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# Corporate Giving Gets Smarter: ConAgra Foods Foundation Fights Childhood Hunger

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*Keywords:* Logic models, corporate social responsibility, corporate giving, strategy, portfolio, organization development, evaluation.

## Key Points

- This article discusses how a better “map” can develop strategic focus and alignment, increasing the potential for results.
- Program development and evaluation are best done hand in hand.
- In complex systems, co-construction has huge yield. It promotes accuracy, comprehensiveness, and utility.
- Grantmakers can provide more than funding; they can identify and use new tools, processes, and resources with multiple stakeholders for effectiveness.
- Alignment and integration are powerful principles inside and outside organizations as well as across sectors in pursuit of social change.

It's a startling fact: More than 16 million children, according to the U.S. Department of Agriculture, are hungry in America. ConAgra Foods Inc., in conjunction with its affiliated ConAgra Foods Foundation, has identified ending childhood hunger as a key priority.

In this profile, we describe a novel use of logic models: to engage stakeholders inside and outside a corporate foundation in strategy development, implementation, and evaluation. Using a systems lens with external partners and internal customers, models were key to program design and associated monitoring. This example demonstrates the potential for garnering critical alignment in

the field and across an enterprise using models and modeling as an intervention. The narrative here captures the work from the ConAgra Foods Foundation and grantee perspective. Models can be a helpful way to identify interdependencies, build shared understanding, and improve strategy when deployed with collaborative processes. This summary describes emerging dynamics in corporate social responsibility that influence corporate giving and articulates relevant lessons for organizational performance.

## The Challenge and Commitment

The distribution and depth of hunger among American children is a startling and largely invisible social issue with enormous significance. In households across every state in the nation, every day, children face inconsistent access to adequate, nutritious food. They don't know if, or from where, they will get their next meal. In some counties in Texas, for example, as many as 50 percent of children lack enough food (Coleman-Jensen, Nord, Andrews, & Carlson, 2011). In 2010, nearly 32 million low-income children received free and reduced-price meals through the National School Lunch Program (USDA, FNS, 2011). Hunger has broad implications for human development: increased susceptibility to illness, cognitive and behavior limitations, and associated impairment of academic achievement (Gundersen, Waxman, Engelhard, & Brown, 2011).

With poverty growing in the U.S. and more than 43 million Americans poor (U.S. Census Bureau,

FIGURE 1 Common Elements of Corporate Social Responsibility



2011), childhood hunger is on the rise. Hunger is a symptom of poverty and a “systems problem.” From a macro view, it is a cross-sector issue and involves government, private, and public entities. Remedies must involve federal and state welfare policy, food production, manufacturing and distribution, and a web of nonprofit charitable services.

When we consider the real plight of a child with a piercing headache, a queasy stomach, an inability to concentrate and physical weakness, it is important to consider the parallel community systems that are responsible for identifying need and food access. The scale, complexity, and urgency of these factors point to the audacity of the goal of ending childhood hunger.

In 2006, ConAgra Foods Foundation intentionally chose ending childhood hunger as its primary focus. Its nationwide program funds a dozen community intervention efforts through far-reaching brand promotions. In 2011, the Fortune 200 company distributed 2.5 million meals via a cause-marketing consumer campaign that paired product purchases with donations.<sup>1</sup> In 2012, the corporation plans to support an additional 5 million meals for those in need. ConAgra Foods’ community involvement platform, Nourish Today-Flourish Tomorrow, focuses on ending hunger, teaching kids and families about nutrition, and improving access to food.<sup>2</sup>

<sup>1</sup> [www.childhungerendshere.com](http://www.childhungerendshere.com)

<sup>2</sup> [http://company.conagrafoods.com/phoenix.zhtml?c=202310&p=corp\\_resp](http://company.conagrafoods.com/phoenix.zhtml?c=202310&p=corp_resp)

Aligning business and social interests isn’t a new idea. It is a vital feature of corporate social responsibility (CSR), which generally reflects a commitment to integrate social concerns in business operations (Wright, 2010; Dahlsrud, 2006). Some definitions emphasize avoiding harm, while others seek sustainability or actively seeking social change. CSR often involves corporations voluntarily exceeding legal compliance.

