



# **FAMILY AIDS CARING TRUST QUALITY STANDARDS FOR PROJECT IMPLEMENTATION**

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**Guidelines for Family AIDS Caring Trust staff and partners**

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## Preface

**“Quality and accountability deficit”** has been recognized in the implementation of many projects in development work. It has become increasingly clear that project staff have become overwhelmed by the range of good practice commitments and standards that they are expected to consider or to comply with, alongside all other policies and procedures of the organization. As a result there is often a disconnect between the high level commitments that the organization signs up to and the practical realities of the projects that are carried out on the ground. This may be because the good practice commitments and standards are not fully understood in the field or the expectations are unrealistic.

Family AIDs Caring Trust (FACT) has not been spared by the above realization. This situation led FACT to agree on a number of Quality Standards for project implementation in order to support the practical application of good practices. The Quality Standards bring together all the relevant external and internal accountability and quality standards committed to by FACT in the way development projects are to be undertaken at community level.

This guide has been developed to provide guidance in order to put these into practice. Our aim has been to provide clear guidelines that are practical and achievable for busy project staff and which can easily be integrated in the project cycle.

We hope this resource will make a tangible difference in tackling the, “quality and accountability deficit.”

## Introduction

### **How to apply the quality standards**

The quality standards are not intended to be used as “passed/failed” checklist and we recognize that compliance is not usually a simple “yes/no” answer, but more a case of seeking continually improving levels of compliance. Their purpose is to increase the **quality, effectiveness and impact** of the interventions that FACT supports/ implements by providing a framework to guide such responses in the following ways:

- serving as a tool for capacity development of partners and of staff;
- to inform the work of project designers in analysis of their context and prioritizing good practice commitments
- for periodic self appraisal;
- as an essential part of project monitoring and evaluation

They are cross cutting, meaning that they apply to all types of development projects/interventions. The quality standards are intended to guide all FACT’s operational programmes.

The standards need to be reviewed and prioritized in relation to each intervention but whilst there is always a need to prioritise, the following are non – negotiable commitments in all situations.

- **Values:** ensuring staff understand and live out the values and are clear on what is acceptable conduct
- **Impartiality:** the provision of services must always be provided on the basis of need alone. Clear criteria are required to identify those who are most vulnerable.
- **Accountability:** ensuring the full participation of project participants, sharing information, and receiving and responding to their feedback
- **Minimum requirements to ensure safety of project participants.** This particularly relates to the Quality Standards on Children (ensuring we carry out our child protection commitments), Gender (ensuring projects are gender sensitive), HIV (ensuring projects do not make people more vulnerable) and Conflict (ensuring the project design does not heighten people’s vulnerability to violence and conflict). An analysis is required and actions identified to ensure safety of project participants and that projects “do no harm”. It may at certain times be necessary to overlook certain commitments in order to ensure safety of project participants. For example, it may sometimes be necessary to avoid disclosing information which identifies project participants and their entitlements in order to uphold their safety. Any such decisions should be clearly documented.

**Standard 1: Values**

**Standard 2: Impartiality and Targeting**

**Standard 3: Accountability**

**Standard 4: Technical Quality**

**Standard 5: Children**

**Standard 6: Gender**

**Standard 7: HIV**

**Standard 8: Conflict**

**Standard 9: Environment**

**Standard 10: Sustainability**

**Standard 11: Advocacy**

## STANDARD 1: VALUES

### OUR COMMITMENT

**We are committed to outworking our core values through our staff, in relationships with project participants and all those with whom we interact**

#### **The issues**

It has been recognized that relationships are at the core of programming. In a survey done in the UK amongst NGOs, it was concluded that the quality of an NGO's programme is largely determined by the quality of relationships with beneficiaries. It is for this reason that Values is FACT's first quality standard, as it lays the foundation of everything else

#### **FACT's values**

- accountability, honesty and transparency;
- empowerment;
- tolerance, respect and patience;
- equity;
- love and compassion;
- commitment.

#### **Good Practice commitments**

Values represent the first Quality Standard as they are central to the conduct expected of staff. Throughout is a commitment to see quality of people's lives improved. It is through staff that all of the Quality Standards are to be delivered and this can only be effective if staff conduct themselves and display attitudes which are consistent with the organization's values. Good staff induction should be made more important.

