

# Tried and Tested Models of Hunger Free Communities



Amanda  
Bankston

Minerva  
Delgado



**HUNGRY FOR ACTION**  
OKLAHOMA'S ANTI-HUNGER  
CONFERENCE

#HungryForActionOK



# Understanding Collaboration Conundrums

**Amanda Bankston**

*Researcher and doctoral student,  
Syracuse University*



# Session overview

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### Introduction

Welcome and what we'll cover in today's learning session

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### Background

Learn about our research project and the HFC Impact Framework

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### Collaboration Conundrums

What's standing in the way of successful collaborative action?

04

### Recipe for Success

Learn about the essential ingredients of collaboration

05

### Review and Reflect

Share your experiences, questions, and ideas



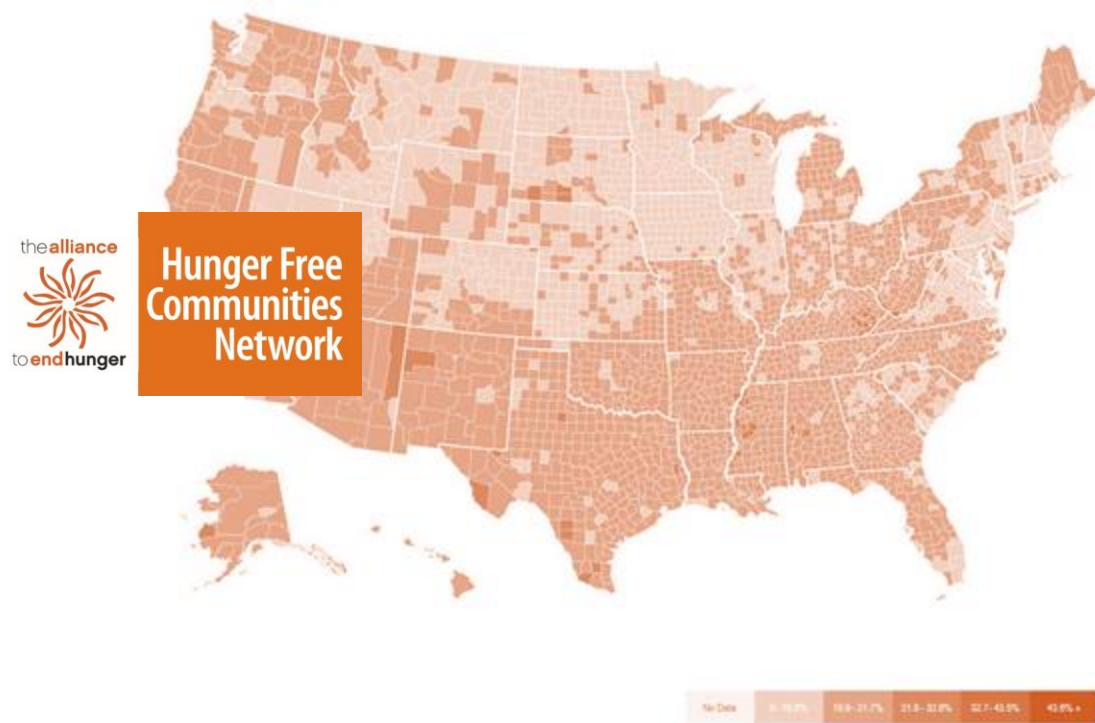
**Minerva Delgado**  
Director of Coalitions & Advocacy  
*Alliance to End Hunger*



**Amanda Bankston**  
Doctoral Student & Researcher  
*Syracuse University*

# The Alliance to End Hunger

The Alliance to End Hunger **unites diverse sectors** to address today's hunger and malnutrition needs and to solve the root causes of hunger at home and abroad.



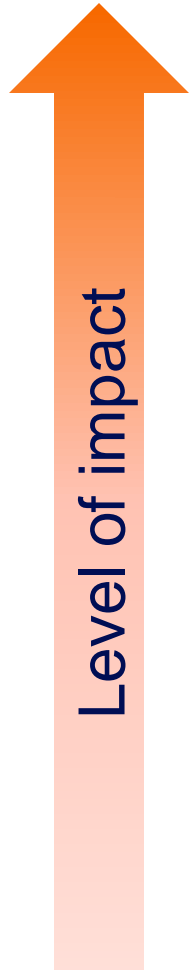
*The Alliance's work is based on four basic pillars:*

1. **Fostering Strategic Partnerships**
2. **Building Political Commitment**
3. **Engaging Global Advocates**

