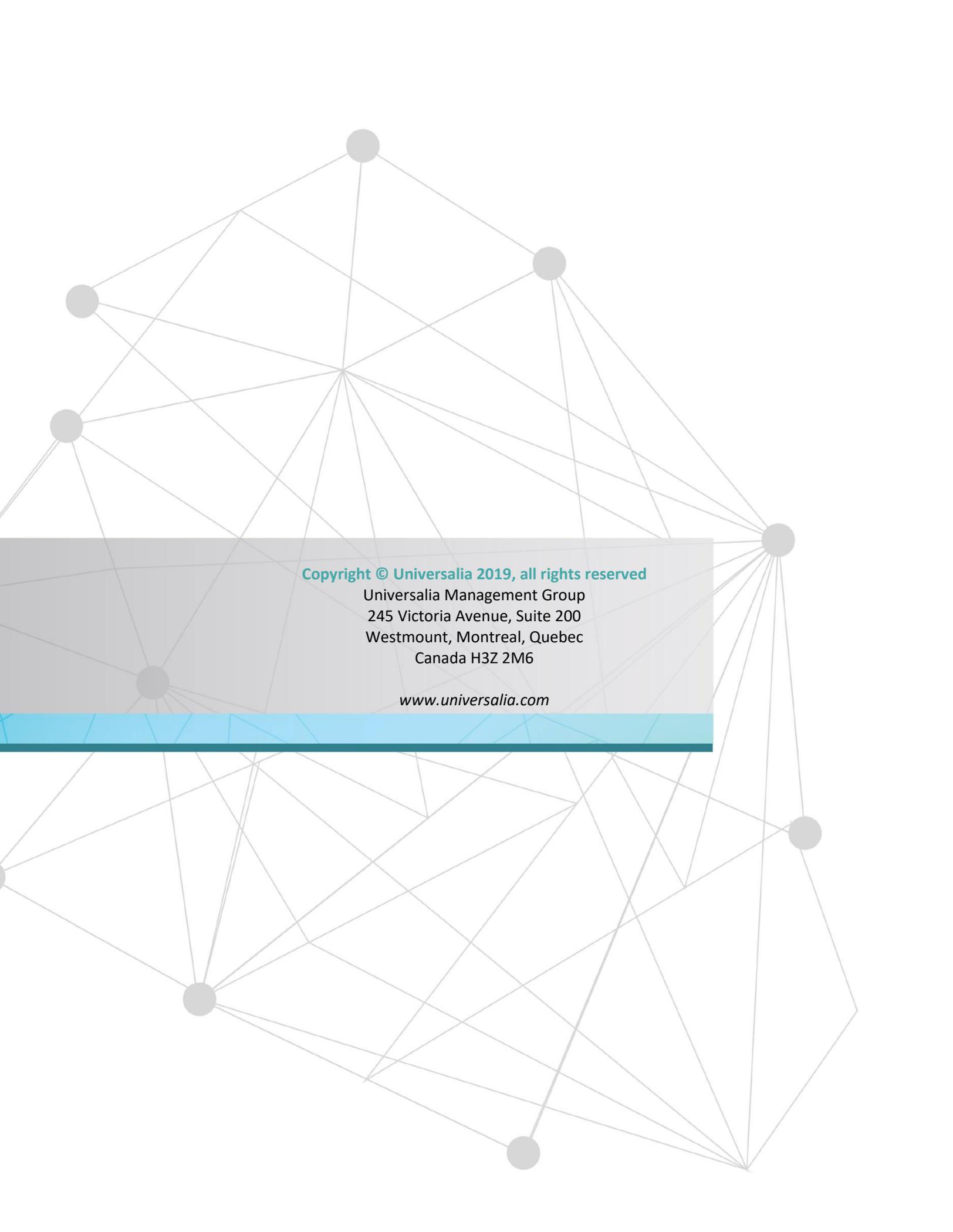


Mid-Point Evaluation: CanopyStyle Initiative Implemented by Canopy and Funded by C&A Foundation

Submitted to C&A Foundation

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Executive Summary

INTRODUCTION

CanopyStyle was launched in the Fall of 2013, three years prior to C&A Foundation's first funding commitment to Canopy, the organisation. A first C&A Foundation grant, for the period 2016-18, was in the amount of €380,000. A second five-year grant was issued in 2018 in the amount of €1,672,000 with an additional amount of €109,000 added subsequently. The initiative is currently supported by C&A Foundation's Raw Materials programme.

C&A Foundation commissioned Universalialia to conduct an independent mid-point evaluation of the CanopyStyle initiative. The evaluation took place between July and December 2019. The evaluation draws on document reviews, key informant interviews, an e-survey and a field study to assess Canopy's performance on the CanopyStyle grant up to the mid-point in its current grant cycle. Lines of inquiry in this evaluation address four key criteria: relevance, effectiveness, efficiency and sustainability.

Findings from this evaluation are organised below under the above-mentioned criteria. Conclusions are summarised and followed by a set of recommendations, included in full.

Readers are invited to consult the report in its entirety.

RELEVANCE

With CanopyStyle, Canopy has addressed a knowledge gap by bringing to light the use of wood from ancient and endangered forests as a source of fibre in viscose. It has brought to the fashion industry a science-based argument, a robust process of engagement and a bent on finding solutions that take the pressure off high

carbon forest ecosystems. Across the board, stakeholders have responded well to Canopy's collaborative, solutions focused and engaging disposition.

CanopyStyle's brand-driven, policy-guided programming approach reinforces Canopy's vision and mission to protect the world's forest ecosystems. Work done with actors in the viscose industry builds from previous experience engaging other supply chains related to the forest. In turn, the working methodology employed for CanopyStyle positions Canopy to engage on yet other supply chain initiatives over time.

By design, CanopyStyle is focused on the forest-to-fibre part of the viscose supply chain. This has allowed the organisation and its partners to address the complexities therein. Contextualising this forest-to-fibre work at the scale of the whole viscose supply chain (i.e. forest to garment) with peer environmental/ sustainable fashion organisations is at a formative stage. Canopy is exploring ways to simultaneously remain focused on mission and core competencies while not being too compartmentalised and distant from opportunities to leverage positive change within the industry as a whole.

EFFECTIVENESS

At the mid-point in the current grant cycle, the number of brands/ retailers signed on to CanopyStyle far exceeds the grant target and includes companies large and small, fast fashion oriented and boutique. Policy commitments are trained on sourcing practices that avoid ancient or endangered forest ecosystems, and catalyze the development and adoption of circular fibre options.

Substantial progress is being made in shifting the sourcing practices of the largest viscose

producers. This can be traced to CanopyStyle's own engagement with them and to the influence of the brands themselves. Further, the producers that have signed on to the CanopyStyle initiative – the largest in the pack – have created momentum for the industry as a whole. Since 2015, investment by brands and producers in alternative fibres has increased. Progress in addressing first-to-market challenges can be traced to CanopyStyle facilitation.

With CanopyStyle policy commitment tools in place for brands and viscose producers, third party auditing and reporting through the Hot Button scoring system have been foundational to the effort of reforming and transforming the supply chain. The information has provided evidence to influence brand viscose sourcing decisions and, in turn, nudge producer practices *vis à vis* their suppliers. ForestMapper has been well received as an information tool, though it remains a work in progress as a sourcing tool. Overall, the CanopyStyle initiative has a strong record of convening producers, brands, innovators and other relevant stakeholders in large and small venues.

Regarding CanopyStyle's ground level efforts to protect particular Canopy identified landscapes, the assembled presence of brands and producers has strengthened conservation and social protection efforts of local partners and the community stakeholders with whom they work. Brand influence is showing to be helpful in situations where viscose industry actors (i.e. identified viscose producers and pulp mills in their supply chains) are acting against their CanopyStyle commitments. Canopy is also accumulating and sharing experience with conservation economy models to proffer as alternatives to models that accommodate resource extractive approaches.

Despite some significant gains in securing long-term moratoriums and many ground level achievements related to conservation and social protection, Canopy has still to secure significant increases in the total land area under formal protection as per its ambitious targets. It has also

found it more difficult than anticipated to engage brands more directly in landscape protection/conservation work. The willingness of brands to engage seems to be commensurate with the proximity of the brands' supply chains to those landscapes.

Overall, Canopy gets high marks from CanopyStyle brands, producers and non-governmental organisations (NGOs) for its style of engagement. Trust in CanopyStyle is strong across the board. From the Canopy side, team members view stakeholder engagement through a strategic lens. With the finite bandwidth available to a modest sized NGO like Canopy, the added value obtained from each engagement matters. The evaluation observed Canopy team members making connections among CanopyStyle stakeholders with purpose, creativity and catalytic intentionality.

EFFICIENCY

To date, CanopyStyle has been implemented efficiently. Canopy has spent within its means and substantively delivered on CanopyStyle tasks. Efficiency seeking practices are in evidence across the initiative. Reports have been timely and consistent with expectations. By and large, donor confidence is strong.

C&A Foundation grant management is more detailed than has been the norm for Canopy, though no particular monitoring and reporting concern is noted. Canopy operates with a results orientation and an established adaptive management practice with scope for in-house learning. That said, as Canopy expands and diversifies its donor base, the assignment of outcomes and related indicators and their use in management and reporting will likely require refinement to meet specific results based management requirements.

SUSTAINABILITY

In its continuing drive for transformative change in the viscose industry, Canopy is 'fit for purpose' organisationally. The calibre of leadership and complement of staff skills, Canopy's organisational structure and culture, and presence of governance and advisory supports have served CanopyStyle well to this point.

Widespread transparency in the forest-to-fibre part of the viscose supply chain is required for most stakeholders to say that CanopyStyle has been successful. Among the enablers and constraints identified, some reside among the CanopyStyle actors themselves, while others are systemic in nature; both warrant attention.

Enabling sustainability factors identified through this evaluation include: consumer concern about the climate/ biodiversity crisis; favourable political/ policy alignments in some countries; brands and producers advancing with business cases for their investments on CanopyStyle commitments; and still unexplored potential to access financing.

At the same time, the following constraining factors have been identified: a continuing lack of transparency in the supply chain; brand perceptions that there is limited scope to change supply chains; insufficient recognition/ acknowledgment in the fashion sector of the environmental impacts of fast fashion; and the high costs associated with research, development and the launch of alternative fibres into the fashion marketplace.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions from this evaluation are referenced to an evaluation rubric set out in Appendix III . The table below summarises the score on a five-point scale. It is followed by a series of concluding thoughts and linked recommendations.

Evaluation of the Project as per the Rubric

RELEVANCE	EFFECTIVENESS AND RESULTS	EFFICIENCY	SUSTAINABILITY OF BENEFITS
Fully Relevant (5)	Quite Effective (4)	Quite Efficient (4)	Quite Sustainable (4)

On Relevance...

Alignment between the CanopyStyle initiative and Canopy's mission is substantial. Canopy is focused on creating market driven solutions that protect and restore biodiversity in the world's forests. In a vigorous yet engaging way, CanopyStyle's brand driven, policy guided programming freshly spotlights problematic sourcing of pulp for the production of viscose in textiles and fashion. In so doing, it addresses an important knowledge gap, hitherto mostly unexplored. With its serious, yet inviting disposition, CanopyStyle makes it possible for key actors in the viscose supply chain – that is, leading brands and the world's largest viscose producers – to see themselves as part of the solution even though to be part of the solution requires risk taking and a change to established practices.

CanopyStyle's disciplined design focus on the forest-to-fibre part of the viscose supply chain holds alignment with Canopy's mission in place. Through its interactions with a set of environmental and fashion reform NGOs, the Canopy team wards against the risks of compartmentalising its efforts and missing opportunities to wield even greater influence, including on a wider set of environmental and social practices in the industry. At this mid-point in the current funding cycle with C&A Foundation, finding an optimal footing with peer organisations in the larger arena of sustainable fashion is a work in progress. A new partnership agreement with ZDHC sets a positive tone in this regard.

Recommendation 1: With the same collaborative, solutions focused pre-disposition used with brands and producers, the Canopy team should continue to engage laterally with actors that are advocating for related reform measures in the viscose industry. The purpose of this engagement should be to deepen shared understanding, and to act in ways that streamline effort and leverage influence.

On Effectiveness...

Brand, producer, innovator, NGO and other stakeholder engagement in the CanopyStyle initiative is robust – respectful, empathetic, responsive and directed toward collective impact. Canopy’s leadership and its campaign team understand their role in this milieu as “connector” and “catalyst” in a systems change process. Brand, producer, innovator and NGO stakeholders agree, by and large.

Part way into its second grant with C&A Foundation, CanopyStyle is showing strong performance against most outcome targets and, in a few areas, is surpassing expectations in spectacular fashion. Such is the case with the involvement of brands and retailers as the drivers of change in the viscose supply chain. CanopyStyle has amassed an array of brand policy holders that is formidable both in number and diversity. Substantial progress is being made in shifting the sourcing practices of the largest viscose producers. They are more inclined to avoid using wood from ancient and endangered forests, more transparent and more experimental with next generation fibres. And, in designated landscapes, CanopyStyle’s presence is adding to the efforts of civil society and to reform minded interests in government. As well, the initiative is coalescing interest around conservation economy approaches.

It is early days on all fronts, however. Conflicting motivations can muddy the waters at the levels of the pulp supplier, the viscose producer, government authority, and the retailer/ brand. Continued stewarding and vigilance is required to

prevent entropy. Top of mind risks include: brands succumbing to their own market pressures and not following through on their CanopyStyle sourcing commitments; producers not receiving sufficiently strong signals from their brand customers to warrant upfront investments in sourcing and traceability solutions, turning their attention instead to brand customers with less sensitivity to the environment; innovators failing to attract market interest and investment to scale their next generation solutions; and brands/retailers remaining distant and under-invested in carbon forest landscapes and in communities affected by the viscose industry.

Recommendation 2: CanopyStyle should investigate the advantages and disadvantages of developing a strategy to address “laggard” behavior within brands, to the extent that it exists, addressing stakeholder concerns. It should continue to consider the advantages and disadvantages of communicating more publicly on brand progress set out in their CanopyStyle policies.

Recommendation 3: To enhance transparency in the viscose supply chain, Canopy should continue to encourage innovative means of tracking fibre from its source to the viscose mill and ultimately to the garment stage. Activities should include: encouragement to stakeholders to innovate; initiation of research (as needed); provision of information and contacts; a search for financing and other enabling actors; and a showcasing of successes and promising practices. Transparency mechanisms should include, but not be limited to: tools and techniques to support the self-reporting by producers of pulp suppliers; implementation of an independent audit and Hot Button-like reporting methodology at the dissolving pulp producer (DP) level; the use of ForestMapper to provide an initial screening related to fibre sources; development of a workable chain of custody arrangement for the viscose industry; and the development of tracer technologies.

Recommendation 4: To hone its “catalyst” and “connector” role in the development of next generation solutions, CanopyStyle should identify: a) how to respond to a growing call from brands and producers for innovator “who’s who” guidance; b) how to discern the moments for opting into and out of interactions among stakeholders as they circle for a possible innovation related engagement; and, in another vein, c) how to best contribute to the discourse addressing the tension between the fast fashion business model, on the one hand, and recognised load limits of the environment, on the other.

Recommendation 5: CanopyStyle should analyze the apparent gap between expected and actual brand involvement in forest conservation activities and, if confirmed, determine how this gap might be addressed within the scope of the initiative.

Recommendation 6: The Fashion and Textile Leaders for Forest Conservation Working Group (FLWG) should continue to review its role and function amidst a growing number of brand/retailer policy holders. Two key questions for consideration in this review would be: “Is CanopyStyle accessing, through the FLWG, an adequate range of input from its policy holders?” and, “Are the ways currently available to policy holders to provide input to CanopyStyle adequate for maintaining robust engagement?”

On Efficiency...

Considering the extent and quality of stakeholder engagement, the leverage it has produced and the results evident to date in the viscose supply chain, CanopyStyle has at the very least met value for money expectations of its observers.

¹ A sidestep from the value for money analysis, not done with any rigour to date, the evaluators suggest that a Social Return on Investment (SROI) analysis of campaigns like CanopyStyle might yield insight that could potentially strengthen brand and producer commitments to the Campaign and, in particular, to the conservation advocacy

Comparisons to other supply chain related initiatives are favourable. That said, there is no disciplined value for money assessment to back this conclusion and no specific value for money expectations were set in place with the granting arrangements. What can be said is that for the most part, the Canopy team has delivered the initiative against funder timing expectations. The significance of the systems change their funding has helped to leverage is impressive, and has given license to take longer while working on bigger more complex targets.¹

Canopy, itself, started with strong drive but modest means. In that same vein, the CanopyStyle initiative started in 2013, before there was any particular funding beyond Canopy’s core budget to support it. Both indicate that Canopy operates with a strong inclination to be frugal. From the beginning of C&A Foundation grant making with Canopy, the initiative has spent within its means.

While quite comfortable operating with a results orientation to planning and management, Canopy is less familiar with the specific tools and techniques of Results Based Management (RBM). Generally, foundation funding requirements, Canopy’s main source of financial support to date, have been less formal. The CanopyStyle partnership with C&A Foundation sets a precedent for the organisation by casting the initiative in a logframe with its various accoutrements – outputs and outcomes, risks and assumptions, and outcome indicators, baselines and targets.

CanopyStyle report narratives tell a compelling story that is referenced to outcomes and targets though inconsistently and without the data discipline that would be expected from certain funder types. Without a strong of RBM approach,

aspects of CanopyStyle. SROI is defined as, “a principles-based method for measuring extra-financial value (such as environmental and social value not currently reflected or involved in conventional financial accounts”. One comprehensive guide on SROI can be found at the following website: <http://www.socialvalueuk.org/resources/sroi-guide/>

the organisation is less than fully equipped to: a) seek financial support from some foundation and most Western government and multilateral organisations, and b) negotiate funding agreements. Left unaddressed, this will narrow the range of financing options for Canopy to pursue. More importantly, when applied with discipline and creativity, these tools can be used not just to serve accountability relationships but also to guide strategy development, to test theories of change, to inform day to day management and to foster learning. Not having them on hand narrows the range of tools available to Canopy to navigate its systems change work.

Recommendation 7: Canopy should explore the possibility of conducting a Social Return on Investment (SROI) analysis of the CanopyStyle Campaign as a means of informing the business case for brand and producer involvement in the CanopyStyle initiative and particularly so in the area of forest conservation/ protection.

Recommendation 8: Canopy should refine its results based planning, management and reporting and use them to: a) test CanopyStyle's Theory of Change (TOC); b) refine the logframe presently guiding CanopyStyle's granting relationship with C&A Foundation; and c) backstop Canopy's already compelling narrative style with a more rigorous reporting of results.

On Sustainability...

For the CanopyStyle initiative, Canopy has organisational capacities that are necessary to support a five-year push for transformative change in the viscose industry. It also has the right outlook and drive. The initiative has the confidence of its stakeholders and, with that, a certain resilience. Increasingly, the growth of CanopyStyle doesn't just hinge on the Canopy team and the organisation, there is a coalescing of effort within an expanding group of market actors and investors. As necessary as its current set of competencies are, however, Canopy's current organisational set up and its

programming capacity for CanopyStyle will not be sufficient to handle future demands without some capacity enhancements. Stressors on the organisation are already evident.

With the addition of each new brand/ retailer, producer, innovator, investor, NGO and landscape of hope (all for the cause of transformative change), Canopy adds scale and complexity to its programming ecosystem. This has repercussions on the organisation driving the change. Added to this are the implications of contextual factors enabling progress. Notable among these is the deepening global consensus favouring action to protect biodiversity. Factors like a shift in public sensitivity towards the environment stand to be harnessed and used in pursuit of CanopyStyle outcomes. Here additional capacities are likely to be sought. At the same time, a range of constraints in the CanopyStyle programming environment, such as continuing or deepening inertia and circumvention within the viscose industry threaten to slow progress. These too stand to be managed in defence of those CanopyStyle outcomes, and likely in a way that draws on additional capacities.

Recommendation 9: Within the frame of its corporate level 2030 strategic planning exercise and its 2019-24 strategic plan, Canopy should extend the CanopyStyle Leaders for Forest Conservation Strategic Action Plan for the period 2020-2023. Using the evaluation as one input, the Canopy team, board members, other strategic advisors, and members of the FLWG (as appropriate) would: a) review shifts in the CanopyStyle programming context (including threats and opportunities) since 2018, outcomes achieved to date, and organisational strengths and challenges; and b) develop a costed three-year CanopyStyle plan that includes updated guidance for tracking and reporting on outcomes and specifies organisational capacity requirements at Canopy to deliver on planned outcomes by 2023.

Acronyms

B2B	Business to Business
CV	Chinese Collaboration for Sustainable Development of Viscose
DARCI	Decision-Maker, Accountable, Responsible, Consulted and Informed
FLWG	Fashion and Textile Leaders for Forest Conservation Working Group
FSC	Forest Stewardship Council
IR	Inception Report
LCA	Life Cycle Analysis
M&E	Monitoring and Evaluation
MMCF	Man-Made Cellulosic Fibre
NGO	Non-governmental Organisation
ODA	Overseas Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
RBM	Results Based Management
SROI	Social Return on Investment
SWOT	Strengths, Weaknesses, Opportunities, Threats
TBE	Theory-Based Evaluation
TOC	Theory of Change
ToR	Terms of Reference
UFE	Utilisation-Focused Evaluation
UMG	Universalial Management Group

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1 Introduction

Universalia is pleased to submit this report of the Mid-Point Evaluation: CanopyStyle Initiative to C&A Foundation. Canopy received funding and support from C&A Foundation for its CanopyStyle initiative. At the time that C&A Foundation and Canopy entered into their first contract in 2016, Canopy was profiled as a non-governmental organisation (NGO), based in Vancouver, Canada, working globally with over 750 of the forest industry's biggest customers and their suppliers to develop business solutions that protect ancient and endangered forests. Canopy's mandate was to secure large-scale forest conservation and to transform unsustainable forest product supply chains by engaging business executives as champions for conservation and sustainability. Canopy was to do this by engaging with leading paper, packaging, pulp, clothing and fibre companies, to help shape their purchasing and sourcing practices, and create permanent solutions for the world's threatened forests. At the time, Canopy's brand partners included H&M, Sprint, Penguin-Random House, Zara/Inditex, TC Transcontinental, Levi Strauss & Co., Stella McCartney, The Globe and Mail and Guardian Media Group, and many other well-known brands and companies in their sectors.

