

A PLACE AT THE TABLE

– REIMAGINING POWER THROUGH EVERY VOICE

So all may flourish together

A local and global process of deep listening, reimagining and collective action that centres the voices of those often unheard, releasing communities to act to reshape power and work together for justice, dignity and lasting change.

For everyone born, a place at the table,
for everyone born, clean water and bread,
a shelter, a space, a safe place for growing,
for everyone born, a star overhead,

**and God will delight when we are creators
of justice and joy, compassion and peace:
yes, God will delight when we are creators
of justice, justice and joy!**

For woman and man, a place at the table,
revising the roles, deciding the share,
with wisdom and grace, dividing the power,
for woman and man, a system that's fair,

For young and for old, a place at the table,
a voice to be heard, a part in the song,
the hands of a child in hands that are wrinkled,
for young and for old, the right to belong,

For just and unjust, a place at the table,
abuser, abused, with need to forgive,
in anger, in hurt, a mindset of mercy,
for just and unjust, a new way to live,

For everyone born, a place at the table,
to live without fear, and simply to be,
to work, to speak out, to witness and worship,
for everyone born, the right to be free,

**and God will delight when we are creators
of justice and joy, compassion and peace:
yes, God will delight when we are creators
of justice, justice and joy!**

For Everyone Born

Words: Shirley Erena Murray
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Thank you for taking the time to read this detailed concept note.

Rooted deeply in Christian faith and the lived realities of communities across the Anglican Communion, *A Place at the Table - Reimagining Power Through Every Voice* enables marginalised people to break generational cycles of harm in family and public life, re-order power toward Christ-like service, and connect local action to nationally and globally engaged advocacy – so that justice, equity and hope take root and endure.

A Place at the Table invites churches and communities to stand at the crossroads, “ask where the good way is and walk in it, and... find rest for your souls.” (Jeremiah 6:16)

Page 13 gives an overview of our current funding needs but please do not hesitate to reach out to discuss how you can help the Anglican Alliance deliver this ambitious and exciting work.

Robert Dawes

Anglican Alliance Executive Director, May 2026

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Cover photo: taster session of *A Place at the Table* held in Canterbury on the morning of Archbishop Sarah Mullally’s installation. Report here: anglicanalliance.org/reimagining-our-world-reimagining-power-together

Executive Summary

A Place at the Table - Reimagining Power Through Every Voice is a faith-rooted, participatory process that enables churches and communities to listen deeply, envision change, and reimagine and reshape how power is understood and exercised so that dignity, justice and hope can flourish. Grounded in Scripture, theological reflection and lived experience, it supports people - especially those whose voices are often marginalised - to recognise their God-given agency, analyse power honestly, imagine alternatives and take collective action.

At its heart, *A Place at the Table - Reimagining Power Through Every Voice* understands that poverty, violence, exclusion and environmental destruction are not simply problems of resources, but of distorted power. Following the way of Jesus - who modelled servant leadership and proclaimed good news to the poor - the process nurtures leadership cultures marked by humility, courage, accountability and inclusion.

The process unfolds through a three-step facilitation cascade: equipping master trainers... who train local facilitators... who facilitate local listening at community level. In this way, *A Place at the Table* strengthens leadership at every level. It creates spaces for deep listening, theological reflection, power analysis and discerned action. As new leaders emerge, local priorities are identified and pathways for action are shaped by those closest to the issues.

The process connects inner transformation with outward change. It supports communities to address issues such as gender injustice, harmful leadership norms, environmental degradation, unsafe migration, resilience to disasters and exclusion from decision-making. Crucially, it also links local insight to wider learning and advocacy, ensuring that lived experience informs systems and structures beyond the local context.

A Place at the Table - Reimagining Power Through Every Voice resonates deeply with the Anglican Five Marks of Mission:

- **To proclaim the Good News of the Kingdom** - by renewing imagination and witness around Christ-like leadership and justice.
- **To teach, baptise and nurture new believers** - by forming disciples whose faith is expressed through courage, service and public engagement.
- **To respond to human need by loving service** - by equipping communities to act on locally discerned priorities.
- **To transform unjust structures of society** - by analysing and reshaping power dynamics within churches, communities and systems.
- **To strive to safeguard the integrity of creation** - by nurturing environmental leadership rooted in theological conviction and practical action.

Supported by strong evidence and learning from diverse contexts across the Anglican Communion and wider world, *A Place at the Table - Reimagining Power Through Every Voice* offers a coherent and scalable pathway for locally rooted, globally connected transformation. It strengthens the Church's capacity to exercise faithful, servant-hearted leadership so that communities may flourish in justice, equity and hope.

