



C&A FOUNDATION STORE GIVING PROGRAMME EVALUATION



ANNEX DOCUMENT

FINAL REPORT

Annex



CASE STUDIES

Austria:

Store Giving Programme Case Study			
Wiener Tafel			
November 2015			
Organization Mandate Food Distribution among social groups and organisations in Vienna as well as awareness and education on food waste.		Organisation's Website: www.wienertafel.at Facebook: https://www.facebook.com/pages/Wiener-Tafel/204918214121?ref=ts&fref=ts Twitter: @wiener_tafel Country: Austria Contact Person: Karl-Anton Goertz, Fundraising and Goods Acquisition, karlanton.goertz@wienertafel.at Focus Area: Social transfer, food waste, food distribution, awareness and education Year of Grant(s) Giving: 2011 Total Grant Size: €4,000	
Challenge/Social Problem In Austria, a total of 1,572,000 people are at risk of persistent and extreme poverty. A quarter of this number, i.e. 393,000, is children. Many of these people live in Vienna. Poverty excludes people from development and basic social benefits, exacerbates malnutrition, reduces the possibilities for basic sanitation, weakens health and forces people into a spiral of poverty from which it is difficult to escape without support.	Approach Adopted by Wiener Tafel The Wiener Tafel organisation tackles extreme poverty and endeavours to address poverty issues among the most vulnerable people in the city of Vienna by providing and distributing food and basic hygiene items (free of charge) to 105 partner social organisations. Wiener Tafel receives the food and hygiene articles as donations. These social organisations provide hot meals as well as advice (free of charge) to people at risk of poverty and social exclusion, such as children, homeless, refugees, elderly and unemployed women and men, amongst others. Wiener Tafel also aims to educate society and donor organisations to avoid food waste by creating food waste awareness campaigns.		
Becoming a Store Giving Programme Grantee The Vienna HQ Office, also representing Central Eastern Europe, contacted Wiener Tafel after reviewing their work and they finally decided to award this organisation €4,000 in late 2011.	The Store Giving Programme Grant The financial support (100% of the C&A grant) provided financial relief for the organisation and allowed them to pay the organisation's expenses at the end of 2011.		
Impact Generated			
For C&A <ul style="list-style-type: none">C&A image is well perceived by Wiener Tafel		For Employees <ul style="list-style-type: none">Employees are not familiar with this initiative; as	

<p>volunteers and employees.</p> <ul style="list-style-type: none"> There are no external communication or social activities related to this donation, which reduces the impact for C&A. 	<p>result, employee engagement is not generated.</p>
<p><i>For Beneficiary Organisations</i></p> <ul style="list-style-type: none"> Wiener Tafel was able to cover costs such as rent, personnel, food delivery and car maintenance, amongst others, which facilitated the distribution of food and hygiene items. The distribution of food allowed social organisations to cook diversified and healthy food for people in situations of extreme poverty and social exclusion. On the other hand, social organisations, such as Häferl, were able to provide counselling services and to cover the basic needs of the end beneficiaries. 	<p><i>For Beneficiaries</i></p> <ul style="list-style-type: none"> Beneficiaries of Wiener Tafel received hot meals and basic hygiene items through social organisations that were selected by Wiener Tafel. Furthermore, these beneficiaries received social support and advice to enable them to tackle the challenges associated with stigma, discrimination, unemployment and social exclusion and to help them reintegrate into society.
<p><i>“Häferl helps people in a position of great need and adversity to feel that they are not excluded from society. They can eat a hot meal a day here, sit down and talk to other people in the same situation and find solutions on how to be reintegrated”. (Manager of Häferl, reintegrated into society through the support of Häferl)</i></p>	
<p>Going Beyond</p> <ul style="list-style-type: none"> Corporate donations are a very important source of funding for Wiener Tafel, since 65.4% of donations received are from the private sector and are allocated to working with partnerships. There is great potential for C&A to consolidate the relationship with Wiener Tafel in a more meaningful way for both external and internal communication purposes. Wiener Tafel is open to receiving C&A volunteers, for example in a “Volunteer Day Programme”. They welcome this initiative since Wiener Tafel already offers a volunteer day programme to other companies and organisations. 	 <p><i>“Now that we know that C&A is socially and environmentally engaged, our perception of the company has become really positive. It is always good to see that organisations are engaged in supporting the communities where they work without any interest other than helping to develop a better society where everybody is integrated.”</i></p> <p>Karl-Anton Goertz, Wiener Tafel</p>

France:

Store Giving Programme Case Study		
Association des Petits Princes		
November 2015		
Organisation Mandate Petits Princes makes the wishes of severely ill children come true.		Organisation's Website: www.petitsprinces.com Country: France Contact Person: Matthieu Jeanningros, mail@petitsprinces.com Focus Area: Children Year(s) of Grant Giving: Since 2008 Total Grant Size: €200,000/year
Challenge/Social Problem The Association des Petits Princes focuses on fulfilling the dreams of children and teenagers suffering from serious illnesses (i.e. cancer, leukaemia and genetic disorders). Making dreams come true creates a highly positive psychological (if not physical) impact on the beneficiary children and their families. It allows them to escape from their usual tedious daily life in the hospital, to feel happy and to regain their confidence and hope for the future.	The Approach Adopted by the Association des Petit Princes The association contacts ill children through a network of 150 hospitals and paediatric services nationwide. All the dreams that are personally formulated by children aged from 3 to 18 years old are fulfilled. The association relies on a network of 80 volunteers in charge of personally ensuring the "little prince's" dream(s) come true. All the dreams formulated are fulfilled (450 in 2015) and the children can come up with several dreams. Personalised support is provided over the long term and includes the whole family.	
<i>"Since the very beginning we have felt a strong connection with C&A and we have been aware of C&A's philanthropic culture. Our relationship is based on trust built over time."</i> <i>Matthieu Jeanningros, Association des Petits Princes</i>		
Becoming a Store Giving Programme Grantee The association was not previously familiar with the programme. They were approached by C&A France in 2008, which decided to centralise the Store Giving Programme through a strategic partnership with only one beneficiary organisation. The association was selected by the Country Director and Human Resource Manager on account of its impact, reputation, and capacity to manage the donation and strong emotional content, especially for women. A framework agreement was therefore signed between the association, C&A and the C&A Foundation.	The Store Giving Programme Grant All of the funding is allocated to making dreams come true. More than 450 dreams are fulfilled by the association every year. The partnership with C&A revolves around three events: 1) An annual long-distance running event for the benefit of the association in which C&A employees are invited to participate. It is stipulated that €500 is awarded to the association for every entry; 2) Annual sale of teddy bears. One of the most successful sales of the year for C&A; 3) Visit to the association for a limited number of	

	employees (11 in 2014).
<i>"I had not seen my son smile for over six months." Mother of a beneficiary child</i>	
Impact Generated	
<p><i>For C&A as a Company</i></p> <ul style="list-style-type: none"> • Enhancement of corporate image linked to the association's reputation nationwide; • Success of the sports event that is highly effective in strengthening the corporate culture (all C&A staff, from country directors to the sales team, run for a common cause). 	<p><i>For C&A Employees</i></p> <ul style="list-style-type: none"> • Strong engagement of the employees taking part in the running event and the staff visiting the association each year; • An estimated 50% of the employees are familiar with the association with which they feel a close connection.
<p><i>For the Beneficiary Organisation</i></p> <ul style="list-style-type: none"> • Long-lasting partnership based on trust and joint engagement; • First funding partner of the association (7% of total funding); • The relationship involves trust from a large company, a critical factor for raising funds from other companies. 	<p><i>For End Beneficiaries</i></p> <ul style="list-style-type: none"> • Making their dreams come true (from flying in a helicopter to swimming with dolphins or recording a CD); • Regaining hope and happiness in the context of serious illness; • Lasting experience for the whole family.
<i>"Running ten kilometres was tough and I was stiff for a whole week, but it was worth it because I contributed to allocating €500 to an ill child. I enjoyed seeing the entire C&A team, from top to bottom, taking part in the same event." Samia, C&A Maine Montparnasse</i>	
<p>Going Beyond</p> <ul style="list-style-type: none"> • Creating a long-term partnership has helped go beyond the mere provision of support to a beneficiary organisation by pulling together C&A employees from all levels to address a common cause. • Employees are interested in and feel emotionally connected with the Association des Petits Princes. Nevertheless, they express the need for more feedback from C&A on the impact of the partnership and a diversification of the events to ensure broader participation across the whole staff (the running event is open to a limited number of employees). 	<p><i>"A good partnership calls for the involvement of all the organisation's members. Events where people meet and share a common experience are key to creating this connection".</i></p> <p><i>Matthieu Jeanningros, Association des Petits Princes</i></p>

Germany:

Store Giving Programme Case Study

Sozialdienst katholischer Frauen Hamburg, e.V.

November 2015



Organisation Mandate

SfK Hamburg provides social, medical and financial support to expectant mothers and families in need in eight urban neighbourhoods.



Organisation's Website: www.skf-hamburg.de

Country: Germany

Contact Person: Susanne Germann-Behrens, Manager of the Helpdesk for Women, Families and Expectant Mothers, s.germann-behrens@skf-hamburg.de

Focus Area: Social Care

Year of Grant(s) Giving: 2013

Total Grant Size: €17,000

Challenge/Social Problem

Expectant mothers and young families with a new-born often feel overwhelmed and struggle with the new responsibilities that lie ahead. The situation is especially difficult for those in socially and financially challenging situations, or with a migrant background or for people living in troubled districts. They require easy access to assistance in financial, social and medical matters. However, due to a lack of public funds, little or no support is available locally.

Approach Adopted by SfK Hamburg

SfK Hamburg focuses on women, children and families in need and aims (1) to help pregnant women cope with the new situation, (2) to support young families in the first few weeks after the child's birth, and (3) to provide support to women suffering from psychological illness through the "AgnesNeuHaus". SfK Hamburg's social workers are based in eight troubled neighbourhoods in Hamburg. Through SfK Hamburg's on-going support at ground level, the organisation not only provides one-off help to women and families in need but also creates a trusting relationship with them. Most of the women that SfK Hamburg supports are from a migrant background.

"It was great to see the local C&A store so engaged and interested in our work." (S. Germann-Behrens, Manager of the Helpdesk for Women, Families and Expectant Mothers with SfK Hamburg)

Becoming a Store Giving Programme Grantee


The store manager of Hamburg's C&A store located in the city centre (Mönckebergstraße) contacted SfK Hamburg directly. The organisation was recommended to C&A by the local Hamburg authorities. As requested by the store manager, SfK Hamburg prepared an overview of its work and the activities that would be supported with the grant. After three to four conversations between C&A and the organisation, C&A decided to fund the activities of SfK Hamburg through the SGP. In total, nine C&A stores collaborated and provided a joint fund of €17,000 to the organisation.

The Store Giving Programme Grant

Fifty per cent of the C&A grant (€8,500) was allocated to SfK Hamburg's psychological support centre "AgnesNeuHaus", financing a therapeutic group trip involving 12 women (incl. attendees). Furthermore, the grant was used to build an outdoor garden pavilion and to purchase items for day-to-day use, which were not financed by the care allowance.

The remainder of the grant (€8,500) was used to support expectant mothers and young families with a new-born residing in troubled Hamburg districts. Thanks to the C&A grant, SfK Hamburg was able to organise weekly breakfasts and to provide additional one-on-one support by social workers as well as one-time financial help (e.g. paying electricity bills).

"The immediate and non-bureaucratic assistance provided through the C&A grant allowed us to provide much-needed services to women and families in need." (E. Kriegel, Social Worker with SfK Hamburg)

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<p><i>For C&A</i></p> <ul style="list-style-type: none"> • C&A is positioned as a company that supports expectant mothers, which is in line with the Company strategy focused on women. • An official handover of the cheque took place inside the C&A store with local press coverage, creating awareness of the C&A donation at local level. • The SGP grant further strengthened the positive image of C&A, which SfK Hamburg already had of the Company before the grant was awarded. 	<p><i>For Employees</i></p> <ul style="list-style-type: none"> • C&A Hamburg's store manager was very much involved in the selection process since he was in charge of contacting and selecting SfK Hamburg following consultation with the local Hamburg authorities. • He admired the beneficiary organisations' work and he felt proud to have the opportunity to help them.
For Beneficiary Organisation and Beneficiaries	
<ul style="list-style-type: none"> • SfK Hamburg was able to provide one-off financial support to families and expectant mothers. • Weekly, breakfasts proved to be a critical tool for SfK Hamburg's social workers to forge long-term and trusting relationships with women and families and to connect with them at a personal level. • 3,000 to 4,000 people, mostly women and children, attended the breakfast tables and used these events to share experiences. • 1,500 women benefitted from the medical and social consultancy services provided by midwives and social workers. • The therapeutic group trip, organised for 12 women from "AgnesNeuHaus", was a highlight for participants as it gave them both the opportunity to disconnect and supported their healing process. • Items for day-to-day use (incl. the outdoor garden pavilion) improved residents' quality of life and their well-being. 	
<p><i>"SfK Hamburg helped me to apply for much-needed funds from German authorities to support my family, which otherwise I would have not been able to receive." (Mother supported by SfK Hamburg)</i></p>	
<p><i>Going Beyond</i></p> <ul style="list-style-type: none"> • The SGP grant was critical in continuing the social services provided by SfK Hamburg as public bodies have not been able to provide sufficient financial and medical support to expectant mothers and families. • SfK Hamburg wants to create a stronger bond with C&A through engaging C&A store managers and sales employees as volunteers on a regular basis, thereby raising and maintaining awareness for social issues locally. 	 <p><i>"It was great to see C&A's willingness to not only listen but also to actively help women, children and families in need. This only further confirmed our positive and philanthropic image of the company."</i></p> <p><i>S. Germann-Behrens, Manager of the Helpdesk for Women, Families and Expectant Mothers with SfK Hamburg</i></p>

Portugal:

Store Giving Programme Case Study

Centro de Alojamento Temporário de Tercena (CATT)

November 2015



Organisation Mandate

CATT supports neglected children in Portugal, helping them find their way back into society



Organisation's website:

<http://www.scmc.pt/gca/?id=13>

Country: Portugal

Facebook: www.facebook.com/cattercena

Contact Person: Cecília Abecasis, Director, cat.tercena@scmc.pt

Focus Area: Social care for neglected children

Year of Grant(s) Giving: 2014

Total Grant Size: €14,400

Challenge/Social Problem

Child neglect and abuse is a major issue in Portugal, especially in the bigger cities. Each year, approximately 70,000 cases of children who are neglected, physically mistreated or sexually abused by a member of their families are reported, and this trend is increasing. The consequences for children suffering from neglect or violence are long-term: their physical, emotional and intellectual development is adversely affected. This can impact society as a whole: growing up without help, these children are not able to live a fulfilling, self-determined life or become valuable members of society. There is a high risk of them being stuck in a vicious circle that spirals into social exclusion and poverty.

Approach Adopted by the CATT

CATT helps children to improve their quality of life, to break the circle of violence and poverty and to reintegrate them into society. The organisation provides a home to children that had to be removed from their families due to severe neglect or abuse. It runs a safe house in Massamá, on the outskirts of Lisbon, where a total of 48 children live together and are cared for by 20 professional staff members, as well as approximately 30 voluntary workers. Every child's situation is analysed on an individual basis, and CATT draws up a plan on how each child can be best supported.

"C&A's help was excellent, the donations are very important. But C&A could also think about other ways to help, for example, offering internships to our young people, or sending voluntary workers to help with our projects."


Cecília Abecasis, Director of CATT

Becoming a Store Giving Programme Grantee

CATT first received a grant in 2006 when the C&A store opened in Massamá. The Store Manager was already familiar with the organisation and considered it worthy of support. When she received an email in 2014 from the newly established committee that coordinates the SGP in Spain and Portugal, she had no hesitation to propose CATT again as a potential grantee. The organisation was asked to submit a project proposal that required financing. They submitted two proposals that were evaluated by the committee, one of which was selected.

The Store Giving Programme Grant

The organisation received €14,400 that was used to install solar panels on the roof of the safe house in Massamá. As the property is old and poorly insulated, CATT was spending a large amount of its monthly budget on energy bills. Thanks to the installation of the solar panels, they achieved significant savings, which have been reinvested in activities supporting the children. For example, they were able to provide holidays for 25 children and to invest in sports equipment.

