



C&A FOUNDATION STORE GIVING PROGRAMME EVALUATION

FINAL REPORT

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For:

C&A Foundation

By:

CAD

C/Muntaner 180, Pral. 2a

08036 Barcelona, Spain

Contact details:

Nina Retzlaff

Project Coordinator

Phone (+34) 93 495 0383

Email. nretzlaff@globalcad.org

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Executive Summary

Introduction

The Community/Store Giving Programme (SGP) was established in 2006 and is active in 21 countries in Europe (including Turkey) where C&A operates retail stores. Since its inception, the implementation of the SGP has lacked a formal strategy or defined objectives/guidelines for the donation of grants; however, informal guidance has been provided by the company's management:

- To support local projects that help to redress social imbalances¹ in relation to families, women and children²;
- To promote corporate citizenship³ and positive local engagement between the company and its employees and the communities that it operates in⁴.

In January 2015, the Board of C&A Foundation requested an **independent evaluation of the SGP to be carried out for the years 2011-2014** in order to assess the results of the SGP on (1) the company and employees, (2) beneficiary organizations and (3) families, women and children (the target communities served by beneficiary organizations). The evaluation should also assess the sustainability of programme grants, influencing factors as well as overall successes, failures and key lessons learnt. This will help determine recommendations that can be fed into the future strategy of the programme.

Methodology

The evaluation is based on **data collection that took place in Austria, France, Germany, the Netherlands, Spain, Switzerland and Portugal**. These countries represent 91.2% of the total grants awarded and 96.3 % of the beneficiary organizations who benefited from the SGP during 2011-2014. Data collection for the various levels of analysis was achieved in three different ways:

- 1) **Document review** of C&A and Foundation strategies and other relevant documents obtained during country visits
- 2) **Qualitative interviews**, held during country visits or conducted over the telephone; a total number of **121 qualitative face-to-face or phone interviews** were conducted with C&A employees and beneficiaries of the SGP, as well as with staff of the Foundation
- 3) **Online surveys**, sent out via email to all beneficiary organizations that received grants in the sampled countries between 2011 and 2014: **590 beneficiary organizations** answered the online survey, representing **33.6% of all organizations** supported in the seven countries by the SGP between 2011 and 2014.

¹ C&A Corporate Sustainability Report (2010), pp. 85 and (2012) p. 89.

² Interview data. Please see section 3.1.1 SGP Purpose and Objectives, as well as section 3.5 Results on Beneficiaries for more details.

³ Corporate citizenship is a concept that refers to the relationship of a company with the community, assuming responsibilities beyond commercial relationships. Through corporate citizenship, companies can improve their image and reputation. Please see section 3.1.1 SGP Purpose and Objectives for a more detailed description, as well as section 3.3 Results at the Corporate Level.

⁴ C&A Corporate Sustainability Report (2010), pp. 85 and (2012) p. 89.

Main Findings

❖ *Situation Analysis*

Since 2006, approximately €25 million was spent supporting the SGP, with an annual budget of €2.5 to €2.8 million. From 2006 through 2011, the SGP was managed by the Company; after that, administration of the programme was transferred to the Foundation, which has responsibility for approving grant proposals and disbursing the funds, while the Company still controls the selection of beneficiary organizations and other related activities.

From 2011, the year when the SGP became part of the Foundation, to 2014, €10.4 million was donated to 1,822 different organizations via 2,245 grants across 21 countries in Europe and Turkey.

❖ *Implementation Mechanisms*

The original idea was to allow store employees to select local organizations that provide support to women, children and families in need. However, as no official guidelines were issued to the countries, each one developed its own implementation mechanism and channels of communication. Currently, the implementation of grant donations ranges from a fully centralised approach to completely decentralised mechanisms, with some countries favouring a mix of both.