Introduction

Under Rob Dawes' leadership, we are entering the next phase in the life of the Anglican Alliance. An overarching framing and integration of our work is taking place, which we are calling "Reimagining Power". This is in recognition of the fact that reimagining power is the golden thread running through all our work.

"**Reimagining Power**" intentionally brings together our theory of change, our unique position and purpose, and our resources and programmes, providing both a coherent **framework** for all we do and a cohesive **process** to help people across the world reimagine power and bring about lasting change in their lives and communities at scale.

This document focuses on Reimagining Power as a **process**.

Reimagining Power as a process or outward offering.

Reimagining power is one of our flagships, i.e. one of our key offerings. We are calling this outward offering ***A Place at the Table - Reimagining Power Through Every Voice***. This is in order both to distinguish between the framework and the process and because *A Place at the Table - Reimagining Power Through Every Voice* better describes the process participants will experience.

A Place at the Table - Reimagining Power Through Every Voice does not replace, negate or usurp any of our current offerings but provides a potential pathway towards them (explained on page 7).

The **core activity** at the heart of the *A Place at the Table - Reimagining Power Through Every Voice* process is the gathering of participants in different contexts to engage in an iterative six stage process of:

1. Inward listening - understanding our identity in God and God's heart for those who are marginalised and vulnerable
2. Outward listening - intentional, critical listening to those who are marginalised /vulnerable
3. Envisioning change
4. Analysing current power structures and barriers to transformation
5. Making collective action plans and linking up with others to bring about change
6. Building forward and scaling the process through positive ongoing collective action and advocacy supported by accompaniment and linking people in different parts of the world thematically.

These six stages are explained in full on page 6.

By driving collective action, we can address the root causes of injustice and create justice, equity, and hope.

Why Reimagining Power Matters

Across contexts, poverty, injustice, gender-based violence and environmental destruction are driven not simply by a lack of resources, but by the misuse and imbalance of power. Power determines who is heard, who decides, who benefits - and who is excluded.

All lasting change begins in the imagination - in the capacity to believe that things can be different. This interior work of reimagining is deeply theological: an expression of repentance (*metanoia*), of turning towards the way of Jesus, who subverted coercive power and proclaimed good news to the poor and freedom for the oppressed.

A Place at the Table - Reimagining Power Through Every Voice helps communities:

- Recognise their own agency and God-given potential
- Critically analyse power within themselves, their churches and their wider context
- Imagine alternatives rooted in faith, justice and dignity
- Embody Christ-like leadership rooted in service, humility and justice
- Take collective action for systemic change

Purpose And Intended Outcomes

Purpose

The *A Place at the Table - Reimagining Power Through Every Voice* (henceforward referred to as *A Place at the Table*) process seeks to reshape how power is understood and used within churches, communities and systems. It intentionally addresses dependency mindsets, colonial and imperial theologies, and harmful leadership cultures. By integrating faith, empowerment, strategic connections and advocacy, the process supports communities to:

- Recognise their own agency and capacity
- Identify and form new leaders – especially women, young people and those whose voices are often excluded
- Challenge unjust systems and cultural norms
- Build collective action for change locally, nationally and globally

Intended Outcomes

Marginalised people are empowered

Vulnerable people flourish in dignity, hope and joy. They become resilient, free from oppression, included in decision-making and mobilised to address priority issues using their own resources.

New leaders are formed and supported

Women, young people and those often overlooked are identified, equipped and supported within healthier leadership cultures to serve their churches and communities.

Power structures are transformed

Mindsets, systems and cultural norms in churches and communities are reshaped to reflect diverse, servant leadership and promote justice and equity.

Advocacy is strengthened and amplified

Local voices are heard, connected and echoed, influencing policy and practice at local, national and global levels.

Together, these outcomes reflect the Anglican Five Marks of Mission by nurturing discipleship and Christ-like leadership, transforming unjust structures, responding to human need, safeguarding creation

and amplifying the voices of those on the margins. They envisage churches and communities where dignity is restored, power is shared more justly, and all people are able to flourish as active participants in God's mission.

How the Process Unfolds

A Place at the Table is delivered through facilitated gatherings in diverse contexts across the Anglican Communion.

