



Self-Assessment Workbook for the Hunger Free Communities Network™

Alliance to End Hunger

September 2018

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The first six sections of the SAW tool have been adapted from the Organizational Capacity Assessment for Community-Based Organizations (June 2012) tool developed by *John Snow, Inc.* and *Initiatives, Inc.* under the New Partners Initiative Technical Assistance (NuPita) project funded by USAID contract GHS-I-00-07-00002-00.

Three of the last four items in section eight of the SAW on policy analysis, advocacy, and sectoral leadership incorporate some language from the STAR Method developed by the organization Root Change.

The SAW document was repurposed in 2017 for the Alliance to End Hunger's Hunger Free Communities Network™ in the United States. The author of this edition is Minerva Delgado with assistance from AmeriCorps VISTA Members Erin Leonard and Brittany Madison. Vital feedback in adapting this tool was provided by Dr. Julia Carboni, Rachel Reis and Sarah Liewer. Section ten was written by Erica A. McCoy, Bill Emerson National Hunger Fellow. General Mills Foundation provided valuable support for the development of this edition.

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Disclaimer

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Self-Assessment Workbook (SAW) for the Hunger Free Communities (HFC) Network™

Introduction

The Alliance to End Hunger engages diverse institutions to build the public and political will to end hunger at home and abroad. The Alliance is a coalition of over 90 members—corporations, non-profits, faith-based organizations, universities, foundations, international organizations, and individuals—who share the conviction that addressing hunger is essential. The Hunger Free Communities (HFC) initiative is the Alliance’s signature domestic program focused on developing a foundation of public will—in communities and in Congress—to make a lasting impact in the lives of hungry people.

The Alliance launched the Hunger Free Communities (HFC) Network™ initiative in 2010, responding to the need of community leaders across the country to learn best practices to help increase local food security. Working with over 70 coalitions, this initiative is the largest convener of Hunger Free Community efforts throughout the country. Hunger Free Community coalitions vary in size, scope and approach but share the belief that to end hunger at the local level a broad range of community stakeholders must unite behind a common vision and strategy.

The Alliance works with these diverse local stakeholders to support their work to better understand hunger in their communities, identify underserved populations, gaps among programs and untapped resources. The Alliance advances the HFC network by providing multiple platforms that foster communication between coalitions; convenings for the sharing of best practices and lessons learned; and capacity building tools and resources. Investments in the HFC Network yield deeper understanding of hunger in our communities and among our political leaders; greater capacity and better coordination of emergency food programs; and improved access to and enrollment in public nutrition programs.

The Alliance has identified the stages of development for a Hunger Free Community coalition (see Figure 1). An important aim of the HFC Network initiative is to build the capacity of HFC coalitions to move along a path of greater impact through organizational development.

Figure 1.

Stages of Hunger Free Community Coalitions



Performing	Community achieves high food security; full community engagement in nutrition programs; robust emergency food system/crisis response
Emerging/maturing	Sustainable network with political and social capital has been created; high cross-sector food system coordination and communication; coordination of hunger relief efforts across sectors; duplication of efforts and programmatic gaps eliminated
Formalizing	Groups start cooperating and coordinating; individual organizations self-identify as part of HFC network; formalization of multi-sector coordination effort begins (may or may not lead to independent organization)
Coalescing	Convening of key community stakeholders follows call to action by strategic leader; identification of HFC leaders
Responding	Disparate hunger relief organizations/efforts established; typically, uncoordinated hunger relief efforts working in silos
Awakening	Recognition of low food security in a community

Alliance to End Hunger, 2018

Purpose

The Self-Assessment Workbook (SAW) is a tool to build the capacity of the HFC Network. The goal of the SAW is to assist a HFC coalition in determining for itself the critical elements for effective organizational management and network functioning and to identify those areas in need of strengthening or further development. The SAW is designed to enable organizational learning, foster team sharing, and encourage reflective self-assessment within an anti-hunger coalition. It can be used for strategic planning, evaluation and building group cohesion.

Not intended to be a scientific method, the value of the SAW is in its collaborative, self-guided process. It offers organizations and coalitions a chance to reflect on their current status compared to recognized standards and best practices.

A secondary goal of the SAW is to help the Alliance to End Hunger determine technical assistance and training needs across the HFC Network.

Using the SAW

The SAW assesses the capacity of a coalition and/or backbone support organization in ten major areas:

1. Governance
2. Administration
3. Human Resources
4. Financial Management
5. Organizational Management
6. Network Capacities
7. Program Design
8. Program Management
9. Policy Analysis and Advocacy
10. Racial Equity

Each of these major areas has a number of sub-areas. See the Table of Contents for a full listing.

The SAW was designed for network organizations that have been officially and legally incorporated – with an organization structure, staff, policies and procedures, etc. However, a network need not be officially incorporated to make use of this tool. It is understood that not all categories and subcategories are applicable to every network. Ultimately, this can serve as a planning tool for prospective and informal networks as well.

Throughout the document the terms “coalition,” “network,” or “organization” can be substituted as appropriate. In recognition that not all sections and/or subsections apply to every organization/network, please note that “N/A” is an option in the scoring box.

The SAW methodology is a guided self-assessment that encourages active participation. The facilitator(s) and participants meet and discuss each capacity sub-area to reach a consensus on where the organization sits currently along a continuum of capabilities. Facilitators ask open-ended, probing questions to encourage group discussion, and notes are taken on participant responses. The participants also discuss and indicate where on the continuum they would like the organization to be in 12 months’ time, and brainstorm possible actions for getting there. Notes on the discussions can later be used for action planning.

Each item – one for each capacity sub-area – is presented on a separate page of the workbook with sample questions to help the facilitator probe further into the capacity areas.

Self-assessed ratings are designed to help the organization better understand its capacities and to help set priorities for actions to address areas where the organization wants to advance. The ratings are not used to judge performance.

There are many different ways to utilize this tool and each organization will decide the best approach. There are basic steps that are common to each approach such as, 1. Decide which of the nine major issue areas

apply to your organization or coalition, 2. Decide who in the organization or coalition are best suited to judge the current state of operations in each area, and 3. Determine the stakeholders to make decisions about setting future goals.

Some crucial decisions to be made when embarking on this self-assessment are how the tool will be facilitated, over what period of time and what actions will follow as a result. For example, the SAW may be administered by an outside facilitator in a one-day strategic planning retreat. Or the SAW may be self-administered by discussing one section at each weekly staff meeting over the course of nine weeks. You may form a subcommittee of your coalition to undertake the assessment or assign each section to relevant personnel.

There are scoreboxes at the end of each subsection with room for notes. This is a good place to explain the rationale for your current score and ideas for areas of improvement. This will help guide your improvement plans and provide a benchmark for future evaluations. At the end of the document you will find an overall scorecard to document your progress. Accompanying each section are helpful tools and resources for enhancing your organizational competence. These tools and resources will continue to be updated over time.

We encourage you to share your completed scorecard and your feedback about the SAW and accompanying resources at hfc@alliancetoendhunger.org.

I. GOVERNANCE

The objective of this section is to assess the clarity of the organization's motivation, purpose, and stability by reviewing its guiding principles, structure, and oversight mechanisms.

► **Sub-Sections under Governance:**

- I.1 Vision, Mission and Values
- I.2 Legal Status
- I.3 Governing or Advisory Board
- I.4 Leadership and Succession Plan

► **Resources you may wish to refer to in this section:**

- Vision, mission, and/or values statements;
- By-laws or articles of incorporation;
- Terms of reference for board members;
- Board meeting minutes;
- Succession plan;
- Certificate of legal registration.

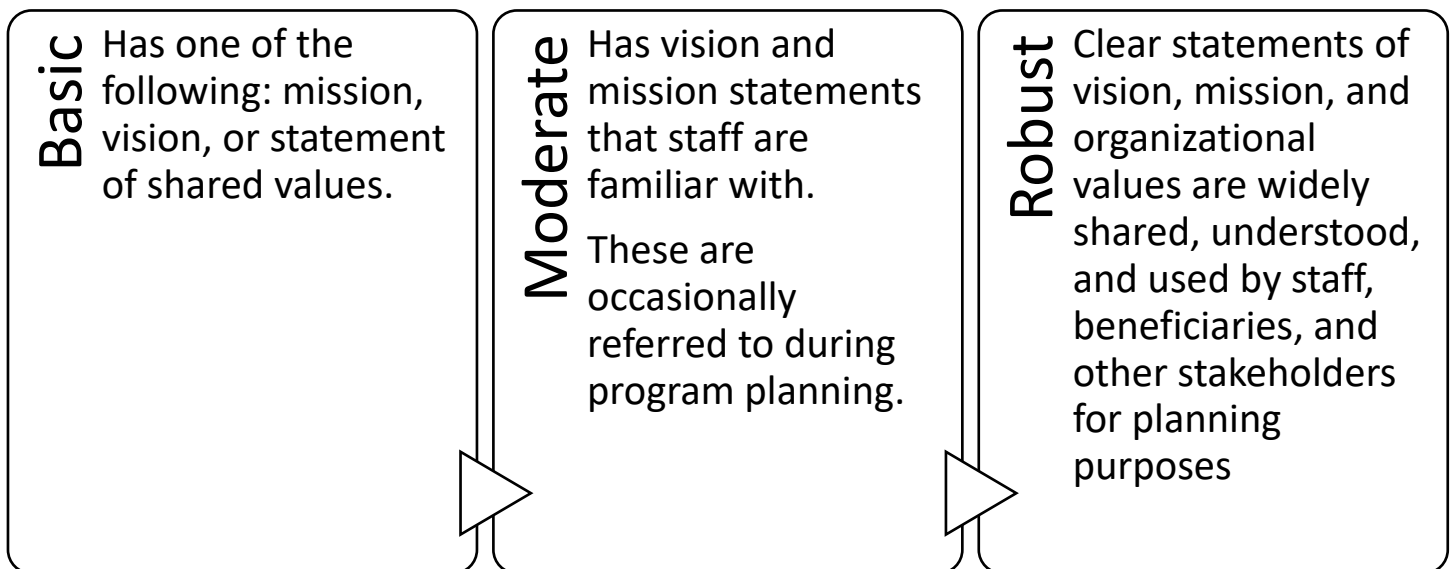
I.1 Vision, Mission, and Values

Importance: Organizations that have articulated and shared what drives them and what they are working towards create a sense of shared ownership and common commitment to activities.

➤ **Discuss some or all of the following questions:**

- Does the organization have a vision statement, mission statement, and statement of values?
- Was the community involved in the development of the vision or mission statement(s)?
- Are the vision and mission used to set priorities? If so, please describe how.
- Are these statements posted openly in the office or somewhere that staff and visitors can see?
- Are these statement(s) used in human resource materials (i.e., staff handbooks, orientation materials, job descriptions, etc.), organizational brochures, reports, and proposals?
- Does the organization regularly review the vision and mission statements (for example, in conjunction with strategic and/or operational planning)?
- Does the organization regularly assess whether programming is in line with the overall mission?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
 Brainstorm briefly: how could the organization get to where it wants to be?

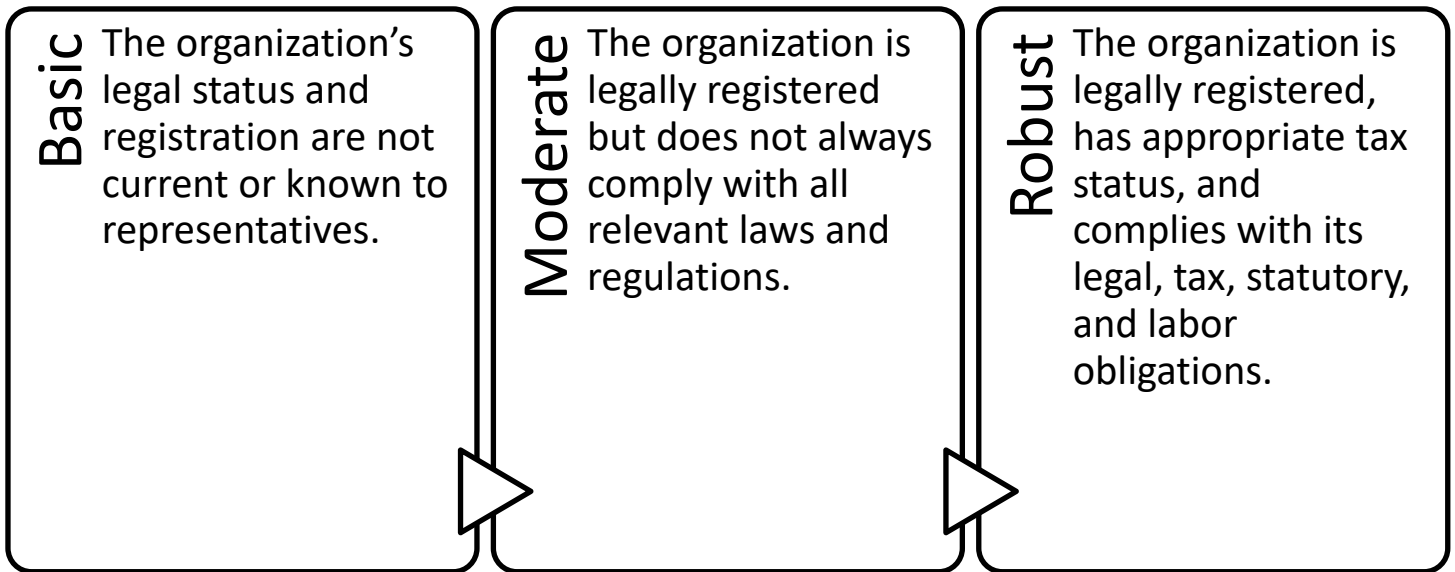
I.2 Legal Status

Importance: Legal registration and careful adherence to relevant tax and labor laws enable an organization to gain recognition, perform functions like holding a bank account, implement programs accountably, and allow individuals to ‘write off’ donations to the organization in their taxes.

➤ **Discuss some or all of the following questions:**

- Is the backbone organization or coalition legally registered and is the documentation of current legal registration readily available (or posted) in the office and online?
- Are labor laws adhered to? Is this documented in human resource policies?
- Does the organization comply with the tax codes for both itself and the staff?
- Does the organization comply with annual statutory requirements, such as audits and other reporting?
- Does the board review and approve the audit and other statutory reports?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

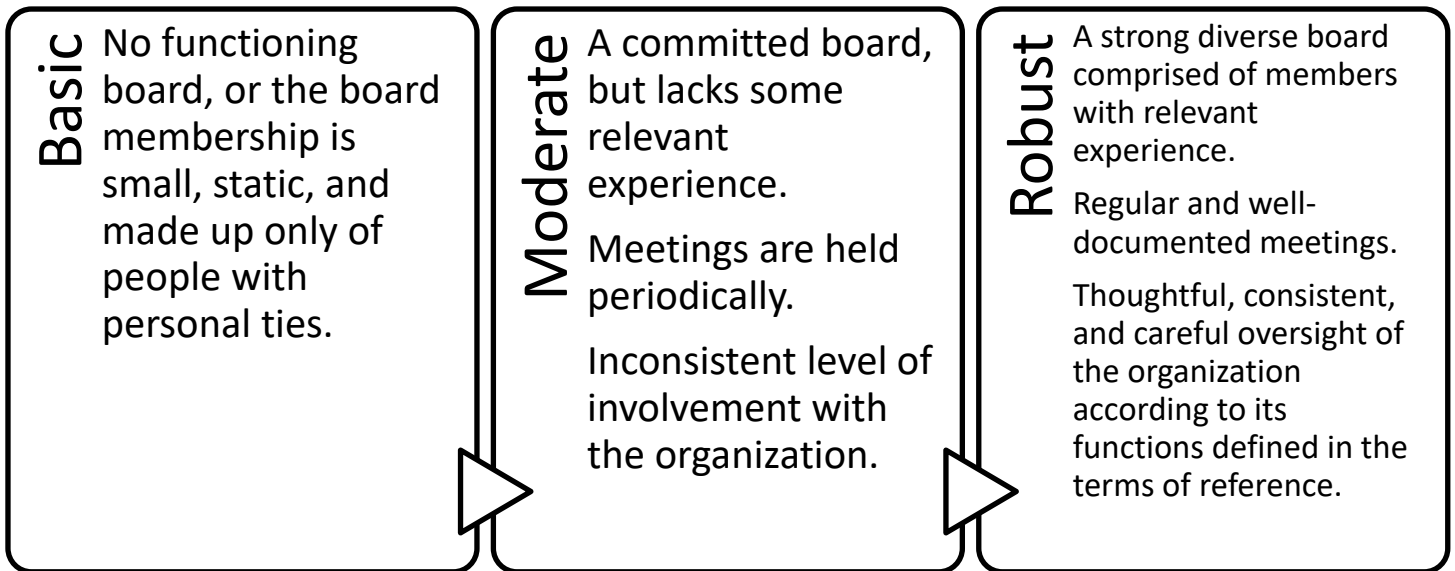
I.3 Governing or Advisory Board

Importance: Governing or advisory boards with members who are committed to the organization bring relevant knowledge and experience, provide guidance, support, and oversight to the organization’s staff and operations.

➤ **Discuss some or all of the following questions:**

- Does the board have clearly defined terms of reference (TOR) that detail its primary duties?
- Are board roles clearly differentiated from the executive roles?
- Are there clear and documented criteria for becoming a board member?
- Are there term limits and a system for electing or approving board members?
- Does the board meet regularly and document its decisions with minutes?
- How are board members involved in strategic planning, resource mobilization, and developing and approving organizational policies and budget and annual financial statements?
- Does the board include representation from people who have firsthand experience with food insecurity from your community?
- Does your board include individuals who represent a diverse set of voices?
- If community liaisons are a part of board, do they have decision making power? Are they compensated for their time?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

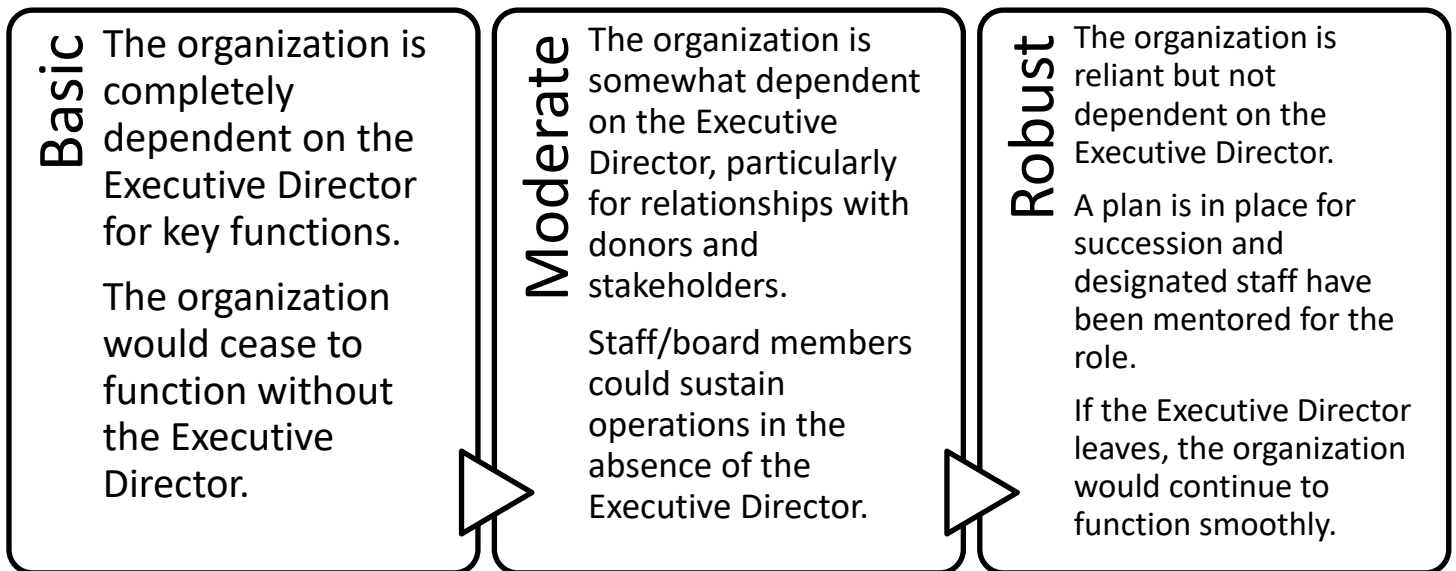
I.4 Leadership and Succession Plan

Importance: Over-reliance on a single person, such as the executive director (ED) or founder puts an organization at risk of failing in the absence of that person.

➤ **Discuss some or all of the following questions:**

- Is there a deputy or other staff/board member who can fulfill the duties of the ED if he or she is absent for short or long periods?
- Does the organization support capacity-building to ensure that others are able to take on or assist with the key functions of the organization's leadership (fund-raising, operations, and program quality)?
- Is there a documented succession plan for the ED?
- Do people other than the ED have contacts and relationships with key donors and stakeholders?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
 Brainstorm briefly: how could the organization get to where it wants to be?

2. ADMINISTRATION

The objective of this section is to assess the organization's capacity to *develop* and use key policies, procedures and systems to manage its general operations and functions.

▶ **Sub-sections under Administration:**

- 2.1 Organizational Structure
- 2.2 Operational Policies, Procedures, and Systems
- 2.3. Filing and Information Systems

▶ **Resources you may wish to refer to in this section:**

- Policy and procedures manuals;
- Samples of administrative forms.

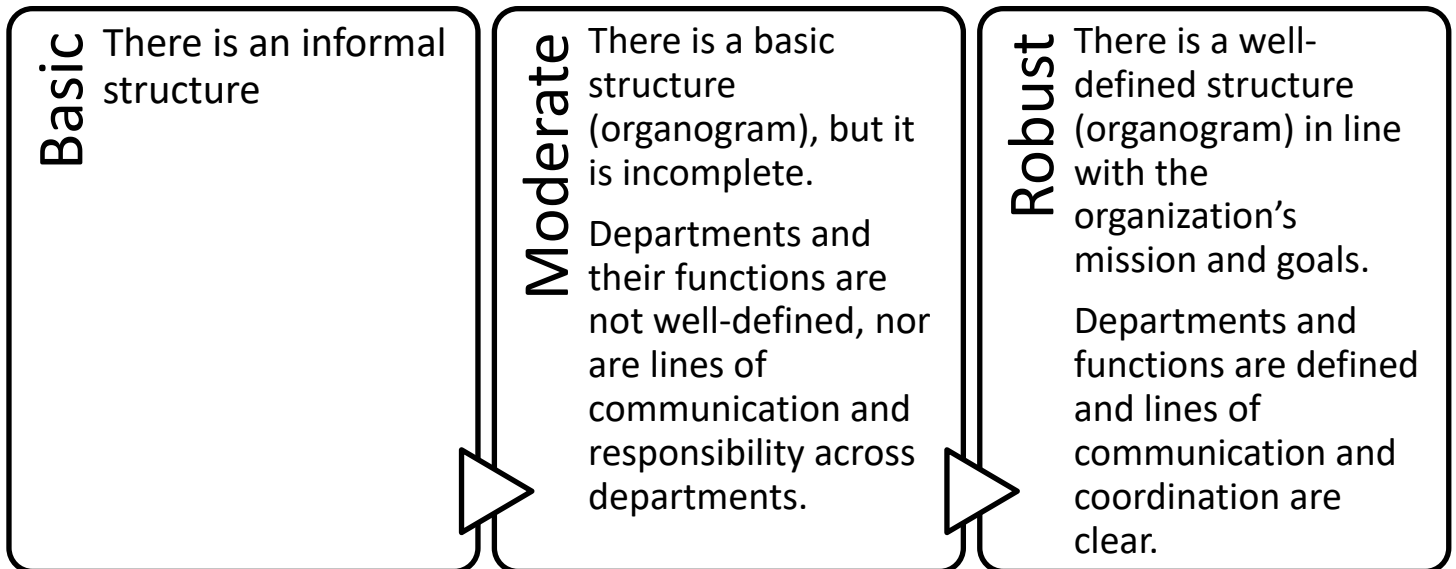
2.1 Organizational Structure

Importance: An organization whose structure is in line with its mission, goals, and programs; and has systems in place to ensure coordination among departments, coalition partners, and functions can improve its efficiency and effectiveness.

