

Towards a Global Anglican Relief and Development Alliance

A Consultation Document

October 2009

About this Consultation

For the past year, since the conclusion of the 2008 Lambeth Conference, the Archbishop of Canterbury and the Secretary General of the Anglican Communion Office have worked together to take forward the recommendation for the establishment of a new way for Anglicans to work together globally for relief and development.

This recommendation reflected the evident urgency that bishops attached to combating the scandal of poverty and their recognition that doing so required concerted and coordinated Communion action. This recommendation has greater urgency today than ever before – the global financial crisis has exacerbated in many parts of the Communion a pre-existing socio-economic crisis marked by widespread poverty, under-employment, growth in inequality and difficult social conditions.

Against this worsening background of marginalisation and inequality, Lambeth Palace and the Anglican Communion Office convened a group of development practitioners and experts from across the Communion to consider and assess existing development and relief practice. Following a meeting at Lambeth Palace in January 2009, the task of giving shape and meaning to the specific Lambeth Conference recommendation was entrusted to an expert Steering Committee. The results of these deliberations are set out in the pages that follow and they are submitted to you for your consideration and comment.

This document recognises that the Anglican Communion represents the third largest Christian grouping in the world, with structures that reach from the most remote village to the highest echelons of government, but we lack an adequate mechanism to work together and with others on development. Moreover, the context in which we do development has now radically changed with a proliferation of non-governmental organisations making the field of development intensely more complex.

This document does not propose the creation of an independent and fully autonomous agency in its own right. Rather it sets out how the establishment of an Anglican Global Relief and Development Alliance (GARDA) might encourage enhanced collaboration and mutual accountability between those Anglican relief and development agencies and related community and Church organisations working in the area of transformational development. The proposals, if implemented, would improve both the effectiveness and visibility of the work that the Communion finds itself called to do.

The Steering Committee's key recommendations have been affirmed by the Primates Meeting and the ACC-14 in the first half of 2009. The aim of this next phase of consultation is to test out with a wider Communion audience how we might collectively realise the proposals that have been arrived at so far.

If you respond to this consultation on behalf of an Anglican relief and development agency or related community and Church organisation working in the area of

transformational development, then it is important for the Steering Committee to learn from you whether what is proposed here interests your organisation? If not, what changes would you like to see made to the proposals and why? Equally important, is to consider what resources and knowledge your organisation would offer to this Alliance. The concept of this Alliance is built on an understanding of the rich diversity of skills and experiences that exist within the Communion today. Its success therefore depends on all being able to contribute so enabling it to become more than the sum of its parts.

The proposed Alliance represents a specialised form of Christian ministry, but it is a ministry that is undertaken on behalf of the Communion as a whole. It is for this reason that even if the body you represent does not undertake specialised ministry in this area, your comments remain important.

To facilitate this consultation process the document is divided into 5 sections that explore differing aspects of the Alliance's work. Each of these sections concludes with a series of questions. These questions are reproduced in full as a detachable questionnaire in Appendix 1.

The document is also available in French, Spanish and Portuguese at the following website: [www:anglican.communion.org](http://www.anglican.communion.org)

Where you feel you have specific insights to offer then please respond accordingly. Please don't feel that you have to respond to every question.

Responses to this consultation exercise will be taken into consideration when revisions are made to the final documentation. The final documentation will be ready within two months of the end of the consultation.

If on the basis of this exercise the Steering Committee believes that there is sufficient enthusiasm across the Communion for the establishment of an Alliance, invitations will then be issued for a convening meeting of the Alliance that will take by the end of 2010. If you would like to participate in such a meeting then please indicate so in your response to this consultation.

We look forward to receiving your comment on what we believe represents an exciting new chapter in the way that the Anglican Communion thinks about and does development.

