

## Management response to the Partner Perception Report (2019)

### Introduction

*In early 2019, C&A Foundation commissioned the Center for Effective Philanthropy (CEP) to survey its partners on how C&A Foundation is performing as a partner and funder. This is the second time C&A Foundation commissioned such a report (the first being in 2016), and 74% of the foundation's partners responded. While the results continue to show areas for improvement, the 2019 results do also show considerable improvement over the 2016 results. This document outlines the specific actions to be taken by the foundation as a result of CEP's recommendations.*

### Recommendations and Action Plan

| Recommendation | Management Response:<br>(Accepted, Partially Accepted, Not accepted) <sup>1</sup> :<br><br>If recommendation is rejected or partially accepted, state reasons: | Action Planned (What and <b>by whom</b> ) | Expected Completion Date |
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<sup>1</sup> The options for response are: • Accepted, meaning Fully Accepted: the organisation thinks that this recommendation should be completely implemented, and the response should show how and by when that is to be done. • Partially Accepted: the organisation thinks part of the recommendation is in error or not applicable and will not be responding to it, but accepts and will take action for the other part. Note that the reason for a partial acceptance must be given. • Not Accepted: the organisation thinks the recommendation is based on inaccurate findings or does not address the findings in the appropriate way. The reason for non-acceptance must be stated.

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| <p><b>Recommendation 1.</b></p> <p><b>Seek opportunities to deepen and demonstrate the Foundation’s understanding of partners, focusing on deepening and communicating staff’s understanding of their partners’ local communities and organizational strategies and goals.</b></p> | <p><b>Accepted</b></p> | <p>The foundation will:</p> <p>1a) Through the <b>programme teams</b> expand engagement with partners to understand local context(s) through improved initiative monitoring and supervision.</p> <ul style="list-style-type: none"> <li>○ Specifically, the programme teams will put in place quarterly ‘check-ins conversations’ accompanied, when necessary, by field visits.</li> <li>○ The process will ensure active listening and capturing all the challenges and achievements (and qualitative stories), not just focusing on KPIs. The process of quarterly check-ins will allow discussions with partners about the relevance of KPIs and their use in adaptive management.</li> </ul> <p>1b) Build a learning path (as part of organisational learning) on advanced communication, hosting and relationship building. <b>To be led and facilitated by Effective Philanthropy</b></p> | <p><b>End of 2020</b></p> |
| <p><b>Recommendation 2.</b></p> <p><b>Examine foundation practices with an eye to ensuring that all partners are treated fairly and equitably, regardless of gender.</b></p>   | <p><b>Accepted</b></p> | <p>The foundation will:</p> <p>2a) Expand the existing Gender Justice learning partnerships beyond Mexico and Brazil to become active learning partnerships across all foundation offices.</p> <p>2b) Expand beyond gender to include social inclusion / exclusion, and cultural sensitivity – this will include</p>  | <p><b>End of 2020</b></p> |

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|   |                           | <p>strong collaboration and interface with Organisational and Network Effectiveness (ONE), and integrating GEI into ONE training and capacity building, where necessary.</p> <p>1b) is also relevant to responding to the recommendation.</p> <p><b>To be led by GEI / ONE as part of Effective Philanthropy</b></p>  |                    |
| <p><b>Recommendation 3.</b></p> <p><b>Consider whether opportunities exist to provide trusted partners with unrestricted support.</b></p>   | <b>Accepted</b>           | <p>The foundation will:</p> <p>3a) With the <b>programme teams</b> Identify trusted partners who would be suitable for and benefit from core support, up to and including general operating grants.</p> <p>3b) Develop and apply <u>criteria</u> for providing core support 'trust-based philanthropic support. <b>To be led by Effective Philanthropy.</b></p> <p>3c) Through <b>Programme teams</b> will pilot unrestricted support with 7 – 10 partners in 2020.</p> | <b>End of 2020</b> |
| <p><b>Recommendation 4.</b></p> <p><b>Continue to provide the intensive patterns of non-monetary assistance that are associated with more positive perceptions of the foundation.</b></p> | <b>Accepted</b>           | <p>The foundation will:</p> <p>4a) <b>Programme teams and enabling teams (EP, Communications, Operations)</b> continue to provide non-monetary assistance and advisory services to partners, when necessary.</p>  | <b>Ongoing</b>     |
| <p><b>Recommendation 5.</b></p>   | <b>Partially Accepted</b> | <p>The foundation will as part of a partnership agreement with C&amp;A business:</p>  | <b>End of 2020</b> |

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| <p><b>Consider whether opportunities exist for more partners to collaborate with the C&amp;A business during their grants.</b></p>  |                        | <p>5a) Through the <b>Programme teams</b> commit to introducing relevant partners to the C&amp;A business and other COFRA Holding companies, particularly in areas of higher mutual interest such as circular fashion (innovation and new business models)</p> <ul style="list-style-type: none"> <li>○ However, whilst recognising the development of collaboration between partners and the business is dependent on factors outside of the foundation control.</li> </ul>  |                       |
| <p><b>Recommendation 6.</b></p> <p><b>Explore additional opportunities to collaborate with other key actors in the field to orchestrate transformational change.</b></p>                          | <p><b>Accepted</b></p> | <p>The foundation will:</p> <p>6a) Through <b>Programme teams and Effective Philanthropy</b> facilitate collaboration internally across teams (through creation of further learning circles or regular ‘check-ins’)</p> <p>6b) Through <b>Programme teams</b> encourage partners to utilise the Learning Fund to catalyse networks of partners and sharing of learning to build field effectiveness on systems change.</p> <p>6c) Convene an ‘all-partners’ meeting every three years – institutionalising and building on the initial all-partner meeting held in 2018</p> | <p><b>Ongoing</b></p> |
| <p><b>Recommendation 7.</b></p> <p><b>Continue to seek ways in which the foundation could decrease the high amount of pressure felt by partners to modify their organisational priorities</b></p> | <p><b>Accepted</b></p> | <p>The foundation will:</p> <p>7a) Through the <b>Programme teams</b> ensure alignment between the foundation and partner missions and strategies through more open grant-level discussions.</p> <p>7b) <b>Programme teams</b> will include discussions on alignment as part of their partner check-ins so that any</p>   | <p><b>Ongoing</b></p> |

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| <p><b>during the selection and implementation process.</b></p>   |                        | <p>strategic and mission related issues can be addressed together and proactively.</p> <p>7c) Formalise with Board approval the foundation approach to co-funding vis-à-vis risk / innovation trade-offs.</p> <p>7d) See also (6c) which will provide an open space to periodically discuss system-change ambitions, missions and strategies from a foundation and partner perspective.</p> |                           |
| <p><b>Recommendation 8.</b></p> <p><b>Examine whether the foundation processes can be streamlined while maintaining their helpfulness and remaining aligned with strategy and goals.</b></p> | <p><b>Accepted</b></p> | <p>The foundation will:</p> <p>8a) <b>Global operations team and Programme teams</b> as part of the strategic and operational changes make appropriate adjustments in the grant-making and governance to improve efficiency and effectiveness, where appropriate.</p>   | <p><b>End of 2020</b></p> |