CanopyStyle was launched in the Fall of 2013, three years prior to C&A Foundation's first funding commitment to Canopy. A first grant, for the period 2016-18, was in the amount of €380,000. A second five-year grant was issued in 2018 in the amount of €1,672,000 with an additional amount of €109,000 added subsequently. C&A Foundation has commissioned this mid-point evaluation of the CanopyStyle initiative, to arrive at an independent assessment of the extent to which the initiative has met (or is likely to meet) its intended objectives since 2016, which are set out below:

- By March 2023, 125-140 brands are implementing their endangered forest commitments, actively engaging their viscose suppliers, advancing conservation and prioritising innovative next generation fabrics and circular economy solutions.
- By March 2023, 15 viscose producers have formal CanopyStyle policies in place, with at least 75% of these undergoing annual CanopyStyle audits.
- By March 2023, 1.5-5 million hectares of additional high carbon and biodiversity forests are conserved or under moratorium from logging.
- By 2023, 40% of global viscose contains 50% circular economy fibres and/or "waste" fibres from other processes.
- By 2025, 10-30% of the raw materials used to make viscose fabrics will be from straw, recycled clothing or other positive materials

The report provides findings under the following major headings:

- Chapter 2: Methodology
- Chapter 3: Relevance
- Chapter 4: Effectiveness
- Chapter 5: Engagement with Stakeholders
- Chapter 6: Efficiency
- Chapter 7: Scalability and Sustainability
- Chapter 8: Conclusions and Recommendations

2 Methodology

This chapter summarises the methodology used in this evaluation. It re-iterates the objectives from the evaluation Terms of Reference (ToR); highlights scope and design; outlines tasks associated with data collection, analysis, and reporting; and lists limitations faced in carrying out the study. The evaluation design is set out in full in Appendix III .

2.1 Objectives

Informed by the ToR (Appendix V) and aligned through discussions with Canopy staff, the evaluation’s objectives are to:

- Review the approach and design implemented by Canopy in achieving and/ or progressing towards outcomes,
- Assess factors (in design and implementation) that have contributed to, or impeded achievement of outcomes,
- Examine the relevance, efficiency, effectiveness and results, and sustainability of the initiative and its varied components, thereof
- Distil actionable and strategic recommendations and lessons from the findings, for the next three to four years.

2.2 Design

The team developed an evaluation inquiry matrix based on key questions set out in the ToR for the Evaluation Matrix (Appendix IV). Functioning as an evaluation “roadmap”, the matrix linked the key questions to subsidiary questions, to data sources (primary and secondary) with a reference to the methods to be used. Lines of inquiry were organised around four criteria aligned to the Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) criteria. These are as follows:

- **Relevance, Design and Fit** – an examination of alignment between CanopyStyle and:
 - The vision and mission of Canopy
 - The targeting of stakeholders for facilitating collective impact in the viscose/ rayon and manmade cellulosic industries
 - The gaps to be addressed to maximise the impact of sustainability initiatives across the viscose/rayon industry
 - The appropriateness of design in relation to intended objectives
- **Effectiveness and Results** – an appraisal of:
 - Actual against planned outcomes
 - Constraints on and enablers for the achievement of results
 - Unintended results

- Leverage achieved from other initiatives
- Stakeholder engagement, to date
- The enabling effect of C&A Foundation on CanopyStyle performance
- **Sustainability** – an analysis of:
 - The operating model and collaborative relationships driving CanopyStyle
 - The scalability/ replicability of CanopyStyle results
 - The factors that have contributed to, or hindered transformative change in the viscose/ rayon supply chain
- **Efficiency** – an assessment of:
 - The conversion of input costs to outcomes, along with the policies, tools and strategies used to contain costs
 - The ability of the CanopyStyle initiative to stay on schedule, meet expectations, manage for results and learn from experience

To address the questions, the evaluation team drew on the following forms of inquiry: **theory based** – an examination of the causality that links grant activities and results; **stakeholder analysis** – an examination of factors enabling and inhibiting participation in the CanopyStyle initiative; **contribution analysis** – questions seeking to understand the added value provided by Canopy and C&A Foundation to reform the viscose industry and to the protection of identified high carbon forest resources ; **institutional/organisational analysis** – questions relating to implementation of grant activities with a view to scalability and the likelihood of sustainability; and **systems analysis** – an examination of the interactive effects between the various CanopyStyle stakeholders that can be traced at least in part to grant activities.

2.3 Data Collection

Data collection was undertaken through a document review, semi-structured interviews and an e-survey. Documents consisted of grant agreement files, financial and narrative reports, Canopy publications highlighting the CanopyStyle activities and results, tools used by stakeholders, and media reports. A list of documents reviewed is set out in Appendix II .

Semi-structured interviews were conducted between August and early October with 38 key informants from across several stakeholder groups. Interviewees were proposed by a core group of Canopy staff on the basis of criteria provided by the evaluation team. The breakout of key informants by type is set out in Table 2.1 below and a list of persons interviewed is in Appendix I .

Table 2.1 *Key Informant Interviews*

KEY INFORMANT INTERVIEWS	NUMBER COMPLETED
Canopy staff	11
Canopy board	1
Industry level actors (viscose producers, pulp mill suppliers and innovators)	7
Market partners	7
Enabling actors (other funders/sponsors)	4
Campaign allies (NGOs, Indigenous organisations)	3
C&A Foundation staff	2
Others (media observers)	3
Total	38

The evaluation team administered an e-survey of market brands, a selection of industry-level actors (with English language abilities), and campaign allies. Table 2.2 provides the details.

Table 2.2 *E-Survey Administration*

E-SURVEYS ADMINISTERED	NUMBER COMPLETED
Surveys sent - 87	
Brands* - 63	20 (32%)
Producers - 5	5 (100%)
Innovators - 3	3 (100%)
NGOs - 16	5 (31%)
Total	33 (38%)

* brands/retailers in this instance were actual CanopyStyle policy holders. Policy holders may represent multiple brands. As such, the number "63" represents a larger percentage of the current list of 202 brands than might be assumed.

The evaluation also included a field mission to Indonesia. The eight day study observed Canopy supported conservation activities with NGO partners and provincial government officials in one of its three Landscapes of Hope – the Leuser Ecosystem in Aceh. The evaluation team also observed Canopy’s work with traditional communities in Sumatra. These communities are in conflict with a pulp mill that is tied into the viscose supply chain and engaged with Canopy and a selection of brand policy holders. Just outside of Jakarta, the capital, the evaluation team was provided with a tour of the PT Indo-Bharat Rayon viscose production facility that is part of the Aditya Birla Group of Companies.

The intent of the field mission was to witness the interactive effects of CanopyStyle’s systems change work in one programming context. A member of the evaluation team traveled with the Executive Director who had separate Canopy business. Evaluation activities included: key informant interviews with community,

NGO, industry and government stakeholders; participation/observation of Canopy interactions with the above-mentioned stakeholders; and site visits. As part of the evaluation, a member of the evaluation team and Executive Director paid an exploratory visit to the Canadian Embassy in Jakarta to introduce Canopy's work in Indonesia, learn about Canada's development cooperation plans for the country over the coming years, and to open lines of communication with a view to possible cooperation initiatives.

2.4 Data Analysis and Reporting

Using the qualitative analysis platform Dedoose, the team organised the data collected under key categories set out in the evaluation matrix. This enabled a rapid triangulation of data sources by key question. On the basis of this analysis, the team prepared a half-day validation workshop at the Canopy headquarters in mid-October. This was attended by Canopy staff and two C&A Foundation staff with programmatic and corporate evaluation responsibilities associated with the CanopyStyle initiative.

This draft evaluation report elaborates on the findings presented at the Vancouver session and advances beyond findings to conclusions and recommendations. The conclusions are guided by a rating system that was agreed to in the Inception Phase. A final report will be prepared on the basis of the feedback presented.

2.5 Attention to Confidentiality

The evaluation was designed with a recognition that the CanopyStyle initiative brings together a disparate set of interest groups with divergent reasons for being involved. C&A Foundation, Universalialia and Canopy agreed at the outset that sensitivities and power differentials in the relationships between and among actors warranted confidentiality when collecting data and releasing evaluation findings. In this mandate, then, the evaluation applied a set of *Do No Harm* principles.² In the conduct of its work, the evaluation team was cognisant of the need to minimise risk to key informants, to working relationships between stakeholder groups, to local economies and livelihoods, and to the natural environment. In appropriate consultation with Canopy, the team assessed and mitigated risk in the:

- Selection of partners and value chain actors to be involved in key informant interviews or case study activities;
- Wording of questions to be used in surveys and interviews;
- Way the evaluation was explained to CanopyStyle partners and actors; and
- Confidentiality commitments made to interviewees and survey respondents.

The same principles have been applied in crafting and packaging of findings for evaluation audiences.

² See Humanity International and F3E's 2018 joint publication, [Incorporating the principle of "Do No Harm": How to take action without causing harm](#). This document defines the Do No Harm principles in two ways: a) "Do no harm" is to avoid exposing people to additional risks through our action; b) "Do no harm" means taking a step back from an intervention to look at the broader context and mitigate potential negative effects on the social fabric, the economy and the environment (Page 9).

3 Relevance

This chapter examines the extent to which CanopyStyle strategies are aligned with Canopy's vision and mission, and are situated to fill existing gaps in the global viscose/rayon industry and forest conservation sector. It also examines the relevance of the CanopyStyle design for meeting objectives.

Finding 1: CanopyStyle's brand driven, policy guided programming approach reinforces Canopy's vision and mission to protect the world's forest ecosystems. Its work builds from experience and positions the organisation to shift focus over time.

By design, CanopyStyle is to focus on the sourcing of viscose fibres used by the fashion industry, and the risks this poses to ancient and endangered forests and their associated communities. Its aim is to take the pressure off forests by changing the behaviours of actors in the viscose supply chain, specifically those of fashion brands and producers, and through them those who supply the pulp ingredients.³ As such, CanopyStyle is to bring forward experience already gained working with brands to leverage change in the paper industry.

The picture described in reports and by brand, producer and innovator informants, and by Canopy is that since its 2013 launch, the CanopyStyle initiative has put intention into practice. It has:

- developed a **shared understanding with fashion brands** that they can drive a change in the viscose supply chain;
- taken this message, with brand backing, **to viscose producers**;
- introduced **tools to nudge supply chain behaviours** to favour the forest and open new opportunities for supply chain actors;
- sought to **widen the fibre basket** with next generation solutions to take pressure off the forest; and
- encouraged brands, to bring the **message back to consumers** who hold the potential to drive industry to press harder on fashion, packaging and forest conservation.

In the e-survey conducted for this evaluation, 87% of respondents concurred that a multipronged approach resembling the one sketched out above, is an

Canopy Mission

Canopy works to protect the world's forests, species and climate by collaborating with business leaders, scientists and decision-makers to help create sustainable supply chains and foster innovative solutions to environmental challenges.

Values Driving the CanopyStyle Initiative

Restless leadership – by challenging ourselves and inspiring the people we work with to build a sustainable world

Collaboration – by creating and magnifying our successes through partnerships that culminate in action

Solutions focus – by rising to the challenge of today's ecological realities and directing our work toward tangible results and systemic change

Creative playfulness – by bringing an element of play that energises and inspires our work

Integrity - by cultivating these values in ourselves, our organisation, and the world at large

Source: Canopy

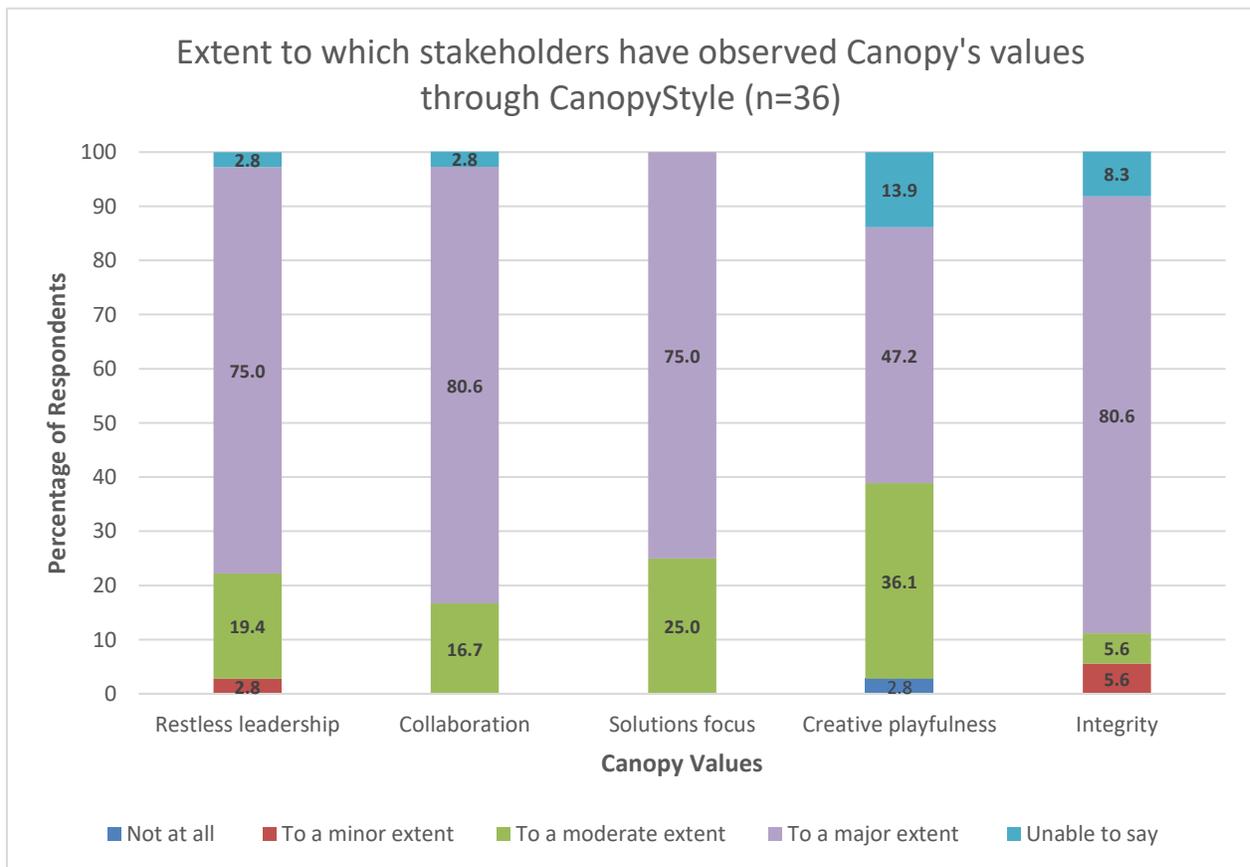
³ Based on the CanopyStyle proposal to C&A Foundation.

appropriate way to shift the viscose value chain in support of the world's forests. Further, Canopy staff point out that the relationships developed to date with fashion industry actors, specifically through their adoption of CanopyStyle policies, positions brands to deepen their commitments to the forest. This began with the introduction of timelines for incorporating alternative fibre-based fabrics into brand product lines. As of October 2019, this has continued with the introduction of the Pack for Good Campaign. In this latest iteration, brands are being called upon to extend their better sourcing engagements to cover packaging practices.

Canopy has entered into the sustainable fashion fray with a particular set of values honed in its earlier work with the paper industry (see box on the previous page). By and large, these have been recognised and appreciated by fashion stakeholders. As shown in Exhibit 3.1, below, 75% or more of the e-survey respondents consider that CanopyStyle embraces “to a major extent” four of the five Canopy values, including “collaboration” and “solutions-focused”.

Responses were reinforced in interviews where key informants described CanopyStyle’s approach as positive, refreshing and in contrast to the more confrontative styles adopted by NGOs involved in sustainable fashion. As one brand member put it, “Canopy have given us the feeling that they are not attacking us”.

Exhibit 3.1 Stakeholder Experience with Values Driving CanopyStyle (n=35)



Finding 2: By linking forest fibre to fashion, Canopy has addressed a knowledge gap with a science-based argument, a robust process of engagement, and a bent on finding solutions.

Prior to CanopyStyle's involvement in the global viscose/rayon industry, the production of tree-based Man-Made Cellulosic Fibre (MMCF) was growing rapidly, driven by a general slow-down in paper production and the promise of a widening line of non-paper commodities requiring fibre inputs. The demand for wood-based fabrics was projected to double by 2025, a scenario set to put additional pressure on the world's forests. By all accounts, it was Canopy more than any other organisation that pulled together the data on industry trends, positioned an argument to focus on viscose production and engaged a widening audience of brands, retailers, viscose producers, public agencies and the environmental movement⁴. As one innovator put it, "Canopy has positioned themselves as the authority on ancient and endangered forests."

In the e-survey carried out for the evaluation, most stakeholders agreed that CanopyStyle has addressed the knowledge gap by bringing brands on board in sufficient numbers and with the right kind of influence, and has engaged these stakeholders with an appropriate set of tools and activities that includes giving them room to lead. Also in the survey, those among the respondents able to comment on the state of the viscose industry agreed that the CanopyStyle initiative has involved viscose producers with sufficient influence on the supply chain, has engaged them with an appropriate range of forest related commitments, and with an adequate range of tools to address those commitments.

In interviews, market partners, producers and innovators mentioned that creating platforms or events for knowledge sharing and networking is an important ingredient in the CanopyStyle formula. Among other things, they allow for pre-competitive discussion and set the stage for business collaborations. Informants observed the focus on the world's top viscose producers and on influential brands as a strategically wise design decision. And, universally, key informants expressed their appreciation for CanopyStyle's collaborative, solutions focused approach.

Stakeholder Perceptions on the Way CanopyStyle is Positioned to Reform the Viscose Supply Chain (n=35)

To a "moderate" or "major" extent, survey respondents say that CanopyStyle has involved brand stakeholders...

- with appropriate influence and in sufficient numbers - 95%+
- in an appropriate range of activities, with relevant tools - 75%+
- with sufficient opportunity to lead in the effort - 85%+

To a "moderate" or "major" extent, survey respondents say that CanopyStyle has involved viscose producers...

- with sufficient influence on the supply chain- 60%+
- with an appropriate range of initiative commitments (i.e. mapping, sourcing and advocacy) - 60%+
- and with relevant tools (e.g. process guidance, third party tracking and reporting, gatherings with other stakeholders)- 60%+

Note: in response to questions about viscose producers, ~30% of respondents were "unable to say" in each instance.

⁴ The Changing Market's Dirty Fashion campaign exemplifies the focus the contemporary focus on the viscose industry: <https://changingmarkets.org/portfolio/dirty-fashion/>

“

(The initiative) has created space for conversation, and they have developed tools. Alone, we are 1% of the market; not enough to change the industry.

– Brand

”

With its communications focus on governments and on Business to Business (B2B) interactions, less attention has been paid on raising awareness at the consumer level. To this point, the Canopy team have felt there is greater strategic merit in focusing attention on business executives and in supporting the communications efforts of brands, the fashion media and NGO community, with their closer positioning, to reach people at street level. In interviews, most key informants indicated that a more direct focus on industry is appropriate for CanopyStyle, though a few saw the lack of advocacy work towards consumers as a shortcoming, observing that with deepening concerns about climate change and the loss of biodiversity, the forest-to-consumer connection is resonating more intensely and with wider segments of the consumer marketplace.

In discussions with Canopy staff, it is clear that their notion of “solution” in the context of CanopyStyle extends beyond reforming a fashion supply chain. CanopyStyle intersects with Canopy’s overarching Landscapes of Hope Campaign. At the time of writing, four landscapes are featured on the Canopy website⁵: The Leuser Ecosystem in Indonesia; The Broadback Forest in Northern Quebec; and the Great Bear Rainforest and Old Growth Forests of Clayoquot Sound, both in British Columbia. As described on the website, Canopy is “working to protect special landscapes of hope by harnessing the power of the marketplace”. For Canopy, these landscapes are integral to the CanopyStyle design as they represent arenas where change needs to show for the work done with brands and viscose producers to be successful. It is no good in the end, staff say, if sourcing practices don’t actually produce a net benefit in the forest. Two other arenas are mentioned where Canopy wants to influence change, one geographic, the other technological/behavioural. In the first, other smaller “hotspot” landscapes are featured. Here, the focus is on reforming the ecological and human impacts of forestry actors in the wake or midst of landscape degradation. The other technological/behavioural arena relates to Canopy’s efforts to source pulp made from non-wood sources (e.g. fibre from agriculture or recycled fabrics), thereby mitigating what are otherwise growing pressures on the forest.

Finding 3: A design focus on the forest-to-fibre part of the viscose supply chain has allowed CanopyStyle to address the complexities therein. Contextualising this work with peer organisations, at the scale of the whole viscose supply chain (and beyond) is a work in progress, with indications of deepening engagement.

The CanopyStyle team has been intentional in confining its campaign to the forest-to-fibre part of the viscose supply chain as this aligns with Canopy’s organisational mandate and its knowledge base, and matches well with a strategic analysis of the supply chain showing a “pinch point” (and opportunity to leverage change) at the point of viscose production. At the same time, staff express concern about the environmental and social issues resident along the whole supply chain, including those relating to the use and discharge of hazardous chemicals and workplace conditions. Their practice until recently has been to stay apprised of the issues, and to refer those with concerns to organisations most appropriately set up to address them.

⁵ To read about the campaign, go to <https://canopyplanet.org/campaigns/protecting-forests/>

In interviews, Canopy staff described a practice of, often low profile, engagement with environmental and fashion reform NGOs and multi-stakeholder platforms that include: Greenpeace, NRDC, ZDHC, the Sustainable Apparel Coalition, Fashion4Development, Sustainable Angle, Fashion for Good, Fashion Revolution, Changing Markets, Cradle to Grave, and the Stella McCartney Foundation. Engagements range from occasional to quarterly, to a regular practice of attending each other's event, to actual cooperation agreements. Initially, Canopy gained its bearings from these interactions as it embarked on the CanopyStyle campaign. More recently these engagements have led to information exchanges, programming contributions (e.g. speakers, workshops), exchanges of technical advice, and introductions of key contacts.

Understanding that maintaining network relationships is a time intensive enterprise, the Canopy team assess each new engagement for alignment (compatibility of missions, complementarity of skills and own organisational configurations), noting that this assessment needs to be sensitive to changes that occur over time. The intensity of its interactions are then guided by this assessment.

“

They (Canopy) are not interacting as much as they could with other similar organisations. Doing so would avoid duplicating efforts and having a more coherent voice when interacting with brands; also, brands are tired of being asked for similar but different disclosures.

– NGO

”

In the survey carried out for the evaluation, 27 of 30 stakeholder respondents indicated strength in CanopyStyle's connectedness to allied networks (See Exhibit 7.1 under Finding 20 on Sustainability).

In a recent announcement that puts their cross-issue collaborations with other NGOs active in the viscose industry more in the public realm, Canopy and the hazardous chemicals watchdog, ZDHC Roadmap to Zero Programme are currently forming a partnership to align practices and standards and potentially harmonise the monitoring and reporting of such. ZDHC is a coalition of fashion brands, value chain affiliates and associates mandated to substitute hazardous chemicals for safer ones across the fashion sector including in the production of viscose.

Despite the practice of lateral engagement described here, a few market partners, media observers and NGOs have observed that Canopy's focus on sourcing potentially overlooks other damaging practices in the supply chain.⁶

⁶ This critique is posed in the Changing Markets Foundation's 2018 study, [“The False Promise of Certification: How Certification is Hindering Sustainability in the Textile, Fisheries and Palm Oil Industries”](#). See Pages 78 – 80. Note, a subsequent report by Changing Markets in November 2019 does not sustain this critique. See, [“Dirty Fashion Disrupted: Leaders and Laggards Revealed”](#).