Values should be reflected through the quality of relationships through personal conduct, attitudes and integrity, and through a commitment to prayer and the centrality of God in our work.

## STANDARD 2: IMPARTIALITY AND TARGETING

### OUR COMMITMENT:

**We are committed to impartiality. The assistance provided is intended for the most vulnerable. Project participants are selected on the basis of need alone, regardless of their race, religion and nationality.**

#### **The issues**

Impartiality is a non-negotiable standard in all of FACT's work. Impartiality means providing assistance to project participants on the basis of **need alone**. The opposite of

impartiality is partiality, which means showing favouritism or preference to one group over another, such as in the following ways:

- Political beliefs – selecting beneficiaries based on their political beliefs or with a view to persuading them to change political beliefs, rather than based on need alone.
- Religion – seeking to favour people based on their religious beliefs or with a view to encouraging them to change religious beliefs on the condition of receiving assistance, rather than based on need alone.
- Ethnicity – favouring one ethnic group or tribe over another simply because they belong to this group, rather than based on need.
- Gender – favouring men over women or women over men simply because of gender, rather than their need.
- Age – favouring certain age groups simply because of their age and not because of their need.

### **Good Practice commitments**

Given that project participants are to be selected on the basis of need, with impartiality comes a commitment to **targeting those in greatest need**. Projects must be careful to avoid generalizations, assuming that all community members have been affected in the same way. Individuals in a community are affected in different ways for example in an emergency situation; some are able to cope better or may have resources of their own to draw on, while others are much more vulnerable. We must therefore seek out the most vulnerable in our projects.

Some projects have a mandate to support a certain group, such as the elderly or children. This obviously has a bearing on their approach to impartiality, as they are mandated to work only with this specific group (although the principles of impartiality and targeting still apply for selecting beneficiaries within that group).

Some projects have clear selection criteria as part of their design, e.g. admission for therapeutic feeding is based on standard weight or height measurements, but in the majority of cases selection criteria need to be discussed and agreed with the community. In some situations, it may be appropriate to target the majority population in a community or area, even to target the entire population, whilst in other situations it is more appropriate to target a specific number within a community based on clear criteria. For some projects which are aiming at bringing about long-term changes, for example with agricultural practices, it may not be appropriate to target the poorest of the poor but to target farming families that are motivated to try new approaches. Such an approach needs to be clearly articulated and beneficiary selection criteria agreed with the community so that expectations are clear to everyone.

## STANDARD 3: ACCOUNTABILITY

### OUR COMMITMENT

**We are committed to transparency, participation, feedback and learning with our project participants**

#### **The issues**

In the past, accountability has often described the way NGOs report back to their donors on how their funds have been used. In recent years there has been growing momentum to recognise the ways that NGOs need to be accountable to the people they serve on the ground- the project participants.

In the absence of good beneficiary accountability, a whole range of problems arise:

- The project will be in danger of being poorly designed
- There may be poorer acceptance by the community of the project team and a poorer security environment
- Beneficiaries will have less of a sense of dignity or value
- Communities will be more vulnerable to exploitation and abuse.

#### **Good Practice commitments**

Beneficiary accountability is a measure of quality **of relationship between FACT and the beneficiary**. In practical terms, it involves the following:

- Ensuring **transparency** and providing detailed **information** to project participants and communities concerning FACT as an organisation, its programme plans and project details so that people are fully informed.
- It means encouraging community **participation** as much as possible, for example in assessments, in project designing, in agreeing selection criteria for beneficiaries, for monitoring and evaluation project progress. This includes obtaining **informed consent** from the community at the start, confirming that they are happy for the project to go ahead.
- Establishing a formal **feedback** mechanism whereby project participants and community or members know how to give feedback and complaints concerning the project, so that we can act on and respond to their feedback and suggestions. If community members do not feel they are able to comment or complain about project decisions such as selection criteria or ration sizes, they are unlikely to be willing to complain about highly sensitive issues such as corruption or sexual exploitation.
- It means that **staff** is fully briefed and understands the organization's values and principles of good accountability and the importance of our relationships with project participants.

## STANDARD 4: TECHNICAL QUALITY

### OUR COMMITMENT

**We are committed to technical quality of our projects and to ensuring that they reflect communities' own priorities**

#### **The issues**

Project evaluations in the past have criticized NGOs for carrying out projects which are of poor technical quality-for example a building which was poorly designed or used inappropriate materials or a feeding programme which didn't follow agreed nutritional standards. The project staff may have been well meaning but didn't have access to technical support or qualified professional who could ensure the project's design was technically appropriate.

