

# 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.

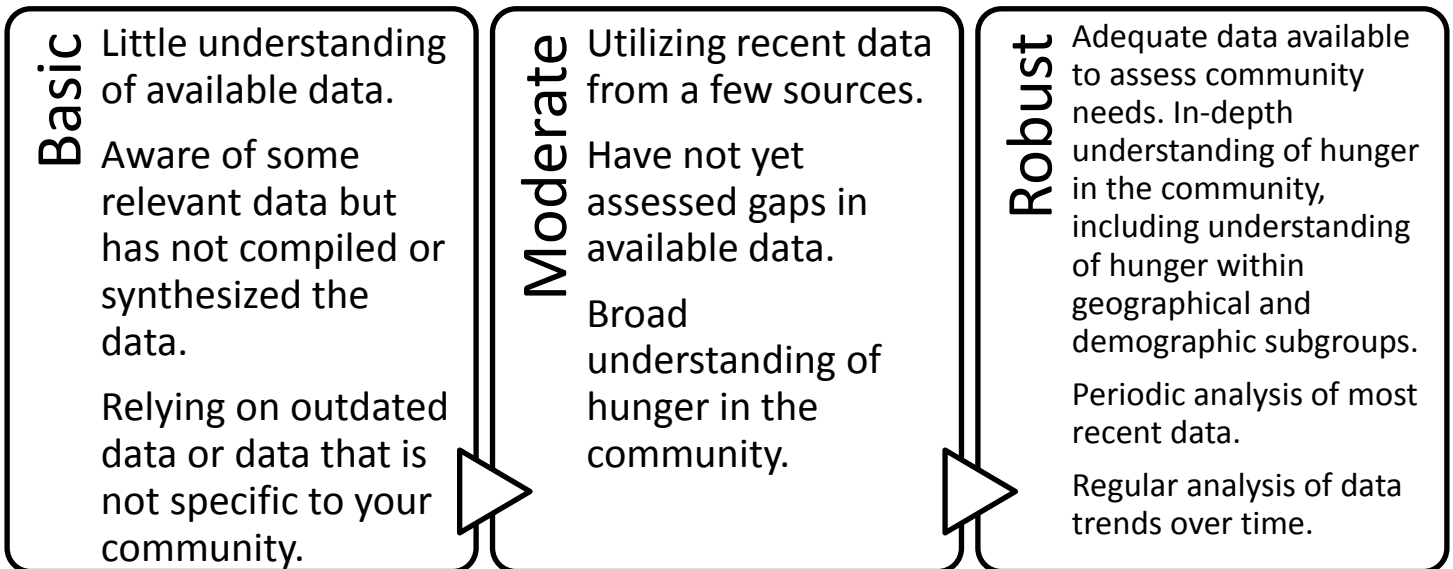
## 7.1 Assess Hunger in the Community

**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	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?

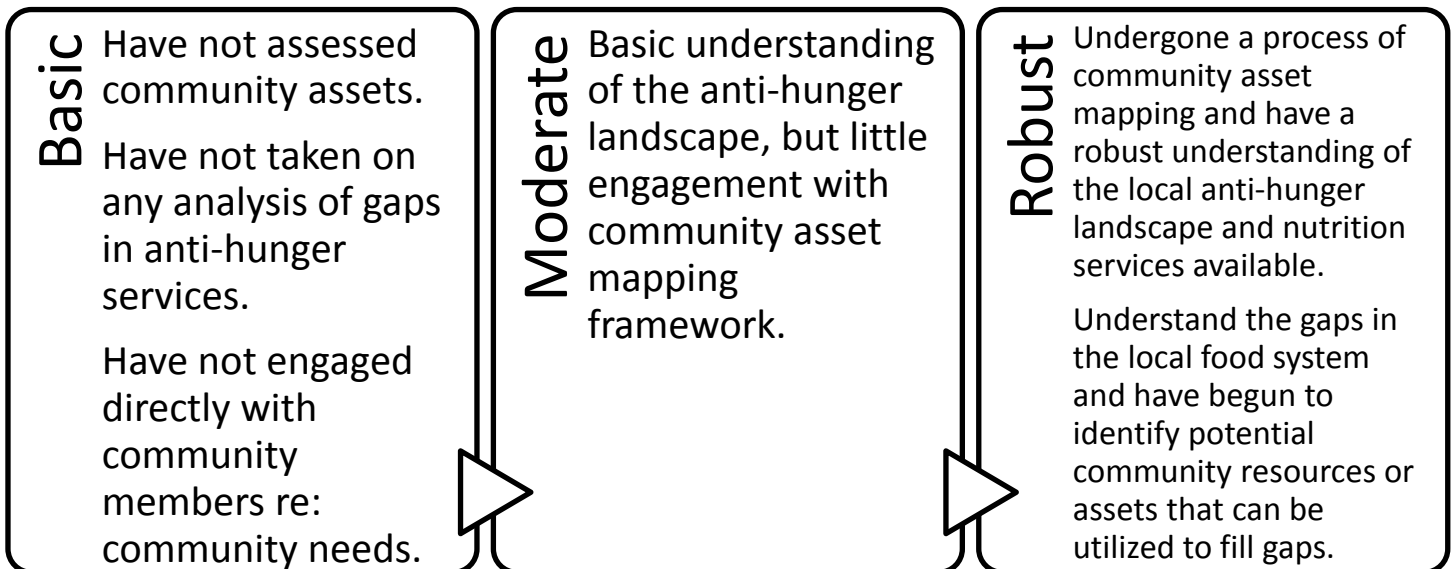