4 Tangible Progress Towards Results

This chapter examines CanopyStyle results, to date, with reference to the targets set out in the grant document. It assesses the extent to which actions geared at systemic change have been enabled, as well as the extent to which CanopyStyle has been able to build upon and pave the way for other related initiatives.

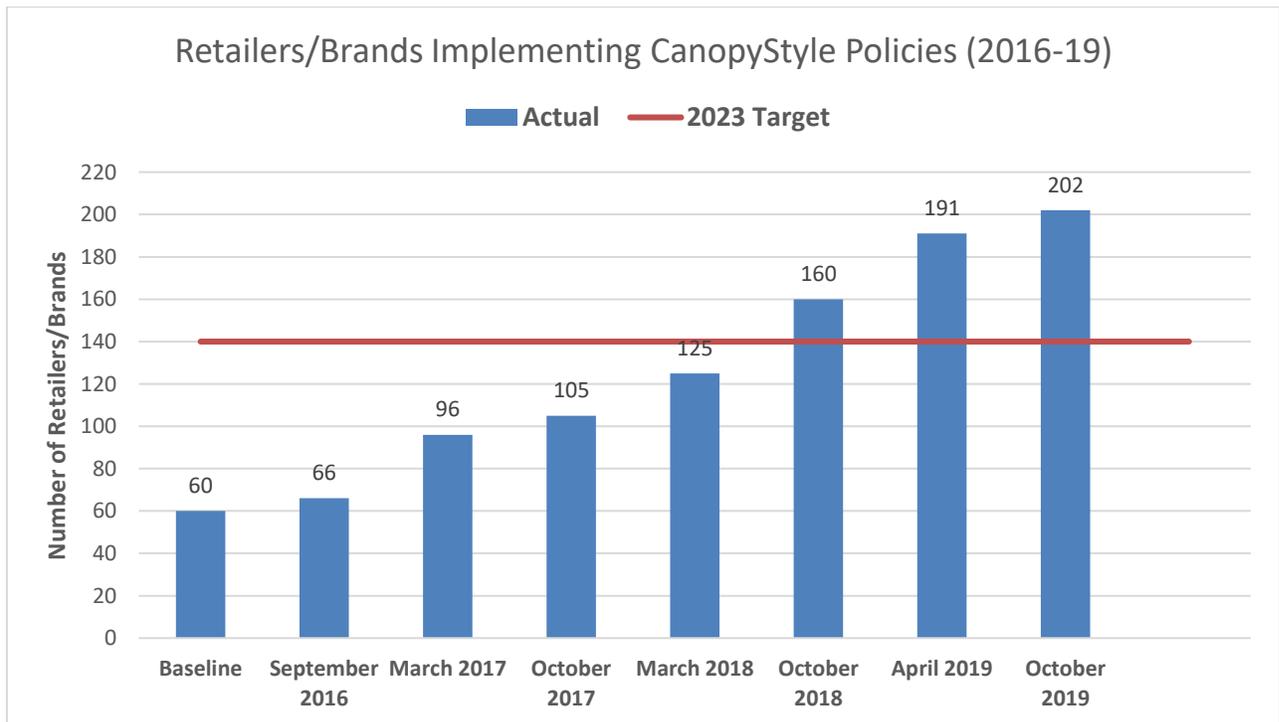
Finding 4: The number of brands/ retailers with CanopyStyle policies far exceeds the grant target – the list is diverse in size of organisation, and includes fast fashion and boutique.

When C&A Foundation first became involved with Canopy in 2016, the organisation registered 60 brands and retailers implementing CanopyStyle policies. A 2018 target of 80 brands that was written into the logic model of the first grant was surpassed by the end of March that year. The actual number of 105 brands implementing policies was used as the baseline for the current grant. The current five-year agreement contains two targets. By 2020, Canopy is to have 125 brands with policies in place with at least 35 such policies also containing circular fibre targets. By 2023, this is expected to climb to 140 brands with policies in place, 45 of which would include those additional targets.

At the end of the first year of the current contract, Canopy reported 191 brands and retailers implementing CanopyStyle policies (at the time of writing this number is 202). They also reported that 67 policy holders have circular fibre targets in place. In both instances, then, the 2023 targets have been exceeded.

The growth of retailer brand commitment since 2016 is illustrated in Exhibit 4.1, below.

Exhibit 4.1 CanopyStyle brands implementing CanopyStyle policies (2016-19)



In conversation with staff and representatives of lead brands, the following observations were made about CanopyStyle's growth trajectory:

- While not (yet) a primary driver of transformative change in the viscose industry, the forest-to-clothing association does resonate with consumers, particularly when set against the backdrop of the climate crisis and the global loss of biodiversity.
- Over time, the dynamic has shifted from Canopy seeking brands to brands seeking participation in CanopyStyle – the list includes a mix of larger, fast fashion and smaller, 'boutique' brands/retailers.
- Lead brand describe increasing levels of confidence in their own supply chains to deliver viscose from low to medium risk sources.
- This comes with mentions that being part of a significant cohort of market partners brings additional influence to bear in their dealings with viscose producers and suppliers of pulp.
- Through its campaign teams, CanopyStyle is in regular contact with between 50 and 60 policy holders representing about 70% of the 202 of participating brands, or between 98% and 99% of the \$260 billion in annual revenues CanopyStyle brands represent.
- Thus far, CanopyStyle has sought and attracted global retailers and brands emanating mainly from Europe and North America; there is a significant and as yet untapped cohort of Chinese and Indian companies also using viscose in the manufacture of clothing and apparel.

“

With one brand, that has not been so transparent, we have been able to leverage influence by saying we are part of Canopy.

– Brand

”

One fashion reform NGO commented on the magnitude of CanopyStyle's retailer/brand recruitment, suggesting that it compared favourably to analogous value chain campaigns in the fashion sector both in the scale of participation and in the pace of growth.⁷

Finding 5: Policy holders are not all moving toward their forest commitments with the same vigour or rigour – an irritant for some brands and producers.

Some CanopyStyle policy holders have adjusted their value chains, are sourcing from low or medium risk suppliers and are invested in next generation solutions. Others are newly on the path with CanopyStyle and seeking support from Canopy. All are constrained by their own budgetary resources in a competitive retail environment. Personality and corporate culture are mentioned as factors influencing the level of participation in CanopyStyle. Smaller brands report having less influence on their producers than is the case with the larger entities, but also having a nimbleness to adjust strategies and relationships in their value chains.

Despite CanopyStyle tracking that indicates movement by brand policy holders on their commitments, a minority of brands and producers voiced concern that some brands were moving slowly on their

⁷ Pertinent to this comment, in November 2016, CanopyStyle's performance was recognised by the Pratt Institute's [Brooklyn Fashion + Design Accelerator](#) as a recipient of a BF+DA Positive Impact Award for Leadership in Creating a Better Supply Chain.

commitments and as such might need a push. For producers, this perceived “laggard” behaviour by brands is described as a potential disincentive to producers as they reposition themselves to service brand demand for sustainably sourced viscose.

“

Brands are on a long rope; don't see much of a penalty for inaction on their commitments.

– Producer

”

When asked what might be needed to reinforce or strengthen CanopyStyle engagement with brands, responses varied. Some wanted more of the same – i.e. interaction through the large brand gatherings, webinars, continued production of tools for managing change in the supply chain, and the personalised engagement with the CanopyStyle campaign teams. Others focused their comments on the idea that Canopy could share information on the progress of brands *vis à vis* their commitments and, in particular, showcase the “good practices” of high performers. One or two mentioned the idea of jettisoning non-performers.

Another minority of respondents (brands) suggested that CanopyStyle could push harder to elicit brand advocacy with producers and with governments. Exposure opportunities to heighten awareness of forest landscape issues was mentioned in this regard.

Canopy staff are sensitive to the risk that laggard behaviour could dampen progress toward desired shifts in the viscose supply chain and pose reputational risks to the campaign. Managing this risk, they argue, requires careful orchestration and sequencing. Once there is a plentiful and reliable supply of “low risk” viscose in the market and sufficiently robust ways of tracing it to source, then attention can shift from the production to the consumption side of the equation with consideration of ways to incentivise (e.g. through showcasing good performance on procurement and advocacy practices), or penalise policy holders. At such a point when the supply side of the transaction is healthy, staff suggest, there is less to excuse brands for not pursuing CanopyStyle policy commitments. At the time of writing, Canopy is monitoring the situation with these considerations in mind. Staff point out that sluggish performance is most often a function of brand systems and/or budget limitations and not of any mal intent.

Finding 6: CanopyStyle support has been influential on brand participants as they implement their policies.

As it is, a third of participating brands are advocating action on their viscose producers, according to Canopy’s own data. This marks a four-fold increase since 2016. And, at least 15 lead brands are currently at the point of sourcing from “low risk” suppliers. The independent audit and Hot Button process has been instrumental in this regard (see Finding 12).

These trends point to the influence that CanopyStyle has had on participating brand behaviour. In the e-survey conducted for this evaluation, most (95%) of the 19 brand respondents said that CanopyStyle has been instrumental in discussions about using viscose fabrics that are low risk. In the same survey, respondents said that CanopyStyle has influenced their development of mapping and tracing activities to a major (58%) or moderate (26%) extent. In this vein, 10 of 19 brands reported that they currently have substantially (32%) or fully (21%) operating verification and tracking systems in their supply chains.

On the topic of tracing and verification, brands are divided in their view of the kind of support they would like to receive from the CanopyStyle initiative. Some seek information on the systems and supports that are out there, while others favour Canopy taking a more proactive stance toward the creation of a common

platform. Canopy staff confirm the divergence of opinion among brands regarding the kind of support they would like to receive. Their stance to this point has been to:

- Encourage development of systems and tools;
- Provide contacts and support on a case by case basis; and
- Monitor trends and identify opportunities to showcase advances.

Among seven brand respondents with commitments to introduce alternative fibre sources, five said Canopy's involvement has been of "major" significance. Comments included:

- "Good knowledge, huge support".
- "Has allowed us to identify preferred producers and identify product lines".
- "Business case references and multi-brand pilot opportunities are valued, but remain in short supply".
- "Finding support to bring to scale and reduce costs remains a challenge".

Finding 7: So far, brand engagement in ancient and endangered forest conservation is limited to a core of committed brands.

Advocating for the protection of forests is a standard commitment in the CanopyStyle brand policy, and there have been some exceptional moments where brands have directly engaged in collective awareness raising or brand specific activities connecting forest-to-fashion. In 2016, for example, Canopy co-hosted a high profile gathering for 400 changemakers and sustainability experts with the NGO, Fashion4Development as part of the UN Global Compact in New York City. That same year, Fashion4Development hosted a First Ladies luncheon as part of the opening of the UN General Assembly. At this event, Canopy was one of their presenting partner NGOs. In March 2018, 16 companies used the UN International Day of the Forest to profile their commitments to the forest through the [#irreplaceable](#) campaign developed with CanopyStyle's Communications Working Group. And in April 2019, Stella McCartney launched the [#ThereSheGrows](#) Campaign focused on the Leuser Ecosystem in the lead up to a major fashion show in Paris.

CanopyStyle's Fashion and Textile Leaders for Forest Conservation Working Group (FLWG) has been kept apprised of issues related to forest protection and conservation where an advocacy position is required. From time to time, Canopy has asked brands to write letters of support when these have been needed to nudge forward negotiations. In one landscape of hope, an expansive area of boreal forest in Northern Quebec that is home for Cree First Nations communities, 35 companies (brands and producers) have provided letters to support protection efforts. Brands have also written letters to the Governor of Aceh Province, Indonesia, urging a revision to the Province's Spatial Plan that, in its current form, opens up the Leuser Ecosystem to industrial development.

“
Canopy brings the advocacy issues to us; we would not likely be aware of them otherwise.

– Brand

”

The Canopy team has put community and forest leaders and the fashion industry together in different venues. For example, the Deputy Chief of the Cree Nation community of Waswanipi was introduced to 81 clothing companies at the Canopy Brand Summit in New York in 2016, and, a representative of the Tla-o-qui-aht First Nations spoke to the Summit in Vancouver in 2018. Both spoke of the

integral relationship between the forest and their peoples, and of the promise of economic development scenarios that provide win-win solutions for communities and the forest. Contemplating a shift toward conservation-based economies within these forest landscapes, the Canopy team has been making introductions between brands and local leaders with an interest in conservation approaches. An eco-trade mission to Indonesia is anticipated in the coming year as NGO leaders and a core of provincial government officials develop an alternative economic strategy for the Leuser ecosystem.

In the 2018-23 grant agreement, Canopy expects to double the number from a baseline of 40 brand/retailer policy holders that are engaged to advance conservation in priority forest landscapes. In the survey, 14 out of 17 brand respondents said they are not engaged in forest conservation activities with CanopyStyle. And 10 of these said they had no plans to be involved in the coming year. Budget considerations and, in some instances, lack of immediacy to one's own supply chain was the most common reason given for not being more involved.

Finding 8: Twelve producers are signed on to CanopyStyle Style commitments; together they corner 70% of the global viscose market. Just over half of this production has been audited and 28% is deemed “low risk”. Progress toward 2023 targets is well on track, with stakeholder claims substantiating trends.

In 2016, at the beginning of the first grant agreement, Canopy reported as baseline that: three viscose producers had endangered forest policies, no viscose production could be guaranteed to be free of endangered forest fibre and, it was standard practice for viscose producers to source from endangered forests and controversial sources. At the close of the first two-year grant, 10 producers had signed on, meeting the target set for that time period. The current grant anticipates that by 2023, 20 producers will be signed on.

A year into the second grant, twelve of the largest viscose producers have policies, representing 70% of the viscose market. The evaluation heard from five of these producer policy holders through the e-survey and in four instances also through interviews. All confirm that they have undergone a third-party audit with a few of the lead producers having also undergone an audit update.

Staff commented that they were able to get the largest producers onside early and that this gave impetus to the recruitment effort. Producers point to the influence of a speech made by the Chair of Lenzing at a brand producer summit in June of 2015 hosted by Canopy along with a lead group of brands that included: H&M, Inditex/Zara, Stella McCartney, Eileen Fisher and Marks & Spencer. Additional drivers mentioned by producers, brands and staff include:

- Supportive government policy (i.e. putting in place environmental stewardship expectations) in certain countries;
- Brands increasingly pushing and making sourcing choices;
- Market opportunities to be gained by differentiating services for a sustainability conscious brand/retailer marketplace (e.g. introducing tracing services and next generation fibre content); and
- Reinforcing messages from the fashion media and environmental groups.

“

We have a feeling that the producers are moving. The leader producers are the most innovative; I think this is a good signal to the market.

– Brand

”

Factors mentioned that have slowed progress or are thought to have turned some producers away from making reforms to their supply chains include:

- An understanding that the “status quo” carries less reputational risk for producers than it does for brands – being at least one step removed from end users;
- Rigidities within some state-owned producer operations narrow or slow reform efforts in the supply chain; and
- Some viscose producers are part of vertically integrated businesses that support traditional logging practices.

Producer commentary from interviews with four producers on the merits/ drawbacks of being involved in CanopyStyle yielded the following:

- Engagement with the CanopyStyle team has been constructive and collaborative;
- For the most part, audits have been done professionally and independently, and with regular follow-up contact with CanopyStyle campaign team members;
- Producers are exerting influence on their own pulp suppliers – encouraging their participation in CanopyStyle;
- Participation in CanopyStyle has helped develop producer-brand relationships; and
- Increased costs associated with sourcing policy compliance can be offset with technical/environmental plant efficiencies and with sustained brand commitment to purchase.

“

We are committed, and we are saying to suppliers they need to fulfill these requirements. The initiative is only successful if they also sign up. We need to bring in the whole industry; otherwise, brands and retailers won't commit.

– Producer

”

Reflecting on the extent to which CanopyStyle is influencing desired change in the viscose supply chain, 17 brand respondents to the e-survey indicated that this was the case to a moderate (3) or major (11) extent. Three respondents were unable to comment.

Finding 9: There is evidence that some producers have started to build transparency into their supply chains as a consequence of their participation in CanopyStyle.

In its most recent CanopyStyle report, the organisation explains that four viscose producers are publicly sharing their supplier lists. This number represents a doubling in the past year. In the evaluation, four out of five producers report that they have at least started to map their pulp sources back to the forest, and four have fully or substantially launched verification and tracking systems.

At the forest-to-fibre stage of the supply chain, producers indicate they are educating their suppliers about shifting market preferences, specifying source requirements and in some instances encouraging suppliers to sign up to CanopyStyle and undertake their own audits. Producers also report opting to purchase from Forest Stewardship Council (FSC) certified sources, in at least one instance leading the producer to purchase pulp from many thousands of kilometres from the viscose processing facility. From the fibre to garment stage of the supply chain, producers indicate that they are putting tracers into viscose bales to provide assurances to brands.

Most respondents credited CanopyStyle for bringing traceability to the fore, several mentioned that building transparency into the supply chain remains a costly work in progress, and that they look to Canopy for ongoing advice and coordination support. Several brand members voiced concern about the continuing potential for viscose producers to source pulp, perhaps even unwittingly, from higher risk sources. To address this perceived level of fallibility, brands and producer informants spoke of the merits of adapting the independent audit and reporting methodology at the supplier level.

At the time of writing, Canopy is introducing a new tool to support efforts toward transparency. The Dissolving Pulp (DP) Mill Risk Classification tool represents a first step for Canopy in adding more focus on this tier of the supply chain. Canopy's rationale for delaying its introduction was to ensure that there would be significant enough support from among mill customers (i.e. the viscose producers) for its introduction, given additional resources that will be required to implement screening activities.

Finding 10: Since 2015, investment by brands and producers in alternative fibres has increased. First-to-market challenges are evident, but there is progress and it can be substantively traced to CanopyStyle facilitation.

In 2015, there was limited investment in the research and development of technologies for sources beyond wood for viscose fibre. At the close of the first grant in 2018, Canopy had partnerships with six disruptive technology providers and in some instances were running pilots with brands. One innovator teamed up with Levi Strauss to produce jeans made from post-consumer garment waste. Around the same time, viscose producer Lenzing and Zara produced viscose fibre comprised of 20% pre-consumer recycled content.

The second grant intensifies Canopy's focus on widening the fibre basket and sets out a number of targets (see box).

Among 19 brand respondents to the evaluation's e-survey, seven (37%) indicated that their CanopyStyle policies included a commitment toward the purchase of man-made cellulosic fibres that have recycled sources or agricultural residues. All attribute this public commitment to their involvement in CanopyStyle.

A third of brand respondents (6) said they have next generation products in the marketplace, and another three indicated this will occur in the next year; seven have no plans though most are interested. From the vantage point of five producer survey respondents, three reported that they have products launched and that two have invested in research and development, to date.

CanopyStyle Grant Targets for Introducing Alternative Sources of Fibre

By March 2021 – 45 CanopyStyle brands actively use viscose fabrics that contain straw or recycled content

By 2025 – 30% of the raw materials used to make viscose fabrics is from straw, recycled clothing or other positive materials

By 2023 – Viscose producers representing 40 to 50% of global viscose have circular products on the market that contain at least 50% alternative fibre.

10 viscose producers have trialled alternative fibre inputs with a minimum of 20 to 30% alternative content.

50 letters of intent/market survey responses are secured to signal the market interest in additional viscose producers exploring alternatives.

By December 2020 – Agricultural residue certification in place.

Note: The targets set out in this report are specific to the C&A Foundation grants, and were formulated at the start of the grants in 2015 and 2017. Some overall CanopyStyle initiative targets are consistent with those set out in the grant agreements. Others are more ambitious.

While innovation partnerships have formed independent of CanopyStyle, key informants indicated that Canopy has played an important “connector” role to address key first-to-market challenges. Three innovator respondents to the survey said that CanopyStyle has brokered introductions to potential brand and viscose producer partners to a major (2) or moderate (1) extent. This *connector* role has included:

- Profiling options to widen the viscose fibre basket;
- Linking innovators to brands and producers;
- Providing technical/ Life Cycle Analysis (LCA) data; and
- Finding financing options to support infrastructure or the launch of a new product to market.

Brands, producers (including innovators) frequently mentioned the following innovation challenges:

- Industry mindsets that favour the status quo (or fear disruptive change to supply chains);
- Uncertainty on which innovation pathways to follow given the number and range of technology and business strategy options;
- Securing investment to support research and development;
- Accessing the infrastructure to support scale up – resolved in some instances through innovators and producers teaming up;
- The dampening effect of higher than market pricing on consumer demand and brand commitment – next generation solutions tend to be more costly and especially so in the scaling stage; and
- Demonstrating, in a new product, superior quality and good ethics at the same time

From key informant interviews, three challenges/ tensions were observed for Canopy to navigate in the innovation space. These are set out below:

1. Brands and producers are looking for “who’s who” guidance -- while Canopy sees need to maintain a neutral stance, to avoid favouring one technology or innovator over another⁸.
2. There is a call from within the sustainable fashion movement for a higher-level discussion and understanding over the continued growth of fast fashion – while Canopy embraces a full range of market partners including those in fast fashion.
3. Brands, producers, innovators and investors bring to the table their particular experiences and business interests – in playing that “catalyst/convenor” role, Canopy has to discern when it can be helpful and when it should leave the conversation.

⁸ To date the Canopy team is developing an “equal opportunity platform” that informs without pitching favourites. It has informed the innovation process with the Stella McCartney funded Life Cycle Analysis, and listed those innovators with CanopyStyle policies. It assesses innovative practices/ technologies from an environmental standpoint, as well as core organisational competencies of the organisations behind the innovation. Canopy adds to this any insights gained through the testimonials of producers to whom the innovators might be attached, as well as data made available through any due diligence assessments carried out by investors.

“

Canopy has been effective at linking us with brands; as early innovators, textile engineering specialists like us need this kind of exposure.

– Innovator

”

Finding 11: The CanopyStyle-assembled presence of brands and producers has strengthened the conservation and social protection efforts of local partners. A lack of movement on the millions of hectares to be protected across the landscapes of hope masks positive developments at ground level.

Across both grants, Canopy has maintained a commitment to engage a core group of brands and viscose producers to help protect high carbon, bio-diverse forests from logging. In the initial grant, Canopy intended to build on accomplishments to 2016 leveraging CanopyStyle brand/ customer engagement to bring high conservation value forests under moratorium or protection. This has included protection and conservation agreements involving the Cree First Nations and the Quebec government within a 1.3 million hectare area of boreal forest, and the finalisation of a conservation agreement covering 6.4 million hectares of temperate rainforest in British Columbia, Canada (see box below).

The current grant aims to bring the number of millions of hectares under legislated protection to between 9.6 and 13.1 million by 2025 and increase brand involvement in various landscapes of hope campaigns up from an original baseline of three companies to 80.