Decentralised	Mixed	Centralised
Germany, Switzerland ⁵	Switzerland, Spain/ Portugal	France, Netherlands Austria

Key Findings:

The Foundation plays an important supporting role in the implementation of the SGP through donation administration, while the Company remains the owner of the programme. However, some limitations exist that constrain business ownership of the SGP: employee involvement differs across countries and in general, there are no mechanisms in place to integrate store giving with employees' work activities and no incentives are available to reward positive performance in relation to managing the SGP. This makes successful implementation completely dependent on the individual motivation of a limited number of employees. In addition, the Foundation does not have headcount available to provide advice to C&A employees on operational management and administrative issues. No reporting requirements or monitoring systems exist that are capable of capturing the implementation performance or results based on de facto objectives and informal guidelines. This lack of formal guidance and control constitutes a risk, leaving room for potential irregularities and unintended practices. In the case of Spain and Portugal, mismanagement occurred because management of the SGP was outsourced to an external organization with minimal control or supervision.

Another constraining factor is internal and external communication. Most of the countries' external communication regarding the SGP takes place via press releases, while some of them also use social events and marketing materials. There is no SGP "branding" and no clear harmonized messages that are communicated. Internal communication is driven through the intranet, emails, personal meetings and the living walls. Company employees in all countries reported that internal and external communication tools are weak and fragmented across borders.

⁵ Switzerland had a decentralized approach in 2011-2013, whereas in 2014 it adopted a mixed approach.

Relevance

Evaluating the relevance of the SGP implies analysing the extent to which the programme is both related to and aligned with existing Company and Foundation strategies.⁶

Key Findings:

The Store Giving Programme's objectives are relevant to existing strategic documents such as the C&A Foundation's Strategic Framework, C&A's 2020 Global Sustainability Framework and C&A's Customer base. As regards to the Foundation, the SGP is relevant to the third pillar (Sustainable Lives) and more specifically, it relates to the employee and customer engagement signature programme. However, no clear relevance is found at the beneficiary level: the broad spectrum of SGP beneficiaries does not relate directly to beneficiaries from the garment industry (as stated in the Foundation mission).

As regards to relevance to the 2020 Global Sustainability Strategy Framework, the link is made with Employee Engagement, which is an important element of the SGP.

Relevance can also be found between the SGP and the customers of C&A which are predominantly women, children and families, however this is dependent on improving external communication. Within this context, other recent initiatives such as "Inspiring Women" present opportunities for creating synergies with the SGP and improving its relevance for the Company and the Foundation.

❖ Corporate Level

This section refers to Outcome 1 of the SGP as defined in the Theory of Change: **The C&A Company has increased positive corporate citizenship**

Corporate citizenship is understood as the company's relationship with the community. C&A improves the perception of its corporate citizenship through the communication of C&A employees' engagement with society and the communities that the company operates in, as well as making known the positive results achieved among the target population.

Key Findings:

The SGP has been relevant in improving C&A's corporate citizenship and brand image, but in a limited way. Most beneficiary organizations have an improved image of C&A due to grant giving, but C&A's corporate donations are not widely known amongst a broader audience due to limited external communication. C&A has been unable to leverage the strong potential of the SGP as a driving force for developing relationships with customers and communities, failing to strengthen the brand's 'philanthropic' perception with the general public. Moreover, the focus of the press releases issued is on the act of "giving funds away" rather than on the results and impact achieved thanks to support from C&A. This lack of focus on communicating results is a missed opportunity.

⁶ As both sustainability and the Foundation strategies were still evolving when the evaluation was being conducted, it should be noted that the analysis of relevance only applies to the versions of the strategic documents that were available to the evaluation team at the time of the study.

❖ *Employee Engagement*

Outcome 2: C&A employees are motivated to become engaged with their local communities

C&A creates and nurtures a culture of sustainability amongst C&A colleagues, who ultimately (and voluntarily) become representatives of the company's corporate citizenship and become engaged with their local communities.

Key Findings:

The SGP has achieved employee engagement in countries who have implemented the programme using a decentralised or mixed approach, but this engagement is limited to store managers, with little involvement of other staff. In countries favouring a centralised approach, employee engagement has been higher thanks to the promotion of employee participation in social activities.

National HQ staff and store managers are better informed about the SGP than sales staff due to insufficient internal communication tools. Furthermore, there is no evidence to suggest that the SGP has significantly increased staff level awareness around social and community issues.