Corporate giving, product donations, and employee engagement are just a few aspects of CSR. Figure 1 displays four common areas of CSR: community, employees, environment, and governance.

ConAgra Foods’ active social profile in association with food, specifically childhood hunger, is logical. What is new, demonstrated by this case, is how ConAgra Foods and other corporate givers can tackle common work and how a “signature cause” can become a focal point for synergies across an enterprise. ConAgra assembled its primary Washington grantees using a national reach to sharpen its focus on ending childhood hunger with shared resources, using a specific tool and processes.

**Portfolio Management and Measurement**  
“Once we set our sights on achieving measurable results,” says Kori Reed, vice president of cause and foundation at ConAgra Foods, “we needed a whole view of our investment ... for multiple reasons: internal ConAgra Foods communications, in the field with the grantees, and for our

TABLE 1 Organizational Sketches

Organizational Sketches	
<b>Feeding America</b>	<b>Share Our Strength</b>
<p><b>Focus:</b> Feeding America’s hungry through a nationwide network of member food banks and engage our country in the fight to end hunger.</p> <p><b>Staff Count:</b> 210</p> <p><b>Annual Budget:</b> \$94 M in cash, \$584 M in-kind contributions</p> <p><b>URL:</b> <a href="http://www.feedingamerica.com">www.feedingamerica.com</a></p>	<p><b>Focus:</b> Ending childhood hunger in America by 2015 - surrounding children with nutritious food where they live, learn and play.</p> <p><b>Staff Count:</b> 140</p> <p><b>Annual Budget:</b> \$34 M</p> <p><b>URL:</b> <a href="http://www.strength.org">http://www.strength.org</a></p>
<b>Congressional Hunger Center</b>	<b>Food Research &amp; Action Center</b>
<p><b>Focus:</b> CHC trains and inspires leaders who work to end hunger, and advocates public policies that create a food secure world.</p> <p><b>Staff Count:</b> 14</p> <p><b>Annual Budget:</b> \$3.5 M</p> <p><b>URL:</b> <a href="http://www.hungercenter.org">http://www.hungercenter.org</a></p>	<p><b>Focus:</b> Improves access to public nutrition assistance programs and partners with others in research, public education, mobilization, public policy.</p> <p><b>Staff Count:</b> 32</p> <p><b>Annual Budget:</b> \$7 M</p> <p><b>URL:</b> <a href="http://frac.org">http://frac.org</a></p>

team. It was important to carefully consider as a process to improve strategy.” Reed had read about logic models and recognized how a co-constructed picture might aid in the challenges she and others shared (Marguilies, 2005). She wanted to document the current grants in relation to each other, establish indicators that could inform progress monitoring, and aggregate data to gauge outcomes. These summaries will provide a practical, fact-based format to review best bets for additional foundation funding to existing or new grantees. The hope was for logic models to assist in more strategic, integrated program work and contribute to greater social impact.

ConAgra Foods’ operating principles are simplicity, collaboration, imagination, and accountability. ConAgra employees are also expected to display leadership attributes – specifically authenticity, vulnerability, and courage. These principles and attributes were key to Reed’s approach with four important nonprofit partners (Table 1): Feeding America, Share Our Strength, the Congressional Hunger Center, and the Food Research & Action Center.

- Feeding America, formerly America’s Second Harvest, is a nationwide network of more

than 200 local food banks supplying more than 61,000 community-based agencies. This network helps feed 37 million Americans each year.