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Towards a Global Anglican Relief and Development Alliance

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Section One – History, Vision, Mission, Faith Basis and Goals

1. Our History

The concept of GARDA has been developed in response to the recommendations made by Anglican bishops at the 2008 Lambeth Conference that a specific mechanism was needed to help resource, coordinate and publicise the ongoing international development work of the Anglican Communion.¹ In taking forward this recommendation, His Grace the Archbishop of Canterbury, the Most Revd and Rt Hon Rowan Williams invited a representative group of Anglican development practitioners and professionals to Lambeth Palace in January 2009. Following a period of consultation across the Anglican Communion it is planned that GARDA will be formally launched in 2010.

Box 1: Our Mandate

ACC-14 – Kingston, Jamaica

Resolution 14.03

- a) acknowledges the request from the Bishops at the 2008 Lambeth Conference to enhance a more collaborative approach to existing relief, development and advocacy activities in the Anglican Communion, and the support for this initiative from the Primates' meeting in Alexandria in February 2009;
- b) welcomes and receives the report from the Anglican Relief and Development consultation in January 2009;
- c) affirms the recommendation to form an alliance of Anglican relief and development agencies to improve coordination in development, relief and advocacy work across the Communion and to share experiences of best practice;
- d) Encourages the steering group, established after the January 2009 consultations, with the Anglican Communion Office and Lambeth Palace, to advance this recommendation, seeking the widest Communion participation as possible.

Resolution 14.04

The Anglican Consultative Council asks the Anglican Communion Office to investigate means by which relief and development initiatives at local level, in congregations, dioceses provinces and other groups across the Communion might be encouraged and strengthened.

The January 2009 consultation produced consensus around three key issues:

- First, in seeking to add value to the range of relief and development activities already undertaken by Anglicans across the world, more collaboration rather than more agencies are needed;

¹ Please note that the name *Global Anglican Relief and Development Alliance* (ARDA) remains a provisional and working title. The final name will be determined as result of this consultation.

- Second, this collaboration should be underpinned by an Anglican theological understanding and practice of development that is rooted firmly within God's mission as articulated in the Anglican Communion and to communicate this widely to both internal and external stakeholders;
- Third, this collaboration should be practically expressed by the establishment of an Anglican alliance on relief and development in order to coordinate and strengthen the Communion's work.

Participants at the January 2009 meeting were invited to form a Steering Committee to think through what an Anglican global alliance on relief and development might look like and to draw up a document that could then be shared with a wider Anglican constituency. These recommendations and outlining process were welcomed and endorsed by the Primates of the Anglican Communion at a meeting in Alexandria in February 2009 and by the Anglican Consultative Council meeting in Kingston Jamaica, May 2009.

The realisation of these recommendations promises a significant realignment of the way that Anglicans and the Anglican Communion thinks about and does development. It builds on the insights and recommendations from earlier processes, such as the TEAM Conference in Boxburg in 2007. Although GARDA will be formally established in 2010 it will remain very much a work in progress, which will be shaped by the active engagement of its participants

2. Our Vision

Inspired by our belief that the Gospel is good news to all participants in GARDA work towards a world where poverty and injustice no longer exist and all people live in just and sustainable relationships with each other and all of God's creation. Our vision is grounded in and shaped by our understanding of God's integral mission as expressed through the Five Marks of Mission, which clearly states the Anglican Communion's role in addressing issues of poverty, justice and care for the environment, as integral to God's mission.

Box 2: The Five Marks of Mission

To proclaim the Good News of the Kingdom
 To teach, baptise and nurture new believers
 To respond to human need by loving service
 To seek to transform unjust structures of society
 To strive to safeguard the integrity of creation and sustain and renew the life of the earth

(Bonds of Affection-1984 ACC-6 p49, Mission in a Broken World-1990 ACC-8 p101)

3. Our Mission

GARDA is an international alliance of Anglican relief and development agencies, networks and departments bearing witness to the good news of the Kingdom of God by

working in partnership with others to overcome inequality and injustice through prayer, relief, development and advocacy. GARDA cherishes its partnerships within the Anglican Communion, with ecumenical bodies and with others who share a common vision for justice and peace among all people.