While C&A employees welcome the SGP as a positive initiative, the programme is sometimes perceived as a burden due to the pressure of work and the lack of incentives. Concerns exist around the C&A / Foundation expenditure on philanthropy while employees are experiencing cutbacks and low wages. Despite these concerns, 88% of employees would like to participate in the SGP, including being provided with more information about the results and impact of the SGP. Employees have also expressed a desire for more engagement with beneficiary organizations, for example through volunteering.

❖ *Beneficiary Organizations and End Beneficiaries*

Outcome 3: Beneficiary organizations are able to sustainably address the needs of identified target groups

Through the SGP, C&A provides financial support to organizations that address the needs of identified vulnerable target groups (children, women and families). This funding contributes to building the financial and technical capability of the selected organizations, thus enabling them to continue implementing their activities and projects.

Key Findings:

The SGP has mainly supported local organizations who are targeting the defined population groups (women (26%), children (35%) and families (16%)), and grants have been relevant in building the financial capacity of beneficiary organizations to facilitate project implementation. Organizations rank the importance of C&A grants at 4.4 (out of 5). In countries where a higher number of repeat grants have been awarded, there is a slight tendency for beneficiary organizations to score the importance of C&A grants higher. 80% of organizations state that they could not have implemented the project in the same manner and 68.2% state that they would be unable to continue their projects in the future without the C&A donation. Organizations also work in areas that address the needs of the target groups: 60% of organizations focus on health (23%), education (22%) and social care (15%); 14% on migration.

A small percentage of beneficiary organizations (10%) received repeat grants, mainly in those countries that have taken a centralised implementation approach, while a high percentage of beneficiary organizations that received a one-off grant are located in countries with

decentralised or mixed approaches. In all cases, most of the beneficiary organizations deem their contact with C&A to be very positive, although in cases where repeat grants are given the positive nature of this contact is more intense.

Outcome 4: SGP has reduced social inequalities/imbbalances among target groups (women, children and families) in the communities in which it operates

C&A gives precedence to supporting projects in communities close to store locations that address the specific needs of vulnerable groups, especially children, women and families who are socially disadvantaged. Through the selection and financing of these projects, the SGP contributes to reducing social imbalances.

Key Findings:

It is not possible to measure through quantitative means the results on the end beneficiaries or the reduction of social inequalities due to the broad nature of “social inequalities”, and a lack of concrete objectives and indicators. However, on the basis of qualitative data and from the analysis of beneficiary organizations, it can be concluded that the SGP has made a positive contribution to improving the lives of end beneficiaries, and possibly in reducing social inequalities. 51% of organizations interviewed aim to improve the lives of the target population and have long term social and health development aims while 49% seek to improve the lives of the target population through charity, but without addressing the causes behind social inequalities. 88% of the beneficiary organizations confirmed they accomplished the results they expected⁷; of which 42% also achieved positive unexpected results. From 2011 to 2014, the total number of end beneficiaries that directly benefitted from C&A grants is estimated to be 86,500.

⁷ This refers to the results that beneficiary organizations intended to achieve, not SGP results.

Conclusions⁸

- Overall, the Store Giving Programme's implicit objectives are relevant in the context of the strategies of the Company and C&A Foundation, implying that the SGP has the potential to become a strategic programme for C&A if properly implemented. However, the scope of the SGP is too broad and the Programme is perceived as fragmented. There is the need to relaunch it in a simple and compelling way that aligns it with C&A's global sustainability framework. Furthermore, connecting the SGP to C&A's main customer base – women, could be an opportunity to make more of the results of the beneficiary organizations through appropriate external communication.
- The absence of clear guidelines and control constitutes a risk for the SGP, the Foundation and the Company, as it leaves room for potential irregularities and unintended practices. The SGP is currently not a results-oriented programme. No operational procedures and processes are in place to allow monitoring or evaluation of the SGP's results. Because of this, the SGP is not in a position to systematically demonstrate results either internally or externally.
- The Foundation has relevant procedures in place for administrating the Programme, but this has been limited to coordinating the disbursement of funds.
- The Company has been unable to leverage the SGP's strong potential to strengthen relationships with customers and communities or to positively impact brand perception. This is partly the result of a lack of ownership and an approval-based approach to communication.
- There is a general consensus among Directors of Country (DoCs) and store managers that much more could be done to capture the achievements of the SGP and communicate them widely to employees, customers and society at large.
- In countries using a decentralised approach, the SGP has resulted in limited employee engagement with the focus being mainly on selecting beneficiary organizations. Where employee engagement has proven to be stronger is in countries with a centralised approach, characterized by more diverse participation channels and stronger links with the beneficiary organizations.
- There is a lack of guidance and incentives for store managers and/or store sales staff to promote employee engagement and participation, which, if in place, would result in improved ownership of the Programme at the business level. The lack of internal communication has been identified as one of the main limiting factors preventing employee engagement in the SGP and ownership of the Programme. Store sales staff and store managers want further information about the results of the grants.
- Similarly, there is a lack of information flowing between countries and the Foundation due to the lack of standardised channels or tools available to communicate SGP results either at the Company or Foundation level.
- At the beneficiary level, most beneficiary organizations supported by the programme are in line with the target groups as defined by SGP. Almost all beneficiary

