Neighbours

Building Coalitions for Action: A Guide for Jewish Congregations

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The impetus for this guide came from the Neighbours project as a product of two years of collaborative work among eight local Jewish congregations in six European Union Member States. Through the Neighbours project, these congregations joined hands to give expression to their commitment to social justice through interfaith coalitions promoting trust and social inclusion and combatting intolerance and discrimination. We are grateful for the incredible work and energy of our partners in building coalitions, recounting their experiences, and reviewing the contents of this guide: Beth Hillel (Rome, Italy), Beth Shalom (Munich, Germany), Communauté Juive Libérale d'Île-de-France (Paris, France), HaKochaw (Unna, Germany), International Jewish Centre (Brussels, Belgium), Keren Or (Lyon, France), Liberaal Joodste Gemeente (Amsterdam, the Netherlands), and Or Chadasch (Vienna, Austria). Most of these congregations had little or no prior experience with coalition building.[1]

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Many people with diverse areas of expertise came together to make this coalition building guide possible. The guide was developed in consultation with all the participating congregations, HIAS colleagues from the US and Europe, as well as select external experts. The coalition building model presented here incorporates elements cultivated by HIAS inc., coalition building expert Debra Erenberg, and HIAS Europe Policy Officer Nicci Mowszowski, with the support of Pascale Charhon, HIAS Europe Project Manager. This guide also pulls tools from the OSCE/ODIHR Guide for Coalition Building for Tolerance and Non-Discrimination. The guide was designed and edited by HIAS inc.

Introduction

In recent years, many forms of hate have touched the lives of Europeans: online hate speech has increased exponentially; populist ideologies have been politically mainstreamed; Jewish, Muslim, refugee, and other minority communities have been the targets of hate crimes. Such threats against the lives and livelihood of minority communities in Europe pose a serious risk to European democracy and way of life and have consequences that reach far beyond those they target.

Members of the Jewish community are naturally concerned with rising antisemitism, invasive in the streets, classrooms, offices, and computers of Jewish people across Europe. The severity of this can be seen through data collected by the European Union Agency for Fundamental Rights.[2] Such a sharp increase in antisemitism not only drove a response from European Jewish communities, but also laid the groundwork for the European Commission's Strategy for Combatting Antisemitism and Fostering Jewish Life.[3] European Jewish communities have increased their demands for security measures to keep the community safe. While protective, such measures inevitably make these places less accessible for those outside of the Jewish community. Combined with the fact that various Jewish communities have moved from more diversely populated city centres to suburbs, opportunities for more spontaneous partnerships with Muslim organisations dwindled.

Some in the Jewish community have expressed concerns of potential antisemitic attitudes among asylum seekers and migrants originating from Muslim-majority countries. Even when the Middle East is calm, mutual mistrust often inflames the relationship between Jews and their Muslim neighbours. Simultaneously, anti-Muslim hostility and xenophobia are on the rise, impacting refugees, asylum seekers, and migrants, including second and third-generation children and youth. European Jews and Muslims often live separate lives in separate neighbourhoods that hinder spontaneous encounters. Yet, many in the Jewish community are themselves descendants of refugees escaping persecution and strongly identify with the plight of newcomers. Such parallel histories should increase our sensitivity to ensuring that the rights of noncitizens and citizens alike are protected and drive our active support of newcomers' efforts to integrate into our society. There is more we can do to confront negative attitudes that are often driven by fear of "the other."

In response to this situation, HIAS Europe and the European Union for Progressive Judaism (EUPJ) joined forces in the Neighbours project to support individuals and organisations in the Jewish community in building interfaith coalitions that address xenophobia, antisemitism, and all forms of discrimination. This resource is intended to support those interested in this path, ideally resulting not just in friendships and

trust—which of course are important in their own right—but also in concrete joined actions that help foster newcomers' inclusion in society and address xenophobia and antisemitic prejudices. Coalitions can open unprecedented dialogue and support great strides in building understanding amongst communities, which may then take collective action to pursue collaborative solutions, such as changes in programs, practices, and policies.

How to use this guide

This document is first and foremost a guidebook for Jewish communities and groups on how to build a coalition. The model provided here was directly drawn from the experience of eight partner congregations of the Neighbours project, bringing together communities and organisations of different faiths and cultures to promote social inclusion and tolerance, including towards migrant communities. While the Neighbours partners were specifically Jewish congregations, and while the target audience of the guide is European Jewish congregations, its usage is hardly restricted to those categories. This guide's model of coalition building may be adapted to diverse contexts and support all those working to make a difference at the grassroots level in the global fight against intolerance and discrimination—Jewish or not Jewish, European or not European. Ultimately, all who seek to bring people together in pursuit of better social cohesion have something to learn from the rich experiences of the eight congregations that have dedicated themselves to this work.

The guide begins with an overview of coalition building, followed by an introduction to the three phases of coalition building: Planning and Organisation (Phase I), Formalisation and Consolidation (Phase II), and Securing Impact (Phase III). The guide also contains a glossary of terms. Relevant resources developed through the Neighbours project and from other sources, as well as a description of each of the Neighbours partner congregations and their projects, can be found in the Annex.

We invite those who are reading this guide and learning from the experiences of the Neighbours partners to take an active part in its continued use and engagement. Should you be building coalitions yourself, we encourage you to connect with us and the project partners to share your work and lessons learned. In this way, the learning community of Neighbours coalitions and this resource remain alive as powerful mechanisms of social change.

Context

What is coalition building?

For the purposes of this Guide, coalitions are joint initiatives where partners of different faiths or cultures unite and act around a common theme. Those who are part of a coalition have a shared, vested interest in achieving the coalition's goal—generally social or political change. This may include individuals who are most affected by the problem the coalition is addressing, organisations already working towards similar goals, or others who are just arriving at this issue. As much as activism from a single community or constituency is necessary and politically powerful, a united front of diverse stakeholders who all share an investment in the coalition's mission can often have as much of or even a greater impact . Inter-faith or inter-communal coalitions facilitate a more comprehensive understanding of the complexities in addressing issues like racism, antisemitism, and xenophobia and send a powerful message of collaboration.

Why local?

Local actors are often the first responders to hate incidents, due to their physical proximity, their understanding of the political and social context, and connections they may have with other communities addressing similar issues. Actions at the local level touch individuals directly: there is no gap between those who are involved in a coalition and those that are part of stakeholder communities which see its impact.

This ability to both directly witness and respond to local developments makes local coalitions a powerful tool. Crucially, research has pointed towards local networks as a vital element in trust building. Local actors play a direct role in building horizontal trust (that is among neighbours, as opposed to hierarchical, that is peoples' trust of government). Such horizontal trust is widely seen to contribute to effective governance and stable democracies. Trust building is often understood as a vital element in overcoming collective action problems and enabling cooperation among diverse groups.[4]

Trust building is particularly necessary with regards to coalitions that seek to address prejudices and hostile attitudes towards certain groups. Within communities that have experienced hostility or even violence between groups, it may be difficult initially to tear down defensive walls so that people can work towards shared goals. But at the local level, more than any other, residents have a personal stake in working together to build a safe and just community for all. The first step is to invest the time and energy needed to come together, get to know each other as neighbours, and develop trusting relationships.

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What does our community need?

Understanding your community—who it represents and responds to, what it needs, where its strengths lie—is at the very heart of coalition building. Before endeavouring to set up a coalition, it is important to consider whether your community has the capacity and resources to create a coalition, and whether a coalition is the best way to address your concern. A coalition is probably not the right response to a need that is internal, personal, and not conducive to collaboration, such as a crisis in leadership or an issue that can be easily resolved by a single organisation or individual. If your need is outward facing, ask yourself: can we build bridges between this need we have identified and the needs of other groups in our community? Would we be stronger working together? If the answer is yes, a coalition may be a suitable response.

Understanding your community also means developing an awareness of other organisations and coalitions working on the issue you have identified. If a coalition already exists that works on the issue you are hoping to address, it may be strategic to start off by considering whether you could accomplish your goals more efficiently by joining that effort.

Once you have identified the challenges faced by your community and determined that building a new coalition would be a useful strategy to address those challenges, follow these steps to begin to build your coalition.

The three phases of coalition building

Every coalition will see its own goals and set of challenges; the framework and model outlined below can be personalized according to the unique context and factors that fit each coalition. Building a successful coalition can be achieved by following these three phases: **Planning and Outreach** (Phase I), **Consolidation and Formalisation of the Coalition** (Phase II), and **Securing Impact** (Phase III).

Phase I: Planning and Outreach	A. Identify the goal and objectives of the coalition B. Map out your congregation's resources C. Identify external stakeholders—those with a vested interest in the coalition's goal—to partner in the coalition D. Invite stakeholders to join coalition
Phase II: Formalisation and Consolidation	A. Plan the first Meeting B. Structure Governance C. Identify and reach out to additional stakeholders D. Revise goals and objectives based on coalition members' input
Phase III: Securing Impact	A. Plan strategic activities to move towards your goal B. Assess Impact C. Address Coalition Sustainability

These three phases provide a foundation for building coalitions in diverse contexts, whether in small towns or large cities, or with established partnerships or those new to coalition building.

Setting your coalition up for success: diversity, equity, and inclusion

Ensuring diverse, equitable, and inclusive coalitions is not only a reflection of your coalition's values, it is essential to your success. Coalitions should strive to be microcosms of the world they are trying to co-create. If an interfaith coalition calls for a just and inclusive world yet perpetuates stereotypes and inter-group biases, it not only fails its own mission, but risks being perceived as hypocritical and losing support over time. This poses the question: What does it mean to create coalitions that are **diverse**, **equitable**, and **inclusive**, internally and externally?

Coalitions that bring together people rom different cultures and backgrounds should be alert for roles, expectations, and stereotypes that may be prescribed

upon an individual based on real or perceived gender identity, religion, race, sexuality, ethnicity, nationality, or other groups that they may be part of. For example, women frequently find themselves assigned to provide food, while people with a different primary language may not be given the same opportunity to express their views as other participants. A **diverse** coalition is made up of people from various genders, races, nationalities, religions, etc. An **equitable** coalition develops norms and guidelines for participation that ensure that all participants have the same opportunities to participate as coalition leaders and to help set the coalition's priorities. An **inclusive** coalition ensures that formal and informal coalition practices create a welcoming environment for all. This might include practices like not serving alcohol or non-Kosher/Halal foods at events so that everyone who attends feels welcome to break bread together, or providing childcare to make it easier for parents to attend.

Despite your best intentions, you may encounter practical obstacles to creating inclusive coalitions. For example, security arrangements may make it prohibitively challenging to invite people from outside the community into a synagogue or another Jewish community building. In such a scenario, consider relocating meetings to an alternative location to facilitate truly diverse and inclusive participation. Indeed, all participants may feel more comfortable meeting in a nondenominational setting.