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<p><i>For C&A as a Company</i></p> <ul style="list-style-type: none"> • C&A is not yet perceived as a company that is socially engaged. Through grant giving, this image can be changed. • CATT perceives C&A as an important donor, not only because of the grant received in 2014, but due to the on-going support it has received from C&A since 2006 via other means such as clothes donations. • C&A's social engagement is seen in a very positive light, and CATT would like to strengthen the relationship with the Company further. • The C&A grant was publicized through the organisation's Facebook page. CATT is a reputable organisation that has now established various private-sector partnerships with companies such as TAP, Marriott and Oracle – thanks to the initial support they received from C&A. 	<p><i>For C&A Employees</i></p> <ul style="list-style-type: none"> • The Store Manager had the opportunity to choose CATT in 2006 when a new store opened and then again in 2014, to propose the organisation to the Committee for Spain and Portugal. Over the years, she has kept in contact with them, due to her personal sensitivity for social issues. The work of the C&A Foundation and the grants donated has made her think about what more could be done. • She only regrets that since the new committee was set up in 2014, store managers no longer have personal contact with beneficiary organisations and receive limited information regarding the grant-giving.
<p><i>For Beneficiary Organisations</i></p> <ul style="list-style-type: none"> • The project financed through the C&A grant was important to CATT, as it generated long-term savings, enabling the organisation to invest more in projects that directly benefitted the children. • A number of unintended results was generated: the employee of the company that installed the solar panels liked CATT's work and ended up becoming a volunteer for them. This person also recommended that CATT should install a new flow heater to reduce energy costs further, and the company that was appointed to carry out this installation did it for free. 	<p><i>For End Beneficiaries</i></p> <ul style="list-style-type: none"> • The children living in the house now enjoy more activities and as well as sports equipment that have been purchased thanks to the energy savings generated by the solar panel installation. • Through different social and sports activities, children learn about team work and build trust and self-esteem, which helps them to overcome the trauma of family violence/neglect and prepare them for living a more self-determined life.
<p><i>"It is great that we at C&A can do something at the local level. There are so many pressing social issues in Portugal that much more needs to be done. C&A should also communicate better so that people become aware."</i></p> <p><i>Anabela Tavares, Massamá Store Manager</i></p>	
<p>Going Beyond</p> <ul style="list-style-type: none"> • There is great potential for C&A to leverage the relationship with CATT in a more meaningful way for external and internal communication. • There is also a great opportunity to extend the collaboration such as offering internships to young people, or allowing employees to engage in voluntary work at the organisation. 	

Spain:

Store Giving Programme Case Study

Fundación Manantial - Casa Verde

November 2015



Organisation Mandate

Fundación Manantial provides local support, prevention and care to parents suffering mental health problems and to their children.



Organisation's Website: www.fundacionmanantial.org

Country: Spain

Contact Person: Helena de Carlos Muñoz, Head of Communications and Public Relations, hdecarlos@fundacionmanantial.org

Focus Area: Psychological and social support for mothers and fathers with mental health problems and their children

Year of Grant(s) Giving: 2014

Total Grant Size: €15,000

Challenge/Social Problem

Children of parents with mental health problems are socially at risk because they are more likely to develop mental disorders during their adult life. Parents with mental disorders have more difficulties in providing adequate care and education for their children and are often at risk of being separated from them. The primary focus should be on the interests of these children and ensuring they remain close to their parents. This requires support and aid measures (economic, educational, therapeutic and any other type used to eliminate risks and to ensure an appropriate response to the children's needs is provided).

Approach Adopted by the Fundación Manantial – Casa Verde

The programme boasts a multidisciplinary team of psychologists, social educators and social workers who provide home care and community support on a flexible hour's basis and through specialised psychotherapy and group work. The Fundación Manantial – Casa Verde has an innovative work approach in place that aims to support the care of children, the mother and the family through early detection mechanisms and preventive and protective measures.

Becoming a Store Giving Programme Grantee

An administrative assistant in the Human Resources Department at C&A Madrid proposed the Fundación Manantial – Casa Verde, which was finally selected by the Commission. She was familiar with the Fundación Manantial because a friend of hers had explained the organisation's objectives and work to her. She therefore put together the necessary information concerning the Foundation and submitted it to the Commission for approval.

The Store Giving Programme Grant

The total grant was allocated to financing the multidisciplinary team of psychologists, social educators and social workers who provide integral support, prevention and care to parents with mental disorders and their children.


Impact Generated

For C&A

- C&A is positioned as a company that helps mothers with mental disorders and their children, which is in line with the Company strategy focused on women.

For C&A Employees

- The C&A employee in question is a volunteer in different NGOs during her free time so she was really pleased to see that C&A gave her the opportunity to help a beneficiary organisation.

<ul style="list-style-type: none"> Grants donated contributed to enhancing Fundación Manantial's perception of C&A's image. The Fundación Manantial has a good reputation in the field of social support for people with mental disorders and has forged several partnerships with other private companies such as the Fundación Obra Social "La Caixa". 	<ul style="list-style-type: none"> She feels more engaged with C&A although she would like to be better informed and involved in the process of selecting beneficiary organisations. Fundación Manantial contacted her to thank her for the donation, which was a really positive event for this employee.
<p><i>For Beneficiary Organisations</i></p> <ul style="list-style-type: none"> Private funds are essential for sustaining projects such as Casa Verde, since the government cannot financially support these initiatives. They have broad experience in managing corporate volunteer programmes and have expressed their interest in collaborating further with C&A and integrating different volunteer programmes into the Company. 	<p><i>For End Beneficiaries</i></p> <ul style="list-style-type: none"> The mothers who were interviewed valued the support they received from the multidisciplinary team at the Fundación Manantial – Casa Verde positively. They highlighted that without this support, they would have probably lost their children because of their mental disorders and their inability to work.
<p><i>"The Fundación Manantial gave me psychiatric support and helped me to find a job. My children have also received psychological help and now I can say that, without them, I would not have my children with me."</i></p> <p><i>Beneficiary</i></p>	
<p>Going Beyond</p> <ul style="list-style-type: none"> The volunteer programme with the Fundación Manantial is a great opportunity for C&A since it boosts employee engagement and facilitates direct support for people with mental disorders. Employee contact and follow-up on the beneficiary organisation's activities increases employee engagement since the employees are more aware of the impact generated by the awarded donation. Innovative programmes like Casa Verde provide integral care for mothers with mental disorders and their children and mitigate their risk of social exclusion. 	

Switzerland:

Store Giving Programme Case Study

Pro Juventute

November 2015



Organisation mandate:

Pro Juventute provides social, educational and financial support to children and adolescents who live at risk of social exclusion.



Organisation's Website:

<http://www.projuventute.ch>

Facebook: <https://de-de.facebook.com/ProJuventute.ch>

Twitter: www.twitter.com/projuventute

Country: Switzerland

Contact Person: Pascale Meier,

pascale.meier@projuventute.ch

Focus Area: Children and young people

Year of Grant(s) Giving: 2014

Total Grant Size: €66,522.53

Challenge/Social Problem

Many children and adolescents are unable to integrate into functioning social networks that would help them to overcome the challenges they face due to social exclusion, poverty, the absence of strong family support and malfunctioning family structures. As a consequence of this situation, many of them suffer from disorientation, helplessness, marginalisation and isolation.

Approach Adopted by Pro Juventute

Pro Juventute provides direct and personal counselling to children and young people. Their target population is also served through an emergency hotline (147) that is offered free of charge and operates in a private and confidential manner. Children and adolescents can contact Pro Juventute and their emergency channels by telephone, SMS, chat, the 147 counselling platform as well as a web self-service site. The Pro Juventute team speaks German, French and Italian to ensure their services are available to all residents of Switzerland. Furthermore, Pro Juvetute only works with professionals in the psychology, pedagogy and social work sectors. The hotline 147 is contacted by approximately 450 children and adolescents a day.

Becoming a Store Giving Programme Grantee

Pro Juventute contacted C&A HQ Switzerland with the aim of acquiring funds and establishing a possible partnership. Pro Juventute prepared an overview of its work and the activities to be supported. The documentation was revised by C&A HQ Switzerland and they decided to support the 147 hotline and chat through the SGP in 2014.

The Store Giving Programme Grant

The total grant was spent increasing the time dedicated to offering social and psychological support to children and young people through an emergency hotline and chat service 147. Through C&A's grant, Pro Juventute was able to extend the chat opening hours to 24 hours a day. Thanks to this emergency chat service, more children and young people received support in areas such as sex education, sexual violence and abuse, physical abuse, family matters, social exclusion and bullying, amongst other issues.

Impact Generated	
<p><i>For C&A</i></p> <ul style="list-style-type: none"> • C&A's image has improved considerably within ProJuventute. • Improvement of corporate image is limited to Pro Juventute staff as no communication has been made about C&A's support to the end beneficiaries. 	<p><i>For C&A Employees</i></p> <ul style="list-style-type: none"> • C&A employees did not take part in selecting this initiative. For this reason, there was no impact generated.
<p><i>For Beneficiary Organisations</i></p> <ul style="list-style-type: none"> • The C&A grant allowed Pro Juventute to extend their counselling time, which increased the number of children and young people served by their 147 hotline and chat service. • The service is now available 24 hours a day. • The beneficiary organisation positively values C&A's support through one-off donations. Pro Juventute has been in contact with HQ in Baar regarding potential future collaboration. 	<p><i>For End Beneficiaries</i></p> <ul style="list-style-type: none"> • Children and adolescents contacting the hotline and 147 chat service are able to receive quick support 24hrs a day. • Children and young people are able to contact the hotline and chat 147 anonymously, allowing them to receive more targeted support by specialised professionals. • Children and young people are able to receive guidance on how to overcome or react to sexual or physical abuse, bullying at school and alcohol abuse, among other issues.
<p>Going Beyond</p> <ul style="list-style-type: none"> • Pro Juventute would like to broaden its integral partnerships with donor organisations that support children and adolescents, such as C&A. <i>"We think that a healthy and open relationship with the donors is essential for good collaboration" and "We are happy to collaborate on a win-win basis and are happy to create a possible partnership with C&A."</i> • Pro Juventute would like to foster employee engagement through a volunteer day. 	<p><i>"From the beginning, we truly believed that C&A is a really trustworthy organisation and its image has gotten even better with their grant. We are proud to have been a C&A Store Giving Programme Grantee. C&A has contributed significantly to establishing more first contact with children and adolescents at risk and improving and even saving their lives. Without C&A's donation, we would have not been able to extend our hotline opening hours. Thank you very much."</i></p> <p><i>Pascale Meier, Manager of Cooperation</i></p>

The Netherlands:

Store Giving Programme Case Study

Stichting Pink Ribbon

November 2015



Organisation mandate:

Pink Ribbon funds projects and research around the treatment, aftercare and long-term effects of breast cancer



Organisation's Website: <http://www.pinkribbon.nl/>

Country: The Netherlands

Contact Person: Rupert Springfield, Head of Fundraising, RupertSpringfield@pinkribbon.nl

Focus Area: Scientific research and psycho-social projects in the field of breast cancer

Year(s) of Grant Giving: 2011, 2012, 2013 and 2014

Total Grant Size: €380,000

Challenge/Social Problem

In the Netherlands, one in seven women will develop breast cancer. In 2014, over 17,000 women were diagnosed with breast cancer and this number is expected to increase by 2020 to 20,000 people.

The Approach Adopted by Pink Ribbon

Pink Ribbon undertakes two main activities, fundraising and awarding grants. Fundraising is achieved through the sale of products (bracelets, ribbons, magazines, etc.), the organisation of events, regular donors and donations from companies. The resources raised are then allocated to Dutch scientific research and psycho-social projects to help breast cancer patients. A thorough selection process is in place to choose the very best projects to fund, a process in which scientists and patients are actively involved.

Becoming a Store Giving Programme Grantee

The Country Director and Communications and PR Manager of C&A Netherlands decided to establish a long-term partnership with this national and very well-known NGO. They also believe that C&A employees are more engaged with the organisation's mission since it is an issue that affects many women in the Netherlands, including female employees. Good, regular communication is maintained between C&A and Pink Ribbon, which has facilitated not only the donation of SGP funds, but also the implementation of marketing and communication strategies.

The Store Giving Programme Grant

The total grant was spent to finance different research projects that were undertaken in different years:

2012: Increased risk of hereditary breast cancer, am I at risk?

2013: Improved risk prediction to allow for more personalised advice regarding the performance and timing of prophylactic surgeries for BRCA1/2 mutation carriers.

2013: The value of completing auxiliary treatment in breast cancer patients, with positive sentinel lymph nodes, undergoing a mastectomy.

2014: Working after breast cancer: the role of the patient's doctor in providing information and psycho-social care.

Impact Generated

For C&A

- C&A is positioned as a Company that supports women with breast cancer, which is in line with the Company strategy focused on women.
- The long-term partnership with Pink Ribbon has also included communication and marketing agreements that has given C&A public visibility and has contributed to enhancing their image in the Netherlands.



For C&A Employees

- All the employees received a personal letter from Pink Ribbon's director informing them about C&A's donation of €5 per t-shirt with every sale.
- Employees were also asked to wear the pink ribbon pin, which filled them with great pride.
- Employees feel engaged with Pink Ribbon since 80% of C&A employees are women. During the C&A employees' annual meeting, one employee had the opportunity to explain her experience with the illness and expressed her commitment to and support for Pink Ribbon.
- Pink Ribbon has also recognised C&A's efforts to communicate their partnership internally: "C&A has ensured that this partnership is understood and felt by all members of staff, from the boardroom to the shop floor."

For Beneficiary Organisations and End Beneficiaries

- Pink Ribbon has benefitted from the donations given but also from the partnership established with C&A over the last four years.
- The partnership with C&A has included a combination of communication, branding, customer awareness raising, storytelling and employee engagement, which has given them a great deal of visibility and has helped to raise funds for the organisation.
- As stated in the online questionnaire, "We work with many retailers and, when I compare the way in which C&A considers us a partner, it is very impressive. It goes beyond mere funding; C&A makes a clear statement to their staff and customers about why this partnership is so important to them".

"As well as benefitting from the grant, we have also benefitted from the exposure (or platform) that C&A has offered us – both on the shop floor and online. Thank you C&A!" (Rupert Spriengfield, Head of fundraising)

Going Beyond

- SGP is an open platform for implementing communication and marketing strategies that enhance C&A's image and increase employee engagement with the company and with their communities.
- Long-term partnerships with beneficiary organisations generate trust between both organisations. They also facilitate the possibility of including additional activities, generate employee engagement and boost the company's positive image both externally and internally.



