Capacity-Building Resources

The Alliance to End Hunger maintains a 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 been 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 noprofits 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.

- [Building the Case for Racial Equity in The Food System](#), Center for Social Inclusion
  This reports "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."

- [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.

- **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 Leaning 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](#)