4. Our Faith Basis

GARDA is grounded in a common faith and understanding that God's mission is holistic; its orientation is towards the redemption of the whole of creation. For GARDA the Gospel is not just about the proclamation of individual redemption and renewal, but also the redemption and renewal of society under the Reign of God; the ending of injustice and the restoration of right relationships with God and between human beings and between humanity and creation.

Understanding that mission goes out from God and is never our own invention or choice means we are called to serve God's mission by expressing the good news through our actions in the service of and in partnership with others. We understand our work in relief, development and advocacy to be part of the continuum of mission.

The faith basis underpinning and guiding GARDA's work will be articulated in greater depth following the work of a group of theologians tasked by the Steering Committee.

5. Towards a Common Understanding of Development as Transformation

GARDA does not seek to reinvent the wheel when it comes to development, but rather to add value where it can. Some participants in GARDA are also involved with ACT Development where they have already made a concise expression of their shared understanding of development by embracing the concept of transformational development (See Box 3 below, from the Guide to ACT Development).² Similarly some are also members of the Ecumenical Advocacy Alliance where a common understanding already exists as to what is meant by advocacy (See Box 4, from the Ecumenical Advocacy Alliance).³

GARDA does not see its task as one of producing an entirely new statement on development, but rather one of giving fuller Anglican expression and understanding to the concepts that already inform a pre-existing ecumenical consensus of development as a transforming experience for all parties involved and within this matrix of advocacy as solidarity.

Sharing a common understanding of what is meant by development is a prerequisite to ensuring that GARDA is more than the sum of its participants' various approaches

² Further information about ACT Development can be found at the following website:
www.actdevelopment.org/

³ Further information about the Ecumenical Advocacy Alliance can be found at the following website:
www.e-alliance.ch/

to development. Sharing a vision of development does not mean that all participants articulate it in exactly the same way, simply that they share sufficient common ground to make them recognise that they belong together in one body.

Box 3: Transformational Development

“Transformational Development recognises that the current structures of society perpetuate human hunger, poverty, injustice, the abuse of human rights and the destruction of the environment. Transformational development is therefore about taking action to transform how society is structured, empowering those communities most affected by oppressive structures so that they are able to improve their quality of life. Efforts to promote transformational development vary from the global to the local level and may range from campaigning at the global level on issues such as debt or trade to supporting communities at the local level in their effort to obtain access to water or secure adequate food. Central to the development process are concepts such as participation, developing capacity and sustainability.”

From the Guide to Act Development p.5

Box 4: Our Understanding of Advocacy as Solidarity

GARDA understands advocacy as representing a specific form of witness on political, economic, cultural and social issues that aims to influence the policies and practices of governments, international institutions, corporations and our own communities in order to bring about a more just, peaceful and sustainable world. Marginalised communities must be at the centre of any advocacy and be their own advocates. The advocacy efforts of GARDA must be seen as an expression of solidarity with and an accountability to those who suffer from the world’s injustices and violence. Advocacy can be carried out at a number of levels, from the grassroots to national, regional and global with strategies ranging from awareness-raising to mass campaigning, lobbying or church mobilisation.

Adapted from the Definition used by the Ecumenical Advocacy Alliance

6. Our Goal

GARDA will promote and facilitate cooperation among its members to improve their effectiveness in transformational change at all levels within society.

7. Our Objectives

GARDA is an alliance which will:

- promote shared values, mutual accountability and high quality development work amongst its participants;

- ensure opportunities where participants can discuss, share analyses and reflect theologically on development issues, encourage mutual learning and plan cooperative activities;
- provide opportunities for participants to work collaboratively in their advocacy work;
- enhance the visibility of the development work of the Anglican Communion through a strong sense of identity and shared family name;
- develop strategies to address capacity and resource issues for Anglicans working in relief and development.

Section Two - What the Alliance will Do and What it will Not Do

8. What the Alliance will do

GARDA's activities will reflect its vision, mission, goal and objectives. Its activities will be developed by the Executive Committee, in consultation with participants, into a five-year strategic work plan. This section identifies some of the core functions the Alliance is expected to undertake.