⁸ Detailed conclusions can be found in chapter 4 of this report.

organizations stated in the survey or interviews that they achieved their expected results and that the funds received represented a significant contributing factor to this outcome. Most organizations use the funds directly for project implementation.

- Most of the beneficiary organizations in centralised countries believe their contact with C&A to be very positive and frequent, while some beneficiary organizations who have received a one-off grant, mainly in countries with a decentralised and mixed approach, consider their contact to be positive but limited.
- SGP has made a relevant and direct contribution to improving the lives of the end beneficiaries, and possibly also helped in reducing social inequalities. However, only half of the beneficiary organizations actually look to reduce social inequalities, while the other half seeks to improve the lives of their target population through charity, but fails to address the root causes that lie behind social imbalances/inequalities.

Recommendations⁹

Strategy

- ✓ **Recommendation 1:** Develop a strategy for the Store Giving Programme

Procedure and Processes

- ✓ **Recommendation 2:** Strengthen the C&A Foundation role in the management of the SGP by providing adequate budgets and resources
- ✓ **Recommendation 3:** Create a SGP Management Toolkit aimed at C&A staff, beneficiary organizations and other stakeholders
- ✓ **Recommendation 4:** Encourage increased ownership of the Programme by the business through definition of roles and responsibilities and through the allocation of a specific budget for implementation and management
- ✓ **Recommendation 5:** Develop an internal training programme to help improve employees knowledge and understanding of how to manage social funds based on the Management Manual

Employee Engagement

- ✓ **Recommendation 6:** Develop employee engagement guidelines aligned with the overall employee engagement strategy at the global level

Internal and External Communication

- ✓ **Recommendation 7:** Develop appropriate internal and external communication tools
- ✓ **Recommendation 8:** Develop an SGP community with the beneficiary organizations that have received C&A grants

⁹ Detailed recommendations can be found in chapter 5 of the report.

1. Introduction

1.1 Programme Background

The C&A Company¹⁰ boasts a long-standing history in philanthropic engagement, dating back to its establishment in 1841 when C&A's co-founders made their first donation. Since then, C&A has progressively broadened the scope of its philanthropic activities to include wide-ranging private and corporate projects and programmes on a global scale, though most of this has taken place without publicity. Several bodies have been founded to implement and support the company's philanthropic approach, which include the C&A Initiative for Social Development (CISD, 1996-2010), the Instituto C&A (Brazil, 1991) and the Fundación C&A (Mexico, 1999). In 2011, C&A Foundation¹¹ was set up to continue and build upon the work of CISD and subsequently integrate and improve the strategic focus and activities of C&A's corporate philanthropy.

The Store Giving Programme

The Community/Store Giving Programme (SGP) was established in 2006 to mark the opening of the thousandth retail store in Europe. Initially conceived as an unofficial C&A programme, it was named the 'Store Giving Programme' retroactively by the Foundation in an attempt to better define the initiative.