There is also growing recognition of the differences between demand-led and supply driven approaches. Demand-led approaches are processes that empower beneficiaries to address the need that they perceive as important. This builds on the comment above about projects needing to reflect the priorities of the communities themselves. Supply driven approaches by contrast focus on providing assistance, which requires inputs from the community or beneficiary but the project is based on the supply of materials and the approaches as opposed to demand from the community.

Projects are sometimes described as having "hardware" and "software" components: "hardware" meaning the physical or constructed provisions of a project, such as a well, a latrine or a school building, and "software" meaning the ownership, knowledge, understanding and skills that are needed if such physical provisions are to be properly owned and have lasting impact. NGOs need to have both technical skills to provide the "hardware" requirements of the project and the sociological skills of engaging the communities and so provide the "software" requirements.

#### **Good Practice commitments**

FACT's commitment is to ensure that projects are of good technical quality and that they reflect communities' own priorities. When considering technical quality, the issue of sustainability and replicability need to be assessed; for example it may be possible in theory to design and build a latrine which is a very high technical quality, it isn't sustainable if the owner can not replace it in the future and it isn't replicable if others in the community cant afford to build the same design. Standards of technical quality therefore need to be assessed for the content and the issues of supply and demand need to be carefully considered.

## STANDARD 5: CHILDREN

### OUR COMMITMENT

**We are committed to ensuring that programmes are child-sensitive by incorporating child development and child protection in their design, planning and implementation.**

#### **The issues**

- 1) In communities children are highly vulnerable particularly in emergency situations and are often a major beneficiary group in emergency relief projects. This vulnerability results from a wide range of factors, such as lack of food and health care which leads to malnutrition, a lack of access to education due to displacement and physical damage to property, with the traumatic experiences they may have witnessed, or separation from parents and loss of stable environment. Large scale population displacement can lead to a break down in family and social structures, moral norms and lack of traditional protection systems. Hunger, domestic violence, lack of access to educational facilities and prospects of a future are push factors for boys and girls to be on the streets. Children as young as seven are taking part in hostilities around the world as child soldiers. They are often abducted from schools and refuge camps or from their homes, whether voluntarily, forced or induced through money or other incentives to take part. Children are impressionable and easily manipulated and therefore can become unquestionable fighting machines.

Children develop in four main areas:

- 1) Physical Development- refers to child's body and growth
- 2) Cognitive Development- what the child knows, understands or remembers
- 3) Emotional Development- feelings, control over emotions, learning through social interactions and cultural background
- 4) Moral development- knowing difference between right and wrong, influenced by culture, belief and faith.

When children don't get the right kind of input and they grow up in an environment where their needs and rights are not respected or fulfilled then their development will be affected and can be unbalanced.

### **Good Practice commitments**

Our commitment is to meet both child development needs- strategies which support children's wellbeing and development; and **child protection** needs - policies which ensure their protection from abuse and exploitation.

We are committed to safeguarding children from all forms of physical or psychological violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse. We are committed to ensuring that the child's best interest and wellbeing is at all times of paramount consideration. FACT is guided by the UN Convention on the Rights of the Child that was unanimously adopted by every country in the world including Zimbabwe except Somalia and the USA and adopted in 1989. This means that countries have made a binding promise to enforce these rights and ensuring the needs of children are met.

## STANDARD 6: GENDER

### OUR COMMITMENT

**We are committed to transforming communities through restored relationships between men, women, boys and girls and ensuring equitable value, participation and decision-making by all.**

#### **The issues**

Gender refers to the roles and **responsibilities of men and women that are determined by the society in which we live**; it reflects the expectations, opportunities and behaviours expected by society of men, women, girls and boys. Roles and expectations differ according to social status. They change over time within a society and they differ from one society to another. Gender is different therefore from sex, which is the biological difference between male and female. Gender is not only concerned with the roles and responsibilities of women alone, although in many cultures women suffer from considerable inequality, but also the responsibilities and roles of men. In our responses and programmes we must remember that in communities men and women have different needs, interests, vulnerabilities, capacity and coping strategies.