FIELD MISSION REPORTS PER COUNTRY

Austria:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Vienna, Austria
Date of field visit	23 rd to 25 th September, 2015
Implemented by	Magdalena Zettl, Annette Harzbecher

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Norbert Scheele	Director of Country Austria, Head of Region CEE	23.09.2015 25.09.2015	10h 16h	Vienna, Austria
C&A	Christa Rain	Assistant DOC & Head of Region CEE	23.09.2015 24.09.2015	10h 10:30h	Vienna, Austria
C&A	Danijela Jukic	District Manager	23.09.2015	9h	Vienna, Austria
C&A	Markus Treiber	Store Manager Maranhilfe Street	23.09.2015	11h	Vienna, Austria
C&A	1 Sale Staff 1 Sale Staff	Marianhilfe Street Store	23.09.2015 23.09.2015	12:30h 12:45h	Vienna, Austria
C&A	1 Sale Staff	Wien Stadion Store	25.09.2015	17h	Vienna, Austria
Familien Lotse	Paul Mensdorff Pouilly Doktor Topf Sarah Rinner End-Beneficiaries	Manager Manager of psychosocial department of St. Anna Hospital Domestic care of children and families, Beneficiary Organization & End-Beneficiary	23.09.2015	12:30h	Vienna, Austria
DEBRA Austria	Rainer Riedl End-Beneficiary	Chairman Beneficiary Organization & End-Beneficiary	01.10.2015	16h	Via phone
Rote Nasen Clowndoctors	Veronika Schwald Monika Culen Christophe Dumalin Call with one End-Beneficiary	Donor Relations Co-Founder & Managing Director Project leader of Caravan Orquestra Beneficiary Organization & End-Beneficiary	24.09.2015	12h	Vienna, Austria
Ronald McDonald Foundation	Maximilian Steiner	Manager Beneficiary Organization & End-Beneficiary	24.09.2015	18h	Vienna, Austria

	Informal chat with mothers of children				
Die Gruft, Caritas Erzdiözese Wien	Elisabeth Drabek Judith Hartweiger	Fundraising, Caritas der Erzdiözese Wien, Manager Day Center Die Gruft, Beneficiary Organization	24.09.2015	11h	Vienna, Austria
Volkshilfe	Erwin Berger	Head Communications, Beneficiary Organization	25.09.2015	13h	Vienna, Austria
Wiener Tafel s'Häferl	Karl Anton Görtz Norbert Karvanek	Fundraising and Goods Acquisition Beneficiary Organization & End-Beneficiary	25.09.2015 23.09.2015	10h 13h	Vienna, Austria

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Today's look is Nachhaltig – Die Frühjahrskollektion 2015	C&A	March 2015	Promotional leaflet about the 2015 spring collection
Today's look is back to school	C&A	August 2015	Promotional leaflet about the 2015 autumn collection
Today's look is Los geht's!	C&A	September 2015	Promotional leaflet about the 2015 autumn collection
Meine Wohnung – Informationsblatt 3/2015	immo humana - Verein für Mütter in Wohnungsnot	March 2015	Information leaflet
Internationaler Jahresbericht 2014	Rote Nasen Clowndoctors International	N/A	2014 Annual report
C&A Foundation – Rote Nasen Clowndoctors International	Rote Nasen Clowndoctors International	N/A	Project proposal
Expertenmeinungen über unsere psychosoziale Arbeit	Rote Nasen Clowndoctors International	N/A	Expert statements on the work of Rote Nasen Clowndoctors International
Meine ganz persönliche Zeitung (Julia)	Rote Nasen Clowndoctors International	N/A	Personal newspaper about the children supported by Rote Nasen Clowndoctors International
Meine ganz persönliche Zeitung (Sebastian)	Rote Nasen Clowndoctors International	N/A	Personal newspaper about the children supported by Rote Nasen Clowndoctors International
Statuten	Wiener Tafel	2011	Statutes of the Association Wiener Tafel

des Vereins Wiener Tafel– Verein für sozialen Transfer			
Jahresbericht 2011	Wiener Tafel	2011	Annual Report 2011
Jahresbericht 2012	Wiener Tafel	2012	Annual Report 2012
Newsletter Dezember 2011, Presseaussendung 02/2012	Wiener Tafel	2011	Press Release with information on the closure of 2011
www.gruft.at www.caritas-wien.at	Die Gruft Caritas Erzdiozäse Wein		Web sites of organizations

3. Challenges and mitigation measures

Challenge: A one hour interview with Mr. Scheele and Mrs. Rain had been planned at the beginning of the field visit. With the SGP being managed in a very centralized way in Austria, this interview was one of the most important meetings at the strategic level. Unfortunately, the time allowed for the interview was insufficient and several points remained unclear after the discussion.

Mitigation: A follow up call was held with Mrs. Rain and a further interview arranged with Mr. Scheele to clarify the issues and the outstanding points.

Challenge: A representative of the DEBRA Austria organization was unavailable for a face-to-face interview during the field visit.

Mitigation: A phone interview was arranged.

Challenge: It was difficult to interview end-beneficiaries from the projects visited, due to the nature of the activities being addressed. Beneficiary organizations respect the privacy of end-beneficiaries for various reasons including avoiding stigmatization, respecting families in mourning and respecting children with severe illnesses (i.e. cancer). Beneficiary organizations were asked if interviews with end-beneficiaries could take place. In some cases it was possible, but in others, we were specifically requested by the beneficiary organizations to neither approach the people nor take pictures.

Mitigation: The beneficiary organizations provided details and examples of end-beneficiary experiences. Some interviews did take place with end-beneficiary representatives, such as the manager of s'Häferl.

France:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Paris, France
Date of field visit	7 th September to 8 th September
Implemented by	Philippe Jochaud

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Antoine Brieu	Director of Country, HQ France	07.09.2015	15h	Paris, France
C&A	Didier Cassagnes	Head of Region, HQ France	07.09.2015	16h	Paris, France
C&A	Catherine de Freitas	Human Resources + Internal Communication, HQ France	07.09.2015	14h	Paris, France
C&A	Lydie Chaudron	Internal Communication, HQ France	07.09.2015	17h	Paris, France
C&A	Colombe Monnoyeur	External Communication, HQ France	07.09.2015	18h	Paris, France
C&A	Frank Elisabeth	Store Manager, C&A La Madeleine, Paris	07.09.2015	12h	Paris, France
C&A	Laurence Dartencet	Store Manager, C&A La Défense, Paris	08.09.2015	10h30	Paris, France
C&A	Eric Guerneui	Store Manager, C&A Maine, Montparnasse, Paris	08.09.2015	13h30	Paris, France
C&A	2 Sale Staff	Store La Madeleine, Paris	07.09.2015	11h	Paris, France
C&A	3 Sale Staff	Store La Défense, Paris	08.09.2015	11h30	Paris, France
C&A	2 Sale Staff	Store Maine, Montparnasse, Paris	08.09.2015	14h45	Paris, France
Association des Petits Princes	Mathieu Jeanningros	Head of Communication Beneficiary Organization	08.09.2015	15h	Paris, France
Association des Petits Princes	Johanne	End Beneficiary of Association des Petits Princes	16.09.2015	16h	Paris, France

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Revue de Presse Opération 2014 C&A	Association des Petits Princes	November 2014	Press Review of articles on children supporter by Association des Petits Princes thanks to C&A support
Convention de Don	C&A	September 2014	Signed Agreement between C&A, C&A Foundation and Association des Petits Princes
Reimagine C&A N°16 (Video)	https://vimeo.com/132204922 password: reimagineca-16	June 2015	Video on the participation of C&A in Vincennes Long running event
Re-Imagine C&A N°13	https://vimeo.com/120811825 / password: reimagineca-13	February 2015	Video on the visit of Association Petits Prince by C&A employees and teddy bears annual
Re-Imagine C&A N°6	https://vimeo.com/99516802 / password : reimagineca-06	June 2014	Video on the participation of C&A employees in the event 24h Vélib
Re-Imagine C&A N°3	http://vimeo.com/89695985 / Password: reimagineca-03	March 2014	Video on fulfilled children dreams thanks to C&A support

3. Challenges and mitigation measures

Challenge: Given the type of issues the beneficiary organization Association des Petits Princes focuses on (chronically ill children), it was not possible to organize any interview with an end-beneficiary during the visit to France.

Mitigation: The beneficiary organizations gave details and examples of end-beneficiary experiences. Also, a phone interview was organized with one end beneficiary.

Germany:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Düsseldorf, Cologne, Leverkusen, Berlin and Hamburg, Germany
Date of field visit , Implemented by, City	7 th to 11 th September 2015, Nina Retzlaff: Düsseldorf & Cologne 7 th to 15 th September 2015, Annette Harzbecher: Düsseldorf, Cologne & Osnabrück 14 th to 18 th September 2015, Magdalena Zettl: Berlin & Hamburg

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Ralf Rothenberger	Marketing Director Germany	08.09.2015	11h	Düsseldorf, Germany
C&A	Jasmin Beaugrand	Press & Communication	07.09.2015	16h	Düsseldorf, Germany
C&A	Agnes Nuber	District Manager			Written Answers
C&A	Barbara Niemann	Executive Assistant Management	07.09.2015	15h.	Düsseldorf, Germany
C&A	Christiane Maroschek	Store Manager Schadowstrasse	09.09.2015	10:30	Düsseldorf, Germany
C&A	2 Sales Staff	Store Schadowstrasse	09.09.2015	12:30	Düsseldorf, Germany
Kindertafel e.V.	Eva Fischer	Manager, Beneficiary Organization	08.09.2015	9:30	Düsseldorf, Germany
Kinderhospiz Regenbogenland e.V.	Norbert Hüsön	Voluntary Chairman of the Executive Board, Beneficiary Organization	09.09.2015	14:30h	Düsseldorf, Germany
Bürgerhilfe Gerresheim e.V.	Hans Küster	Voluntary Manager, Beneficiary Organization	09.09.2015	12h	Düsseldorf, Germany
C&A	Jan Ackermann	Store Manager Rathaus Galerie	09.09.2015	18h	Leverkusen, Germany
C&A	Sales Staff	Rathaus Galerie	09.09.2015	19h	Leverkusen, Germany
C&A	Peter Kilian	Store Manager Schildergasse	11.09.2015	10h	Cologne, Germany
C&A	5 Sales Staff	Store Schildergasse	11.09.2015	11h	Cologne, Germany
Office of the Mayor, City Council Cologne, Germany	Daniela Hoffmann	Staff Member, Civil / Citizenship Engagement, Stadt Köln	17.09.2015	13h	Via phone call

DOG Rheinland	Michael Scharf	Managing Director, Beneficiary Organization	10.09.2015	10h	Cologne, Germany
Carl Sonnenschein Haus	Christoph Joerdens	Managing Director, Beneficiary Organization	11.09.2015	14h	Cologne, Germany
Sommerblut e.V.	Rolf Emmerich	Managing Director Festival, Beneficiary Organization	10.09.2015	14h	Cologne, Germany
C&A	Roland Berlekamp	Store Manager Grosse Strasse	15.09.2015	11h	Osnabrück, Germany
C&A	1 Sales Staff	Store Grosse Strasse	15.09.2015	12h	Osnabrück, Germany
Patsy & Michael Hull Foundation	Harry Krogull Ms Böske Michael Hull	Managing Director, Member of the Board, Founder, Beneficiary Organization	14.09.2015	12h	Osnabrück, Germany
C&A	Bianca Behrendt	Store Manager Tegel	08.09.2015	9h	Berlin, Germany
C&A	Andreas Prinzen	Store Manager Berlin Steglitz	08.09.2015	15:30h	Berlin, Germany
C&A	1 Sales Staff	Store Tegel	08.09.2015	9h	Berlin, Germany
C&A	2 Sales Staff	Store Berlin Steglitz	08.09.2015	15:30h	Berlin, Germany
Bora e.V.	Silvia Starz Stefanie Soine End-Beneficiary	Fundraising & Communication Social worker Beneficiary Organization & End-Beneficiary	07.09.2015	15h	Berlin, Germany
Traglinge e.V.	Katja Mahn Christina Hartmann 2 Families	Co-founder & manager Co-founder & manager, Beneficiary Organization & End-Beneficiary	07.09.2015	10h	Berlin, Germany
Deutsche Umwelthilfe e.V.	Ulrich Stöcker Sabrina Schulz	Manager of Nature Conservation Department, Project manager, Beneficiary Organization	08/09/2015	13:15h	Berlin, Germany
Jenny de la Torre Stiftung	Jenny de la Torre	Founder, Beneficiary Organization	10/09/2015	10h	Berlin, Germany
Björn Schulz Stiftung	Wolfgang Kern	CEO ,Beneficiary Organization	10/09/2015	10h	Berlin, Germany
Rote Nasen Clowndoktors	Katarzyna Rychlewicz-Saad Sou-Yen Kim	Fundraising, PR & Marketing,	10/09/2015	10:30h	Berlin, Germany

	Reinhard Horstkotte	Artistic Manager, Beneficiary Organization			
C&A	Jörg Römer	Store Manager Elbe Einkaufszentrum	15.09.2015	10h	Hamburg, Germany
C&A	Stefan Jentsch	Store Manager, Phönix Center	15.09.2015	15h	Hamburg, Germany
C&A	Employee Workers Council	Store Elbe Einkaufszentrum	15.09.2015	10h	Hamburg, Germany
C&A	2 Sales Staff	Store Elbe Einkaufszentrum	15.09.2015	10h	Hamburg, Germany
C&A	1 Sales Staff	Store Phoenix Center	15.09.2015	15h	Hamburg, Germany
Förderverein Kinderleben	Esther Peter	Founder & director Beneficiary Organization & End-Beneficiary	16.09.2015	10:30h	Hamburg, Germany
Hamburger Tafel	Achim Müller	Previous CEO; retired May 2015, Beneficiary Organization	03.09.2015	11h	Hamburg, Germany
Hamburger Tafel (distribution point, Steilshoop)	Ms Riechai	Volunteer for distribution center Beneficiary Organization & End-Beneficiary	16.09.2015	15h	Hamburg, Germany
Sozialdienst katholischer Frauen e.V. Hamburg	Susanne Germann-Behrens Elisabeth Kriegel	Manager of the consulting branch Social worker, Beneficiary Organization & End-Beneficiary	17.09.2015	10h	Hamburg, Germany
Bild hilft e.V.	Date of field visit	CEO, Beneficiary Organization	17.09.2015	15h	Hamburg, Germany

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Germany guidance for SGP	C&A Foundation	2012,2013,2014,2015	Procedure of selection of projects and application guidelines (SGP – Christmas, Back to School, 500 Stores)to apply for C&A Foundation grant
Forms and questionnaires	C&A and C&A Foundation	2012, 2013, 2014	Application forms for donation (for beneficiary organizations)
Invitation letters for Media and City Council	C&A PR & Press Germany, Düsseldorf	2014, 2015	Invitation letters for attending the hand-over of the checks.
In-house internal Mailing	C&A PR & Press Germany, Düsseldorf	2015	Internal information on procedures on how to hand-over the check

Press Releases templates	C&A PR & Press Germany, Düsseldorf	2014, 2015	Templates with press release texts for Store Managers and Media
Letter of confirmation	DOG Rheinland	2012	Letter of confirmation that DOG Rheinland is an organization that works for children, sports development
Brochure Kinderhospiz Regenbogenland	Kinderhospiz Regenbogenland	2015	Brochure with information on the children's hospice on their Leitbild, as well as living style inside the hospice amongst others.
Leaflet Kinderhospiz Regenbogenland	Kinderhospiz Regenbogenland	N/A	Leaflet for parents of children. Information on what a children's hospice is.
Newsletter Kinderhospiz Regenbogenland	Kinderhospiz Regenbogenland	2015	Newsletter with actual information on the children's hospice
Musical Program	Patsy & Hull Foundation	September 2015	Information on one part of the project (inclusive musical) founded by C&A
Satzung Der Patsy & Michael Hull Foundation e.V	Patsy & Hull Foundation	N/A	Statutes of the Foundation
"Berliner C&A-Filialen spenden 10.000 Euro an das Kinderhospiz SONNENHOF"	Björn Schulz Stiftung	December 2013	Press note about the donation
International Annual Report 2014	Red Noses Clowndoctors International	2014	Annual report about the organization's activities and results
Traglinge e.V. Familiennachsorge für Frühgeborene, schwer und chronisch kranke Kinder	Traglinge e.V.	2014	Powerpoint presentation presented by Traglinge e.V. to C&A store managers
Frauenprojekte BORA e.v. – Schutz, Beratung, Prävention für gewaltbetroffene Frauen und ihre Kinder	BORA e.V.	N/A	Information brochure about BORA e.V., their activities and goals
"Berliner C&A-Filialen spenden 10.000 Euro an das Kinderhospiz SONNENHOF"	Björn Schulz Stiftung	December 2013	Press note about the donation
Jahresbericht 2014	Bild hilft e.V.	N/A	2014 Annual report

3. Challenges and mitigation measures

Düsseldorf and Cologne:

Challenge: Initially, some beneficiary organizations were surprised and had not expected the approaches from C&A and C&A Foundation staff as well as people from an external company. The reason for this is that contact between some of the organizations and C&A *only* occurred when the grant was awarded and the cheque was handed over, with no follow up contact after that.

Mitigation: A detailed explanation of why they were being approached and why the evaluation was taking place was given.

Challenge: As with many of the end beneficiaries supported by the beneficiary organizations, it proved challenging to interview these people due to the nature of problems being addressed by the beneficiary organization's programs (for example palliative care). Priority is given to protecting end-beneficiaries with many of them having their privacy safeguarded by law (for various reasons including to avoid stigmatization). No photographs were taken, either.

Mitigation: Extensive interviews were conducted with the beneficiary organizations to understand the end-beneficiaries points of view and their experiences.

Osnabrück:

Challenge: The face to face meeting with Terre des Hommes, Osnabrück, Germany did not take place, while a phone interview (or even a questionnaire) was not possible due to the agenda of their representative, Mrs Barbara Küppers, being completely full during the evaluation period. The evaluation took place at the same time as the refugee crisis in Austria and Germany was reaching crisis point. Hence the only focus of the Terre des Hommes team at that time was on emergency relief for refugees.

Mitigation: Terre des Hommes did complete the beneficiary organization survey and apologized for not being able to meet in person. They also said that they are in contact with C&A Germany regarding other possible donations and partnerships beyond the SGP.

Berlin:

Challenge: Some organizations did not appreciate being contacted by an external firm (rather than the C&A Foundation) and were suspicious about the intentions –with regards to both the interview with them and also the end beneficiaries' interviews.

Mitigation measure: CAD approached these organizations in a very understanding way, patiently explaining the background to the meetings and why it was necessary to meet with both the organization as well as the end beneficiaries. Following the interview, mistrust was resolved. In fact several organizations even agreed to provide contact details of end beneficiaries in order to interview them.

