

# Assessing Coalition Success Factors in Alignment with the National SNAP-Ed Evaluation Framework



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## Background

The USDA's Supplemental Nutrition Assistance Program - Education (SNAP-Ed) funds nutrition education with policy, systems, and environment approaches (PSEs) in SNAP-eligible communities to reduce obesity and health disparities. The national SNAP-Ed Evaluation Framework elucidates multi-sector coalition capacity-building as a foundation for community-level PSE success. In alignment with the Framework, **Arizona SNAP-Ed assessed community coalitions to identify their strongest success factors and areas for growth.**



Figure 1. Multi-Sector Partnerships Indicator in the National SNAP-Ed Evaluation Framework

## Methods

Ten SNAP-Ed coalitions from six counties were assessed using the **Wilder Collaboration Factors Inventory (WCFI)**. The WCFI uses a 40-question Likert scale (1.0-5.0) questionnaire to evaluate collaborations on 20 success factors. Areas of collaboration strength (4.0-5.0) and weakness (1.0-3.9) were identified. Coalition members completed the WCFI online or in-person. Of 222 surveys distributed, 106 were completed. Results were aggregated to understand mean factor scores across all coalitions.

Table 1. Coalition Characteristics by County

COUNTY	No. Coalitions Assessed	No. Sectors Represented*	No. Members	No. Completed WCFIs
Coconino	1	4	10	10
Maricopa	4	7	74	46
Mohave	1	6	32	9
Pinal	1	4	34	7
Pima	2	6	32	17
Yavapai	1	7	40	17
ALL COUNTIES	10		222	106

\*The number of sectors represented in the coalition were identified using sectors identified in the national SNAP-Ed Evaluation Framework: Food Industry, Government, Public Health and Health Care, Education, Community Design, Public Safety, Media, Agriculture, and Commercial Marketing.

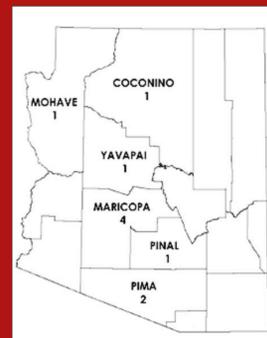


Figure 2. Participation by County

## Results

The three strongest success factors reported by each coalitions' members were: **Members see collaboration in their self-interest** (4.3), **Favorable political and social climate** (4.1), and **Unique purpose** (4.1).

The lowest success factors included: **Sufficient funds, staff, materials, and time** (2.8), **Appropriate cross section of members** (3.3) and **Development of clear roles and policy guidelines** (3.4). Based on each coalition's scores, the SNAP-Ed evaluation team generated user-friendly recommendations in order to encourage capacity-building.

Table 2. Success Factor Scores by Coalition

COUNTY	Total (All Sections)	History of Collaboration	Group Seen as Leader	Favorable Climate	Mutual Respect, Understanding, & Trust	Cross Section of Members	Collaboration in Self-interest	Ability to Compromise	Shared Stake in Process, & Outcome	Multiple Layers of Decision-making	Flexibility	Development of Clear Roles & Responsibilities	Adaptability	Appropriate Pace of Development	Open & Frequent Communication	Informal Relationships & Communications Links	Concrete, Attainable Goals & Objectives	Shared Vision	Unique Purpose	Sufficient Funds, Staff, Materials, & Time	Skilled Leadership
Coconino	3.9	3.5	3.7	4.4	3.9	3.5	4.1	3.8	3.9	3.5	4.1	3.8	3.9	4.1	4.2	4.1	4.3	4.2	4.3	3.1	4.2
Maricopa 1	3.5	3.2	3.8	4.4	3.5	3.2	4.2	3.0	4.0	3.1	3.8	2.8	3.5	2.9	3.2	3.9	3.3	3.9	4.3	2.2	3.8
Maricopa 2	3.9	3.6	3.5	4.2	4.0	3.0	4.4	3.8	4.0	3.6	3.9	4.0	3.6	3.6	4.0	4.3	4.1	4.1	4.4	2.7	4.2
Maricopa 3	3.5	3.3	3.6	4.1	3.9	2.9	4.3	3.2	3.2	3.2	4.0	2.6	3.8	3.1	3.7	4.0	3.3	3.6	4.0	2.3	4.2
Maricopa 4	3.8	4.2	3.9	3.8	4.0	3.3	3.9	4.0	3.8	3.4	3.9	3.5	3.5	3.6	4.0	3.9	3.8	3.8	4.0	3.4	4.0
Mohave	3.9	3.2	3.9	4.2	3.9	3.8	3.8	3.7	4.4	3.6	4.0	3.8	3.8	3.7	4.1	4.3	4.2	4.2	4.3	3.1	4.0
Pima 1	3.7	3.9	3.5	4.1	4.3	3.1	4.4	3.8	3.6	3.4	4.0	2.8	3.8	3.6	4.2	4.0	3.4	3.7	3.8	2.5	4.4
Pima 2	3.8	4.0	3.9	3.9	4.1	3.3	4.7	4.2	3.0	3.9	4.4	3.7	3.6	3.7	4.1	4.0	3.7	3.9	4.1	2.7	3.8
Pinal	3.8	4.1	3.6	4.2	4.1	3.4	4.6	4.1	3.7	3.6	4.1	3.4	3.6	3.0	3.7	3.8	3.7	3.8	4.0	2.9	4.1
Yavapai	3.9	3.7	3.6	4.0	4.0	3.7	4.4	3.8	3.9	3.8	4.0	3.5	3.9	3.9	4.0	3.8	3.7	3.9	4.1	3.2	4.3
ALL COUNTIES	3.8	3.7	3.7	4.1	4.0	3.3	4.3	3.7	3.8	3.5	4.0	3.4	3.7	3.5	3.9	4.0	3.8	3.9	4.1	2.8	4.1

Note: Blue indicates a strong score (4.0-5.0), green a moderate score (3.0-3.9), and orange a weak score (1.0-2.9).

## Coalition Member Reflections

"The work at the higher policy level regarding food hubs, procurement, and distribution is challenging, takes time and the collaboration of many community partners and agencies. There are many passionate people in our community wanting to see an increase in healthful, affordable, local food options but here are systemic and political challenges that still need to be addressed."

"The success of this coalition will require significant staff support and program funding. [The coalition] has been actively fundraising and submitting over \$1 million in grants."

## Conclusion

Multi-sector work through coalitions is crucial to achieving community-level PSE goals, yet the likelihood of success depends in part on the strengths and weaknesses of the collaborative venture. These include the environment, membership characteristics, and resources of the coalition. Coalitions that report stronger characteristics may have an increased likelihood of achieving the community-level goals that they set forth.