Objective 1

GARDA will promote shared values, mutual accountability and high quality development work amongst its participants.

This may be achieved by:

- implementing a clear and transparent process by which organisations and bodies can apply for and be accepted as participants in GARDA;
- learning together to improve delivery of programmes by collecting and communicating existing practical experiences of members and their impact on the most vulnerable;
- building on existing bilateral mutual learning within the Communion to broaden opportunities for all members to share experiences and resources;
- keeping participants informed of models of best practice and any new developments arising in the field;
- maintaining strong relations with other ecumenical and secular actors working on relief and development issues.

Objective 2

GARDA will ensure opportunities where participants can discuss, share analyses and reflect theologically on development issues, encourage mutual learning and plan cooperative activities.

This may be achieved by:

- ensuring opportunities at the national, regional and global levels where participants can build relationships with each other, reflect on priority issues in

the field of development, share information on policies and priorities and work intensively on areas of possible programmatic collaboration. Where possible these meetings will build on and relate to existing Anglican Communion networks and Provincial platforms.

Objective 3

GARDA will provide opportunities for participants to work collaboratively in their advocacy work related to relief and development issues.

This may be achieved by:

- supporting and resourcing existing Anglican structures and networks in their relief and development related advocacy work, including the Anglican Observer and other representatives to the UN;
- providing a means by which the experiences of people and communities who suffer from and who struggle against existing unjust structures are central to the efforts of the Alliance;
- establishing joint advocacy initiatives on issues which have arisen through their joint development work;
- working with local, national and international organisations and networks, as they contribute to the eradication of poverty and injustice;
- raising awareness among participants and the public at large on issues of common concern, and to mobilise support for specific campaigns or collective actions as proposed by the Alliance;
- encouraging participants to share information and resource material and initiate study on certain issues so that a body of knowledge can be built up;
- working closely with and having regular communication with other regional or global ecumenical and civil society organisations currently engaged in advocacy;
- strengthening development awareness efforts across the Communion, by improving multilateral communication of the diverse range of experiences.

Objective 4

GARDA will enhance the visibility of the development work of the Anglican family through a strong sense of identity and a shared family of name

This may be achieved by:

- ensuring participants commit to an appropriate and mutually agreed policy on co-branding and use the name and logo in publications, stationery and public communication for all Alliance related activities;
- ensuring that the Alliance is owned and supported by the wider Anglican Communion both through prayer and through its Instruments of Communion.

Objective 5

GARDA will develop strategies to address capacity and resource issues for Anglicans working in relief and development,

It will do this by:

- mapping existing capability, coverage and partnerships, sharing of best practice, promoting mutual capacity building and strengthening communication about the relief and development work undertaken by Alliance participants.

Boxes 5, 6 and 7 give hypothetical illustrations of what this work might look like in practice.

Box 5: Imagining the Future - Responding to Natural Disasters

Imagine there were a series of unexpected earthquakes in ‘country A’ that devastated the country’s infrastructure and with it the government’s ability to provide humanitarian assistance to those affected. When natural disasters occur it is the poor and the vulnerable who are most adversely affected and it is often the local Church or Church based NGOS that are best placed to respond to those in need.

Through its pre-existing networks, contacts and agreed best practice the Alliance Secretariat could let all Alliance members know of the disaster and identify which Alliance members were best placed to deliver effective and timely relief through local partners on the ground.

The Alliance Secretariat could gather information on who was doing what, so helping to minimise duplication and maximise cooperation between Alliance members working on the ground. In this way the largest number of people could be reached through better coordination between existing Church departments and agencies.

Additionally, the Alliance could make a call to Anglicans around the world for support to this country, although any funds raised in this way would only complement the work members were already doing on the ground.

As the work moved into the reconstruction phase, the Alliance could assist those participating bodies by building their skills in livelihoods, and community rehabilitation, through mutual learning between different Alliance members. There would then be a chance for these lessons to be shared more widely across the Alliance, so that other members would be better prepared should the same situation happen in another part of the world.