Gender mainstreaming

A particular avenue to ensure equitable and inclusive coalitions is through gender mainstreaming—accounting for the ways gender diversifies and shapes experience in all elements of a coalition. Extant gender roles and dynamics shape the effect of those building, participating in, or being affected by the coalition. As such, an understanding of how gender can shape a coalition's experience and functioning is necessary in all phases of a coalition's existence. It may be useful to conduct a Gender Impact Assessment at the onset of the coalition to understand whether your coalition reduces, maintains, or increases inequalities between women and men. Refer to the Gender Impact Assessment: Gender Mainstreaming Toolkit by the European Institute for Gender Equality as a tool of analysis.[5]

Phase I: Planning and Outreach

A coalition begins with a goal, stakeholders, and a plan to make an impact. As such, the first phase of coalition building — or the Planning and Outreach phase—covers those actions needed to set coalitions up for success from day one. This phase involves identifying and assessing the relevant issues, careful mapping of your local context, recruiting stakeholders, and cultivating the coalition's intervention.

Identify the goals and objectives of the coalition

A coalition's goal is one of the most important predictors of its impact. The first task of a coalition is identifying and crafting a goal that is not only relevant and meaningful, but that is also realistic. It is important for a coalition's goals and mission to originate from local context and needs; assessing that context and those needs is the first step in building a coalition.

SMART goals and strategies

While a more general goal of, for example, "fighting hate" or "promoting social cohesion" can be an important point of reference for a coalition's mission, crafting more concrete goals and identifying detailed targets will be critical to a coalition's ability to make an impact (and to know when an impact has been made). Whereas the general mission of a coalition can be to combat antisemitism and xenophobia, we encourage you to set goals that are SMART: Specific, Measurable, Achievable, Relevant, and Timebound. This framework refines the goals of your coalition by breaking down a general objective to specific steps and strategies to move towards a concrete outcome.

For example, as opposed to their original goal of "Fighting antisemitism and xenophobia," Keren Or, in Lyon, France, identified specific changes to policies and practices related to refugees and migrants that they wanted to work towards in their community. The coalition then identified strategies that would lead towards this goal. They determined that engaging Holocaust survivors and young Ukrainian refugees in joint advocacy on behalf of refugees and migrants would be a compelling avenue to bring about change. As a first step, they opened an interfaith dialogue among the Jewish community and migrants in Lyon. Through a connection that they had with Weavers, a group supporting the integration of Ukrainian refugees in Lyon, they built a coalition that connected Holocaust survivors with young Ukrainian refugees. Doing so gave the two groups an unprecedented platform for dialogue over their shared yet diverse experiences of

migration to fight biases that they may have about the "other" and to engage in work together on behalf of refugees and migrants. They set specific targets about the type and number of organisations they wanted to reach, as well as the timeframe to have meetings, which helped them stay on track. Keren Or also set a meeting every six months to evaluate whether those goals had been reached and how to adapt the project.

Rabbi Daniela Touati, Keren Or (Lyon, France): *"It's easier to start at the end and think backwards from what you want. What do you want to achieve and what is your ideal outcome? Then think what steps you'd need to take to achieve that, and who you'd want to work with. Having a backwards design can support you in identifying the specific objectives you want and finetuning them."*

Rabbi Joel Oseran, Beth Hillel (Rome, Italy): *"We explored many ideas that didn't go anywhere; not every good idea is going to become the focus of the coalition. Some ideas that sounded exciting just weren't doable and we didn't have the right partners for... The fact we succeeded the way we did is a product of being willing to acknowledge that we have to go a different way. Don't be discouraged at the beginning if you have ideas that ultimately don't work out. You have to be willing to change course and be flexible."*

Rabbi Brian Doyle-Du Breuil, International Jewish Centre (Brussels, Belgium): *"During the first coalition meeting, I opened the floor to ask participants 'what is our identity? what is our key joint goal going to be?' At the beginning of the project, it was fighting antisemitism, but then we realised many of the things we wanted to do exist already, and we want to make something unique that comes from this specific group. I opened the floor for discussion so that the coalition and its goal were really informed by the unique group of people we've brought together."*

As your goal and strategy evolve, be sure to track and share these changes. Consider creating a shared document or spreadsheet outlining your different targets to help the group stay on the same page about changes and assess whether revised goals have been reached. See Annex 2 for a template on setting SMART goals.

Religious values underpinning the coalition

Which values—religious or otherwise—are fundamental to the coalition? Outlining the values that the coalition embraces can frame the coalition within a Jewish context for Jewish stakeholders, while also providing a basis to reflect the values of stakeholders from different faiths and cultures. Identifying the underlying values of a coalition supports the engagement of project leadership and community members in the coalition's goal and activities.

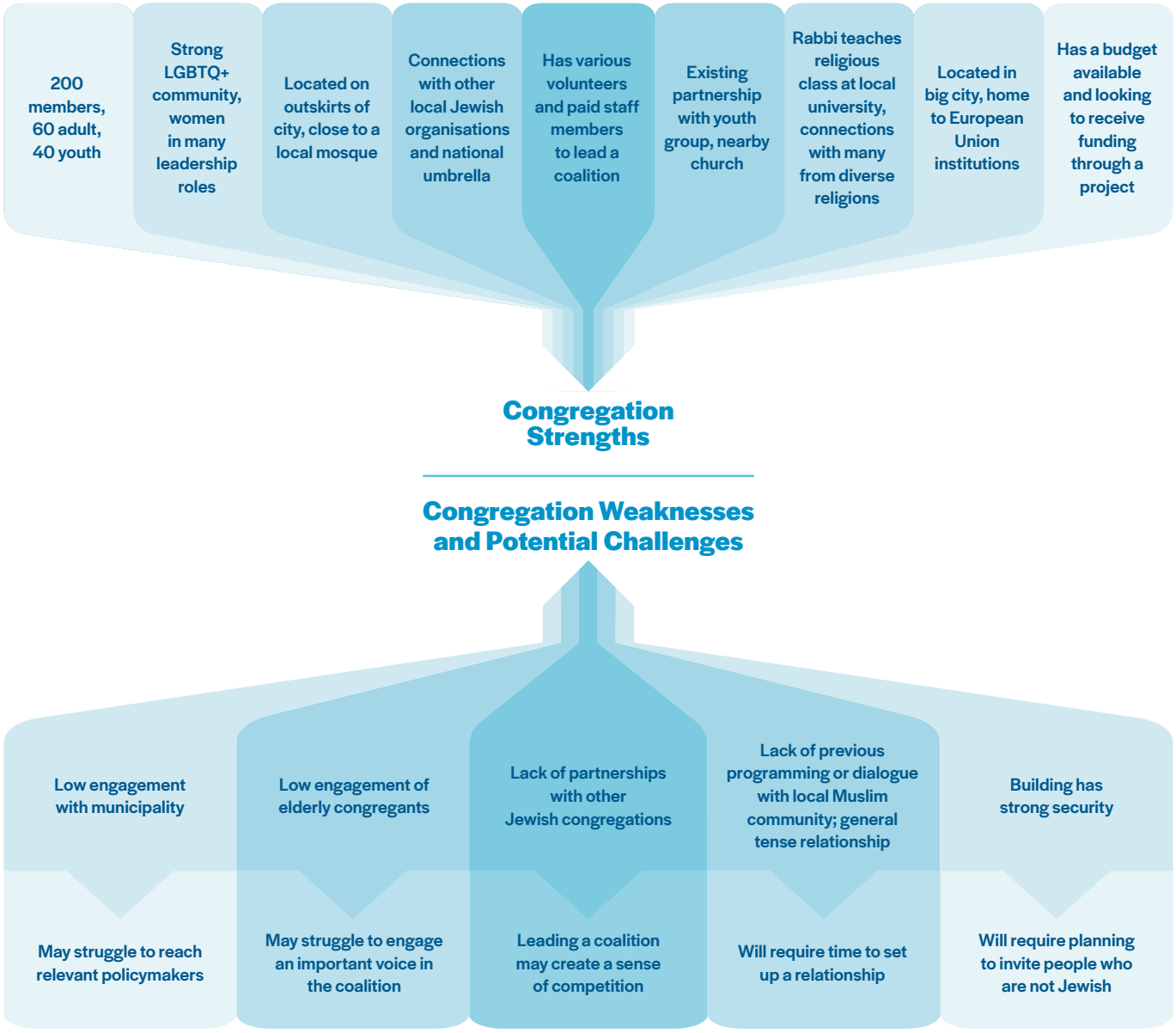
Lea Bejet, Communauté Juive Libérale (Paris, France): *"Choose a project that means something to your community or interests you because you'll spend a lot of time on it."*

The values underpinning the coalition can even be directly expressed through its mission, its messaging, and even the coalition's name (the Neighbours project itself is an example of how a project's name reflects the values it hopes to embody). Various congregations within the Neighbours project built coalitions grounded in the values of loving thy neighbour and welcoming the stranger, which resonated with their partners—whether Muslim, Christian, Buddhist, Hindu, or secular. For those building coalitions that are not faith-based, outlining the shared values of partners critically frames and finetunes the work of the coalition. Coalitions may also codify such values by putting together "mission statements."

Mapping your congregation

Once you've identified the problem you want to address, it is important to have an understanding of both the strengths and limitations that your congregation may bring to bear when it comes to building a coalition around this issue. Awareness of your own position and the factors that may work to your benefit or detriment is a crucial step in the methodology of coalition building. Before you start reaching out to potential partners, map your own congregation and the context you exist in so you can establish an awareness of the factors that will shape your experience in each subsequent phase.

Mapping local context and strengths: Example



Location

Consider the size and other characteristics of the city you are located in. The experiences of building coalitions can differ significantly based on the setting in which you are working. For example, larger more metropolitan cities might have access to vaster networks and resources, giving them a wider array of possible stakeholders to reach out to. Often, congregations in bigger cities also have direct opportunities to participate in more large-scale (national or international) events or political forums just as a factor of their location:

Rabbi Brian Doyle-Du Breuil, International Jewish Centre (Brussels, Belgium): *"Being in Brussels has been useful in the sense that many organisations and networks are present here. But presence in the same city does not guarantee cooperation. As much as the coalition is locally grounded, it is important to be open to groups based elsewhere who can provide connections and share potential training resources (in our case extensive experience in Muslim-Jewish dialogue)."*

Chantal Suissa-Runne, Liberaal Joodse Gemeente (Amsterdam, the Netherlands): *"The cosmopolitan nature of a city like Amsterdam means there is much openness to cross-cultural dialogue and cooperations. Similarly, the Municipality was quite naturally inclined to support initiatives that bring together different communities."*

On the other hand, it could be a challenge for congregations in larger cities to make a unique intervention given the presence of other initiatives. It may also be difficult to find a central and convenient meeting location where people can come together, which can factor into attendance at meetings and events. The larger the municipality, the harder it may be to reach local policymakers, too.