Hamburg:

Challenge: Many store managers informed CAD that employees were not aware of the SGP. Hence, no focus groups with employees were organized beforehand.

Mitigation: Employees were approached and interviewed in store.

Challenge: Most employees were not aware of the SGP.

Mitigation: Although many questions could not be answered, CAD took advantage of the meetings to ask about their interest in employee engagement activities, such as a Volunteer Day.

Challenge: For some organizations, interviewing end beneficiaries was a very sensitive issue.

Mitigation: Where possible, CAD arranged interviews with an intermediary person, i.e. an individual who is working closely with the end beneficiaries and is aware of their situation.

Portugal:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Lisbon, Portugal
Date of field visit	15 th to 18 th September 2015
Implemented by	Nina Retzlaff

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Magda Santos	District Manager HQ Cascaishopping	16.09.2015	11h	Cascais, Portugal
C&A	Carla Bento	HR Portugal, Member of the C&A Foundation Committee Spain/ Portugal. HQ Cascaishopping	16.09.2015	10h	Cascais, Portugal
C&A	Domingos Esteves	Director Sales Portugal, Madrid	14.09.2015	17h	Phone interview
C&A	Anabela Tavares	Store Manager Massamá	15.09.2015	10h	Massamá, Portugal
C&A	Tiago Carlos	Store Manager Almada	15.09.2015	14:30h	Lisbon, Portugal
C&A	Pedro Cardoso	Store Manager Cascaishopping	16.09.2015	12h	Cascais, Portugal
C&A	Jorge Correia	Store Manager Vasco Da Gama	17.09.2015	11h	Lisbon, Portugal
C&A	1 Sales Staff	Store Massamá	15.09.2015	12h	Massamá, Portugal
C&A	3 Sales Staff	Store Vasco da Gama	17.09.2015	12:30h	Lisbon, Portugal
Associação Abraço	Gonçalo Lobo	Beneficiary Organization	18.09. 2015	10h	Lisbon, Portugal
Centro de Alojamento Temporário de Tercena	Cecília Abecasis	Beneficiary Organization	17.09.2015	15h	Lisbon, Portugal
Fundação do Gil	Rita Louro	Beneficiary Organization	16.09.2015	14:15h	Lisbon, Portugal

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Carta resolución Fundação do Gil	Fundação do Gil	01.04.2013	Letter from Agencia IDS to Fundação do Gil about the grant decision
Donation Letter C&A Foundation	Fundação do Gil	12.04.2013	Letter from C&A Foundation to Fundação do Gil about the grant decision

Financial Documents	Fundação do Gil	April, September, October 2013	Documentation from April, September and October 2013 that gives information about grant transfers and the way Agencia IDS misappropriated part of the grant
Emails	Fundação do Gil	April-October 2013	Emails between Fundação do Gil and Agencia IDS from April-October 2013 that contain information about how Agencia IDS approached the beneficiary organization and how the grant giving was done.
Press releases	Fundação do Gil	December 2013-January 2014	Press releases that Fundação do Gil sent out to inform about the grant received from C&A.
Do hospital para casa	Fundação do Gil	Not known	Poster that Agencia IDS produced for Fundação do Gil with the C&A logo.
Carta Associação Abraço	Associação Abraço	27.03.2012	Letter from Agencia IDS to Associação Abraço, summarizing previous communication between the organizations and laying out the conditions for grant giving.
Carta resolución Abraço	Associação Abraço	18.10.2012	Letter from Agencia IDS to Associação Abraço, informing about the grant decision.
Financial documents	Associação Abraço	2012-2014	Number of financial documents from 2012 to 2014, giving information about transfers made and the money that has been misappropriated by Agencia IDS.
Emails	Associação Abraço	2012-2015	Emails between Associação Abraço and Agencia IDS, giving information about the nature of the relation of the two organizations during grant giving and the way money was misappropriated.
Relatório Donativo Fundação C&A	Carla Bento, C&A	17.06.2015	Short report from Centro de Alojamento Temporário de Tercena, summarizing the main benefits achieved through the C&A grant

3. Challenges and mitigation measures

Challenges: End beneficiaries in Portugal were not interviewed because of the nature of the projects visited: Associação Abraço looks after people suffering from HIV/ AIDS, Fundação do Gil supports families with severely ill children, and Centro de Alojamento Temporário de Tercena provides homes to children that are suffering from neglect and abuse. In all cases, beneficiary organizations were asked if it was possible to interview the end beneficiaries. However, the organizations claimed this would be extremely difficult.

Mitigation: To compensate for this, information about end beneficiaries was collected from the beneficiary organizations in as much detail as possible.

Spain:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Spain
Date of field visit	31 st August-2 nd September 18 th September
Implemented by	Sofia Guillot

1. List of interviews conducted

Organization	Name	Position / Department	Date of Interview	Time of Interview	Location
C&A	Marc Estourgie	DoC Spain	11.09.2015	9h	Skype
C&A	Virginia Henar Perez	Legal Department and SGP coordinator	31.09.2015	11h	C&A office Madrid
C&A	Celina Bello	HR manager	01.09.2015	16h	C&A office Madrid
C&A	Menchu Martinez	Finance Manager	01.09.2015	16h	C&A office Madrid
C&A	Sonia Lopez Ortum	Legal manager	18.09.2015	9h	C&A office Madrid
C&A	Paola Plecel	Communications manager	01.09.2015	16h	Skype and C&A office Madrid
C&A	Elena Guzman	Internal Communications	01.09.2015	16h	C&A office Madrid
C&A	Ernesto Canudo	CFO	01.09.2015	16h	C&A office Madrid
C&A	Antonio Vazquez de la torre prieto	District Manager	02.09.2015	15h	C&A Office
C&A	Yolanda Alvarez	Project Manager	31.08.2015	12h	C&A Office
C&A	Carmen Palacios	HR Administrative	18.09.2015	16h	C& Madrid office
C&A	Miguel Angel Molina Garcia	Store Manager	31.09.2015	14:30h	C&A store in Madrid
C&A	Elena Blanco	Store employee	31.08.2015	16h	C&A store in Madrid
Fundaci3n Balia - Por la Infancia	Angela D3az	Beneficiary Organization	02.09.2015	11h	Fundacion Balia office
Fundacion Caico	Luc3a P3rez Lliso	Beneficiary Organization	01.09.2015	11h	Fundacion Caico office
Fundacion Ahuce	Julia Piniella	Beneficiary Organization	02.09.2015	17h	Ahuce office
Fundaci3n Manantial	Helena De Carlos	Beneficiary Organization	02.09.2015	9h	Manantial- Casa Verde center

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Memoria 2014 Casa Verde	Fundación Manantial	2014	Activities and results 2014
Music therapy sessions	Fundación Caico	2014	Detail of the music therapy sessions that have been taken with children with C&A funds
NGO Portofolios	Agencia IDS	2011-2013	NGOs Portfolio's sent by IDS that describe the activities of the NGO and the amount requested to C&A
Emails between Agencia IDS and C&A	Agencia IDS and C&A	2011-2013	Interchange of emails between Agencia IDS and C&A
Bank transfers, bills and other communications sent by IDS to NGOS	NGO's	2011-2013	List of Bank transfers from the NGO's to Agencia IDS, IDS invoices and outstanding balance from IDS

3. Challenges and mitigation measures

Challenge: During the first visit to Madrid several C&A staff and four beneficiary organizations were interviewed. During the visit to Fundación Ahuce, irregularities were identified concerning the organization that had previously managed the SGP for C&A from 2007 to 2013.

Mitigation: Additional evaluation work has been carried out and provided to C&A and C&A Foundation.

Switzerland:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Baar, Geneva, Lausanne, Winterthur, Zurich, Switzerland
Date of field visit , Implemented by, City	28 th to 30 th September 2015, Philippe Jochaud: Baar/Zug, Geneva, Lausanne 28 th to 30 th September 2015, Nina Retzlaff: Baar/Zug, Winterthur 29th September and 6th October 2015, Annette Harzbecher: Zurich and phone call

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Simon Affentranger	Director of Country	28.09.2015	13h	Baar, Switzerland
C&A	Gruetter Christoph	Head of Region	28.09.2015	13:45h	Baar, Switzerland
C&A	Peter Gadiant	Leader Integrated Communications	28.09.2015	14:30h	Baar, Switzerland
C&A	Marc Wieser	Store Manager	28.09.2015	16h	Zug, Switzerland
Triangel Zug	Esther Lustenberger	Debt Counsellor, Beneficiary Organization	30.09.2015	9h	Zug, Switzerland
C&A	Anthony Lapraz	Store Manager Balexert	29.09.2015	11h	Geneva, Switzerland
C&A	Sale Staff	Store Balexert	29.09.2015	11h	Geneva, Switzerland
Solidarité Femmes	Elise Jacqueson Maroni	Responsible for funds raising, Beneficiary Organization	29.09.2015	9h	Geneva, Switzerland
Terre des Hommes	Zaira Govoni	Responsible for funds raising, Beneficiary Organization	29.09.2015	17:30h	Geneva, Switzerland
C&A	Bruno Amaro	Store Manager Lausanne	29.09.2015	15h	Lausanne, Switzerland
C&A	2 Employees	Store Lausanne	29.09.2015	16h	Lausanne, Switzerland
C&A	Manuela Fenk	Store Manager Winterthur	29.09.2015	8:30h	Winterthur, Switzerland
C&A	Sales Staff	Store Winterthur	29.09.2015	8:30h	Winterthur, Switzerland
Stiftung Wunderlampe	Karin Haug	Founder and General Manager, Beneficiary Organization	29.09.2015	11h	Winterthur, Switzerland
Therapiehund Bodensee	Armin Scheidegger	Secretary/ Project Leader (voluntary), Beneficiary Organization	29.09.2015	15h	Winterthur, Switzerland

C&A	Angelika Schaedler	Store Manager Gerbergasse	29.09.2015	11:00	Zurich, Switzerland
C&A	2 Sales Staff	Store Gerbergasse	29.09.2015	12:00	Zurich, Switzerland
Frauenhaus	Susan Peters	Beneficiary Organization	06.10.2015		Via phone interview
Mütterhilfe	Verena Zollikofer	Managing Director, Beneficiary Organization	29.09.2015	16:15	Zurich, Switzerland
Pro Juventute	Pascale Meier	Manager Cooperations, Beneficiary Organization	29.09.2015	14:45	Zurich, Switzerland

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
Results - Piloting Employee-Driven Store Giving in C&A Switzerland: Key Elements	C&A Foundation Switzerland	December 2014	This document explains the SGP activities C&As activities in Switzerland.
Summary of Proposals Switzerland	C&A Foundation and C&A	n.n.	Summary of the employee-driven SGP in Switzerland. It shows the assessment criteria and rating of the proposed projects.
Procedure to propose projects. Pas à pas Nous créons un monde meilleur, Schritt für Schritt Gemeinsam für eine bessere Welt	C&A Foundation	17 th September 2014	Guidelines on how to propose projects in German and French
Briefing, C&A Switzerland Employee-Driven Store Giving Pilot	C&A & C&A Foundation	2014	Guidelines for briefing employees about SGP
C&A Foundation Poster, German, French and English	C&A Foundation	2014	A poster with information on the SGP for the Stores. It gives an insight to the employees on how the SGP works and how the project can be funded.
Propose a Project A Better Future for the Next Generation	C&A Foundation	2014	Project proposal form for stores / employees
Mailing for employees: Gemeinsam für eine bessere Welt	C&A	2014	Mailing - briefing for employees on SGP with activities, timeline etc.
Forms and questionnaires in German and French	C&A and C&A Foundation	2014	21 forms and questionnaires for C&A employees on project nomination.
Pro Juventute Information über Beratung + Hilfe 147: Hilfe für Kinder und Jugendliche in Not	Pro Juventute Switzerland	2015	Website information on Counseling and Emergency Call Number 147, http://www.projuventute.ch/Beratung-Hilfe-147.1377.0.html
Internet contact platform	Pro Juventute Switzerland	2015	Internet first contact platform for children and adolescents, links for different channels for counseling: Mail, telephone 147, Chat 147, SMS-counseling 147 http://www.147.ch/147.24.0.html

Pro Juventute Tätigkeits- und Jahresbericht 2014, Beratung + Hilfe 147	Pro Juventute Switzerland	2014	Annual and activities report of Pro Juventute 2014
Pro Juventute Beratung + Hilfe 147, Unterstützungsgesuch	Pro Juventute Switzerland	Mai 2014	Request for financial support & detailed financial report 2014

3. Challenges and mitigation measures

Geneva, Lausanne, Winterthur, Zug, Zurich:

Challenge: The end-beneficiary interviews could not take place due to the nature of the projects that were being supported by the C&A Foundation grants. Beneficiary organizations were asked if interviews with end-beneficiaries could take place. In most cases, consultants were asked by the beneficiary organizations not to approach end-beneficiaries and not to take photographs. Many of the end-beneficiaries are protected to avoid stigmatization in society. Hence it was not possible to interview current “clients” (end-beneficiaries that are currently being supported), as in many cases, they are psychologically disturbed due to many different reasons including gender violence, child abuse, violence against children and palliative care.

Mitigation: Extensive interviews were conducted with the beneficiary organizations to understand the end-beneficiaries points of view and experiences.

Challenge: Due to the fact that the Country Director had recently been appointed to the position (a few weeks before the interview took place with the consultants), it was difficult for the DoC to give meaningful insight due to the lack of knowledge about the SGP.

Mitigation: The consultants prepared and asked additional questions that were not included in the original interview templates.

Challenge: Some of the beneficiary organizations were mistrustful towards the evaluation and the interviews because they had only previously had contact with C&A when the grant was awarded and the hand-over of the cheque took place, but after that, no further contact or follow-up.

Mitigation: Detailed explanation of the C&A evaluation objectives and the reasons behind them being approached by the evaluation team were provided.

The Netherlands:

C&A Store Giving Program Evaluation

Field Visit Report

City, Country	Amsterdam, The Netherlands
Date of field visit	9th September to 11th September 2015
Implemented by	Sofia Guillot

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Time of Interview</i>	<i>Location</i>
C&A	Pals Brust, DoC The Netherlands	Director of Country	10.09.2015	11h	Amsterdam, The Netherlands
C&A	Karen Nieuwenhuis	Store Manager	10.09.2015	16h	Amsterdam, The Netherlands
C&A	Anja van der Wal	Store Employee	10.09.2015	14h	Amsterdam, The Netherlands
C&A	Marco van Wijk	Store Employee	10.09.2015	14h	Amsterdam, The Netherlands
C&A	Irene Toren- Thiele	Store Employee	10.09.2015	14h	Amsterdam, The Netherlands
C&A	Paulien Straeter	PR and communications	11.09.2015	11h	Amsterdam, The Netherlands
Pink Ribbon	Rupert Springfield	Head of fundraising, Beneficiary Organization	11.09.2015	9h	Amsterdam, The Netherlands
Leontien Foundation	Michael Zijlaard	Director Beneficiary Organization	10.09.2015		Amsterdam, The Netherlands
SOS Kinderdorpen	Nina Jongerius Margot Ende	Corporate Partnership Manager Managing Director	11.09.2015		Amsterdam, The Netherlands

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>
C&A Foundation and Pink Ribbon	Pink Ribbon	End 2016	Results of each donation during the last 4 years
Pink Ribbon project no. C135 An increased familial risk for breast cancer: "Do I have this?"	Pink Ribbon	September 9th, 2015	Research study that aims to obtain data regarding the use of our easy-to-use self test in population- based breast cancer screening.
SOS Children Villages and C&A	SOS Children Villages		Presentation of SOS Children Villages and

			content of the partnership of C&A during the last years
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3. Challenges and mitigation measures

Challenge: Three beneficiary organizations were visited but there was no opportunity to talk with end beneficiaries for the following reasons: Pink Ribbon supports research projects focused on breast cancer, Leontien supports girls with anorexia who cannot be directly interviewed and SOS Kinder Porten supports international development projects with the C&A donations, specifically in Indonesia and Macedonia

Mitigation: Extensive interviews were conducted with the beneficiary organizations to understand the end-beneficiaries points of view and experiences.

