

PROGRAM AND PROJECT MANAGEMENT POLICY

QSA is guided in all that it does by the Quaker testimonies of Simplicity, Peace, Integrity, Community, Environment and Equality. Central to QSA's Policy on Development is the Quaker belief in the equal worth of all people, a belief rooted in Quaker experience over more than 350 years. Quakers are acutely aware of the enormous scale of injustice in our world and have advocated for the improvement of life circumstances for all people, irrespective of race, creed or culture around such issues as abolition of slavery, education, freedom of thought and expression of religion, fairer treatment for those in prison or with a mental illness. The United Nations Charter in 1945 and subsequent conventions about issues of human rights are therefore central to the thinking of Quakers, and QSA.

QSA understands development to be a process whereby the conditions for a community are improved in a sustainable and self determined way; that addresses the causes as well as the symptoms of the issue; and involves all of the community in the planning, design and implementation of the development process in keeping with our Statement of Purpose.

QSA is a small organisation and can only work on a limited scale to offer effective support for people in need and in line with its Statement of Purpose. QSA does not undertake humanitarian emergency relief or aid. It seeks to support, encourage and strengthen the community and its self determination to enable them to become better equipped to identify and address their needs in ways that promote their human rights and dignity and encourage independence from foreign aid. It is involved in the world wide campaign to have some of the enormous problems tackled by striving to support project partners and their communities to work towards the achievement of the United Nations **Sustainable Development Goals**.

QSA favours community initiated projects which are not focused on individuals benefiting to the exclusion of others; but are designed to reduce poverty in the communities involved and to raise their standards of living. Sustainability of projects and encouragement of community self-governance are a significant part of QSA's approach. It seeks through its project selection and activities to promote the human rights and dignity of all involved in its projects, irrespective of their race, religion, ethnicity, indigeneity, disability, age, displacement, caste, gender and gender identity, sexuality and orientation, poverty, class or socio-economic status. It also seeks to enhance gender equity and community development, to encourage accountability and to ensure as far as possible that the

environmental impact of projects is positive. As far as is possible, QSA will work with its partners to ensure its development work is accessible to all, including children, those with disabilities and other marginalised members of the community.

QSA also sees value in seriously considering a relationship with other similar aid and development organisations with a view to partnering and collaborating with them in aid and development projects, in order to draw on respective strengths and capacities for the greater benefit of communities. This is valued as a means of developing a shared understanding, to work with mutual respect, shared values and agreed mutual benefit and purpose, outlined in the Policy on Organisational Management and Administration.

QSA's THEORY OF CHANGE

In seeking to achieve its Statement of Purpose , outlined as '... to express in a practical way the concern of Australian Quakers for the building of a more peaceful, equitable, just and compassionate world', QSA has evolved a way of working 'with communities in need to improve their quality of life with projects which are culturally sensitive, as well as economically and environmentally appropriate and sustainable'. This is expressed diagrammatically in the following Theory of Change diagram, shown overleaf.

The Theory of Change diagram has been reviewed since it was drawn up in 2014, as part of the process for the creation of the multi-year plan 2017-2027. However, no changes have been made as it is considered to be still current and relevant, and reflects QSA's approach to its development work. Central to QSA's approach are the Quaker values, along with development effectiveness principles. Development is viewed as a dynamic process, with continuous learning opportunities for both QSA and its project partners a key part and outcome. This approach facilitates opportunities for added input of training and support by QSA and other agencies, on a range of issues to achieve sustainability and self-determination by the project partners and for the communities in which they operate. To achieve this change, QSA is not directive, but supportive and walks with the project partner organisation through its journey, as we all work to achieve a more peaceful, equitable, just and compassionate world.

QSA's Theory of Change

Process Summary



A more peaceful, equitable, just and compassionate world