Ruth Zeifert, Beth Shalom (Munich, Germany): *"Being in a big city presented a challenge to us in our project. There were already many other interfaith networks, so we really had to work hard to identify our unique intervention. We struggled to engage our contacts and members as there were so many existing initiatives and events, so as much as there was interest there wouldn't always be high attendance. It can also be hard to reach policymakers about our project as they often have their own goals and programs and are already very busy."*

On the other end of the spectrum, congregations in small cities or towns have their own advantages and challenges when it comes to their ability to build coalitions. Those in smaller cities may have the advantage of knowing local stakeholders well and having more secure contacts that they work with or see regularly, who are thus more accountable to one another. Congregations in smaller towns may already have wider visibility and involvement locally.

Maksym Fisenko, HaKochaw (Unna, Germany): *"In a small city like ours, everyone knows each other: in Unna, there is one synagogue, so people know about us—old or young. In small cities people are friendlier, more neighbourly, more connected. All of this made our task much easier, because when building a coalition, it helps if people already know you and what you stand for. Making a coalition and inviting partners to join wasn't hard for our congregation because Alexandra [our congregation's leader] had known these people and worked with them for a very long time."*

Despite their advantages, congregations in small cities that want to expand the scope of their coalition may have to do more work to bring greater attention to their cause beyond the local level. Smaller cities may also be more limited in choosing partners to invite to their coalition by nature of having fewer people and organisations operating in their direct sphere.

Resources available

Building a coalition is no small feat—it will ultimately involve dedicated staff and volunteer time, as well as resources to conduct successful activities, events, and meetings. Awareness of the resources at your synagogue's disposal, as well as your capacity to find and secure additional resources for a coalition is an important element of Phase I. Consider whether you have funding at your disposal to plan coalition events and hire staff to work on the coalition, whether you have, or have access to, an accessible space for coalition meetings and events, and, if not, whether there are opportunities for funding that you could consider and apply to.

Rabbi Joel Oseran, Beth Hillel (Rome, Italy): *"We couldn't have built this coalition without the help of HIAS and the European Union to underwrite the costs; it's a reality to ensure there are resources available because you need resources to do this kind of project."*

Congregation size

The size of a congregation, like the size of a city, also imparts different benefits and challenges on the process of coalition building. Larger congregations may have vaster networks of community members with connections to diverse stakeholders and policymakers, whereas smaller congregations may have more close and personal relationships. Larger congregations typically also have access to professional staff, including a rabbi to lead the community, as well as public communications. For congregations that rely exclusively on volunteers, it may be more difficult to provide administrative and financial support, or to attract funding from external sources. As you develop your plans, be sure to consider the advantages and limitations of your specific congregation so that you can maximize your strengths and find ways to overcome your weaknesses.

Intra-congregational dynamics

It is important to develop an understanding of the internal dynamics and existing structures of your congregation before building a coalition on its behalf. Has the congregation taken an official position on the issue you are planning to address? Does the congregation partner with other organisations and faiths in the community on a regular basis? Are there limitations to how far the congregation is willing to go in advocating for changes to policies or practices in the broader community?

Make sure you know who has the power to make and influence decisions for your congregation, as well as who is empowered to represent the congregation externally: these are the internal stakeholders. Involving them in the design and creation of your coalition is vital to keep the coalition representative of your local congregation and mindful to others in your community. This also will help later build support for coalition initiatives and find ways for long-term sustainability.

Maksym Fisenko, HaKochaw (Unna, Germany): *"Our community members are very involved in the coalition and its events; many people take part because the coalition is focused on Ukrainians and our members are mostly Ukrainian. We chose a topic that is close to home, so it naturally attracted our community members and garnered substantial support."*

Inter-Congregational Dynamics

Stepping outside of your congregation, it is also useful to pay attention to the dynamics among congregations, that is, the relationship among stakeholders in the wider Jewish community. Do synagogues and Jewish organisations tend to work together or not? Are there politics to be mindful of when developing the

coalition and reaching out to stakeholders at other synagogues? Asking internal stakeholders about the history of cooperation or competition among other congregations and groups sets up your coalition to be respectful of the context in which it exists and operates, including of ongoing coalition building and inter-faith initiatives. Consider also inter-denominational issues which may have previously created an obstacle to collaboration.

Depending on the context and your coalition's goals, it may be strategic to build parallel coalitions as part of a larger, cross-border network such as in the Neighbours project. Having coalitions collaborate within regional networks can provide additional opportunities for training, idea sharing, and joined advocacy.

Marie-Hélène Roberi, Keren Or (Lyon, France): *"Having a network of partners to share feedback with and discuss progress is a huge advantage. Hearing what others have done in the same timeframe as us is helpful and provides some perspective to our own local initiatives."*

Who are the stakeholders?

A focused coalition requires engaged stakeholders to succeed. These are the individuals, groups, communities, or organisations that have a stake in the coalition's work and which are most affected by the problem the coalition addresses or already doing work that the coalition aims to pursue. These relationships are vital to the function and success of the coalition.

The flowchart below, inspired by the Organisation or Security Cooperation in Europe (OSCE, Office for Democratic Institutions and Human Rights (ODIHR) *Guide for Coalition Building for Tolerance and Non-Discrimination*, walks through the process of stakeholder identification:

Major questions:	○ Which organisations or individuals are most affected by the issues the coalition addresses? ○ Which organisations or individuals have worked on or are currently working on the issue the coalition addresses, or tangential issues in the field? ○ Which organisations or individuals are best positioned to bring credibility or specific skillsets to the coalition?
Ideal:	○ Who is the ideal partner? (*for example, a youth group from a different faith that shares our value of LGBTQ+ inclusion; a progressive church that has existing programs to integrate Ukrainian newcomers, including members who speak Ukrainian)*
My Network:	○ What networks and communities am I a part of?
Community's Network:	○ Which organisations, communities, or individuals share values with my community? ○ Who does my community have strong partnerships with? ○ Which community members would be able to connect with the coalition to potential partners?
Outside:	○ Who is not represented in the organisations my community and I are a part of?

Think up the perfect partner

Before identifying and reaching out to stakeholders in pursuit of your coalition's goal, take a moment to think who your absolute ideal coalition partner(s) would be based on the goal you identified. I you are working to fight antisemitism and xenophobia in schools, your ideal partner may be a network of teachers. I you are working specifically to fight racism against Sinti and Roma, you may be best partnered with local Sinti and Roma communities or an anti-discrimination organisation. If the goal is to welcome and integrate refugees, obvious partners may be other faith institutions, community centres, and local public institutions. For most coalition goals, you won't have just one, but several, ideal partners, all of which would increase your coalition's efficacy, credibility, and overall success. Once you have thought about the ideal partner(s), ask yourselves if you already know someone who fits these criteria.

In the case of HaKochaw, Unna, Germany, they knew they wanted to dedicate their coalition to supporting Ukrainian newcomers in their community. As noted by

Maksym Fisenko, HaKochaw (Unna, Germany): *"When we invited partners to join our coalition, they agreed almost immediately because more than half of them already worked in support of Ukrainians and migrants—the very topic we wanted to address, albeit not in an official way. When we invited them to join a coalition supporting Ukrainians, they said we are already doing this so why not do it officially and in partnership with other faith communities."*

Katherine Gundolf and Scott Fertig from Or Chadasch (Vienna, Austria) identified in their coalition's mission statement that *"the most rewarding partners for their congregation would be liberal-minded Islamic organisations and communities, where we could join hands against those right-wing forces that threaten both Islamic and Jewish communities and help to foster understanding for Jewish concerns within their circles. In this context, we should also emphasize our commitment to LGBTQ+ inclusion."*

Finding the right people to form a coalition with can be one of the most challenging aspects of coalition building that, without effective strategies, can cause a roadblock in setting the coalition on a path to action. What are some strategies to identify stakeholders?

From your network and from the synagogue's network

The best possible place to identify and recruit coalition members is from your own network. By building from existing expertise and good relationships, you can provide the coalition with a foundation that could otherwise take months to get off the ground.

Galit Cohen, Communauté Juive Libérale (Paris, France): *"One of the best pieces of advice I can give is to look at what you already have—either in your own network or within the congregation. Build on this: there is likely a rich network of contacts in your community that gives you an advantage in finding the right people to work with and cause to work towards."*

Rabbi Brian Doyle-Du Breuil, International Jewish Centre (Brussels, Belgium): *"It's important to keep a personalized approach to recruiting potential stakeholders through word of mouth, one group introducing another, etc."*

Consider particularly the relationships that your community leader or rabbi has access to; often, these individuals already have existing relationships with clergy or other religious leaders, and likely have good visibility, which can be a benefit to the coalition.

Reaching out to stakeholders

Once you have identified contacts or possible stakeholders that you would like to invite to your coalition, securing a meeting with them can take time. We encourage you to reach out to contacts with clear information about the proposed coalition to set up an informal meeting, where you can discuss your goals, request their input, and invite them to be part of your coalition. It can be helpful to draft a standard meeting request letter/email that you can personalize to speed up this process. We encourage you to provide an additional flyer or blurb about the proposed coalition so the invitee can prepare any questions for your meeting.

Beyond the synagogue: reaching your priority partners

Building a coalition can be a fantastic opportunity to engage with communities, individuals, or organisations that you or your synagogue does not already have ties to. Your stakeholder analysis will help you identify a wide net of people and organisations whose support could make the coalition more successful. In fact, you may wind up with a list that is significantly longer than you have the capacity to reach out to. This is where your work to identify your "perfect partners" will come in handy.

Go through your list and put a "1" next to your highest priority partners, a "2" next to those who would be your second priority, and a "3" next to those who would be nice to have but not essential for the coalition to succeed. Reach out to as many of your tier 1 and 2 partners as you can to gauge their interest from the outset. This will save you time waiting for some to respond or sorting through negative responses. Be sure that you are tracking who is responsible for reaching out to which stakeholders, when an initial request is sent, when a follow up is made, and what response you have received, if any. Also be sure to note any concerns or conflicts that stakeholders may raise concerning others on your list so that your core group can discuss whether and how to address those issues.