## 7.2 Community Asset Mapping

**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.

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Discussion Notes/Rationale for rating.

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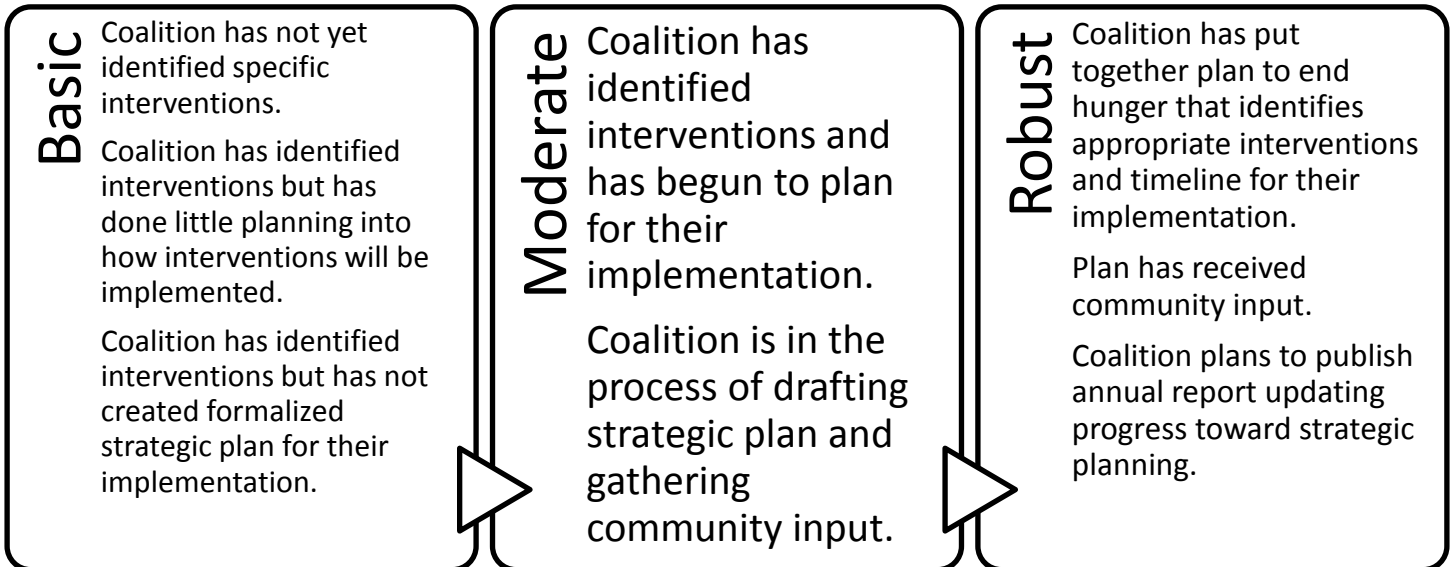
### 7.3 Hunger Free Communities Planning

