



ALLIANCE BUILDING IN
ACTION:
Profiles from the Field



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Executive Summary

The power and potential of alliance building can be seen in various efforts emerging in the social justice sector. As described in this report, diverse communities are joining forces to address issues of common concern, including racial and economic justice, civic engagement, immigrant rights, education reform, community development, and beyond. These alliances are not temporary coalitions that disappear after a single campaign, nor are they abstract exercises in solidarity. Rather, they are ongoing efforts to strengthen work and achieve long term success by engaging partners on a deeper level. In the process, alliance building promises to bolster the foundations of the broader social justice movement.

These alliances are prompted by several factors. There is a growing recognition that operating solely within the confines of one community or issue has had limited effectiveness. Working within “silos” overlooks the ways in which goals and activities have an impact on other groups and sectors, and vice versa. Lack of engagement with other issues and communities leaves us vulnerable to the divisiveness of wedge politics and competition for resources. In contrast, the trend towards alliance building is driven by a practical need for results. Building alliances can help achieve goals that would otherwise be out of reach. Alliances sidestep “wedge politics” to find strength in a united front. An understanding of underlying commonalities and linkages encourages groups to move beyond competition, distrust, and lack of familiarity. Organizations and communities can leverage resources, combine forces and draw in different streams of funding, an important consideration in the current economic climate. Allies bring to the table complementary skills, connections, and perspectives that increase the likelihood of success.

Alliances take many forms. On a more immediate level, tactical alliances bring together partners around specific issues to address opportunities and needs. On a broader scale requiring greater commitment, long term strategic alliances are driven by wide-ranging goals rather than urgent crises. Across the spectrum, effective alliances promise to have a multiplier effect, enhancing the degree of impact. By bringing communities together to bridge divisions and address common interests, alliance building can help lay the groundwork for stronger, lasting change.

This paper presents some examples to illustrate the range of alliances. The **United Congress of Community and Religious Organizations (UCCRO)**, a multi-ethnic, multi-cultural human rights alliance based in Chicago, is driven by a long-range strategy; UCCRO’s initial energy has focused on the structure and process of building relationships between diverse partners as a strong foundation for further action. Some alliances are less formal, but nonetheless effective, as in **CASA de Maryland’s** work with the **NAACP** in Maryland. Together, they are bridging the gap between African Americans and Latino immigrants through a range of joint projects addressing issues from civic engagement to immigrant rights. Alliances may also be prompted by specific issues and campaigns. In tackling student discipline policies and the school to prison pipeline, a New York-based alliance on school safety between the **National Economic and Social Rights Initiative (NESRI)** and **Teachers Unite** strengthens its effectiveness by bringing teachers into alliance with organizers, advocates, and legal service attorneys. **FIERCE**, an LGBTQ youth of color organization, has engaged with Little League dads and other residents of Manhattan’s West Village in a powerful fight for safe public space for all. Finally, the **Right to**

the City Alliance takes a long-term strategic approach to bringing together marginalized urban communities to counter the forces of gentrification and displacement.

The alliances take substantial effort and are not without challenges. Yet the profiles also illustrate the benefits – for short term goals and long-term foundational work – of these connections. Following the profiles are recommendations for funders considering support for alliance-building.

The United Congress of Community and Religious Organizations (UCCRO) is a grassroots-led multi-ethnic and multi-cultural human rights alliance marked by a emphasis on building trust between partners from diverse communities. UCCRO was formed in late 2005 with a commitment to first engage in a deliberate, measured process of dialogue and relationship-building; these relationships are the long-term foundation from which UCCRO identifies issues of common concern and builds the power to affect them. Its members reflect the breadth of marginalized communities in Chicago, including the TARGET Area Development Corporation, a largely African American community organization, the Inner-City Muslim Action Network (IMAN), a community-based organization with a significant Muslim constituency, the Albany Park Neighborhood Council, representing a largely immigrant community, and nine other members. Over time, UCCRO intends to expand into an international network.