The Alliance Secretariat would also communicate the work of its members to government and other NGOS with a view to raising the profile of the work and encouraging others to partner with Alliance members for delivery.

9. What the Alliance will Not Do

Facilitate the transfer of funds or raise money for direct project funding

The Alliance will not facilitate the transfer of funds between donors and implementer nor will it raise funds for specific relief and development projects. GARDA is not a funding mechanism or a means through which financial resources are transferred between two or more parties. Most Anglican Communion development agencies already have well-established procedures for considering proposals, monitoring and evaluating project work and reporting. The intention is not to duplicate or unsettle these relationships. However,

the Alliance can provide a means by which resources and needs might be better coordinated through the more effective communication between and among parties. While the Alliance will not raise funds for specific projects, in some cases it may seek funding to support mutual learning and capacity building amongst its members.

Determine funding relationships

Bilateral relationships between donors and implementers will continue outside of GARDA. Participants will continue to make their own decisions regarding who they work with and provide funding to/receive funding from and this may include organisations/partners who are not members of GARDA. However, GARDA is able to provide practical ideas and tools to help participants develop and maintain quality partnerships both among themselves and with others outside the Alliance.

Restrict the right of organisations to speak out on issues

While GARDA participants are committed to work on common programmes and issues, each participant still retains the right to speak out and act in its capacity. However, Alliance participants can speak with a common voice, particularly where they are working together on a joint project. Similarly, GARDA will work to ensure that basic partnership values and principles are upheld at all times.

Box 6: Imagining the Future – Advocacy as Solidarity

When the UN climate change talks in Beijing, December 2012, ended in stalemate, with everyone agreeing to come back in 18 months time, the Alliance's Executive Committee decided to prioritise the issue of climate change as a social justice issue. This decision was taken on the grounds that a key stumbling in Beijing was the inability to reach agreement on the scale of financial assistance developed countries should provide to assist developing countries adapt to climate change.

As a first step, the Alliance's Secretariat was instructed to draw on the experiences of its members to map existing vulnerabilities to climate change. The result of this exercise, *The Atlas of Climate Vulnerability: Voices from the Anglican Communion*, was published in September 2013. The report illustrated that climate change affects all of us, but it is the world's poor - those who contributed least to the problem and those who have the least capacity to adapt - who are already suffering its devastating impact. Climate change threatens to push many communities still further into poverty.

Using *The Atlas of Climate Vulnerability* as its main framework document, the Alliance's Secretariat drew up a strategy to assist Alliance participants to engage in coordinated common action in the months leading up to the reconvened climate change talks in Nairobi, July 2014.

Using its Panel of Episcopal Advocates, several Alliance participants were able to secure high level meetings with key government ministers in developed countries. They were also able to help build public support for the negotiating strategies of many least developed countries. The role of the Alliance's Secretariat was to assist in coordinating the advocacy efforts and in providing down loadable resources for use by Alliance participants.

The credibility and visibility of the Alliance's climate work was illustrated when a number of negotiators in Nairobi referred in their opening and concluding statements to the human stories documented by *The Atlas of Climate Vulnerabilities*. Building on its success in Nairobi, the Alliance is now working to ensure that governments live up to their commitments as set out in the Nairobi Protocol on Climate Change.

10. Our Added Value

GARDA's strong roots in often marginalised communities enables the Alliance, through its participants, to provide locally based knowledge, analysis and understanding of development, and reinforce legitimacy and credibility for its members. GARDA offers its participants the opportunity to collaborate with other Anglican bodies in development work under a common umbrella. It will be committed to ensuring all voices are heard by promoting inputs from all regions and documentation in at least four world languages. GARDA will become known for the high quality of its work, for its global reach, and for the values and vision it upholds. GARDA will be able to speak directly into the Instruments of Communion, so ensuring development remains an integral part of the Anglican Communion's Mission.

