score of 4 is thus also a compliance with the specific requirement of the standard. However it indicates an exemplary way of complying with the requirement.</p>	
5	<p>As 4, but in addition:</p> <p>Actions at all levels and across the organisation go far beyond the intent of the relevant CHS requirement and could serve as textbook examples of ultimate good practice.</p>	<p>As 4, but in addition:</p> <p>Policies and procedures go far beyond the intent of the CHS requirement and could serve as textbook examples of relevant policies and procedures.</p> <p>Policy and practice are perfectly aligned.</p>
	<p>Same as 4, but indicates an almost perfect way of complying with the requirement of the standard, e.g. because the organisation receives outstanding feedback from communities and people. A score of 5 should only be attributed in exceptional circumstances.</p>	