The seeds for UCCRO were planted during the early 2000's when organizers from diverse communities began to work with each other on several broad initiatives. The Chicago Community Organizing Capacity Building Initiative (CCBI), created in 2000 with the intension of increasing the capacity of grassroots community organizing,¹ helped to set the groundwork by supporting opportunities for organizers from different communities to become better acquainted with one another, develop relationships and explore joint opportunities. Another effort, the "Developing Justice Coalition," convened a diverse group of organizations from across the city to address criminal justice reform. While these activities illustrated the power of joining forces, they also brought to the fore a degree of distrust and lack of connection between communities that impeded more effective action on social justice issues. These factors encouraged various groups to found UCCRO as a space to overcome these divisions and build relationships around an ongoing shared social change agenda within a broad human rights framework.

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From the beginning, there was a commitment to a process of dialogue to build a "deep foundational trust" as the basis for alliance activities. Rami Nashashibi, the Executive Director of IMAN, stresses that UCCRO differs from a typical coalition because it has a long-term outlook instead of being driven by short-term issues and crises. While a long-term commitment may be a challenge for organizations struggling to address immediate needs, UCCRO believes its full influence and effect are a function of this approach. At the same time, it is well-positioned to address challenges as they arise.

An example of the relationship-building process is the "Lived Experiences Series," a series of events where members of each community can tell each other stories about themselves in a safe space. These talks encourage communities to get to know each other directly, rather than through the media or other sources. Discussion after a presentation is unfiltered and the expression of stereotypes is not criticized in order to better work through misconceptions and promote understanding and tolerance between communities.

¹ Eight Chicago-area foundations created the CCBI in 2000 in response to a Ford Foundation initiative to increase the capacity of grassroots community organizing. See http://www.woodsfund.org/site/epage/61443_735.htm.

An emphasis on human rights is an important framework to unite the different constituencies and motivate their work together. Rev. Patricia Watkins, Executive Director of TARGET Area Development Corporation, notes that this framework is effective because it broadens constituents' understanding of both "what is right" and "what is not right," to include a concern for the welfare of other groups and their members. "We're saying if someone is human – and everyone is human – then they have certain rights. We have to use that to help us understand why we need to be concerned about other people." She contrasts this to "winning alone," a phrase used by UCCRO members to describe how working separately toward a common end with the mentality of "us first, them next" has not been effective and never will be.

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As the relationship-building continues, UCCRO has moved into action. It is clear that there are common policy concerns between its members, and that UCCRO can be a powerful vehicle for a related policy agenda with significant impact at the municipal, state, and federal levels. Currently, UCCRO is prioritizing five areas: health, education, employment, wealth building, and safety. UCCRO has drafted policy papers for each of these areas and currently tracks and supports state-level bills that are relevant to its causes.

While only three years old, the United Congress has already had considerable accomplishments. It began 2008 with a series of bilingual Racial Justice and Policy trainings in preparation for its first collective advocacy effort. In February UCCRO took 300 leaders to the state capitol to promote a joint-platform of racial equity policies including first-in-the-nation legislation that would provide treatment instead of incarceration for low-level drug offenders. They continued their "Lived Experience" series, bringing thousands together across the city to share and learn the histories and issues of Black, Latino, Muslim and other immigrant communities. In June UCCRO hired its first staff, and in July they celebrated their first victory. Across its member organizations, they won employment for 500 youth in a summer jobs program. This led to their first comprehensive human rights training series, the Summer Youth Leadership Initiative. In July they adopted their first foundational document, the "People's Platform for Equity and Justice." And in October, they held a three-day series of learning and leading events with over 400 leaders to discuss "the State of Race." Through these and other ongoing efforts, the United Congress is working across racial and religious communities to develop a shared agenda, build power and win together.