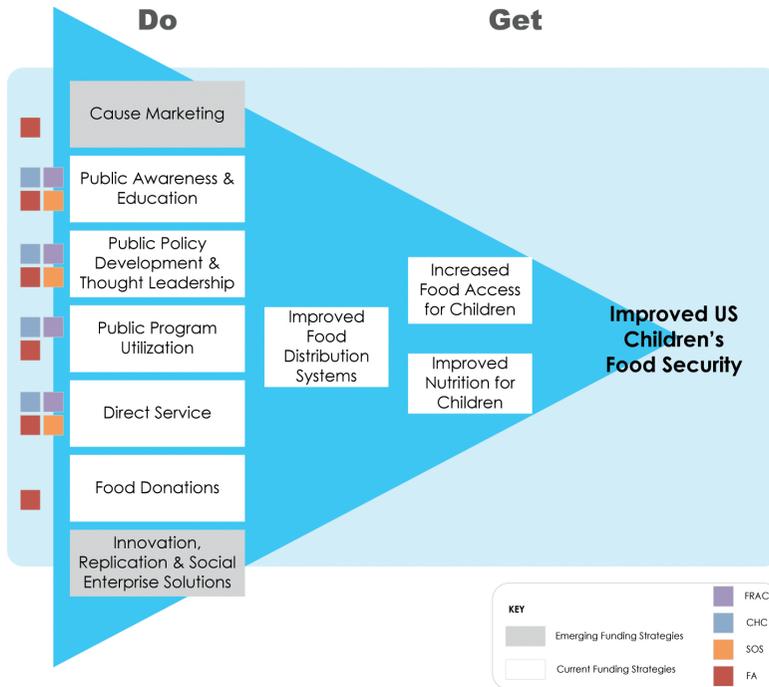
- Share Our Strength mobilizes individuals and industries to fight hunger and supports nutrition education.
- Congressional Hunger Center focuses on domestic and international anti-hunger leadership development.
- Food Research & Action Center seeks to influence public policy and coordinates public-private partnerships to eradicate hunger and malnutrition.

While these organizations have long-standing active roles in anti-hunger work, their staffs had never convened to learn of the activities each played among key strategies supported through a shared funding source.

First, Reed engaged Phillips Wyatt Knowlton Inc.,<sup>3</sup> which uses highly participatory processes to

<sup>3</sup> see: [www.pwkinc.com](http://www.pwkinc.com).

FIGURE 2 ConAgra Foods Foundation External Theory of Change.



ensure that multiple perspectives are expressed and reflected in any products. Several phone conferences and a thorough review of internal and external ConAgra Foods Foundation documents were essential to inform a preliminary draft of both a theory of change (TOC) and program logic model. The TOC (see Figure 2) remained largely unchanged over the project. It simply documented the knowledge-based strategies that stakeholders believed would most likely influence childhood hunger.

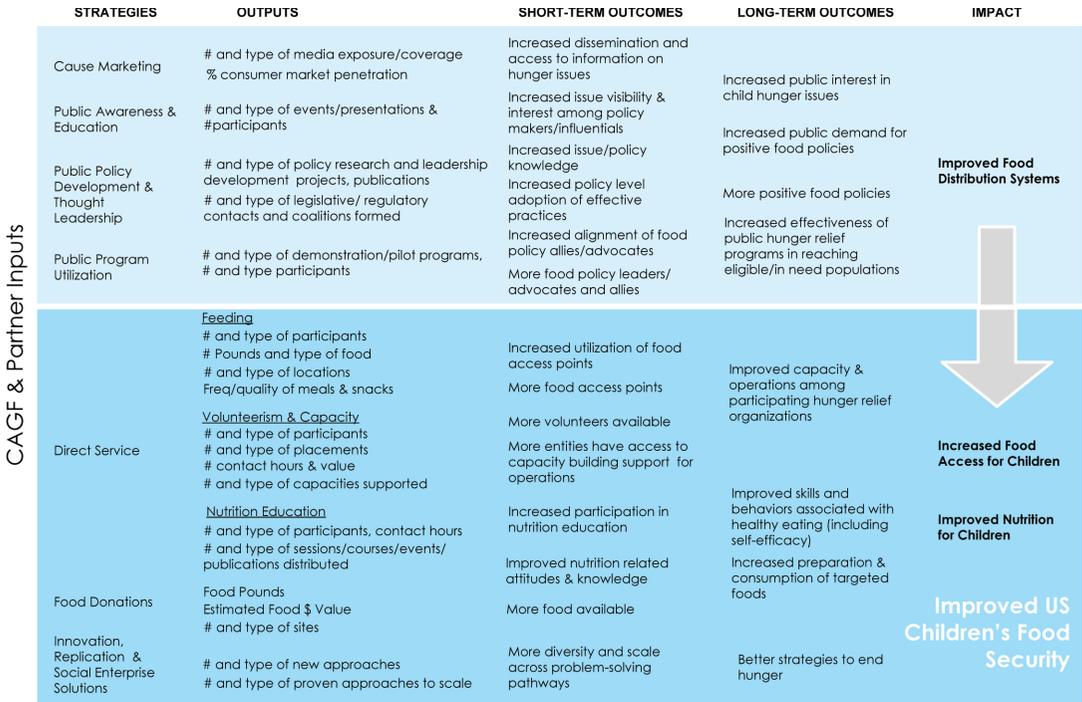
The ConAgra Foods Foundation theory of change identifies five strategies for current funding: public awareness and education, public policy development and thought leadership, public-program utilization, direct service (feeding efforts), and food donations. Emerging funding strategies are cause marketing and innovation, replication, and social-enterprise solutions. By integrating these strategies where appropriate, the expectation is that U.S. food distribution systems will improve, thereby improving nutrition for children and increasing children's access to food. These outcomes will ultimately contribute to the planned result of