To guide us in project design it is helpful to recognise that in different societies men and women have different needs; practical and strategic. **Practical needs** are to do with what people need to carry out their current roles more easily and **strategic needs** are concerned with the changing of position and status in society- for example to be involved in community decision making and having legal rights.

#### **Good Practice commitments**

FACT is committed to the vision of the restoration of God's original intention of relationship between men and women. Jesus treated both men and women as individuals, worthy of his full attention. He encouraged and affirmed women throughout his teaching, at a time when society gave women little value. FACT will work towards this vision of restored relationships by ensuring that our own policies, practices, and the programmes we support are sensitive to issues of gender. This commitment includes supporting positive models of masculinity. In keeping with this commitment we are aware of our own need to reflect this in our corporate life as an organisation.

Some projects are designed to meet the practical needs of both men and women without necessarily changing their relative position in society. If a gender commitment is absent from project design altogether, the project may actually heighten inequity or make women even more vulnerable to abuse. Our commitment is to design our projects in a way that addresses both practical and strategic needs in an appropriate and sensitive way and therefore to see restored relationships in project communities, where the equitable value of men and women is recognised and participation and decision-making is enjoyed by all. Where appropriate, we are committed to challenging cultural norms that increase women's vulnerability and can lead to abuse.

## STANDARD 7: HIV

### **OUR COMMITMENT:**

**We are committed to addressing the HIV pandemic and people's vulnerability to HIV.**

#### **The issues**

People are vulnerable towards HIV when they are involved in risky behaviours. In addition, social, economic, political and environmental factors can increase people's vulnerability towards HIV. It is very important therefore that in our programming these underlying factors are addressed to try and change the root causes or structures that affect individual risk and vulnerability to HIV.

If we do not consider HIV in our development and community work then the impact of our work may suffer. Meeting basic needs such as water, sanitation and food aid is not enough if vulnerabilities to HIV are not addressed and HIV is spreading. Poorly designed projects may even increase people's vulnerabilities. Vulnerabilities that could fuel the HIV epidemic include:

- Political upheaval with high numbers of refugees and displaced people
- Deepening poverty
- Gender inequality and low status of women
- Spousal separation
- Sexual gender-based violence
- High level of illiteracy
- Lack of infrastructure and timely response by health systems
- Prevalence of and lack of access to treatment of sexually transmitted infections
- Injecting drug use
- Competing health priorities
- Traditional patterns of sexual union
- Lack of culturally appropriate preventative tools

It is important to understand that countries or communities are affected differently by HIV. Responses in high HIV prevalence or low HIV prevalence areas will therefore be different. For example in a low HIV prevalence community priority will be addressing people's understanding of the disease and any underlying vulnerability factors such as gender inequality. In a medium or high HIV prevalence community more emphasis might be made on advocating for access to HIV services, prevention of risky behaviours and addressing stigma and discrimination.

#### **Good Practice commitments**

HIV is a priority concern for FACT because of its impact on communities and on the organization. Addressing the HIV pandemic and people's vulnerability to HIV involves the following:

- Internally for staff: Ensuring that staff working for organisation are fully aware of the facts about HIV, addressing issues of stigma and putting in place policies to provide a positive environment for staff living with HIV or affected by HIV.

- Externally for beneficiaries: designing all projects to ensure that these do not increase people's vulnerability to HIV, carrying out specific projects to raise awareness and to prevent the spread of HIV, mitigating the impact if HIV, addressing underlying attitudes and beliefs, and addressing key policy issues.

## **STANDARD 9: CONFLICT**

### **OUR COMMITMENT:**

**We are committed to designing activities that are sensitive to situations of conflict and the safety needs of project participants, and that contribute to building their capacities for peace.**

#### **The issues**

Conflict is a major development issue: poverty and injustice can feed the anger which lead to conflict, and violent conflict can deepen poverty and injustice. Violent conflict entails the loss of civilian life, social and economic disruption, and displacement, destruction of the environment and of infrastructure. There are ongoing effects even after a conflict ends: a legacy of democracy and human rights denied, landmines, surplus small arms, amputees, orphans, children who have missed out on education and communities who have been left mentally scarred by witnessing or taking part in atrocities.

Conflict has a negative effect on development by restricting access to those in need, destabilizing government and political systems that would usually provide services for the population, adding to distrust and fear between communities and contributing to the physical, psychological or emotional harm of the population.