4. **Hunger Free Communities Network**

*Supports broad-based, multi-sector coalitions that are committed to ending hunger in a generation.*

# HFC Impact Framework



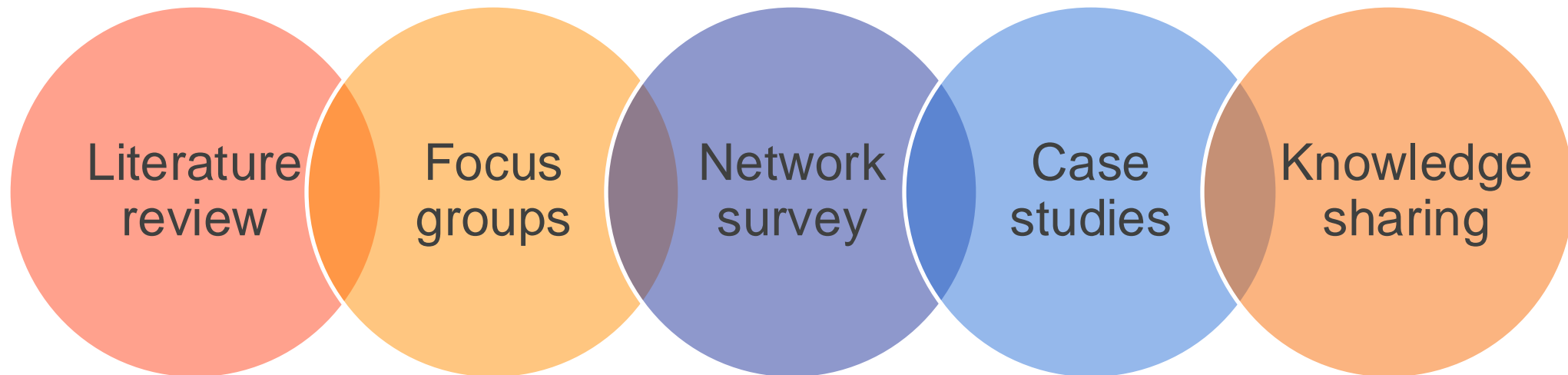
Performing	Community achieves high food security; full community engagement in nutrition programs; robust emergency food system/crisis response
Maturing	Sustainable network with political and social capital has been created; high cross-sector food system coordination and communication; coordination of hunger relief efforts across sectors; duplication of efforts and programmatic gaps eliminated
Formalizing	Groups begin to cooperate and coordinate; individual organizations identify as part of the HFC network; formalization of coordination effort begins
Coalescing	Convening of key community stakeholders follows call to action by strategic leader; identification of HFC leaders
Responding	Disparate hunger relief organizations are established; typically, uncoordinated hunger relief efforts working in silos
Awakening	Recognition of low food security in a community

# Examples from the Network

We support more than 50 anti-hunger coalitions across the U.S.

# HFC Research Project Overview

*We're using a multi-method approach to understand the trends, approaches, and challenges shaping HFC Network impacts*



# Research goals

1. Connect theory to practice through an inclusive and **participatory research process**
2. Create accessible deliverables that **evaluate and support HFC progress**:
  - *HFC Impact Framework 2.0*
  - *HFC Stories of Impact (Case Studies)*
  - *State of the HFC Network Report*
  - *Peer-reviewed journal article*
3. Examine how members leverage the HFC Network to build knowledge, advance their missions, and impact communities

# Collaboration Conundrums

We know that working together is key to our success, but it can be much more effective in theory than in practice.

# Sound familiar?

- “What would success look like?”
- “We’re not on the same page.”
- “We have great ideas, but we lack ...”
- “I’m not sure where we’re at with ...”
- “What is the point of this email/meeting/event?”
- “Who’s in charge here?”
- “If I want it done right, I’ll just do it myself.”