ending childhood hunger. This model represents a framework for how planned work can be organized by and with ConAgra Foods Foundation staff, corporate functions, grantees, and other stakeholders (Kane & Trochim, 2006). The color key identifies grantees by their contribution to relevant strategy.

Next, staff approached the grantees about meeting to articulate their organizations' work and contribute to a collective view that would inform the ConAgra Foods Foundation theory of change and program logic models. Prior to this meeting, grantee representatives were asked to consider only their work (relative to ConAgra strategies) with internal colleagues. This was designed to ensure that inside discussions defined a shared understanding of responsibilities associated with ConAgra support. Armed with this information, they could then confidently articulate their representative portion vis-à-vis peers from other grantee organizations.

Setting the stage for better understanding about models and vibrant participation, we provided

**FIGURE 3** ConAgra Foods Foundation Portfolio with Outputs and Outcomes.



stakeholders with a brief and practical introduction to logic models. Using adult learning techniques (Wright, et al., 2008; Carman, 2007; Knowles, Holton, & Swanson, 2005; Merriam, 2001), we asked organization representatives working in small groups to plan an “ideal event” (e.g., family vacation) by specifying what they’d do and get. Then, we deconstructed the activities and primary strategies relative to intended outcome. This easy, kinesthetic activity offered a simple way to practice transferring what they’d learned in the orientation to action steps in co-creating a model. It anchored the essential elements of a logic model. The latter allowed a review of common elements in relation to planned results and introduced a quality continuum from plausible to strategic.

In addition to some advance reading, this experiential learning helped prepare participants for a critical review of the preliminary ConAgra Foods Foundation logic models. From the outset, the dual challenge was concurrent attention to both program and measurement. To ensure utility and

validity, it was critical that both these purposes were considered in the development work. Initial organizing questions included: How and where did grantees “see” their organization in the strategies ConAgra had funded to date? What would be appropriate indicators of progress against childhood hunger in the ConAgra portfolio? The primary strategies and associated activities (program) were tackled first. Through a facilitated process, an exhaustive list of grantee activities were cited and grouped in strategies that held shared meaning. Then, outputs and outcomes relative to the activities and strategies were identified.

**Anti-Hunger Portfolio Model**

A version of the socially constructed model generated by the Washington-based anti-hunger grantees and its funder is shown in Figure 3. Note, again, the intended result on the far right of this graphic is “improved U.S. children’s food security.” While the version displayed here does not explicate the assumptions for resources/inputs (far left), they can be generally identified as

well-managed grantee partners, financial capital, and supporting functions like public relations, communications, marketing, and product promotions. Because the model needed to support the creation of a monitoring and measurement system, it was vital to identify reasonable outputs and related short-term outcomes (W. K. Kellogg Foundation, 2001; Frechtling, 2007). This was welcomed by the grantees. Janet McLaughlin, national director of Share Our Strength's cooking-based nutrition education program, said, "We anticipate being able to more easily complete the records and reporting related to our grant because we participated in creating the reporting structure."