Most of the world's poorest people live in countries affected by conflict. Violent conflict destroys hard-won relief and development gains, prevents progress towards the Millennium Development Goals and hinders economic growth. Of the 34 poor countries farthest from reaching the millennium development goals, 22 are in or are emerging from violent conflict.

#### **Good Practice commitments**

Just as violent conflict sets back development, flawed development can worsen conflict. Aid influences the political and economic dynamics of conflict. It can for example, introduce resources that alter power relationships in ways that fuel local tensions. At worst, programmes that do not consider the conflict situation in which they work can increase the vulnerability of beneficiaries to violent attack or heighten the intensity of the conflict itself. It is not enough to rely on development or relief work to prevent violent conflict. The potential impact of relief and development work upon a conflict must be thoroughly evaluated. We should also be aware of those people who use and promote violent conflict for political and personal benefit.

## **STANDARD 9: ENVIRONMENT**

### **OUR COMMITMENT:**

**We are committed to protecting the environment through sustainable resource management.**

#### **The issues**

Implementing certain projects can have a significant impact on the environment for the following reasons for example:

- During a disaster the demands on the environment may be high as populations are displaced, concentrated, and traditional environmental management is broken down. The establishment of a refugee camp often results in deforestation, pressure on water sources and damage to a large area of land.
- Environmental resources are usually crucial to traditional coping strategies and to developing future recovery strategies. In many cases environmental resources are critical for livelihoods; for example the collection of firewood, the grazing of livestock and the farming of land. Allowing the environment to be degraded during a crisis will undermine the recovery and make the recurrence of disaster more likely.
- There are also important links between environment and health, particularly where areas are crowded, pollution is high and resources are few. For example, in a crowded IDP camp a lack of sanitation facilities may lead to the contamination of local rivers or ground water or outbreaks of disease.

It is almost always the poorest, most vulnerable people who suffer most from both disasters and from environmental degradation.

#### **Good Practice commitments**

Our commitment is at a minimum to avoid negative impacts on the environment and the depletion of environmental resources, and wherever possible to have a positive impact on environment.

A challenge for field workers is managing the tension between short term emergency needs while considering long term environmental issues. For example, managing the need for timber poles for constructing temporary shelter against long term deforestation. We need to carefully consider in our projects how we can protect the environment through sustainable resource management and alternative technologies.

## **STANDARD 10: SUSTAINABILITY**

### **OUR COMMITMENT:**

**We are committed to seeing that projects have a lasting benefit, being built on local skills and resources, as appropriate to the situation.**

#### **The issues**

The concepts of sustainability, local ownership and participation are central to good development, in wishing to see positive, lasting change that is not dependent on outside

help. We have to take cognizance of the fact that in development work, plans that are based on a community's own resources and capacities will be more sustainable.

In our projects we need to ask ourselves how outside help should best be organized – how can it respond to demand and still be built on local ownership, what is it that we want to leave behind at the end of the project and to what extent will the project benefits be continued long after the project has ended?

If the principle of sustainability is not fully considered in a project, we can end up with very poorly designed projects, with project benefits ending as soon as the project finishes, resources wasted and communities disappointed or frustrated and dependency created.

### **Good Practice commitments**

Situations vary tremendously and question of sustainability will be very different in a project which is providing basic services in a temporary refugee camp, compared to a project which is supporting resettlement in villages at the end of a conflict, where the people are settling permanently. We need to think carefully about what project approaches are appropriate and realistic in each situation.

Similarly, different types of projects bring different considerations in relation to sustainability – for example, a supplementary feeding project is not intended by design to be long-term and sustainable in nature, as it will be closed once the nutrition crisis is over. On the other hand, a hand-dug well in a settled village is intended to provide long-term water provision, and a community grain bank is intended to provide a long term service to a community year after year: in these examples sustainability is absolutely key to all aspects of project design. The importance of government services can be overlooked and our aim must be to strengthen and support long term government services wherever possible and appropriate.