Fabio Ben Fantini, Beth Hillel (Rome, Italy): *"Reaching out to many possible stakeholders at the beginning will save you time: Not everyone will want to participate, so to save time it's good to start with a larger number as opposed going one by one. For example, if you're aiming for two coalition partners, reach out to 6-8 at the beginning of process."*

A process like what is suggested below by the International Jewish Centre in Brussels, Belgium gives insight into the process of stakeholder identification, and why it can assist you to reach out to many stakeholders from the beginning:

Rabbi Brian Doyle-Du Breuil, International Jewish Centre (Brussels, Belgium): *"The coalition building process took the connections of our members as a point of departure. A long-list of (+/- 25) potential coalition members was prepared, and we addressed each of them by mail. A series of online meetings followed, after which certain groups confirmed their participation and others joined immediately. Other potential coalition members were sometimes suggested by organisations during these informal meetings, and they were followed up. We now have a strong coalition of 15 members. All are keen to support the goals of the Neighbours Project in whatever way they can."*

Staying flexible

Be aware, that **it can take time to reach the right people**. Ideal coalition partners may already be busy or may not have the capacity for another project. This is important to consider, as a true partnership in a coalition involves active engagement and accountability. Recruiting partners who do not have the time or resources to contribute effectively to your project may ultimately be a detriment to your activities and could negatively affect relationships.

If you find that some partners whose participation would add to the credibility or status of the coalition simply do not have the capacity to fully engage, consider alternative ways for them to add value. Perhaps you could create a list of "endorsing organisations" who sign on in support of the coalition's goals without assuming the responsibilities of members or ask these individuals if they would consider being part of an advisory group that would convene less frequently to offer insights and guidance. If funding is available, you may find it helpful to offer a stipend to support the participation of stakeholders who are not already compensated for their time by a member organisation. Listen to the concerns behind the "no" to see if you can overcome barriers to ideal partners' participation.

Elisa Alfandari Beth Hillel (Rome, Italy): *"We invited a number of people to join the coalition and had a lot of interest. When we started talking all together, we set up a meeting to understand what can be done and who is really committed about their involvement. We ended up with 4 of us and were able to put together our direction with a fantastic group."*

It is also key to be flexible as you face challenges. Most of the time, the ideas you originally propose and the partners you envision will change as you start putting your assumptions to the test in the real world. Bear in mind that, while you may have come up with the original idea for the coalition, your goal is to release control so that all coalition partners feel a sense of ownership and co-creation.

Scott Fertig, Or Chadasch (Vienna, Austria): *"We pursued a few different directions for our project before it really stuck and reached the right people. First, I went to the synagogue to give a talk about the project; we wanted to engage young community members as an avenue of connecting with teachers for our coalition. We got responses, followed up, and recruited people; everything seemed to fall into place. However, those that had initially volunteered were unable to successfully follow through for various reasons, so we had to pursue a different avenue, looking for different contacts through the members of our synagogue. We were finally able to get a contact that worked, which only happened by pushing onwards after a series of false starts... you need willing partners first for the goal to evolve, and you need to be sensitive to what people are willing to do when."*

Prepare for the meeting

Once you have identified, reached out to, and set up a meeting with potential stakeholders, what remains is to informally discuss your hopes for the coalition, request their feedback and recruit them to join the coalition. Come into this meeting with a clear sense of why this person would be a valuable addition to the coalition, how being part of the coalition could benefit them, and what you hope they would contribute. Ask for their thoughts about the overall concept and about the role they might play. Be sure to ask for their suggestions about who else to invite to be part of the coalition and ask if they'd be willing to make an introduction. Be sure to follow up with a thank you email that summarizes the discussion, reminds them of any commitments they made, and lets them know you'll be back in touch soon.

Elisa Alfandari Beth Hillel (Rome, Italy): *"Be prepared to talk about the coalition and to answer many questions. We worked with teachers who had to report on their activities to their supervisors, so they had lots of questions when we introduced the project. This was challenging at the beginning of the project when things were not so defined."*

Develop a flyer, information sheet, or other tangible information about the coalition that you can leave with people after the meeting. Having a defined date and location for the coalition's first meeting or consulting to see this partner's availability helps ensure that things are planned for and can happen smoothly. Planning for the schedules of multiple partners can take more time than anticipated, so being well ahead of these challenges will help speed up the process of bringing a coalition together.

Diversity, equity, and inclusion: Phase I

A coalition created to fight against discrimination and all forms of hate must be intentional about centring diversity, equity, and inclusion within the coalition itself as a microcosm for the inclusive society it is advocating for. Creating diverse, equitable, and inclusive coalitions starts in the planning phase by both reaching out to diverse stakeholders and setting an inclusive goal for the coalition. The project leaders' identities shape the experience of coalition building, from the networks they have access to, to the type of space they can create. A coalition where marginalized identities are not just represented but integrally part of the decision-making and leadership may be seen as a safe and equitable space.

Best practices for diversity, equity, and inclusion may include:

- Training facilitators in techniques that equalize participation and ensure partners feel empowered to contribute
- Giving the microphone to those who are most affected by an issue at hand to share thoughts and direction
- Training facilitators and/or all members of the coalition to disrupt disrespectful behaviours and "microaggressions" when they happen
- Setting goals to ensure that the coalition has equitable involvement of underrepresented groups (this can involve creating a target, such as for the coalition's membership to be 50 percent women).

Gender identity and sexuality

A strong example of diversity, equity, and inclusion that is particularly common in progressive Jewish congregations is inclusion and empowerment of others who may be discriminated against based on their gender identity and/or sexuality. Congregations that openly value and include women and LGBTQ+ individuals can authentically and intentionally carry such values to their coalitions, meaning that women and LGBTQ+ individuals may already feel welcome to join and to actively participate.

Galit Cohen, Communauté Juive Libérale (Paris, France): *"Our synagogue in all its programming involves women and that translated also to the design of our coalition. We prioritized finding coalition partners who shared our progressive values (for example, that also empower women). Our initial coalition leaders included three women and one man. Our community is known to be welcoming towards women and LGBTQ+ individuals and this quite naturally attracted women to leadership positions in the coalition."*

In interfaith settings, coalition organisers may feel compelled to de-emphasize gender equity and LGBTQ+ inclusion, especially when giving clergy leadership roles in the coalition. Ensuring your coalitions are not just representative but fully inclusive and empowering begins at the onset of coalition building and is important to maintain as the coalition evolves. While within some congregations existing gender dynamics and equity measures may set them up for an inclusive coalition from the beginning, others may have to sit down, consult others, and ensure that these elements are prioritized.

No coalition can take gender equity for granted. Even coalitions made up of congregations that explicitly value people of all genders should review their policies and practices to ensure that these values are built into the coalition's operations from the very beginning.

Age

Age can also be an element that shapes the appeal and function of a coalition. Representing and empowering diverse age groups, or directing a coalition towards a particular age group, can be great assets to a coalition and its activities.

Youth: For example, when those who want to start a coalition are all youth, it may be helpful to direct the coalition towards other youth as those tend to be the networks these individuals are already established in. There may be additional opportunities for mobilization around youth-to-youth projects for example, which could help the coalition gain traction, funds, and membership.

Lea Bejet, Communauté Juive Libérale (Paris, France): *"Targeting our coalition towards other youth was really valuable: it made it easier for us as our coalition partners were of similar ages and allowed us to benefit from the same mentality of youth empowerment. Putting youth in centre of dialogue, giving them the chance to lead, ask questions, and to meet and connect with other people of their age was so powerful and added an important dimension to our work. Particularly since antisemitism and xenophobia impact youth in different spaces and ways than adults, we felt it important to address this issue from a youth angle."*

Designing to Promote Youth Engagement & Leadership: Even if a coalition does not have a thematic focus on youth, it is important that youth voices are represented. Young people have an enormous potential to shape the way their societies function and effect change. Enabling youth participation in coalitions is crucial for their sense of belonging and to foster enthusiasm about contributing to the development of their communities.

Youth mainstreaming in the coalition will secure the systematic integration of youth perspectives by: engaging young individuals in the design and management of a coalition; responding to the needs of youth and taking them into consideration in development and implementation of the coalition action plan; and assessing the impact on young people of any planned coalition actions.

Creating one coalition that brings people of all ages together creates the opportunity for unique relationships and dialogue among individuals from different generations. Ensuring that the coalition leaders are trained in facilitation and that the coalition's younger members are empowered and able to involve

themselves in the coalition in the same way as more senior members is critical for equity and inclusion.

Simply saying that your coalition welcomes people of all ages doesn't, by itself, create an empowering space for youth. Younger people may feel intimidated by the more experienced people in the room while those with more experience may not make space to allow the views and preferences of younger coalition members to be heard. You may be able to address these tendencies by paying attention to group norms and facilitation practices. However, you may wish to consider alternative ways to structure the coalition in order to uplift and empower young leaders.

One option for this approach is to create a youth committee or young people's caucus within the existing coalition. By intentionally creating a space where young people can meet independently, debrief their experiences within the broader coalition, and come up with their own recommendations related to coalition goals, you allow for the development and expression of new leaders and new ideas. Ensure that the youth committee has representation within your coalition leadership group to keep lines of communication open and to guarantee that the coalition as a whole benefits from younger members' input.

Another option could be to create an independent youth coalition with the same mission as the primary coalition. With different networks and avenues of communication, the two coalitions can work towards the same goals pursuing complementary strategies that play to the strengths of each group's participants. This kind of setup creates the space for youth members to fill a variety of leadership roles, to gain experience and confidence, and to enact decisions without needing to seek the approval of their elders. Be sure to put structures in place for the two coalitions to check in, coordinate, and learn from each other.

Fabio Ben Fantini, Beth Hillel (Rome, Italy): *"From the beginning we wanted to have two segments—young adults and adults—to cover different parts of society. The nice thing is that we created this two-tiered program where young adults complemented the adults' work and vice-versa. Both groups took the same concept and developed it differently though their respective angles: the young adults did so in visiting schools and the adults created discussion spaces for religious texts separately."*

Concluding Phase I

By following the steps outlined in Phase I, you can set your congregation up for a successful coalition in the long term and mitigate possible challenges and conflicts down the road. Critically, in mapping your congregation, crafting a goal, and identifying and reaching stakeholders, it is important to maintain an open mind and flexibility. Doing so will help you move towards the next phase: formalisation and consolidation of the coalition.

Phase II: Formalisation and Consolidation

Once your congregation has A. mapped your resources, B. identified your coalition's goals, C. identified external stakeholders, and D. secured external stakeholders, the stage is set: the coalition is ready for Formalisation and Consolidation (Phase II).

Phase II involves implementing structures and processes to formalize the coalition and set it up for success. This includes setting the rules and norms that structure decision-making over the coalition's existence, refining the direction of the coalition, implementing the governance structures for long-term sustainability, and building critical trust and respect among partners.

Planning coalition meetings

Coalition meetings are a key opportunity for coalition members to come together and progress towards their goals. While partners may work independently, meetings are an essential forum for discussing and shaping the coalition's strategy. As such, they should be carefully planned and prepared for.