Box 7: Imagining the Future - Capacity Building for Development

An Alliance workshop on HIV/Aids was held on 3-6 December 2011 at the Anglican Office to the United Nations in Geneva, Switzerland. The idea was first mooted by one Alliance participant, a community based health organisation in Southern India, which suggested that the scale of the impact of HIV on development required greater collaboration between Alliance participants.

GARDA's Executive Committee approved the idea and a survey was sent by the Secretariat to all participants and observers to determine the level of interest and current programming on HIV/AIDS. The survey revealed that one third of Alliance participants had some engagement in HIV work and that a significant number of other participants predicted that this was likely to be an issue for them in the next five years. On this basis, a decision was made to bring these organisations together in the Geneva workshop.

The workshop provided an opportunity to reflect on the latest data provided by UNAIDS and to identify emerging trends in the field. The workshop confirmed that there is a need for faith based organisations to engage more on HIV issues at both the global and local levels and that the Alliance had a role to play in fostering collective actions amongst its participants. The workshop concluded that by working together, there is a potential to enhance work through: sharing of information and lessons from the field; developing the capacity of each participant and the capacity of the Alliance as a whole; supporting each other for advocacy and lobbying.

To help take forward these conclusions a Core Group of participants agreed to work with the Alliance's Secretariat in producing a detailed mapping of HIV work among participants with a view to compiling a data base of resources on HIV that could then be made available to all. The benefits of this exercise were illustrated when the final documentation highlighted a degree of duplication between participants in many parts of the Communion. This awareness resulted in closer collaboration between relevant participants which helped to improve the effectiveness of their operations while also reducing the transaction costs on the host body.

Noting the diversity of experiences between participants, it was agreed that it would be helpful to draw up a code of good practice on HIV to help guide participant's work in this area. These efforts, it was agreed, would help shape a strategic action plan to be taken forward by the Core Group and the Alliance's Secretariat.

11. Our Relationships with Others

GARDA is a flexible and open instrument that enables participating organisations and departments from the broad Anglican family to work strategically on common issues and to share best practice. It aims to create a visible Anglican profile and identity on relief and development. It is not the intention to replicate the work of others, but to provide a bridge through which GARDA can more effectively partner with others. With a number of participating organisations members of Act Development and the Ecumenical Advocacy Alliance, GARDA provides a means through which the development insights, strategies and practices of other platforms can be shared generously with those Anglican relief and development agencies, and related community and Church organisations not

party to these platforms. As part of its commitment to work with others, GARDA has purposefully used the founding texts of other platforms to inform its own practices.

12. Our Commitment to Evaluation and Quality

GARDA is initially established for a five-year period. In addition to annual evaluations, after four years a comprehensive evaluation will be carried out on the accomplishments of the Alliance, and presented to ACC-16. A decision will then be made about whether to continue the instrument, to modify it, or to try a different model for enhancing Anglican collaboration on development.

13. Who speaks for the Alliance?

The Alliance will promote and facilitate cooperation between participants to improve their effectiveness in transformational change at all levels within society. As per Objective 3, GARDA will enable participants to be effective advocates for a more just, peaceful and sustainable world. This will entail working on specific agreed common areas of policy and in turn bringing a prophetic voice to the public debate by identifying and confronting unjust structures, practices and attitudes and by promoting alternative visions for a social and economic order which are based on the Gospel values.

In this sense, GARDA provides a framework for mobilising the widest possible Anglican support for specific agreed issues. The Alliance's Secretariat will facilitate the sharing of information and networking among participants to coordinate efforts on specific issues, rather than serving as the "spokesperson" for the Alliance. Press releases will not normally be released by the Alliance's Secretariat. Rather, participants will be expected to release their own press release in accord with the agreed message. Where necessary and appropriate, GARDA will be supported in its advocacy work through its Panel of Episcopal Advocates.

Section Three - Criteria for Participation and Code of Good Conduct

14. Criteria for Participation in the Anglican Development Alliance

GARDA is an international alliance of Anglican relief and development agencies and related community and Church organisations bearing witness to the good news of the Kingdom of God by working in partnership with others to overcome poverty and injustice through prayer, relief, development and advocacy.