Global Management:

C&A Store Giving Program Evaluation

Data Collection Report European Level C&A and C&A Foundation

City, Country	Zug - Switzerland, Belgium – Brussels, Düsseldorf – Germany and by phone call
Interview time frame	July, August, September & October
Implemented by	Philippe Jochoaud, Nina Retzlaff, Sofia Guillot

1. List of interviews conducted

<i>Organization</i>	<i>Name</i>	<i>Position / Department</i>	<i>Date of Interview</i>	<i>Location</i>
C&A	Lee Alexander Risby (Evaluation Manager)	Head of Impact & Communications, C&A Foundation	23.07.2015 (kick-off meeting)	Gobal, Zug, Switzerland
C&A	Philip Chamberlain	Formerly Sustainable Business Development C&A	phone interview	Global, Retired
C&A	Aleix Gonzalez Busquets	Global Head of External Stakeholder Engagement C&A	phone interview	Global, Brussels, Belgium
C&A	Jeffrey Hogue	Chief Sustainability Officer C&A Global	phone interview	Global, Brussels, Belgium
C&A	Catherine Louies	UL Sustainable Business Development Communication & Engagement	phone interview	Global, Brussels, Belgium
C&A	Bart Brenninkmeijer	Chief Marketing Officer C&A	phone interview	Written answers, Europe HQ Düsseldorf, Germany
C&A	Thorsten Rolfes	Corporate Communications C&A Europe	07.08.2015 09.09.2015	Phone interview HQ Düsseldorf Germany
C&A	Diane Ramirez	Head of Learning and Development C&A	07.09.2015	Europe, HQ Düsseldorf Germany
C&A Foundation	Leslie Johnston	Executive Director	30.09.2015	Zug, Switzerland
C&A Foundation	Ilan Vuddamalay	Program Manager Employee Engagement and Humanitarian Assistance	28.09.2015	Zug, Switzerland
C&A Foundation	Frauke Gorosabel	Grant Administrator	28.09.2015	Zug, Switzerland

2. List of documents reviewed

<i>Title of document</i>	<i>Source of document</i>	<i>Date of publication (elaboration)</i>	<i>Brief description</i>

C&A's global sustainability strategy framework at glance. - Final CR- project documentation: Developing an integrated CR/ sustainability strategy across C&A businesses and foundations	C&A Foundation	20 January 2014 till 6 December 2013	A presentation ppt on C&As Global CR/sustainability project with the objective to develop an integrated global sustainability strategy.
CandA Today June 2015, CVP	C&A EUROPE INTERNAL COMMUNICATIONS	June 2015	Information and current activities on Customer Value Proposition (CVP)
Implementing the Sustainability Framework - The Global Sustainability Team's Proposal for Sustainability KPIs, Goals and Milestones, Draft	C&A Foundation	27th April 2015	The Global Sustainability Team met to develop an aligned approach for the Global Sustainability Framework
C&A Foundation's Approach and Priorities, What We Stand For	C&A Foundation	21st April 2015	Introduction to complexity of global industry (textile) and why importance of reinforcing in women themes
Acting Sustainably C&A Report 2010	C&A Europe Sustainable Business Department	2010	Introduction to C&As background as family responsible business, its innovation, the ethical and ecological responsibility and CSR Structure Europe
We care. Acting Sustainably. C&A 2012	C&A	2012	2012 Sustainability Report
C&A European CR Report 2014	Corporate Communication C&A Europe	2014	2014 Corporate Responsibility Report & Sustainability
candafoundation.org/	C&A Foundation	2015	Website C&A Foundation

LIST OF DOCUMENTS REVIEWED

Area	Title	Source	Date	Format
CSR / Sustainability Strategy	C&A's global sustainability strategy framework at glance. - Final CR- project documentation: Developing an integrated CR/ sustainability strategy across C&A businesses and foundations	Lee Risby, C&A Foundation	20 January 2014 till 6 December 2013	Ppt
Internal Communications	CandA Today June 2015, CVP	Lee Risby, C&A Foundation	June 2015	pdf, newsletter
CSR / Sustainability Strategy	Implementing the Sustainability Framework - The Global Sustainability Team's Proposal for Sustainability KPIs, Goals and Milestones, Draft	Lee Risby - C&A Foundation	27th April 2015	Ppt
CSR / Sustainability Strategy	C&A Foundation's Approach and Priorities, What We Stand For	Lee Risby - C&A Foundation	21st April 2015	word, draft
Evaluation Method	Outcome harvesting methodology	Ricardo Wilson-Grau, Heather Britt, FORDFOUNDATION Mena office	May 2012 (revised November 2013)	Ppt
CSR / Sustainability Strategy	Acting Sustainably C&A Report 2010	C&A Europe Sustainable Business Department, csr@c-and-a.com, Philip Chamberlain	2010	pdf, report
CSR / Sustainability Strategy	We care. Acting Sustainably. C&A 2012.	Lee Risby - Sustainability Report 2012	2012	pdf, report
CSR / Sustainability Strategy	C&A European CR Report 2014	Corporate Communication C&A Europe, press@canda.com	2014	pdf, report
CSR / Sustainability Strategy	Sustainable Lives, website	C&A External Communications	2015	web
CSR / Sustainability Strategy	C&A Foundation Annual Report 2014	C&A Foundation, External Communication	2015	web
CSR / Sustainability Strategy	C&A Foundation Web Site	Web Site		web
Contacts	Additional country contacts for SGP	Lee Risby, C&A Foundation and C&A	no date	Excel
Contacts	Contact List Edelman	Lee Risby, C&A Foundation and C&A	no date	Excel
Stores	Number of C&A stores in Europe (2014 – 2015)	Lee Risby, C&A Foundation and C&A	no date	Excel
Grants - Stores	Store Grants overview	Lee Risby, C&A Foundation	no date	Excel
Projects	Germany 2013 guidance for SGP / Richtlinien F2013	Lee Risby, C&A Foundation	2013	Word
Grantees	Application for donation Form 2015 "500 Stores in Germany"	C&A, C&A Foundation	2012	word, ppt
Grantees	Application for donation Form 2015 "500 Stores in Germany"	C&A, C&A Foundation	2012	Ppt
Grantees	Guidelines for selection of charity projects , 500 Stores in Germany, campaign/ 500 Filialen	C&A, C&A Foundation	2012	Word

Grantees	2012 grant list, 500 Stores in Germany	Lee Risby, C&A Germany	11th February 2012	Ppt
Grantees	Update, 2012 grant list, 500 Stores in Germany	C&A, C&A Foundation	2012	Ppt
External Communication	Invitation letter Maire & Grantees / Einladung Bürgermeister	Store Manager C&A	3rd August 2015	Word
External Communication	Invitation letter local Journalists and Media / Einladung lokale Journalisten	Store Manager C&A	3rd August 2015	Word
Projects	Guidelines for selection of charity projects Christmas Campaign / Focus for 2013 (Richtlinien / weihnacht campaign)	C&A Foundation, Romina Torsello	2013	Word
Grantees	Guidelines for selection of charity projects Christmas Campaign / Focus for 2014 (Richtlinien / weihnacht campaign)	C&A Foundation	2014	Word
Grantees	Guidelines for selection of charity projects Back to School campaign / Focus for 2015	C&A, C&A Foundation	2015	Word
Grantees	Application for donation Form 2013	C&A, C&A Foundation	2013	Word
Projects	Application for donation Form 2014	C&A, C&A Foundation	2014	Word
Grantees, External Communication	Press Release	C&A Thorsten Rolfes, C&A Spokeperson	no date	Word
Grantees	Examples Grants, Applications and Follow up	C&A, C&A Foundation	no date	Word
Back to School Project 2015	In house, Internal Mailing (ATTERMCI) / Hausinformation	C&A, Jasmin Beaugrand (Press & PR)	13/05/2015	Pdf
Back to School Project 2015	In house, Internal Mailing (ATTOEAZ4) / Hausinformation	C&A, Jasmin Beaugrand (Press & PR)	17/05/2015	Pdf
Back to School Project 2015	Check list 'Back to School' Donation Campaigning	C&A, Jasmin Beaugrand (Press & PR)	Mai 2015	Pdf
Back to School Project 2015	Invitation letter Maire & Representative Charity / Einladung Bürgermeister	C&A, Jasmin Beaugrand (Press & PR)	11th August 2015	Word
Back to School Project 2015	Invitation letter local Journalists and Media / Einladung lokale Journalisten	C&A, Jasmin Beaugrand (Press & PR)	11th August 2015	Word
Back to School Project 2015	Press Release / Template Donation ONE Store to project (PM_BTS-Spende_Einzelfiliale)	C&A, Jasmin Beaugrand (Press & PR)	2015 (for Back to School Project 2015)	Word
Back to School Project 2015	Press Release / Template Donation SEVERAL STORES to ONE Project (PM_BTS-Spende_Mehrere Filialen)	C&A, Jasmin Beaugrand (Press & PR)	2015 (for Back to School Project 2015)	Word
Back to School Project 2015	Press Release / Template 'Back to School Project' Presentation	C&A, Jasmin Beaugrand (Press & PR)	13th August 2015	Word
Back to School Project 2015	Guidelines for selection of charity projects Back to School 2015 campaign and application process	C&A, Jasmin Beaugrand (Press & PR)	2015	Word
Back to School Project 2015	In house, Internal Mailing for stores: How to use Press templates	C&A, Jasmin Beaugrand (Press & PR)	22/07/2015	Pdf
Back to School Project 2015	Symbolic Check	C&A Foundation	2015	Pdf
Back to School Project 2015	Grant / Donation Application Form for Stores	C&A, Jasmin Beaugrand (Press & PR)	2015	Pdf
Christmas Donation 2014	In house, Internal Mailing on Christmas Donation	C&A, Jasmin Beaugrand (Press & PR)	Nov. 2014	Pdf

Christmas Donation 2014	In house, Internal Mailing with guidelines on Christmas Donation procedure	C&A, Jasmin Beaugrand (Press & PR)	23/09/2014	Pdf
Christmas Donation 2014	Symbolic Check	C&A, Jasmin Beaugrand (Press & PR)	2014	Pdf
Christmas Donation 2014	Grant / Donation Application Form for Stores	C&A, Jasmin Beaugrand (Press & PR)	2014	Pdf
Christmas Donation 2014	Invitation letter local Journalists and Media / Einladung lokale Journalisten	C&A, Jasmin Beaugrand (Press & PR)	2014	Pdf
Christmas Donation 2014	Guidelines for selection of charity projects Christmas Campaign and application process	C&A, Jasmin Beaugrand (Press & PR)	2014	Word
Christmas Donation 2014	Invitation letter Maire & Representative Charity / Einladung Bürgermeister	C&A, Jasmin Beaugrand (Press & PR)	2014 / 2015	Word
Christmas Donation 2014	Media Evaluation Christmas Donation 2014	C&A, Jasmin Beaugrand (Press & PR)	15th Nov till 15th February	Excel
Christmas Donation 2014	Press Release Christmas Donation	C&A, Jasmin Beaugrand (Press & PR)	24th Nov. 2014	Word
Christmas Donation 2014	Press Release Christmas Donation 2014 ENGLISH	C&A, Jasmin Beaugrand (Press & PR)	Nov. 2014	Word
Christmas Donation 2014	Press Release Template	C&A, Jasmin Beaugrand (Press & PR)	Nov. 2014	Word
CSR / Sustainability Strategy, Employee involvement	Results - Piloting Employee-Driven Store Giving in C&A Switzerland: Key Elements	Lee Risby - C&A Foundation Switzerland	December 2014	Ppt
CSR / Sustainability Strategy, Employee involvement	Piloting Employee-Driven Store Giving in C&A Switzerland: Key Elements CH (Switzerland)	Lee Risby - C&A Foundation Switzerland	no date	Ppt
CSR / Sustainability Strategy, Employee involvement	Proposed Timeline	Lee Risby - C&A Foundation Switzerland	no date	Ppt
CSR / Sustainability Strategy, Employee involvement	Summary of Proposals Switzerland	Lee Risby, C&A Foundation and C&A	no date	Ppt
CSR / Sustainability Strategy, Employee involvement	Quick Assessment	Lee Risby, C&A Foundation and C&A	no date	word
Grantees	Results	C&A, C&A Foundation	12 August 2014	Excel
Grantees	Procedure to propose project, German	C&A Foundation	17th September 2014	word, draft
Grantees	Procedure to propose project, French	C&A Foundation	17th September 2014	word, draft
Employee Engagement	Briefing, C&A Switzerland Employee-Driven Store Giving Pilot LJ	C&A, C&A Foundation	2014	Word
Employee Engagement	C&A Foundation Poster English	C&A Foundation	2014	Pdf
Employee Engagement	Final Foundation Poster	C&A Foundation	2014	Pdf
Employee Engagement	C&A Foundation Poster German	C&A Foundation	2014	Pdf

Employee Engagement	Poster French Version	C&A Foundation	2014	Pdf
Employee Engagement	Propose a Project A Better Future for the Next Generation	C&A Foundation	2014	Pdf
Employee Engagement	Mailing for employees: Gemeinsam für eine bessere Welt	C&A	2014	Word
Employee Engagement	Formular C&A French	C&A, C&A Foundation	2014	Pdf
Projects	Formular C&A French	C&A, C&A Foundation	2014	pdf
Projects	Formular C&A German	C&A, C&A Foundation	2014	pdf
Projects	Formular C&A German	C&A, C&A Foundation	2014	pdf
Stores Location	Karte Stores (map)	C&A	n.n.	word
Grantees	Liste Sponsor	C&A	n.n.	excel
Projects	Overview	C&A	n.n.	excel
Projects	Poster Draft Text v3	C&A Foundation LJ	2014	word
Projects	TopTen Übersicht	C&A Foundation	2014	word
Projects	Übersicht (overview)	C&A Foundation	n.n.	excel
Projects	Questionnaire	C&A Foundation	3rd June 2015	word
Employee Engagement	Kanton Tessin	C&A, C&A Foundation	n.n	word
Projects	Antworten Tessind	C&A Foundation	n.n.	word
Projects	Biel	C&A Foundation	n.n.	word
Projects	Brugg	C&A Foundation	n.n.	word
Projects	Chur West	C&A Foundation	n.n.	word
Projects	Dietikon	C&A Foundation	n.n.	word
Projects	Frauenfeld	C&A Foundation	n.n.	word
Projects	Heerbrugg	C&A Foundation	n.n.	word
Projects	Lachen	C&A Foundation	n.n.	word
Projects	Limmatplatz	C&A Foundation	n.n.	word
Projects	Oerlikon	C&A Foundation	n.n.	word
Projects	Olten	C&A Foundation	n.n.	word
Projects	Regensdorf	C&A Foundation	n.n.	word
Projects	Schaffhausen-Herblingen	C&A Foundation	n.n.	word
Projects	Willisau	C&A Foundation	n.n.	word
Projects	Zug	C&A Foundation	n.n.	word
Administration SGP	Donation Proposal Form for C&A Foundation	C&A Foundation	n.n	pdf
Administration General	C&A Foundation Logo	C&A Foundation	n.n	ppt
Administration SGP	Eligibility Criteria C&A Foundation	C&A Foundation	n.n.	pdf
Administration Inspiring Women	Participation Guidelines	C&A Foundation	n.n.	pdf
CSR / Sustainability Strategy	C&A Foundation Theory of Change v 3	C&A Foundation	Nov 15	excel
CSR / Sustainability Strategy	CA Global Sustainability Framework Poster - UK	C&A	n.n.	pdf
External Communication on Programme	Video C&A Foundation Germany	C&A Foundation Germany	2014	Video on vimeo