The SGP is active in 21 countries across Europe and Turkey where C&A operate retail stores, but does not exist in other retail countries such as Brazil, China or Mexico. Since the programme's inception, it has been implemented without either a formal (written) strategy or a set of objectives and guidelines to manage the donation of the grants; however, the company's management has provided informal guidance for the Programme focus:

- To support local projects that help to redress social imbalances¹² in relation to families, women and children¹³;
- To promote corporate citizenship¹⁴ and positive local engagement between the company and its employees and in the communities that it operates in¹⁵.

This informal guidance has remained constant throughout the Programme's existence and has acted as a *de facto* set of strategic objectives.

¹⁰ Hereafter referred as 'C&A'.

¹¹ Hereafter referred to as the 'Foundation'.

¹² Please see the C&A Corporate Sustainability Report (2010), pp. 85 and (2012) p. 89.

¹³ Interview data. Please see chapter 3.1.1 SGP Purpose and Objectives, as well as chapter 3.5 Results on Beneficiaries for more details.

¹⁴ Corporate citizenship is a concept that refers to the relation of a company with the community, assuming responsibilities beyond commercial relationships. Through corporate citizenship, companies can also improve their image and reputation. Please see chapter 3.1.1 SGP Purpose and Objectives for a more detailed description, as well as chapter 3.3 Results at the Corporate Level.

¹⁵ C&A Corporate Sustainability Report (2010), pp. 85 and (2012) p. 89.

1.2 Evaluation Background and Objectives

In January 2015, the Board of the Foundation requested an independent evaluation of the SGP to be carried out for the years 2011-2014 in order to assess the results and impact of the Programme. This evaluation consultancy has four objectives:

- To evaluate the Programme results on the **Company and its employees**;
- To evaluate the Programme results on the **beneficiary organizations**;
- To evaluate the Programme results on **families, women and children** (communities served by the beneficiary organizations);
- To assess the **sustainability** of the Programme grants and influencing factors.

As guiding principles, the evaluation is based on the standard evaluation criteria¹⁶ of relevance, effectiveness (results), efficiency, and sustainability:

Table 1: Standard Evaluation Criteria

Relevance	Evaluating the relevance of the SGP: this relates to analysis of how well aligned are the SGP objectives to the overall company strategy in relation to corporate responsibility and sustainability, as well as the Foundation's strategy. In addition, it will include an analysis of the relevance of the SGP objectives with regard to the C&A customer base.
Effectiveness	Evaluating the effectiveness of the Programme: this relates to the analysis of the extent to which intended results were achieved. For this purpose, the evaluators draw on their understanding of the reconstructed Theory of Change ¹⁷ . Hence effectiveness includes the assessment of how well the SGP contributes to achieving positive corporate citizenship, employee engagement, enablement of the beneficiary organizations and reduction in social imbalances among target groups. As a result, the evaluators will also extract the factors that have influenced the achievement of these results and the failures (missed opportunities).
Efficiency	Evaluating the efficiency of the Programme: this relates to the analysis of the extent to which the funding, personnel, administrative arrangements, partnerships, governance arrangements, time and other inputs contributed to (or hindered) the achievements of results. Hence the efficiency criterion captures how well resources have been utilized within the SGP and converted into results.
Sustainability	Evaluating the sustainability of the Programme: this relates to the extent to which the results of the SGP are likely to continue beyond 2015, while taking into account the existing capacity needed to maximize results in the future and minimize the risk of failure. Evaluators will consider the flow of benefits that have been delivered during the time period under evaluation (2011-2014) and the overall resilience of these benefits to risks that could impact their continuation.

The evaluation also assesses the overall successes, failures and key lessons learnt from the Programme and gives recommendations that can feed into the Programme's future strategy, which should be aligned with both the C&A Foundation and the Company's overall approach to sustainability. For the reasons outlined above, the key target audience for this evaluation report is senior management within the C&A Company and the Foundation.

¹⁶ Standard Evaluation Criteria were first developed by the Development Assistance Committee (DAC) of the OECD, and have been adopted by most international organizations. For more information, please see <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

¹⁷ A Theory of Change explains how an intervention is understood to contribute to a chain of results that produce intended or unintended impacts. Chapter 2. Methodology explains how the Theory of Change has been reconstructed for this evaluation. For more information on Theory of Change, please see http://betterevaluation.org/plan/define/develop_logic_model

2. Methodology

2.1 Scope and Approach

The evaluation methodology was designed to place the emphasis on the lessons learnt and on generating strategic recommendations to facilitate strategy development.