CASA de Maryland and the NAACP

CASA de Maryland (CASA), a Latino immigrant organization founded in 1985, partners with various chapters of the **NAACP** in the state of Maryland and the greater Washington, D.C. metropolitan region on issues of common concern. While these relationships do not involve a formalized structure, the power of these alliances is shown by the effectiveness of joint campaigns in areas such as racial profiling, voter registration, and housing. CASA emphasizes relationships with the African American community as part of the organization's fundamental principle of solidarity and has recently hired a staff member dedicated to maintaining and growing the alliance.

CASA's partnership with NAACP chapters started at the end of 1990s when the Executive Director of CASA, Gustavo Torres, reached out to NAACP leaders in the D.C. area and Maryland due to strained relations between African Americans and Latinos, particularly in CASA's day laborers' centers. Areas that they addressed together included tensions due to cultural and linguistic differences, racial hostility, and economic competition. Beyond bridging these differences, the relationship has also grown to include proactive work on joint projects.

Unlike the United Congress, described above, the alliance between CASA and the NAACP does not have a formal structure. Meetings are held only when they are deemed necessary. The relationship between CASA and the various NAACP chapters largely revolves around providing mutual assistance when requested.

Nevertheless, these activities have had concrete results in the policy sphere. CASA has partnered with the Montgomery chapter of the NAACP for voter registration drives, joint candidate debates, and multicultural door-to-door outreach. Alongside the NAACP, CASA campaigned at African American churches, radio and TV stations, newspapers, and malls for several months to get people to register to vote, resulting in the election of the first African American leader in Montgomery County. CASA and the Montgomery branch of the NAACP also work together on education reform, participating in school funding reform efforts which resulted in increased funding to underserved areas, benefiting African American and Latino communities. In this specific initiative, the NAACP took the lead rather than CASA because of the organization's network of relationships in the political sphere. CASA's participation, however, ensured the inclusion of the voice of Maryland's Latino immigrant community.

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CASA has also begun working with the Frederick County Branch of the NAACP against a "287(g)" agreement signed in February 2008 with Immigration and Customs Enforcement that included the training and deputization of 26 Frederick County sheriff's deputies to enforce federal immigration laws. After the implementation of the agreement, the number of detainments and deportations increased substantially in the county. CASA and the NAACP have together lobbied extensively against the measure, held press conferences, and published reports. Both the NAACP and CASA argue that the implementation of 287(g) leads to the targeting and

racial profiling of Latinos. Both organizations also work side-by-side in their opposition of anti-immigrant bills.

The relationship between CASA and the NAACP Prince George's Chapter revolves mainly around voter registration and, more recently, gang violence. The NAACP initially reached out to CASA in 2002 for a joint candidate forum and have continued these efforts since that time. Moreover, the NAACP often seeks the help of CASA to provide bilingual volunteers to help them reach the Latino community. The two organizations have also recently united in the Gang Community Taskforce, which aims to help prevent youth gang recruitment in the community. While CASA generally does not focus on issues involving youth, it agreed to join this cause when approached by the NAACP. On the issue of police violence, CASA and the NAACP have brought together African-American and Latino families of victims murdered by police and correctional officers to drive a campaign for official accountability.

CASA has also co-authored a curriculum entitled "Crossing Borders" with the Center for Community Change and Fair Immigration Reform Movement. "Crossing Borders" is an anti-racism curriculum that seeks to engage African American and immigrant grassroots leaders in confronting the supposed differences that have challenged their ability to build greater joint power. An Open Society Institute fellow in CASA's Baltimore office is implementing the curriculum in Baltimore. CASA has hired an organizer and educator for the Prince George's office who has established a steering committee of political leaders for the project and has developed a plan to implement the curriculum in three core constituencies: policy makers, youth, and day laborers from African American and Latino communities.