➤ **Discuss some or all of the following questions:**

- Is the organizational and reporting structure clearly documented and disseminated?
- Is there an organogram or other document outlining supervisory and staff responsibilities?
- Is there a well-defined role for each of the different partner organizations in the coalition? Does the structure of the coalition encourage all members to be active participants?
- How do departments communicate with each other and what are their functions? How do member organizations of the coalition communicate with each other?
- How are the roles of different member organizations in the coalition defined? Do new members sign a formal memorandum of understanding?
- Does the current structure adequately support departments/functions?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

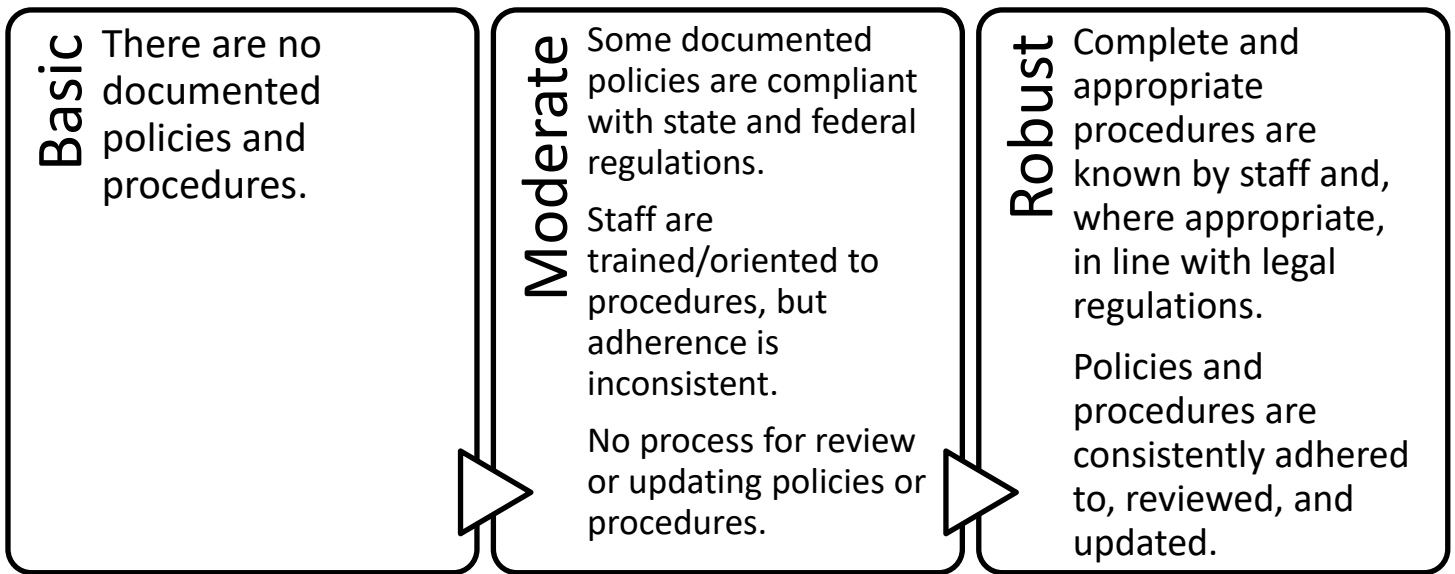
On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

2.2 Operational Policies, Procedures and Systems

Importance: Clear guidance for organizational operational procedures enables better adherence to an organization's rules and regulations.

- **Discuss some or all of the following questions:**
 - Are there written organization policies and procedures that support operational needs (e.g., travel, procurement, fixed assets, security, etc.)?
 - Are they presented in a way that all staff can benefit from the guidance?
 - Are staff trained on the details and purpose of the policies and procedures?
 - Is there opportunity for anonymous feedback?
 - Do policies impact employees with different identities differently (race, gender, religion, etc.)?
 - How is compliance with the systems monitored?
 - How often are the existing procedures/policies reviewed?
 - Are procedures in line with external regulations?
- **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
Brainstorm briefly: how could the organization get to where it wants to be?

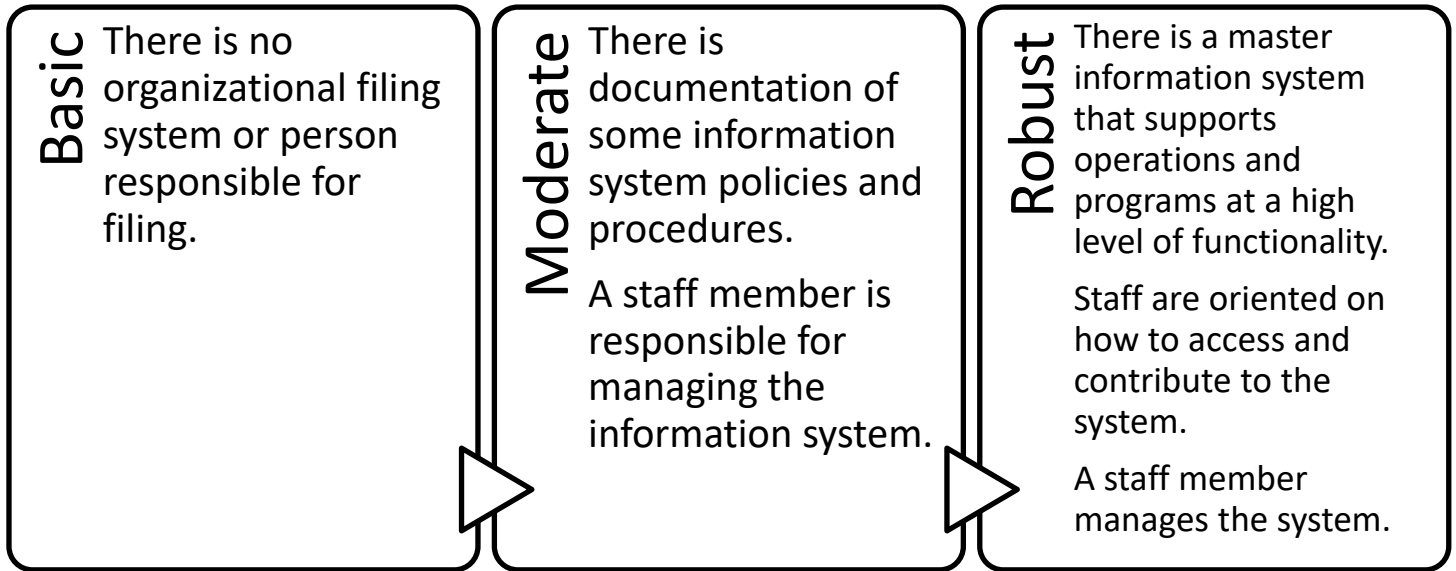
2.3 Filing and Information Systems

Importance: An organization with a functional information system can provide efficient support to operations and programs.

➤ **Discuss some or all of the following questions:**

- Is there a general filing system that documents how and where information is stored?
- Is someone responsible for the system?
- Is the information adequate to support operations and programs?
- Does the system include guidance to allow the organization to manage information using best practices?
- Is the system structure communicated to all staff?
- Does the system have sufficient security and backup?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

3. HUMAN RESOURCES

The objective of this section is to assess the organization's ability to maintain a satisfied and skilled staff/volunteer workforce, and to manage operations and staff time in order to implement quality programs.

► Sub-Sections under HUMAN RESOURCES

- 3.1 Staffing (levels, hiring, retention)
- 3.2 Job Descriptions and Staff Supervision
- 3.3 Personnel Policies
- 3.4 Compensation (stipends, salaries, and benefits)
- 3.5 Volunteers and Interns

► Resources you may wish to refer to in this section:

- staffing plan;
- recruitment policy and guidelines;
- personnel manual;
- job descriptions;
- volunteer/intern policy;
- compensation policy;
- vacancy and turnover data;
- retention policies; and
- performance appraisals.

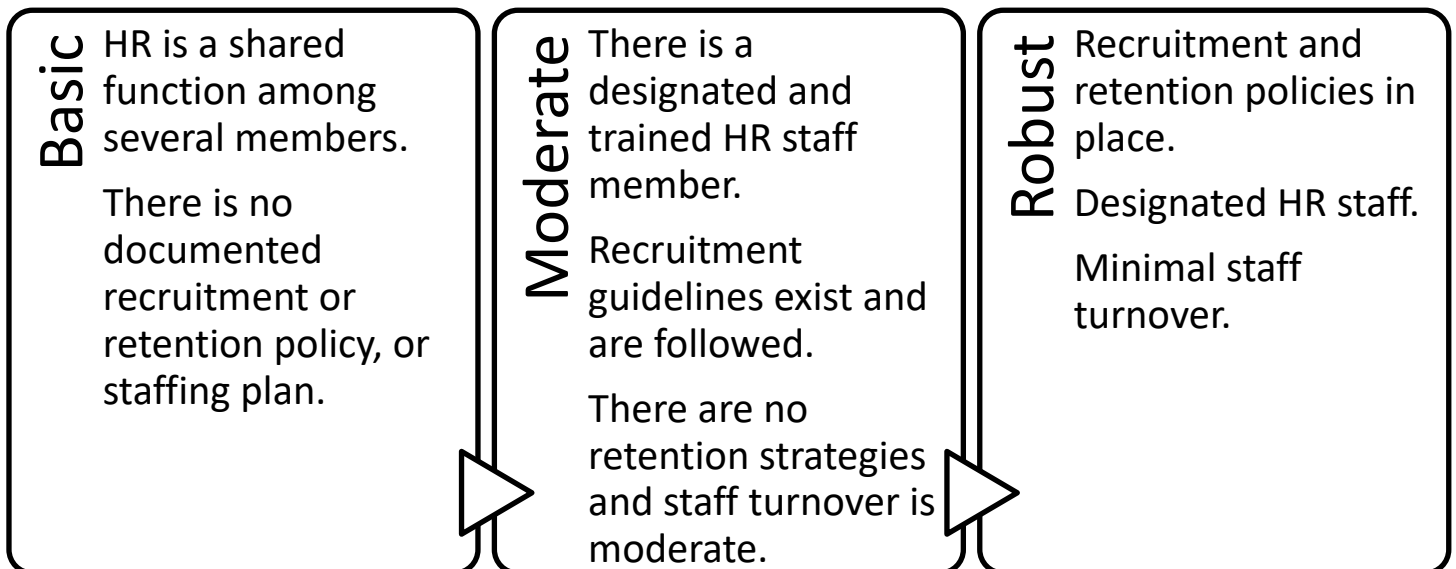
3.1 Staffing

Importance: Organizations with equitable and consistently-applied human resources policies that address salary, recruitment, and retention can more effectively maintain appropriately-skilled personnel, including both paid staff and volunteers.

➤ **Discuss some or all of the following questions:**

- Are there written and transparent recruitment guidelines that include job descriptions and qualifications, announcements, listing, interviewing, reference and employee agreements?
- Is lived experience with hunger, poverty and oppression viewed as expertise and a value add of a candidate?
- Is there designated HR staff and are they trained in how to use the guidelines?
- Are there approaches for retaining staff, including benefits, recognition, career advancement, and exit interviews?
- Is there a documented staffing plan and active review of staffing status?
- Are positions filled with the people with the right qualifications, skills, and experience?
- Are current positions filled? Is data on vacancy and turnovers kept and reviewed?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

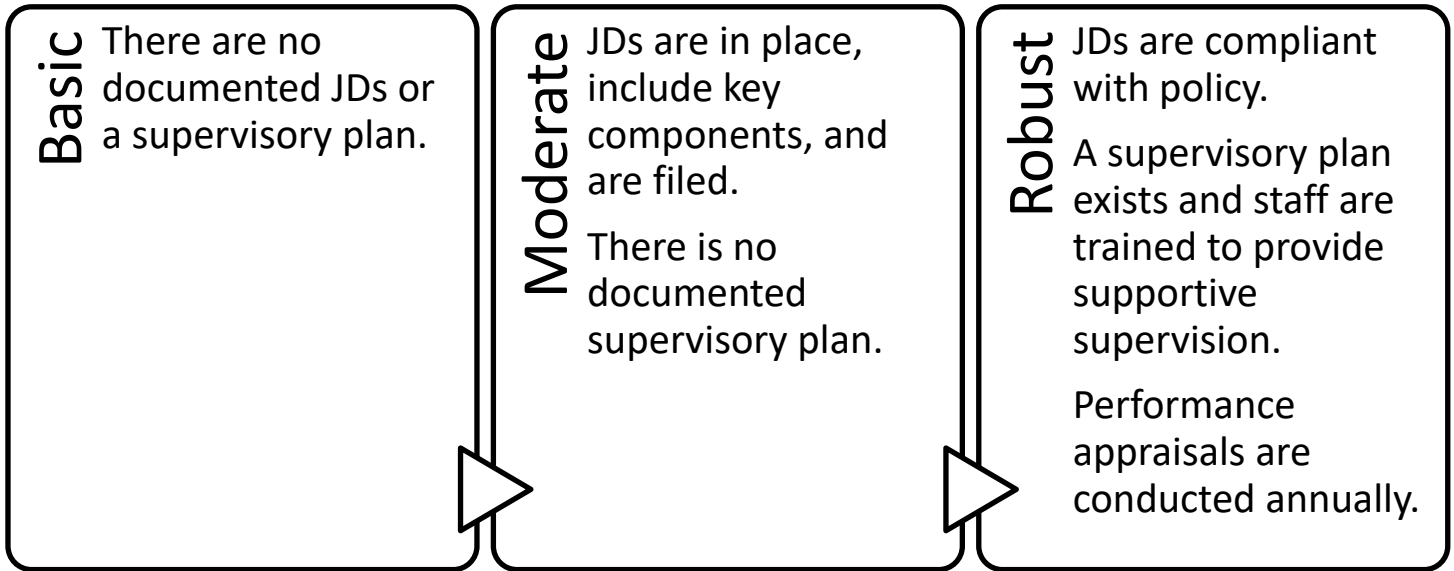
3.2 Job Descriptions and Staff/Volunteer Supervision

Importance: Appropriate job descriptions (JDs) ensure that staff roles and responsibilities are clearly defined and understood and help supervisors review and improve performance against expectations.

➤ **Discuss some or all of the following questions:**

- Are there templates for job descriptions that list title, job duties, reporting requirements, qualifications, and skills?
- Are JDs filed and updated as needed?
- Is there a documented supervisory plan? Is staff aware of the structure?
- Are supervisors aware of their responsibilities and trained to be supportive?
- Are supervisor findings documented and discussed?
- Are performance appraisals conducted? How often?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

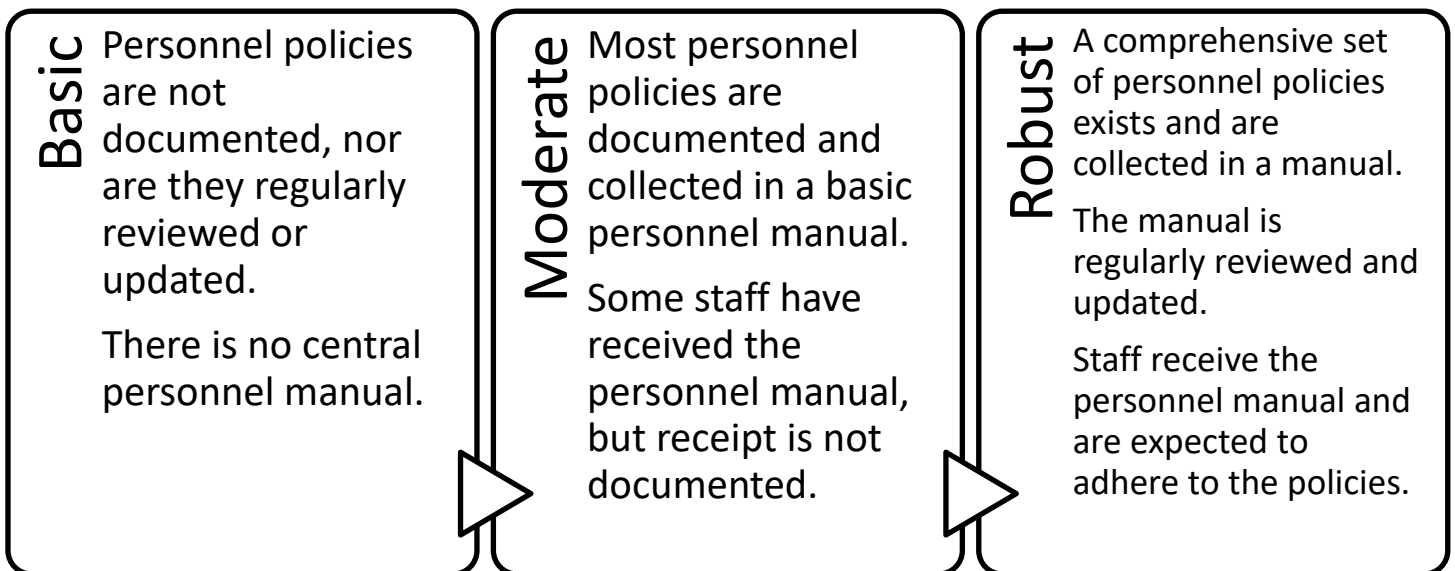
3.3 Personnel Policies

Importance: Personnel policies understood by all staff members provide clear rules and regulations that govern how staff, volunteers, and other organizational representatives are expected to act and what they can expect from the organization.

➤ **Discuss some or all of the following questions:**

- Are there documented policies that address the following areas?
 - work schedule and time management
 - employee conduct
 - performance reviews
 - grievances and disciplinary procedures
 - types of leave and how to request them
 - employee compensation (salary) and benefits
 - nondiscrimination
 - various administrative procedures
 - sexual harassment in workplace
 - ending employment (resignation/termination)
- Are these policies collected in a personnel manual that all staff receives? Does staff sign to confirm that they have received the personnel manual?
- How and how often is the personnel manual updated?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

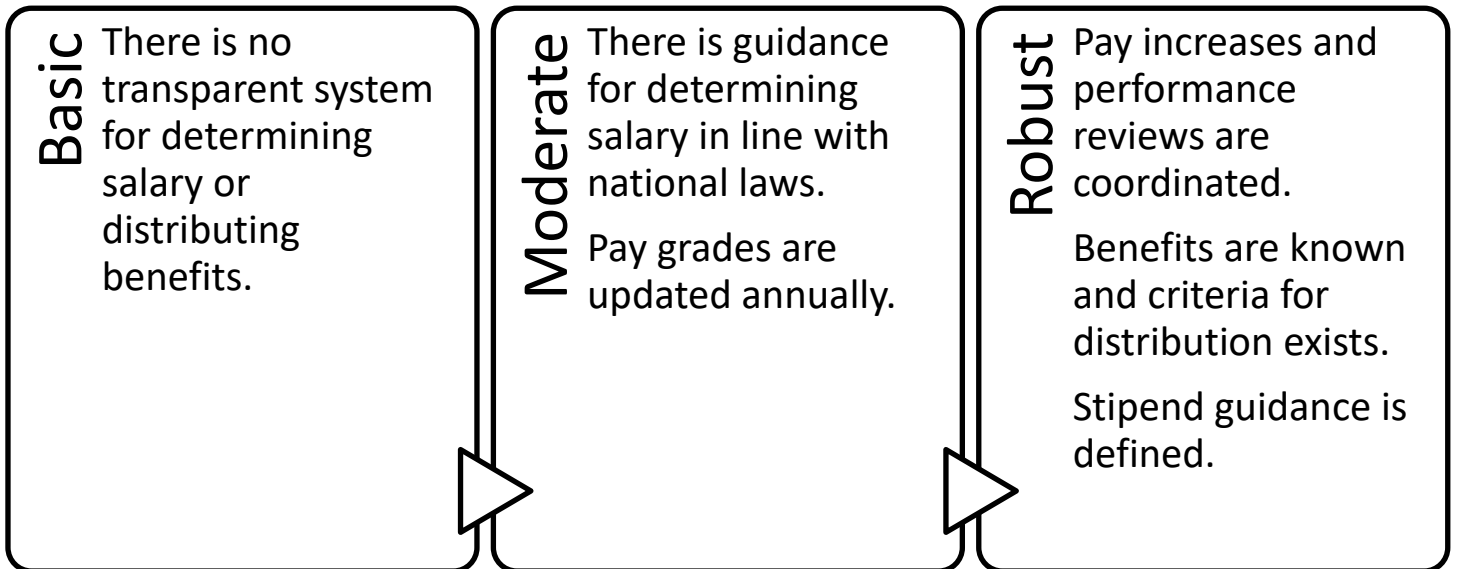
3.4 Compensation (stipends, salaries, and benefits)

Importance: Fair and equitable distribution of stipends, salaries, and benefits can improve staff retention and morale.