Structure and logistics

Your coalition's first meeting sets a tone for the ongoing work of the coalition. It is important to demonstrate that your coalition with be respectful, inclusive, friendly (even fun!), and a good use of people's time, so that participants are excited to be part of the coalition's ongoing work.

During this meeting, you can open the stage to collaborative decision making about the coalition's activities and direction, ensuring that the decisions are representative and inclusive. The following points are considered good practice:

- Ensure the meeting location is accessible to members and that the time is mindful to people's schedules and religious observances.
- Send out the agenda in advance and give plenty of space for discussion. Give a timeframe for partners to add points to the agenda before it is finalized.
- Have someone take notes at each meeting and send these minutes out to all members afterwards.

- Come to the meeting with a suggestion for the next meeting time so participants can block out dates in their calendars. Hold regular meetings to keep the coalition active; having a predictable schedule and timeframe for meetings can boost attendance.
- Be prepared. Have a proposed goal or ideas for directions that leverage partners' experience.
- Train meeting leaders in facilitation techniques to keep discussions on track and to be prepared in the case of disagreements.

Creating a welcoming atmosphere

Successful meetings, high attendance, and accountability among partners can ultimately boil down to the atmosphere at meetings. Investing in meetings as positive and empowering experiences for members will help the coalition's ability to function and reach its goals.

Whether you are working with others who have experience in coalitions or those who are part of a coalition for the first time, it is vital to ensure that coalition members are equipped to contribute to the coalition. Provide an overview, introduce basic elements of the coalition, and ensure facilitators are trained to handle conflict. Investing time in this at the beginning, while it may not seem like a priority and while you may be eager to jump into programming, can set the stage for a much more collaborative space and equip coalition members to be able to contribute in the best way possible. Core principles for interacting, as well as guiding values, should be developed by the group, and all group members should agree to follow these ground rules.

Take the time for coalition members to get to know each other and build trust. Consider incorporating ice breakers and small group activities into your agenda so that people have an opportunity to learn more about each other and interact. You could also have a designated social time (with food!) before the official start of the meeting. (If you do this, make sure that members of the group are designated to welcome newcomers and introduce them around so that nobody is left standing alone.)

Ruth Zeifert, Beth Shalom (Munich, Germany): *"Of course it is important to make sure all the elements of the coalition are clear and that the partners are on the same page. But don't forget to make sure that everyone understands even the most basic elements: what is a coalition? What is the coalition trying to achieve? As eager as everyone will be to start planning joint events, it's important to spend time thinking about and planning the coalition before you jump into working on it."*

Rabbi Daniela Touati, Keren Or (Lyon, France): *"Often for topics that people care about, emotions are involved and can be difficult to manage. It's helpful to provide training in project management and facilitation for the project leaders and those who facilitate the meeting to know what to do."*

Lea Bejet, Communauté Juive Libérale (Paris, France): *"By just opening synagogue doors to our partners, we created an amazing atmosphere. Some of our partners were afraid of not being in the right place or allowed, or they didn't know how to act. By opening doors, inviting questions and discussion, and emphasizing the value of interreligious curiosity and dialogue we were able to make them feel welcome."*

An example agenda for the first coalition meeting is attached in Annex 3. Further Guidance for facilitating group discussions can be found in the Gishur Jewish Holiday Resources.[6]

Transparency about resources

Ongoing awareness about the coalition's resources, open discussion of the coalition's budget, and monitoring additional opportunities—whether for funding, communications, or partnerships—is an important element of coalition meetings. Ensuring that all members of the coalition are aware of the resources available promotes trust and supports the coalition's collective governance.

Structuring governance

The coalition can set itself up for success by defining and formalising governance structures early in its development. Establishing accountability measures, decision making structure, clear coalition norms, and internal systems of communication will transition the coalition from a group of people with a goal to a formal body set up to achieve change. Discussing these structures in the first meeting and fine-tuning as you go gives all partners a voice in crafting the coalition that they want to be part of and accountable to. Such a foundation is important for the coalition's continuity yet does not have to be set in stone; it can change as the coalition continues and expands.

Accountability measures

While a group of people working together is an advantage, one of the things that makes a coalition particularly effective is defining a leadership and decision-making structure which promotes accountability among coalition partners. Institutionalizing personal trust relations, even informally, will help stabilise them.

The extent to which formal decision-making structures are helpful and necessary can vary based on your coalition's setup. In some cases implementing structured accountability measures could present challenges to the flow and flexibility of a coalition. Sometimes just having strong relationships with partners can be the basis of accountability and a functional coalition. Still, defining the roles and responsibilities of each coalition member can work as an accountability mechanism and provide opportunities for direct ownership.

Galit Cohen, Communauté Juive Libérale (Paris, France): *" When we launched our coalition, we assigned everyone with different roles to facilitate accountability, which we documented: there's always a person taking notes, a treasurer, a partner in charge of overseeing the educational and pedagogical content, communications, and marketing. Still, everyone did a bit of everything as there was this really collaborative atmosphere and a horizontal style of governance. If anything, everyone is involved in every aspect and has opportunities to lead there."*

Lea Bejet, Communauté Juive Libérale (Paris, France): *"The idea is that if and when the coalition grows, we'll be able to fall back upon these roles more and it will be clear what people are supposed to do. However, as we have a small group of member organisations at the moment, it ends up being collaborative and flexible."*

Fabio Ben Fantini, Beth Hillel (Rome, Italy): *"Once you identify and recruit coalition members, start a 1:1 relationship with them. This creates trust before your project is launched and provides a solid basis for a coalition.*

Marie-Hélène Roberi, Keren Or (Lyon, France): *"Accountability begins with identifying stakeholders who have the capacity to support the coalition."*

Decision-making

Another important element of Phase II is identifying how decisions will be made among coalition partners. Doing so sets the stage for a productive coalition even in light of disagreement, ensuring that decisions will be fair and that conflict over the outcome of such decisions will be resolved whenever possible.

Some coalitions may benefit from decision-making in informal discussion and forums. This works best in congregations with close relationships to their partners, or with smaller coalitions, as there are fewer voices to be factored into consideration for decisions. The larger the coalition, the more critical structures and governance mechanisms become to ensure that everyone's voice is heard.

There are various models for decision-making within a coalition. Many coalitions rely on some form of consensus-based decision making. In some coalitions, no action can be taken in the name of the coalition unless all partners affirmatively agree. In others, members will discuss a proposed decision, ensure that all of those with an objection or concern have a chance to speak, and consider whether the proposal can be revised to address the concerns that have been raised. If objections remain, the coalition may require a certain threshold of support to move forward (such as two-thirdss of those present) or they may allow members who object strongly enough to block the decision. In any case, it is critical to lay out these processes before your coalition finds itself at a point of disagreement.

Rabbi Brian Doyle-Du Breuil, International Jewish Centre (Brussels, Belgium): *"As such a large and diverse group, it is essential for the group to evolve its own goals and decisions in a democratic way."*

Galit Cohen, Communauté Juive Libérale (Paris, France): *"We have a very collaborative dynamic in our meetings: everyone has the right to contribute and object to ideas. Everyone is involved."*

Fabio Ben Fantini, Beth Hillel (Rome, Italy): *"We have constant communications with all the partners. The four partners decide what will be the topics for our next event. Everything is decided democratically by all four partners and when the subject is chosen it is passed on to me, and I do the promotional material, and all partners will do the necessary communications to their respective audiences. Then basically there is a continuous communication between us to finalize the project."*

Rules and norms of the coalition

Another important element of Phase II is setting ground rules and norms for the coalition. Collectively setting rules not only allows for intercultural exchange, but consolidates the coalition as a place of respect, ensuring all voices will be heard in the long run. It is important to agree on how members will respond if the coalition's ground rules are violated: that is, ensure the facilitators have adequate training to handle such violations and that all members feel a sense of shared responsibility to uphold and help support group norms.

Fabi Ben Fantini, Beth Hillel (Rome, Italy): *"When managing these kinds of groups, you have to really set rules and regulations before meeting. We have a code of conduct which we read before every single coalition meeting. It happened once that we didn't start with that and there was a new person who came and made comments that were not constructive and almost offensive; we were able to recuperate that situation by intervening immediately with the rules of discussion, but this can happen when you have interreligious open forums. It's very good to start with rules and regulations so people know where they stand and are more mindful to the impact of their words in our space."*

Make sure that these ground rules are written down. Hang them someplace visible or include them on the agenda for every meeting. Review these ground rules periodically by asking if there is anything participants would like to add or change moving forward (and ask if the full group assents to any proposed changes).

Beth Hillel Rome Code of Conduct:

REGOLE D'ORO PER LO SCRIPTURAL REASONING

15/06/2023

"IL SILENZIO"

1. Attenersi ai testi selezionati nei propri commenti
2. Ascoltare attentamente gli altri partecipanti
3. Lasciare lo spazio e il tempo a tutti di esprimersi
4. Evitare di entrare in dinamiche di "botta e risposta" che limitano la conversazione a pochi partecipanti
5. Rispettare l'importanza del testo sacro per gli altri partecipanti e l'opinione di ciascuno
6. Evitare generalizzazioni ("i cristiani pensano che...") e parlare in prima persona ("io credo che...")
7. Non attendersi di arrivare ad un punto di accordo ma gioire nel vedere la ricchezza delle differenze
8. Nello spirito del progetto, evitare di parlare o bisbigliare con il proprio vicino, sia per favorire un clima di silenzio e concentrazione, sia per condividere con l'assemblea le proprie riflessioni
9. Ricordiamo che SR non è una discussione sulla veridicità del credo di ognuno, ma piuttosto un momento di confronto e condivisone per poter crescere nella conoscenza e nel rispetto reciproco

Religions for Peace Sezione italiana · Beth Hillel Roma · Istituto Tevere · European Union for Progressive Judaism Foundation

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Neighbours · HIAS Europe

Golden Rules for Scriptural Reasoning
"The Silence"

1. Stick to selected texts in your comments
2. Listen closely to the other participants
3. Leave space and time for everyone to express themselves
4. Avoid entering into 'back-and-forth' dynamics that limit the conversation to a few participants
5. Respect the importance of other participants' sacred text and everyone's opinion
6. Avoid generalisations ("Christians think that...") and talking in first person ("I believe that...")
7. Do not expect to reach a point of agreement but rejoice in seeing the richness of differences
8. In the spirit of the project, avoid talking or whispering with your neighbour, both to foster an atmosphere of silence and concentration, and to share your reflections with the assembly
9. Let us remember that spiritual reasoning is not a discussion on the veracity of one's beliefs, but rather a time for discussion and sharing in order to grow in knowledge and mutual respect

Internal communications

Setting up a coalition for success also requires an effective method of communicating among coalition members. What works best will vary depending on the systems that coalition partners are most comfortable using. The best systems offer both a means to reach all group members with updates and reminders and an archive of previous communications that members can access at their convenience. Free and low-cost options that meet these needs include Google Groups, Slack, and WhatsApp. Some of these platforms also provide a convenient way to store and share coalition documents and to work collaboratively on coalition materials.