What marks these activities is that they are based on a commitment to building strong relationships and long-term alliances. As noted by Gustavo Torres, CASA's Executive Director, "I learned early on that the only way to effect lasting change is through collaboration," an understanding which drives concrete actions. Moreover, CASA espouses solidarity as a fundamental principle and includes the building of relationships with the African American community as part of its strategic plan. This principle is reflected in an internal requirement that staff members of the Community Organizing and Political Action Department identify annually the ways in which they are working with the African American community.

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*Gustavo Torres
Executive Director, CASA*

New York's New Alliance on School Safety

The New York-based **Student Safety Coalition**² presents an example of how an alliance between unexpected parties can lead to new and exciting opportunities for positive change. The Student Safety Coalition was formed in the summer of 2007 to work on ending the school to prison pipeline in New York City and to promote supportive, rather than punitive discipline policies. Among the founding members are youth organizers, advocates, and legal service attorneys such as Urban Youth Collaborative, New York Civil Liberties Union (NYCLU), the National Economic and Social Rights Initiative (NESRI), and Teachers Unite, which provides a crucial teachers' perspective.

An example of a new alliance that emerged from the coalition is the partnership between **NESRI** and **Teachers Unite**. Because teachers are tasked with enforcement of school disciplinary policies, they are often at odds with the youth who bear the brunt of that enforcement when the policies at hand are particularly punitive and harmful. Bringing teacher voices to the policy debate about school discipline, however, helped to promote positive models for school culture supported by teachers, youth and researchers alike and bolstered the credibility of the alliance in working with the Department of Education and other parties in the school system.

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Over eight months, NESRI and Teachers Unite (in consultation with the Student Safety Coalition) collected surveys from over 300 middle and high school teachers from 136 public schools and held focus groups with over a dozen teachers. The resulting report, *Teachers Talk: School Culture, Safety and Human Rights*, was released in October 2008. In analyzing the findings and preparing recommendations for a report, there were initial challenges in building a common message given the diversity of teachers' philosophies towards education and the often adversarial role that organizers and advocates take on in relationship to those working within the school system.

Through open dialogue and exchange, however, the views of teachers were connected with the human rights demands of youth and the evidence-based models identified by researchers. Even the more conservative teachers indicated a desire for change, stating that they felt constricted by the disciplinary tools and procedures currently available to them. The report shows that teachers ultimately support a human rights-based holistic approach to improving discipline and safety

² For more information visit the Student Safety Coalition - <http://www.nyclu.org/schooltoprison/ssc>; NESRI - <http://www.nesri.org/programs/education.html>; and Teachers Unite - <http://www.teachersunite.net>. The coalition has two major goals: (1) increasing transparency and accountability over school safety policies and practices through a combination of legislative advocacy, public education and direct action, and (2) promoting positive alternatives to zero-tolerance discipline and over-policing in schools. Members of the coalition both work collectively and on individual projects within the agreed upon strategy.

aimed at building positive school cultures, providing adequate resources for schools, and promoting conflict resolution and restorative practices as alternatives to suspensions and policing. Stakeholders were able to find a common ground in the shared belief that all young people have a fundamental human right to education and to safe learning environments.

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The collaborative nature of the report and the power of demonstrating that teachers, youth and researchers share the same vision for how to transform our schools has opened new doors for communication and collaboration with school administrators and the Department of Education (DOE). For example, staff at the DOE contacted NESRI

upon the release of the report and invited NESRI and Teachers Unite to meet with them and begin a new dialogue about how to bring restorative practices and positive behavior supports to New York City schools. In addition trained mediators at New York University Law School are working with NESRI, Teachers Unite and the Urban Youth Collaborative to develop a participatory conflict management pilot project with the goal of replicating the model in schools around the city. In short, policy makers and other officials responded much more quickly and forcefully than they had in the past to the advocacy efforts as a result of this alliance, and are now supporting efforts to implement the recommendations in the report.