DETAILED METHODOLOGY

	Evaluation Questions	Assumptions to be assessed	Indicators	Sources of information	Methods and tools for data collection
Relevance	Q1: How relevant / aligned has the Store Giving Programme been to overall company approach to corporate responsibility and sustainability?	SGP is aligned with overall company approach to sustainability and CSR	<ul style="list-style-type: none"> SGP objectives reflect and contribute to overall company objectives regarding CSR and sustainability 	C&A sustainability strategy C&A Foundation strategy C&A company/ C&A Foundation information on SGP objectives	Desk review Semi-structured interviews with C&A/ Foundation management
	Q2: To what extent has the Store Giving Programme been relevant to the company employee engagement?	SGP has been relevant to foster the company employee engagement	<ul style="list-style-type: none"> Number of store managers and employees that actively participated in the SGP Programme 	C&A employee engagement policy (if existent) C&A HR/ management	Desk review Semi-structured interviews with C&A HR and management
	Q3: To what extent have funded projects been aligned with the de facto objectives and foci of the Store Giving Programme?	Funded projects have been aligned with foci of the Store Giving Programme	<ul style="list-style-type: none"> % of SGP projects committed to social development of children, women and families 	C&A Foundation Beneficiary Organizations Internet	Desk review Online survey and semi-structured interviews with beneficiary organizations Online research
Effectiveness	Q4: To what extent the Programme has achieved its de facto objectives for: <ul style="list-style-type: none"> C&A company 	SGP has increased positive corporate citizenship of C&A	<ul style="list-style-type: none"> Number and type of communication from stores to external stakeholders Number of positive press articles about C&A related to the SGP % of beneficiaries stating that their image of C&A has improved due to the SGP 	C&A PR/ Communications Internet Beneficiary organizations and end beneficiaries	Desk review Semi-structured interviews Online research Semi-structured interviews and focus groups
	Q5: To what extent has the Programme achieved its de facto objectives for: <ul style="list-style-type: none"> Employee engagement 	SGP has increased employee awareness and engagement with sustainability issues	<ul style="list-style-type: none"> % of managers and employees that are able to describe the SGP % work time vs.% private time of C&A staff dedicated to the SGP % of managers and employees stating that the Programme 	C&A DoCs C&A Store Managers C&A Employees	Semi-structured interviews

			has had an effect (positive or negative) on their community engagement		
	Q6: To what extent has the Programme achieved its de facto objectives for: <ul style="list-style-type: none"> Beneficiary organizations 	Beneficiary organizations are able to address the needs of target population	<ul style="list-style-type: none"> Number and type of organizations that received funding from SGP % of C&A funding compared to the overall annual budget of the organization % of organizations that used the funding for project implementation % of organizations that used funding for other purposes (admin, equipment, etc.) 	Beneficiary organizations	Online survey Semi-structured interviews
	Q7: To what extent the Programme has achieved its de facto objectives for: <ul style="list-style-type: none"> Target population 	SGP has reduced disadvantages/ imbalances among vulnerable groups	<ul style="list-style-type: none"> Number of end beneficiaries per project Type of end beneficiary per project (children, men, women, families, other) % of end beneficiaries state that their situation has improved through the project 	Beneficiary organizations End beneficiaries	Online survey Desk review (if beneficiary organizations facilitate documentation) Semi-structured interviews Focus groups
	Q8: What, if any unintended results (positive or negative) have been produced by the Store Giving Programme?	SGP has caused results that were not intended/ thought of by C&A	<ul style="list-style-type: none"> % end beneficiaries reporting results other than the ones that have been intended by C&A % of beneficiary organizations reporting results other than the ones that have been intended by C&A % of store managers/ employees reporting results other than the ones that have been intended by C&A 	End beneficiaries Beneficiary organizations C&A managers and employees	Focus groups Semi-structured interviews Semi-structured interviews
Efficiency	Q9: To what extent has the Store Grant Programme been efficiently implemented?	The SGP has been efficiently communicated and implemented by C&A managers and employees, at a reasonable cost	<ul style="list-style-type: none"> Number and type of communication from global to national level on the 	C&A managers (European and store level, HR) C&A employees	Semi-structured interviews

			<p>objectives of the SGP and how to implement it</p> <ul style="list-style-type: none"> • Number of DoCs, store managers and employees that are fully aware of and understand the SGP's objectives and implementation mechanisms • Number of days C&A store managers/ employees dedicate to the SGP per year • Admin costs of the SGP p.a. 	C&A Foundation	Desk review
	Q 10: What have been the advantages and disadvantages of the various selection and implementations approaches used across the European retail countries?	Different selection mechanisms bring different advantages and disadvantages (efficiency vs. engagement)	<ul style="list-style-type: none"> • Number (or %) of projects that have been selected top-down (by store managers) • Number (or %) of projects that have been selected bottom-up (by employees) 	C&A DoCs C&A store managers	Semi-structured interviews
	Q11: To what extent has the Store Giving Programme complimented funding from other organizations and companies? Have opportunities for synergies been exploited or missed at the local / national level?	Synergies with other donors can enhance outcomes	<ul style="list-style-type: none"> • % of C&A financing vs. financing from other donors 	Beneficiary organizations	Online survey Semi-structured interviews
	Q12: To what extent have partnerships contributed to an efficient Programme implementation?	Partnerships can reduce costs and enhance outcomes	<ul style="list-style-type: none"> • Number and types of partnerships established at local or national level 	C&A DoCs C&A store managers	Semi-structured interviews
	Q13: What, if any mechanisms (formal or informal) have been put in place to capture grant results, experiences and lessons?	Capturing grant results, experiences and lessons is necessary to learn and improve and effectively communicate	<ul style="list-style-type: none"> • Number and type of mechanism put in place at European level to capture grant results, experiences and lessons • Number and type of mechanisms put in place at the national/ local level to capture grant results, experiences and lessons 	C&A Foundation C&A managers (PR/ Communication) C&A DoCs C&A store managers	Semi-structured interviews

	EQ14: What approaches adopted by the company have yielded long-term impacts?	C&A has developed approaches or mechanisms to achieve long-term impacts	<ul style="list-style-type: none"> • % of projects that received repeated financing vs. % of projects that received one-time financing • Grant size per project • Communication or follow-up mechanisms with financed projects 	C&A Foundation (SGP portfolio) C&A DoCs C&A store managers Beneficiary organizations	Desk review Semi-structured interviews
Sustainability	EQ15: To what extent are the benefits from the SGP likely to continue?	SGP has achieved positive and sustainable outcomes at the beneficiary organization level.	<ul style="list-style-type: none"> • % of beneficiary organizations that were able to capture funds from other donors as a result of the C&A support • % of organizations that would not be able to continue project implementation without C&A support • % of organizations that state that their project results would not have been achieved without C&A support 	C&A DoCs C&A store managers Beneficiary organizations	Semi-structured interviews
	EQ16: What are benefits that are present and the overall resilience of benefits to risks that could affect their continuation?	SGP has achieved positive and sustainable outcomes at the employee level.	<ul style="list-style-type: none"> • % of store managers and employees stating that they want to continue to participate in the SGP in the future • % of store managers/ employees stating that their social engagement will continue beyond the SGP • Number of identified risks that could affect the continuation of the SGP project 	C&A DoCs C&A store managers Beneficiary organizations	Semi-structured interviews

SAMPLING

Germany

SAMPLING - GERMANY							
No.	Country	Name of organization	Location	Year of grant giving	Total grant size	No of grants	Focus
1	Germany	Deutsche Umwelthilfe e.V.	Berlin	2012	128000	3	Environment
2	Germany	Bild hilft e.V. "Ein Herz für Kinder"	Hamburg	2011-2014	1004000	6	Children
3	Germany	Björn Schulz Stiftung	Berlin	2011, 2013	22000	3	Children, Families
4	Germany	Hamburger Tafel e.V.	Hamburg	2014	22000	2	Homeless people
5	Germany	Jenny De La Torre	Berlin	2013, 2014	24000	5	Homeless people
6	Germany	Patsy&Michael Hull Foundation e.V.	Osnabrueck	2013, 2014	22000	10	People with disability
7	Germany	Sozialdienst katholischer Frauen Hamburg e.V.	Hamburg	2013	17000	1	Women
8	Germany	Traglinge e.V. - Bunter Kreis Berlin - Verein zur Familiennachsorge	Berlin	2014	14000	1	Families
9	Germany	BORA e.V.	Berlin	2013	8000	1	Women, children
10	Germany	Kinderleben Tages-Kinderhospiz Hamburg e.V.	Hamburg	2012	8000	1	Children
11	Germany	Kindertafel e.V.	Duesseldorf	2012	5000	1	Children
12	Germany	Kinderhospiz Regenbogenland e.V.	Duesseldorf	2013,2014	4000	2	Children
13	Germany	Ronald McDonald Haus Berlin-Wedding	Berlin	2011	4000	1	Families
14	Germany	Sommerblut e.V.	Cologne	2014	3500	1	Children
15	Germany	DOG Rheinland	Cologne	2012	3000	1	Children

16	Germany	Carl Sonnenschein Haus	Cologne	2012	2000	1	Children
17	Germany	Bürgerhilfe Gerresheim e.V.	Duesseldorf	2013	2000	1	People in need

■ Austria

SAMPLING - AUSTRIA							
1	Austria	Rote Nasen Clowndoctors International	Wien	2013, 2014	200000	2	Children
2	Austria	Volkshilfe Österreich	Wien	2011-2014	63000	3	Families
3	Austria	Wiener Tafel	Wien	2011-2014	20000	5	Homeless people
4	Austria	DEBRA Austria - Hilfe bei Epidermolysis bullosa	Wien	2011-2014	16605	3	Children
5	Austria	Ronald McDonald Kinderhilfe	Wien	2014	10000	1	Children, families
6	Austria	Familienlotse	Wien	2014	10000	1	Children, families
7	Austria	Caritas Erzdiözese Wien	Wien	2013, 2014	2700	2	Women

■ Switzerland

SAMPLING - SWITZERLAND							
No.	Country	Name of organization	Location	Year of grant giving	Total grant size	No of grants	Focus
1	Switzerland	Fondation Terre des Hommes	Lausanne	2011-2013	230195.05	3	Children
2	Switzerland	Frauenhaus in Zürich	Zuerich	2012	13242.84	1	Women, children, families
3	Switzerland	Pro Juventute	Zuerich	2014	66522.53	1	Children
4	Switzerland	Stiftung Mütterhilfe,	Zuerich	2013	12138	1	Women
5	Switzerland	Solidarité Femmes	La Chaux-de-Fonds	2012, 2013	8967.14	2	Women

6	Switzerland	Stiftung Wunderlampe	Winterthur	2013	4046	1	Children
7	Switzerland	Triangel Zug	Zug	2011	2497.92	1	People in need
8	Switzerland	Therapiehund Bodensee	Winterthur	2012	2466.09	1	People affected by illness and disability

■ Spain/Portugal

SAMPLING - SPAIN & PORTUGAL - PREFERRED LIST							
No	Country	Name of organization	Location	Year of grant giving	Total grant size	No of grants	Focus
1	Spain	Fundación Manantial	Madrid	2014	15000	1	Families
3	Spain	Fundación Balía - Por la Infancia	Madrid	2014	30000	1	Children, families
4	Spain	Fundación Ahuce	Madrid	2013	25000	1	Children
5	Spain	Fundación Caíco	Madrid	2012	15000	1	Children with cancer
1	Portugal	Abraço Associação de apoio a pessoas com VIH/SIDA	Lisboa	2012	20000	1	People affected by HIV
2	Portugal	Fundação do Gil	Lisboa	2013	10000	1	Children
3	Portugal	Centro de Alojamento Temporário de Tercena	BARCARENA	2014	14400	1	Children

■ Netherlands

SAMPLING - NETHERLANDS							
No.	Country	Name of organization	Location	Year of grant giving	Total grant size	No of grants	Focus

1	Netherlands	Stichting Pink Ribbon	Amsterdam	2011-2014	380000	4	Women
2	Netherlands	SOS Kinderdorpen	Amsterdam	2011-2014	370483	5	Children
3	Netherlands	Leontien Foundation	Amsterdam	2012-2014	145000	4	People with eating disorders

■ France

SAMPLING - FRANCE							
No.	Country	Name of organization	Location	Year of grant giving	Total grant size	No of grants	Focus
1	France	Association Petits Princes	Paris	2011, 2012, 2013, 2014	802,500	4	Children

DATA COLLECTION INSTRUMENTS

Different data collection methods and instruments were used on different stakeholder levels in order to facilitate the collection of qualitative and to some extent also quantitative information on the SGP.

All research instruments include human rights and gender aspects, as well as a results oriented approach. In addition to the data collection instruments, the consultants elaborated tools for data processing, such as data file templates, and a data processing matrix for aggregate data analysis.

1. Survey

An online survey was sent out to all beneficiary organizations in the seven evaluated countries. As the focus of C&A so far has been on corporate citizenship and employee engagement, but less on capturing results on the beneficiary level, the online survey was an important instrument to broadly collect data from financed projects. The aim was to collect a limited amount of data from a maximum number of organizations that could then be analyzed and triangulated with semi-structured interviews and focus groups that were conducted with selected projects and end beneficiaries in the field.

The survey was set up with Survey Monkey and sent out by email to all contacts that C&A Foundation provided to the evaluation team. The questions were translated into each language: German, French, Spanish, Portuguese and Dutch, to increase the response rate.

2. Semi structured interviews

Semi-structured interviews were carried out on four stakeholder levels: global (European) C&A management, national C&A management (DoCs and store managers), C&A employees and beneficiary organizations/ end beneficiaries.

As each stakeholder level had specific knowledge and perceptions about the SGP from different angles, the evaluation team elaborated interview guides for each of the four groups. Interviews were carried out in the language of each country, except for the Netherlands, where interviews were conducted in English.

- **C&A management at global level:**

The interviews with C&A management on the global or European level focused on questions related to overall strategy, CSR and sustainability approach, employee engagement, partnerships and communications. It went not much into detail about implementation and outcomes of the SGP, as the evaluation team assumed that these aspects were not known on the global level. Thus, this stakeholder group contributed to answer the questions related to relevance of the SGP.

- **C&A management at national level:**

C&A DoCs and store managers were an important source of information to capture data on the effectiveness and efficiency of the SGP, as they are closer to the implementation of the store giving and know about implementation mechanisms, selection criteria and the projects that have been supported. Thus, the interview guide for this stakeholder group focused on these aspects.

- **Employees at national level**

C&A Employees were able to give information on similar aspects as the store managers; however, from a different perspective. The interview guide focused on employee engagement and motivation to participate in the SGP to detect factors that might foster or hinder employee engagement. It depended on each store how the interviews were conducted. The evaluators will make sure to be flexible and considered employees' work hours and time pressure. Each store manager discussed previously the best way to conduct the interviews – for example, short interviewing during work, or while having a break. Individual and group interviews were considered.

- **Beneficiary organizations**

The beneficiary organizations were interviewed to know more about how the funding of C&A was used within the organization, and how this use has or has not produced expected outcomes on the community. It was interesting to know how the beneficiary organizations perceive C&A as a donor, and what their perceptions of C&A's corporate citizenship are. In addition, interviews with beneficiary organizations provided information on the sustainability of the projects.

- **End beneficiaries**

Interviews with end beneficiaries of the selected projects in order to detect what kind of changes/ improvements or also unintended results have been produced by the projects that received financing from C&A. In addition, it was interesting to know how end beneficiaries perceive C&A as a company and its corporate citizenship.

While the aim was to collect the same kind of information and data across all seven countries, the interview guides were used in a flexible way in order to adapt them to each specific interview context.

While conducting interviews, the evaluators documented the information in written form, the captured information was processed into a data processing matrix for aggregate data analysis.

Please find hereafter the interview guides and surveys that were used by the consultants to gather information.

Interview Guides and Surveys:

1. Interview guide to Global/ European Management

Date	
Interviewers	
Name	
Position	
Address/Based in	
Tel.	
Mail	

1. General context

- 1.1. C&A has engaged in globally integrating its sustainability strategy, could you explain briefly the process and how it affects C&A CSR activities?

- 1.2. What is the specific role of the C&A Foundation for the implementation of the Sustainability strategy? What is the role of the C&A company?

- 1.3. In your opinion, what is the specific role of the Store Giving Programme within the Foundation work? How relevant is the Store Giving Programme to the overall company approach to corporate responsibility and sustainability? Where do you see its value for the company?

2. The Store Giving Programme

- 2.1. How would you describe the main objectives of the Store Giving Programme?

- 2.2. Through Store Giving, C&A intends to improve its “corporate citizenship”. In your opinion, what does “Corporate Citizenship” mean for C&A?

- 2.3. Do you think that SGP contributed to positioning C&A as a good corporate citizen? (why?)

- 2.4. What are the main communication channels/ strategies used to improve the corporate image of C&A? How is the SGP communicated?

- At external level

- At internal level

2.5. Are there some existing mechanisms (at global level) conceived to capture grants results, experiences and lessons learned of the SGP?

2.6. Has the SGP generated any strategic partnerships with other organizations? (if yes, provide a specific example)

3. Employee level

3.1. Engagement Policy - C&A aims to *create and nurture a culture of sustainability amongst all C&A colleagues, who ultimately (and voluntarily) can become ambassadors for their sustainability vision*:

What strategy/policy (if any) has been created and implemented in the company in order to foster a culture of employee engagement?

3.2. Do you think that the SGP has contributed in any way to increase employee engagement? How? (If not, what should be changed so that employees become engaged?)

3.3. What does C&A mean with the term “sustainability (or employee) ambassadors”?

4. Future Strategy

4.1. What is your vision for the future of the SGP? What aspects should be changed to align it better with the overall sustainability strategy? How could the SGP’s impact be improved?

4.2. Should the management of the SGP be centralized at the global (EU) level or kept at the country level? Who should be responsible?