**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?**



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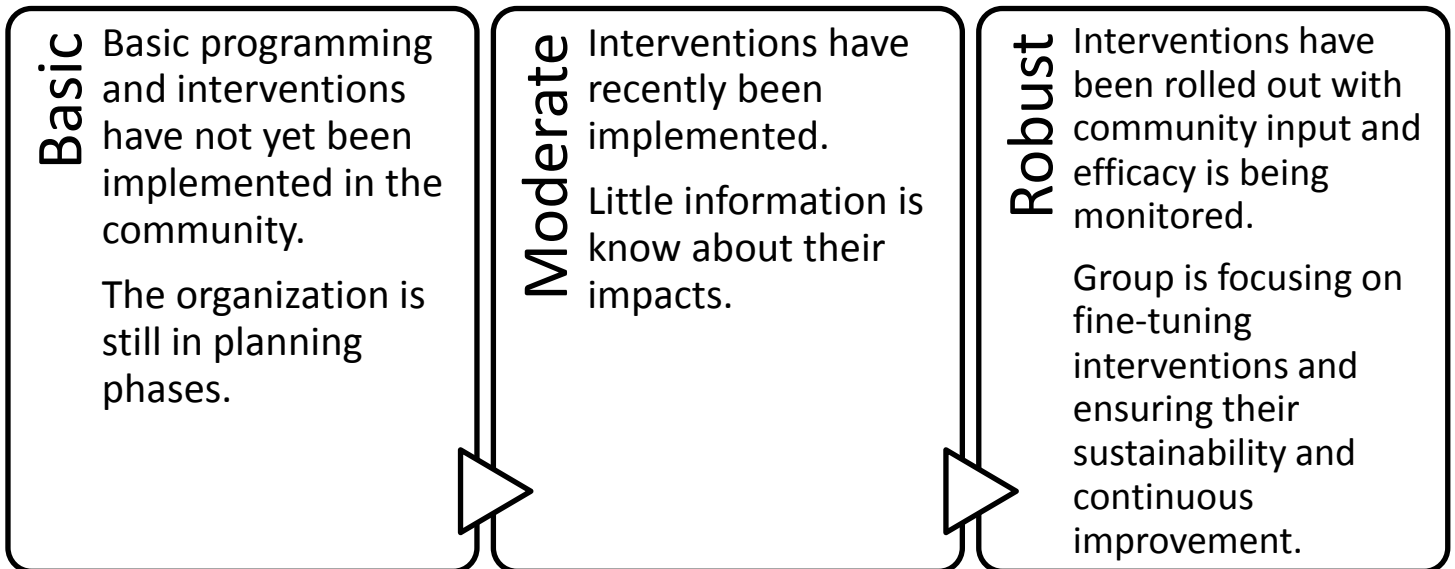
## 7.4 Implementation of Anti-Hunger Interventions

**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.

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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?

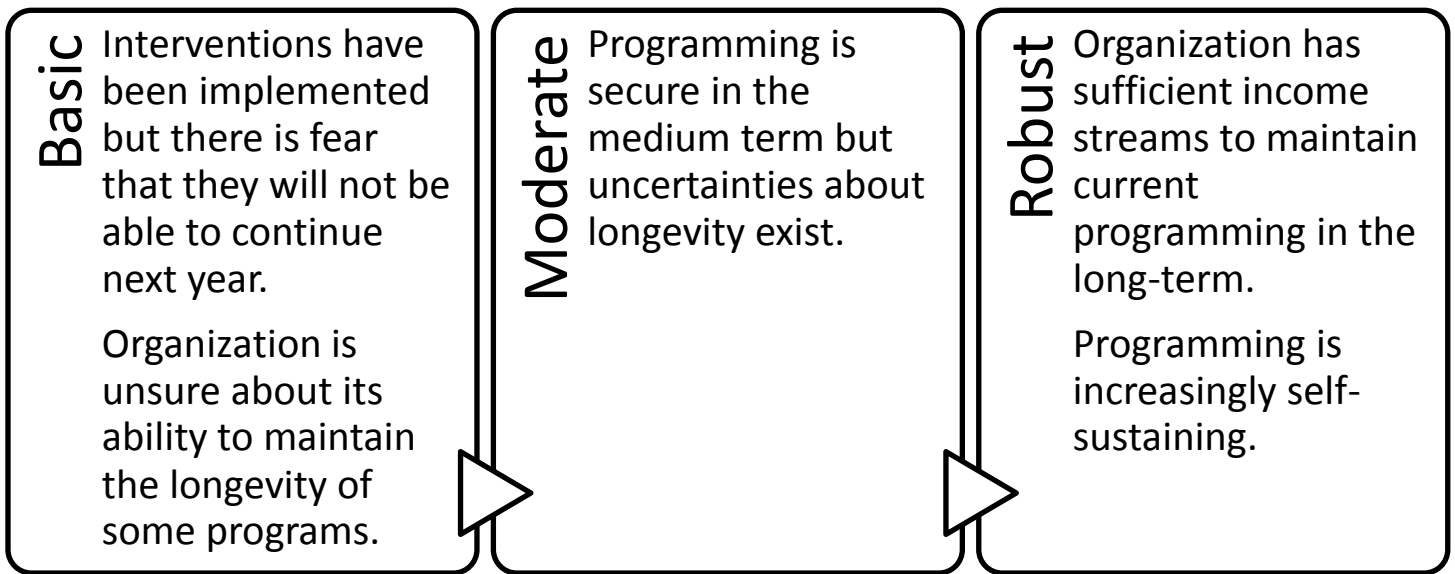
## 7.5 Sustaining Anti-Hunger Interventions

**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?**



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

## Helpful Resources: Program Design

- 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.