The process unfolds through a repeating **three-layer facilitation cascade**, beginning with the training and accompaniment of **master trainers / facilitators**, who then train and support **leadership group facilitators** to engage churches and communities through deep listening - **enabling new voices and leaders to emerge**:

Layer 1 – Master Trainers / Facilitators

A first cohort is intentionally formed as **master trainers / facilitators**. Their own leadership is reshaped first - how they listen, decide, exercise authority and relate to others. They are trained, accompanied and coached as leaders who will model the values and practices of *A Place at the Table*.

Training for master trainers / facilitators includes:

- A four-day, in-person training workshop using participatory learning approaches
- Facilitating the six-stage *A Place at the Table* core process in their local contexts in order to practise deep listening
- Coming back together as a cohort to reflect on experience, receive further facilitation skills training, and be equipped to train others in the listening process

This layer represents the **core investment**, forming facilitators who are able to accompany others and sustain the process over time, and are role models for leadership which uses power well and for the benefit of others.

Layer 2 – Leadership Group Facilitators

Master trainers / facilitators then **train and support a second tier of facilitators**, referred to as **leadership group facilitators**. This training is not as intensive as that for master trainers, but it passes on the critical elements, skills and values of the process.

Leadership group facilitators are equipped to:

- Facilitate the six-stage *A Place at the Table* core process in churches and communities
- Model good leadership and deep listening
- Facilitate theological reflection and critique
- Analyse power and context
- Encourage honest sharing, build trust and manage disagreement well
- Enable inclusion, consensus-building and shared decision-making

Master trainers / facilitators walk alongside leadership group facilitators, offering accompaniment, reflection and support. In this way, leadership capacity – and the modelling of good leadership - grows at each level of the process.

Layer 3 – Community Voices (Those Who Are Heard, Included and Emerge)

The third layer comprises the people in churches and communities who are listened to through the process. They are not ‘beneficiaries’, but **contributors, discerners and emerging voices**, whose experiences and insights shape collective understanding and action.

Through being listened to and included:

- Trust in the Church is often strengthened
- Participation in church and community life deepens
- New leaders frequently emerge

In other contexts, this approach has contributed to church growth, as communities experience the Church as attentive, relevant and responsive to their realities.

Participants include:

- Emerging leaders from local churches and communities, particularly those often excluded from formal leadership pathways
- People who experience lack of power and, where appropriate, those who hold power
- Anglican networks and partners who can support action and advocacy

Gatherings take place:

- Locally, in churches and communities
- Virtually, connecting people with shared thematic interests across regions

The process is participatory, relational and adaptable, enabling it to be owned locally while remaining connected globally.

We expect the process to be ongoing, with emerging leaders being trained as leadership group facilitators and experienced leadership group facilitators as master trainers.

The Core Process: What *A Place at the Table* Looks Like on the Ground

The core process at the heart of *A Place at the Table* is a six-stage, iterative process (illustrated in the diagram at the end of this document) that happens in local communities, listening to community voices.

Stage 1: Inward Listening — Understanding Identity and Calling; Building Self-Belief

Participants listen to God and themselves to explore identity, vocation and God’s heart for those who are marginalised.

Stage 2: Outward Listening — Reflecting Lived Realities

Leadership group facilitators guide intentional, critical listening to people’s lived experiences, especially those who are marginalised. Storytelling, participatory tools and space for lament surface what is preventing people from flourishing.

Stage 3: Envisioning Change — Transforming Mindsets

Participants collectively imagine alternative futures and prioritise change by engaging hearts (stories), minds (evidence) and spirits (scripture and theological reflection).

Stage 4: Analysing Power

Participants analyse power within themselves, within their context and within available resources and relationships. This stage equips leaders to recognise hidden dynamics, navigate complexity and polarisation, and exercise influence wisely and ethically. Participants are supported to challenge harmful patterns of authority and to practise Christ-like leadership that uses power for service, inclusion and the flourishing of others.

Stage 5: Strengthening Connections and Releasing Action

Participants identify and plan action - locally and, where appropriate, through advocacy at national or global levels. Some groups act independently; others choose to deepen their leadership capacity through structured pathways.

Stage 6: Building Forward — Collective Action and Advocacy

Ongoing action and scaling are supported through accompaniment, thematic connection of groups across contexts, shared learning, storytelling and data-informed advocacy.

NB: Leadership development takes place in every stage, not only for the master trainers / facilitators and the leadership group facilitators, but also – crucially - for the participants. Through this core process, new leaders from amongst the participants will emerge and be identified. They will start on their pathway of leadership or recognize they are already leaders but have not recognized it (or been recognized).

Onward Pathways from *A Place at the Table*

At Stage 5, participants discern next steps. Pathways are offered in response to locally identified priorities, ensuring relevance, ownership and sustainability.