Participants must meet all of the following criteria:

- be either:
 - (a) a Church belonging to a Province of the Anglican Communion that has a track record in transformational development, or is committed to developing this as part of their mission, or

(b) a department of specialised development ministry of a member Church, or

(c) an Anglican organisation affiliated with at least one Church or Province of the Anglican Communion that has a track record in transformational development;

- a key objective of Church-related organisations must be to work in the area of transformational development - whether through prayer, relief, development or advocacy - and all participants must have a track record or significant engagement in this work;
- adhere to the vision, mission, values, code of conduct and co-branding policies of the Alliance;
- commit themselves to work with and strengthen other Alliance participants with mutual accountability and transparency;
- have audited financial accounts;
- pay the annual participation fee and make a supplementary contribution, based on income;
- certify compliance annually with the Alliance's standards as set out in its Code of Conduct, or provide compelling reasons for non-compliance, in which case the organisation or body must indicate duration of non-compliance and take steps to come into compliance.

15. Code of Good Practice

The Alliance provides a new mechanism by which Anglicans can work together on relief and development. In their commitment to work together under a common umbrella, participating bodies need to have the confidence and the assurance that processes are in place to ensure that all participants are working together for the same common and agreed purpose and if disputes do occur that processes are in place to resolve them.

In taking forward its programmatic work, participants pledge to:

- listen to the perspectives of those whose lives are affected by poverty, exclusion or injustice and to support them as they claim their human rights and work to transform their situation;
- work with communities on the basis of need and human rights without any form of discrimination;
- ensure those we work with are treated with full respect for their dignity, human rights, culture and religious beliefs;
- ensure the full participation of those with whom we work in the design, implementation, management and evaluation of work;
- use approaches that strengthen existing community capacity;
- strengthen the capacity of churches who are responding to the development needs of their communities;
- address the root causes of poverty, injustice and exclusion in appropriate ways;

- ensure that our communication material does not portray people as helpless victims or in any other disrespectful way but rather highlights the strengths and capacity of communities with whom we work;
- uphold high ethical and programmatic standards in all of our development work;
- reflect in our work, God's unconditional love for all, as revealed in the person of Jesus Christ, by working with all groups of people in a way that is not manipulative or takes advantage of people's vulnerability.

In working together, we will:

- commit ourselves to working with mutual accountability and building relationships based on equality, respect and dialogue. This includes being willing to:
 - i. report on our work - both current and planned - to others within the Alliance;
 - ii. receive critical feedback on our work;
 - iii. take this feedback into consideration when planning further activities;
 - iv. participate in a peer-review process;
- be transparent with each other, and willing to share with other participants, information which can enhance the effectiveness of our common work;
- meet and coordinate with other Alliance participants working in the same country or engaged in similar work with a view to avoiding duplication and maximising the stewardship of the resources at our disposal;
- seek to work collaboratively in other areas of work such as development, fundraising and advocacy;
- exercise stewardship of the human, financial and environmental resources that have been given for the benefit of all of God's creation;
- participate in learning opportunities and appropriate foras where we listen to the experiences and realities of each other and reflect on the ever-changing context of our work. All participants will be expected to participate in at least one forum each year at either the national, regional or global level;
- share the expertise and skills that we gain through our interactions with others within our own organisations for the purpose of developing the capacity and skills of others;
- acknowledge areas in which our capacity needs strengthening and take appropriate remedial action;
- build strong relationships with other Church and ecumenical bodies with a view to contributing to a dynamic and coherent ecumenical movement;
- work with broader civil society in developing alliances with other organisations of good will;
- ensure that evaluation is an essential part of all programmes of the Alliance, that time is taken to reflect on the lessons learnt and integrated into ongoing policies and practices undertaken by the Alliance.