Elisa Alfandari Beth Hillel (Rome, Italy): *"We had a WhatsApp group with everyone where we would send updates and reminders. This helped us reach people easily and coordinate our schedules. It also became an informal space that grew our trust and group dynamic."*

Diversity, equity, and inclusion: Phase II

When formalising and consolidating the coalition, it is important to take steps to ensure that the structures, rules, and roles identified are representative, equitable, and inclusive. An emphasis on diversity, equity, and inclusion is vital when selecting and securing stakeholders (Phase I) but does not stop there. Awareness and measures towards diversity, equity, and inclusion are just as vital to factor into considerations for leadership and governance structures. A coalition may have many women, but if none of them serve in leadership positions or have a say in the coalition's activities, the coalition cannot claim to operate in an equitable manner. It is thus important to ask not just "who is represented at the table," but also, "are diverse genders, races, and ethnicities truly empowered to contribute and lead in this space? Are all participants able to share their input and shape the coalition?"

Rabbi Daniela Touati, Keren Or (Lyon, France): *"It was important to us to have translators at our meetings to ensure that asylum seekers and refugees would be able to understand what was being said and respond in the language that was comfortable for them. This made our meetings much more accessible and allowed for a rich diversity of voices."*

There are various possible measures to facilitate more diverse, equitable, and inclusive coalitions based on the diverse identities represented and intersecting among coalition members. Additional strategies that support diversity, equity and inclusion in Phase II can include:

- Ensuring that the coalition's leadership is representative of coalition members and stakeholders more generally (i.e. women as 50 percent of coalition leadership)
- Rotating responsibilities at meetings so women are not always put in traditional notetaking and food-bringing roles
- Ensuring inclusive language in all coalition agreements
- Defining inclusive language and culture norms for the coalition and codifying them in writing
- Ensuring all members have access to coalition resources in a language they can understand, and on a platform that is accessible to them and meets their needs

Seek out resources to share and discuss with coalition partners as you develop your shared culture and coalition norms. Some examples to start with include: The Guide to Allyship and Interrupting Bias: Calling Out vs Calling In.

Concluding Phase II

Phase II ensures that relevant structures are in place to set up the coalition for success and minimize potential gridlock or conflict. Coalition meetings and governance mechanisms transition the coalition from an informal state to a functional group. Once the coalition's structures are in place, the coalition can begin its activities and secure its greatest impact. Note that as your coalition grows and evolves, you'll want to revisit Phase II to make sure that the structures and systems you put in place still meet your coalition's needs.

Phase III: Achieving Coalition Goals

Once the coalition is planned out and formalised, you move into the more publicly visible phase of coalition building in which your coalition is actively making progress towards its goals. This phase involves maximizing the coalition's impact through A. Actual activities run by the coalition, B. Assessing the impact of the coalition, and C. Strategies to sustain your coalition's efforts over the long term. While the steps taken in Phases I and II ultimately support a coalition's longevity, impact, and sustainability, the specific actions outlined below are important steps to maximize the coalition's impact in the short-term (for events and activities) as well as in the long-term (to keep the coalition running).

Many coalitions enter Phase III ready to dive straight into planning events and activities. Instead, take the time to return to your coalition's shared goals and discuss what strategies will most effectively build on your coalition's strengths to help you move towards your goals. Ask how you will know you are making progress, what timeline works for the group, and who will take responsibility for which aspects of the work. With a workplan that provides a roadmap to accomplishing your goals, you are ready to start planning activities in the most strategic way possible.

Coalition activities

Organising activities—events, service, advocacy—to further the objectives of the coalition is one of the most exciting and visible parts of coalition building. Various considerations go into implementing coalition activities and maximizing impact, including logistics, choosing the activity, external communications strategy, and flexibility.

Your overall coalition workplan shows how each individual activity will help you move closer to your big picture goals. Each activity should also have its own specific goals and plan. What do you need this activity to achieve in order to demonstrate progress? How will you know it is successful? What is your plan for follow up? Make sure you have enough lead-time to thoroughly plan and prepare for an activity to ensure the maximum impact.

Logistics

In planning coalition activities, it is important to make the space as accessible as possible and to consider

the logistical factors that contribute to people's ability to attend: location, accessibility, timing.

Amy Rosenthal, Beth Hillel (Rome, Italy): "*One of the reasons we had so many people attend our event was that it was a central location and easily accessible.*"

Rabbi Joel Oseran, Beth Hillel (Rome, Italy): "*Find a space with lots of parking and that's easily accessible by public transport. It may seem so small, but it massively adds to the accessibility of the event. It's also nice to add some atmospheric elements to bring people together—we provided a meal to participants at every event. A simple meal added massively to the sociability—chevrah—of the experience.*"

Planning well in advance of events and having a clear schedule of coalition activities can be important, too:

Katherine Gundolf, Or Chadasch (Vienna, Austria): "*Be aware that you're not alone defining the time schedule. You often depend on your partner, and this may cause delays. So be prepared for these delays and take them into account by setting up your schedule up front.*"

Choosing an activity

While your coalition's activities should be directly connected with the coalition's goals, there are other consideration to bear in mind. Ask yourselves:

- Does this activity reflect the values of our coalition?
- Are all coalition partners comfortable with the activity?
- Does it play to our strengths? Do we have expertise, time, and resources to pull it off successfully?
- How can we use this activity to set ourselves up for future success? (Think about attracting new members, gaining positive media coverage, raising funds, moving more coalition members into leadership roles, etc.)

Coalitions bring together stakeholders with diverse expertise. Play to this strength by inviting specific partners to take ownership of specific events; for example, if you have Muslim, Jewish, and Christian partners, each partner could host a dinner in their place of worship—mosque, synagogue, or church. Doing so provides a clearer division of labour. There may also be common interests or specializations among partners, such as art. This can also be a strong foundation for a coalition event that leverages partners' experiences.

Ruth Zeifert, Beth Shalom: *"Our coalition's goal was to get schools to offer a more inclusive curriculum for religious education. To that end, we gave representatives of diverse religions a platform to share their knowledge and experiences with teachers. This kind of forum allowed for such individuals to inform what is being taught about them in schools. Each of our partners—Hindu, Buddhist, Jewish, Muslim—led a session where they shared their religious texts with a group of teachers."*

External communication

A successful coalition activity also hinges upon the ability for its messages, events, and impact to reach a wider audience. Ensuring coalition events have a strong communications strategy to spread the word before, during, and after will maximize the impact of the event. Strategies can include press releases, social media activity, flyers, and advertising.

Your communications strategy should be appropriate for the activity and should tie in with your coalition's broader communications plan. In other words, the messages conveyed through your activity should reflect and complement your coalition's overall messaging. Make sure your communications plan includes a timeline with adequate lead-time for your review process, to give potential participants enough

notice, to reach out to media and elected officials, and to build excitement as the event approaches. With the framework of gender mainstreaming, consider also whether and how women are represented in your external communications.

Pivoting when faced with challenges

As much as you may plan for a successful coalition program, you may be met with challenges and setbacks, whether in the form of low attendance, lack of engagement of participants or policymakers, low response rate, or having to reschedule or cancel the event. It is important to stay flexible and proactive when faced with these issues.

Your event plan should include a series of check-ins to make sure that things are progressing as needed. It can be helpful to ask participants to register in advance so you know whether you will have a critical mass—and whether you need to redouble your outreach efforts. You can also have plans to "shrink the space" (for example by moving planters or tables around) to make the room feel more full. Set a date for the planning team to come together to assess whether the coalition should move forward with the event as planned or if a pivot (whether changing the nature of the event or cancelling outright) is needed.

Having low attendance at an event does not mean that its impact has not been felt, nor should it feel like a major roadblock in the coalition achieving its goal. If an event does not go as planned, sit down and assess all the factors that may have contributed to that. If it is a Friday afternoon and you are working with teachers, try to schedule the next event on an evening during the week. If the location was too far for some stakeholders, try having the next meeting in a different location that's closer to them. If the event was not exciting or interesting enough or there were too many competing events, consider the unique angle and experience that your coalition could provide.

Ruth Zeifert, Beth Shalom (Munich, Germany): *"We didn't have as many participants as we had hoped for at our coalition building events, as our target audience—religious teachers—are extremely busy and don't have a lot of time for extra work. We didn't want the content of our sessions to go to waste so we ended up making a podcast of what was discussed so teachers and those who were interested would be able to listen anytime. This also made the sessions even more impactful as others could listen to this anywhere, anytime."*

This quote provides a great example of pivoting to make the most of a coalition's work. It also highlights the importance of understanding your targeted audience before going too far along the road in planning your event.

Evaluating impact

Understanding whether the coalition is on track to meet its goals, as well as the experience of various members, will help the coalition stay on track. Review your coalition's workplan on a regular basis. It can and should be an ongoing conversation among partners to discuss the relevance of the coalition's goal, whether the strategies you chose are moving you towards your goal in the ways you anticipated, and determine whether the coalition should continue functioning or adjust its focus. Formal evaluations should be regularly woven into the coalition to get the best possible sense of its impact. A template for evaluating the coalition can be found in Annex 4.

Coalitions can undertake two types of evaluations: subjective and objective. A subjective evaluation involves asking coalition partners to evaluate their experience in the coalition and the degree to which they think the coalition has had an impact. An objective evaluation involves evaluating whether the coalition has met its targets by considering the following questions:

- What was the original goal of the coalition and what challenges were anticipated?
- To what degree has the coalition formalised, creating structures that will allow it to continue to function?
- What has been the most successful outcome of the coalition?
- Who has the coalition reached?
- What are the short-term, medium-term, and anticipated-long term impacts of the coalition?
- How has the coalition benefited your congregation?
- Does your congregation have the resources to continue supporting the coalition?
- Does the coalition have the resources to continue functioning well?[7]

Return to the SMART goals developed by your coalition. The goals that you developed will provide you with objective criteria to determine whether your coalition has had its intended impact. Having shared spreadsheets or documents to track goals and targets, and sharing the results of any previous evaluations, can be particularly beneficial in conducting an objective evaluation of the coalition.

Coalition sustainability

If you followed the strategies from Part I and Part II, your coalition has laid the groundwork to becoming sustainable in the long term. Additional measures to adapt to changing circumstances are important to keep the coalition alive and relevant.