Given the lack of official documents regarding the SGP, such as a programme strategy and design, clear objectives set out, implementation guidelines laid down and reporting of results formalized, the decision was taken to use Outcome Harvesting as the primary approach for data collection.

Outcome Harvesting

Outcome Harvesting is particularly useful when outcomes, inputs, activities and outputs are not sufficiently specific or measurable. It does not measure progress towards predetermined objectives or outcomes, but collects evidence of what has changed and then, working backwards, determines whether and how an intervention contributed to these changes¹⁸.

Based on this approach, in order to assess the SGP, the evaluation employed both qualitative and quantitative data collection methods as well as participatory approaches for engaging C&A staff and key stakeholders at both European and country levels.

As a first step, thanks to discussions with the Foundation and input from interviewees at European level, the SGP's main activities, outputs and outcomes were formulated and a Theory of Change model was developed. This model helped to structure the data collection tools, such as interview guides and survey questions, as well as determining the levels of analysis and key informants that needed to be included in the Outcome Harvesting process:

Figure 1: SGP four levels of analysis



a) Programme level means the analysis of how well the SGP fits and feeds into the Company's Global Sustainability Strategy, as well as the Foundation's Strategy.¹⁹ In addition, it includes analysis of the SGP's results related to the company's corporate citizenship. Aspects to be evaluated include the overall implementation strategies used by the SGP, the processes in place to determine grant results and lessons learnt, and external communication regarding the SGP. This involved the C&A Company's management at a European and national level, as well as the C&A Foundation, including:

¹⁸ For further information, please see http://betterevaluation.org/plan/approach/outcome_harvesting

¹⁹ The SGP was initiated in 2006 without a clear strategy, whereas the Global Sustainability and Foundation strategies were only created in 2014 and are under ongoing development. In this light, the aim was to analyze whether and how well the SGP's implicit objectives align with the newly created Company and Foundation strategies, although this alignment was unintended.

- C&A Global Sustainability Team (successor to Sustainable Business Development),
- European Corporate Communications,
- National PR and Communications,
- Marketing,
- External Stakeholder Engagement,
- Grant Administration (C&A Foundation),
- Directors of Country (DoCs),
- Store Managers.

b) Employee level means analysis of the level of engagement with the programme and the awareness of social sustainability and local community issues that the SGP has (or has not) created amongst C&A employees. It involves C&A employees located at a national level within the SGP, such as:

- Directors of Country (DoCs),
- Communications (related to internal communication),
- District Managers,
- Store Managers,
- Store Employees,
- Others (as identified by DoCs or other C&A employees).

c) Beneficiary Organizations means the analysis of the manner in which the funding has been used by the organizations that received grants, as well as the importance of the C&A grants for these organizations and any result that has been generated at the organizations' level. It involves different types of social organizations, large and small NGOs, private foundations, schools, associations, etc., which aim to address social problems related to families, women, children and other vulnerable groups.

d) End Beneficiaries means an assessment of the results achieved at the level of the SGP's target population. The final beneficiaries of the programme are identified as women, children and families. Through data collection, end beneficiary groups were further defined.

2.2 Sampling

In coordination with the C&A Foundation, the evaluation team decided to cover at least one country per sub-region of company retail operations, as well as to consider the number of beneficiary organizations, the number of grants awarded and the average grant amount in each country.

As a result of this sampling strategy, the evaluation is based on data collection in Austria, France, Germany, the Netherlands, Spain, Switzerland and Portugal. These countries represent 91.2% of the total grants awarded and 96.3 % of the beneficiary organizations who benefited from the SGP during 2011-2014.

In addition, these countries represent a variety of implementation methods, from decentralised approaches, such as those used in Germany, to more centralised approaches used in France and the Netherlands.

Belgium and Luxemburg, Eastern European Countries²⁰, Italy and Turkey are not included due to the small number of beneficiary organizations, as well as the low grant amounts awarded.