In this model, the impacts (far right) are likely to occur if the long-term outcomes do. In this way, a dependent chain of "if-then" steps are projected from the cited strategies (far left). The model is not a substitute for action planning that would detail by which grantee, when, with whom, and how (tactically) each strategy plays out over time. But it does provide a high-level roadmap to specify what information will be gathered and what indicators will suggest progress (Grantmakers for Effective Organizations, 2007). At a point in time, this portfolio-level model reflects the aggregate investment and associated metrics (Figure 3) for ConAgra Foods Foundation's primary Washington-based grantees.

To assist each grantee in communicating its respective role, we built individual organization models that provide documentation of both program and related reporting indicators. These, ultimately, can tie out to their internal evaluation monitoring.

Building the ConAgra Foods Foundation "portfolio" model was an opportunity to understand parallel work and the relative current emphasis on any given strategy (Kaplan & Garrett, 2005; Wright, et al., 2008). The explicit conversation and interactions from this event revised and improved (with detail) the early drafts that had been built from documents and interviews with staff. "The process enhanced collaboration among the ConAgra Foods Foundation national grantees,"

said Ed Cooney, executive director of the Congressional Hunger Center. "It also increased our awareness of the value of public-private partnerships in ending hunger in America."

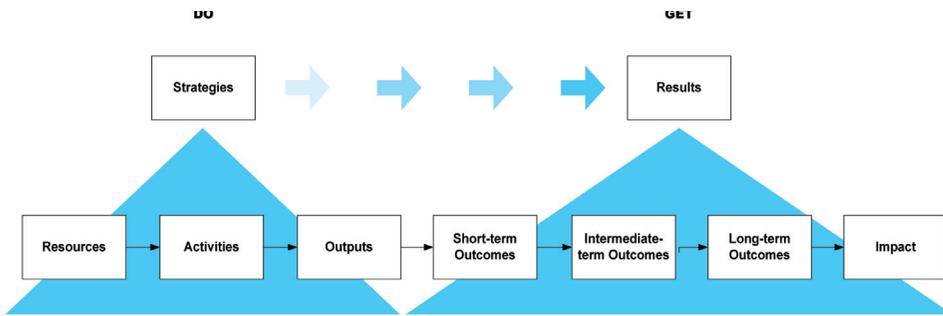
In a follow-up conference call, grantee representatives commented again on the co-created model and proposed indicators. While not entirely new, many participants had not worked previously with logic models. None had used logic models as an organizing framework (across a portfolio) to understand the necessary alignment, integration, and potential synergy of collective efforts (Hoole & Patterson, 2008; Garcia-Iriarte, Suarez-Balcazar, Taylor-Ritzler, & Luna, 2011).

*While initially used to "anchor" constructs, programs, and initiatives simply to make clear to evaluators the focus of assessment, logic models are now commonly used to both document and support the processes associated with design, plans, and evaluation. In effect, logic models are a vibrant, participatory management tool.*

### Logic Models: A Powerful Tool

In the U.S., logic models are used as a standard practice for design, planning, monitoring, and evaluation by renowned organizations like the Centers for Disease Control and Prevention, the World Bank, and the Packard Foundation. They are also frequently used with community-based organizations (Torres, Hopson, & Casey, 2009) funded through the United Way. Worldwide, logic models are increasingly common in university, government, and charitable organizations, with greatest prevalence in Australia, Germany, Britain, Vietnam, and Denmark.

**FIGURE 4** TOC and PLM elements. (Source: Wyatt Knowlton and Phillips, 2012, with permission of the authors.)



Logic models articulate a mental map, linking the pieces and parts of strategy to intended or planned results. While initially used to “anchor” constructs, programs, and initiatives simply to make clear to evaluators the focus of assessment, logic models are now commonly used to both document and support the processes associated with design, plans, and evaluation. In effect, logic models are a vibrant, participatory management tool.