Changing contexts

A coalition's ability to continue functioning in the long-term requires adapting to changing circumstances. For example, although your coalition may have focused on one issue or a specific objective, a local instance of antisemitism or racism may demand that you pivot towards addressing it. Staying true to your

initial objectives and goals, while maximizing your capacity and addressing the most pressing concerns of local stakeholders is no small task. Phase I's focus on outlining clear objectives with reachable targets, while monitoring opportunities to expand upon your work, will help ensure you are able to pivot when necessary.

Handing over responsibilities

Creating a coalition that is sustainable also may mean preparing for a new set of leaders and partners to take over its functioning. This transition involves recruiting someone and ensuring that the individual is adequately trained and educated on the project.

Rabbi Daniela Touati, Keren Or (Lyon, France): *"What helped us transition coalition members is that we have everything in writing, so we build on many documents. Everything is easily accessible in our shared folders, too, so when Marie-Helene took over responsibilities, she was able to see very clearly what has already been done."*

Marie-Hélène Roberi, Keren Or (Lyon, France): *"I began working on the coalition in the middle of the project, but it was a very easy and smooth transition. When you have a new environment, it can be difficult but Daniela—our rabbi—and the previous project leader made the transition seamless. The project leader had a long meeting with me to explain everything and was always open to sharing questions and support. Daniela was very supportive and accessible, which was important in picking up where the project had left off. We've also known each other for a long time so it's easy for us to exchange and work together, which really helped here."*

Tracking additional opportunities and sources of funding

A coalition is dynamic and, whether you plan for it or not, will likely change as local context, coalition members, and the activities develop. By proactively seeking out additional opportunities or funding to support the coalition, the coalition's impact can multiply beyond what you had originally planned. Coalitions can be a fantastic launch point to sustained activism and activities, as well as long-term partnerships.

Coalitions that participated in the Neighbours project tracked and considered additional opportunities and sources of funding to support their continued efforts towards their goals. Partners implemented this element into the coalition framework:

Rabbi Daniela Touati, Keren Or (Lyon, France): *"Our partners already made it clear that they are interested in having a more long-term relationship with us. We've been able to move beyond the additional project goal to support them in the policy setting, advocating for and impacting laws. It will be something that will last in the long-term because we are in the same state of mind and share the same values."*

Fabio Ben Fantini, Beth Hillel (Rome, Italy): *"The interesting thing about our coalition is that its impact goes beyond the project and its objectives: we've reached more people interested in our events, we've been invited to a Muslim Eid feast and other interfaith events, we've been invited to new partnerships and projects, and so on. It's not only the coalition building but everything it will then create afterwards."*

Diversity, equity, and inclusion: Phase III

As transversal to the process of coalition building, diversity, equity, and inclusion must be brought through to the third phase of coalition building. Continue to assess whether your coalition meets its objectives and take seriously any concerns about diversity, equity, and inclusion. You want to ensure the coalition's impact is as equitable and inclusive as its goals and objectives.

This can look like:

- Identifying and inviting audiences from diverse communities to coalition activities
- Ensuring the space is accessible to all: consider mobility, linguistic capabilities, distance etc.
- Planning for how your coalition will welcome and onboard newcomers
- Ensuring that food caters to everyone's dietary restrictions (i.e., either providing options for Kosher, Halal, allergies, vegan, etc. or, if possible, making the whole meal accessible to all participants)
- Planning events at a time that is inclusive (ensuring they do not overlap with religious holidays or observances)
- Considering, as part of a possible evaluation, the distinctive impact of the coalition's activities on both men and women.
- Ensuring external communications highlight the diversity of the coalition and reflect women's experiences

Concluding Phase III

It is always possible to continue to build upon Phase III's greatest successes, as the coalitions set themselves up to continue pursuing their goals and making tremendous impacts. The mechanisms outlined above empower coalitions to cultivate long-lasting networks of social change and cohesion, enhancing the impact of the coalition and enabling it to become a functional part of local interfaith relations.

And back again

As you have followed along with this guide, you may have come to realise that the three phases we've outlined are actually more of a continuing cycle, rather than a linear process. At each stage of your coalition's development, go back to Phase I and ask whether there are additional stakeholders who should be at the table. Go back to Phase II and consider whether the coalition's structures and norms continue to serve it well or if there are aspects you should change. Review your Phase III workplan and make sure it is the best way for the coalition to move together towards your shared goals. Through all of this, ask whether the coalition is diverse (in particular, does it represent the people most impacted by the coalition's activities), whether it is equitable (does your coalition perpetuate injustices and disparities that you see in the community or does it actively dismantle them), and whether it is inclusive (do you create an atmosphere in which all members feel that their opinions are valued and their voices are heard).

Conclusion

Building a coalition involves challenging conversations, dedicated time, and adequate resources at your disposal. We hope that this guide will break down the challenge of starting a grassroots coalition through the three phases above, using tools and resources already available to you.

While a strong, sustainable coalition is no small feat, it is within reach by following the guidelines provided. An impactful coalition can catalyze change in communities, for example by providing a more welcoming environment for newcomers, contributing to a more cohesive and resilient society, or simply by facilitating social integration. Coalitions can help address antisemitism, as well as other forms of hatred. No less important, personal interactions between individuals of diverse backgrounds lead to increased understanding, and probably friendships too.

This guide documents the knowledge and experiences of eight European Jewish congregations in building diverse (interfaith) coalitions across Europe that promote social cohesion at the local level, with a particular focus on the social integration of people with a migration background. From this experience we learned a central lesson: action-oriented coalitions that effect concrete change will only thrive if basic trust has been formed between the members of the coalition.

The model described within the guide supported interfaith coalition building in diverse local contexts and can continue to be adapted to the needs of your coalition. If you are inspired by the work of the Neighbours partners to start a similar coalition in your own community, we encourage you to reach out and share your story. You, the reader, play a part in this guide's continued use. Where will these lessons take you?

Glossary of key terms

Advocacy: Efforts to build public support on behalf of a cause or idea in order to influence political, social, and/or economic policies or practices.

Antisemitism: Prejudice, hatred, or discrimination directed against Jewish individuals and communities based on real, perceived, or stereotypical characteristics.

Coalition: Within the context of this guide, a coalition is a joint initiative where partners (stakeholders) of different faiths or cultures unite and act around a common theme.

Diversity: The representation of people from a variety of backgrounds, identities, and beliefs in a group; this includes from different religions, races, ethnicities, nationalities, sexualities, gender identities, political affiliations, and more.

Equity: Justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires recognition of the underlying or root causes of disparities within our society. Equity is different from equality in that it calls for the allocation of resources with an eye to differences to achieve an outcome that is equal as opposed to giving the same amount to people regardless of their circumstances.

Gender Mainstreaming: Awareness and corrective action with respect to the ways that gender exacerbates the involvement and experiences of individuals who are taking part in and affected by the work being done. Actively dismantling roles and stereotypes that may be applied to an individual based simply on their gender identity.

Inclusion: Creating policies and practices that welcome and accommodate all sorts of people, particularly those who have a history being excluded.

Interfaith: Involving members or representatives of different faiths.

Islamophobia: Prejudice, hatred, or discrimination directed against Muslim individuals and communities.

Migrant: Someone who has moved from their country of origin to a different country, often seeking economic opportunities and mobility.

Racism: Prejudice, hatred, or discrimination against individuals and groups of people based on their race or ethnicity.

Refugee: Someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion

Sexism: Discrimination against individuals based on their (real or perceived) sex or gender. Sexism is especially directed against women and girls.

Stakeholder: A stakeholder is an individual, group, or organisation that may affect, be affected by, or perceive itself to be affected by the issue that the coalition is working to address.

> ***Internal* Stakeholders**: Those within your community, congregation, or organisation with a vested interest in the success of the coalition. For example, board members, synagogue directors, and rabbis.
>
> ***External* Stakeholders**: Individuals, communities, or organisations from outside of your congregation who have a vested interest in the objective of your coalition. For example, if the coalition is against xenophobia, anti-discrimination organisations, or a nearby mosque.

Xenophobia: Prejudice, hatred, or discrimination against individuals or groups of people that are perceived as "foreign." Xenophobia goes hand-in-hand with racism, antisemitism, Islamophobia, and other prejudices: it is historically directed towards immigrants from minority backgrounds, such as Jewish people, Muslim people, and people of colour.

Annexes

1. Coalitions established within framework of Neighbours project

Within the context of the Neighbours project eight local coalitions were established. These coalitions built bridges among stakeholders of different faiths and cultures over shared goals, namely against xenophobia, racism, and antisemitism. The summaries below may inspire others to join these coalitions or to initiate similar such actions in other locations.

Beth Hillel Rome established both an **Adult and Young Adult Coalition of Religious Leaders**. Both coalitions aimed to be a strong voice affirming mutual understanding and combatting bigotry, racism, and xenophobia. The Adult Coalition brought together the following stakeholders: Scriptural Reasoning Rome supported by Istituto Tevere Rome, Religions for Peace Italy, Friends of Deir Mar Musa and Beth Hillel Rome. The coalition launched in March 2023 with a session by Scriptural Reasoning Rome discussing the theme "Love your Neighbour" according to the three monotheistic religions (Judaism, Christianity, and Islam). The coalition leveraged text-study as a means of building bridges and a united front for a total of four events. The other three events will be with guest speakers (Christian, Muslim, and Jewish) talking according to their religious beliefs and perspectives about the importance of inter-religious work.

Beth Hillel Rome's Young Adult Coalition was founded in parallel to the Adult Coalition and is composed of representatives of various faiths (Catholic, Muslim, Jewish). As part of coalition activities, they conducted classroom programmes in schools across Rome to educate students about the di erent religious tenets and grow their sense of understanding and tolerance.

Beth Shalom Munich created a **Council of Religions**. They invited religious representatives to present their texts to religious teachers. As religion is a required subject in German state schools, this allows for the most authentic education on religion possible and reduces prejudice. They held inter-faith meetings as well as dialogue with religious leaders who talked about their religious texts. Following the text exchange, they assessed the possibility of moving towards a permanent working group with participants odi erent religions as well as state representatives. Beth Shalom held a kick-off meeting in April 2023.

Communauté Juive Libérale d'Île-de-France (CJL) set up an **Inter-faith Youth Dialogue Coalition** to build long-lasting relationships among different inter-faith youth movements in Paris, placing youth at the centre of the discussion. The coalition involved three different faith-based youth movements: Soka (Buddhist), Centre des Lumières (Muslim), and Netzer (Jewish). CJL had their first launch meeting in February 2023, where they defined the role of each partner (financial management, secretary, pedagogical content management, planning management). They hosted various inter-faith events at both a mosque and synagogue.