At the time of writing, the landscapes of hope featured in the CanopyStyle initiative include:

- The final third of a 1.3 million hectare expanse of boreal forest known as the **Broadback** in Cree Nation territory of Northern Quebec; engagement began in 2008 in partnership with Cree First Nations, conservation NGOs, with the involvement of paper and fashion brands and paper mills;
- A 1.1 million hectare area of land in the Ontario boreal forest, in territory of the Ogoki. This land remains under a moratoria that has been negotiated and maintained with CanopyStyle leverage;
- The **Leuser Ecosystem** in the Province of Aceh in Northern Sumatra, Indonesia - a largely intact rainforest ecosystem 2.6 million hectares in size that has been, since 2013, under threat as a result of legislated action allowing industrial activity that includes pulp production for paper and clothing; and
- Other smaller pockets of land (16,000 hectare) in Indonesia coinciding with the ancestral territories of traditional communities and which, since the 1980s, have been degraded through the logging activity of a company connected to the viscose industry and currently operating a dissolving pulp facility in the area.

The Great Bear Rainforest Conservation Agreement – 2016

On February 1, 2016, just before the first grant came into effect, the Premier of British Columbia and the First Nations of the Great Bear Rainforest region announced a conservation agreement. Sixteen years in the making, the Great Bear Rainforest Agreements secured that:

- 85 % of the 15.8 million acre Great Bear Rainforest is legally protected or off limits to logging
- North America's most stringent commercial logging regulations is in place on the remainder of the land base
- First Nations share decision making over their territories solidified
- There is active support from forestry companies and key environmental organisations

In these Canopy designated landscapes, government land use/ spatial planning makes possible logging and other industrial activity. Identified viscose producers and dissolving pulp mills hold concessions impacting communities and forest ecologies. Canopy maintains partnerships with Indigenous organisations and NGOs, and leverages brand and producer influence to protect the forests and community rights.

In interviews with Canopy staff, NGO and community representatives, and through site visits in Indonesia, key informants spoke of the often unpredictable nature of engagement with governments, industry and communities. They mentioned the length of time that can elapse searching for forest friendly solutions that honour community rights and livelihood requirements while also providing economic opportunities.

Key NGO and community leader observations about Canopy's added value in these landscape campaigns included the following:

- With its connection to the fashion industry – CanopyStyle has linked the forest to a vast consumer audience and a culturally alive fashion sector that serves it;
- By virtue of their purchasing power, fashion brands wield substantial influence on their supply chains, particularly when they coalesce;
- Local NGOs and community groups can't speak to industry like brands can; but they can bring to campaigns what brands don't have, local knowledge and networks;
- By combining the power of local knowledge and networks that NGOs possess, on the one hand, with the market influence that brands wield, on the other, the strength of landscape campaigns are amplified;
- Canopy and partner efforts in the Great Bear Rainforest demonstrate a pathway, secured in a formal land agreement, from a conventional logging-based economy to a conservation-based economy; and
- It is an uphill battle to argue for such with entrenched interests within political and industry spheres.

Over the life of CanopyStyle, progress as measured against protection/ conservation targets has been slow to manifest. The actual reading of the number of hectares conserved or under moratorium has not changed appreciably since 2016. But this belies the dynamic nature of Canopy and partner efforts, most recently in the boreal forests of Quebec and in Indonesia.

Indonesia highlights observed during the evaluation include the following:

- Aceh's spatial plan (2013) remains intact – however, support is coalescing around a greener alternative and a review process is planned for the coming year.
- Well placed Government officials, with NGO support, are exploring conservation economy approaches first observed in the Great Bear Rainforest. A second learning exchange with Canadian stakeholders and experts, this time in Indonesia, is anticipated for the coming year. Brands are also being approached to participate in an eco-trade mission to the area.

“

It is about having a constant drumbeat, showing that international markets are watching and that there can be a win for them in getting involved.

– Canopy Staff

”

“

Advancing the case for conservation economics is not just an intellectual exercise, it's a political discourse.

– NGO

”

- Wildlife protection legislation (Indonesia's first) is in the final stages of development for Aceh. Elements of a conservation economy approach are embedded within this legislation.
- In concert with NGOs, Canopy is negotiating with a prominent forestry company for the legal tenure conversion to enable restoration and protection.
- Batak (traditional) communities in Sumatra are in a drawn-out struggle with a pulp mill in the vicinity of Lake Toba; Canopy and brands are engaging the mill on documented inconsistencies with Canopy forestry commitments. At the same time, new national legislation promises the return of land rights and the possibility to restore community forests. Mapping and negotiations are underway.

“

I first met Canopy when invited on a study tour to the Great Bear Rain Forest to see what a forest conservation economy looks like. I heard about the transition from bad to good management; from 15% to 85% forest regeneration; to see how it is possible to empower local communities in the management process. I would not have believed it was possible had I not seen it.

– Study Tour Participant

”

Finding 12: As intended, CanopyStyle initiated third party audit tools are setting change agendas with producers, while reports are influencing brand procurement practices.

Among five producers, all have had at least one audit; and all but one have found them “useful” or “very useful”. Comments included that they are professionally done, that they serve as a point of reference in conversations with the Canopy team and as the basis to establish plans of action. Initial scope and definition/criteria issues have been, or are being worked out through a constructive exchange, noted one producer. English-Chinese language interpretation issues have emerged in at least one instance and additional training has been requested to address them.

That the audits are carried out independently, and are not set up to “pass or fail” a facility, is widely seen as a positive feature among brands and producers. Training/ coaching has helped overcome fear of being judged among some producers.

In the survey, 14 of 17 (84%) brand respondents have used the report in making their sourcing decision and have found the tool to be “precise” and “influential”. A Canopy respondent described it as an “engagement tool” as opposed to just a bit of “flashy communication”. Another suggested that it has “put the right kind of pressure on the viscose industry”. And, while positive, a third cautioned that in awarding “green shirts”, Canopy may inadvertently create a skewing effect that rewards the larger, well-endowed companies that are capable of meeting the criteria sought after and, as such, disadvantage those smaller companies intent

“

The audit and report are core tools; they are credible; we have changed our sourcing because of them.

– Brand

”

on being compliant⁹. In this vein, a Canopy team member flagged that Campaign leads ward against high performing producers overplaying their “green shirt” status with their own marketing claims, in part to prevent this skewing effect and in part to shield against producers using this status to distract from any other performance issues of concern in their supply chains.

Finding 13: ForestMapper is appealing to brands and producers that have reviewed it. Its utility as a decision-making tool is still being established.

In the survey, six out of 17 (35%) brand respondents said they have reviewed the tool and, so far, are mixed in their views of its utility. Interviewees like its presentation and can see its potential, yet, most need more time to assess the platform.

Those brands reporting that they don’t use ForestMapper gave the following reasons in order of frequency: the data is in the audits (4), they have not been in a position to use it just yet (3), they don’t know about it (1), and it is not relevant to their supply chain (1).

One brand respondent noted that they haven’t yet integrated it into their routine decision-making to the extent that they have the audit/ Hot Button package. Several brand respondents suggested its utility hinges on the tool showing where producers source their fibre.

Regarding producer perspectives on ForestMapper, four of five producers indicated that they have reviewed ForestMapper, and three said they found it useful. In interviews, two viscose producers reported that they were using it in their supplier mapping activities.

At the time of writing Canopy team members indicate that an original intention to integrate a layer showing sourcing data on the platform is being shelved, at least in the short run. Obstacles standing in the way include the following:

- The location of mills vis à vis carbon reach ecological zones can only be an initial trigger for further investigation as mills source pulp from widespread sources, including from other countries.
- Sourcing decisions may change over time.
- Keeping abreast of the changes is an expensive proposition.
- A brand obtaining out of date or inaccurate sourcing information and making procurement decisions by it would expose all parties to risk.

“
Don’t have traceability down to the forest floor; need that for this tool to be useful.
 – Brand
 ”

⁹ CanopyStyle has introduced a graphic way of depicting the results obtained from third party audits. The graphic is a colour coded shirt that ranges from green to red with some variants to the range. Scores are based on an assessment of: Producers’ level of risk of sourcing from Ancient and Endangered Forests, Producers’ leadership on advocating for conservation legacies, and, Producers’ work to advance the commercial scale production of fabrics using innovative and alternative fibers such as left- over straw or post-consumer recycled clothing. The 2018 issue of the Hot Button Report can be found at: <https://hotbutton.canopyplanet.org>

- There are additional ways of pursuing traceability and verification (e.g. third-party audits, Chain of Custody declarations and public listing of suppliers, introduction of tracers and tracing systems, research).

The ForestMapper tool is still regarded positively for the way it pulls together important data sets that inform the auditing process. Canopy staff indicate that it can still play a role as an initial screening tool as part of a wider set of instruments for sourcing insight, and are exploring the possibility of a partnership with an entity specialised in the use of GIS.

Finding 14: Stakeholders give strong utility ratings for other key CanopyStyle tools and processes.

Sixteen of 17 brand respondents (94%) indicated that the CanopyStyle policy tool is guiding them toward their CanopyStyle commitments to a major (14) or moderate (2) extent. The response is similar among producers with regard to the utility of their CanopyStyle policy tools.

Brand assessments of four additional CanopyStyle tools are set out in Exhibit 4.2, below¹⁰. Among those respondents able to comment, feedback is generally positive. Brand and producer commentary on the summits focused on the value of face to face encounters, and in particular the benefits that have accrued in the latest Shanghai summit where innovators were also present.

The Life Cycle Analysis (LCA) that examined ten raw material options for viscose was credited for: being evidence based, non-biased and effective at communicating the merits and drawbacks of each fibre option.

“
Meeting people face-to-face is much better than conference calls.

– Brand

”

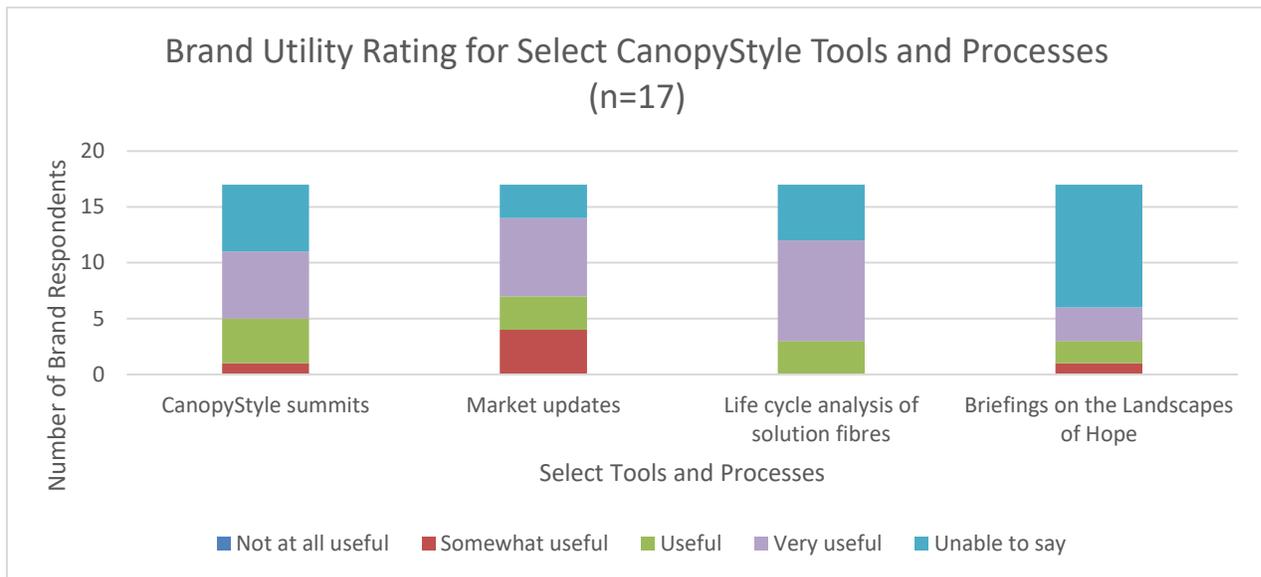
One brand respondent did lament that the LCA has not been adopted and profiled by the Sustainable Apparel Coalition, suggesting that shortcoming has limited its exposure as an information resource. There is a broader range of opinion on the market information that CanopyStyle provides (albeit on the positive end of the utility spectrum). And, regarding, the Landscape of Hope briefings, what is notable here is the relatively large number of respondents unable to comment.

“
The policy tool is imperative; it is where we start – and it provides something to which we can be held accountable.

– Brand

”

¹⁰ Readers should take into account that the higher proportion of “unable to say” respondents for the CanopyStyle summits can be explained by the limited number of brand respondents who would have attended these events. Similarly, the higher proportion of “unable to say” respondents for the Briefings on the Landscapes of Hope can be explained in large part by the selective distribution of this information by Canopy. The organisation has tended to focus its distribution of this information on those organisations whose CanopyStyle commitments have advanced to the point where they are interested and able to engage at this level.

Exhibit 4.2 *CanopyStyle Tools and Processes*

Unanimously, brand informants knowledgeable of the FLWG and Canopy staff have described the working group's role and function in positive terms. Brand representatives that have sat around the Working Group table said that they feel their time has been well spent – that they have had the leeway to engage substantively in CanopyStyle and have appreciated the face to face interaction and the informal nature of the meetings. Staff agree with brand representatives on all points. A brand informant reflected that this form of engagement is preferable to the more impersonal web-based interactions that are common across the sustainable fashion realm.

One member of the group did offer a concern that with the rapid growth in brands over the past three years, a review of this body's governance structure and mandate might be warranted. A countervailing consideration offered by a Canopy staff is that the FLWG isn't intended to be representative of the brand/retailer base of CanopyStyle; that direct interactions through CanopyStyle campaign contacts and participation in the larger summits are to be the venues for brands to "voice in". Rather, this point of view – consistent with the working group's Terms of Reference formulated conjointly by Canopy and the brands Inditex and H&M is that the FLWG – holds that the working group is to be a "nimble brand group" curated for a range of sought-after skills and experiences and for people in organisations with the time to invest.

A parallel attempt to introduce a working group format among brand communications teams (named the Communications Working Group) has proven less productive than the FLWG. Staff and brands put it down to a generalised difference in orientation between the two types of roles. Sustainability teams are outward oriented, looking for solutions and opportunities in a larger marketplace of ideas; they are more comfortable operating in a pre-competitive space. By contrast, communications teams are mandated to help brands/retailers differentiate themselves from the pack. That said, staff and brand observers indicated that collaboration has worked when focused on finite, high level activities or themes around which each can make their own messaging. In this regard, collaboration has been strongest around the UN International Day of the Forest. Staff indicate that they have also maintained productive working relationships on a one-on-one and small group basis.

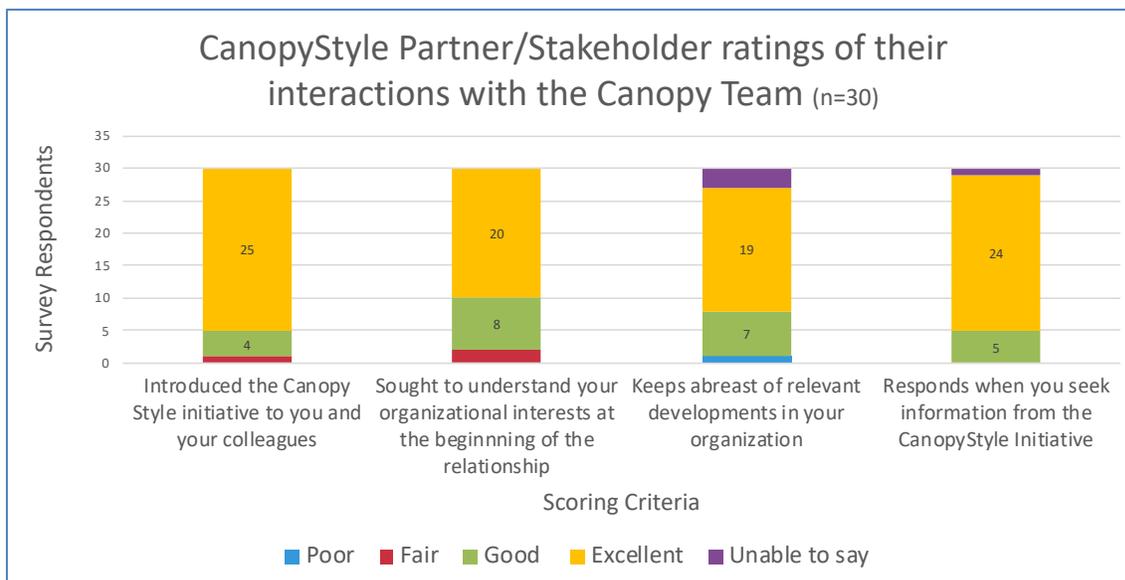
5 Engagement with Stakeholders

This chapter examines the extent and quality of Canopy’s engagement with relevant CanopyStyle stakeholders including: market partners, industry level actors, enabling actors and campaign allies.

Finding 15: Canopy gets high marks from CanopyStyle Brands, Producers and NGOs for its style of engagement. Trust in CanopyStyle is strong across the board.

Exhibit 5.1 sets out survey respondent perceptions about their interactions with the CanopyStyle team. By and large, brand, producer (including innovator) and NGO respondents rate CanopyStyle’s style of engagement as “good” to “excellent”.

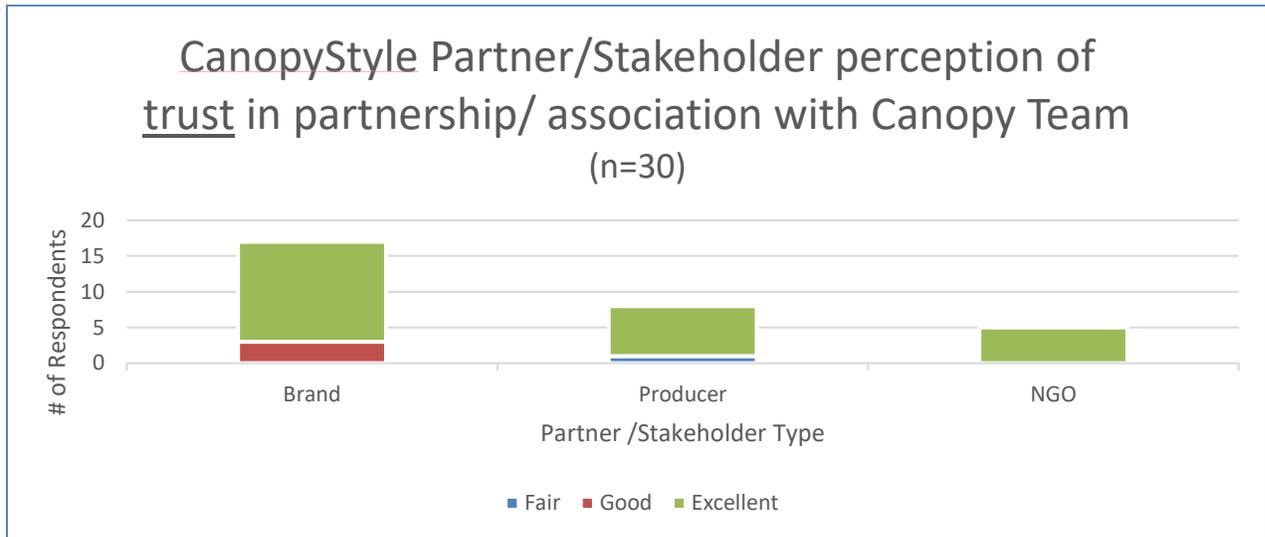
Exhibit 5.1 Stakeholder perceptions of interaction with CanopyStyle (2016-19)



“*CanopyStyle is very brand aware of individual company strength; they are strategic vs. blanket in their approach to working with stakeholders (brands and suppliers). Often, we (as a smaller, specialised brand) get lumped in with the fast fashion outfits - but we are not like them.*

– Brand

Patterns of response are consistent across each stakeholder group. As shown in Exhibit 5.2 below, these same respondents rate their level of trust in Canopy as “excellent” for the most part. And, to the extent that funders are able to comment on CanopyStyle stakeholder engagement, their impression is also consistent. As one staff person put it: “We try to inspire others, we approach brands and producers with a view to understand their value proposition. We want them to be participants with us – wins for the forest are theirs as much as they are ours”.

Exhibit 5.2 Stakeholder perceptions of the level of trust with CanopyStyle (2016-19)

To strengthen or reinforce CanopyStyle engagement with stakeholders, survey respondents mainly called for information updates. There was one suggestion from a brand respondent that non-lead brands gain more access to the FLWG, such that they have more of an ability to engage programmatically in the CanopyStyle campaign. A new brand player expressed a desire for “a little more hand holding” in the onboarding process. One producer urged “a more evidenced-based dialogue founded on an understanding of industry constraints and of the trade-offs associated with the introduction of alternative feedstocks”. One NGO respondent offered that the Canopy team should “feel more free to offer campaign input/ advice and not fear being that ‘domineering voice’ from the outside”.

Two key insights about engagement emerged from interviews with Canopy team members. The first is that robust relationships with brands and producers requires multiple points of engagement within an organisational hierarchy and across organisational functions. As one team member put it, “for resilience, these relationships need to be institutionalised”.

The second is that stakeholder engagement for the CanopyStyle initiative needs to be considered in the context of: a) the scale of Canopy’s operations, b) the global change mandate it has taken on with initiatives like CanopyStyle, and c) the nature of the prospective landscape beckoning the involvement of the initiative. More specifically, discerning where and when to engage means paying attention to:

- Alignment with high level climate crisis/ forest biodiversity obligations;
- Specific relevance to the viscose commodity;
- Canopy’s own value proposition – what it can uniquely bring to the landscape;
- Partnership potential – local availability of legal, negotiation, research skills; prospective partners’ community credibility and engagement; and
- Socio-political considerations (both enabling and constraining).

“

Very human approach, nice people, not intimidating; very engaging, disarming manner that seems to work.

– Brand

”

Pointing to their experiences with the Great Bear Rainforest campaign, Canopy staff mentioned that effectiveness hinges a great deal on there being well functioning partnerships with local organisations. They also noted that where any of the aforementioned factors are in short supply, there is a draw-down on Canopy's capacity to be effective.

In a discussion about engagement, one Canopy staff person mentioned the following principle that has informed her thinking about CanopyStyle and Canopy in general: 80% of the time should be spent in proactive programming mode and 20% on being responsive to what emerges.

Finding 16: Embracing emergence and complexity, Canopy team members make connections among CanopyStyle stakeholders with purpose, creativity and catalytic intentionality.