**Pair and share:** What are some of your collaboration conundrums?



# Common Collaboration Conundrums

*Challenges can be internal  
or external, individual  
or organizational*

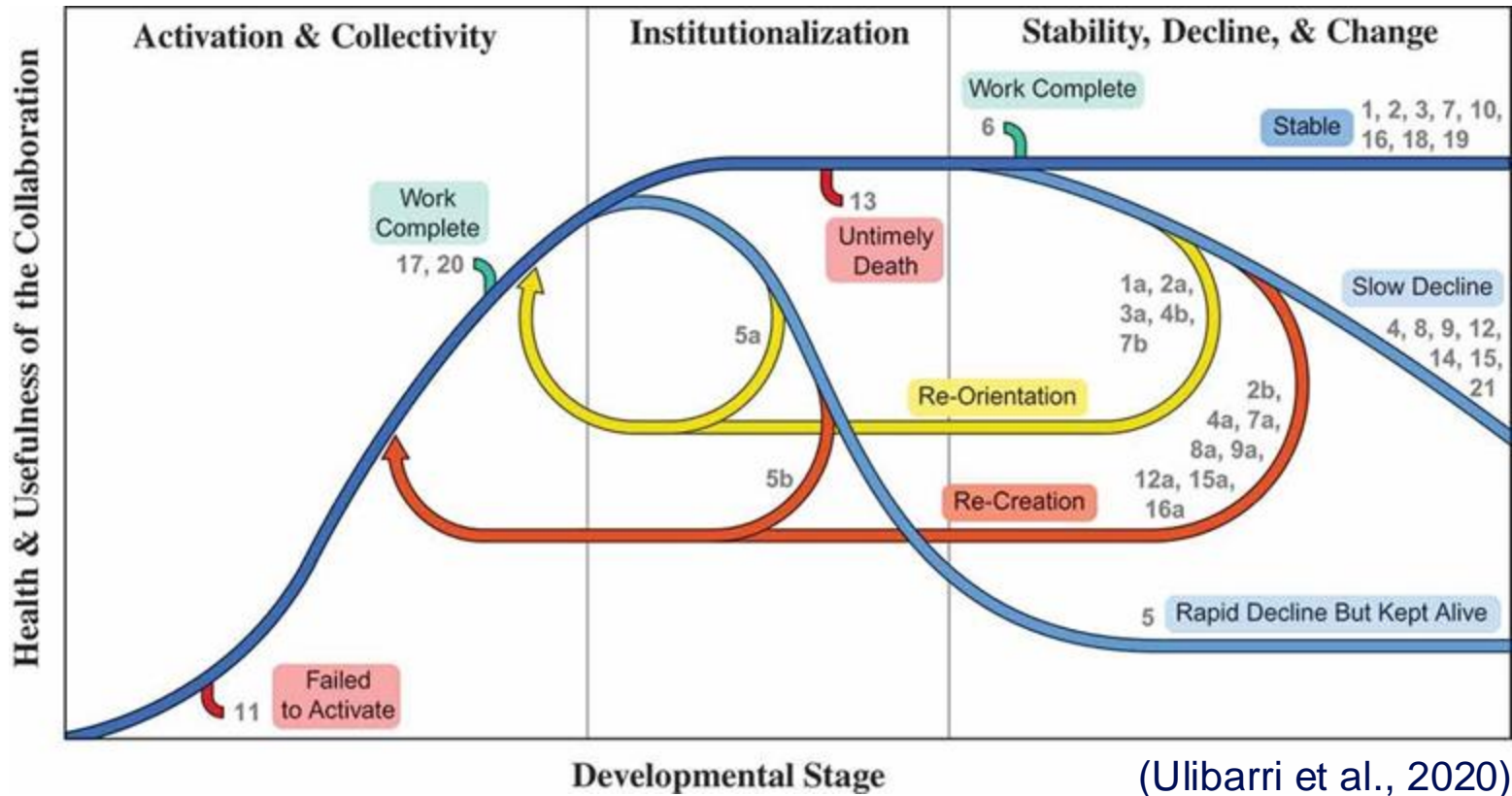
- 1. ACTIVATION:** Lack of funding, leadership, and/or structure hinders performance (Ulibarri et al. 2020).
- 2. PARTICIPATION:** Overemphasis on inclusion impedes intentional engagement (Parker 2018).
- 3. EVALUATION:** Lack of shared goals, measurement, or monitoring halts progress (Emerson and Nabatchi 2015).
- 4. COMMUNICATION:** Leader workdays dominated by unproductive meetings and managing email (Millard 2021).