There are a range of factors to look at when considering sustainability:

- **Knowledge and skills-** what local knowledge and skills are needed?
- **Community organisation** –what sort of organisation or community structure will be needed?
- **Government** –what type of ongoing support is required from government or other bodies?
- **Finances** –are there ongoing current costs or future expenditures that need to be covered? What sort of funding arrangement will be needed to meet such a requirement?
- **Materials** – are these materials or equipment that will be needed on an ongoing basis?
- **Environment** – can the local natural environment sustain the project over the long-term (water supply, tree cover, soil fertility etc)

Alongside sustainability, another important principle to consider is **replicability**, which means the ability of a community to replicate or repeat something which the project has done. For example, the intention behind a latrine project may be to see the construction of latrines replicated across a whole community, or the intention behind a new type of improved agricultural technique may be to see it taken up by increasing number of farmers as a result of their own initiative. Replicability is an important concept when our

project is only able to reach a limited number of people and we desire to see the benefits extended throughout the community- this can sometimes be called the 'multiplier effect' of a project. Another important consideration is the **demand-led** approach, as the level of demand within a community will have a direct bearing on its replication.

## **STANDARD 11: ADVOCACY**

### **OUR COMMITMENT:**

**We are committed to influencing key decision-makers to make and implement policies and practices that work in favour of people who are vulnerable in the communities.**

### **The issues**

Every crisis has both causes and effects. 'Causes' are the things that lead to a crisis happening; the reasons why a crisis happens. 'Effects' are the repercussions of a crisis; the things that occur as a result of a crisis. For most NGOs, it is easier to address the effects (for example in a disaster, by providing shelter in the aftermath of an earthquake) than it is to address the causes (for example, by putting early warning and preparedness systems in place for people living in earthquake zones).

Most NGOs are recognizing that they need to address the causes, as well as the effects, in cases of disasters if people are going to have their vulnerability to disaster reduced. Disaster Risk Reduction (DRR) is one way of doing this. In the context of a crisis advocacy aims to address the underlying issues.

At the root of many crisis situations, there is often an unjust policy. Advocacy aims to change policy. Sometimes, it seeks to change an existing unjust policy. At other times, it seeks to implement a policy which exists but is not actually being put into practice or it seeks to create policies where none existed before. Every time, it is targeted at the bodies, institutions or individuals that are responsible for making, deciding and implementing policy. These people are collectively called 'decision-makers'. They can be in the community, at the local or national level, or even the international level.

Advocacy can be done directly by those affected by injustice, or on their behalf, or through a combination of both. Anyone can undertake advocacy work. It does not have to be left to professionals or experts. Good advocacy work empowers people. It enables people to speak for themselves and their communities. It helps them recognize and claim their rights from those with a responsibility and duty to uphold them.

An example:

*After a conflict, people might be urged to return home, but there might be no water and sanitation facilities back home. Sometimes, there is a government resolution in place to provide water and sanitation. Advocacy work might involve speaking out to the local authority in the home districts and urging them to comply with the provisions of the government resolution. When they comply, water and sanitation facilities are provided, and people are more willing and able to return home.*

In the absence of advocacy projects, which correctly respond based on need and the imperative to intervene, will only address the immediate problems without also addressing the root causes that contributed to and exacerbated the crisis situation in the first place. Without advocacy, preventative measures would be limited and underlying power structures would be unchallenged. Without advocacy, beneficiaries may not be aware of their entitlement to have their basic rights fulfilled, nor the responsibility of those in power to fulfil those rights

### **Good Practice commitments**

In the context of our intervention projects, being an advocate means asking, “Is there a policy underlying this situation? Who has decision-making power to change and/or implement it? How can I influence them to favour our beneficiaries?”

As an organisation, FACT is committed to influencing the key decision-makers in crisis situations, so that their policies work in favour of people who are vulnerable. For example:

- In a conflict situation, we might advocate to tribal chiefs to encourage peace building and power-sharing.
- In a place vulnerable to flooding, we might advocate to wealthy landowners to allow access across their land so that those who live in the flood risk zones can get to safety on higher ground.
- In areas prone to droughts, we might influence the government Ministries to coordinate better to prepare for droughts in the future, rather than simply responding after people’s livelihoods have been eroded. Or we might try to tackle the attitude of fatalism at the local level.
- In communities where there is need for behaviour change to reduce the sexual transmission of HIV we advocate leaders to be advocates and role models for faithfulness and role models for behaviour change promotion.

Advocacy is all about influencing these powerful people to act in equitable ways. It is about urging them to make just decisions and fair policies, and it is about holding them to account for their promises.