➤ **Discuss some or all of the following questions:**

- How are salaries determined?
- Is salary scale or an alternative system used and understood by staff?
- If pay grades and ranges are used, are they documented and applied to all staff? Is pay equitable across race, gender, and sexuality?
- Are pay grades and ranges updated annually?
- Are pay increases and performance reviews coordinated?
- Are employee benefits equitably applied? Are benefits documented and are staff aware of them?
- Do staff salaries and employee benefits conform to national labor laws?
- If stipends are provided are they consistent and timely?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

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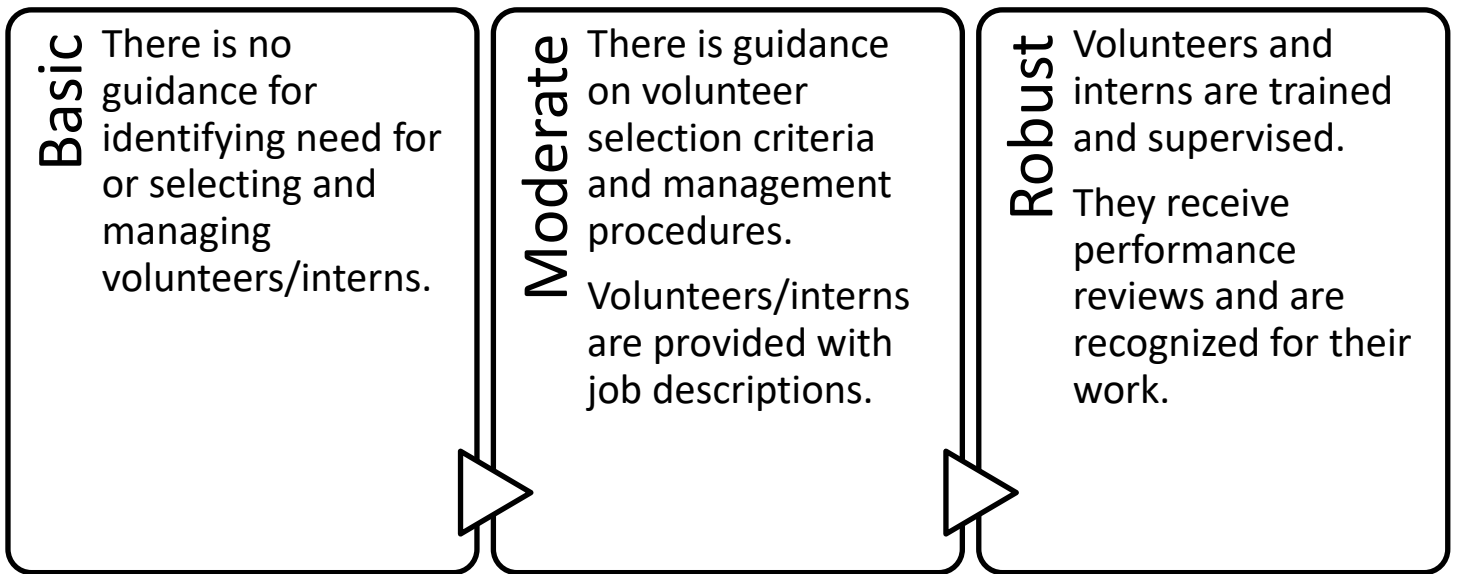
3.5 Volunteers and Interns

Importance: Organizations that provide field and office-based volunteers and interns with clear tasks, training, supervision, and recognition tend to have less turnover and receive significant contributions to the organization.

➤ **Discuss some or all of the following questions:**

- Is there a documented policy for recruiting, selecting, engaging, and managing/supervising volunteers and interns?
- Is training and orientation provided regularly?
- Are volunteers given job descriptions?
- Are they provided with performance standards? Are these used to assess performance?
- How is supervision provided?
- Do they receive financial or non-financial recognition/compensation?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

4. FINANCIAL MANAGEMENT

The objective of this section is to assess the quality of the organization's financial systems, policies and procedures and the staff's knowledge of the system.

► **Subsections under FINANCIAL MANAGEMENT:**

- 4.1 Financial Policies and Procedures
- 4.2 Internal Controls
- 4.3 Financial Documentation and Reporting
- 4.4 Financial Planning and Sustainability

► **Resources you may wish to refer to in this section:**

- financial manual;
- accounting journals;
- chart of accounts;
- payment vouchers;
- staff training plan;
- signatory policy/authority matrix;
- budget;
- budget tracking sheet;
- financial reports; and
- strategic plan.

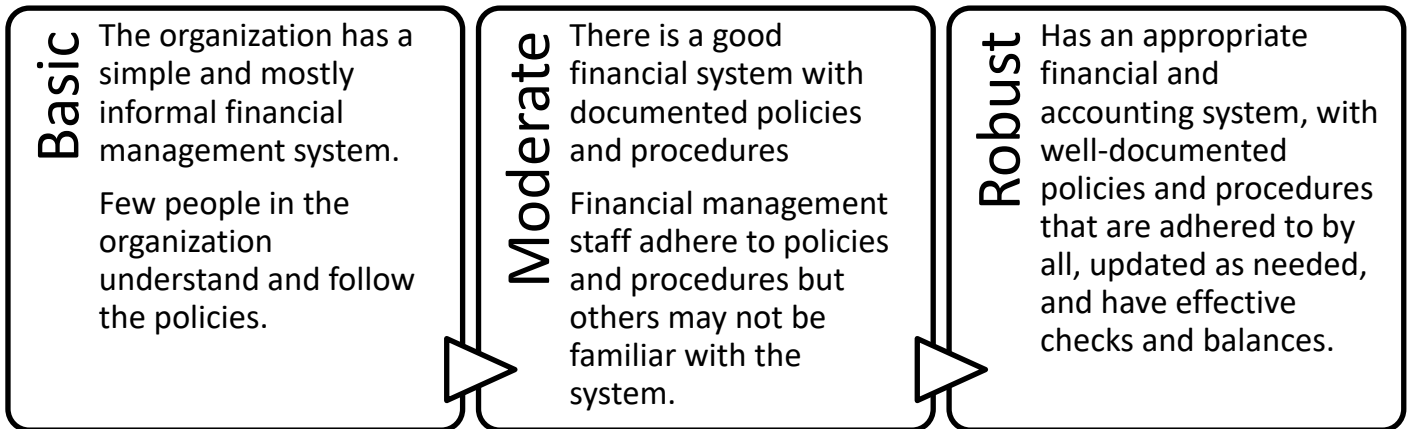
4.1 Financial Policies and Procedures

Importance: Having clear, well-documented policies and procedures for financial management that are understood and used by staff members allows an organization to function transparently, and promotes integrity and accountability.

➤ **Discuss some or all of the following questions:**

- What type of accounting system does the organization use? How is the system implemented? Is the organization using accounting software?
- Which financial procedures are documented? How are financial procedures developed and approved? How often are the financial procedures formally reviewed/updated? What is included in the financial policies and procedures? Do they include:
 - Managing petty cash (who can spend, types of items, limit)?
 - A signatory/authority matrix (who can do what)?
 - Does it include authorization limits?
 - Who are the organization’s check signatories?
 - Budgeting and reporting requirements?
 - Policies regarding receipts (definition, recording)?
 - Monthly reconciliation of all cash accounts?
 - Requirements for documenting expenses/payments and income/receipts (supporting documentation and retention period)?
 - Managing bank accounts in the organization’s name?
 - Policies and procedures for handling potential fraud?
- How are staff members oriented/trained in the procedures? How often?
- Does the organization have separate accounts for separate programs? Does the organization use codes to assign transactions to a specific project/donor?
- Is there cashbook (or bank journal) completed in ink used for each bank account?
- How are account balances kept? Are all payments and receipts recorded in the organization’s bookkeeping system? How are transactions in the accounting system linked to supporting documentation?
- What systems ensure compliance with financial procedures? At end of the fiscal year how are accruals recorded?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

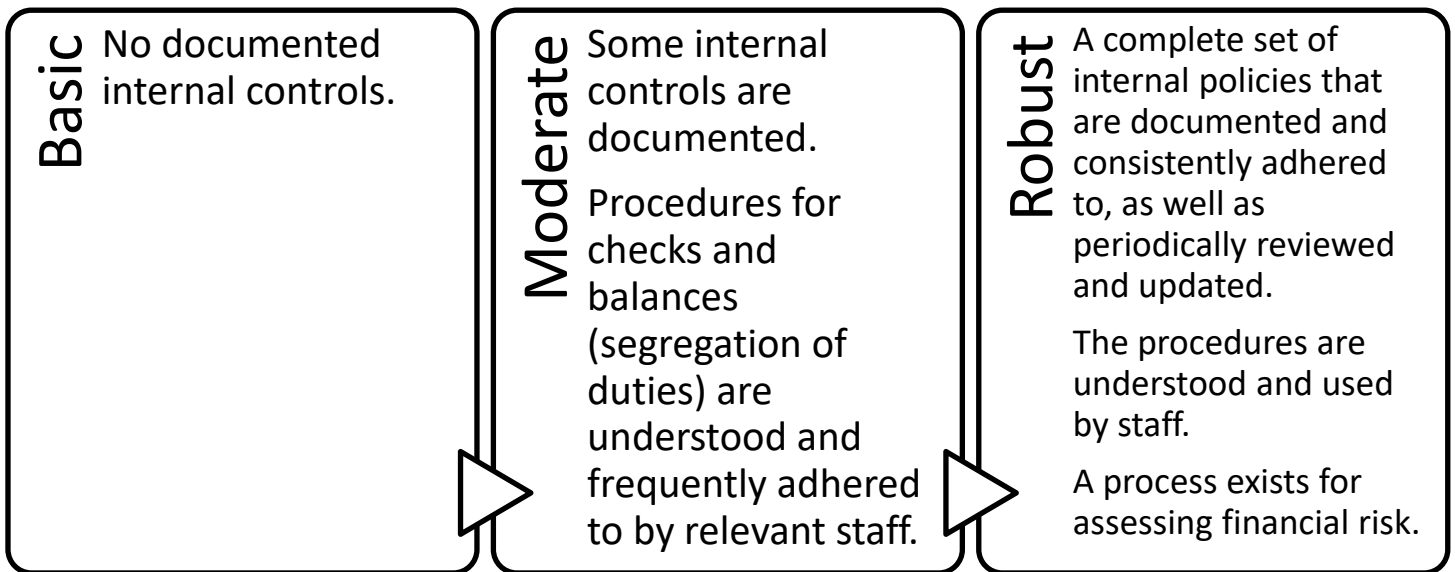
4.2 Internal Controls

Importance: Strong internal controls help an organization safeguard its assets, manage internal risks, and ensure accurate and reliable financial accounting and reporting.

➤ **Discuss some or all of the following questions:**

- Are there written policies on internal controls that are regularly reviewed and updated, and staff are trained on?
- Do the controls guide the segregation of duties among staff involved in financial management?
- Do multiple people review and approve payments and financial reports?
- How is petty cash managed?
- Is there a safe or other secure location for storing cash and checkbooks? Are there a limited and known set of people who can access the contents?
- How does the organization periodically assess its financial risks?
- Is there a documented procedure for handling possible instances of fraud or theft?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

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Brainstorm briefly: how could the organization get to where it wants to be?

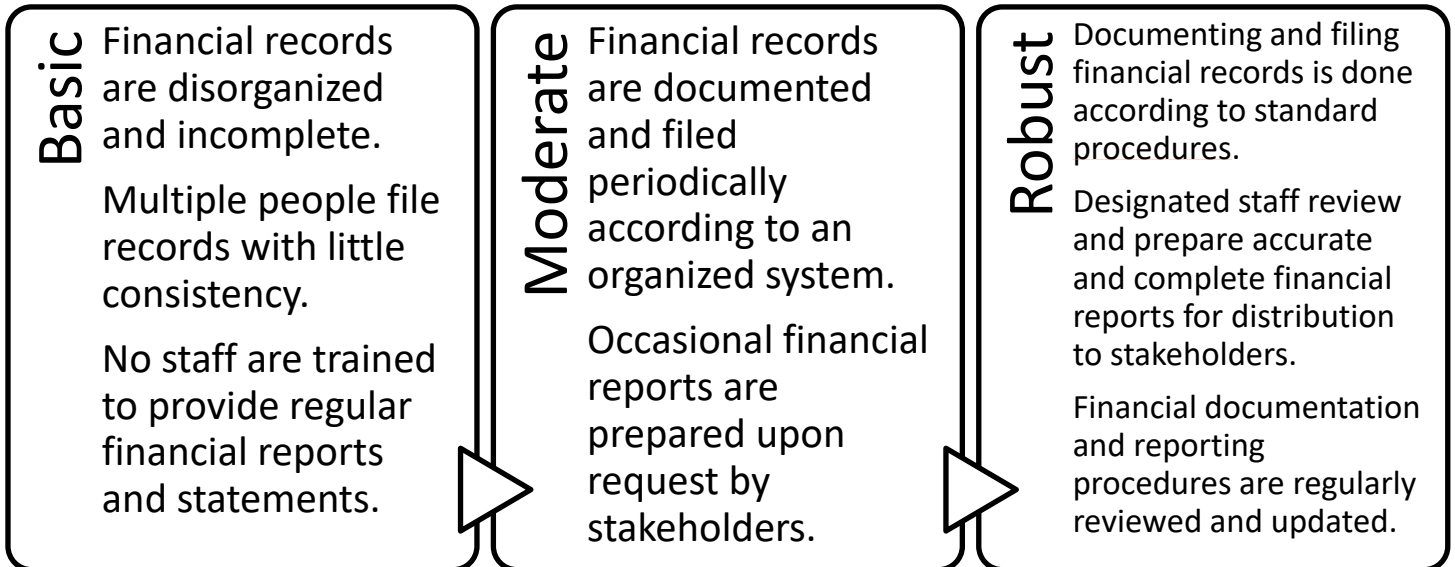
4.3 Financial Documentation and Reporting

Importance: Keeping accurate and up-to-date financial records enables an organization to track resources, monitor its financial status, and prepare accurate financial reports for donors, stakeholders, and auditors in a timely fashion.

➤ **Discuss some or all of the following questions:**

- Are there written guidelines and procedures for documenting all types of financial transactions?
- How often are these guidelines reviewed and updated? What is the process for this?
- Is the organization’s financial documentation up-to-date?
- Are financial files kept neat, organized, and secure?
- Are there procedures for preparing and disseminating financial reports?
- Does the organization adhere to relevant legal requirements on financial reporting, such as audits?
- Who in the organization prepares, reviews, and approves financial reports that are shared with donors and other stakeholders?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

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Brainstorm briefly: how could the organization get to where it wants to be?

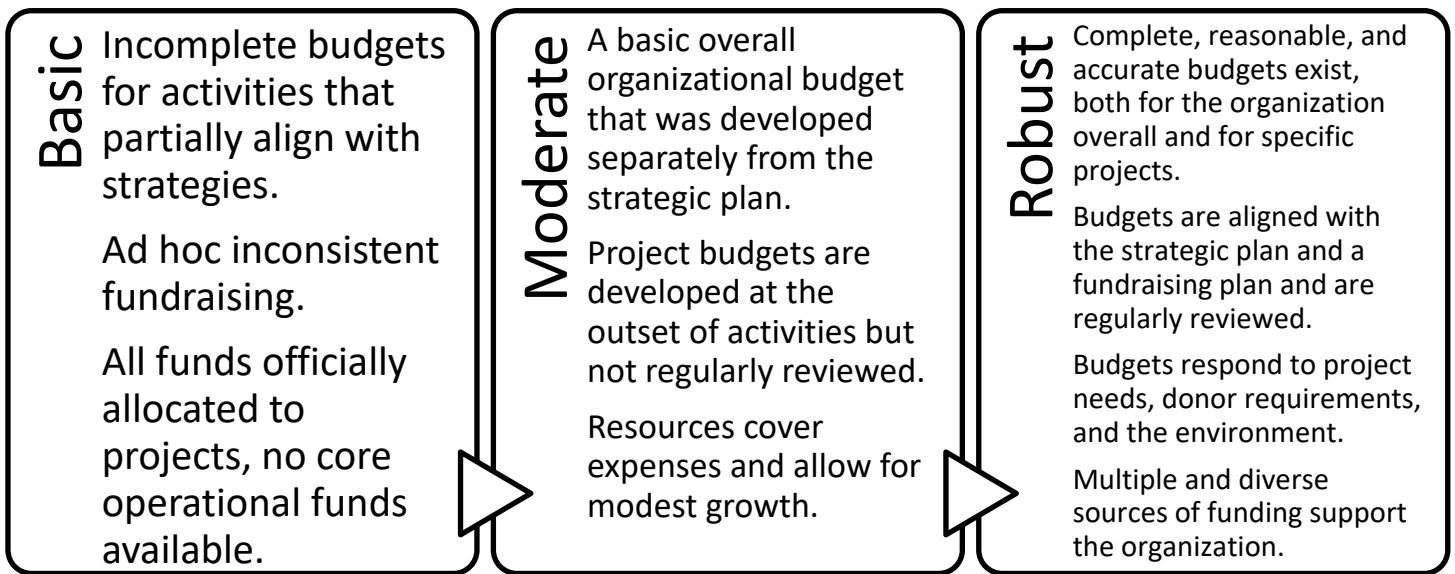
4.4 Financial Planning and Sustainability

Importance: Financial planning and monitoring that aligns with program planning and monitoring enables an organization to implement planned activities and demonstrate accountability to resource providers, which builds their confidence in the organization and makes them more likely to continue supporting the organization.

➤ **Discuss some or all of the following questions:**

- Does the organization have a master budget that includes operating and overhead costs as well as project activities? How is it developed? How are budgets reviewed and approved? Are they frequently updated?
- Are project budgets developed during activity planning?
- Does the organization have a documented resource mobilization strategy? How does it relate to the strategic plan?
- Does the organization have income-generating activities or other sources of unrestricted funding?
- Does the organization have a cash flow that allows it to meet its financial obligations? Is the organization in debt?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

5. ORGANIZATIONAL MANAGEMENT

The objective of this section is to assess the organization's planning, management of external relations, means of identifying and capitalizing on new resources, and decision-making policies.

► Sub-Sections under ORGANIZATIONAL MANAGEMENT

- 5.1 Strategic and Operational Planning
- 5.2 Resource Mobilization
- 5.3 Engagement with Donors
- 5.4 Communication Strategy: Documentation and Reporting
- 5.5 Internal Communication Decision-Making
- 5.6 Stakeholder Involvement
- 5.7 Knowledge Management

► Resources you may wish to refer to in this section:

- strategic plan;
- operational plan;
- stakeholder list and analysis; and
- resource mobilization plan.

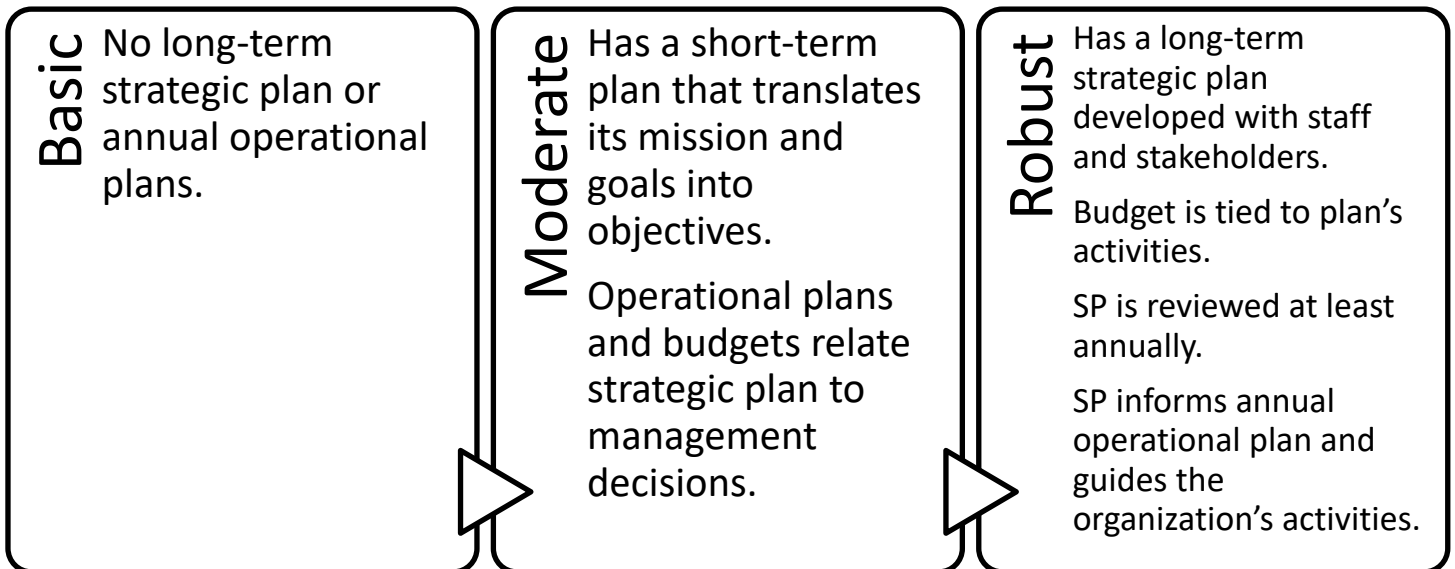
5.1 Strategic and Operational Plan

Importance: Having a strategic plan that lays out how the HFC coalition will work together to end hunger helps it to realize its mission and goals with a shared vision, long-term and costed plan, and annual operational plans. It also lays the groundwork for monitoring and evaluating the coalition’s progress.

➤ **Discuss some or all of the following questions:**

- Does the organization have a current strategic plan to end hunger in the community (See chapter 7)?
- Did staff and stakeholders participate in its development?
- Did people with lived experience of hunger and poverty contribute?
- How long a period of time does it cover?
- Does it include measurable objectives, resource needs, and costs? How will it be funded?
- Is the strategic plan to end hunger used to guide annual operational planning?
- Is the operational plan linked to the budget?
- How are the plans reviewed and monitored?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

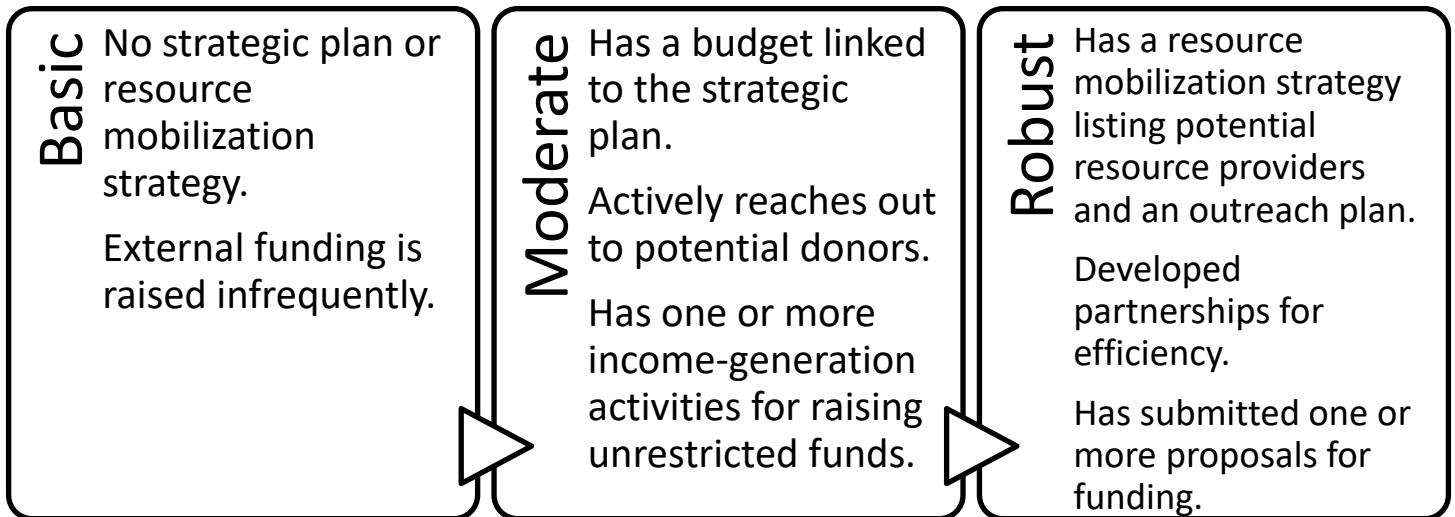
5.2 Resource Mobilization

Importance: A resource mobilization plan that ties to the strategic plan’s budget enables the organization to prioritize strategies for identifying and approaching appropriate donors.