4.3. If the SGP were being developed now as a new program how would you do it? Is there anything you would do different from the present SGP?

2. Interview guide to Country Directors

Date	
Interviewers	
Name	
Position	
Address	
Country	
Tel.	
Mail	

1. Introduction

1.1. Presentation CAD

1.2. What is your role in C&A? Please describe briefly

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2. Programmatic general context

2.1. C&A has recently engaged in integrating globally its sustainable strategy, how does this new approach to Corporate Responsibility affect the Corporate Responsibility activities in your country?

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2.2. In your opinion what role does C&A Foundation play within the general framework of C&A sustainability activities?

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3. The Store Giving Programme

3.1. How has the SGP been communicated to you and by whom?

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3.2. How would you describe the objectives of the Store Giving Programme? What is the implementation mechanism of store giving?

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3.3. How has the SGP been communicated to the stores?

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3.4. How would you describe the main results of the SGP in your country?

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3.5. Do you think that any of these results will continue in the long term, even if the Store Giving Programme would end?

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3.6. Through Store Giving Programme C&A intends to improve its “corporate citizenship”. In your opinion, has SGP contributed to positioning C&A as good corporate citizen? (why/how?)

3.7. What are the communication channels/strategies used to improve the corporate image of C&A through the SGP in your country?

- At external level

- At internal level

3.8. Do you communicate in any way about the SGP back to the C&A management level (European)? Are there any reporting mechanisms?

3.9. Are there some mechanisms in your country to capture grants results, experiences and lessons learned of the SGP? Are there any follow-up contacts with financed projects?

3.10. How much of your work time/ private time do you dedicate to the SGP per year?

3.11. Does the SGP cause any costs, for example administrative or for human resources? If yes, how much per year? Are these costs reasonable in comparison with the benefits of the store giving?

3.12. Would you say that the SGP has raised your level of awareness for social problems in your country? Do you feel more engaged with the community due to the SGP?

3.13. Has the SGP in any way motivated you to engage with social issues outside of C&A?

3.14. Would you like to continue participating in the SGP in the future?

3.15. If the SGP were being developed now as a new program how would you do it? Is there anything you would do different from the present SGP?

4. Employee level

4.1. Engagement Policy - C&A aims to *create and nurture a culture of sustainability amongst all C&A colleagues, who ultimately (and voluntarily) can become ambassadors for their sustainability vision*: What strategy/policy (if any) has been framed and implemented in your country in order to foster a culture of sustainability and employee engagement?

4.2. To what extent does the SGP contribute to the engagement of the Store Managers? What are the key factors for engagement? What limits engagement?

4.3. To what extent does the SGP contribute to the engagement of C&A employees? What are the key factors for engagement? What limits engagement?

5. Beneficiary organizations and end beneficiaries

5.1. Who from C&A is involved in proposing/ selecting the projects for financing? Are there any consultations with external stakeholders (for example, the local government?) to identify the most pressing social problems?

5.2. What are the criteria used by the Country Director/SGP managers to select projects? (ex: Type of organization; NGO/Foundations etc, Local/international projects, type of beneficiaries (children, women, families etc)

5.3. In your opinion, has the Store Giving Programme significantly contributed to help beneficiary organizations? If yes, in which way? If no, why not?

5.4. To what extent Country Directors (DoC)/ store managers have established contacts with organizations that support the same projects as C&A (at local and national level)?

5.5. The Store Giving Programme aims to *reduce social inequalities of target groups (Women, children and families) in communities where it operates*. In your opinion, to what extent has SGP contributed to achieve this goal? Was it effective in doing so?

5.6. What other impacts did the Store Giving Programme have so far?

5.7. In your opinion, what approaches/strategies of SGP (if any) adopted have yielded long-term impacts?

3. Interview guide to Store Managers

Date	
Interviewers	
Name	
Position	
Address/Based in	
Country	
Tel.	
Mail	

1. Programmatic general context

1.1. C&A has recently engaged in integrating globally its sustainable strategy, have you heard about this process? Does it affect your daily activities?

1.2. Are you familiar with the C&A Foundation? If yes, do you know the role it plays within the general framework of C&A sustainability activities?

2. The Store Giving Programme (SGP)

2.1. How has the SGP been communicated to you and by whom?

2.2. How would you describe the objectives of the Store Giving Programme? What is the implementation mechanism of store giving?

2.3. How has the SGP been communicated to your employees?

2.4. How would you describe the main results of the Store Giving Programme in your community?

2.5. Do you think that any of these results will continue in the long term, even if the Store Giving Programme would end?

2.6. Through Store Giving Programme C&A intends to improve its “corporate citizenship”. In your opinion, has SGP contributed to positioning C&A as good corporate citizen?

2.7. What are the communication channels/strategies used to improve the corporate image of C&A through the SGP?

- At external level

- At internal level

2.8. Do you communicate in any way about the SGP back to the C&A management level (DoC or European)? Are there any reporting mechanisms?

2.9. How much of your work time/ private time do you dedicate to the SGP per year?

2.10. Does the SGP cause any costs, for example administrative or for human resources? If yes, how much per year? Are these costs reasonable in comparison with the benefits of the store giving?

2.11. Would you say that the SGP has raised your level of awareness for social problems in your city? Do you feel more engaged with the community due to the SGP?

2.12. Has the SGP in any way motivated you to engage with social issues outside of C&A?

2.13. Would you like to continue participating in the SGP in the future?

2.14. What is your vision for the future of the SGP? What aspects should be changed to align it better with the overall sustainability strategy? How could the SGP's impact be improved?

3. Employee level

3.1. Engagement Policy - C&A aims to create and nurture a culture of sustainability amongst all C&A colleagues, who ultimately (and voluntarily) can become ambassadors for their sustainability vision: do you know of a strategy/policy that has been created in order to foster a culture of sustainability and employees engagement? If yes could you describe how you work to promote it within your staff?

3.2. Do you feel that the employees in your store are motivated to participate in the SGP? What is it that motivates them? Are there any aspects that hinder or limit their engagement?

4. Beneficiary organizations and end beneficiaries

- 4.1. When proposing projects for financing, are there any consultations with external stakeholders (for example, the local government?) to identify the most pressing social problems?**

- 4.2. What are the criteria used by your store to select projects? (ex: Type of organization; NGO/Foundations etc, Local/international projects, type of beneficiaries (children, women, families etc)**

- 4.3. In your opinion, has the Store Giving Programme significantly contributed to help beneficiary organizations? If yes, in which way? If no, why not?**

- 4.4. The Store Giving Programme aims *to reduce social inequalities of target groups (Women, children and families) in communities where it operates*. In your opinion, to what extent has SGP contributed to achieve this goal? Was it effective in doing so? (why/why not?)**

- 4.5. What other impacts did the Store Giving Programme have so far?**

- 4.6. In your opinion, what approaches (if any) adopted have yielded long-term impacts?**

- 4.7. In what extent have you established contacts with organizations that support the same projects as C&A (at local and national level)? Have any partnerships been created due to the SGP?**

4. Interview / survey to employees

1. Store Giving Programme

1.1. Are you familiar with the C&A Foundation?

Yes/No

1.2. Do you know the Store Giving Programme¹? Can you briefly explain what it is about?

1.3. How did you hear about the Programme? Do you think you have been well informed?

1.4. From 1 (extremely positive) to 5 (extremely negative) what is your opinion about the SGP? What are positive and negative aspects?

2. Project(s) supported

2.1. Do you know which project(s) have been supported by your store so far?

Yes/No

If yes, do you know what the project(s) is/are about?

Yes/No –

2.2. Do you think that the C&A grant is important for the success of the organization that received the money?

Yes/No

2.3. Have you received any feedback either from C&A, the project or from customers about the donation?

3. Employee engagement

¹ While Store Giving Programme is used as a term in the interview guide; during actual interviews it was not used. Rather, it was asked if employees know about charity initiatives and grant giving to local organizations.

3.1. Have you personally participated in the SGP?

Yes/No

If not, could you explain why not?

If yes, could you please answer the following questions?

- a. Why did you participate? (*Mandatory/everybody participated/special interest in participating, etc.*)**

- b. What aspects have you taken in consideration for proposing the projects?**

3.2. How did the process of proposing projects work? What did you like or did not like about the process?

3.3. How did the process of selecting the projects work? What did you like or did not like about the process?

- c. Do you agree with the final selection made?**

- d. Do you think C&A considers your opinion when it comes to selecting projects for the SGP?**

- e. Apart from proposing the projects, have you participated in any other way in the Programme?**

- f. How much time have you dedicated to the SGP? Was it work time or private time? (days per year)**

- g. Would you like to continue participating?**

3.4. How did your image of the C&A company change through your participation in the SGP?

3.5. Would you say that the SGP has raised your level of awareness for social problems in your city? Do you feel more engaged with the community due to the SGP?

3.6. Has the SGP in any way motivated you to engage with social issues outside of C&A?

3.7. Do you think that the Programme should change in any way to make it better in the future?

3.8. Do you have any other comments?

5. Online survey to beneficiary organizations

This survey was set up in survey monkey and sent to all projects financed in the seven countries that are part of the sampling.

About the organization

1. Name of the organization

2. Type of organization

NGO

Private association

Public association

Private foundation

Public foundation

School

Other (please specify)

3. Size of organization (number of employees)

1-5

6-15

16-30

31-60

61-100

More than 100 (please indicate the number of employees)

4. Country

5. City

6. Contact information

7. What is the objective of your organization?

8. In which of the following areas does your organization work? Please select all that apply.

Education

Social care

Health

Environment

Economy

Migration

Culture

Other (please specify)

9. Please specify further the social issues or needs your organization addresses.

10. What is the main target population of your organization?

Women

Men

Girls (0- 14 years old)

Boys (0-14 years old)

Adolescent and young women (15-24 years old)

Adolescent and young men (15-24 years old)

Families

Other (please specify)

11. Briefly describe the kind of activities (or projects) that your organization is implementing.

12. On what level are you operating?

Local level

National level

International level

About C&A financing

13. What share did the C&A grant have regarding the overall annual budget of your organization (approximately)?

0-5%

6-15%

16-30%

31-50%

More than 50%

Not specified

14. Did you receive funding from other donors in the year(s) your organization received the grant from C&A?

Yes

No

15. If yes, how many donors did you have in the year(s) that you received the C&A grant?

1-5

6-10

11-20

More than 20

16. What sectors do your donors come from?

Mostly Public (specify %)

Mostly Private (specify %)

Other (please specify)

17. Please provide further details on your main donors (e.g. local governments, private foundations, corporates, individuals, etc.)

18. For what purpose did you use the grant from C&A?

- Project implementation
- Administrative costs
- Equipment
- Human Resources
- Other (please specify)

19. How many people approximately benefited directly from the C&A grant through your organization?

- 1-10
- 11-30
- 31-60
- 61-100
- More than 100 (please specify)

20. Of these beneficiaries, please indicate how many were (in %):

- Women (specify %)
- Men (specify %)
- Girls (0-14 years) (specify %)
- Boys (0-14 years) (specify %)
- Adolescent and young women (15-24 years old) (specify %)
- Adolescent and young men (15-24 years old) (specify %)
- Other (please specify)

21. On a scale from 1 (not at all)-5 (very important), how important was the C&A donation to your organization?

22. Would you have been able to implement your activities (or projects) in the same way without the donation of C&A?

- Yes
- No (please explain)

23. What are the main results/ benefits you achieved thanks to the funding of C&A?

24. Did the C&A grant make it easier for you to capture funding from other donors?

- Yes
- No

25. Would you be able to continue your activities (or projects) in the same way in the future without funding from C&A?

- Yes
- No

26. Has your image of the C&A company improved due to the grant that you received?

- Yes (please specify)

No (please specify)

27. Do you have any other comments regarding the C&A donation?

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6. Interview guide beneficiary organizations

Date	
Interviewers	
Name	
Position	
Type of organization	NGO/ Foundation/ Association/ Other (specify)
Level of organization	Local/ National/ International
Size of organization	No. of employees/ annual budget/ no. of end beneficiaries they are reaching
Address/Based in	
Country	
Tel.	
Mail	
Web	

1. Store Giving Programme

- 1.1. How did you become aware of the Store Giving Programme (SGP) of C&A? Is it well known in your city/region/country?

- 1.2. What do you think about the C&A store giving? Is it a good way for a company to help the community? What are positive and negative aspects?

- 1.3. Do the beneficiaries of your project know about the C&A store giving? Do they know that your organization has received a grant from C&A?

2. Description of the project(s) supported by C&A

- 2.1. What are the target beneficiaries/type of your project(s) supported by C&A?
(Women – Children – Youth – Men – Handicapped – Environment – Other)

(If the organization has responded the online survey, refer to the answer they gave to this question and ask for a more detailed explanation if necessary)

- 2.2. Briefly describe the activities of the project(s) funded by C&A.

(If the organization has responded the online survey, refer to the answer they gave to this question and ask for a more detailed explanation if necessary)

2.3. Can you specify the amount and duration of the support from C&A? What is the share of the grant compared to the overall annual budget of the organization?

(If the organization has responded the online survey, refer to the answer they gave to this question and ask for a more detailed explanation if necessary)

2.4. Apart from the grant, did you benefit from any other type of support from C&A? If yes describe.

3. Results of the project

3.1. Did the project(s) financed with the help of C&A achieve the results you were expecting? Please describe briefly.

3.2. Did you achieve any other results than the intended ones?

3.3. In your opinion are those results sustainable in the long term?

3.4. In a range from 1 (insignificant) to 5 (vital) could you rate the importance of C&A contribution for the success of your project? Explain

Financial support: 1-2-3-4-5. Explain

Non-financial support: 1-2-3-4-5. Explain

3.5. What is the percentage of C&A funding used

a) For project implementation?

b) For other purposes (administrative, equipment, etc.)?

(If the organization has responded the online survey, refer to the answer they gave to this question and ask for a more detailed explanation on how the money was used)

4. Significance of C&A support

4.1. What would you say were the main benefits that the C&A support has brought for your organization? Has it caused any negative effects?

4.2. Would you be able to go on with this project without the support of C&A? If yes, explain *(If the organization has responded the online survey, refer to the answer they gave to this question and only ask for a more detailed explanation)*

4.3. To what extent have you been able to capture funds from other donors as a result of the C&A support? If yes describe. *(If the organization has responded the online survey, refer to the answer they gave to this question and only ask for a more detailed explanation)*

4.4. Who was your counterpart from C&A (store manager, employee, etc.)? Have you been in contact with more than one person in C&A?

4.5. How intense was the contact with C&A? *(Did you feel C&A was really interested in your project, or was it only to hand over the grant?)*

4.6. Has the store giving of C&A in any way changed the image that you have of the company? If yes, how? *(If the organization has responded the online survey, refer to the answer they gave to this question and only ask for a more detailed explanation)*

4.7. What aspects of the store giving do you think should be improved by C&A in the future?

7. Interview Guide End Beneficiaries

1. Overview

Participants	<i>Target public of the organizations supported by the Store Giving Programme</i>
Number	<i>5-15</i>
Duration	<i>1h30</i>
Location	<i>Provided by the organization supported by the SGP</i>
Evaluators	<i>1 or 2 from CAD</i>

2. Questions

The focus group discussion will be organized around the following questions:

1. Why did you participate in the project(s) of this organization? (What is the social need)

2. How do you describe and value the support received by the project(s)? (How has the organization helped tackle the social need)

3. Has the project improved your personal situation? What has improved in your life through the project financed by the SGP? How did that happen? (Has the project achieved intended results?)

4. What else has happened due to the project? Anything unexpected? (Were there any unintended results?)

5. Do you think that the positive effects of this project/programme will continue even if the project ends? (Are results sustainable?)

6. Do you know where the organization receives the money from to implement the project(s)? (Is C&A clearly perceived as donor?)

7. What image do you have of the C&A company? Has your perception of the C&A company changed in any way? How? (Has C&A's corporate citizenship improved?)