**Mental Maps**

Logic models are a visual method of presenting an idea. There are two types: theory of change and program logic models. They differ by level of detail and use. Theory of change models are a high-level representation of strategies and results based on experience or evidence, or cited to test a hypothesis. Program logic models typically include resources; activities; outputs; short-, intermediate-, and long-term outcomes; and impact.

Figure 4 shows the common elements of both model types and their relation to each other. Depending on its use, a program model may have some or all of these elements. Some field research indicates models are increasingly conceptual (Torres, Hopson, & Casey, 2009).

The expression of logic models does vary (Morell, 2010). They sometimes include a list of assumptions prepared by the constructing architects. They might also specify a timeline, as well as barriers and facilitators considered relevant to the displayed work. Logic models are not always linear or read from left to right. The vital messages models convey are about the relationships

among the elements. The proper reference to “logic” reflects a logic chain and explicates “if this happens, then that will occur.”

Implicit in the logic is capable execution of planned strategies and tactics, done in the right dose of frequency, intensity, and duration with the optimal target audiences. While a model cannot assure implementation, it can help tremendously by citing the quality features that acknowledge what is known about effectiveness (Wyatt Knowlton & Phillips, 2012). We advise funders of all types as well as their charitable partners to critically review models for quality – when the risk is low and before much capitalization is committed. An experienced manager-leader can “see” gaps and challenges in a model (and point out options for improvements) that portend implementation challenges and mitigate performance.

**A Potent Process**

Modeling, the process of creating multiple versions of a display, is generative. Additions and changes to models are crucial as they adapt to capture knowledge. While this case “backed into” a model as documentation from existing plans and work, more often modeling happens at the design phase. Jim Weill, president of the Food Research & Action Center, said:

Such conversations are rare but provide a helpful glimpse at how funders and grantees can engage in a mutually beneficial dialogue that strengthens their relationships and establishes a stronger foundation for future work. As a result, we feel more prepared to propose to the foundation projects that better align with their priorities and leverage our strengths.”

Karrie Denniston, vice president of national programs for Feeding America, said, “A key benefit in using a collaborative approach in building this model with ConAgra is the development of common language.”

Modeling adds tremendous value in an initial (and ongoing) convening of multiple stakeholders to launch, manage, and evaluate a project, program, or change work. As a social and democratic process, modeling can be an exciting springboard that is highly participatory and synergistic. In itself, this is highly valuable. Share Our Strength’s McLaughlin noted, “The modeling enables a diverse set of stakeholders to quickly clarify understanding and documentation of mutual goals, objectives, and outcomes. It also defined both specific and complementary roles that each organization could play.” Cooney, of the Congressional Hunger Center, agreed: “I would definitely encourage the use of logic models for strategic planning, monitoring and evaluation.”

It’s important to note, however, that not all models meet the tests for plausibility, feasibility, or – the highest standard – strategic quality. While broad participation and access can yield great satisfaction, it does not ensure a quality model.

### Quality Matters

The depth and breadth of the evidence on which a given model relies is central to its quality (Wyatt Knowlton & Phillips, 2012). Those built on conjecture, fantasy, or whim are far different than those based on empirical evidence or knowledge drawn from multiple sources. We caution: Satisfied participants should not be confused with strategic models, but both can occur.

There can be a vast contrast between a model that shows “as is” and one that articulates what “should be.” Reed indicates the ConAgra models are dynamic and will change. Any model is simply a snapshot of a given time; to remain relevant it must be revised. As evaluation provides feedback about what is working, what is not, and the rate of return on investment, changes in the grantee portfolio can occur. This “steers the ship” based on performance data and changing contextual

factors.

### Mutual Benefits

While the ConAgra Foods Foundation models and modeling described here supported plans and communication with external partners, it was critical to citing grantee accountabilities. It offered an important way to specify relative and shared outputs from activities that would influence outcomes. This evaluation capability is a challenge – often considered a “resource drain and distraction” (Carman & Fredericks, 2008) for nonprofit organizations.