➤ **Discuss some or all of the following questions:**

- Does the organization have a strategic plan to end hunger that identifies resource needs?
- Have potential funders or donors been identified?
- Is there a strategy for obtaining funds and resources to support program priorities?
- Do staff or board members in the organization have the skills needed for proposal writing and communication strategy implementation?
- Does the organization have income-generating activities or other sources of funds that are not tied to a single program but can support general operations?
- Does the organization partner with other organizations to maximize input and minimize cost?
- Has the organization identified which HFC partners are best suited to implement different aspects of the plan? Have responsibilities been divided fairly throughout the coalition?
- Are groups held accountable to their commitments?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

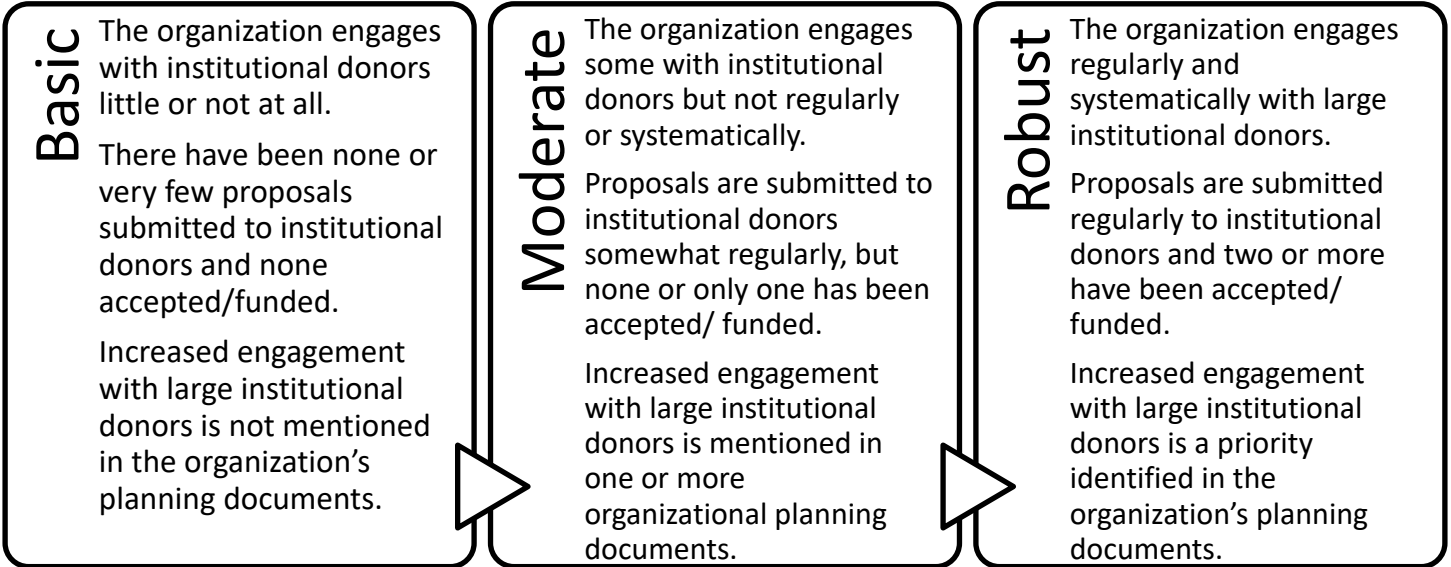
5.3 Engagement with Donors

Importance: Frequent and high-level interaction with the major donors is important for resource mobilization, financial sustainability, and even advocacy purposes.

➤ **Discuss some or all of the following questions:**

- Does the organization meet regularly with large foundations or corporations? Government agencies?
- Has the organization submitted proposals to any of these donors? Any successfully?
- If not successful with proposals, what feedback has the organization received back from the donors?
- Is it part of the organization’s strategic plan, action plan, or resource mobilization plan to engage more effectively with institutional donors?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
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Discussion Notes/Rationale for rating.

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Brainstorm briefly: how could the organization get to where it wants to be?

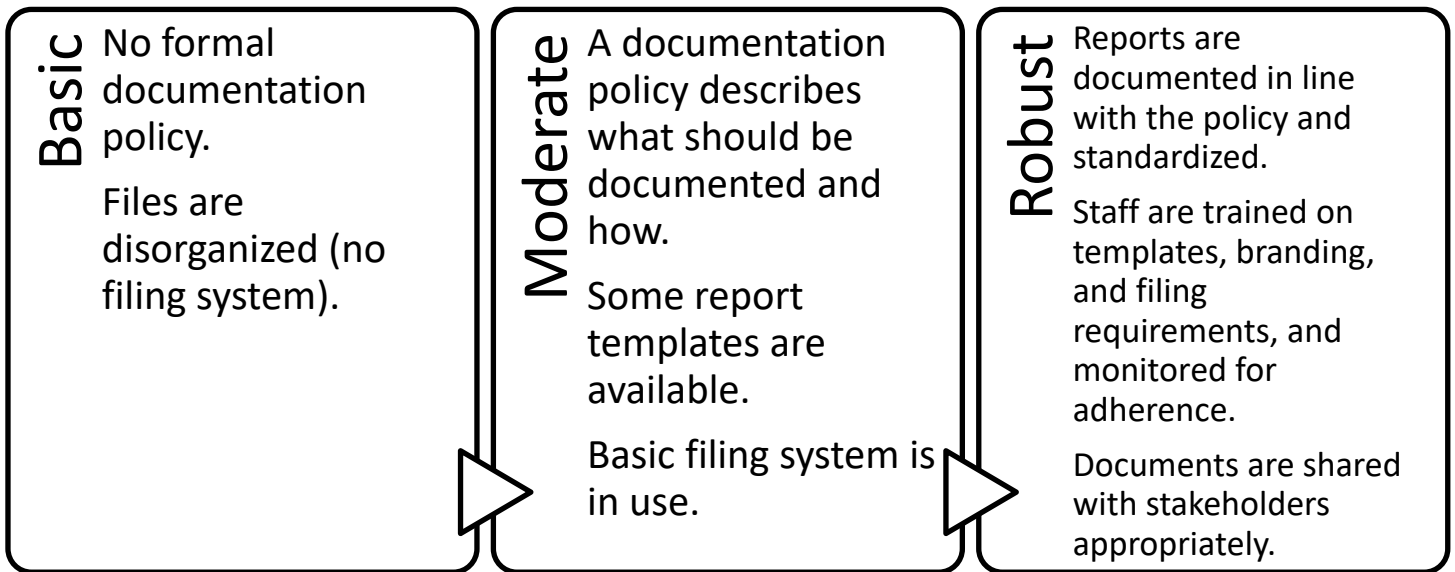
5.4 Communication Strategy: Documentation and Reporting

Importance: Having policies on documentation and reporting enables the organization to build institutional memory. Disseminating factual and analytical reporting contributes to building a reputation that can attract donors and partners, especially when recognized branding is used.

➤ **Discuss some or all of the following questions:**

- Is there a policy that describes what should be documented and how? Are there templates to enable uniformity?
- Is there a filing system (soft (electronic) and/or hard) to ensure easy access to documentation?
- Are reports tagged for sharing? For example, is relevant M&E data shared with organizations, the community, and other stakeholders through success stories, board reports, donor reports, etc? Is there a plan for promoting successes, etc. to donors and other stakeholders and beneficiaries?
- Does the organization have an up-to-date website or brochure to provide information and promote its efforts?
- Does the organization have a branding/tag line policy? Is it linked to your mission? Has your brand been tested for recognition?
- Are staff trained on how to follow the branding policy?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

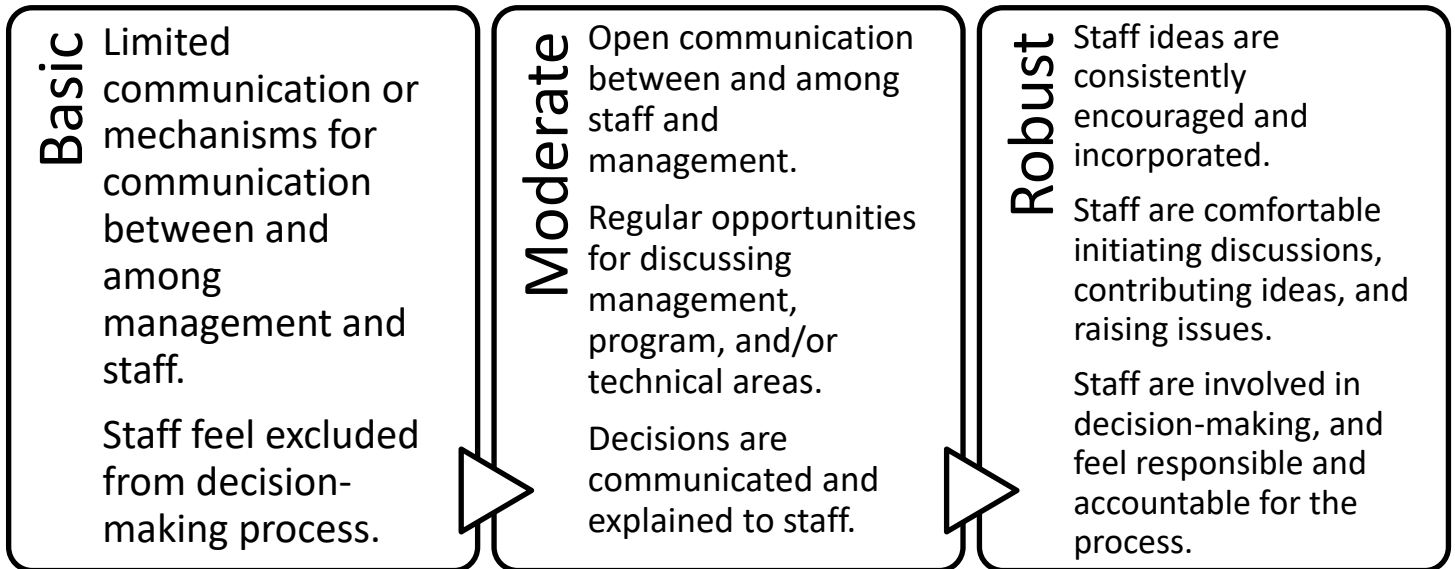
5.5 Internal Communication and Decision-Making

Importance: How an organization sets up processes and structures for open communication and decision-making impacts motivation, innovation, and ownership.

➤ **Discuss some or all of the following questions:**

- Are current management and staff accepting of different communication styles and flows (formal, informal, face-to-face, and confidential)?
- How often are staff meetings held? What other mechanisms are there for assisting internal communication (e.g. internal newsletters, memos, social events)? Are they adequate?
- Does management encourage and incorporate staff ideas and input? Community input or client ideas?
- Are staff comfortable raising challenging issues using the existing communication mechanisms? Do staff feel they are involved in the decision-making?
- Are new decisions communicated to staff? Are staff ideas sought and incorporated into decision-making?
- Is there a strategy for dealing with conflicts should they emerge?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

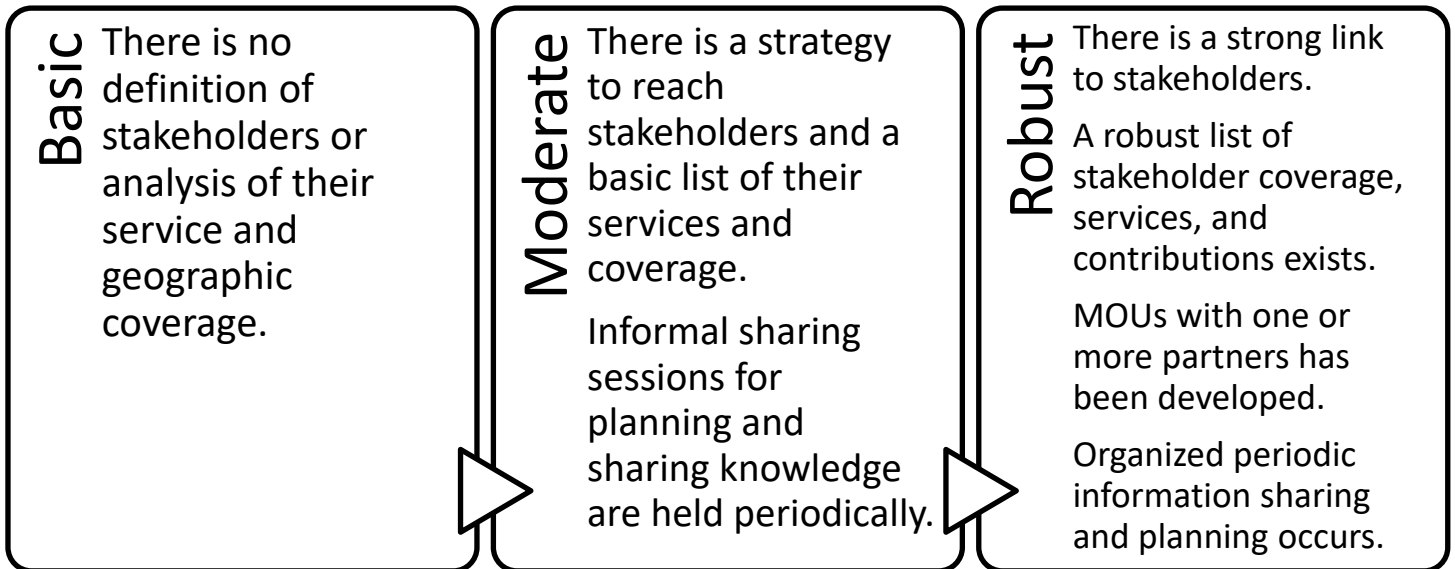
5.6 Stakeholder Involvement

Importance: Identifying and nurturing relationships with relevant stakeholders can facilitate program coordination, partnering, and resource sharing.

➤ **Discuss some or all of the following questions:**

- Does the organization have a clear definition of ‘stakeholders?’
- Does the organization have complete and up-to-date information about all stakeholders working in the same geographic and/or technical areas?
- Does the organization have collaborative agreements with relevant stakeholders?
- Does the organization plan with and update relevant stakeholders (community, donors, districts, etc.) on progress?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

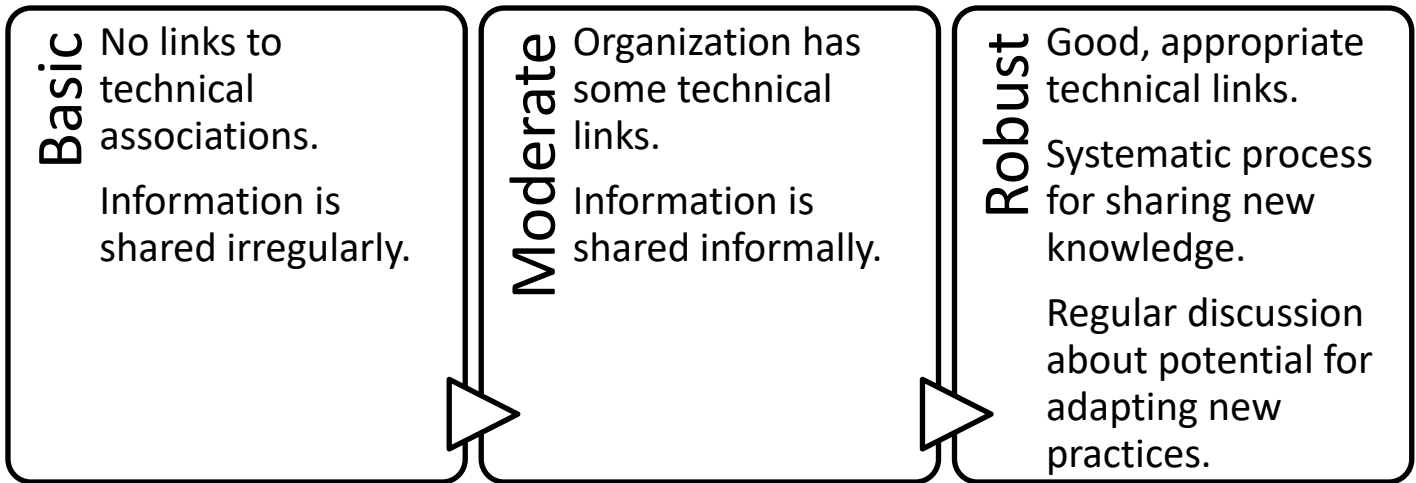
5.7 Knowledge Management

Importance: Systems for sharing knowledge, technical expertise, and best practices among staff leads to efficient adaptation of new practices, stronger programs, and more competent staff.

Discuss some or all of the following questions:

- Do you have relationships with appropriate/relevant technical organizations (government, academic, or public) to build your knowledge base?
- Do you have a process for sharing new information/practices among staff?
- Do you have a process for analyzing and identifying new information in order to adapt it for your purposes?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

6. NETWORK CAPACITIES

The objective of this section is to assess the organization's ability to fulfill network functions in order to benefit member organizations.

► Sub-Sections under NETWORK CAPACITIES

- 6.1 Size & Diversity of Membership
- 6.2 Membership Process and Outreach
- 6.3 Member Involvement
- 6.4 Coordination
- 6.5 Member Collaboration and Knowledge Sharing

► Resources you may wish to refer to in this section:

- Membership records;
- Documents defining membership criteria / conditions / procedures for joining the network;
- Network meeting notes and reports;
- Strategic plan; annual work plan; and
- Network website.

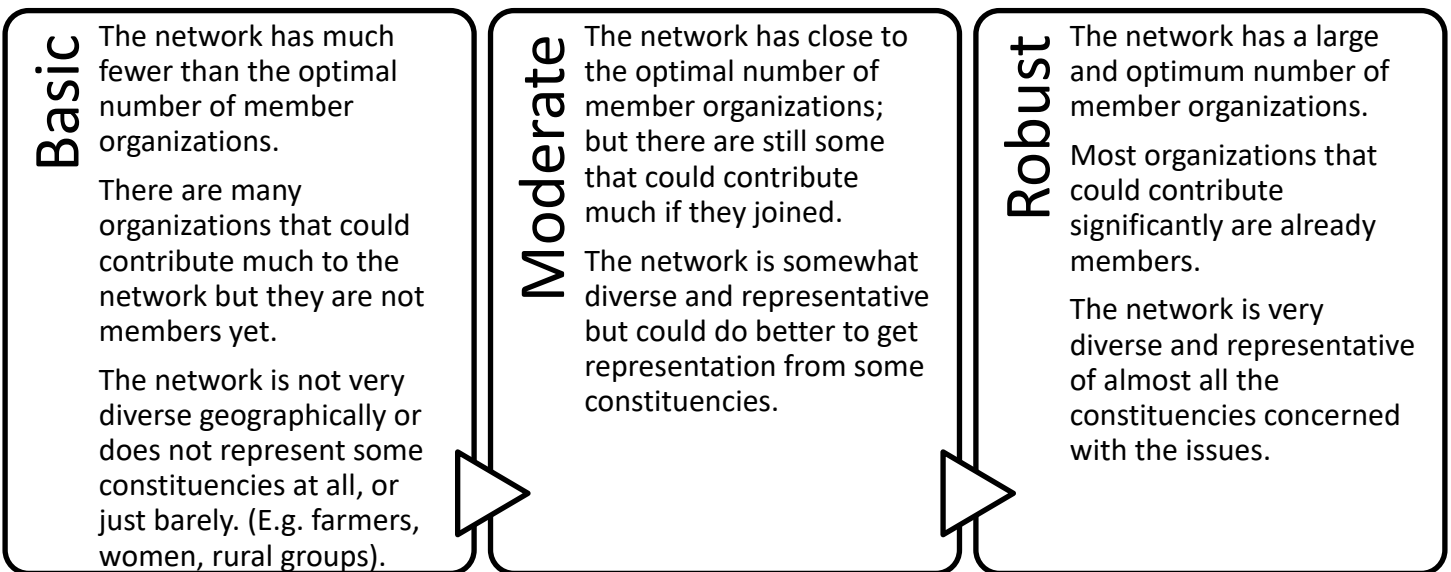
6.1 Size and Diversity of Membership

Importance: The value and effectiveness of a Hunger Free Community (HFC) coalition is closely tied to the number and diversity of its member organizations. While there is strength in numbers, too many member organizations can become unmanageable, so the target is an “optimal” range, depending on various factors. A coalition seeks a diverse membership to represent all constituencies concerned with the focus issues of the network. Particular attention should be paid to under-represented constituencies in the community.

➤ **Discuss some or all of the following questions:**

- Is the HFC coalition/network big enough? Does it have enough members to be taken seriously/carry some weight? How many member organizations are there and how many should there be?
- Are there member organizations from all geographic areas of the region? From both urban, suburban, and rural areas (if applicable)?
- Are groups from all constituencies affected by the network’s focus issues represented in the network? E.g. non-profit organizations, faith based orgs, businesses, government agencies, elected officials, schools and universities, religious institutions, hospitals and health care systems, chefs/restaurants, civic groups?
- What about women, youth, the elderly, disabled, people of color, etc.?
- Does the network have the information on record to keep tabs on membership diversity? Does it have a plan to address size and diversity issues?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

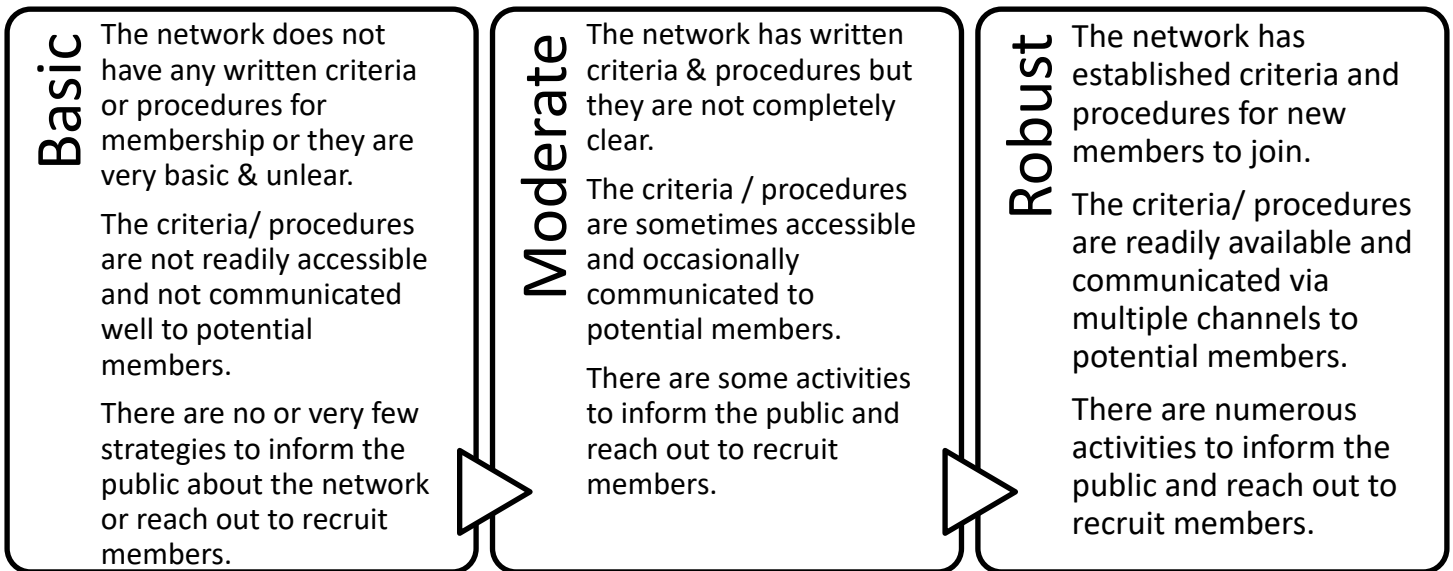
6.2 Membership Process and Outreach

Importance: The criteria and procedures laid out for officially joining a coalition establish the foundation for the relationship the network has with its members and with other stakeholders.