Over a ten-day field mission, the evaluation team encountered several instances where the Canopy team had either played a connecting role or was in the process of doing so in support of intended outcomes. Some were of a large scale with a measure of pre-planning; others the opposite. Each are described below:

- **Canopy helping to coalesce shared purpose and coordinated action among ACEH NGOs** – Post Tsunami in 2004, Aceh's struggle for independence died down and political accommodation was found with Jakarta. A reform minded government took hold with a green agenda set out in the Province's spatial plan. The plan drew fire from business interests, and in a 2012 change in government, the spatial plan was revised. Many protection clauses were eliminated and business infrastructure and development proposals advanced. The governance agency originally set up to manage the Leuser under the spatial plan was disbanded, and its champions became active within civil society doing conservation advocacy and science/ field monitoring activities. Canopy, among other international NGOs and foundations, became involved. Through discussion amongst the various actors, a common vision and strategy came to light. Local NGO leaders described this as an important moment because to this point, NGOs had been notoriously independent of each other. Working cooperatively the organisations are able to attract larger amounts of funds with longer time horizons. With Canopy and other international groups working alongside, their reach and influence is extended. "We can't talk to the large logging companies", said one local activist, "and it is even hard with government – but Canopy can."
- **Canopy as interlocuter between Aceh NGOs and a forest industry conglomerate** – A large Indonesian forestry company had requested resumption of negotiations with Canopy over aspects of their operations in conflict with their CanopyStyle forest commitments. A delegation was in session with Canopy in Vancouver at the same time the evaluation team and Executive Director of Canopy were in Banda Aceh meeting with NGO partners. On the table for discussion was the matter of three forestry concessions within the Leuser. The Executive Director briefed the NGO representatives on day one proceedings across the Pacific, and sought advice from colleagues about the most appropriate response to inform day two discussions. A consensus emerged after a two-hour discussion and a negotiating position was formulated and backed with spatial maps. The package was dispatched to Vancouver in time for the Canopy negotiators to work them into the conversation.
- **Canopy facilitating learning exchanges to advance a conservation economics approach to forest management** – In conversations with Canopy's Executive Director, Aceh Government and NGO participants of the September 2018 study tour to the Great Bear Rainforest expressed considerable enthusiasm for what they had seen in Canada. All were keen to advance these ideas, at least in part,

as a plausible alternative to the development planning approaches set out in the current version of Aceh's spatial plan. Through discussions with government officials, the following scenario emerged:

- That in November, Canopy send a two-person delegation – individuals deeply experienced in setting up conservation-based governance, financing and programming – for an agenda setting dialogue,
 - That if conditions remained favourable, this be followed by a second, fuller exposure mission that would engage among others, newly elected and continuing members of the Aceh parliament as they take their seats for a new parliamentary cycle,
 - That, simultaneously or in sequence, Canopy assemble an eco-trade mission to Aceh comprising brands with an interest in developing linkages to conservation-based economies,
 - That timing of such would be in advance of the parliamentary planning and budgeting cycle, such that commitments could be written into relevant programme initiatives (such as that of the Community and Village Empowerment Agency tasked with supporting economic and social development in rural part of Aceh – including in the Leuser), and
 - That, Canopy continue to work with brands and producers to lift the profile of the Leuser Ecosystem (emulating campaigns like the [#ThereSheGrows](#) campaign organised by Stella McCartney); a task that would become progressively easier with more brand value chains directly connecting to Aceh and the Leuser.
- **Canopy connecting a clear cut in Sumatra to a fashion event in London** – In a visit to one of a dozen Batak communities (population 300-400) in conflict with a forestry company, Canopy's Executive Director (pictured below) opened a community meeting with words that included the following message: "We are here with our partner NGO to hear your story so that we can pass it along to those in a position to help". With this, Canopy's representative was intentional in conveying a link that



Exhibit 5.3 *Canopy Executive Director / Founder Sends Message to London Fashion Event*

connected that community to Canopy's partner NGO, to Canopy's campaign team that is in touch with the mill in question, to brands and producers, and ultimately to consumers all in a position to influence change. In the meeting that followed, the village elders and other community members recounted the 30-year story of how a previous government granted logging concessions and this pulp mill subsequently planted eucalyptus to feed its production. The elders tied the loss of water and the application of pesticides to animal, plant and human health. And they described periods of tension, outbreaks of conflict and episodes more recently of attempted co-optation. Later, while roving through the clear cut with the elders and other village members on motorbikes, the Executive Director walked into an open space and created a video message intended for a fashion event in London the following week (see Exhibit 5.3). In it she apologised for missing the event to which she had been invited and explained what it was she was witnessing in Sumatra and how it tied to brand and producer decision making at their end of the supply chain. The video was uploaded from the NGO's office in time for it to be used at the fashion event.

6 Efficiency

This chapter examines the extent to which activities and outputs have been carried out with the appropriate human resources and in a timely and cost-effective manner. It looks at the extent to which targets were realistically set, given scale of operations as well as the appropriateness of monitoring systems to track outputs and outcomes credibly and systematically.

Finding 17: Overall, CanopyStyle has been efficient in executing its modalities.

No particular value for money expectations were set for CanopyStyle in the grantmaking process. That noted, across the board stakeholders highlighted how much has been done in a short period through CanopyStyle with modest resources. A focus on stretch outcomes, reliance on brand partner influence, the good fortune of having a “pinch point” in the supply chain upon which to apply influence, and the presence of ambitious and skilled team members were mentioned as key contributing factors. The nimbleness of Canopy organisationally, with its staff complement of about 20 was also mentioned as a factor. As one staff person put it, “we can see the big picture, decide on priorities, and adapt quickly”.

In 2016-2017 and 2017-2018, CanopyStyle fulfilled most requirements it established in collaboration with C&A Foundation and it did so with smaller budgets than anticipated.¹¹ According to progress reports, all products (e.g. implementation tools, verification system criteria, M&E reports, etc.) and milestones were delivered on time, and all but two of 18 outcome level targets were achieved.¹²

In part to manage day to day efficiencies, members of the CanopyStyle team have put in place the following practices:

- Standardising policy “asks” of brands;
- Batching of smaller brands through on-boarding process;
- Doubling up tasks and drawing on the time and talents of colleagues across the Canopy team and the FLWG (leveraging in-kind support);
- Use of the team/ task management tool DARCI¹³ that maps out who in Canopy is responsible for what;
- Tagging on to pre-existing events in the fashion industry calendar;

“

We have the ambitions of an organisation twice our size.

– Canopy Staff

”

¹¹ C&A Foundation proposal (2016-2018), see list of requirements. The requirements for the year 2018-2019 are not here discussed against the budget available, as the financial statements for the year 2018-2019 are not yet available.

¹² Impact 1: 45% of global viscose production is verified as free of endangered forest fibre (expected by March 2018); Impact 3: CanopyStyle helps resolve 2 – 6 communities’ traditional land claims (expected by May 2019). Source: C&A Foundation grant agreement and CanopyStyle Progress reports. On both counts there is progress but not to the extent expected.

¹³ DARCI stands for Decision-Maker, Accountable, Responsible, Consulted and Informed. DARCI is designed to clarify accountability and create a shared language for assigning and tracking accountability and responsibility, making teams more efficient and allowing others to see who’s job it is to perform a certain task and bring it to completion. One informative source is: <https://medium.com/@IliyanaStareva/how-to-use-the-darci-framework-in-project-management-694f756680fa>

- Assessing alignment and strategic merit of building relationships with allied organisations in the environment and fashion reform sectors;
- Producing/adapting communications content for multiple uses;
- Modest spending on travel and accommodation; and
- Using webinars in place of in-person sessions for stakeholder gatherings

Finding 18: By and large, donor confidence in the CanopyStyle initiative is strong.

Funders – notably foundations, including the C&A Foundation - expressed satisfaction with their granting relationships and confidence in the CanopyStyle model to deliver on its promises. As one funder mentioned when speaking of the leveraging of brand influence by CanopyStyle: “They have found an ally in brands; this greatly amplifies their power to influence. So they make big claims and then deliver”. Funders appreciate the personal connections they have with Canopy staff through face-to-face visits and detailed phone/ Skype conversations.

In most instances, funders have been sympathetic about delayed delivery on objectives, where this has occurred. Launching the ForestMapper tool and securing land protection commitments and the resolution of land claims were mentioned in this regard.

On administration matters, funders indicated that reports are timely, and that narratives are clear and meet information needs. Most mentioned that they had little or no capacity themselves to verify claims made in reports.

Among funders of CanopyStyle, C&A foundation has been significant. It is credited by Canopy for providing a firm basis upon which to pursue the vision in place for CanopyStyle and for being attentive to Canopy on programme and operational matters.

“

We are aware that some things claimed have taken longer to come to fruition; we understand that the Canopy team is often dealing with factors beyond their control.

– Funder

”

Finding 19: C&A Foundation grant management is more detailed than has been the norm for Canopy. No particular monitoring and reporting concern is noted by any granting organisation, including the Foundation. Canopy demonstrates a results orientation in the way it conceptualises its programming, reports against its results commitments and takes a learning and adaptive management stance. That said, the formulation and organisation of indicators, and the actual tracking and reporting against outcomes are at odds with Results Based Management good practices, in places.

CanopyStyle is undergirded by a TOC, elements of which can be traced back to Canopy’s earlier campaign work. Its work is grounded in research and in accumulated experience stewarding brand leverage to reduce supply chain impacts on forests and biodiversity. Canopy operates with long-, mid- and annual planning cycles, describing the changes desired within those timeframes. To inform those plans it routinely reads its operating landscape using tools such as the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. At an operational level, staff describe a variety of planning and feedback mechanisms and overall

schema (e.g. DARCI) to guide accountability relationships and decision-making (see Finding 20). Canopy draws on the insights generated through these routines when putting together grant applications.

C&A Foundation's adherence to a practice commonly referred to as RBM has given Canopy a substantive exposure to some of the tools and techniques that RBM includes – the results logic model (stringing together inputs, activities outputs and outcomes); indicators, baselines and targets; risk analysis; results based monitoring (tracking tools and repositories); and results focused reporting. Public funders, the UN system and many foundations use RBM as a means of managing their funding relationships.¹⁴ They adapt its core principles and apply it with varying degrees of rigour.

With regard to the C&A Foundation's funding arrangement with Canopy, there is a complete logic model for each C&A Foundation grant with substantial continuity between the first and the second. The second logic model shows a progression on the first by dropping some of the CanopyStyle set up details, introducing what can be achieved in traceability and verification, and advancing planned achievements on the rest.

In general terms, logic models with ambitious claims stretch thinking about the ways and means of making change happen. Ideally, any claims made up to the intermediate level outcome should at least be in the realm of what is in the implementor's sphere of influence to achieve within the time frame, and given the partnerships and collaborations in play and the budget available. As funders have indicated, CanopyStyle's outcomes claims are ambitious. For the most part, however, they are proving to be in scope by virtue of the strength of Canopy's engagement with its market partners and NGOs. Indeed, as the initiative has progressed from the beginning of the grant period, Canopy has actually increased certain outcomes thresholds beyond what is specified in the original agreements.

One claim, related to the entry of wood from ancient or endangered forests entering into the viscose supply chain is, perhaps, an exception. The outcome statement comes with the conservation/ protection indicator, “# (million) hectares preserved or under moratorium”. The difficulty here has to do with the granularity of the units of analysis involved. The parcels of land that make up those totals are very large, while the individual parcels themselves are small in number. Further, the magnitude of the number of actors, their placement within power structures, and the stakes in play within each setting makes it hard to show movement toward targets despite the ferment that CanopyStyle might be facilitating within those settings. As an example, contributions made to hold land under moratoria (and not lose ground) are under recognised when sights are set on enlarging the amount of land being conserved/ protected.

The current logic model has nine outcomes while its predecessor has eight – from a results-based management perspective, these numbers are on the high end of standard and they set the initiative up for a large amount of data collection. In this instance, there are 30 outcome indicators across the two grants; 18 in the second which includes seven indicators carried over from the first grant. There is some redundancy in the current set of 18 indicators. Grant reports convey strong narratives – they tell a story that informally weaves together information on outputs and outcomes. Referencing to indicators and targets is inconsistent, however. This hampers the readers ability to see trends from baseline readings toward targets. Finally, outcomes in the C&A logic model align with the “key results areas” in the CanopyStyle Strategic Action Plan though without specific reference to indicators and targets.

¹⁴ The following provides the distinguishing characteristics of RBM and offers links to further resources: https://en.wikipedia.org/wiki/Results-based_management

7 Sustainability

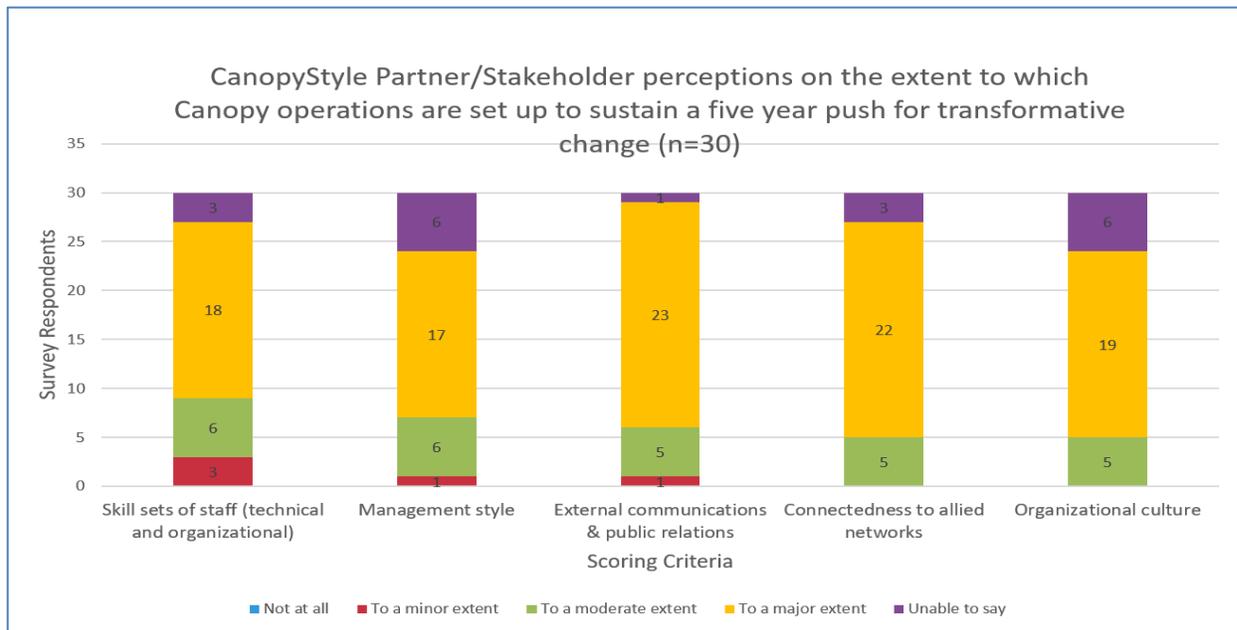
This chapter examines two dimensions of sustainability. One is the extent to which CanopyStyle is operationally sustainable and resilient to changes in philanthropic support. The other is the extent to which CanopyStyle results are scalable and likely to contribute to wider systemic shifts and industry-wide transformation.

Finding 20: In its continuing drive for transformative change in the viscose industry, Canopy is ‘fit for purpose’, organisationally, albeit stretched.

CanopyStyle’s staff and partners consider Canopy ‘fit for purpose’ to bring about its mission. At the same time they have identified stress points on the organisation that warrant attention.

Aspects of Canopy’s operations identified by respondents in the e-survey as having the most potential to sustain “a five year push for transformative change in the viscose supply chain” are its “connectedness to allied networks” and its “external communications & public relations” (see Exhibit 7.1).

Exhibit 7.1 CanopyStyle Partner/Stakeholder Perceptions Related to Sustainability



Canopy headquarters occupy the second floor of a storefront in Vancouver. The space is modest, tasteful and sized for about a dozen people, many of the 20 staff work offsite and connect in from their home offices in other parts of Canada. It understates the programming reach and potency of CanopyStyle.

Regarding CanopyStyle operations, the positive stakeholder assessment found in the survey (Exhibit 7.1) is echoed and elaborated in interviews internally where there is general agreement on the following:

- Staff role delineations are clear, yet flexible;
- The organisational structure wards against siloing;

- Lines of authority and decision-making routines are appropriately identified with the DARCI tool;
- Large and small team meetings address the need for stocktaking and decision-making;
- Canopy’s culture supports informal, lateral communication for information/ support;
- There is room to grow professionally – through training and group sharing/learning;
- Financial compensation is within an acceptable range and is supplemented with generous vacation allowances;
- Workloads are demanding, but usually manageable for the reasons above and because of a strong commitment to the cause;
- Leadership is inspired, well modelled and somewhat distributed though with a wide spectrum of responsibilities/ demands assigned to the Executive Director; and
- There is accountability to a Board, trusted specialist advisors on call, and a substantive working relationship with a group of brand advisors (i.e. FLWG).

“

There is some shadowing so that those who know less can grow their knowledge there. This information sharing is rather informal in general.

– Canopy Staff

”

Overall, when considered alongside an array of multi-year sustainability initiatives in the fashion sector, e-survey respondents rated CanopyStyle as effective (41%) or very effective (59%).

At the same time, key informants (internal and external) have identified stressors on Canopy that can be traced to the organisation’s growth trajectory and ambitious mission. There is pressure on Canopy to:

- Develop a larger and more diversified financial base to support an expanding program that includes the CanopyStyle initiative;
- Attune CanopyStyle research and communications to address an increasingly diverse audience – i.e. a widening group of brands and producers, donors/ investors, governments and NGOs with attention to cross-cultural and language dimensions and media preferences;
- Strengthen the evidence base underpinning Canopy’s work so as to support decision-making and back communications;
- Manage the span and intensity of demands on the Executive Director;
- Engage laterally in the sustainable fashion sector and the environmental movement;
- Internationalise its organisational identity, governance and staffing to better reflect its global scope of programming.

“

China is involved so much, yet we only engage remotely and not being there physically is a drawback.

– Canopy Staff

”

The above-mentioned stressors are evident to the Canopy leadership as they extend their organisational vision to 2030. Regarding the latter point, specifically, most e-survey respondents said that Canopy maintains an international presence to a moderate (23%) or major (40%) extent, while a third were unable to say.

There was agreement in interviews among staff, brands and producers that a strong international presence is important but concerns were raised as to the ability of Canopy to establish such a presence without a scaling up of staffing and organisational aspects (e.g. administrative capacity, in-country partnerships, language competencies, and work routines).

Finding 21: Widespread transparency in the forest-to-fibre part of the viscose supply chain is required for most stakeholders to say that CanopyStyle has been successful. Among the enablers and constraints identified, some reside among the CanopyStyle actors themselves, while others are systemic in nature; both warrant attention.

For the respondents to the e-survey, the most sought after signal that CanopyStyle has succeeded in shifting the viscose value chain away from the use of fibre from ancient and endangered forests is that a critical mass of producers are maintaining highly visible sourcing practices; traceability, audit/ verification, certification are all variously mentioned in this regard. These practices are steering the industry away from ancient and endangered forests, with at nearly a third of respondents specifying a shift toward non forest sourcing. For a smaller number in the survey, a sustainable shift is only reached at the point where there is evidence of increased forest protection and restoration.

According to brands and producer stakeholders as well as Canopy staff, the most prominent factors enabling progress towards a transformative shift in the viscose supply are:

“

The momentum with these brands seems well and truly unstoppable. These guys actually like getting schooled by CanopyStyle. This is more than can be said for a lot of other market-based initiatives.

– Market Partner

”

- Consumer concern about the climate/ biodiversity crisis and growing awareness of the fashion industry’s contribution;
- Political/policy alignments (e.g. laws, the signing of conventions, rulings);
- Leading brands and producers demonstrating a business case for their investment;
- Canopy’s solutions focus and collaborative style that convenes parties and opens up possibilities (including next generation solutions); and
- Unexplored potential to access financial support from private foundations, impact investors, brands and Official Development Assistance sources.

Factors mentioned that constrain progress toward sustainability include:

- A continuing lack of transparency in the supply chain and presence of laggard behaviour on the part of some producers and brands;
- The limited scope that larger brands perceive they have to shift their supply chains;
- Insufficient recognition of “planetary load limits” in the sustainability discourse within the textile/fashion industry; and
- The high costs associated with research, development and launch of alternative fibres into the fashion marketplace.

Next generation solutions remain short of crossing tipping point thresholds into commercial viability. Historically, there has been reticence on the part of brands and investors to support first-to-market innovations, as the risk of failure is high, but this reticence may be lessening. In the e-survey, respondents pointed at opportunities stemming especially from impact investors and private foundations (see Exhibit 7.2 below). These views were echoed in interviews. As one media partner pointed out, investors are showing “a lot of interest in disruptive innovators.” This observation was reinforced by an innovator who mentioned having

been approached by philanthropic organisations and having started to develop contact with impact investors in the U.S. and Australia. Staff point to the assembly by Canopy and financial partners of two equity funds as a promising development in this regard. In its first annual report under the new grant, Canopy reported on the future launch of two pooled equity funds each of \$300 million, one to be used for next generation solutions for viscose, the other for packaging.

More generally, fund development for Canopy’s continued design and delivery of initiatives like CanopyStyle was identified as insufficient to support the scaling up of Canopy’s organisation (see list of stressors under Finding 20). This is recognised by the organisation and additional capacity is being brought into place. Stakeholder perceptions regarding potential sources are captured in Exhibit 7.2 below. Private foundations and impact investors are perceived by the largest proportion of respondents to be the source with the greatest potential.

To this point, Canopy has not accessed Official Development Assistance (ODA) sources, though there is openness to doing so. During the evaluation, an exploratory conversation at one embassy in Jakarta indicated programme alignment with Canopy’s landscape level, conservation economy activities in that country.

Involving brands and retailers as revenue sources are considered by half of the respondents to be a viable option. Historically, Canopy has been reticent to engage policy holders in CanopyStyle related activities on a transactional, fee for service basis, citing the potential to compromise campaign efficacy and incur integrity concerns. This reticence remains in place.

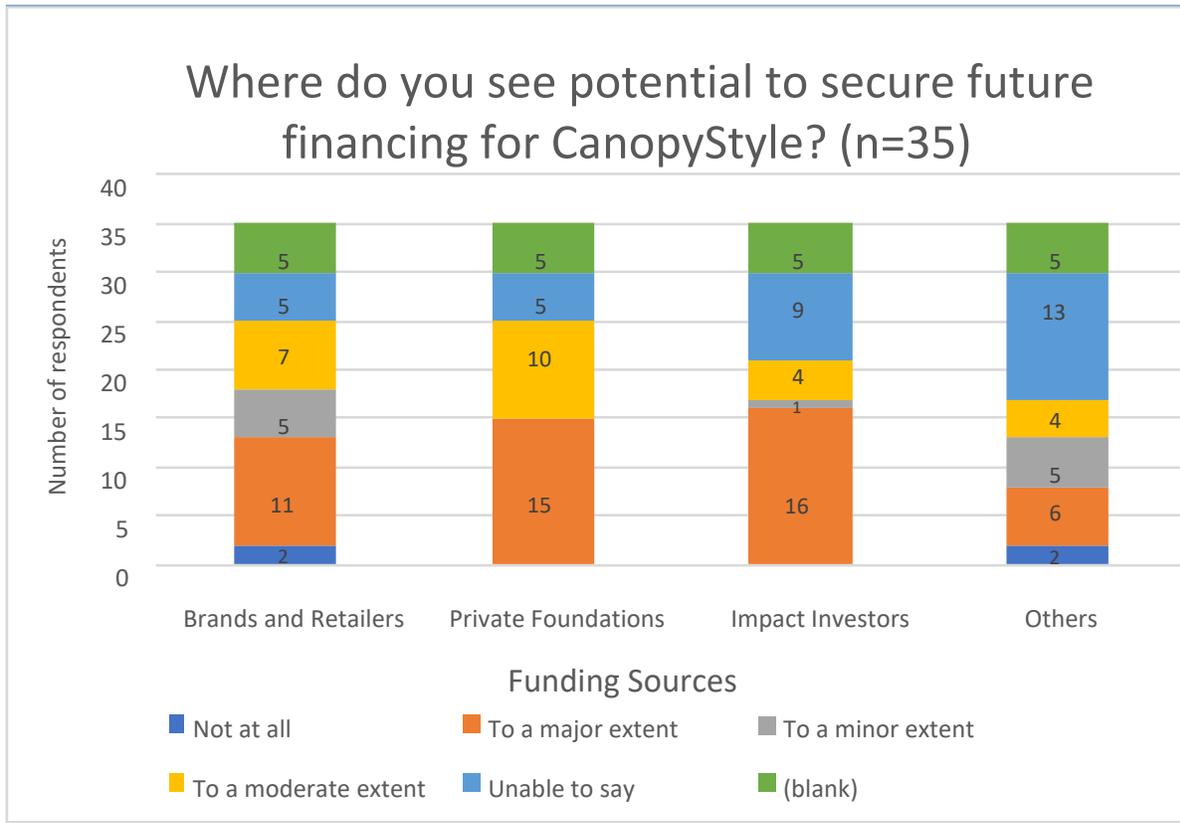
“

We now need to bring money rather than demand: The brands know us now. (...) It’s just that our capacity to deliver needs to be worked on.