FIERCE - LGBTQ Youth and Neighborhood Development

Fabulous Independent Educated Radicals for Community Empowerment (FIERCE) was founded in 2000 with the mission of engaging LGBTQ youth of color in community organizing. Based in New York City, much of its work has centered around protecting the West Village as a safe space for LGBTQ youth against harassment and the forces of gentrification and displacement. FIERCE's recent involvement in community development issues have led to unexpected alliances with other neighborhood groups from a wide range of backgrounds. These alliances have proven to be a powerful – and effective – force in asserting community challenges to development. Just as important, this recent work has shown that the concerns of FIERCE's constituency exist at the intersection of a range of issues, including racism and economic justice, and are best addressed through a broader lens.

FIERCE's initial involvement in development issues was prompted by threatened changes to the neighborhood related to the Hudson River Park, a redevelopment project which stretches from Battery Place at the southern tip of Manhattan to 59th Street. The West Village's Christopher Street and the adjacent Pier 45 had long been a gathering spot for the LGBTQ community, especially for youth of color from the outer boroughs for whom it was the only place that they felt safe expressing their identity. When access to Pier 45 was restricted in 2001 as a part of the development, FIERCE organized. They were successful in pushing back a proposed 11pm curfew and other restrictions. This work involved some initial cooperation with other community groups. FIERCE, however, was sometimes perceived as contentious and adversarial in claiming rights to the public space, on occasion clashing with police as well as other residents of the neighborhood.

The relationship with the surrounding community evolved during organizing over the development of Pier 40, which currently has a sports field and other recreational facilities. Various development proposals submitted to the Hudson River Park Trust have included projects designed to attract huge crowds rather than serve the local community. A major developer, the Related Companies, was on track with a proposal to turn Pier 40 into a performing arts center. It was to house Cirque du Soleil and the Tribeca Film Festival, among other entities, a large scale commercial development dubbed by supporters "Downtown Lincoln Center" and by opponents "Vegas on the Hudson."

FIERCE realized that this would have as great an impact on its constituents as their earlier struggle over Pier 45. They also realized, however, that they would not be able to successfully challenge such a large-scale development by themselves. In contrast to their earlier, contentious relationships with other neighborhood groups, FIERCE was able to forge an alliance with them based on a mutual recognition of a common stake in the health of the community. They were able to work with a very diverse alliance that represented older and newer stakeholders in the neighborhood including parent groups, soccer moms, Little Leaguers, the Pier Park and Playground Association, and the Pier 40 Partnership. In the Winter of 2008, FIERCE in

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partnership with these other West Village community groups helped to defeat Related's proposal.

The process of alliance building, and the relationships that grew out of it, have helped foster the inclusion of a LGBTQ youth of color voice as a part of the fabric of the larger community of diverse stakeholders

After defeating the development plan, these organizations are continuing to work together to support a low impact proposal driven by the needs of the surrounding community rather than the commercial development of a large scale destination site. The process of alliance building, and the relationships that grew out of it, have helped foster the inclusion of a LGBTQ youth of color voice as a part of the fabric of that larger community of diverse stakeholders. As noted by Rickke Mananzala, the Executive Director of FIERCE, "It was amazing to be standing at this huge rally and have a Little Leaguer's father saying that we need to create space for an LGBT center and have the crowd cheer." In fact, FIERCE has become the unlikely coalition leader and has drafted a white paper (with technical assistance from the Urban Justice Coalition's Community Development Project) arguing for a community-centered rejuvenation of Pier 40.

Fierce is also building upon this experience, utilizing its work on the right of marginalized communities to a safe public space as a frame through which to impact larger issues that affect vulnerable populations as a whole. It is now an active member of the steering committee of the Right to the City Alliance, a national alliance of base-building organizations started in 2007 to halt the displacement of low-income people, LGBTQ and youth of color from their historic urban neighborhoods. The Right to the City Alliance is profiled below.

Right to the City Alliance

The **Right to the City Alliance** is a growing national urban justice movement. While its grassroots members were first drawn to the idea of a “right to the city” as a response to the pressures of gentrification and displacement, the Alliance has proven to be a powerful frame for understanding – and building collective capacity to address – a broad range of challenges affecting low income urban communities across the country.