# How do these conundrums impact community-based collaboration over time?

## Literature Review

- 119 case studies (1-50 years)
- 34 peer-reviewed studies
- 9 theoretical frameworks
- 5 policy domains

# Conflict drives collaborative evolution



## Key variables

1. **Activation**  
(internal/external)
  2. **Process dynamics**  
(Engagement/alignment)
  3. **Accountability**  
(transparency/oversight)
  4. **Evaluation**  
(outputs/outcomes)
- *The most important variable of all?*

Awakening → Responding → Coalescing → Formalizing → Maturing → Performing

**Let's share:**

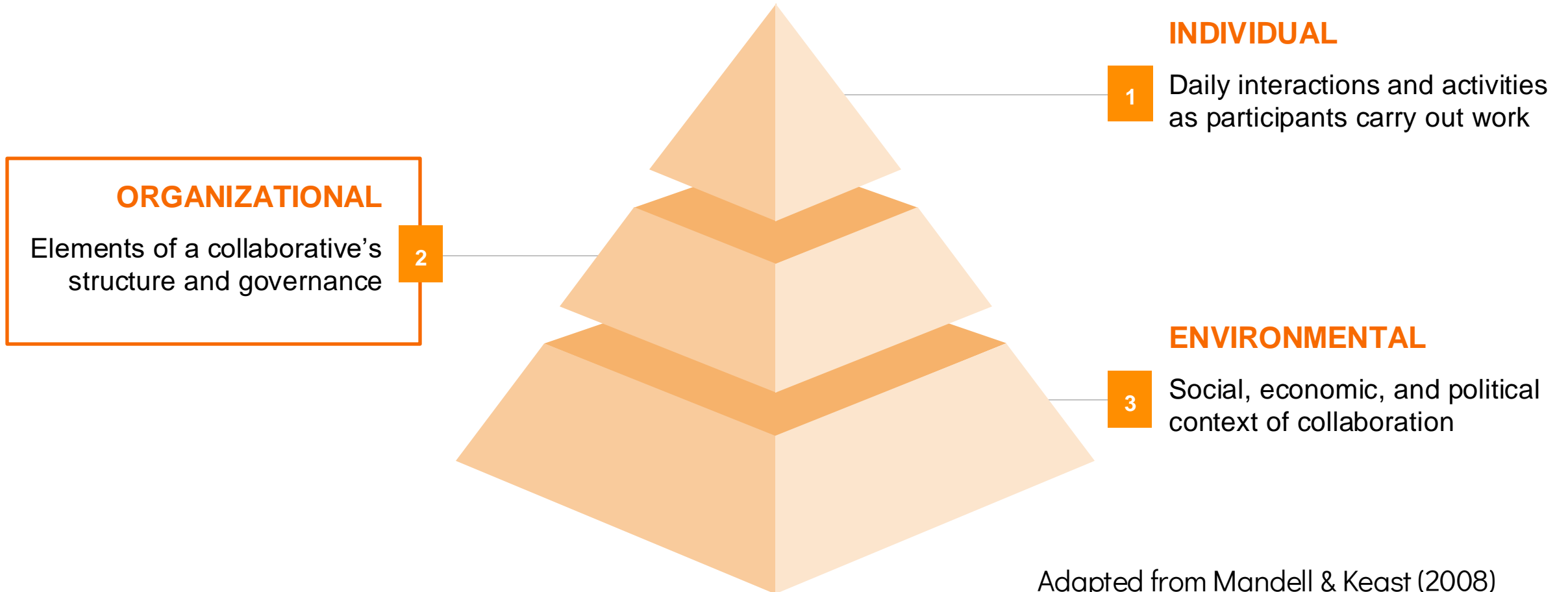
Resources, strategies, questions, tips, etc.

## **5. Leadership:**

How do we facilitate *constructive*  
(vs. *destructive*) conflict?

(Hermann and Gerard)

# We need a multi-level approach to evaluation.



Adapted from Mandell & Keast (2008)