*While broad participation and access can yield great satisfaction, it does not ensure a quality model.*

“Metrics are a bread-and-butter basic in the private sector,” Reed says, “they are proofs for capital allocation and an essential part of demonstrating value. It’s no secret that monitoring and evaluation functions are a critical competency of high-performing organizations.” Retrospectively and prospectively, investment in the model can be segmented and assessed by both strategy and grantee.

Ultimately, the indicators from the four grantees were used to inform an electronic reporting template. For ConAgra, it allows annual aggregation and can be used to describe value for its corporate giving. Like other corporate funders, ConAgra uses this information in internal communications and planning as well as with external stakeholders. With a clear picture, Reed and her team can better manage emphasis within strategies in response to a dynamic social, political, and economic context.

An internal checklist is an ancillary benefit of this project. It specifies considerations for review by ConAgra staff and refines prospective grantee communications. This list can be a supplemental tool for existing internal corporate-giving

processes and assist with employee training and succession.

*Explicating the potential synergies for functions like government relations, sales, and supply chain relative to a specific CSR cause supports “shared value” (Kania & Kramer, 2011) for multiple stakeholders.*

### The Dynamics of Corporate Social Responsibility

ConAgra Foods Foundation staff works with both internal and external relations. Reed’s work, common to corporate-contributions professionals, requires interface with multiple functions of the corporation, from marketing and brands to government relations as well as constant contact with current and prospective grantees, food company peers, and myriad leaders in academia, policy associations, and trade groups. This implies critical competencies for a corporate grantmaker: communications and positioning savvy; knowledge of social change; the ability to develop strategy and convene and lead collaborative processes; knowledge of evaluation practices; public policy expertise, project management and branding skills get the list started.

Some of the important exploration, documentation, and accountability in this corporate-giving example provides vital context for related internal CSR efforts. At ConAgra Foods, CSR translates to “Good for You, Good For Community, Good for the Planet.” These planks address a wide range of issues, including food safety and quality, health and nutrition, biotechnology, animal welfare, the workplace, suppliers, community investment, water stewardship, sustainable packaging, and climate change. Corporate philanthropy is included in the community plank.

We created proprietary models of ConAgra Foods’ cause and corporate giving in relation to other corporate functions. Those models are early inputs for strategic and structural decisions that will drive the childhood hunger cause across the enterprise. Importantly, they provide an initial view of how functional areas can cooperatively contribute to ConAgra Foods’ CSR profile. Explicating the potential synergies for functions like government relations, sales, and supply chain relative to a specific CSR cause supports “shared value” (Kania & Kramer, 2011) for multiple stakeholders. While a highly integrated and aligned effort will require some time, months ago a socializing and education process inside ConAgra Foods took steps toward building employee understanding of corporate citizenship as well as deeper engagement to advance the cause.

More than four decades have passed since economist Milton Friedman declared the work of business to be simply profits. Now, chief executive officers with celebrity status, like Whole Foods’ John Mackey, actively promote “conscious business” that serves others, strives for excellence, and generates profit margins while changing and improving the world.

CSR now commonly encompasses people, planet, and profits. It can be broadly defined as about being an employer, neighbor, and vendor of choice. It’s also about sustainability. Corporate giving is simply one facet of CSR. To add value, it’s important that consumers are aware of socially responsible behaviors, including giving (Sen & Bhattacharya, 2001; Sen, Bhattacharya, & Korschun, 2006; Werder, 2008). Certainly corporations are, these days, far more adept at identifying their own interests with the public interest (Kotler & Lee, 2005).

There is criticism of and debate about corporate philanthropy. Some see it as a duty; others see it as an instrumental approach to brand as well as to the attraction and retention of employees and customers. Regardless, in this case a logic model enabled more effective resource alignment by the company and the foundation in their anti-hunger work. The model also helped specify the hunger-

reduction related outcomes they are working toward, making it clear both internally and externally that the foundation expects real impact.