The Right to the City Alliance was established in January 2007 at a conference organized by the Miami Workers Center, Strategic Actions for a Just Economy based in Los Angeles, and Tenants and Workers United/Inquilinos & Trabajadores Unidos of Northern Virginia. It now has over 40 member organizations from nine different cities, including Boston, Los Angeles, Miami, New Orleans, New York City, the San Francisco Bay Area, and Providence, Rhode Island.

The increasing membership represents a broad spectrum of issues, including housing, transportation, education, employment, criminal justice, access to affordable quality health care, and immigrant rights. As communities that were once confined to the urban core are now being forced out of their neighborhoods, these issues are becoming more urgent. Gihan Perera, the Executive Director of Miami Workers Center, notes that “Those of us most affected by this have been trying to fight back as best as we can – by fighting against developments, by trying to hold onto the neighborhoods. But we end up taking on fights on multiple fronts: around housing, around education, around transportation. And all of those fights become separate and often reactive.”

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The Right to the City Alliance hopes to overcome the limitations of isolated action by nurturing more strategic, creative alliances on a scale that can address these challenges. It aims to gather communities around the idea that all people who live in cities, in neighborhoods and communities, have a right to actively participate in and shape a city’s policies, its culture, and the way that it operates. Two fundamental principals inform the long-term goals of Right to the City. First is the assertion of the right to live in the city as a countervailing force against gentrification and displacement. This requires policies and programs for affordable housing, education, family-supporting wages, quality education, and universal health care. Second is the right to democratic participation and power, meaning a call for far-reaching and inclusive democracy in all sectors of urban life.

This framework has provided an effective way for different communities to connect, collaborate, and enhance their impact. FIERCE’s work in alliance with West Village neighborhood groups to counter commercial development is a useful illustration of the power of the Right to the City frame. While maintaining its identity as a LGBTQ youth of color organization, it was able to overcome its marginalization to ally with mainstream parent groups, including soccer moms, little league dads, and other constituents around the concept of the right of a community’s inhabitants to control their destiny and affect local development decisions. Beyond supporting successes in the development controversy, this approach has led to the redefinition of LGBTQ

issues to include economic and racial justice, and is informing FIERCE’s ongoing work as part of the steering committee of the Right to the City Alliance.

Groups within the alliance are also building collective capacity by sharing strategies around common issues. In the housing arena, Right to the City partners in California, including Strategic Actions for a Just Economy, were recently confronted with an attack on rent control through Proposition 98, backed mostly by landlord groups. In February 2008, a Right to the City workgroup convened on the issue. City Life/Vida Urbana had been part of a similar fight in Boston and helped the California groups to strategize. Even though City Life/Vida Urbana had lost their own fight, their experience and was instrumental in helping the California groups mobilize against Prop 98, leading to the defeat of that measure in June 2008.

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As the Right to the City Alliance evolves, current working groups are addressing civic engagement, justice in the rebuilding of New Orleans, public and subsidized housing, and tenants’ rights. In these and other areas, suggests Gihan Perera, “The Right to the City Alliance and frame is an attempt to say, ‘Can we determine our own agenda?’” Even as communities in the urban core are hard hit by economic and political change, the state of flux in the larger society presents an opportunity to seize the moment and change the terms of the debate, giving life to a community-based vision of democracy within the frame of a meaningful right to the city for all.

Recommendations for Funders

Alliances between groups and across movements have tremendous potential to strengthen and expand social justice work. As illustrated in the profiles above, alliances can yield greater impact, expand the engagement of constituents, and promote fruitful linkages across issues. They can also be powerful tools to move specific priorities, as well as to build a longer term movement for social change. Notwithstanding their long-term potential however, the biggest challenge faced by interested funders is the inherent constraints that come from alliance building not falling within traditional funding categories.