## Indicators of organizational effectiveness

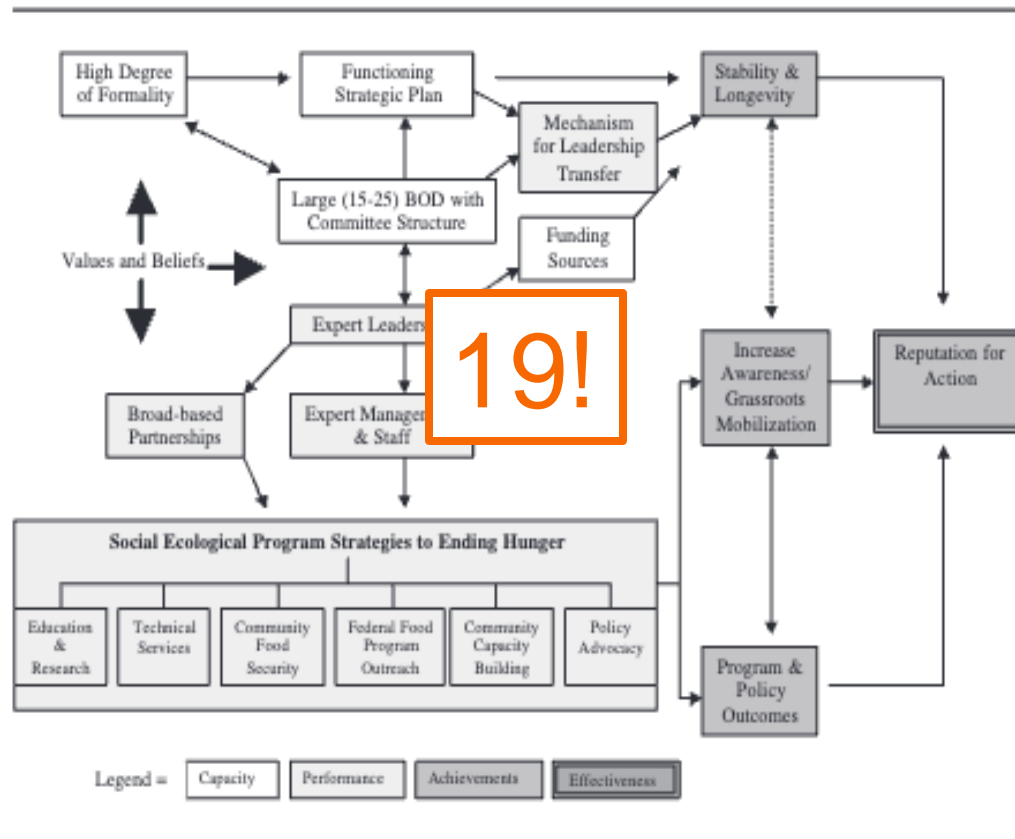
	Structure	Process	Outcome
Definition	Features and characteristics that may have an impact on effectiveness	Quantity and quality of activities, describing the overall effort	Formal/informal objectives that the organization works toward
Measure	<b>Capacity</b>	<b>Performance</b>	<b>Achievement</b>
Predicts	Performance	Achievement	Longevity

*Adapted from Scott (1998).*

What are the essential ingredients  
of effective collaboration?