➤ **Discuss some or all of the following questions:**

- Does the HFC coalition/network have written criteria/conditions that define which organizations are eligible to be members of the network/coalition? Are the criteria well-articulated and clear?
- Are there written step-by-step procedures to guide an organization that wants to join the coalition?
- Do organizations sign a memorandum of understanding when they join the coalition?
- How are the criteria and procedures available/accessible/communicated to potential members?
- How does the network communicate/advertise to potential members and the wider community what the network is, what it does, what services it provides, and what the advantages of membership are?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

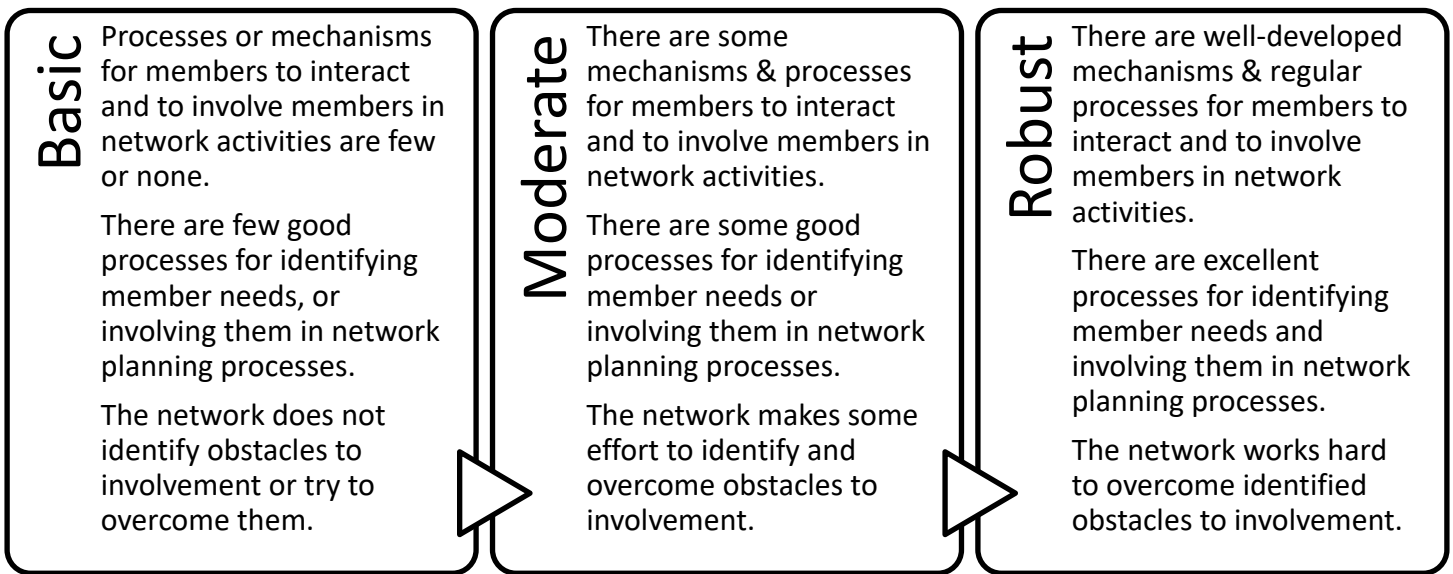
6.3 Member Involvement

Importance: Processes and mechanisms for creating a common vision and catalyzing member involvement in joint activities are key to the success of a network/coalition. Developing trust among members and facilitating processes so members get to know and appreciate each other takes time & effort.

➤ **Discuss some or all of the following questions:**

- How does the HFC coalition/network get members involved in the mission and activities of the network?
- How does the network get members to know and trust each other? How does it go about trying to create a common vision and common goals amongst a diverse membership? A “common agenda”?
- How cohesive is the coalition? Would one describe the network alliance as a “loose” coalition – or as “tightly knit” – or somewhere in-between?
- Are there regular meetings with high-level representation from member organizations? Regular communications? Using what methods / channels?
- How are member organizations involved in the strategic planning process? Is there a process for identifying members’ needs and priorities?
- Does the network make an effort to identify and overcome obstacles to members getting involved in network activities? (E.g. literacy level, different languages, distance between members). How?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

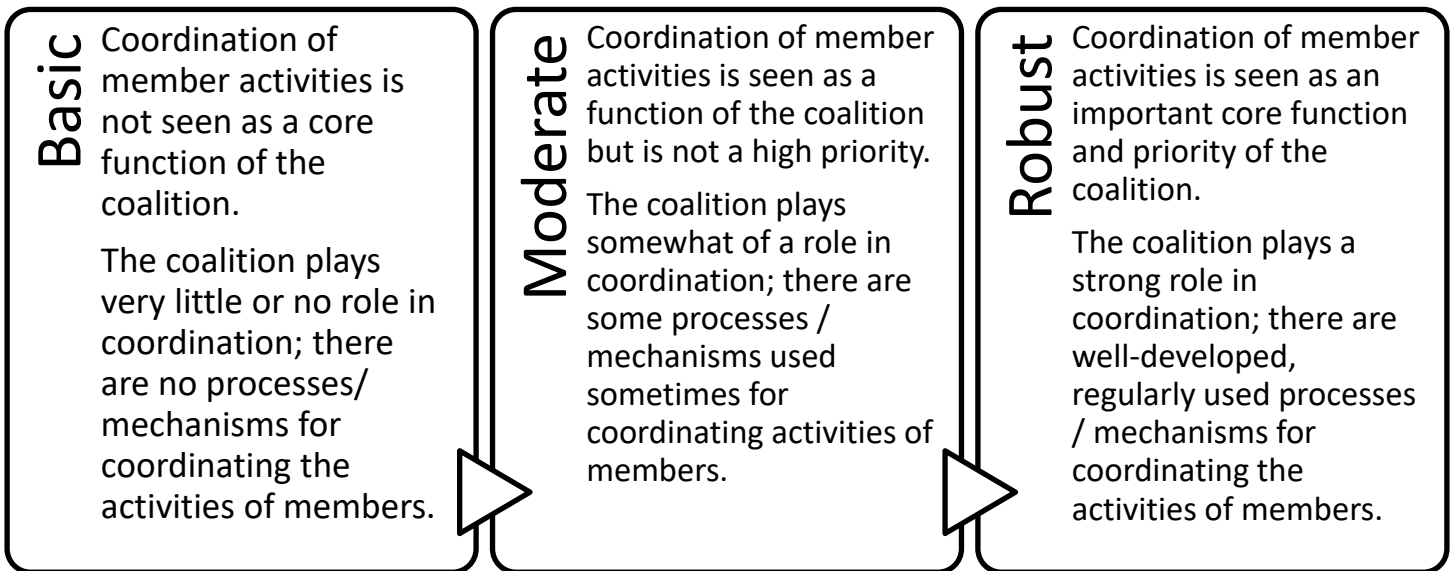
6.4 Coordination & Collective Impact

Importance: A coalition can play an important role in coordinating the activities of many organizations that have similar goals and objectives – to avoid duplicative efforts and increase collective impact. A HFC coalition/network can encourage each member organization to undertake specific activities at which it excels in a way that supports and is coordinated with the actions of others.

➤ **Discuss some or all of the following questions:**

- Does the HFC coalition/network see coordination as one of its primary functions / services? Is it stated in the mission or strategic plan or other alliance documents?
- How does the coalition strive to coordinate activities amongst members? i.e. who's doing what, where, when; avoiding duplication; dividing up the work; etc.
- Has the coalition discussed the concept of collective impact together? Has it identified ways to create buy-in around the idea of collective impact?
- What types of activities are coordinated? What mechanisms / methods are used to coordinate? E.g. Meetings? Website? Email? Etc.

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

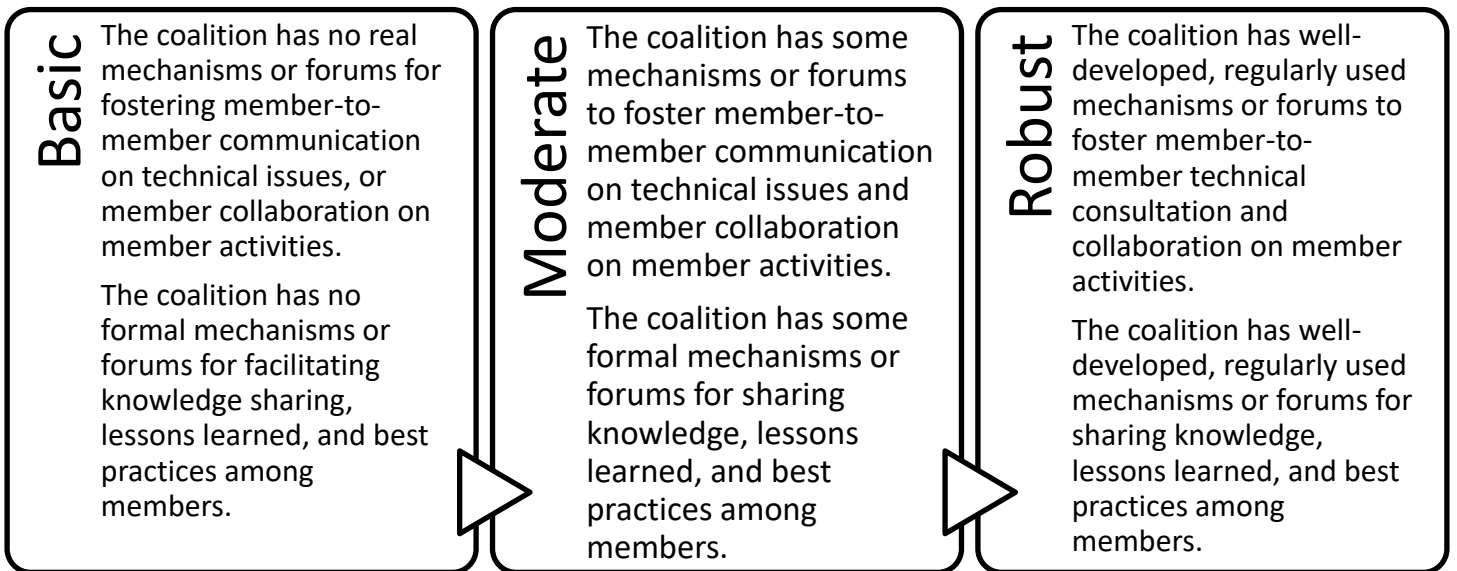
6.5 Member Collaboration and Knowledge Sharing

Importance: Member organizations of a HFC coalition/network can benefit from each other when there is open communication and members consult with each other on technical issues, share knowledge and lessons learned, and collaborate with each other on specific member projects or activities (apart from network-led activities). The network can add value by creating ways for members to connect and share knowledge.

➤ **Discuss some or all of the following questions:**

- How does the HFC coalition/network encourage and foster communication, collaboration and knowledge sharing directly between members (Beyond merely getting to know each other and building trust)?
- Do members regularly communicate and connect amongst themselves for technical assistance or advice to help them with their own activities (apart from network-led activities)?
- What mechanisms or methods does the network have for members to share lessons learned and best practices?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

7. PROGRAM DESIGN

The objective of this section is to assess the organization's planning and implementation of anti-hunger programming. Programming should address real and measured community needs, utilize the existing community assets, and be sustainable so that changes to funding or staffing do not threaten key programs.

► Sub-Sections under PROGRAM DESIGN

- 7.1 Assess Hunger in the Community
- 7.2 Community Asset Mapping
- 7.3 Hunger Free Communities Planning
- 7.4 Implementation of Anti-Hunger Interventions
- 7.5 Sustaining Anti-Hunger Interventions

► Resources you may wish to refer to in this section:

- strategic plan;
- operational plan;
- stakeholder list and analysis;;
- resource mobilization plan;
- Annual report(s); and
- End hunger or Strategic plan.

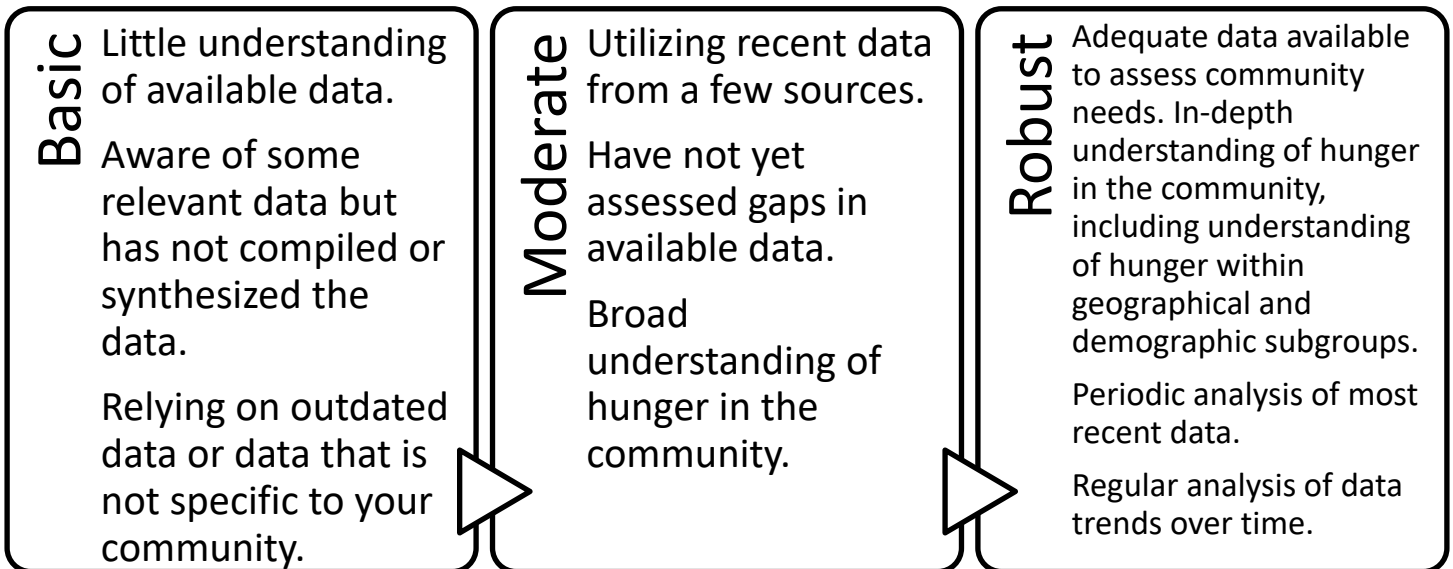
7.1 Assess Hunger in the Community

Importance: Before your organization can address hunger in your community, you must have a robust understanding of where hunger in your community exists, who is experiencing it, and to what degree. To fully understand hunger in your community you need to draw from various sources of recent data, as well as possibly collect some data on your own if necessary.

➤ **Discuss some or all of the following questions:**

- Has your HFC coalition compiled and synthesized the best sources of available food security data into a document specific to your network’s needs and service areas? How recent is the data that you are using?
- Have you identified types of data or information that may be missing from already available data?
- Have you consulted low-income community members to verify the accuracy/comprehensiveness of the data?
- Based on this data, do you have a firm understanding of who in the community is hungry and where in the community hunger exists?
- Have you worked with your partners to understand what kind of data they are collecting and how it could be useful to the coalition?
- Do you have a system in place to observe changes and trends in the data over time?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

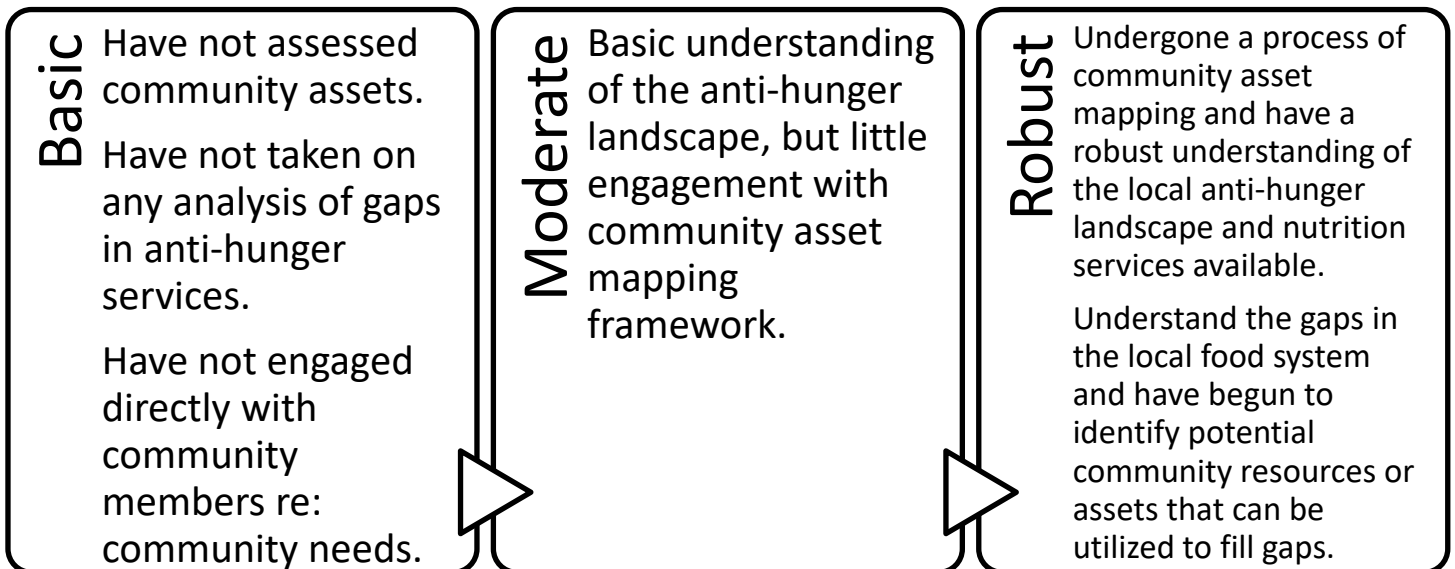
7.2 Community Asset Mapping

Importance: Community assessments are a crucial part of organizing communities for change and identifying successful anti-hunger strategies. Community assessments deepen understanding of your community including strengths, needs, culture, relationships, history, assets, social structure and conflicts.

➤ **Discuss some or all of the following questions:**

- Has your HFC coalition engaged the community in “listening sessions” to learn about key issues affecting the community, as well as to discover community strengths?
- Has your coalition visually or textually “mapped” all of the different food resources available to your community (schools, hospitals, grocery stores, food banks, SNAP enrollment agencies, nonprofits, homeless shelters, etc.)?
- Has your coalition identified underutilized assets in the community such as: potential community leaders, potential community volunteers, potential food distribution sites, potential coalition members, potential allies?
- Has your coalition identified service gaps in the anti-hunger landscape, and started to identify assets that can be utilized to address these gaps/unmet needs?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

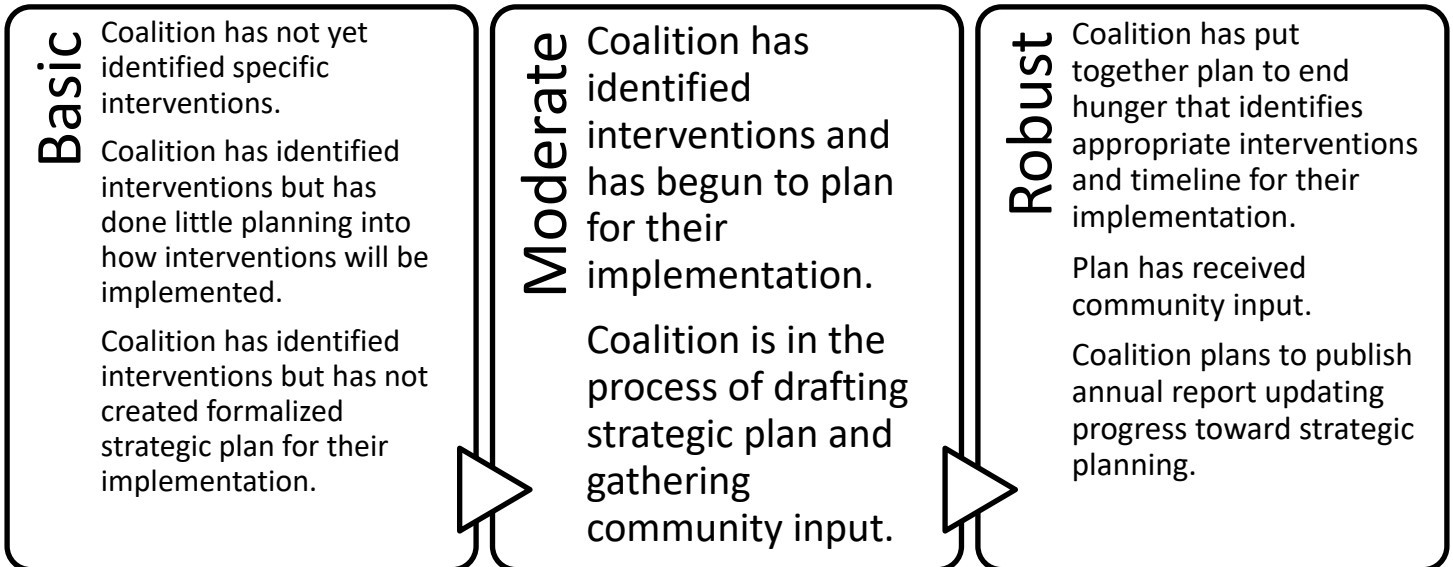
7.3 Hunger Free Communities Planning

Importance: Once a group has assessed hunger in the community, the current anti-hunger landscape, and community assets and strengths, they should then identify possible anti-hunger interventions. Planned interventions should be communicated both internally and externally through a strategic plan.