Anglican Alliance Flagship Pathways

These pathways deepen leadership formation and enable action and influence.

Agents of Change

A core leadership development pathway providing a theology of leadership alongside practical skills for community development and advocacy. It builds leadership character and competence and is expected to be a frequent next step from Unlocking Leadership.

Gender Justice – Reimagining Power for Healthy Relationships

Equips leaders to challenge gender inequality and address gender-based violence by transforming deeply rooted norms, attitudes and behaviours.

Resilience and Disaster Preparedness

Builds leadership capacity for preparedness, response and recovery, connecting church leaders into regional and global disaster management networks.

Decolonising Theology and Leadership

Supports leaders to critically engage with inherited colonial and patriarchal interpretations of scripture and leadership, strengthening Christ-centred models of authority.

Safe Migration and Freedom Framework

Equips leaders to address human trafficking, modern slavery and unsafe migration through protection, prevention and advocacy.

Environmental Leadership – The Communion Forest

Develops leadership for creation care, climate resilience and environmental advocacy, connecting spiritual formation with practical action.

Partner and Network Pathways

Through its global convening role, the Anglican Alliance connects participants to leadership programmes, training and resources offered by partners within and beyond the Anglican Communion, including ecumenical and ACT Alliance partners.

Facilitators: A Core Investment

Identifying, training, developing and supporting facilitators is a central pillar of *A Place at the Table* Training and the primary focus of its leadership development investment.

A Place at the Table distinguishes between two facilitation roles:

- **Master trainers / facilitators**, who receive intensive formation and accompaniment and whose own leadership is reshaped first
- **Leadership group facilitators**, who are trained and supported by master trainers to facilitate the listening process within churches and communities

Neither the master trainers / facilitators nor the leadership group facilitators are neutral convenors. They are leaders whose own practice of leadership is intentionally formed - how they listen, exercise authority, make decisions, navigate disagreement and relate to others. Through training, practice and reflection, they develop the skills and confidence needed to form and accompany other leaders.

Investment in facilitators supports:

- Recruitment of master trainers / facilitators with aligned values, credibility and relational trust
- Intensive participatory training and ongoing coaching for master trainers / facilitators
- Structured opportunities for practice, reflection and peer learning
- Support for master trainers / facilitators as they train and accompany leadership group facilitators
- Learning communities that sustain formation and quality as the process scales

Through this approach, facilitation serves not only to deliver the process, but as a primary means of leadership formation. As master trainers / facilitators train and support leadership group facilitators, leadership capacity grows at each level of the process, enabling the approach to be sustained, adapted and owned within local church contexts.

Programme Roll-Out and Phasing

A Place at the Table will be rolled out in phases, allowing for learning, adaptation and responsible scaling.

Phase 1: Pilot and Learning Phase

The initial phase will pilot *A Place at the Table* in a small number of regional hubs, drawing on existing Anglican relationships and leadership commitment. Pilots will be facilitated in diverse contexts to test, refine and contextualise the process, facilitation approach and tools.

During this phase, the focus will be on:

- Training an initial cohort of facilitators through an intensive, experiential process
- Running the six-stage *A Place at the Table* process with selected church and community groups
- Learning from practice, including how leadership emerges, how power analysis is engaged, and what pathways are most frequently taken
- Refining facilitation materials, tools and accompaniment mechanisms, including the use of digital data and learning tools

This phase will ensure the approach is robust, contextually adaptable and ready to scale.

Phase 2: Structured Roll-Out and Scaling

Building on learning from the pilot phase, *A Place at the Table* will be rolled out more widely through partnership with dioceses and church leadership across the Anglican Communion.

The Anglican Alliance will:

- Invite and engage bishops and diocesan leadership who wish to take the process forward in their context
- Ensure broad and inclusive participation, including women's groups, youth, marginalised communities and those who hold formal power
- Deliver structured training workshops for master trainers / facilitators, followed by supported practice as they lead and support local gatherings
- Provide ongoing accompaniment, learning spaces and feedback loops for facilitators
- Connect participants into Anglican Alliance flagship programmes and partner offerings as leadership pathways emerge

This phased approach enables local ownership while maintaining coherence, quality and alignment with the Reimagining Power vision.

Monitoring, Learning and Accountability

Monitoring, evaluation and learning are integral to *A Place at the Table* and are designed to support reflection, adaptation and accountability rather than compliance-driven reporting. Learning is understood as a relational and participatory journey, embedded within the process itself rather than an external or extractive exercise.