*Things to consider when building your collaborative capacity*

# How many variables are HFC leaders juggling?



**Figure 3.** Framework to assess antihunger advocacy organizational effectiveness.  
NOTE: BOD = board of directors.

## “A Framework for Assessing the Effectiveness of Antihunger Advocacy Organizations”

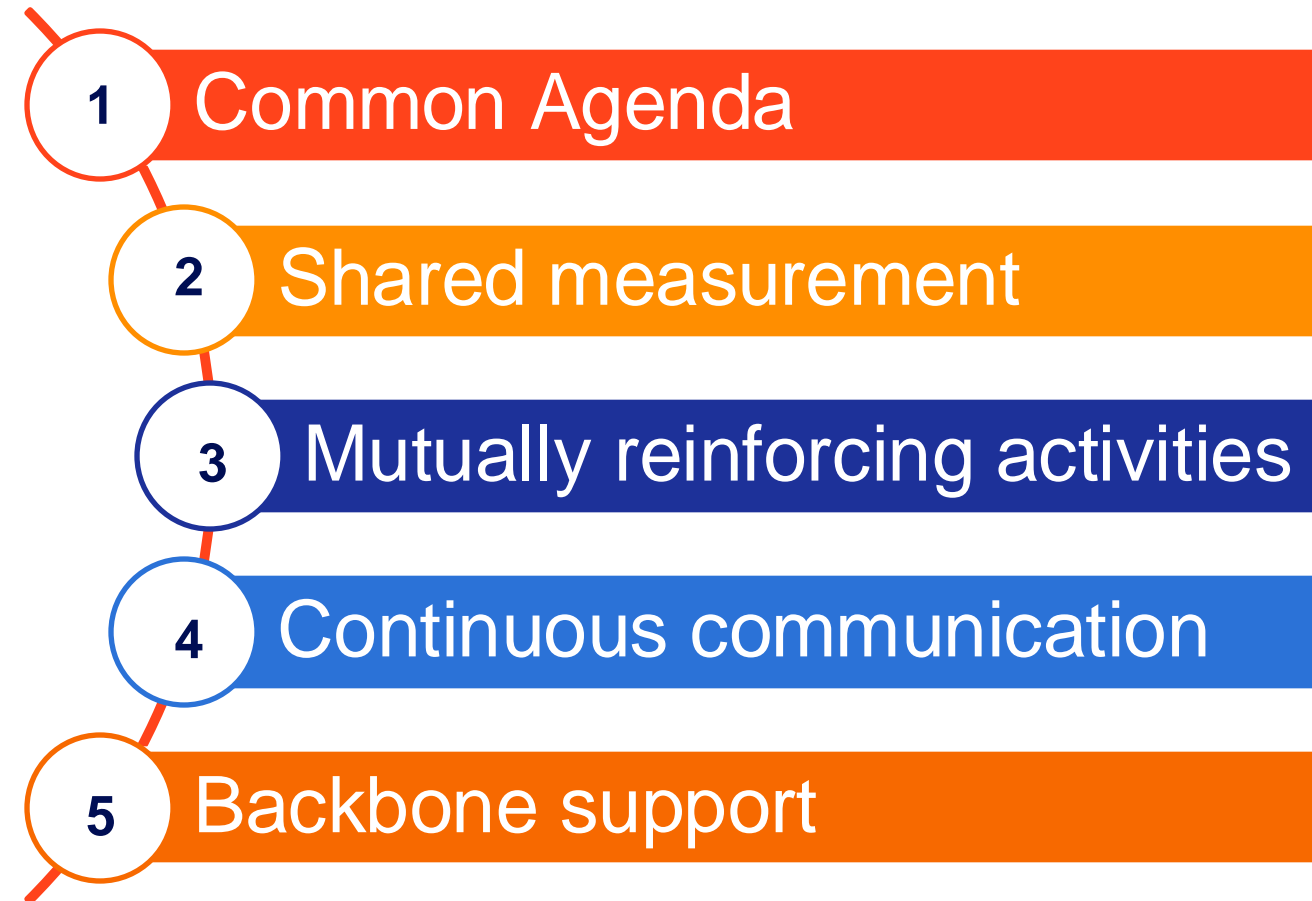
- Study of how organizational structure influences outcomes among state-level antihunger advocacy organizations (AHAOs)
- Highlights a conceptual framework for assessing organizational effectiveness
- Survey of 18 AHAOs operating from 1969 to 1993, with an average organizational age of 16 years
- Findings contextualized using follow-up interviews, field observation, and document analysis

(Laraia, Dodds, and Eng 2003)

# Collective Impact Theory

**“The complex nature of most social problems belies the idea that any single program or organization, however well managed and funded, can singlehandedly create lasting large-scale change.”**

Hanleybrown, Kania,  
& Kramer (2011)



# Key takeaways

- Our research suggests that your HFC's hierarchy of needs includes:
  1. A **diverse and representative** committee of leaders
  2. Formal institutional arrangements
  3. A data-driven strategic plan
  4. Clear delegation of roles and responsibilities
  5. Consistent and continuous communication
  6. **Effective conflict transformation**
  7. **Systems for social learning, collective advocacy, and leadership development**

\*Novel contributions from the HFC research project so far

**Pair and share:** Do any of these characteristics surprise you? How does this research validate or contradict your experiences?



## Reflect:

How can research support your work?

# What's next?

Research to support your collaborative  
leadership development

- ❑ **FOCUS GROUPS:** We're recruiting groups at different stages for conversations about their challenges, needs, and approaches.
- ❑ **SURVEY:** We've developed a survey that will circulate the network this fall.
- ❑ **CASE STUDIES:** We'll spend time with 10 HFCs to develop case studies.
- ❑ **REVISED HFC IMPACT FRAMEWORK:** We'll use data and our research to unveil a revised framework.
- ❑ **ONGOING ENGAGEMENT:** Are there research questions, tools, or deliverables that would support your efforts? Please reach out with your ideas!



Hunger Free  
Communities  
Network

# Get involved in the HFC Network!

- **Contact** Minerva to learn more and join!
- **Attend** the [HFC Summit](#) (virtual) on Nov. 14 and/or our upcoming quarterly meeting on Dec. 10
- **Contribute** to our research study by participating in a focus group (contact Amanda).

**S** Syracuse University  
Maxwell School of  
Citizenship & Public Affairs



Hunger Free  
Communities  
Network

# Thank you!

**Minerva Delgado**

[mdelgado@alliancetoendhunger.org](mailto:mdelgado@alliancetoendhunger.org)

**Amanda Bankston**

[abanksto@syr.edu](mailto:abanksto@syr.edu)





# Scan to Give Session Feedback



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