➤ **Discuss some or all of the following questions:**

- Has the HFC coalition brought together all coalition partners and community stakeholders to identify appropriate anti-hunger interventions – either new ones or opportunities for expanding current ones?
- Have you developed timelines for the implementation of all interventions?
- Have you identified and secured the appropriate resources and partners needed to meet your timelines?
- Have you done research into best practices and case studies for selected interventions?
- Have you received community input in order to identify locally appropriate ways to implement the interventions?
- Do you have robust estimates of the financial costs of implementing interventions?
- How will you share the plan with community stakeholders?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

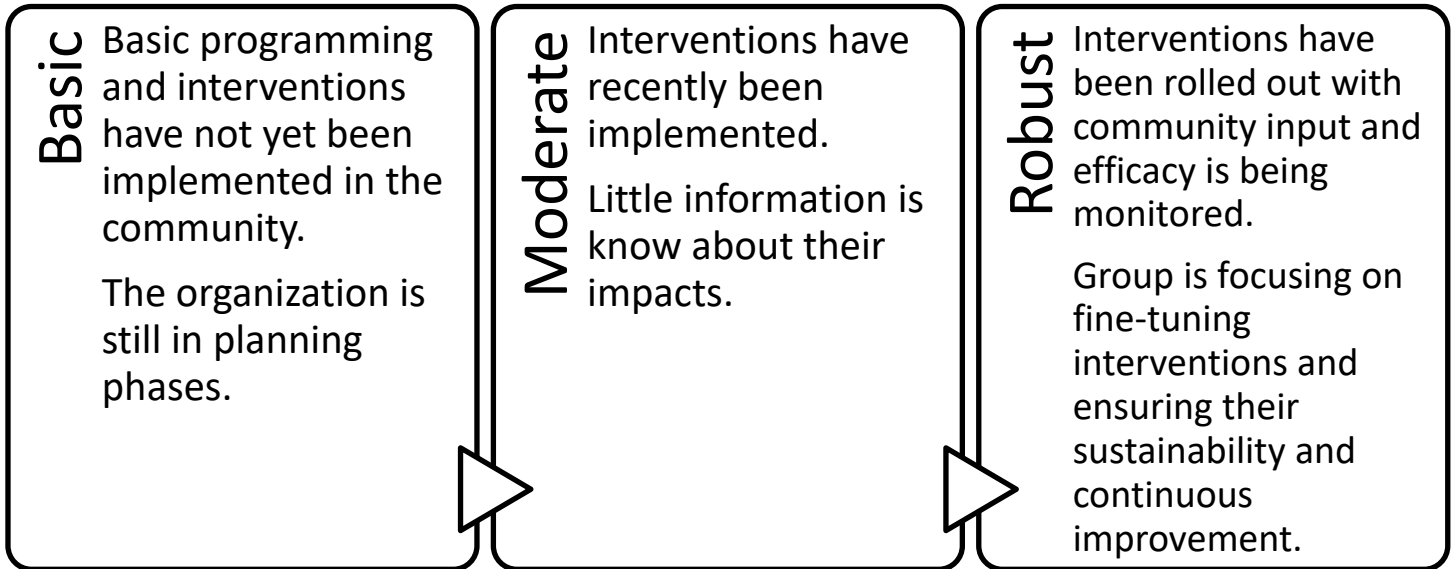
7.4 Implementation of Anti-Hunger Interventions

Importance: Interventions to address hunger must be strategically implemented in the community to have full impact and to ensure that they are relevant, sustainable, and properly addressing identified community needs.

➤ **Discuss some or all of the following questions:**

- Has your HFC coalition prioritized certain aspects of your plan to implement before others?
- Do the different interventions you are implementing complement each other and work together?
- Which aspects of your plan would inspire/encourage community participation and build support within the community? Is your plan being implemented with these goals in mind?
- Have you conducted necessary trainings for coalition members and/or volunteers to implement interventions?
- Are you reaching all of the individuals in your target population? Who might be left out?
- Are you sticking to your proposed budget? Have you encountered unanticipated costs?
- Do you have sufficient staff and employees to stay on track with your timeline?
- Are you gathering both qualitative and quantitative data and community feedback about the effectiveness of interventions?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

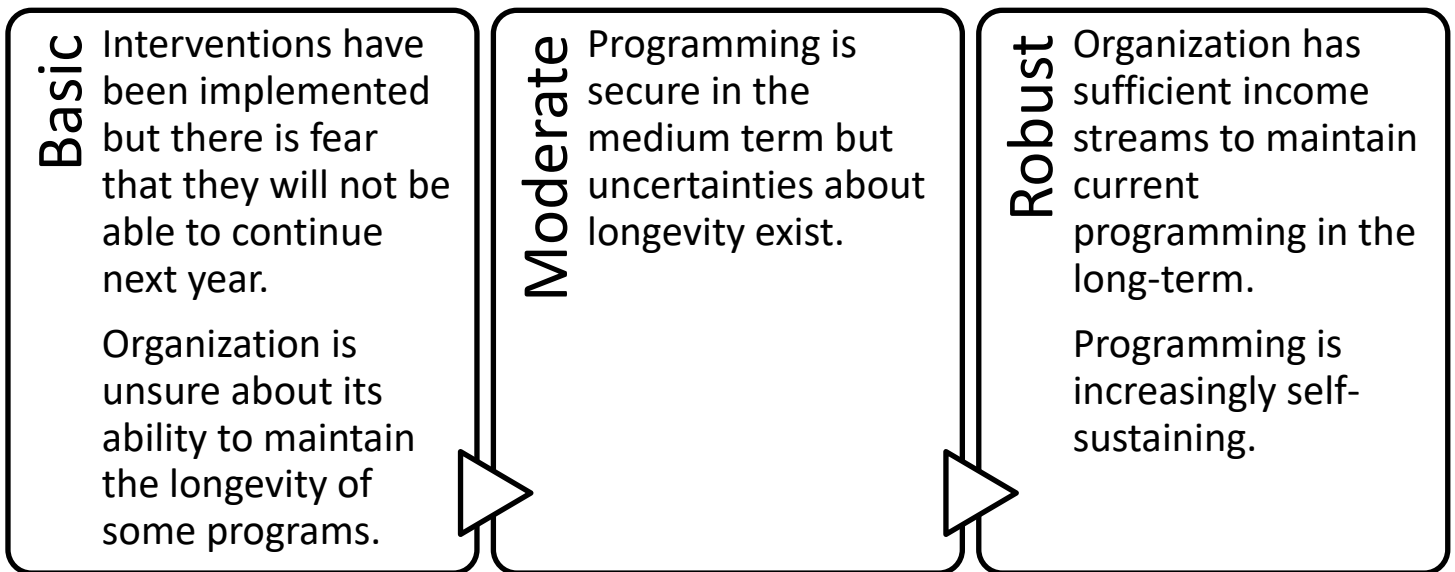
7.5 Sustaining Anti-Hunger Interventions

Importance: For interventions to truly help a community, they must be able to be sustained by your coalition over the intended period of time for the program to run. Suddenly discontinuing programming due to lack of funds or organizational capacity can be damaging to both program participants and your reputation in the community.

➤ **Discuss some or all of the following questions:**

- Has your HFC coalition identified/secured grants that can fund programming year-to-year?
- Does your organization have a plan to continue programming in the event that some funding is lost?
- Is your organization tracking progress and program successes in order to communicate these to potential donors and grantees?
- Is your organization taking advantage of volunteers and pro-bono resources in order to sustain community interventions?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

8. PROGRAM MANAGEMENT

The objective of this section is to assess the network organization's ability to implement projects or programs that meet member needs and/or advance the objectives of the organization; and the extent to which standards are used and programs are monitored and evaluated for performance.

► Sub-Sections under PROGRAM MANAGEMENT

8.1 Project Implementation

8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)

► Resources you may wish to refer to in this section:

- Project agreements, project designs / plans;
- M&E plans;
- Annual plans, work plans; and
- MOUs with partner organizations.

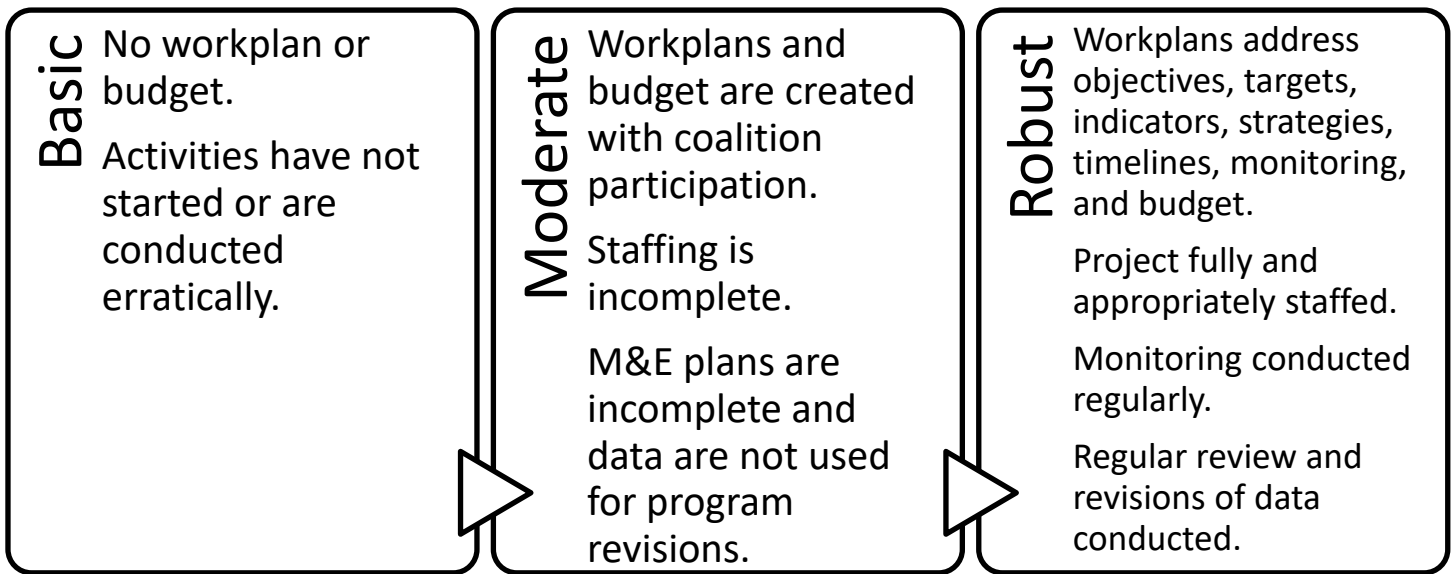
8.1 Project Implementation

Importance: Creating a detailed plan with objectives, targets, indicators, activities, and a timeline as well as appropriate staffing, budgeting, and continual monitoring makes it easier to implement, monitor, and revise projects.

➤ **Discuss some or all of the following questions:**

- What kind of projects does the HFC coalition/network implement?
- Is there a budgeted work plan for key project activities? Was it developed in consultation with HFC coalition members?
- Are activities taking place according to the work plan timeline?
- Are there people (staff/volunteers) in place with the required skills to implement the activities?
- Is there a monitoring plan? Are the data reviewed regularly?
- Are revisions to the project made based on the data?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

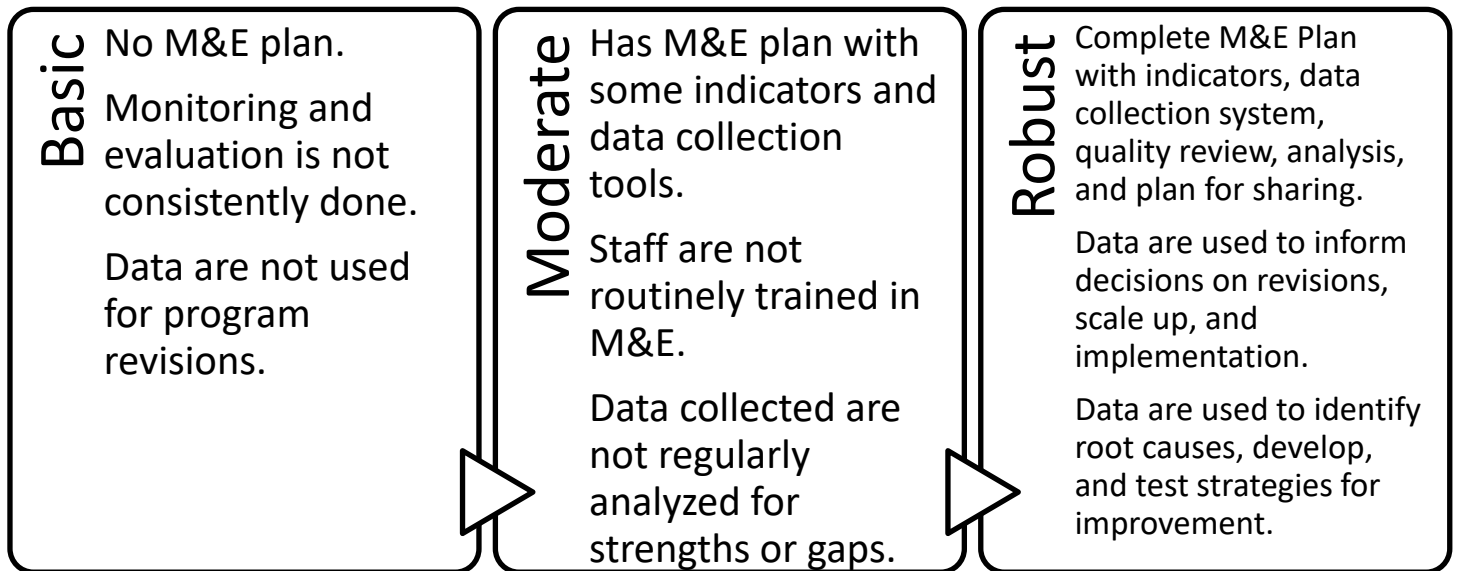
8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)

Importance: Collecting, analyzing, and reviewing data on project activities helps a HFC coalition identify strengths and gaps and determine whether it is achieving targets. Setting up a quality assurance process helps to design and test strategies for improvement and for achieving performance standards.

➤ **Discuss some or all of the following questions:**

- Is there an M&E plan? Does it include output and outcome indicators, data collection tools, quality review, and plans for sharing and using data?
- Is M&E training provided to relevant staff including providers, data collectors, and supervisors?
- Are M&E data routinely collected, analyzed and discussed with coalition members, management, staff, stakeholders, and the community?
- Is the data used to improve performance? Is the data used to identify quality challenges and root causes?
- Does the coalition develop plans to address the challenges, test results, and implement effective practices?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

9. POLICY ANALYSIS AND ADVOCACY

The objective of this section is to assess the organization's ability to analyze public policies related to its organizational focus and its capacity to plan and implement advocacy initiatives.

► Sub-Sections under **POLICY ANALYSIS AND ADVOCACY**

- 9.1 Organizational Commitment
- 9.2 Knowledge and Skills
- 9.3 Policy Analysis
- 9.4 Advocacy Strategy and Implementation
- 9.5 Engagement with Government
- 9.6 Sectoral Leadership

► Resources you may wish to refer to in this section:

- Organizational strategic plan; action plan; work plan;
- Advocacy strategy or action plan;
- Position papers; policy briefs; advocacy materials; and
- Project documents or reports related to advocacy projects.

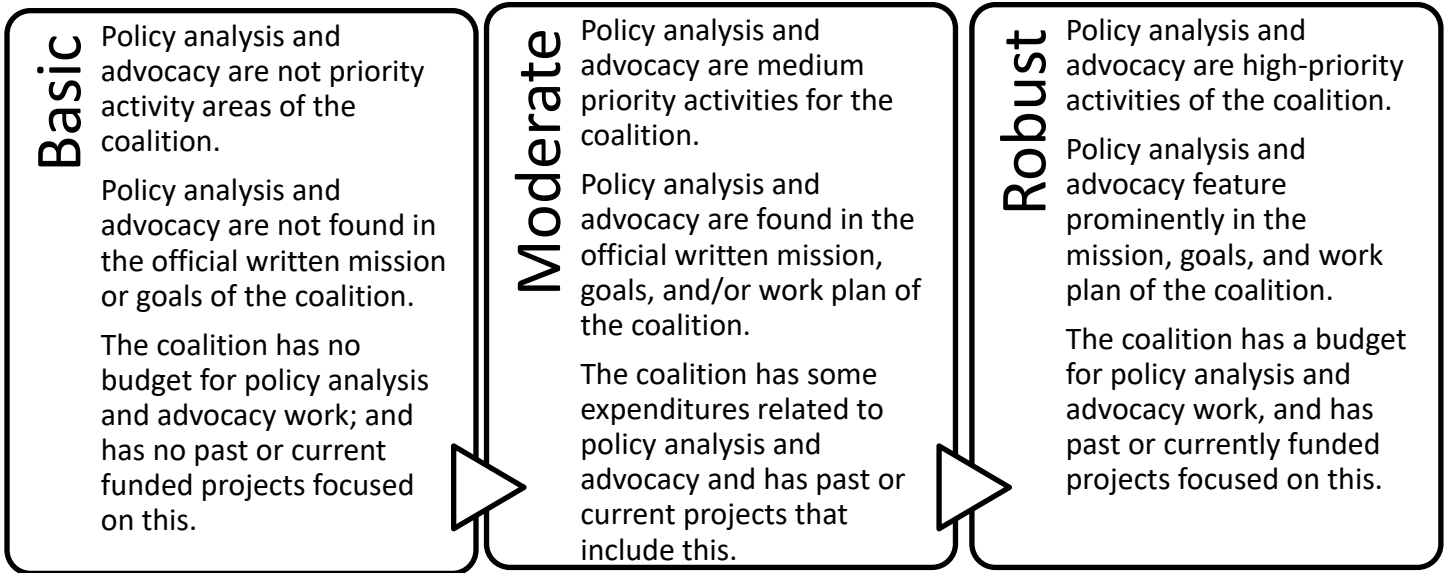
9.1 Organizational Commitment

Importance: To be successful in the areas of policy analysis and advocacy, an HFC coalition needs to devote time, resources and “organizational energy” to making these things happen.

➤ **Discuss some or all of the following questions:**

- What do the HFC coalition’s mission, goals, strategic plan, work plan etc. say about policy analysis and advocacy?
- What is the coalition’s budget for policy analysis and advocacy?
- Does the coalition have any past or currently-funded projects that include policy analysis and advocacy or focus exclusively on this?
- Would member organizations or stakeholders describe the coalition as an “advocate?”

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

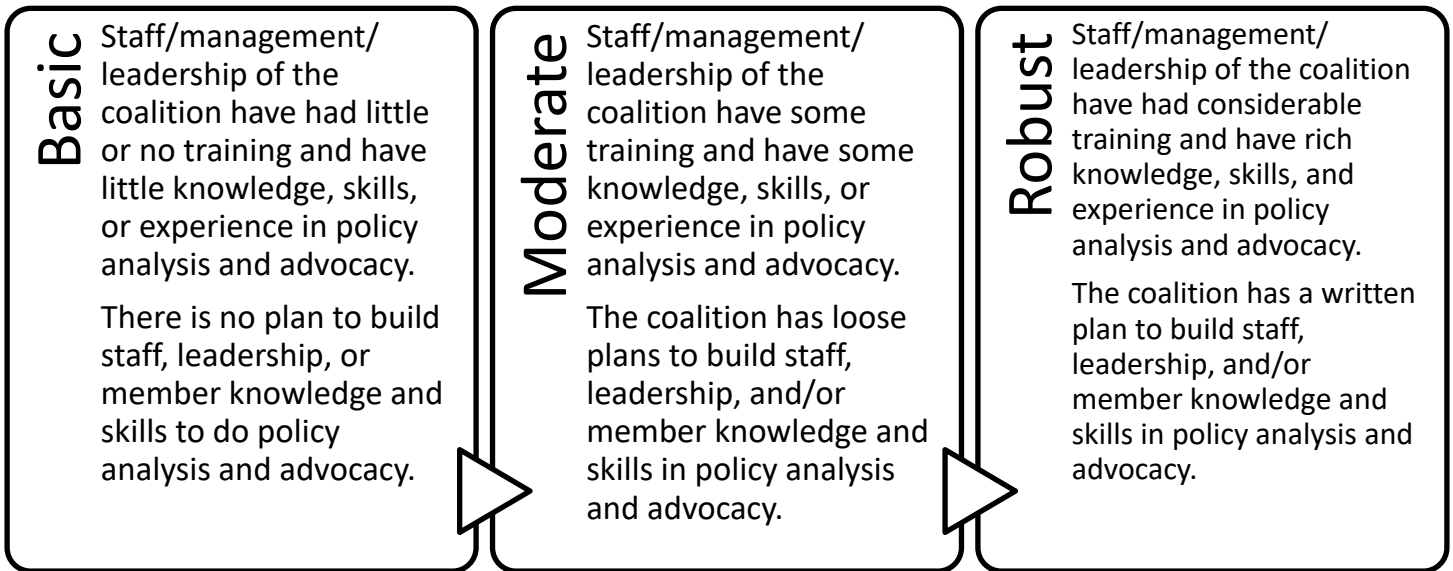
9.2 Knowledge and Skills

Importance: As with technical sectors like health or agriculture or education etc., to effectively carry out policy analysis and conduct advocacy, it takes knowledge, skills, attitudes, and experience.

➤ **Discuss some or all of the following questions:**

- What kind of background, training and experience do coalition staff and leadership have in policy analysis and advocacy?
- What training and experience do the member organizations have in policy analysis and advocacy?
- Does the coalition have a plan for training and building the advocacy knowledge of staff, leadership, member organizations, and clients/program participants?
- Has your coalition identified useful resources for developing an advocacy strategy?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

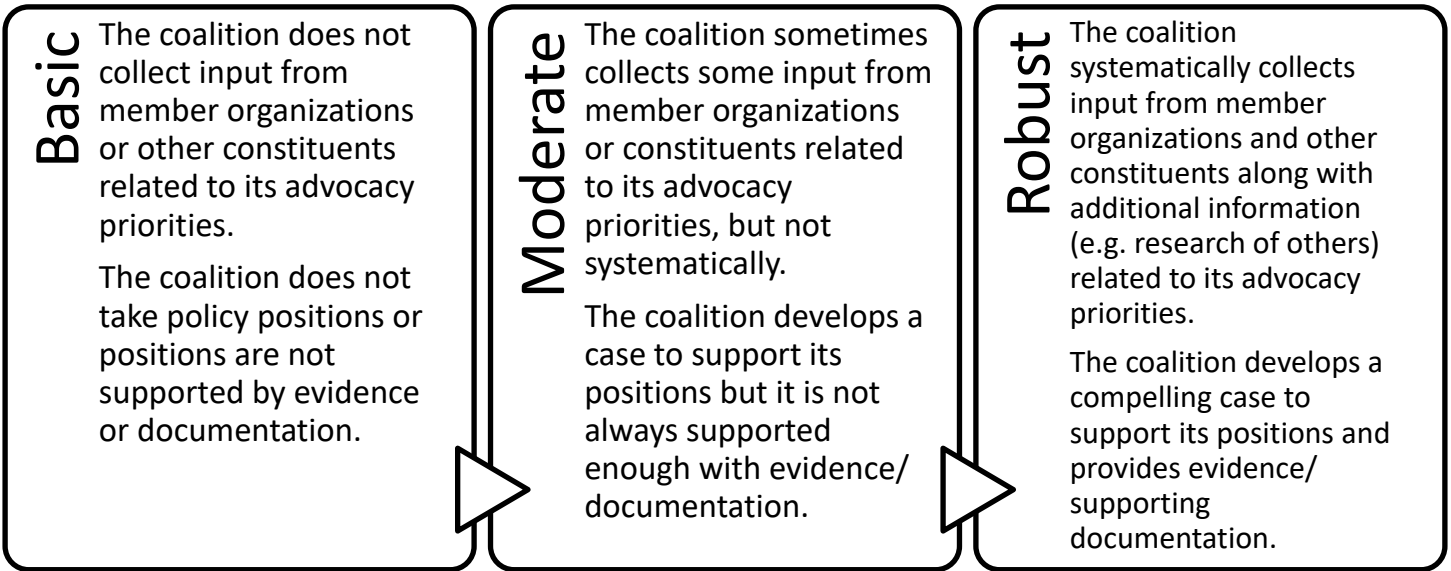
On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

9.3 Policy analysis

Importance: The processes for gathering information and input from constituencies affected by public policies, and developing a strong case for policy change or reform that is based on evidence, are paramount.