The approach prioritises:

- **Learning over extraction:** Monitoring processes are woven into the participatory journey, enabling participants and facilitators to reflect together on change in leadership practice, power dynamics and action taken.
- **Leadership-centred indicators:** Attention is given to shifts in confidence, agency, decision-making, collaboration and influence, alongside tangible actions and advocacy outcomes.
- **Context-sensitive data:** Qualitative insights, stories of change and locally defined indicators are valued alongside more structured data, ensuring learning remains grounded in lived experience.

The Anglican Alliance will support this through:

- A bespoke digital tool to capture learning, identify thematic patterns and connect participants across contexts
- Regular reflection and learning spaces for master trainers / facilitators to assess what is working, what needs adapting and why
- Ethical aggregation and analysis of insights to inform programme development, resourcing decisions and collective advocacy

Through deep listening, facilitated reflection and collective action, the *A Place at the Table* process generates rich insights with churches and communities about power dynamics, leadership practice, barriers to flourishing and signs of change. When thoughtfully aggregated and analysed, this learning will support development and relief agencies' commitment to adaptive programming, good stewardship and credible advocacy, ensuring that insights from local churches and communities meaningfully shape programme decisions, learning agendas and influencing at local, national and global levels.

This approach ensures strong stewardship of resources, continuous improvement of the programme and credible evidence of impact, while remaining faithful to the values and relational ethos of *A Place at the Table*.

Why the Anglican Alliance?

A Place at the Table is uniquely enabled by the Anglican Alliance's role, relationships and vocation within the Anglican Communion.

The Anglican Alliance is mandated to connect, equip and inspire the worldwide Anglican family of churches and agencies to respond to poverty, injustice, conflict and environmental crisis. Sitting at the intersection of faith, leadership, development and advocacy, it is uniquely positioned to steward a leadership development pathway that is both spiritually grounded and practically effective.

The Anglican Alliance brings:

- **A global yet relational network:** With reach across more than 165 countries, the Alliance connects local churches, dioceses, Anglican agencies and Communion-wide networks, while remaining rooted in local realities.
- **Convening power:** The ability to bring together diverse actors — grassroots leaders, bishops, agencies, partners and advocates — around shared priorities identified from lived experience.
- **An integrated theory of change:** Reimagining Power provides a coherent theological and practical framework that links leadership formation, community transformation and advocacy.

- **Trusted pathways to action:** The Alliance curates and stewards flagship programmes and partnerships that enable leaders to move from discernment to skilled action and influence.
- **Capacity to scale learning and impact:** Through accompaniment, data-informed learning and global connection, insights from local contexts can shape collective advocacy and systems change.

In short, the Anglican Alliance ensures that *A Place at the Table* is not fragmented or episodic, but **connected, stewarded and sustained** - strengthening the Church's long-term capacity to exercise faithful, Christ-like leadership for the flourishing of communities.

Evidence Base and Learning Foundations

A Place at the Table builds on a strong and well-established body of learning from faith-based leadership development, participatory change processes and large-scale engagement with churches and communities.

The approach draws in particular on learning from the Mothers' Union Listening, Outreach and Action (MULOA) process, a global participatory methodology that engaged more than 200,000 people across diverse contexts. This work demonstrated the effectiveness of faith-rooted listening, collective reflection and locally led action in surfacing leadership, shifting mindsets and addressing entrenched barriers to flourishing. The Anglican Alliance's Executive Director led this work, and subsequently supported UNICEF to adapt and apply the approach within its own programmes. This adaptation has been positively reflected in UNICEF reviews and case studies, providing further evidence of the approach's effectiveness across different institutional and cultural settings.

The design of *A Place at the Table* is also informed by a wider evidence base on faith and development, drawing on a review of 1,600 texts and 318 analysed sources, including research and learning from UNICEF and the Joint Learning Initiative on Faith & Local Communities (JLI), peer-reviewed literature, donor and NGO evaluations, and extensive consultation with faith leaders across regions. This was complemented by 17 UNICEF case studies on engagement with faith-based organisations, and a global workshop with 100 participants from 20 countries.

Conclusion

The *A Place at the Table - Reimagining Power Through Every Voice* process offers a transformative approach to empower marginalised communities, transform power structures and enhance advocacy for lasting change. By driving collective action, we can address the root causes of injustice and create justice, equity and hope.

How You Can Help

We are seeking funding partners for *A Place at the Table*.

During 2026, the Anglican Alliance will carry out two pilots of *A Place at the Table*.

