

Annex 9

Sustainability Policy Strategies*

1. Policy change

Bringing about changes to the legal framework is one of the main reasons to form a coalition and is an effective way for a coalition to sustain the impact of its work. Through advocacy and social change mechanisms, programmes can continue to have an impact long after the coalition has ended. When policy change is the sustainability strategy, the coalition works to **advocate for policy change** and to **train the community and its constituents** to become effective advocates for policy change.

Coalitions can target either large-scale government policies at the national, regional or district levels, or more localized policies (for example, school policies on how hate crime incidents are handled or agreements between local police departments and human rights monitoring groups). One example of a long-term policy change that a coalition can bring about through its advocacy initiatives is the passage of comprehensive hate crime legislation that includes the proper identification, recording and reporting by police and other authorities of bias-motivated incidents.

2. Institutionalization

Institutionalization involves developing tolerance and non-discrimination programmes that are then adopted and owned by other institutions or associations. In line with this approach, the coalition may plan and support programmes that can ultimately be incorporated into existing institutions, including schools, community centres or other organizations and agencies. Alternatively, the coalition may develop resources, for example on conducting interfaith dialogues, and then share these resources with government agencies working to address intolerance and discrimination.

What are the long-term implications for the coalition in sharing its programmes? For example, does the programme provide a significant portion of the coalition's income? Are there coalition members who would likely lose interest in the coalition without this programme? Is the programme closely tied to the coalition's reputation and public image?

* This annex is adapted from: Tom Wolff "Tools for Sustainability", Global Journal for Community Psychology Practice, Vol. 1, No. 1, 2010, p. 40-57.

3. Building community ownership

In this third approach to sustainability, communities claim ownership for the coalition's activities. When the coalition's work is part of a broader development and empowerment strategy, then its goal is to mobilize community members who will continue these efforts. In this scenario, groups that are not part of the coalition can still take responsibility for organizing local responses to acts of intolerance or hate, for example.

Another variation of this strategy is to change prevailing norms. For example, an effective social marketing campaign can influence the attitudes and behaviours of broad segments of society in the long term.

4. Finding resources to sustain the effort

One benefit of coalitions is that they allow organizations with limited resources to band together, creating a whole that is often greater than the sum of its parts. Nonetheless, most coalitions require some financing to operate sustainably and to implement joint programmes. In general, members need to discuss and agree on strategies to fund the coalition's activities. Initially, the coalition may be able to rely only on time and other resources contributed by coalition partners. However, as the coalition grows and its work becomes more complex, it may require independent funding sources. Some coalitions receive funding from foundations or government agencies, some collect dues (or in-kind resources) from members and others receive fees for services performed. Coalition members will likely have experience in funding their own organizations and will have ideas about ways to increase the coalition's financial capacity without competing with member organizations for those funds.

Finding additional resources to support coalition efforts is the most common approach to sustainability and may be combined with any of the other sustainability strategies.