- **Discuss some or all of the following questions:**
 - Does the HFC coalition consult with members and other constituents (e.g. farmers, SNAP recipients, etc.) as it develops its policy positions on advocacy priorities?
 - Does the network tap into the research done by other organizations or institutions to develop its policy positions?
 - How are the policy positions of the network presented to others?
- **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
 Brainstorm briefly: how could the organization get to where it wants to be?

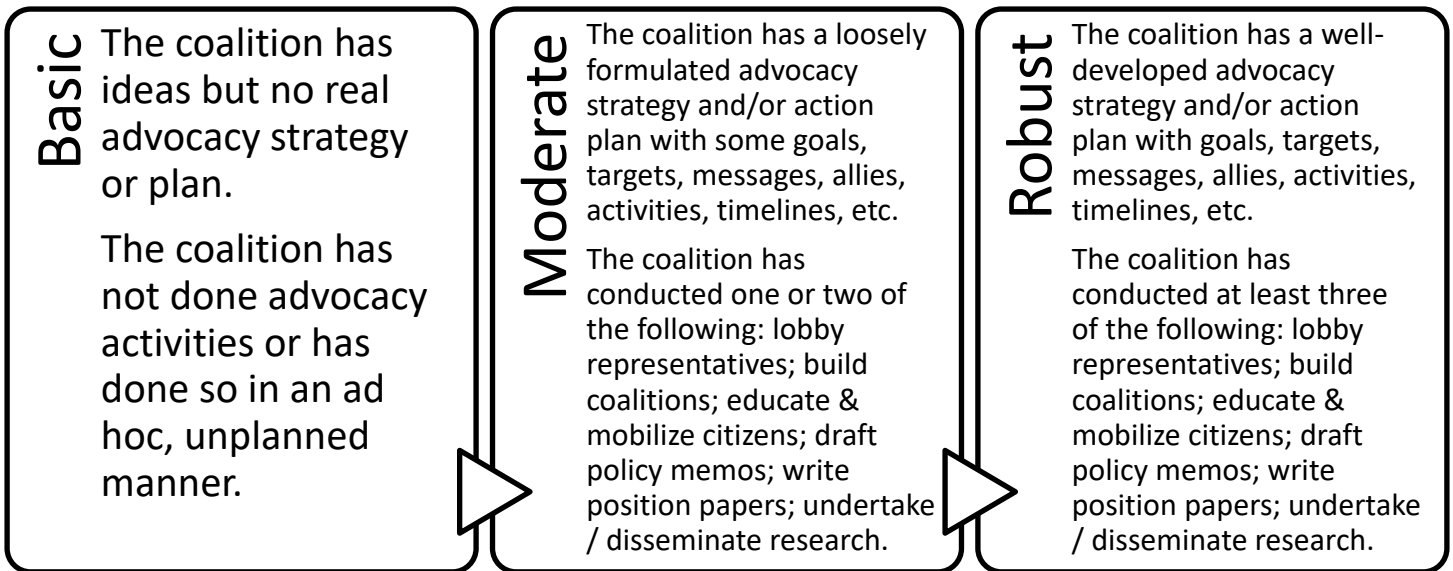
9.4 Advocacy Strategy and Implementation

Importance: Advocacy can be more effective if it is planned with a strategy that identifies goals, targets, allies, messages, methods, timelines, responsibilities, etc. An organization should consider in its strategy conducting advocacy using multiple methods/approaches.

➤ **Discuss some or all of the following questions:**

- Does the HFC coalition have a written advocacy strategy or action plan? Is it well-developed with goals, targets, messages, allies, methods, timelines, responsibilities, etc.?
- What advocacy methods has the coalition used? What advocacy activities has the coalition implemented?
- How successful has the advocacy been? Is more strategic planning needed? More or different methods/approaches?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

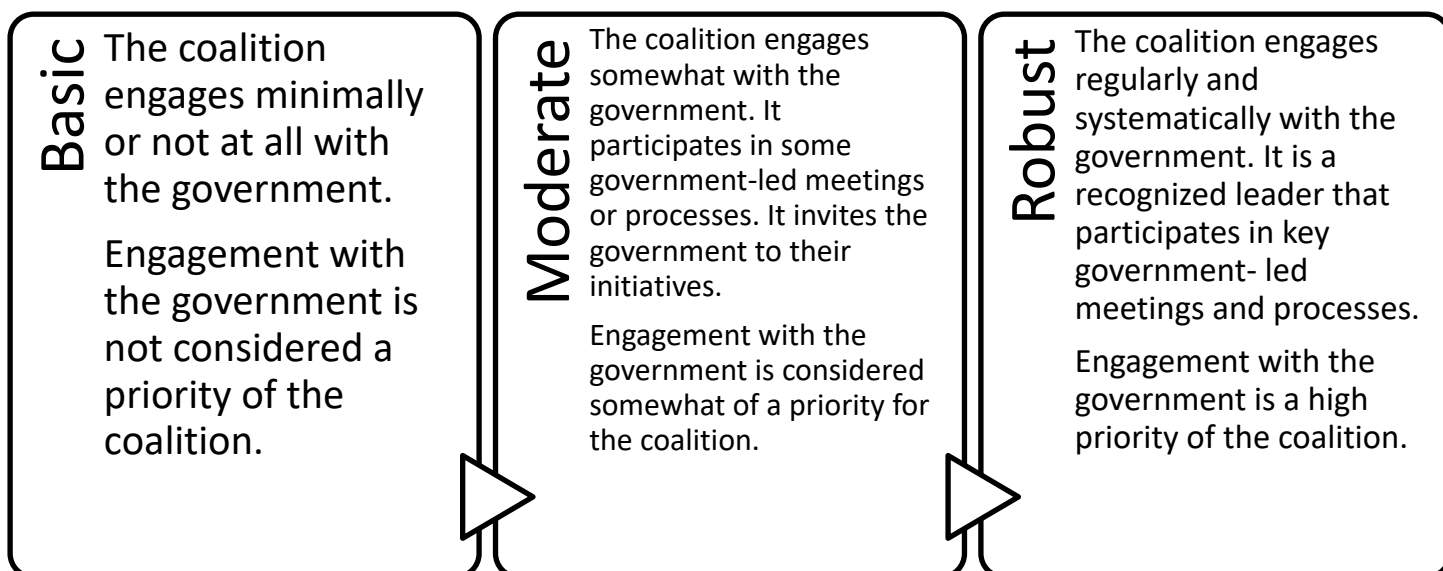
9.5 Engagement with Legislators and Other Government Officials

Importance: Regular and effective engagement by a coalition with their government representatives is essential for fostering dialogue and promoting policies and programs and mutually supportive actions that will have a positive impact on their anti-hunger advocacy efforts.

➤ **Discuss some or all of the following questions:**

- How and how often does the HFC coalition engage with the government? Face-to-face? Via communications?
- Does your coalition prioritize advocacy directly from people with lived experience of hunger and poverty?
- Does the coalition invite government representatives to participate in activities or forums or meetings?
- Does the coalition get invited to participate in government-led forums or meetings or processes?
- Does the coalition organize its own or participate in lobby days, or collective advocacy actions hosted by leading coalitions?

➤ **Come to consensus: Where does the coalition fall on this spectrum?**



Indicate where you approximate your coalition to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

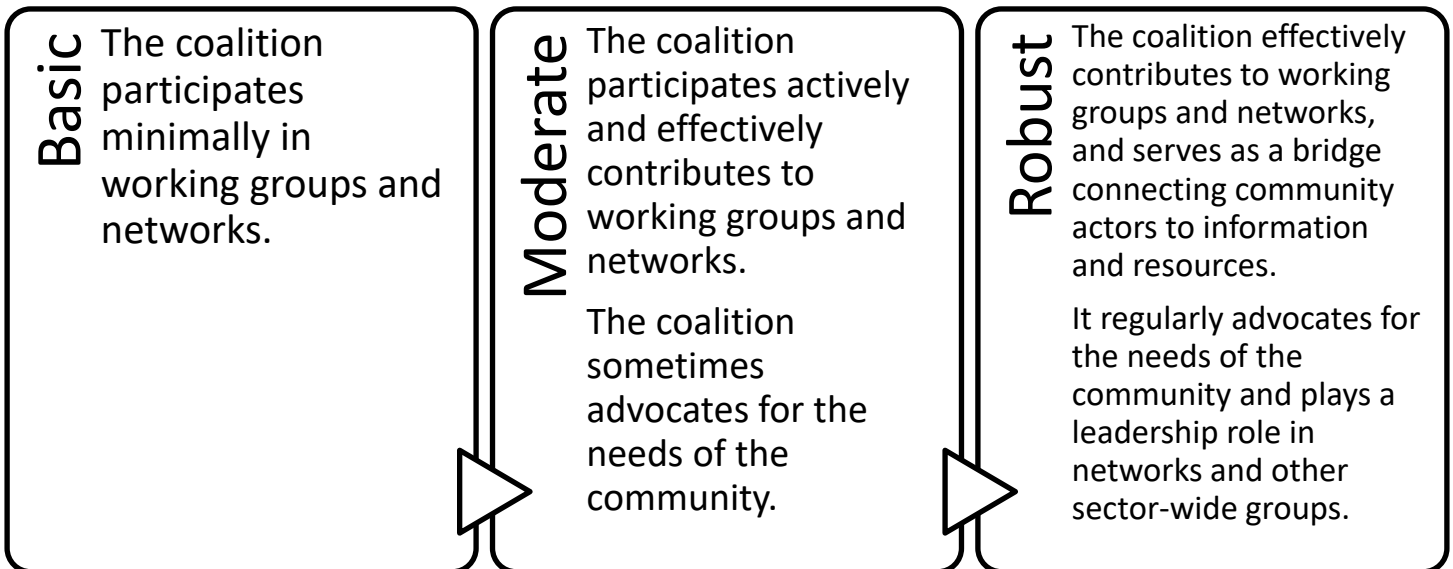
9.6 Sectoral Leadership

Importance: Sectoral Leadership refers to how a HFC coalition engages with the broader civil society in which it operates and how it contributes to the overall strength and vitality of the community.

➤ **Discuss some or all of the following questions:**

- Does the HFC coalition belong to and participate in larger networks (statewide, for example) or working groups? Which ones?
- How active is the coalition in these larger networks?
- Is the coalition one of the leading members of larger networks, or is it still getting “up to speed?”
- Has the coalition presented on its work at any regional or national meetings or conferences? Does the coalition have a budget so that representatives can attend meetings or conferences each year?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

10. RACIAL EQUITY

The objective of this section is to assess the organization's need for and capacity to incorporate a racial equity lens into the planning, decision making and overall management of its work and the organization itself. At the end of the section users should be able to identify organizational need and capacity, gauge and gain organization buy-in, analyze current programs and policies, and plan and integrate racial equity.

► Sub-Sections under RACIAL EQUITY

- 10.1 Need and Capacity
- 10.2 Organizational Buy-in
- 10.3 Analysis and Evaluation
- 10.4 Planning and Intervention

► Resources you may wish to refer to in this section:

- strategic plan;
- racial equity toolkits;
- racial equity glossary;
- stakeholder list and analysis; and
- additional racial equity resources/guides.

10.1 Need and Capacity

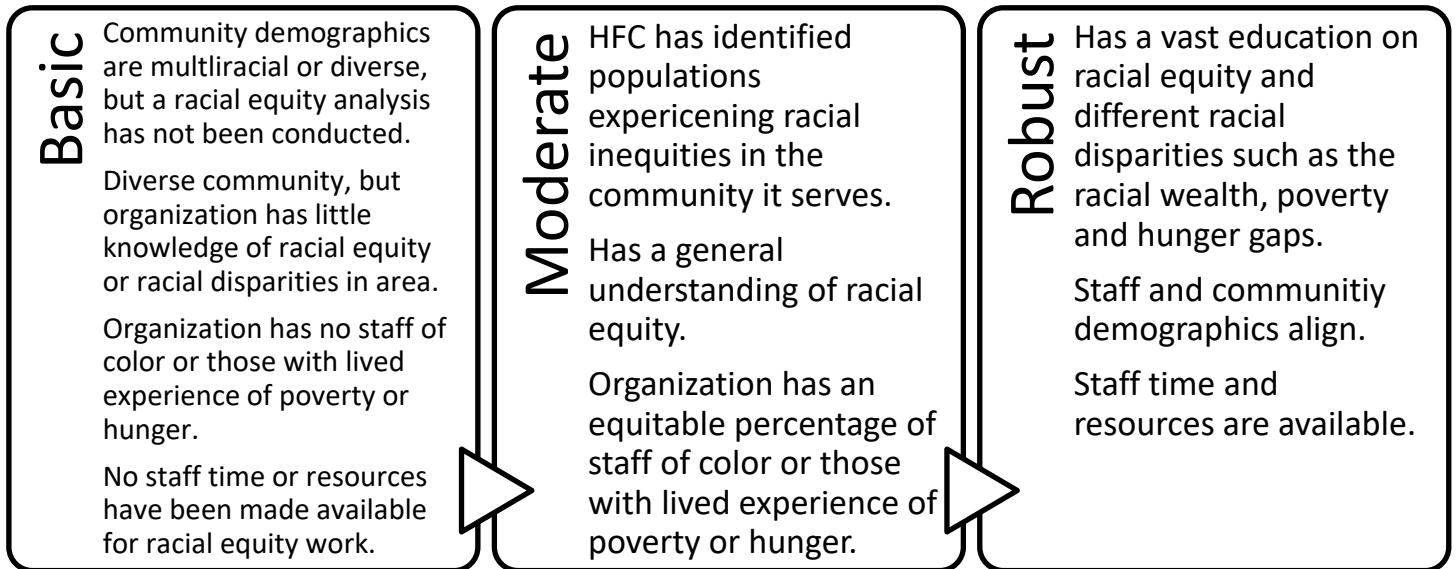
Importance: Understanding the need for racial equity will help organizations determine if they should prioritize and address any capacity concerns for incorporating racial equity into their work and decision making.

➤ **Discuss some or all of the following questions:**

- What are the demographics (age, race, cultural backgrounds) of the communities the organization serves?
- What populations do projects, programs, or organizational policies affect (both directly and indirectly)?
- Does the organization have any current viewpoints on internal diversity, inclusion and anti-racism?
- What are the demographics (age, race, cultural backgrounds) of the organization’s staff, and do they align with client demographics? Have any staff personally experienced poverty or hunger?
- Are there current racial disparities that have been observed internally or externally to the organization?
- Does the area or community the organization works in have a history of racial discrimination? If so, what is it and how has it affected current day situations?
- Has the organization participated in any forms of anti-racism or racial equity learning or training?
- Does the organization understand the definition of racial equity, as distinct from diversity and equality?
- Does the organization have staff time and/or resources that can be dedicated to addressing racial equity?

Consider reviewing this tip sheet from Racial Equity Tools: [Why Start Racial Equity Work, and what are its Implications?](#)

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

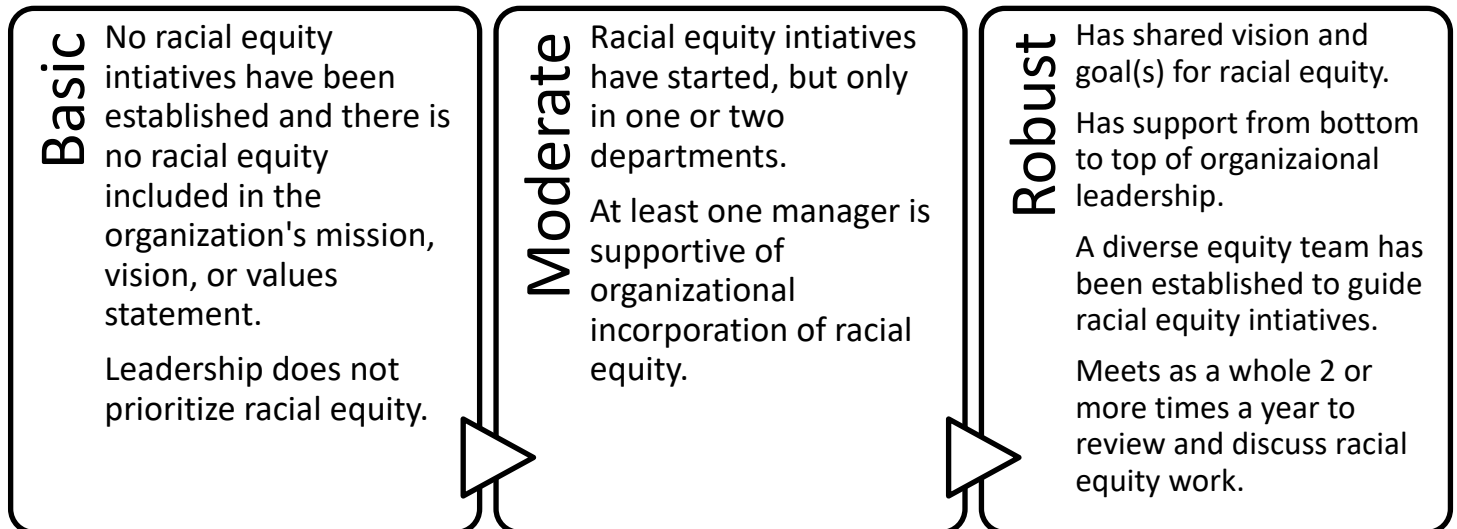
10.2 Organizational Buy-in

Importance: A solid foundation built on organizational buy-in, clarity and a shared mission are vital for racial equity work. Incorporating racial equity takes time and dedication; therefore, ensuring strong leadership and organizational support will help ensure that efforts are sustainable.

➤ **Discuss some or all of the following questions:**

- Do leadership and upper management support the need for incorporating racial equity?
- Does the organization’s board understand and support racial equity initiatives?
- Is racial equity included in the organization’s mission, vision, or values statement?
- Do representatives on the HFC coalition agree to prioritize racial equity?
- What persons are currently leading racial equity work? Is there equal and fair representation of different racial groups at different staff levels?
- Is racial equity work coordinated and integrated across all departments?
- How is racial equity applied and used within the organization? How often?
- Is racial equity included in the on-boarding process for new employees?
- Are connections being leveraged in support of racial equity?

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

10.3 Analysis and Evaluation

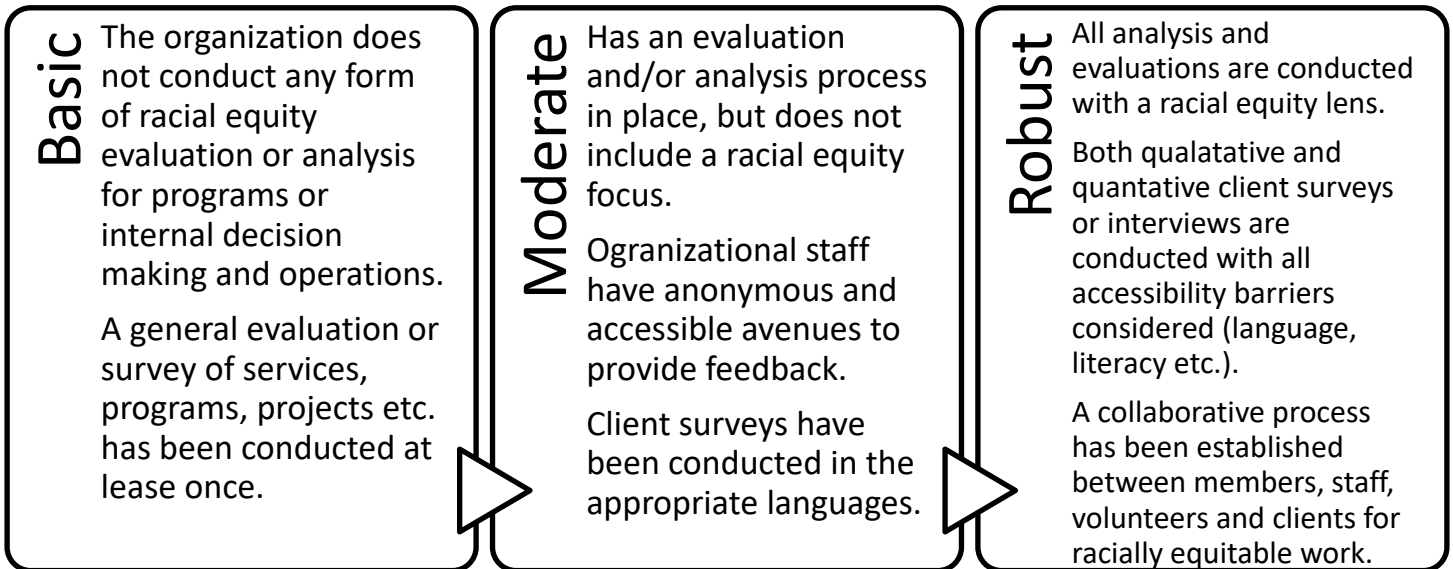
Importance: Conducting an initial analysis of the organizational structures, programs, and policies will illuminate what next steps need to be taken to address racial disparities and achieve racial equity. Further monitoring and evaluation will ensure an iterative process that will allow the organization to continue to grow and sustain its racial equity efforts.

➤ **Discuss some or all of the following questions:**

- Has the organization conducted an internal racial equity assessment?
- Does the organization have a current evaluation process in place? If so, does it include a racial equity lens?
- Are the organization's clients, members, volunteers or staff provided accessible avenues to provide honest feedback?
 - Has the organization analyzed power dynamics to ensure internal and external stakeholders have equitable power in decision-making processes?
- Does a new project, program, or initiative have multiple stages of evaluation and incorporate client voices?
- Are language, literacy and other accessibility barriers considered during the creation of evaluation and/or metric tools?
- Are evaluation results shared with the organization and community? Are they referred to during future planning processes?
- Is there an accountability process in place to ensure feedback is incorporating in timing manner and before products (projects, programs etc.) are finalized?