HaKochaw Unna worked with trusted inter-faith community partners to **support the integration of refugees in Germany and the fight against antisemitism and xenophobia.** Their coalition involved Kommunales Intergrationszentrum Kreis Unna, Berufskolleg Werkstatt Unna, Evangelischer Kirchenkreis Unna, Integrationsrat der Kreisstadt Unna, and Stern Jüdischer Kulturell Integrativer Verein e.V. Their first meeting as a coalition was in February 2023 where they formalised the roles of each of the partners. Since they had many contacts that deal with migrants and/or refugees from different countries and given the presence of Ukrainian refugees in Germany, they directed their coalition to support Ukrainian refugees in Unna. To maximise their coalition possibilities, HaKochaw's inter-faith coalition came together to form an inter-faith **Welcome Circle, a group of volunteers aimed at supporting Ukrainian refugees** to self-sufficiency; their activities included German language courses, arranging for children to go to school, and cultural events. Being part of this enabled them to have access to additional resources and training through HIAS Europe's Welcome Circle programme to work directly in support of individuals fleeing Ukraine.

International Jewish Centre Brussels set up a coalition of 15+ members to fill a gap in education and advocacy against antisemitism. Their coalition brought together diverse organisations in Belgium—mostly Jewish organisations with a stake in the mission, but also local Muslim partners and others who are engaged in combating antisemitism, racism, and Islamophobia. Their coalition was launched in April 2023 and followed by various events, including a training on antisemitism led by CEJI : A Jewish Contribution to an Inclusive Europe.

Keren Or Lyon's coalition created **innovative shared testimonies among Holocaust survivors, Jewish immigrants from different generations, and Ukrainian newcomers** in the Lyon area. The coalition enhanced understanding among groups with diverse experiences of migration, who otherwise would have no chance of coming together in a formal setting. Their coalition promoted social integration, memory work, and the power to act. Keren Or's local partners included Weavers and Collectif Traversées Narratives. They launched the coalition in February 2023, held a series of meetings to share testimonies, and followed-up with an exposition and evaluation. The Neighbours coalition was a foundation for more long-term cooperation and relationships among partners, as they continued the project with new rounds of Weavers participants and supported partners' advocacy initiatives.

Liberaal Joodse Gemeente Amsterdam (LJG) built a **coalition fighting antisemitism, Islamophobia and other forms of discrimination through inter-faith dialogue among three major monotheistic religions.** Their coalition nurtured better community cohesion within the Netherlands and took steps to expand interfaith partnerships. They hosted several events—both youth- and adult-directed—that brought together individuals from the three religions in dialogue and song. Their coalition governance was structured to empower both adult and youth leaders.

Or Chadasch Vienna founded a coalition with the Islamische Glaubensgemeinschaft in Österreich and the Initiative Muslimischer Österreicher*innen. The IGgÖ and the IMÖ have a network of 300 Austrian teachers who are responsible for teaching

Muslim religion classes. The broad goal was fighting antisemitism, xenophobia, and racism, while the coalition's more specific intervention was to help Muslim teachers understand Judaism and reduce barriers to antisemitism. They hosted workshops for teachers to introduce educational materials on Judaism and opened a dialogue among Jews and Muslims locally. In coalition building, Or Chadasch established important, long-term local partnerships with organisations and European Union institutions combatting antisemitism, racism, and xenophobia, including with the Vienna-based Fundamental Rights Agency.

2. Goal setting resource

Which issues are important to your community at this moment in time?

Are there any recent events that would be relevant to respond to as a coalition (i.e. cases of antisemitism, policies)?

Who are you as a coalition? What kinds of experience, expertise, and skills do you have access to?

What is the purpose of the coalition?

(i.e.: fight intolerance and discrimination of all forms)

Guiding questions to break down SMART goals

Specific. What exactly are you trying to achieve?	
Measurable. How will you measure whether your goal has been reached? Think of ways you can track progress on an ongoing basis, as well as more long-term.	
Achievable. Given the resources you have available, what are you able to achieve?	
Relevant. How is your coalition relevant to your community? To others? What local developments do you feel compelled to respond to?	
Time-bound. What is a realistic timeframe in which you can achieve your objective? What are some short-term benchmarks or objectives you could use to indicate that you are making progress towards your goals?	

Based on the above define **3-5 SMART Goals** for your coalition:

Setting targets

The targets you set should be relevant to your coalition's goals. Your local context and what you want to achieve as a group will determine the optimum targets below—more isn't always better. Consider these suggested targets as launching points for discussions with your coalition partners about the best ways to meet the coalition's unique needs and accomplish your shared goals.

Goal	In the Next 3 Months	Within 3-6 Months	Within 7-12 Months
Stakeholder Outreach			
Number of Organisations Reached Out To			
Number of Women/ LGBTQ+ Individuals Reached Out To			
Number of Different Faiths Reached Out To			
Number of Youth Reached Out To			
Number of Elderly Reached Out To			
Coalition Composition			
Number of Organisations in Coalition			
Number of Women/LGTQ+ Individuals in Coalition			
Number of Faiths Represented			
Number of Individuals with Migration Background Represented			
Number of Youth Represented			
Number of Elderly represented			
Coalition Meetings			
Frequency of Meetings			
Number of Attendees per Meeting			
Coalition Activities			
Number of Attendees at Each Event			
Number of Activities			

For coalition meetings

Frequency of meetings:

Number of attendees per meeting:

For coalition activities:

Number of attendees at each event:

Number of activities per quarter:

Calendar

Create a calendar for each quarter of the year and identify the targets you'd like to reach by then.

Quarter 1:

Quarter 2:

Quarter 3:

Quarter 4:

3. Sample agenda

Facilitation tip: BEFORE the meeting: Consider dividing facilitation duties among multiple partners to send a message of shared ownership and buy-in. Ensure that those facilitating the meeting are well prepared, understand the meeting goals, and are equipped to deal with conflict and facilitate an inclusive dynamic.

Facilitation tip: Training on non-violent communication and inclusion would be an asset.

Facilitation tip: Depending on the amount of time available and how well the group knows each other, you may not be able to get through this entire agenda in a single meeting. Groups that are not well acquainted may benefit from more time spent discussing group norms and agreeing on a shared goal, leaving conversations about the coalition's structure and governance until later. It's more important to end this meeting with participants feeling energized, excited, and included than to check off all the boxes in the agenda below.

First Coalition Meeting Date, Time:
In Attendance:
Facilitator(s):
Notetaker(s):

Introductions and Welcome

a) Have all the coalition members introduce themselves and share something about why they've come today (or share whether you have experience working with other coalitions)

Setting the Ground Rules

a) What are the basic rules and norms that need to be upheld so that everyone feels respected and included in the coalition's decision-making?

i) Examples: respect one another, one person talking at a time, step-up and step-back
ii) Take note of these so it can become a permanent set of guidelines to begin each meeting.
iii) Check for consensus—is everyone willing to support the group in upholding these ground rules?

Needs Assessment and Goal Setting

a) See Annex 2 for Goal Setting Resource

b) **Facilitation tip:** If you have more than 10 people at the meeting, consider breaking into small groups (3-5 people each) and have each group work together on proposed goals. Bring the group back together and have each small group share their recommendations (put them on a flip chart or white board so everyone can see). Have the group discuss similarities and work together to synthesize the various recommendations into a set of goals that everyone can agree to.

Stakeholder identification

a) Based on the goals we've agreed to as a group, are there other stakeholders who should be at the table? If so, what's our plan for reaching out to them?

Deciding on Governance Structure

a) Discussion: How will this coalition make decisions?
   i) Review some different decision-making models and processes and ask partners what has worked well for them in other contexts.

   ii)Strive for consensus on the question of how the group will decide things in the future.

b) Discussion: What is the best structure to help this coalition accomplish our goals?
   i) Outline the kinds of roles that may be necessary for good governance, i.e., a secretary, treasurer, a communications representative.
   ii)Invite participants to share governance structures that have worked well in other groups they've been part of.

c) Have each coalition member identify their own and their organisation's strengths. What roles best align with these? How will the group choose its leadership and assign roles? (Do not make assignments at this meeting—give people time to think about what role they would like to play and what they have capacity for. Plan to do outreach to participants after the meeting to discuss their interests and encourage them to take on a particular role.)

Follow-up and Next Steps

a) Agree on a date for the next meeting

b) Review assignments and follow up items identified during the meeting

c) Check out

Facilitation tip: Close the meeting by asking everyone to share one or two words about how they're feeling now. Facilitators should go first to model (e.g. excited, grateful, energized). After everyone has spoken be sure to thank the group for their time and participation.

After the meeting, send out minutes, including a reminder of the next meeting date and assignments.

4. Coalition evaluation

It can be valuable to invite all coalition members to complete this subjective evaluation on an annual basis. Review the aggregate findings with the coalition leadership and with the group as a whole, and track trends and changes over time.

Subjective evaluation of the coalition

Rank your agreement to the following statements: 1 being strongly disagree, 10 as strongly agree. Add comments to explain your ranking.

I feel that the coalition has achieved what it set out to. Or: The coalition is on track to achieving its goals.	1	2	3	4	5	6	7	8	9	10
I feel the coalition's governance structure has supported the coalition in achieving its goals.	1	2	3	4	5	6	7	8	9	10
I feel the coalition is inclusive and empowering of diverse individuals.	1	2	3	4	5	6	7	8	9	10
I feel that my voice is heard and my opinion valued.	1	2	3	4	5	6	7	8	9	10
I feel the coalition's work has been recognized by the community of people its work effects.	1	2	3	4	5	6	7	8	9	10
I feel the coalition's work has been recognized by relevant political or policy-based stakeholders (please list who).	1	2	3	4	5	6	7	8	9	10

Comment on the questions below.

What have been the greatest obstacles to the coalition's success?
What are the coalition's greatest strengths?
What changes would you like to see in the coalition in the coming year?

The below table and categories can be customized according to the specific goals your coalition sets using the "Goal Setting" framework above.

Objective evaluation of the coalition

Category	Target	Actual	% over/under Goal	Comments
Number of events				
Number of participants engaged				
Number of youth involved				
Number of women involved				

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Endnotes

[1] Full description of the coalitions that these partners built can be found in Annex 1.

[2] See Antisemitism: Overview of antisemitic incidents recorded in the European Union 2010-2020 | European Union Agency for Fundamental Rights (europa.eu)

[3] See EU Strategy on combating antisemitism and fostering Jewish life (2021 - 2030) (europa.eu)

[4] Newton, Kenneth & Zmerli, Sonja. (2011). Three Forms of Trust and their Association.

[5] Gender Impact Assessment, Gender Mainstreaming Toolkit.

[6] Available online at https://hias.org/hias-eu/gishur-connecting-communities/

[7] See OSCE/ODIHR, Coalition Building for Tolerance and Non-Discrimination (2018).

Neighbours

Funded by the European Union

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