Section Four – Organisational Structure

16. Our Structure

The intention is not to create a heavy organisational structure that consumes energy and financial resources, but rather to provide a light touch structure that can ensure strategic direction, oversight and coordination of the Alliance's work. The organs of the Alliance are the following: Assembly; Executive Committee; Secretariat and Panel of Episcopal Advocates.

17. The Assembly

The Assembly comprises those participants of the Alliance, with each organisation having one vote. Assembly decisions will be made by simple majority. The Assembly will meet once every three years.

The Assembly has the following responsibilities:

- to receive reports of the activities of the Alliance;
- to approve future programmatic directions of ARDA;
- to approve changes in the ways of working;
- to elect the Executive Committee;
- to decide on the dissolution of the Alliance;

18. Executive Committee

The Assembly elects from its participants an Executive Committee of nine people representative of the nine identified regions that comprise the Anglican Communion.

An additional three permanent places on the Executive Committee will be reserved for the office holder of the UN Anglican Observer to the UN, a representative from the Anglican Communion Office and a representative of the Archbishop of Canterbury.

The Executive Committee will:

- develop and monitor strategic and programmatic direction for the Alliance, in collaboration with the Coordinator;
- exercise full responsibility for implementation of policy decisions made by the Alliance;
- approve new participants in GARDA as well as exclude participants if necessary, if they fail to conform to the Code of Good Practice;
- monitor compliance with the Code of Good Practice and policies on co-branding;
- be responsible for making decisions on financial issues, such as budgets etc;
- decide on staffing issues and policies, appoint or dismiss the Alliance's Coordinator and decide on the Coordinator's job description;
- deliver written and oral reports to the Instruments of Communion through the Joint Standing Committee.

The Executive Committee will meet at least twice a year with any decision being made by a vote of a simple majority. Decisions that need to be taken between meetings will be done through telecommunication.

19. Secretariat

To run the daily business of the Alliance, a small Secretariat will be established in the Anglican Communion Office in London. Its geographic location is designed to enable close collaboration with the ACC (through the Standing Committee) and close proximity to Lambeth Palace.

The minimum staff required would be a Coordinator (responsible for implementing agreed initiatives on a day to day basis through participants), and a Communications Officer (with particular responsibility for starting and maintaining the Alliance's website and database).

The Coordinator will be appointed by the Executive Committee and is responsible for the Secretariat. The Coordinator is accountable to the Alliance through the Executive Committee.

The Secretariat is responsible for the daily management and development of the Alliance according to decisions made by the Executive Committee and the mandate given from them. The Secretariat will be managed by the Coordinator and all Secretariat staff are accountable to its post-holder.

20. Panel of Episcopal Advocates

A Panel of Episcopal Advocates will be formed to support the Alliance in its long-term advocacy work whether that is with governments or international bodies like the UN. These advocates will only use the name of the Alliance when invited to do so by the Executive Committee. They will be governed by the same code of conduct that governs the behaviour of other participants. The Panel of Episcopal Advocates will be drawn from a list of names submitted by the Executive Committee to the Primates.

21. The Legal Status of the Alliance

GARDA will operate structurally under the legal status of the Anglican Communion Office (ACO) for at least the first five years.

Section Five – Participant Fees

22. Participant Fees

All organisations and bodies participating in GARDA are expected to contribute to its costs. Organisations with more financial resources are expected to contribute more than those with limited means. The Alliance's annual budget will therefore be met by membership dues to be calculated at 0.15% of programmatic related expenses with minimum dues of US\$2,000 and maximum due of US\$40,000.

In certain situations the Executive Committee might agree to substitute a financial fee from an applicant by an appropriate gifts in kind to be negotiated between applicant and the Executive Committee. This may take the form of in kind contributions, such as staff secondments, provision of hospitality for a meeting or assistance with the translating documents.

23. Applying for Participation in the Alliance

Potential participants and observers must complete an application form and provide other information as requested on the form. The application form will be considered by a Participation Advisory Group. This Group will make a recommendation to either the Steering Group (2009) or from 2010 the Executive Committee as to whether the application is accepted, deferred or declined.