– Innovator

”

Exhibit 7.2 CanopyStyle Partner/Stakeholder Perceptions Related to Sustainability



Two other factors potentially hindering transformative change in the viscose industry are the:

- Emergence of the industry led, Chinese viscose initiative, Chinese Collaboration for Sustainable Development of Viscose (CV). Work remains to develop a globally harmonised understanding of what constitutes acceptable fibre sourcing practice.
- An as yet, non-coherent approach among environmental NGOs and industry with regard to a) addressing environmental and social/ human rights considerations in the viscose value chain, b) addressing sustainability with optimal coordination and complementarity across the fashion sector. This is discussed in the earlier Relevance chapter of the report.

A closing observation relates to a finding written up under Effectiveness where CanopyStyle shows poorer than expected results engaging brands in its landscapes of hope campaign. Canopy is mission driven, the mission is intricately tied to the conservation of high carbon forests; and its landscapes of hope are the epicentre of the CanopyStyle initiative. This is not the same starting point for some of CanopyStyle's market partners. While sympathetic, their *modus operandi* is to manage their businesses in a competitive environment that has been disrupted by a new environmental consciousness related to viscose. In at least some instances, CanopyStyle's landscapes of hope are a side show to the gritty business of supply chain adaptation. This exemplifies a tension to be managed by Canopy in pursuit of its sustainability aspirations.

8 Conclusions and Recommendations

8.1 Conclusions

Conclusions are referenced to the evaluation rubric set out in Appendix III .

Exhibit 8.1 summarises the score on a five-point scale.

Exhibit 8.1 Evaluation of the Project as per the Rubric

RELEVANCE	EFFECTIVENESS AND RESULTS	EFFICIENCY	SUSTAINABILITY OF BENEFITS
Fully Relevant (5)	Quite Effective (4)	Quite Efficient (4)	Quite Sustainable (4)

8.1.1 On Relevance...

Alignment between the CanopyStyle initiative and Canopy’s mission is substantial. Canopy is focused on creating market driven solutions that protect and restore biodiversity in the world’s forests. In a vigorous yet engaging way, CanopyStyle’s brand driven, policy guided programming freshly spotlights problematic sourcing of pulp for the production of viscose in textiles and fashion. In so doing, it addresses an important knowledge gap, hitherto mostly unexplored. With its serious, yet inviting disposition, CanopyStyle makes it possible for key actors in the viscose supply chain – that is, leading brands and the world’s largest viscose producers – to see themselves as part of the solution even though to be part of the solution requires risk taking and a change to established practices.

CanopyStyle’s disciplined design focus on the forest-to-fibre part of the viscose supply chain holds alignment with Canopy’s mission in place. Through its interactions with a set of environmental and fashion reform organisations, the Canopy team wards against the risks of compartmentalising its efforts and missing opportunities to wield even greater influence, including on a wider set of environmental and social practices in the industry. At this mid-point in the current funding cycle with C&A Foundation, finding an optimal footing with peer organisations in the larger arena of sustainable fashion is a work in progress. A new partnership agreement with ZDHC sets a positive tone in this regard.

8.1.2 On Effectiveness and Results...

Brand, producer, innovator, NGO and other stakeholder engagement in the CanopyStyle initiative is robust – respectful, empathetic, responsive and directed toward collective impact. Canopy’s leadership and its campaign team understand their role in this milieu as “connector” and “catalyst” in a systems change process. Brand, producer, innovator and NGO stakeholders agree, by and large.

Part way into its second grant with C&A Foundation, CanopyStyle is showing strong performance against most outcome targets and, in a few areas, is surpassing expectations in spectacular fashion. Such is the case with the involvement of brands and retailers as the drivers of change in the viscose supply chain.

CanopyStyle has amassed an array of brand policy holders that is formidable both in number and diversity. Substantial progress is being made in shifting the sourcing practices of the largest viscose producers. They are more inclined to avoid using wood from ancient and endangered forests, more transparent and more experimental with next generation fibres. And, in designated landscapes, CanopyStyle's presence is adding to the efforts of civil society and to reform minded interests in government. As well, the initiative is coalescing interest around conservation economy approaches.

It is early days on all fronts, however; conflicting motivations can muddy the waters at the levels of the pulp supplier, the viscose producer, government authority, and the retailer/ brand. Continued stewarding and vigilance is required to prevent entropy. Top of mind risks include: brands succumbing to their own market pressures and not following through on their CanopyStyle sourcing commitments; producers not receiving sufficiently strong signals from their brand customers to warrant upfront investments in sourcing and traceability solutions, turning their attention instead to brand customers with less sensitivity to the environment; innovators failing to attract market interest and investment to scale their next generation solutions; and brands/retailers remaining distant and under-invested in carbon forest landscapes and in communities affected by the viscose industry.

8.1.3 On Efficiency...

Considering the extent and quality of stakeholder engagement, the leverage it has produced and the results evident to date in the viscose supply chain, CanopyStyle has at the very least met value for money expectations of its observers. Comparisons made by key informants to other supply chain related initiatives are also favourable. That said, there is no disciplined value for money assessment to back this conclusion and no specific value for money expectations were set in place with the granting arrangements. What can be said is that for the most part, the Canopy team has delivered the initiative against funder timing expectations. The significance of the systems change their funding has helped to leverage is impressive, and has given license to take longer while working on bigger more complex targets.

A sidestep from the value for money analysis, not done with any rigour to date, the evaluators suggest that a SROI analysis of campaigns like CanopyStyle might yield insight that could potentially strengthen brand and producer commitments to the Campaign and, in particular, to the conservation advocacy aspects of CanopyStyle.¹⁵

Canopy, itself, started with strong drive but modest means. In that same vein, the CanopyStyle initiative started in 2013, before there was any particular funding beyond Canopy's core budget to support it. Both indicate that Canopy operates with a strong inclination to be frugal. From the beginning of C&A Foundation grantmaking with Canopy, the initiative has spent within its means.

While quite comfortable operating with a results orientation to planning and management, Canopy is less familiar with the specific tools and techniques of RBM. Generally, foundation funding requirements, Canopy's main source of financial support to date, have been less formal. The CanopyStyle partnership with C&A Foundation sets a precedent for the organisation by casting the initiative in a logframe with its various accoutrements – outputs and outcomes, risks and assumptions, and outcome indicators, baselines and targets.

¹⁵ Social Return on Investment (SROI) is defined as, "a principles-based method for measuring extra-financial value (such as environmental and social value not currently reflected or involved in conventional financial accounts)". One comprehensive guide on SROI can be found at the following website: <http://www.socialvalueuk.org/resources/sroi-guide/>

CanopyStyle report narratives tell a compelling story that is referenced to outcomes and targets though inconsistently and without the data discipline that would be expected from certain funder types. Without a strong of RBM approach, the organisation is less than fully equipped to: a) seek financial support from some foundation and most Western government and multilateral organisations, and b) negotiate funding agreements. Left unaddressed, this will narrow the range of financing options for Canopy to pursue. More importantly, when applied with discipline and creativity, these tools can be used not just to serve accountability relationships but also to guide strategy development, to test TOCs, to inform day to day management and to foster learning. Not having them on hand would narrow the range of tools available to Canopy to navigate its systems change work.

8.1.4 On Likely Sustainability...

For the CanopyStyle initiative, Canopy has organisational capacities that are necessary to support a five-year push for transformative change in the viscose industry. It also has the right outlook and drive. The initiative has the confidence of its stakeholders and, with that, a certain resilience. Increasingly, the growth of CanopyStyle doesn't just hinge on the Canopy team and the organisation, there is a coalescing of effort within an expanding group of market actors and investors. As necessary as its current set of competencies are, however, Canopy's current organisational set up and its programming capacity for CanopyStyle will not be sufficient to handle future demands without some capacity enhancements. Stressors on the organisation are already evident.

With the addition of each new brand/ retailer, producer, innovator, investor, NGO and landscape of hope (all for the cause of transformative change), Canopy adds scale and complexity to its programming ecosystem. This has repercussions on the organisation driving the change. Added to this are the implications of contextual factors enabling progress. Notable among these is the deepening global consensus favouring action to protect biodiversity. Factors like a shift in public sensitivity towards the environment stand to be harnessed and used in pursuit of CanopyStyle outcomes. Here additional capacities are likely to be sought. At the same time, a range of constraints in the CanopyStyle programming environment, such as continuing or deepening inertia and circumvention within the viscose industry threaten to slow progress. These too stand to be managed in defence of those CanopyStyle outcomes, and likely in a way that draws on additional capacities.

8.2 Recommendations

8.2.1 Relevance

Recommendation 1: With the same collaborative, solutions focused pre-disposition used with brands and producers, the Canopy team should continue to engage laterally with actors that are advocating for related reform measures in the viscose industry. The purpose of this engagement should be to deepen shared understanding, and to act in ways that streamline effort and leverage influence.

8.2.2 Effectiveness

Recommendation 2: CanopyStyle should investigate the advantages and disadvantages of developing a strategy to address “laggard” behavior within brands, to the extent that it exists, addressing stakeholder concerns. It should continue to consider the advantages and disadvantages of communicating more publicly on brand progress set out in their CanopyStyle policies.

Recommendation 3: To enhance transparency in the viscose supply chain, Canopy should continue to encourage innovative means of tracking fibre from its source to the viscose mill and ultimately to the garment stage. Activities should include: encouragement to stakeholders to innovate; initiation of research (as needed); provision of information and contacts; a search for financing and other enabling actors; and a showcasing of successes and promising practices. Transparency mechanisms should include, but not be limited to: tools and techniques to support the self-reporting by producers of pulp suppliers; implementation of an independent audit and Hot Button-like reporting methodology at the dissolving pulp producer (DP) level; the use of ForestMapper to provide an initial screening related to fibre sources; development of a workable chain of custody arrangement for the viscose industry; and the development of tracer technologies.

Recommendation 4: To hone its “catalyst” and “connector” role in the development of next generation solutions, CanopyStyle should identify: a) how to respond to a growing call from brands and producers for innovator “who’s who” guidance; b) how to discern the moments for opting into and out of interactions among stakeholders as they circle for a possible innovation related engagement; and, in another vein, c) how to best contribute to the discourse addressing the tension between the fast fashion business model, on the one hand, and recognised load limits of the environment, on the other.

Recommendation 5: CanopyStyle should analyze the apparent gap between expected and actual brand involvement in forest conservation activities and, if confirmed, determine how this gap might be addressed within the scope of the initiative.

Recommendation 6: The FLWG should continue to review its role and function amidst a growing number of brand/ retailer policy holders. Two key questions for consideration in this review would be: “Is CanopyStyle accessing, through the FLWG, an adequate range of input from its policy holders?” and, “Are the ways currently available to policy holders to provide input to CanopyStyle adequate for maintaining robust engagement?”

8.2.3 Efficiency

Recommendation 7: Canopy should explore the possibility of conducting a Social Return on Investment (SROI) analysis of the CanopyStyle Campaign as a means of informing the business case for brand and producer involvement in the CanopyStyle initiative and particularly so in the area of forest conservation/ protection.

Recommendation 8: Canopy should refine its command results based planning, management and reporting and use them to: a) test CanopyStyle’s TOC; b) refine the logframe presently guiding CanopyStyle’s granting relationship with C&A Foundation; and c) backstop Canopy’s already compelling narrative style with a more rigorous reporting of results.

8.2.4 Likely Sustainability

Recommendation 9: Within the frame of its corporate level 2030 strategic planning exercise and its 2019-24 strategic plan, Canopy should extend the CanopyStyle Leaders for Forest Conservation Strategic Action Plan for the period 2020-2023. Using the evaluation as one input, the Canopy team, board members, other strategic advisors, and members of the FLWG (as appropriate) would: a) review shifts in the CanopyStyle programming context (including threats and opportunities) since 2018, outcomes achieved to date, and organisational strengths and challenges; and b) develop a costed three-year CanopyStyle plan that includes updated guidance for tracking and reporting on outcomes and specifies organisational capacity requirements at Canopy to deliver on planned outcomes by 2023.

8.3 Lessons Learned

The evaluation of C&A Foundation's support of the CanopyStyle Initiative holds important lessons for the foundation as it further develops its partnership-based grant-making for systems change and pursues its intent on transforming the fashion industry into a force for good. These are highlighted below under the headings: Partnership; A Focus on Solutions; Connectors and Convenors; and Organisational Development.

8.3.1 Partnership

C&A Foundation's choice of partners is, of course, critical to the relevance, effectiveness and sustainability of its engagements, since almost everything done by the foundation is pursued in partnership with others. The evaluation of CanopyStyle demonstrates the value of partnering with an organisation that has a clear and targeted focus in the realm of sustainable fashion. In this instance, C&A Foundation's partnership with Canopy has been instrumental in mobilising market driven action on the forest-to-fibre segment of the viscose supply chain. This is pioneering work that has been started at a point in the evolution of the viscose supply chain where a focus on a small number of producers can leverage an enormous amount of positive change. The relationship has enabled Canopy to scale up its efforts with brands, producers, innovators, investors and with civil society, and all with the security of a substantive, multi-year funding commitment.

8.3.2 A Focus on Solutions

In connecting the fashion industry to the forest, the CanopyStyle Initiative is deeply solutions oriented. The evaluation shows that this approach is demonstrating strong results, even against Canopy's own ambitious expectations. In supporting CanopyStyle and the organisation behind it, C&A Foundation has played a part in shifting the needle on the practices of brands, suppliers and others. There is in CanopyStyle an observable pattern of supply chain actors (brands and producers mainly to this point) seeing a way to reconcile ethical behaviour with bottom line considerations. The foundation should draw guidance from this and continue identifying and supporting organisations that advance concrete supply chain-related solutions involving relevant market and other stakeholders, and with relevant and timely outcomes.

8.3.3 Connectors and Convenors

Canopy's overall approach, both with the CanopyStyle Initiative and more broadly, has been to act as a "connector" and "convenor". It has identified multiple ways to bridge research and practice, brands and producers, innovators and investors, civil society and government, and to create non-threatening mechanisms for changing practices towards systems change. Canopy is acknowledged for the hands-on, tailored approach it has adopted, therein accommodating multiple ways of working across diverse stakeholders (and in diverse settings). As a convening organisation itself, C&A Foundation effectively advances its purpose by supporting convening and connecting organisations like Canopy. Indeed, to be partnered with an organisation whose approach is also to connect is of great importance given the immense scale of the work implied in global transformative processes. Herein lie opportunities for cross-learning how to manage the time intensive tasks associated with creating tailored connectivity.

8.3.4 Organisational Development

The stable partnership between C&A Foundation and Canopy has allowed the latter to plan its multi-year systems change work with the viscose industry with an important measure of funding security. With this, the partnership has also given latitude for Canopy to pursue its own organisational development needs to support the delivery of CanopyStyle (e.g. through the provision of programme/ administrative staffing and operations/ systems support). This experience underlines what is increasingly recognised by foundations and their partners: the effectiveness and sustainability of initiatives and projects are generally amplified when organisational support is provided. This partnership experience also underlines that organisational support requirements are dynamic over time and need to be monitored. In this instance, the traction that CanopyStyle has gained programmatically has precipitated further calls on the organisation to adapt organisational structure, management and systems. By virtue of its global engagement through CanopyStyle and other initiatives, Canopy has outgrown its "Canadian-ness" and needs to internationalise. This evaluation has identified a number of ways in which Canopy could benefit from yet greater focus on developing its capacity to more effectively intervene at a systems level. C&A Foundation would do well to continue investing in the development of such organisational partners, both through knowledge-based practices (like evaluations) and in core support.

8.3.5 Additional Guidance

The insights presented are distilled from the evaluation as a whole. They are ideally considered in light of the analysis and recommendations presented in the evaluation report.

Readers are encouraged to consult the report in its entirety.

Appendix I List of Stakeholders

Canopy Staff

NAME	ORGANISATION	ROLE	FOCUS
Amanda Carr	Canopy	Director of Strategic Initiatives	CanopyStyle lead
Casey Brennan	Canopy	Campaign Director	
Catharine Grant	CanopyStyle	Senior Corporate Campaigner	Producers – Boreal – Paper Futures
Catherine Stewart	CanopyStyle	Senior Corporate Campaigner	Producers – Indonesia & Vancouver Island
Fawzia Ahmad	Canopy	Operations & Engagement Director	
Françoise Barbier	Canopy	Board member	
Josée Breton	Canopy	Communications Director	
Laura Repas	Canopy	Marketing & Communications Specialist	
Lee-Ann Unger	CanopyStyle	Corporate Campaigner	Paper Futures (packaging) CanopyStyle Vancouver Island
Marie Labitté	Canopy	Senior Development Officer	
Mélissa Filion	CanopyStyle	Senior Corporate Campaigner	Producers and Boreal
Neva Murtha	Canopy	Senior Corporate Campaigner	Next Generation & Paper
Nicole Rycroft	Canopy	Founder & Executive Director	
Valerie Langer	Consultant	Fibre Solutions Specialist	Next Generation Solutions

Other Stakeholders (Brands, Producers, Innovators, NGOs, Indigenous or Traditional Communities, Funders) – (key contact names and organisation affiliations have been removed to protect confidentiality)

NAME	ORGANISATION TYPE	ROLE
	Brand	Director Sustainable Sourcing Strategy
	Fashion NGO	Partner
	Brand	Head of Sustainability and Ethical Trade
	Innovator	Head of Communications
	Funder	Grants Manager
	Funder	Programme Manager
	Fashion NGO	Project Manager – Policy and Research
	Fashion Media	Reporter
	Funder	Executive Director
	Producer	Deputy Manager
	Innovator	CEO
	Fashion Media	Editor
	Brand	Manager Social & Environmental Sustainability
	Funder	Programme Manager
	Brand	Sustainability Business Expert Materials
	NGO/Community/Indigenous Organisation	Senior Leader
	Producer	Sr President - Marketing
	Brand	Sustainable Materials & Transparency Manager
	Funder	Project Manager
	Brand	Technical Lead – Environmental Sustainability and Technical Services
	Innovator	Project Coordinator
	Producer	Chief Commercial Officer

NAME	ORGANISATION TYPE	ROLE
	Brand	Sustainability Lead Viscose
	Innovator	CEO
	Funder	Environment Fund Manager
	Producer	Strategic Planning and R and D

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Appendix III Methodology

Understanding of the Mandate

C&A Foundation operates as a corporate foundation of the fashion and apparel retailer C&A. The foundation developed a new vision and mission in 2011, crafting a fashion industry focused strategy in 2013. With its 2014/15-2019/2020 strategy in place, the foundation has become highly focused and intentional about positioning itself to intervene in this USD 3 trillion industry, addressing some of its key value chain, labour, community, gender, environmental and overall issues.

Intent on advancing its strategy, C&A Foundation has provided Canopy with funding and support for its CanopyStyle initiative. As described in the ToR for this assignment, “Canopy is a non-governmental organisation, based in Vancouver, Canada, working globally with over 750 of the forest industry’s biggest customers and their suppliers to develop business solutions that protect ancient and endangered forests. Canopy secures large-scale forest conservation and transforms unsustainable forest product supply chains by engaging business executives as champions for conservation and sustainability. Canopy engages with leading paper, packaging, pulp, clothing and fibre companies, to help shape their purchasing and sourcing practices and create permanent solutions for the world’s threatened forests. Canopy’s brand partners include H&M, Sprint, Penguin-Random House, Zara/Inditex, TC Transcontinental, Levi Strauss & Co., Stella McCartney, The Globe and Mail and Guardian Media Group and many other well-known brands and companies in their sectors.”

Both C&A Foundation and Canopy are deeply committed to transforming the fashion industry. Among its offerings, Canopy has developed the Hot Button ranking, the CanopyStyle Audit, and research into manmade cellulosic fibres with a view to bringing new fibres to market. While CanopyStyle was launched in Fall 2013, C&A Foundation’s support of Canopy has been ongoing since 2016 with commitments to 2023. A first grant, for the period 2016-18 was in the amount of EUR 380,000. A second five-year grant was issued in 2018 in the amount of EUR 1,672,000 with an additional amount of EUR 109,000 added in from a C&A customer feedback campaign.

C&A Foundation has commissioned the mid-point evaluation of the CanopyStyle initiative, to arrive at an independent assessment of the extent to which the initiative has met its intended objectives since 2016, which are set out below¹⁶:

1. By March 2023, 125 – 140 brands are implementing their endangered forest commitments, actively engaging their viscose suppliers, advancing conservation and prioritising innovative next generation fabrics and circular economy solutions.
2. By March 2023, 15 viscose producers have formal CanopyStyle policies in place, with at least 75% of these undergoing annual CanopyStyle audits.

¹⁶ The targets set out in this report are specific to the C&A Foundation grants, and were formulated at the start of the grants in 2015 and 2017. Some overall CanopyStyle initiative targets are consistent with those set out in the grant agreements. Others are more ambitious.

3. By March 2023, 1.5 – 5 million hectares of additional high carbon and biodiversity forests are conserved or under moratorium from logging.
4. By 2023, 40% of global viscose contains 50% circular economy fibres and/or “waste” fibres from other processes.
5. By 2025, 10 – 30% of the raw materials used to make viscose fabrics will be from straw, recycled clothing or other positive materials

With its accountable learning mandate, the mid-point evaluation is also meant to facilitate learning at Canopy, so that it may adapt and adjust its trajectory over the coming years.

Evaluation Design and Overall Approach

The Evaluation’s Objectives

This mid-point evaluation focuses both on programmatic and operational dimensions of CanopyStyle. As per the ToR, the Evaluation Objectives are as follows:

1. Review the approach and design implemented by Canopy in achieving and / or progressing towards outcomes,
2. Assess factors (in design and implementation) that have contributed to, or impeded achievement of outcomes,
3. Examine the relevance, efficiency, effectiveness and results and sustainability of the initiative and its varied components, thereof
4. Distil actionable and strategic recommendations and lessons from the findings, for the next three to four years.