8. Do you think that donations from private companies such as C&A are a good way to help local communities? (Future programme strategy)

9. What else do you think companies could or should do to help? (Future programme strategy)

TERMS OF REFERENCE



Store Giving Programme Evaluation

Terms of Reference

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1. Introduction

1. The C&A company and the Brenninkmeijer family have a long history of corporate² and private³ philanthropic activity dating back to 1841, the same year the company was founded.
2. C&A Foundation was created in 2011 to deepen and expand the work of the C&A Initiative for Social Development (CISD) (1996 – 2010) and then re-structured in 2013 to oversee all of the corporate philanthropic entities of the C&A company in retail and sourcing countries, including the Store Giving Programme. The C&A Foundation primary emphasis is on funding projects that improve the social and environmental sustainability of the apparel industry⁴, with a secondary emphasis on funding humanitarian relief operations through a partnership with Save the Children and community-based projects, of which the Store Giving Programme is an important component. The C&A Foundation is headquartered in Zug, Switzerland with annual funding of over 30 million Euros.
3. In January 2015 the Board of the C&A Foundation requested that an independent evaluation of the Store Giving Programme⁵ be undertaken to: (a) provide an objective assessment of the successes, failures and missed opportunities of the programme; and (b) to draw strategic and forward-looking recommendations and lessons learned in order to strengthen the programme in the future. Specifically, the evaluation will inform the development of an explicit strategy for the programme to further drive operational effectiveness and enhanced results.
4. The evaluation consultancy will be required to conduct a rapid programme evaluation based on country case studies.
5. The terms of reference presents a brief description of the programme and portfolio; objectives and key questions; scope; evaluation design and methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables and consultant qualifications and projected level of effort.
6. **The evaluation is required to be completed and submitted to C&A Foundation by November 12 2015.**

2. Brief Description of the Store Giving Programme

7. The programme was created in 2006 as part of the CISD operations in European retail countries to celebrate the opening of the 1000th C&A store. The company has implemented the programme at the country and / or individual store level. Funding and administrative management of the programme was transferred to foundation in 2011. From the programme inception, it was implemented without a formal (written) strategy

² See www.institutocea.org; www.cyamoda.com/fundacion and www.candafoundation.org

³ See www.porticus.com; www.argidius.com and www.goodenergies.org

⁴ For further information on the C&A Foundation see www.candafoundation.org

⁵ Hereafter referred to as 'the programme'

and set of objectives to guide grant making, however C&A management provided informal guidance for the programme focus:

- To support local projects that help to redress social imbalances⁶ in relation to families, women and children⁷;
- To promote corporate citizenship and positive local engagement between the company and its employees and communities⁸.

The informal guidance has remained constant throughout the programme operations and has functioned as a *de facto* set of strategic objectives.

8. The programme portfolio presently consists of over 500 active community projects in 2014/15 across 21 countries in Europe with approximately Euro 2.5 million of annual funding (see Annex A). Funding has remained at around that level during previous years. The majority of projects are small and discrete initiatives selected by C&A store staff (with some involvement of local stakeholders⁹) with funding of approximately 2,000 Euros, typical of the approach taken across Germany. Other retail countries have provided more centralized and programmatic selection not based on store involvement, which has been typical of the approach taken France and the Netherlands. In such cases, the annual funding for some beneficiary organizations has been more significant (e.g., 100,000+ Euros per annum). Germany has consistently received the most funding and projects mainly because it has the largest number of stores.

9. The programme has been internally perceived as a successful example of corporate – community engagement, in terms of promoting the business as a ‘good’ corporate citizen. The company has, in countries such as Germany and Netherlands, accumulated a significant amount of positive press coverage, which has in part been seen as an indicator of success, but there is a paucity of objective information on the results and long-term impacts on the company and its employees, on beneficiary organizations and communities they serve.

3. Scope

10. The evaluation scope will focus on assessing the effects of the programme between 2011 and 2014/15 on: The company and its employees; and beneficiary organizations and the communities they serve.¹⁰ The assessment will be undertaken using standard evaluation criteria of relevance, effectiveness (results), efficiency, sustainability and impact.

11. The scope of the consultancy will be based on a representative and relevant sample of projects from across the portfolio (see Sampling para.23)

⁶ See C&A Corporate Sustainability Report (2010) pages 85 – 85 and (2012) page 89.

⁷ Interviews with C&A executives for preparation of the TORs.

⁸ Ibid.

⁹ For example, the local mayor or Gemeinderat officials in Germany and / or Switzerland.

¹⁰ In accordance with the *de facto* strategic objectives and the re-constructed programme theory.

12. The evaluation consultants are required to address the effectiveness (short and medium term results) and longer-term impacts through the (re)construction and testing of a programme-theory.¹¹

13. The consultancy will assess to what extent it is possible to qualitatively and / or quantitatively evaluate the achievement of higher order impacts, such as the effect of the programme on 'social imbalances' on: (a) families; (b) women and (c) children.

4. Objective and Key Questions

14. The overarching objective to be addressed by the evaluation is:

To assess the results and impact of the C&A Foundation Store Giving Programme

15. The evaluation consultancy will respond to five sub-objectives:

- i. To evaluate the results of the programme on the **company and employees**.
- ii. To evaluate the results of the programme on the **beneficiary organizations**.
- iii. To evaluate the results of the programme on **families, women and children** (communities served by beneficiary organizations).
- iv. To assess the **sustainability and impact** of programme grants and the influencing factors.
- v. To distill **key recommendations and lessons** from the programme portfolio that will inform the strategy and improve the effectiveness of operations in the future.

16. The evaluation will answer the following key questions:

Relevance

- How relevant / aligned has the Store Giving Programme been to overall company approach to corporate responsibility and sustainability?
- To what extent have funded projects been aligned with the *de facto* objectives and foci of the Store Giving Programme?
 - What criteria have been used to select projects? How have projects been selected?
- To what extent has the Store Giving Programme complimented funding from other organizations and companies? Have opportunities for synergies been exploited or missed at the local / national level?
- To what extent has the Store Giving Programme been relevant to the company employee engagement?
 - What factors have influenced employee engagement in the Store Giving Programme? What are the differences in experience between C&A retail countries?

Effectiveness (results)

¹¹ In doing so, due attention will be given to selecting stores (or locations) and beneficiary organizations that have made specific commitments to take short and long-term partnership approaches.

- How effective has the Store Giving Programme been in addressing the needs of:
 - C&A company and achieving 'positive' corporate citizenship
 - Engaging employees (in selection of projects)
 - Beneficiary organizations
 - Target groups
- To what extent the programme has achieved it's *de facto* objectives for:
 - C&A company
 - Employees
 - Beneficiary organizations
 - Target groups (women, children and families)
- What factors have influenced the achievement results and failures? For example:
 - Implementation approaches
 - Beneficiary organization selection processes
 - Beneficiary capacities and the capacities of target groups
 - Involvement of other stakeholders (e.g., local government and co-funders)
- What, if any unintended results (positive or negative) have been produced by the Store Giving Programme?

Efficiency

- To what extent has the Store Grant Programme been efficiently implemented?
 - What have the advantages and disadvantages of the various selection and implementations approaches used across the European retail countries?
 - What, if any mechanisms (formal or informal) have been put in place to capture grant results, experiences and lessons?

Sustainability and Impact

- To what extent have Store Giving Programme results been sustained?
- What approaches adopted by the company have yielded long-term impacts? What, if any, aspects of these projects can be replicated?
- What are the main factors that promote and reduce sustainability and impact?
- How can C&A and the foundation maximize results and impacts in the future and minimize the risk of failure?

Lesson Learning and Strategic Decision-Making

- What are the key lessons from the Store Giving Programme?
 - What opportunities have missed by the Store Giving Programme? How can C&A and foundation best address the gaps in short and medium term?
 - What have been the 'good practices' and also those to be avoided in the future?
 - To what extent are lessons specific to the Store Grant Programme and to what extent can they provide useful lessons for other foundation activities?
- What should be the key elements of an explicitly strategy for the Store Grant Programme, taking into account the evaluative evidence?

5. Design and Methodology

Evaluation Design

17. The evaluation design is constrained by lack of an explicit strategy or programme theory for store giving, and also paucity of documentation of results as beneficiary organizations have not been required to report back formally to the company or the foundation on the use of the funding. Under these constraints the most relevant design approach is to re-construct the programme theory¹² and then test it empirically through field country case studies.

18. **Program-theory approach** will establish a logical model of cause-effect linkages by which the store giving programme is intended to deliver results for the company and beneficiaries. This will serve to guide empirical data collection, using both qualitative and quantitative data collection methods to empirically ‘test the theory’. This approach will be employed as the initial step in the evaluation, prior to the commencement of country case studies.¹³

Methodologies

19. The evaluation consultancy will be required to follow a **mixed methodological approach** to ensure that data gathering and analysis deliver aggregate and synthetic qualitative and quantitative judgments on the basis of available data; from documentary sources¹⁴, interviews, focus groups, structured surveys, portfolio analysis to stakeholder consultations. This will enable the evaluation to assess causality primarily through qualitative means and will provide critical insights into company and beneficiary results and thus reasons why certain results were achieved or not. Quantitative survey data will be used where appropriate to support and triangulate with qualitative evidence, and will be critical in assessing the program theory¹⁵.

20. **Store Giving Programme Portfolio Review** will be conducted of existing data held by the foundation from 2011 to 2014 relating to distribution, focus, grant size, short-term (one-off) grants and long-term (repeat) grants. The portfolio review will provide information for country and project sampling.

21. **Semi-Structured Interviews and focus groups** will be conducted with key informants within the company, employees, beneficiary organizations and community beneficiaries and others involved in the programme operations and project selection and implementation as necessary and appropriate.

22. **Surveys** will be used to where appropriate to triangulate emerging findings from interviews and focus groups with a focus on key groups such as company employees and beneficiary organizations.

¹² See Leeuw, F (2003) Reconstructing Programme Theories: Methods Available and Problems to be Solved. American Journal of Evaluation. Vol. 24 no. 1 5-20

¹³ It may also be necessary to develop additional theories for long-term partnerships funded through the programme and specific to specific beneficiary organizations.

¹⁴ Documentary evidence is likely to be sourced mainly from beneficiary organizations.

¹⁵ Bamberger et al (2006) Real World Evaluation. Sage Publications. London

23. **Sampling** will be purposive at the country level. Those countries which have been critical for the programme will be selected for field country case studies (e.g., Germany and Netherlands *inter alia*). Within country, projects will be selected with due attention to funding, active vis-à-vis completed, length of relationship (e.g., organizations that have receive repeat funding and those who have receive one-off funding), focus (women, children and families) and selection modalities (single store; clusters; and / or centralized selection).

6. Stakeholder Involvement

24. Stakeholder participation is fundamental for the successful implementation of the evaluation. The evaluation consultancy is expected to employ a participatory approach providing for meaningful involvement by C&A company executives, store staff, project beneficiaries' organizations and communities. Stakeholder participation will be an integral part of information collection for the field country case studies and the development of findings. The draft report will be circulated to the foundation and relevant company management executives for comments prior to finalization.

7. Roles and Responsibilities

25. The Head of Impact and Communications is responsible for:

- Overall responsibility and accountability for the evaluation
- Guidance for the evaluation consultants throughout the execution of the evaluation
- Approval of all deliverables and;
- Coordination of internal review processes

26. The evaluation consultants are responsible for: (i) conducting the field country case studies and portfolio assessment; (ii) the day-to-day management of operations; (iii) regular reporting to the foundation; and (iv) the production of deliverables in accordance with the Terms of the Reference and other contractual arrangements.

27. The consultants will report to:

- Head of Impact and Communications – on all issues related to the evaluation, including contracts, fees and expenses, and deliverables.

8. Evaluation Process

28. The evaluation will be carried out in conformity with the principles and standards set out in the foundation minimum requirements and policy for M&E.

29. The evaluation consultants will prepare an **evaluation work plan** that will operationalize the terms of reference. The work plan will describe how the evaluation is to

be carried out, bringing refinements, specificity and elaboration to the terms of reference. It will be approved by the Head of Impact and Communications' and act as an agreement between the consultants and the foundation on how the evaluation is to be conducted.

30. The work plan will address the following elements: expectations of the evaluation; roles and responsibilities (within the consultant team); elaboration of the evaluation methodology including quantitative and qualitative approaches; preliminary programme theory model(s); evaluation data collection and analyses issues; reporting timetable; and an outline of the evaluation report.

31. The **evaluation field country case studies**: The consultants will sample an appropriate number of countries. The evaluation consultants will be accompanied for several of the field country case studies by the Head of Impact and Communications. Each country mission is expected to be no longer than 5 to 15 working days in duration. The consultants will brief the Head of Impact and Communications at the conclusion of each country visit¹⁶.

32. The consultants will prepare an **evaluation report** that describes the evaluation methodology, findings, recommendations and lessons. The report will provide specifics with regard to country case studies, and portfolio analyses. The evaluation consultants will develop an initial outline as part of the work-plan.

33. Key activities and the evaluation timetable for this consultancy is set out below

Evaluation Process	Timeframe	Responsibility
1. TOR formulation	March – April 2015	CAF
2. Selection and hiring of consultants	April – May 2015	CAF
3. Evaluation work-plan / preliminary consultations and portfolio review	June 2015	Consultant Team
4. Field country case studies	July - September 2015	Consultant Team
5. Analyses and Report Drafting	September - October 2015	Consultant Team
6. Draft Report	End of October 2015	Consultant Team
7. Final Report	November 2015	Consultant Team

¹⁶ This can be email communication and / or telecom.

8. Preparation and editing for publication	November 2015	CAF
12. Follow up work communications	Nov – December 2015	CAF
13. Presentation of key findings, recommendations and lessons to foundation Board	December 2015	CAF

9. Deliverables

34. The consultant(s) will prepare (i) an evaluation work plan and (ii) and evaluation report in accordance with the foundation M&E minimum requirements and policy. These deliverables are to be:

- Prepared in English only
- Submitted to C&A Foundation via e-mail in MS Word.
- All reports are to be submitted to the Head of Impact and Communications

35. The draft evaluation work plan is to be submitted within three (3) weeks of the signing of the consulting contract. The consultant(s) will submit a draft evaluation report for review by the foundation prior to circulation of a draft evaluation report to relevant company executives.

36. Within two weeks of receiving stakeholder comments, the final evaluation report including an executive summary and annexes will be submitted to the foundation by email.

10. Consultant Requirements and Level of Effort

37. Consultant team will be required to have the following experience:

- Substantial experience in conducting programme evaluations to inform strategy development and operations. In additional experience is expected in:
 - Theory-based evaluation designs and mixed-methods
 - Evaluation small / micro-community grants
- Experience in evaluating private sector projects and corporate social / environmental responsibility programmes
- Knowledge of corporate social responsibility approaches, corporate citizenship and employee engagement
- Fluency in English and German is essential. Additional knowledge of French, Italian and Dutch is desirable.

38. The expected level of effort for the evaluation is approximately 60 to 70 working days.

Annex 1. Overview of the Store Giving Programme Portfolio

Funding and Grants 2011 – 2014

	Total Budget (EUR)	Total Number of Projects	Average Grant Size (EUR)
2011	2,294,696	502	4,571
2012	2,436,595	599	4,068
2013	2,668,839	551	4,844
2014	2,558,914	516	4,959

Store Giving Programme – Grants by Country

	2011	2012	2013	2014
Austria	10	20	20	25
Belgium	1	4	3	3
Croatia	3	3	1	4
Czech Republic	1	1	1	0
France	2	0	1	1
Germany	461	489	472	440
Hungary	2	3	1	1
Italy	0	0	1	1
Moldova	0	0	1	0
Luxembourg	0	1	0	0
Netherlands	10	16	10	12
Poland	1	1	0	1
Portugal	2	1	2	3
Russia	0	2	1	2
Romania	2	3	6	9
Serbia	0	0	2	2
Slovakia	0	0	1	0
Slovenia	1	2	0	1
Spain	0	8	9	8
Switzerland	6	45	17	1
Turkey	0	0	2	2
Total	502	599	551	516

Store Giving Programme: Country Budget Allocation

	2011	2012	2013	2014
Austria	35,705	50,054	166,158	54,387
Belgium	67,500	27,500	192,500	192,500
Croatia	9,900	6,400	2,500	134,600
Czech Republic	840	30,000	22,000	0
France	212,500	0	180,000	210,000
Germany	1,414,318	1,463,850	1,361,998	1,274,136
Hungary	28,000	58,800	10,000	20,000
Luxembourg	0	2,500	0	0
Italy	0	0	15,000	18,000
Moldova	0	0	1,500	0
Netherlands	345,500	288,000	368,211	283,777
Poland	50,000	35,000	0	10,000
Portugal	5,000	20,000	12,500	50,000
Romania	3,987	15,000	19,000	33,100
Russia	0	60,000	35,000	37,500
Serbia	0	0	10,000	12,000
Slovakia	0	0	5,000	0
Slovenia	11,200	11,400	0	5,000
Spain	0	100,000	154,210	115,000
Switzerland	110,246	268,091	71,262	66,523
Turkey	0	0	42,000	42,391
Total	2,294,696	2,436,595	2,668,839	2,558,914