Consider reviewing some or all of these tip sheets from Racial Equity Tools: [How can we Design Survey Interviews and Questionnaires to give us the Best Information Possible?](#) ; [How can we avoid "Blaming the Victim" when we Present Information on Poor Outcome for different Racial, Ethnic, Language or Immigrant Groups in our Community?](#)

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

10.4 Planning and Intervention

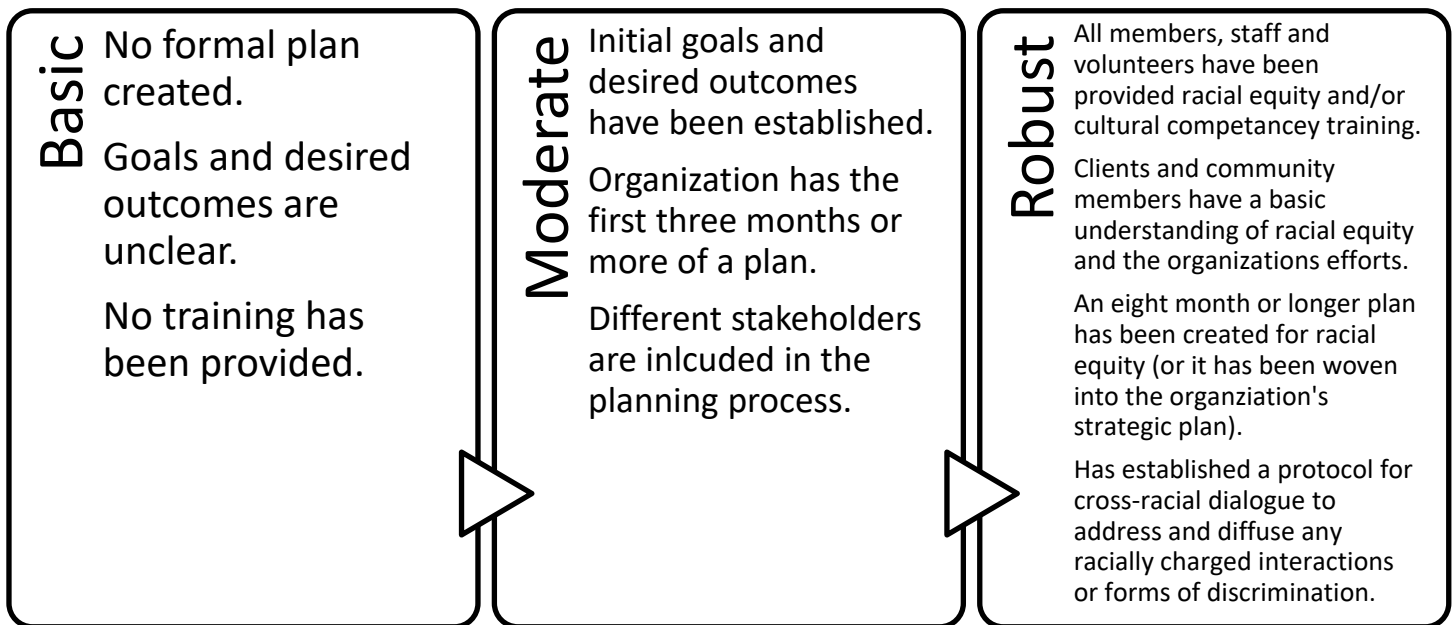
Importance: Having a plan in place for incorporating a racial equity lens into the organization’s work will provide structure and a reference point for clarity throughout the process. Once racial equity has been incorporated, organizations can take action and intervene in racial disparities as well as prevent further harm to communities.

➤ **Discuss some or all of the following questions:**

- Have different areas of the organization’s work been prioritized to boost racial equity—i.e. advocacy, policy, programs, internal hiring practices, etc.?
- Does the organization have clear goals or desired outcomes racial equity initiatives?
- Have key stakeholders been mapped by the organization or HFC coalition for support and feedback?
- Has a timeline for implementation been established with clear benchmarks?
- Has staff been provided training on how to use a racial equity lens? Are members, staff, or volunteers provided any racial equity and/or cultural competency training?
- Are there contingency plans in place to diffuse and address any racially-charged interactions?
- How will the organization sustain racial equity initiatives- both external and internal?

Consider reviewing this tip sheet from Racial Equity Tools: [How can we create an Inclusive and Equitable Planning Process?](#)

➤ **Come to consensus: Where does the organization fall on this spectrum?**



Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	
1	2	3	4	5	N/A

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
 Brainstorm briefly: how could the organization get to where it wants to be?

Overall Self-Assessment Workbook Scorecard

Use this scorecard to indicate where you approximate your coalition/organization to be in each category sub-section on a scale of 1 to 5. Place the corresponding number in the appropriate box. If the category does not apply, choose N/A. In the last column, identify where you hope to be in 12 months for each section.

This scorecard will help you see overall trends within each section as well as overall results for discussion. For sections that have a majority of categories in the 'basic' to 'moderate' rankings, please consider reviewing the resources provided for each section.

Name of HFC Coalition: _____

Date: _____

1. GOVERNANCE	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
1.1 Vision, Mission, and Values							
1.2 Legal Status							
1.3 Governing or Advisory Board							
1.4 Leadership and Succession Plan							

2. ADMINISTRATION	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
2.1 Organizational Structure							
2.2 Operational Policies, Procedures and Systems							
2.3 Filing and Information Systems							

3. HUMAN RESOURCES	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
3.1 Staffing							
3.2 Job Descriptions and Staff/Volunteer Supervision							
3.3 Personnel Policies							
3.4 Compensation (stipends, salaries, and benefits)							
3.5 Volunteers and Interns							

4. FINANCIAL MANAGEMENT	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
4.1 Financial Policies and Procedures							
4.2 Internal Controls							
4.3 Financial Documentation and Reporting							
4.4 Financial Planning and Sustainability							
	Basic		Moderate		Robust	N/A	

5. ORGANIZATIONAL MANAGEMENT	1	2	3	4	5		12 month goal:
5.1 Strategic and Operational Plan							
5.2 Resource Mobilization							
5.3 Engagement with Donors							
5.4 Communication Strategy: Documentation and Reporting							
5.5 Internal Communication and Decision-Making							
5.6 Stakeholder Involvement							
5.7 Knowledge Management							

6. COALITION CAPACITIES	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
6.1 Size and Diversity of Membership							
6.2 Membership Process and Outreach							
6.3 Member Involvement							
6.4 Coordination & Collective Impact							
6.5 Member Collaboration and Knowledge Sharing							

7. PROGRAM DESIGN	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
7.1 Assess Hunger in the Community							
7.2 Community Asset Mapping							
7.3 Hunger Free Communities Planning							
7.4 Implementation of Anti-Hunger Interventions							
7.5 Sustaining Anti-Hunger Interventions							

8. PROGRAM MANAGEMENT	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
8.1 Project Implementation							
8.2 Monitoring and Evaluation (M&E) and Quality Assurance (QA)							

9. POLICY ANALYSIS AND ADVOCACY	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
9.1 Organizational Commitment							
9.2 Knowledge and Skills							
9.3 Policy Analysis							
9.4 Advocacy Strategy and Implementation							
9.5 Engagement with Legislators							
9.6 Sectoral Leadership							

10. Racial Equity	Basic		Moderate		Robust	N/A	12 month goal:
	1	2	3	4	5		
10.1 Need and Capacity							
10.2 Organizational Buy-In							
10.3 Analysis and Evaluation							
10.4 Planning and Intervention							

Capacity-Building Resources

The Alliance to End Hunger maintains a [resource library](http://alliancetoendhunger.org/resource-library/) for the Hunger Free Communities Network™ at <http://alliancetoendhunger.org/resource-library/>. This library contains helpful materials including Hunger Free Community plans, reports and assessments, information about federal nutrition programs, tools and resources.

For the areas where your organization self-ranked as ‘Basic’ or ‘Moderate’ please consider the additional resources below. Please note, these organizations and tools are not associated with the Alliance to End Hunger and their placement in this resource list should not be taken as an endorsement of the organization. These suggested tools do not represent an exhaustive list of resources on each topic. We will endeavor to update this list – adding and removing resources as needed. We welcome feedback and suggestions of other helpful resources. Please email Minerva Delgado at mdelgado@alliancetoendhunger.org.

Chapter 1: Tools for Building Governance Capacity

- California Association of Marriage and Family Therapists, [Governance and operations toolkit](#)
This toolkit includes guidance on creating a governing or advisory board, creating board meeting agendas, and evaluating a board as well as creating a leadership structure with clearly defined roles and responsibilities.
- Community Tool Box: [Proclaiming Your Dream: Developing Vision and Mission Statements](#)
This chapter details the what, why, and how to develop an effective vision and mission statements that effectively communicates the work of your organization or effort.
- Cullinane Law Group, [How to Set Up a Non Profit with 501\(c\)\(3\) Status](#)
This infographic offers a detailed breakdown of the process of establishing your organization as a 501c3.
- [Board development toolkit, Mississippi Center for Nonprofits](#)
This toolkit lays out best practices for forming a board, provides useful templates for creating board policies, and resources on succession planning.

Chapter 2: Tools for Building Administrative Capacity

- [National Council of Nonprofits: Managing Nonprofit Employees](#)
The National Council of Nonprofits has put together a helpful array of resources specifically aimed at nonprofits who need to improve their human resources capabilities.
- [Strengthening Nonprofits: Leading a Nonprofit Organization](#)
This lesson details steps, processes, and defines roles associated with being an effective Executive Director, or other administrator of a non-profit organization.

Chapter 3: Tools for Building HR Capacity

- Warner Bros. and Taproot Foundation, [Nonprofit Human Resources: Best Practices Toolkit](#)
This toolkit was created for nonprofits, and includes HR best practice guides for: performance management; recruitment, hiring and retention; program staffing; ongoing professional development; and resolving problems.

Chapter 4: Tools for Building Financial Management Capacity

- [National Council of Nonprofits: *Financial Management*](#)
The National Council of Nonprofits has a myriad of helpful resources for nonprofits who are trying to improve their financial management skills, including a Financial Management Self-Assessment tool as well as financial policy guidelines.

Chapter 5: Tools for Building Organizational Management Capacity

- [Community Tool Box: *Improving Organizational Management and Development*](#)
This toolkit provides guidance for enhancing your organization's governance structure and improving communications.
- [KnowHow Nonprofit: *Developing a Communications Strategy*](#)
KnowHow Nonprofit has put together a comprehensive guide for nonprofits looking to develop their communications strategy which includes a step by step guide and links to various other helpful resources

Chapter 6: Tools for Building Coalition Capacities

- [Mark Winne Associates - *Doing Food Policy Councils Right*](#)
A useful resource on the building of food policy-focused coalitions including development, implementation, and monitoring and evaluation.
- [The Prevention Institute: *Developing Effective Coalitions: An Eight Step Guide*](#)
An easy-to-follow guide on how to develop a coalition generally – from deciding to develop one, to recruitment, to resource mobilization, to evaluation and improvement.
- New Entry Sustainable Farming Project (Friedman School of Nutrition Science and Policy – Tufts University), [Inclusive Engagement Toolkit for Community Food Project Planning](#)
While specifically designed for organizations applying for USDA Community Food Projects (CFP) grants, this guide offers helpful tips and resources for building grassroots participation, especially from the constituencies you intend to serve; and building a shared vision with partners, with an inclusive, participatory process.
- Texas Hunger Initiative – [Toolkit for Developing and Strengthening Hunger Free Coalitions](#)
This provides a step-by-step guide for building coalitions, plus it gives best practices examples from the field, ideas for implementation, and practical tools.

Chapter 7: Tools for Building Program Design Capacities

- New Entry Sustainable Farming Project (Friedman School of Nutrition Science and Policy – Tufts University), [Planning Successful Community Food Projects](#)
While specifically designed for organizations applying for USDA Community Food Projects (CFP) grants, this guide offers a process for designing programs using a collaborative process and utilizing community food assessments.
- Community Tool Box, [Developing an Intervention](#)
This tool walks through developing core components of a community intervention and adapting them to fit the context.
- Community Tool Box, [Our Evaluation Model: *Evaluating Comprehensive Community Initiatives*](#)
The section on *Assess local concerns and assets* can be very informative in designing your program.

- The Collective Impact Forum, [Harnessing the Power Source for Collective Impact: Mutually Reinforcing Activities](#)
The Collective Impact Forum shares this article for designing mutually reinforcing activities.
- The Collective Impact Forum, [Community Engagement Toolkit](#)
This tool shares strategies for engagement to so that community members are true partners for achieving your goals.
- UCLA Center for Health Policy Research, [Asset Mapping](#)
A resource developed by UCLA to guide groups embarking on community asset mapping projects.
- Food Research and Action Center, [Resource Library](#)
Food Research and Action Center provides a database on Best Practices Guides and other resources on various topics.
- Share Our Strength, [No Kid Hungry Center for Best Practices](#)
Share Our Strength provides a database with research, program interventions and advocacy to end childhood hunger.
- [National Council of Nonprofits: Nonprofit Sustainability](#)
A comprehensive guide to ensure your nonprofit remains sustainable – from finances to leadership to boards of directors and beyond.
- [John P. Kretzmann and John L. McNight: Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets](#) (1993, ACTA Publications)
Available through Amazon, this book is a great resource that guides community and organization leaders through the process of “asset-based development” – utilizing skills and assets already available in one’s own community.
- Texas Hunger Initiative – [Toolkit for Developing and Strengthening Hunger Free Coalitions](#)
This provides a step-by-step guide for building coalitions, plus it gives best practices examples from the field, ideas for implementation, and practical tools.

Chapter 8: Tools for Building Program Management Capacities

- The Community Food Security Coalition provides various tools for planning and evaluation of community food projects. They are full of concepts, specific examples and worksheets.
 - [Community Food Project Evaluation Handbook](#)
 - [Community Food Project Evaluation Toolkit](#)
 - [Whole Measures for Community Food Systems](#)
 - [Whole Measures for Community Food Systems: Stories from the Field](#)
- Community Tool Box offers a variety of tools for designing program evaluations.
 - [Toolkit: Evaluating the Initiative](#)
 - [Evaluating Comprehensive Community Initiatives](#)
 - [A Framework for Program Evaluation: A Gateway to Tools](#)

Chapter 9: Tools for Building Policy Analysis and Advocacy Capacities

- [Alliance to End Hunger: Advocacy Playbook](#)
The Alliance to End Hunger’s Advocacy Playbook includes step-by-step instructions for scaling up your

organization's advocacy efforts. This comprehensive resource features about 30 advocacy activities.

- [A Positive Partnership: Advice from Witnesses to Hunger on Engaging Your Community in Advocacy](#) (Drexel University Center for Hunger-Free Communities)
This toolkit from Witnesses to End Hunger can help your organization begin to engage individuals with lived-experience of poverty and hunger in your own advocacy efforts.

- [Community Tool Box: Getting an Advocacy Campaign off the Ground](#)
This tool reviews the basic components of advocacy and guiding questions for getting started.

Chapter 10: Tools for Building Racial Equity Analysis and Capacities

- [Racial Equity Tools: Organizational Change Processes](#)
This webpage offers a variety of tools, case studies, and resources for organizations that “seek to transform their policies, procedures, practices, culture, and relationships to be racially equitable and inclusive”. A few highlights from the webpage include:
 - [Asking Powerful Questions](#), Building Movement Project
 - [Race Equity and Inclusion Action Guide](#), The Annie E. Casey Foundation
 - [Advancing the Mission: Tools for Equity, Diversity, and Inclusion](#), The Annie E. Casey Foundation
 - [Building a Race Equity Culture in the Social Sector](#), Equity in the Center
- [Racial Equity Tools: Organizational Capacity Building](#)
This webpage includes tools, research, and practices “to grow organizations that can sustain racial equity work, with attention to their internal processes as well as their capacities to work on equity.” A few highlights for the page include:
 - [Chronicles of Change: An Organization's Guide to a Theory of Social Change](#), National Gender & Equity Campaign of Asian Americans/ Pacific Islanders in Philanthropy
 - [Service and Social Change](#), Building Movement Project
 - [Organizational Capacity Assessment Tool](#), The Marguerite Casey Foundation
- [Racial Wealth Gap Learning Simulation](#), Bread for the World Institute
The simulation is an interactive tool that illuminates the connections between racial equity, hunger, poverty and wealth. It is a useful tool for understanding structural inequalities in the United States and the quantifiable impact policy has had in shaping the racial hunger, poverty and wealth divides we see today.
- [Racial Equity Scorecard](#), Bread for the World Institute
The Racial Equity Scorecard is a way of assessing how successfully a given policy/program or legislation applies a racial equity lens. The policy can be scored on a scale of 0 (“harmful policy” capable of widening racial inequities) to 5 (“racially equitable” in each aspect).
- [Building the Case for Racial Equity in The Food System](#), Center for Social Inclusion
This report “describes how policies impact racial equity in the food system. Through the stories of two children, Brenna and Johnny, this report walks us through the structural race analysis along the food chain, highlighting how key policies shape opportunities for children, farmers, and laborers.”
- [Racially Equitable Responses to Hunger During COVID-19 and Beyond](#), Bread for the World Institute
This report seeks to provide initial analysis of the deep connections between racial divides in both food security and susceptibility to contracting and dying from COVID-19. Through a combination of data analysis and case studies to provide in depth recommendations that lay out policies to break the cycle of food insecurity—including eliminating the racial wealth divide, racialized concentrated poverty, and racial bias in the healthcare system.

- [An Equitable Food System: Good for Families, Communities, and the Economy](#), Policy Link and Marguerite Casey Foundation. This is one of a series of issue briefs dedicated to helping community leaders and policymakers bolster their campaigns and strategies with the economic case for equity. The issue briefs correspond with the 13 planks of the Marguerite Casey Foundation’s Equal Voice National Family Platform.
- [Racial Equity Tools: Making the Case](#)
The ability to make a strong case for racial equity work is itself an important change process. This includes the ability to communicate goals, strategies and outcomes in ways that various audiences can hear and which motivate action. Resources in this section include different ways communities and organizations make the case for racial equity work. In addition, there are resources about using data and information as tools to educate and engage people.
- [Awake to Woke to Work: Building a Race Equity Culture](#), Equity in the Center
This publication is the culmination of the Equity in the Center’s research, which illustrates in detail how organizations can move through the Race Equity Cycle by activating specific organizational levers. Awake to Woke to Work: Building a Race Equity Culture provides insights, tactics, and practices social sector organizations can and have used to measurably shift organizational culture, operationalize equity, and move from a dominant organizational culture to a Race Equity Culture.
- [Building Racial Equity Trainings](#), Race forward: The Center for Racial Justice Innovation
Race Forward’s Building Racial Equity series is a collection of interactive training for those who wish to sharpen their skills and strategies to address structural racism and advance racial equity. Unlike “diversity trainings” which primarily focus on *interpersonal* relations and understanding, the Building Racial Equity trainings emphasize how to challenge and change *institutional* racial inequities.
- [The Community Tool Box: Capacity Building, Consultation & Evaluation Training](#)
The KU Center for Community Health and Development provides information and training in the fields of community health and development both online and through training workshops. Through the Community Tool Box, the Center also provides online resources as a public service.
- [The Community Tool Box: Training Curriculum](#)
The Community Tool Box team developed a training curriculum designed for use in workshops, classes, and webinars to support core skills in community work. The sixteen training modules have been field-tested in a variety of settings, including coalition workshops, non-profit trainings, and college courses.
- [Racial Equity Learning Modules](#)
A growing collection of learning modules created by World Trust Educational Services in collaboration with other leading racial justice organizations. The project is inspired by the World Trust film project *Cracking the Codes: The System of Racial Inequity* and seeks to bridge the gap between inspiration and democratic action that supports racial equity.
- [Transforming White Privilege: A 21st Century Leadership Capacity](#)
A Joint Project of The Center for Assessment and Policy Development (CAPD), MP Associates and World Trust Educational Services, funded by The W.K. Kellogg Foundation. The Transforming White Privilege (TWP) curriculum is designed to help current and emerging leaders from a variety of sectors better identify, talk about and intervene to address white privilege and its consequences.
- [Race Matters: Organizational Self-Assessment](#), The Annie E. Casey Foundation
Use this questionnaire to find out if they are part of your organization. The questions use a racial lens to size up staffing and operational aspects. The assessment then offers additional tools and next steps based on how the organization scores. This tool is part of a [Race Matters Toolkit](#).

- [National Equity Atlas](#)
The National Equity Atlas is produced by PolicyLink and the USC Program for Environmental and Regional Equity. The National Equity Atlas is a first-of-its-kind data and policy tool for the community leaders and policymakers who are working to build a new economy that is equitable, resilient, and prosperous.
- [GEAR--Getting Equity Advocacy Results](#), PolicyLink
Getting Equity Advocacy Results (GEAR) draws from the wisdom and experience of seasoned advocates and action researchers to provide useful benchmarks, frameworks, and tools for measuring progress in equity efforts for policy change across a range of issues.
- [The Community Tool Box: Community Check Box Evaluation System](#)
Community Check Box is a smart, helpful, easy-to-use web-based tool to capture and display data that shows where and how well you're progressing toward your goals. This process helps support meaningful evaluations, promote accountability, and encourage continual improvements in your work.
- [POWER MOVES: Your essential philanthropy assessment guide for equity and justice](#), National Committee for Responsive Philanthropy. A complete self-assessment toolkit to determine how well you are [building](#), [sharing](#) and [wielding](#) power and identify ways to transform your programs and operations for lasting, equitable impact. It includes ready-to-use guides, insightful anecdotes and comprehensive resources to help you on your power journey towards high-impact giving.
- [Racial Equity Resource Guide](#), W.K. Kellogg Foundation
"In 2010, we launched America Healing, an effort to put the belief in a false human hierarchy based on physical characteristics and the racial and structural inequalities it creates behind us, by first putting it squarely in front of us. America Healing is a strategy for racial healing toward racial equity, and is designed to raise awareness of unconscious biases and inequities to help communities heal. In support of America Healing, we have created this comprehensive and interactive racial equity resource guide that includes practical resources including articles, organizations, research, books, media strategies and training curricula aimed at helping organizations and individuals working to achieve racial healing and equity in their communities."
- [Racial Equity Tools: Action Plan Examples](#)
This webpage provides selected examples of racial equity work focused on organizational and community change.
- [Healthy Food Access Portal Glossary](#), PolicyLink, Reinvestment Fund, The Food Trust, Robert Wood Johnson Foundation, and Center for Healthy Food Access.
This glossary includes definitions for terms, programs and more.
- [Racial Equity Tools Glossary](#)
Offers definitions for terminology used in racial equity and justice works such as ally and intersectionality.
- [Racial Equity Tools: Tip Sheets](#)
Tip sheets are based on the experiences of the website authors in doing, evaluating and learning from others about how to do racial equity work. They are presented with the hope that they will be useful to readers of this site. Topics covered include: working on racial equity, working on racial equity in communities, getting started on evaluation, aligning evaluation with your work, collecting information, and using and sharing evaluation results.
- For more resources, please explore racialequitytools.org