Utilisation-Focused and Participatory Evaluation

For this mandate, Universalialia adopted a Utilisation-Focused Evaluation (UFE) approach.¹⁷ UFE prioritises the usefulness of the evaluation to its intended users, which reflects the ToR’s requirements in terms of providing learning, informing decisions, and improving performance. This is a well-tested evaluation approach that increases the relevance and utility of recommendations and their uptake. Tailored participatory and iterative processes with key stakeholders are vital to a utilisation-focused approach and match our intended approach. Combined with a theory-based and learning-oriented framework, the evaluation team encouraged the involvement of key stakeholders throughout the evaluation to participate in data collection, discuss emerging findings, and to comment on deliverables. Contributions by CanopyStyle stakeholders served to increase the quality of each evaluation step, leading to relevant and realistic recommendations.

¹⁷ Patton, Michael Quinn. (2008). *Utilization-Focused Evaluation*: 4th edition. Thousand Oaks, Ca: Sage Publications.

The evaluation team understood the main users for this evaluation to be Canopy staff and Board, and C&A Foundation staff – notably, the Sustainable Raw Materials programme staff. Other key stakeholders are:

- **Industry level actors** – Viscose producers, pulp mill suppliers, and innovators
- **Market partners** – Fashion brands and retailers
- **Enabling actors** – Investors, other funders/sponsors
- **Campaign allies** – Non-Governmental Organisations (NGOs) (international, national), Indigenous Organisations
- **Others** – Media observers

Evaluation Matrix

The evaluation team prepared an evaluation matrix to structure and guide data collection and analysis for this assignment, which is included below.

Additional Studies

The evaluation team also undertook three additional studies for C&A Foundation, namely:

- Overall Effectiveness Evaluation of the C&A Foundation
- External Evaluation of the pilot of “MaterialWise”
- Independent evaluation of “Accelerating Better Cotton Initiative to Mainstream Sustainable Cotton Production & Uptake”

Insights, findings and recommendations from the present evaluation informed these analyses and overall work of Universalialia.

Methodology

A Summative and Formative Assessment

This mandate was understood to have both summative and formative dimensions. First, the evaluation provides a summative assessment of the extent to which CanopyStyle has met its objectives. Second, the evaluation provides a formative assessment of the key programmatic and operational factors that have enabled and/or inhibited the CanopyStyle campaign to meet its objectives. The intent of this formative dimension is to contribute to the likelihood of the campaign’s success by the end of the current programme cycle in 2023.

This is a multi-faceted study. It took into consideration the current status and trajectory of the CanopyStyle initiative. As well, it included an assessment of the relevance of CanopyStyle to Canopy strategically as well as to its overall strategic positioning in the global viscose/ rayon industry. The study was examined through the OECD-DAC evaluation criteria: Relevance, Efficiency, Effectiveness, and Sustainability. And, it was anchored in Theory-Based Evaluation (TBE), undertaken through a mixed methodological approach.

CanopyStyle's engagement with key stakeholders was informed by a stakeholder analysis, allowing an understanding of enabling and inhibiting factors to participation in the initiative (i.e. the alignment of CanopyStyle with their priorities). Informed by an integration and cooperation assessment, the evaluation gauged the means by which and the ways in which different actors align themselves, rely upon and collaborate with CanopyStyle.

The evaluation assessed whether and to what extent resources to support CanopyStyle have been used wisely and impactfully. This entailed an assessment of CanopyStyle's monitoring and evaluation (M&E) system, the M&E system's coherence and its ability to generate, share and build on lessons learnt.

The evaluation assessed results generated to date from CanopyStyle across the workstreams and in relation to targets set out in the logframe. Specifically, the assessment focused on the complexity of stakeholder relationships between suppliers, viscose producers, brands, NGOs, government, innovators and investors that are to yield: forest conservation and shifting practices in the viscose supply chain toward commercial scale circular alternatives. This approach undertaken for this mandate was in line with a [TBE](#) and [Contribution Analysis](#), aimed at understanding not only if results have been achieved, but also why (and why not), and what contribution Canopy (and C&A Foundation) might reasonably have made (or could make) within the programme cycle. These were assessed drawing upon and against the CanopyStyle Theory of Change (ToC).

This evaluation is concerned with the sustainability of CanopyStyle operationally and of its results. On the one hand, it examined and assessed the effectiveness and efficiency of the CanopyStyle operating model, to determine the extent to which it is 'fit for purpose' to assume the challenges associated with its growth and planning for the future. On the other, it provided an assessment of the potential for scaling and contributing to wider systemic shifts and industry-related transformations. The latter has in part come through a systems mapping of the array of actors in and adjacent to the viscose supply chain, and their needs, yields and receptivity to CanopyStyle interventions.

Specific Methods

Data collection for this evaluation was undertaken through a mixed-methods approach, as outlined below.

- **Documentary review** was conducted based on all existing documents and data held by Canopy. Key documents included:
 - 2016-18, 2018-23 Grant Agreements
 - Semi-annual and annual reports, Self-evaluation
 - Public communications (e.g. anniversary reports)
 - Tools and templates used by Canopy (e.g. CanopyStyle Guide, audit tools, ForestMapper, Hot Button Reports (scorecards))
 - Internal tools – Salesforce, Partnership Inventory, Relationship tracking tools, etc.
- **Semi-structured Interviews** were conducted between August and early October with 38 key informants from across several stakeholder groups. Interviewees were proposed by a core group of Canopy staff on the basis of criteria provided by the evaluation team. The breakout of key informants by type is set out in Table vii.i below.

Table vii. i Key Informant Interviews

KEY INFORMANT INTERVIEWS	NUMBER COMPLETED
Canopy staff	11
Canopy board	1
Industry level actors (viscose producers, pulp mill suppliers and innovators)	7
Market partners	7
Enabling actors (other funders/sponsors)	4
Campaign allies (NGOs, Indigenous organisations)	3
C&A Foundation staff	2
Others (media observers)	3
Total	38

- The evaluation team administered **an e-survey of market brands, a selection of industry-level actors (with English language abilities), and campaign allies**. Table vii.ii provides the details. The e-Survey was administered on the [Survey Gizmo](#) platform. Canopy was consulted in the design of the e-Survey instrument, and the evaluation team developed a communication strategy with Canopy to warm recipients to its purpose and value to the campaign.

Table vii. ii E-Survey Administration

E-SURVEYS ADMINISTERED	NUMBER COMPLETED
Surveys sent - 87	
Brands - 63	20 (32%)
Producers - 5	5 (100%)
Innovators - 3	3 (100%)
NGOs - 16	5 (31%)
Total	33 (38%)

- The evaluation also included **a field mission to Indonesia**. The eight day study observed Canopy supported conservation activities with NGO partners and provincial government officials in one of its three Landscapes of Hope – the Leuser Ecosystem in Aceh. The evaluation team also observed Canopy’s work with traditional communities in Sumatra. These communities are in conflict with a pulp mill that is tied into the viscose supply chain and engaged with Canopy and a selection of brand policy holders. Just outside of Jakarta, the capital, the evaluation team was provided with a tour of the PT Indo-Bharat Rayon viscose production facility that is part of the Aditya Birla Group of Companies.

The intent of the field mission was to witness the interactive effects of CanopyStyle's systems change work in one programming context. A member of the evaluation team traveled with the Executive Director who had separate Canopy business. Evaluation activities included: key informant interviews with community, NGO, industry and government stakeholders; participation/observation of Canopy interactions with the above-mentioned stakeholders; and site visits. As part of the evaluation, a member of the evaluation team and Executive Director paid an exploratory visit to the Canadian Embassy in Jakarta to introduce Canopy's work in Indonesia, learn about Canada's development cooperation plans for the country over the coming years, and to open lines of communication with a view to possible cooperation initiatives..

The Rating System

The evaluation team deployed a 5-point rubric system (that aligns well with the C&A Foundation's use of a Good, Adequate, Poor rating system, as used elsewhere) to assess CanopyStyle's overall performance. This rubric and its five criteria have been identified (see Table vii.iii) as per the ToR. This examination uncovered key insights into CanopyStyle's programmatic work and operations.

Table vii. iii Criteria to be Applied in Assessing Performance

CRITERION	DEFINITION
Relevance	Extent to which CanopyStyle strategies are aligned Canopy's vision and mission; extent of engagement with appropriate and relevant stakeholders; extent to which it is situated to fill existing gaps in the global viscose/rayon industry and forest conservation sector; relevance of CanopyStyle design for meeting objectives.
Efficiency	Extent to which activities and outputs have been carried out with the appropriate human resources, in a timely and cost-effective manner; extent to which targets were realistically set, given scale of operations; appropriateness of monitoring systems to track outputs and outcomes credibly and systematically.
Effectiveness and Results	Extent of results as compared with targets; extent to which actions geared at systemic change has been enabled; extent and quality of engagement with relevant actors and stakeholders; extent to which CanopyStyle builds upon/leverages other initiatives.
Sustainability	Extent to which CanopyStyle is operationally sustainable; extent to which results are likely to continue were philanthropic funding to cease; extent to which CanopyStyle results are scalable and likely to contribute to wider systemic shifts and industry-wide transformation.

Five different performance levels were identified (see Table vii.iv below) with tailored descriptions according to each criterion.

Table vii. iv Scale of Performance Levels

Level 5	Outstanding actual performance that surpasses and extends beyond designed/planned performance and expectations
Level 4	Very good actual performance, above designed/planned performance
Level 3	Good actual performance, according to design/plan
Level 2	Inadequate actual performance, below design/plan, which requires improvement
Level 1	Poor performance, below minimal acceptability, including detrimental influence and harm

Data Analysis

On this evaluation, data was examined in the following ways:

- **Contribution Analysis** – The evaluation team undertook a contribution analysis to assess if and the extent to which CanopyStyle’s work has been effective in the multiple and diverse ways it has intervened in the system at the intersection of fashion and forest conservation. Doing so allowed the evaluation team to understand system interactions and causal relationships between inputs and outcomes as well as contextual factors helping and hindering progress. The analysis was informed by key insights from document review, interviews, the e-Survey and field observation.
- **Portfolio Analysis (including rubric/rating analysis)** – On the basis of the data gathered from documents and through the e-Survey, interviews and field observation, the team made an assessment of performance using the rubrics system presented above.
- **Content Analysis** – Interview notes and open ended comments from the e-Survey were coded and fed into the web-app, Dedoose to facilitate the clustering of themes across different informants.
- **Cross referencing and triangulation** – By definition, mixed methods evaluations pull together data from multiple sources using multiple methods. The web app data management system, Dedoose was used to organise inputs from multiple sources under predefined headings (or codes) that aligned with the evaluation criteria and the key and sub questions under those criteria.

Validating findings is an essential step in UFE. The team thus undertook a Sense-Making Learning Workshop with Canopy and C&A Foundation after submission of the Draft Report/ PowerPoint deck. This session served as an important touchpoint for the evaluation team, ensuring that the evaluation team was on track with the analysis and that the team had strong buy-in from Canopy and C&A Foundation. All feedback from the Sense-Making workshop was integrated into the Final Report. The iterative nature of this reporting process served to increase the accuracy, robustness, reliability, value, and user-orientation of evaluation findings and recommendations.

Prior to submission of the Draft and Final Reports, the evaluation team ensured that the deliverables underwent rigorous internal quality control processes.

Attention to Confidentiality

The evaluation was designed with a recognition that the CanopyStyle initiative brings together a disparate set of interest groups with divergent reasons for being involved. C&A Foundation, Universalia and Canopy agreed at the outset that sensitivities and power differentials in the relationships between and among

actors warranted confidentiality when collecting data and releasing evaluation findings. In this mandate, then, the evaluation applied a set of *Do No Harm* principles.¹⁸ In the conduct of its work, the evaluation team was cognisant of the need to minimise risk to key informants, to working relationships between stakeholder groups, to local economies and livelihoods, and to the natural environment. In appropriate consultation with Canopy, the team assessed and mitigated risk in the:

- Selection of partners and value chain actors to be involved in key informant interviews or case study activities;
- Wording of questions to be used in surveys and interviews;
- Way the evaluation was explained to CanopyStyle partners and actors; and
- Confidentiality commitments made to interviewees and survey respondents.

The same principles have been applied in crafting and packaging of findings for evaluation audiences.

¹⁸ See Humanity International and F3E's 2018 joint publication, [Incorporating the principle of "Do No Harm": How to take action without causing harm](#). This document defines the Do No Harm principles in two ways: a) "Do no harm" is to avoid exposing people to additional risks through our action; b) "Do no harm" means taking a step back from an intervention to look at the broader context and mitigate potential negative effects on the social fabric, the economy and the environment (Page 9).

Appendix IV Evaluation Matrix

Table viii. i Evaluation Matrix

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
Relevance	1.1 To what extent are the strategies aligned to Canopy's vision and mission?	1.1.1 In what ways does the CanopyStyle campaign reinforce Canopy's mission?	Consistency of CanopyStyle design with Canopy's guiding documents	Docs CanopyStyle Staff Canopy Board Conservation NGOs Outside observers	DR Interview Interview Interview + CS (Ind.) Interview + CS (Ind.)
		1.1.2 To what extent has Campaign implementation embraced the organisation's values: restless leadership, collaboration, solutions focus, creative playfulness, and integrity?	Perception of match between Campaign implementation and listed values	CanopyStyle Staff Canopy Board Partner - contacts Brand – FLWG+COMMS Audit - contacts	Interview Interview Interview + eSurvey Interview Interview
	1.2 To what extent does the initiative engage with the 'most appropriate and relevant' stakeholders who could facilitate collective impact in the viscose/rayon and manmade cellulosic industries?	1.2.1 Is the number of brands involved and the intensity of that involvement sufficient to influence the desired change among viscose producers?	Market share represented by brand policy holders Perception of the landscape of brand involvement	Docs CanopyStyle Staff Partner - contacts Brand – FLWG Vis Prod - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.)
		1.2.2 Is the number of viscose producers involved and the intensity of that sufficient to influence the desired change among suppliers/pulp producers?	Market share represented by producer policy holders Perception of the landscape of	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis Prod – contacts Audit - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
			producer involvement		
		1.2.3 To what extent is CanopyStyle engaging with innovators with potential to get involved in developing circular alternatives?	Profile of innovators Trends in number and type of innovations (by input type, by scale) Perception of innovation landscape	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator - contacts Investor - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview
		1.2.4 To what extent is CanopyStyle engaging with investors with potential to get involved in developing circular alternatives?	Profile of investors Investor relations trends Perceptions of investment landscape	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator - contacts Investor - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview
	1.3 What specific, existing gaps were filled by the initiative in maximising the impact of sustainability initiatives across the global viscose/rayon industry?	1.3.1 Prior to CanopyStyle's involvement in the global viscose/rayon industry, what were the predominant patterns of interaction in the supply chain linking pulp producer to viscose supplier to brand to end user?	Pre-Post comparison of supply chain dynamics	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Conservation NGOs Outside observers	DR Interview Interview Interview Interview + CS (Ind.) Interview + CS (Ind.) Interview + CS (Ind.)
	1.3.2 How has that pre-CanopyStyle patterning of interaction in the value chain changed since 2016?				

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
		1.3.3 What changes in the patterning of interaction since 2016 can be traced to CanopyStyle activities? What cannot?			
	1.4 To what extent is the design employed by the initiative relevant and appropriate in achieving the intended objectives?	1.4.1 What aspects of the CanopyStyle design factor most prominently in support of it achieving its outcomes?	Perception of design features that help	CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts	Interview Interview Interview Interview
		1.4.2 What aspects of the CanopyStyle design most hinder its achieving its outcomes?	Perception of design features that hinder	CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts	Interview Interview Interview Interview
Efficiency	2.1 To what extent have the modalities of CanopyStyle been executed in an efficient manner? Were the targets set by the initiative achieved on time? Were the targets realistic given the scale of operations?	2.1.1 Is the relationship between CanopyStyle costs and outcomes reasonable based on relevant benchmarks known to Canopy and/or C&A Foundation?	Comparison of cost/outcome with benchmark data (to the extent that relevant comparators exists)	Docs C&A Foundation - contacts CanopyStyle Staff	DR Interview Interview
		2.1.2 What efficiency seeking policies, tools and strategies have been used? What have produced the greatest dividends, to date?	Comparison of actual to planned efficiency measures Evidence of cost savings	Docs CanopyStyle Staff	DR Interview
		2.1.3 Has CanopyStyle met the requirements (reports, products, milestones, impacts) on time as set out in the Implementation Monitoring & Evaluation and Disbursement Schedules (2016-18 – Grant	Consistency of actual delivery with contract expectations	Docs CanopyStyle Staff	DR Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
		# 5564, and 6902/7327, 2018-23)?			
		2.1.4 Where targets have been missed, to what extent are the reasons related to: a) the appropriateness of the targets themselves; b) contextual factors that unexpectedly hindered progress?	Analysis of Variance – patterns of response across team members	Docs CanopyStyle Staff	DR Interview
	2.2 To what extent has the initiative (and its different workstreams) been cost-effective?	2.2.1 In each outcome stream of the logframe, what has been learned to date about leveraging the contributions/ commitments of others to enhance impact?	Patterns of needs and yields related to transactions, by workstream	Docs CanopyStyle Staff	DR Interview
	2.3 Does the initiative employ monitoring systems to track outputs and outcomes in a credible, systematic manner? If yes, how?	2.3.1 To what extent are CanopyStyle outcomes and their indicators linked to data collection instruments and data collection routines?	Coherence of results-based planning and management arrangements	Docs C&A Foundation CanopyStyle Staff Canopy Board	DR Interview Interview Board
		2.3.2 In pursuit of outcomes, are precursor outputs identified within each outcome stream and assigned to teams/individuals?	Comparison of CanopyStyle arrangements to “effective practices”		

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	2.4 What mechanisms (formal or informal) have been put into practice to capture and use results, experiences and lessons (allowing for adaptive management) for internal learning?	<p>2.4.1 By what process does CanopyStyle assess and manage risk?</p> <p>2.4.2 To what extent does the flow of data: a) guide management, b) inform donor reporting and external communications, c) enrich team learning at Canopy?</p> <p>2.4.3 What examples exist showing how monitoring data has caused CanopyStyle to alter operations or programming?</p>		<p>Docs</p> <p>C&A Foundation</p> <p>CanopyStyle Staff</p> <p>Canopy Board</p> <p>Brand – FLWG</p> <p>Brand – Comms&Mktg</p>	<p>DR</p> <p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview</p>
Effectiveness and Results	<p>3. What were the results of CanopyStyle initiative? To what extent did the initiative meet the logframe targets overall and for the different workstreams? What is the evidence of CanopyStyle’s overall effectiveness, and with respect to:</p> <ul style="list-style-type: none"> Reducing sourcing of wood for viscose from high risk and controversial sources Creating a systemic shift towards: a) use of alternative fibres as a feedstock for viscose, b) 	<p>3.1.1 Against the outcomes targets set out in the grant logframes (2016-2018 & 2018-23), what progress has been made from relevant baselines?</p>	<p>Comparison of planned to actual outcomes</p> <p>Validation of selected indicators by stakeholders through the e-Survey, interviews and the case study</p>	<p>Docs</p> <p>CanopyStyle Staff</p> <p>Partner - contacts</p> <p>Brand - FLWG</p> <p>Vis. Prod.- contacts</p> <p>Conservation NGOs</p> <p>Gov’t - contacts</p> <p>Outside observers</p>	<p>DR</p> <p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview + CS (Ind.)</p> <p>Interview + CS (Ind.)</p> <p>Interview + CS (Ind.)</p> <p>Interview + CS (Ind.)</p>
		<p>3.1.2 To what extent are sourcing claims made by suppliers and producers along the value chain verifiable?</p>	<p>Evidence of progress in developing traceability in the value chains</p>	<p>Docs</p> <p>CanopyStyle Staff</p> <p>Partner - contacts</p> <p>Brand - FLWG</p> <p>Vis. Prod.- contacts</p> <p>Outside observers</p> <p>Auditor - contacts</p>	<p>DR</p> <p>Interview</p> <p>Interview</p> <p>Interview</p> <p>Interview + CS (Ind.)</p> <p>Interview + CS (Ind.)</p> <p>Interview</p>

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	circular economy as a way of business (in fashion) <ul style="list-style-type: none"> Conserving ancient and endangered forests 	3.1.3 What progress has been made/what insights gained introducing alternative sources and production capacities? To what extent is Canopy ploughing this learning into enabling strategies? Best moments, to date?	Evidence of progress in developing: a) alternative sources, b) production capacities, c) knowledge of how to advance in this area	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Gov't - contacts Outside observers	DR Interview Interview Interview Interview + CS (Ind.) CS (Ind.) Interview + CS (Ind.)
		3.1.4 What progress has been made/what insights gained harnessing the power of the brands to be a force for ecosystem conservation? To what extent is Canopy ploughing this learning into enabling strategies? Best moments to date?	Evidence of progress in harnessing: a) brand action in support of conservation, b) knowledge of how to advance in this area	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Conservation NGOs Gov't - contacts Outside observers	DR Interview Interview Interview Interview + CS (Ind.) Interview + CS (Ind.) CS (Ind.) Interview + CS (Ind.)
	3.2 How effectively did the initiative strengthen action to enable systemic change for sustainability in the viscose and fashion industry, given the challenges that exist in the context?	3.2.1 How important have the defining features of the CanopyStyle campaign been to Campaign objectives: <ul style="list-style-type: none"> CanopyStyle policies – brands? CanopyStyle policies – Viscose producers? CanopyStyle audits? Viscose producer scoring? ForestMapper? Support for circular alternatives to wood fibre? 	Perceptions of the “systems” change potency of defining features (selected as appropriate for the actor/stakeholder)	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Outside observers Gov't - contacts Audit - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) Interview + CS (Ind.) CS (Ind.) Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	3.3 Does the initiative sufficiently involve/ engage with relevant actors and stakeholders? If so, how? How did the initiative combine legitimacy and accountability?	3.3.1 What can be learned about how CanopyStyle a) assesses its actor/ stakeholder landscape? b) keeps its assessment current? c) sets the parameters and tone for the engagement? d) addresses the relationship issues that arise?	Actor/stakeholder perceptions of the quality of engagement CanopyStyle has with them	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.)
	3.4 To what extent does the initiative leverage effects of other initiatives?	3.4.1 What initiatives independent of CanopyStyle are identified as instrumental to the Campaign's success? How so?	Listing of independent initiatives, with justification	CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Gov't - contacts	Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) CS (Ind.)
		3.4.2 What have been CanopyStyle's best moments in leveraging benefits such as influence, resources, or good will?	Listings of highlights – where smallish actions have yielded disproportionately large effects (relationship changes, investment, influence, etc.), by actor		
	3.5 What has been the effectiveness of engagement with partners in achieving the programme results?	3.5.1 To what extent do actors (brands of various sizes, viscose producers, NGOs, government departments) indicate that, in their interactions with CanopyStyle, that they are: <ul style="list-style-type: none"> Aligned in purpose? Informed? 	Perceptions of effectiveness of engagement	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Outside observers	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) Interview + CS (Ind.)