Below are two sets of recommendations for funders – the first is for funders who have the flexibility to directly support alliance building and the second is for those whose institutional constraints limit them from funding alliances directly, thereby requiring more creative ways to support this work.

IF YOU CAN FUND ALLIANCE BUILDING:

In considering support for alliance building efforts (ranging from smaller, issue-based local alliances to longer term movement building), funders should keep in mind the following:

- **Consider support for a planning process that allows groups to determine mutual priorities and expectations.** Common concerns are not sufficient to form a healthy agenda for allying communities. It is imperative that the alliance explicitly establishes its priorities through an open and ongoing dialogue. This can be a broad, long term process, as is the case with the Right to the City Alliance and the United Congress of Community and Religious Organizations (UCCRO), or more focused in scope, as in the National Economic and Social Rights Initiative’s (NESRI) alliance with Teachers Unite on school disciplinary policies. Delineating expectations during the initial stages also helps alliances define what success would look like down the line. A planning grant can help the alliance mutually agree to the terms and goals of its work.
- **Have realistic expectations.** Recognize where groups are in the alliance-building process. Some groups may be beginning this process and may need to focus on dialogue and relationship-building. UCCRO exemplifies the importance of these efforts, having committed a substantial period of time to setting and refining a policy agenda. Other groups may be further along in the process, but even so, building a sustainable alliance, changing policy, and forming a social movement takes time. Sustained funding will increase the likelihood of success by supporting the alliance through the inevitable challenges along the way. Be aware of where groups are along the “alliance-building continuum” and what can be realistically expected of groups within a specific timeline and grant period.
- **Look for complementary contributions by partners.** Resources come in a wide variety of forms ranging from the material (such as staff and meeting space) to the nonmaterial (time, connections, previous experience with alliance formation and development). For example, in one collaboration the NAACP’s political connections

helped to leverage CASA's door to door outreach in pushing for education reform. While it is not necessary for each organization to bring equal resources to the alliance, the combined resources should ideally be complementary so that the organizations' weaknesses may be counterbalanced. Roles and contributions can also evolve, depending on the circumstances.

- **Invest in capacity building aimed specifically at developing strong and sustainable alliances.** Successful alliances require that organizations have the capacity to effectively participate in the alliance while meeting their other responsibilities. Leadership training is very important to sustain the alliance beyond the tenure of the initial leaders; investment in a leadership pipeline will ensure the continuation of promising efforts. Likewise, support for inter-organizational trainings and workshops will allow organizations to share skills and knowledge, learn more about each other, build the foundation for deeper relationships, and also act as a check on the campaign's broad relevance to alliance members. In certain situations, the alliance may function more effectively if resources are targeted to alliance operations. For example, CASA is in the process of hiring a staff member solely dedicated to the CASA-NAACP alliance. When possible, consider funding both partners in the alliance building process. This helps groups bolster their internal capacities and partner more effectively with each other.
- **Integrate alliance building metrics.** The inclusion of realistic alliance building metrics could reinforce and validate the importance of this work. Depending on where the groups are in their alliance building work, these metrics would vary. Having these metrics would give groups and funders tools to measure overall progress.

IF YOU CANNOT PROVIDE DIRECT FUNDING FOR ALLIANCE BUILDING:

- **Provide additional funding and/or general support grants to current grantees** that can help them maintain or expand their alliance-building work in addition to their other programmatic activities. (Fund one or both sides of the alliance building effort.)
- **Pool resources across program areas within your foundation** – i.e. work collectively with colleagues at the same institution to fund joint alliance building efforts. Often, program officers in the same institution can expand their impact by taking advantage of the intersectionality of their issue areas. By pooling resources and supporting alliance building strategies, funders can begin to promote more comprehensive strategies and fund social justice issues more holistically within their own institutions.
- **Pool resources with other issue-area funders** to support work at the intersection of your interests. By doing so, donors can leverage their resources, create a venue for joint learning and maximize outcomes.