The first will be for the Americas. The envisioning of senior leaders and training of master trainers from the whole region (North America, Central America, Latin America and the Caribbean) will take place in Brazil in August 2026.

The second will be for the Asia-Pacific region and will take place in late 2026.

We have secured much of the funding needed for these pilots but are seeking funding for the interpretation costs of the Americas pilot and general funding for the Asia-Pacific pilot.

We are also seeking multiyear partners to help fund the further roll out of *A Place at the Table* across the world.

Please contact Robert Dawes, Executive Director of the Anglican Alliance, for further details of how you can help: robert.dawes@anglicanalliance.org.

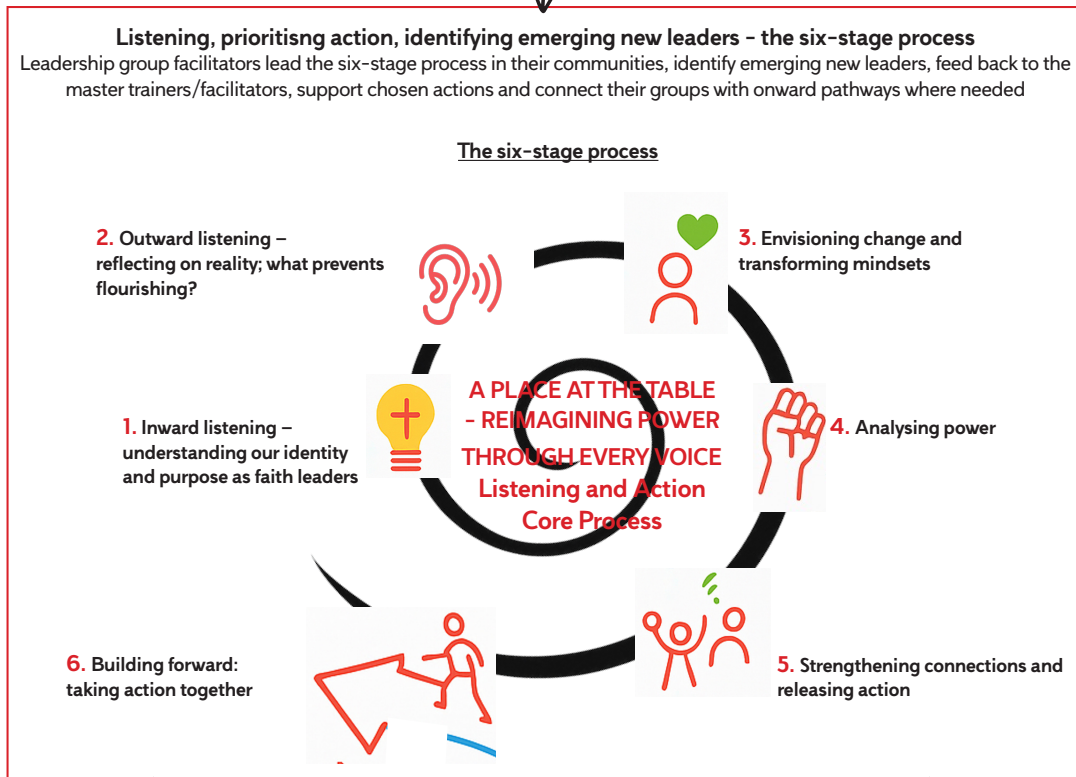
A PLACE AT THE TABLE - REIMAGINING POWER THROUGH EVERY VOICE

Formation of cohorts of master trainers / facilitators



Training of leadership group facilitators

Master trainers / facilitators train and support multiple leadership group facilitators



Action, onward pathways, aggregating voices



Convening the power of together

Ongoing collective action and advocacy (and scaling the process) through:

- a bespoke app to analyse data, link people thematically and track change
- accompaniment – convening, learning and sharing
- story telling

Onward pathways

Anglican Alliance flagships
Agents of Change course, including leadership theology module

The Resilience Course and **disaster management networking**

Reimagining Power for Healthy Relationships **gender course**

Addressing the legacy of colonialism

The Communion Forest - environmental action and advocacy empowerment

Safe migration / anti human trafficking training and resourcing

Partner programmes for leadership development
 Connection to programmes, training and resources offered by partners both inside and outside the Anglican Communion. Examples include the Difference Course, the ACT-Alliance advocacy academy, livelihoods/ income generation programmes, Christian Aid's Demand Charter approach, MU literacy programmes and Tearfund's Church and Community Transformation approach.