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
		<ul style="list-style-type: none"> • Heard? • Accountable? • Supported in their roles? 			
	3.6 What unintended results (positive or negative) did the processes employed by CanopyStyle initiative produce?	<p>3.6.1 What do the various actors perceive to be unexpected results (positive and negative) of their interactions with the CanopyStyle campaign?</p> <p>3.6.2 Are there examples where unexpected results (positive and negative) have been tapped for the good of the campaign?</p>	Annotated list of surprises (positive and negative), by actor	CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Audit - contacts	Interview Interview + ESurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) Interview
	3.7 What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures? And why?	<p>3.7.1 With each of the seven steps in the Viscose Solutions Pathway, what have proven to be the most significant constraints on progress? How has CanopyStyle addressed these?</p> <p>3.7.2 With each of the seven steps in the Viscose Solutions Pathway, what have proven to be the most significant enabling influences? How has CanopyStyle taken advantage of these influences?</p>	Perceptions of constraining and enabling effects through each step of the Viscose Solutions Pathway, by actor	Docs CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Audit - contacts	DR Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	3.8 What are the main lessons learned from the initiative? What are the drivers (both positive and negative) that influenced the achievement of the objectives?	3.8.1 What does the fashion industry have to teach us about intervening in supply chains to protect ancient and endangered forests?	Listing of insights from within or comparative insights from those observing from outside	CanopyStyle Staff Partner - contacts Brand - FLWG Innovator – contacts Other - contacts	Interview Interview Interview Interview
		3.8.2 What are the most prominent determinants of a successful systems intervention? Where are the traps?	Listing/ranking of determinants of successful systems intervention Listing/ranking of traps/detractors	CanopyStyle Staff Partner - contacts Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs Audit - contacts	Interview Interview + eSurvey Interview Interview + CS (Ind.) Interview Interview Interview + CS (Ind.) Interview
	3.9 To what extent has C&A Foundation enabled Canopy to achieve its results? What recommendations are there for an effective partnership between Canopy and C&A Foundation in the future?	3.9.1 What are the characteristics of the partnership between CanopyStyle and C&A Foundation? 3.9.2 What aspects of the partnership have been most influential (positively and negatively) to CanopyStyle's achievements to date? 3.9.3 What has C&A Foundation learned about transforming the apparel industry from its relationship with Canopy?	Two-way partnership assessment.	C&A Foundation – contacts CanopyStyle Staff Canopy Board	Interview Interview Interview
Sustainability	4.1 To what extent has the operating model and collaboration facilitated by	4.1.1 Are staff roles and responsibilities sufficiently well delineated?	Workplace perceptions	Documents CanopyStyle Staff	DR Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	<p>Canopy functioned effectively and efficiently? This question will consider (<i>inter alia</i>):</p> <ul style="list-style-type: none"> • Functional structure – to what extent is Canopy’s organisation ‘fit for purpose’ now and for the next 5 years? • Quality of relationships; selection of collaborators and partners / coordination / collaboration / cooperation and communication • Identify factors that enabled or impeded the collaboration and operations • Adequacy of human and financial capacities and systems in place to support the operations and attainment of results 	<p>4.1.2 Are the skills and compensation profile of the CanopyStyle team adequate for the work required under the contracts?</p> <p>4.1.3 Are professional development opportunities addressing skills knowledge gaps?</p> <p>4.1.4 Are workloads reasonable given terms of employment?</p> <p>4.1.5 Is communication and decision-making at Canopy adequate to support staff in their roles?</p> <p>4.1.6 Is there a sufficient policy to guide operations?</p> <p>4.1.7 Are Board member sufficiently attuned to CanopyStyle to play a governance role?</p> <p>4.1.8 Is CanopyStyle’s “presence” with actors outside of Canada sufficient to catalyse desired shifts in the viscose value chain?</p>		<p>Canopy Board Brand – FLWG Brand – Comms&Mktg</p>	<p>Interview Interview Interview</p>
	4.2 What are the main factors that promoted and/or reduced	4.2.1 What sustainability scenarios need to be reached for Canopy and	Level of agreement on sustainability thresholds	Docs CanopyStyle Staff Brand - FLWG	DR Interview Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
	<p>the sustainability and results of the initiative?</p> <ul style="list-style-type: none"> To what extent are the results from CanopyStyle likely to continue if funding depletes? To what extent can the initiative be scaled and / or replicated? What were the missed opportunities? What are the recommendations to improve continuity of results in the future? 	partners to say that the campaign has been successful?		Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs	Interview Interview Interview Interview
		4.2.2 What actual and potential funding support exists for CanopyStyle beyond that provided by C&A Foundation? To what extent is Canopy tapping into that? What are the constraints on attracting support?	Alignment of donor strategy with understanding of donor landscape	Docs CanopyStyle Staff Brand – Comms&Mktg Investor - contacts	DR Interview Interview Interview
		4.2.3 To what extent are brands and viscose producers willing to contribute? And what strategies are in place to engage these actors as financial contributors in the campaign?	Range of commitment types, for brands, for producers Case examples of progressive commitment	Docs CanopyStyle Staff Brand - FLWG Partners - contacts Vis. Prod.- contacts	DR Interview Interview Interview Interview
		4.2.4 How does Canopy's larger campaign development influence prospects for the sustainability of CanopyStyle?	Mapping of other campaign development with CanopyStyle	Docs CanopyStyle Staff	DR Interview
		4.2.5 To what extent can the elements of the Viscose Solutions Pathway be re-configured for other value chain interventions?	Examples of analogous value chain intervention opportunities Perceptions of adaptability	Docs CanopyStyle Staff Brand - FLWG Innovator – contacts Outside observers Conservation NGOs	DR Interview Interview Interview Interview

CRITERIA	KEY QUESTIONS	SUB-QUESTIONS	INDICATORS	DATA SOURCES	DATA COLLECTION METHODS
			Evidence of similar interventions in other settings		
		4.2.6 Since 2016, what have been the principle “forks in the road” at the level of strategy? And what were the implications on CanopyStyle of the choices? Anything to be learned by those moments?	Retrospective assessment on critical programming and organisational moments where “big” decisions were taken	Docs CanopyStyle Staff Canopy Board Brand - FLWG Vis. Prod.- contacts Innovator – contacts Investor - contacts Conservation NGOs	DR Interview Interview Interview Interview Interview Interview + CS (Ind.)

Appendix V Terms of Reference

C&A Foundation

Terms of Reference

Mid-Point Evaluation: CanopyStyle initiative implemented by Canopy and funded by C&A Foundation

C&A Foundation seeks an Evaluation Team for undertaking an external mid-point evaluation of CanopyStyle - a collaborative initiative to drive sustainable sourcing for viscose - implemented by Canopy and funded by C&A Foundation. **Complete proposals must be submitted to C&A Foundation by 1 March 2019.** More details are given below in the terms of reference.

I. Introduction

C&A Foundation is a corporate foundation here to transform the fashion industry. The foundation work with change-makers all over the world, offering financial support, expertise and networks to make the industry work better for every person it touches. The foundation collaborates with a variety of stakeholders, including NGOs and industry partners, and works closely with smallholder farmers and garment workers. Currently, they are concentrating their current efforts in five key areas: accelerating sustainable cotton, improving working conditions for garment workers, eliminating forced and child labour from the apparel supply chain, fostering a transition to circular fashion, and the strengthening communities where they work. In every programme a specific emphasis is placed on the issues facing women and girls as they are disproportionately affected by the challenges of the apparel industry. C&A Foundation is driven by the belief that despite the vast and complex challenges, collaborative action can make fashion a force for good.

Canopy is a non-governmental organisation, based in Vancouver, Canada, working globally with over 750 of the forest industry's biggest customers and their suppliers to develop business solutions that protect ancient and endangered forests. Canopy secures large-scale forest conservation and transforms unsustainable forest product supply chains by engaging business executives as champions for conservation and sustainability. Canopy engages with leading paper, packaging, pulp, clothing and fibre companies, to help shape their purchasing and sourcing practices and create permanent solutions for the world's threatened forests. Canopy's brand partners include H&M, Sprint, Penguin-Random House, Zara/Inditex, TC Transcontinental, Levi Strauss & Co., Stella McCartney, The Globe and Mail and Guardian Media Group and many other well-known brands and companies in their sectors.

The terms of reference present a brief description of the initiative; scope; objectives and key questions; evaluation methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; audience and dissemination; consultant qualifications and projected level of effort.

The mid-point evaluation is required to be completed and submitted to C&A Foundation by 30th August 2019.

II. The Initiative

CanopyStyle is an initiative by Canopy launched in 2014. It addresses the impacts of the man-made cellulosic fibres on the world's forests and traditional forest communities. It is focused on driving systemic change through collaboration, transparency and tool development for the industry and civil society.

CanopyStyle currently engages over 125 clothing brands/retailers committed to ending the use of ancient and endangered forests in the fabric used in their products. CanopyStyle supports partner brands to make informed and sustainable sourcing decisions possible through various initiatives including the Hot Button Ranking, the CanopyStyle Audit, research (such as lifecycle analyses) into manmade cellulosic fibres and helping to bring new materials and fibres to market.

It has engaged with 12 of the world's largest viscose producers (representing 80% of viscose production in the world), who have committed to stop sourcing from endangered and controversial forest sources. CanopyStyle's Audits are carried out by third parties to ascertain the level of risk in the producers' supply chain.

C&A Foundation has committed EUR 2.05m to Canopy since 2016 and is currently in year one of a five-year grant ending in 2023.

Objectives of CanopyStyle¹⁹:

1. By March 2023, 125 – 140 brands are implementing their endangered forest commitments, actively engaging their viscose suppliers, advancing conservation and prioritising innovative next generation fabrics and circular economy solutions
2. By March 2023, 15 viscose producers have formal CanopyStyle policies in place, with at least 75% of these undergoing annual CanopyStyle audits
3. By March 2023, 1.5 – 5 million hectares of additional high carbon and biodiversity forests are conserved or under moratorium from logging
4. By 2023, 40% of global viscose contains 50% circular economy fibres and/or "waste" fibres from other processes

¹⁹ The targets set out in this report are specific to the C&A Foundation grants, and were formulated at the start of the grants in 2015 and 2017. Some overall CanopyStyle initiative targets are consistent with those set out in the grant agreements. Others are more ambitious.

5. By 2025, 10 – 30% of the raw materials used to make viscose fabrics will be from straw, recycled clothing or other positive materials

III. Scope

The independent mid-point evaluation should assess the extent to which the CanopyStyle initiative has achieved the intended objectives, since C&A Foundation started supporting in 2016, and enable the CanopyStyle team to learn and adapt its programming for the oncoming years. The mid-point evaluation should deepen the knowledge and understanding of the successes, failures, assumptions, options and limits of the CanopyStyle strategy and operations, for both Canopy and C&A Foundation.

IV. Objectives and Questions

The Evaluation Objectives are to:

1. Review the approach and design implemented by Canopy in achieving and / or progress towards outcomes
2. Assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes
3. Examine the relevance, efficiency, effectiveness and results and sustainability of the initiative and its varied components, thereof
4. Distil actionable and strategic recommendations and lessons from the findings, for the next 3-4 years.

Evaluation Questions: The specific evaluation questions will include, but are not limited to the following:

Relevance:

- To what extent are the strategies aligned to Canopy's vision and mission?
- To what extent does the initiative engage with the 'most appropriate and relevant' stakeholders who could facilitate collective impact in the viscose/rayon and manmade cellulosic industries?
- What specific, existing gaps were filled by the initiative in maximizing the impact of sustainability initiatives across the global viscose/rayon industry?
- To what extent is the design employed by the initiative relevant and appropriate in achieving the intended objectives?

Efficiency:

- To what extent have the modalities of CanopyStyle been executed in an efficient manner? Were the targets set by the initiative achieved on time? Were the targets realistic given the scale of operations?
- To what extent has the initiative (and its different workstreams) been cost-effective?
- Does the initiative employ monitoring systems to track outputs and outcomes in a credible, systematic manner? If yes, how?

Effectiveness and Results:

- What were the results of CanopyStyle initiative? To what extent did the initiative meet the logframe targets overall and for the different workstreams? What is the evidence of CanopyStyle's overall effectiveness, and with respect to:
 - o Reducing sourcing of wood for viscose from high risk and controversial sources
 - o Creating a systemic shift towards use of alternative fibres and materials for a circular economy
 - o Conserving ancient and endangered forests
- How effectively did the initiative strengthen action to enable systemic change for sustainability in the viscose and fashion industry, given the challenges that exist in the context?
- Does the initiative sufficiently involve/engage with relevant actors and stakeholders? If so, how? How did the initiative combine legitimacy and accountability?
- To what extent does the initiative leverage effects of other initiatives?
- What has been the effectiveness of engagement with partners in achieving the programme results?
- What unintended results (positive or negative) did the processes employed by CanopyStyle initiative produce?
- What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures? And why?
- What are the main lessons learned from the initiative? What are the drivers (both positive and negative) that influenced the achievement of the objectives?
- To what extent has C&A Foundation enabled Canopy to achieve its results? What recommendations are there for an effective partnership between Canopy and C&A Foundation in the future?

Sustainability:

- To what extent has the operating model and collaboration facilitated by Canopy functioned effectively and efficiently? This question will consider (*inter alia*):
 - o Functional structure – to what extent is Canopy’s organisation ‘fit for purpose’ now and for the next 5 years?
 - o Quality of relationships; selection of collaborators and partners / coordination / collaboration / cooperation and communication
 - o Identify factors that enabled or impeded the collaboration and operations
 - o Adequacy of human and financial capacities and systems in place to support the operations and attainment of results.
- What are the main factors that promoted and/or reduced the sustainability and results of the initiative?
 - o To what extent are the results from CanopyStyle likely to continue if funding depletes?
 - o To what extent can the initiative be scaled and / or replicated?
 - o What were the missed opportunities?
 - o What are the recommendations to improve continuity of results in the future?

V. Methodology

The evaluation methods for assessing the effectiveness of initiatives working on systems change and with partnerships are mixed leaning more towards qualitative methods. It is often challenging though, because of the many stakeholders involved and each has a different perspective. Institutional affiliations also affect the intended outcomes and their diversity¹. It is expected that evaluation methodological framework will draw on how to measure systems change and collective impact and will include, as appropriate:

- Contribution analysis
- Stakeholder analysis assessment
- Integration and cooperation assessment

In doing so, the evaluation will be required to employ a mixed-methodological approach to ensure that evidence gathered can be sufficiently triangulated to deliver aggregate qualitative judgments on the basis of a broad range of data; documentary; interviews with staff of Canopy and partners; and a structured micro-survey.

Qualitative data will be used to provide critical insight into health and effectiveness of the initiative, how it has contributed to change, and how it has supported the delivery of results or not. The evaluation will follow, but is not restricted to, the below mentioned data collection methods. Attention needs to be paid to triangulating feedback different actors in order to ensure validity.

The evaluation of the initiative is to be undertaken as a mixed-method approach, drawing as necessary on available documentary and interview data through **qualitative case studies**. Rigorous qualitative approaches (e.g., content analyses) should be employed to analyse and examine data, causality and contextual influencing factors, where possible.

Portfolio and documentary review will be conducted based on all existing initiative related documents and data held by Canopy. The review (alongside initial interviews) will be conducted first.

Semi-structured Interviews will be conducted with informants including:

- Canopy staff
- Industry level actors (business, supply chain actors, etc.), as appropriate
- Partner agencies (government / other NGOs / international agencies), as appropriate
- C&A Foundation staff

Structured micro-surveys will be considered to complement and inform qualitative data streams gathered internally and externally. In doing so, consideration should be given to tailored surveys to initiative partners to get relevant feedback on the performance of CanopyStyle.

Case study selection is to be detailed in the inception report, and take into account the range of activities undertaken by CanopyStyle in order to maximise the potential for learning within the initiative.

Rating system: In addition to this, the evaluation team will employ a rating system (Good, Adequate, Poor) that rates the initiative's overall performance.

Sampling: Purposive sampling will be done for identification of key stakeholders and business actors for surveys, interview and focus groups. Stakeholder Involvement is critical to the successful execution of the evaluation. The evaluation is expected to employ a participatory approach providing for meaningful involvement of partners engaged in the initiative.

¹ Multi-Stakeholder Engagement Process – A UNDP Capacity Development Resource, November 2006 United Nations Development Programme (Accessed on 9 October 2019 - <http://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/drivers-of-change/accountability/multi-stakeholder-engagement-processes/Engagement-Processes-cp7.pdf>)

VI. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the mid-point evaluation. The evaluation consultancy is expected to retain independence in coming to judgments about the initiative but employ participatory and collaborative approach providing for meaningful involvement of Canopy management and staff, and actors (government, NGOs, business actors, etc.) involved in the partnership and C&A Foundation.

The key stakeholders are:

- Relevant Canopy staff both part of management and those involved in CanopyStyle initiative
- Relevant staff in brand partners to Canopy
- Relevant staff in brands that are not partners of CanopyStyle
- Relevant viscose producers
- NGOs working with Canopy
- Key staff at C&A foundation involved with this initiative

The draft report will be discussed in a meeting and also circulated to relevant Canopy and C&A Foundation staff and management for review and comments prior to finalisation.

A findings workshop(s) will be chaired by Effective Philanthropy and will be facilitated by the consultants to allow for discussion of the findings, enable active learning and help Canopy to adapt its programme from the insights garnered through the mid-point evaluation.

The workshop(s) will be held in Vancouver, or another appropriate location for Canopy and C&A Foundation's staff to attend.

VII. Roles and Responsibilities

The Head of Effective Philanthropy² (the Evaluation Manager) is responsible for:

- Overall responsibility and accountability for management and delivery of the evaluation up to and including approval of the final report;
- Technical guidance for the evaluation consultants throughout the implementation of the evaluation up to and including participation / observation of field visits.
- Leadership of the evaluation draft report review process including collating comments and facilitating discussion and management responses.
- In all of these roles, necessary support will be provided by other members of the C&A Foundation Effective Philanthropy Team.

The Programme Manager at C&A Foundation is responsible for:

- Facilitation on the evaluation including access to initiative related data, all documents, and access to stakeholders (internal and external);
- Reviewing and commenting on drafts of the inception and evaluation report;
- Preparing a management response, as and when necessary.

The relevant Manager at Canopy is responsible for:

- Facilitation and day-to-day assistance to the evaluation consultants including access to initiative data, all documents, and access to stakeholders;
- Reviewing and commenting on drafts of the inception and evaluation report;
- Preparing a management response, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary qualitative and quantitative assessments and fieldwork;
- Day-to-day management of the evaluation;
- Regular formal and informal reporting to the Evaluation Manager;
- Participation in key evaluation related meetings (kick off meeting, inception report meeting and draft findings meeting etc.)
- Production of deliverables (inception report and evaluation report) in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to Lee Alexander Risby – Head of Effective Philanthropy, C&A Foundation on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting / responses processes.

VIII. Evaluation Process

The evaluation will be carried out in conformity with the principles and standards set out in C&A Foundation [minimum requirements](#) and [policy](#) for Monitoring and Evaluation.

The consultants will prepare an evaluation **inception report and work-plan** that will operationalise the Terms of Reference. The inception report will be based on initial documentary review and preliminary interviews with different actors including participating companies and viscose producers.

The inception report and work-plan will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; elaboration of the initiative programme theory, as appropriate; any refinements and elaboration to evaluation questions; methods – qualitative and quantitative and data collection, including possible constraints; outline of the final evaluation report and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Head of Effective Philanthropy and act as an agreement between the consultants and the C&A Foundation on how the evaluation is to be conducted.

The consultants will prepare the **draft and final evaluation reports** that describe the evaluation methodology, findings, recommendations and key lessons and facilitate workshops as appropriate.

If significant differences arise regarding the interpretation of evidence between C&A Foundation and Canopy's programme management on the external evaluation report, an opportunity will be provided to formulate a management response to the findings and recommendations. This will be published with the final report.

The main activities and evaluation timetable for this consultancy is set out below:

² Head of Effective Philanthropy and the Evaluation Specialist is not involved in the management of the initiative of the day to day operation.

Evaluation Process	Deadline	Responsibility
Selection and contracting of consultancy	11 March 2019	C&A Foundation (Head of Effective Philanthropy)
Inception report preparation	29 April 2019	Consultant Team
Completion of documentary review / interviews and fieldwork	30 June 2019	Consultant Team
Draft report for comment	31 July 2019	Consultant Team / Head of Effective Philanthropy (facilitator)
Learning workshop conducted	15 August 2019	Consultant Team, Canopy, C&A Foundation
Final report	30 August 2019	Consultant Team
Preparation and copy-editing of report	30 September 2019	C&A Foundation (Effective Philanthropy Team)
Dissemination of the evaluation	October 2019 onwards	C&A Foundation (Effective Philanthropy Team)

IX. Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
- End of Data Collection – initial findings workshop or a virtual call to C&A Foundation and Canopy’s staff
- Draft evaluation report
- Findings Meeting (in person meeting with relevant C&A Foundation and Canopy staff)
- Final evaluation report, not to exceed 30 pages, with a two-page executive summary

X. Audience and Dissemination

Main audiences for the evaluation will be: C&A Foundation and Canopy. The final evaluation report will be published by C&A Foundation and Canopy and disseminated through websites and social media.

Learning products including a lessons notes will be developed after the completion of the evaluation.

XI. Consultant Requirements and Level of Effort

Applicants may be an individual consultant, a group of individual consultants with a designated team lead, or consulting companies with relevant evaluation expertise. Applicants must have at a minimum the following qualifications:

- Substantial experience in conducting evaluations of a high standard with experience in retail and their supply chains;
- Programmatic / strategic evaluation experience to inform further development of operations related to field building;
- Additional experience is expected in:
 - Methods for evaluating systems change and/or collaborative initiatives;
 - Theory-based evaluation designs;
 - Qualitative methods;
- Strong facilitation skills and proven ability to lead participatory processes;
- Fluency in English (spoken and written) is essential; and
- No conflict of interest with C&A foundation and Canopy

The expected level of effort for the evaluation is approximately 40 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Please submit the following to Lee Alexander Risby (l.risby@candafoundation.org) with a copy to s.mull@candafoundation.org by 25th February 2019.

A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:
 - a) Evaluation Methodology: Describe your overall approach and evaluation methodology including, and not limited to, evaluation questions, evaluation design and methodology.
 - b) Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously. Please include any experience with partnerships and system change initiatives. Include also any experience with summative evaluations in sustainable fibres, forestry and industry engagement.
 - c) Specific Expertise: Describe your level of knowledge and expertise conducting partnerships and systems change initiative evaluations.
 - d) Key Personnel and Staffing: Describe the key personnel. Include CVs (no more than 2 pages each and attached as annex) of key personnel who would be part of the proposed plan.
 - e) Timeline: Include a detailed timeline of key activities.
 - f) Sample reports: Two sample evaluation reports authored by the team lead (will be treated as confidential and used for purposes of selection)

B. Financial proposal

- The financial proposal should include a line-item budget and a budget narrative. The cost estimates used to prepare the budget should be presented in Euros.