Most studies identify a positive relationship between CSR and indicators like shareholder returns, profit, or marketing impact. The maxim “do well by doing good” (Rawlins, 2005) now permeates nearly all aspects of corporate operations. CSR as an aspect of corporate behavior is evolving like the geopolitical and economic forces that influence markets (Lee, 2008). ConAgra Foods recognizes these phenomena and is focused on using its influence to end childhood hunger.

Several emerging tools now help to codify, standardize, and measure CSR. Notably, Boston College’s Center for Corporate Citizenship and the Reputation Institute produce the annual Corporate Social Responsibility Index, which ranks companies by public perception of their performance in three domains: citizenship, governance, and workplace.<sup>4</sup> And the World Trade Organization has issued ISO 26000, a guide to social responsibility, public policy activity, and sustainable development.<sup>5</sup>

### Conclusion

As sectors converge, organizations of many types partner, and new alliances form, professionals need tools and processes that improve chances of success. Models are used with increasing frequency in all sectors. While their range in quality means models present some limitations, logic models and modeling often offer great value to design, strategic planning, monitoring, and evaluation (Adler, 2002; Renger, 2006; Bellini & Pratt, 2011). They can contribute enormously to alignment and integration because they offer a picture that displays these powerful principles. The most useful work – and models – are socially constructed.

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<sup>4</sup> Citizenship refers to socially and environmentally responsible contributions to communities; governance addresses ethical, transparent, and equitable operations.; the workplace domain includes wages, fair treatment, and career/learning opportunities.

<sup>5</sup> ISO 26000 is best known and more frequently applied in Europe, although U.S. corporations with global operations are familiar with it and anticipate its implications.

*As sectors converge, organizations of many types partner, and new alliances form, professionals need tools and processes that improve chances of success. Models are used with increasing frequency in all sectors.*

When people and organizations can clearly see their role, it is more likely they can fully contribute. Grantees in this work enthusiastically agreed that modeling and the logic model were a huge help. Jim Weill of the Food Research & Action Center offers a compelling endorsement: “The mapping of anti-hunger efforts and outcomes through this process has the potential not only to improve the foundation’s grantmaking and coordination ..., but also to benefit the greater anti-hunger field as the foundation continues to play a leadership role.”

This case also offers a gentle reminder that accountability is central to social change. It cites the intentions of a large corporation but also its grantee partners, who publicly called out their own work. The funder sought focus, alignment, and synergy inside and outside the enterprise. Grantees and the corporate foundation staff agreed that the use of logic models delivered these benefits. Modeling is a process that supports quality and engages multiple perspectives. Models can be a transparent, participatory, and constructive product (Fielden et al., 2007; Sundra et al., 2006; Tucker, Liao, Giles, & Liburd, 2006). Ultimately, the foundation’s strategic impact via grantees will be measured through outputs and outcomes identified in this process. Assessment of the portfolio is planned and will be aided by the monitoring system the models helped create. The use of logic models to build and improve social-change plans collectively is an approach with merit.

*The discipline of a shared mission can be a significant and galvanizing cause across sectors.*

The discipline of a shared mission can be a significant and galvanizing cause across sectors. Ending childhood hunger is an important and timely cause that leverages ConAgra Foods' core competencies and attracts consumer and media attention while engaging employees and external partners. It could also be a welcome development for poor children in America if it ensures more reliable access to food and, thus, better futures.

As food prices continue to be volatile, climate change affects productivity, and global population continues to grow, the fight against childhood hunger in the U.S. will be arduous and prolonged. Undoubtedly, changes that will ensure children have enough nutritious food every day requires extensive collaboration by the nonprofit sector, government, and industry allies. Fortunately, ConAgra Foods isn't alone in this work; Walmart, the world's largest retailer, is working with other major food companies to combat the devastating effects of childhood hunger in America.

Ultimately, consumer awareness and community action across the country are key to progress on this issue. Along the way, savvy corporate funders and their colleagues will get farther faster on complex social issues with the use of potent tools and processes.

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