2.3 Survey and Interviews Conducted

Data collection at the different levels of analysis was carried out in three ways:

- 1) Desk review of relevant available documents
- 2) Qualitative interviews, during country visits or via telephone;
- 3) Online surveys, sent out via email to all beneficiary organizations that received grants across the sampled countries between 2011 and 2014.

Qualitative Interviews

Following the identification of relevant stakeholders to be interviewed, a total number of 121 qualitative face-to-face or phone interviews were conducted, approximately half of which focused on the C&A Company and Foundation and the remainder on the beneficiary organizations and end beneficiaries.

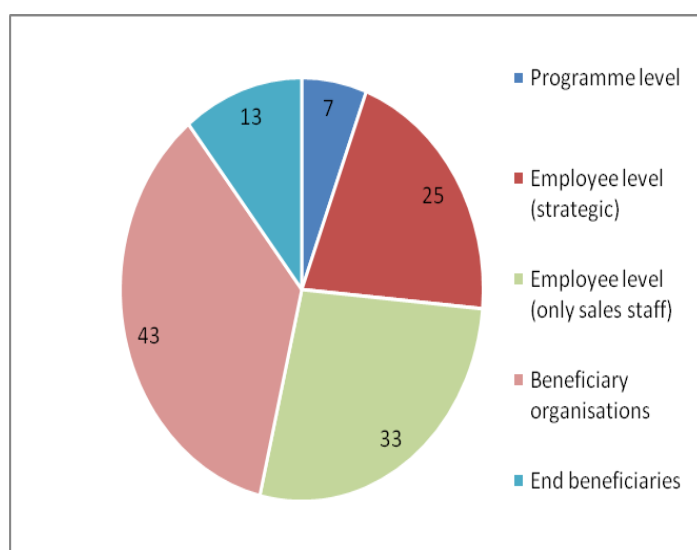


Figure 2: Number of qualitative interviews conducted during field visits or via phone

Within C&A, seven interviews have been conducted at the European level and 58 at the national level, including strategic staff (DoCs, Communications, Marketing and other staff located at HQ, as well as district and store managers), and sales staff at the C&A stores.

At the beneficiary level, organizations make up the majority of interviews conducted,

while only 13 end beneficiaries of projects could be interviewed.²¹

Interviews were conducted by making use of standardized interview guides²² that were structured around the different levels of analysis: strategy, company, employee engagement and beneficiaries. The guides were adapted to each type of interviewee, in order to match questions with the assumed level of knowledge around the different aspects of the SGP. Qualitative interviews were important for extracting limiting and success factors in each country, and to draw explanations for some quantitative findings. In addition, they provided key information for developing the case studies on grant giving.²³

²⁰ EEC were partly included, as Austria is responsible for store giving in these countries. However, no country visits were undertaken.

²¹ Please see section 2.3 Limitations below to understand why few end beneficiaries could be interviewed.

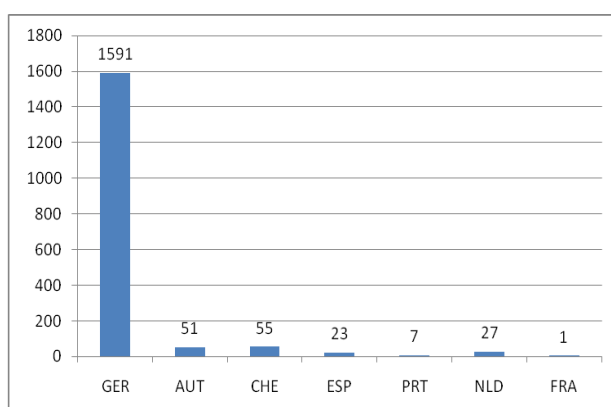
²² The interview guide templates used can be found in the Annex of this report.

²³ One case study per country can be found in the Annex of this report.

Online Survey

As no systematic data collection had been carried out up until now to capture information at the beneficiary level, it was important to collect information from a larger number of beneficiary organizations than would have been possible by only using face-to-face interviews during field visits. By doing this, the qualitative data can be complemented with quantitative findings or vice versa. Hence, an online survey was sent out to all organizations that had received grants between 2011 and 2014 in the seven sample countries.

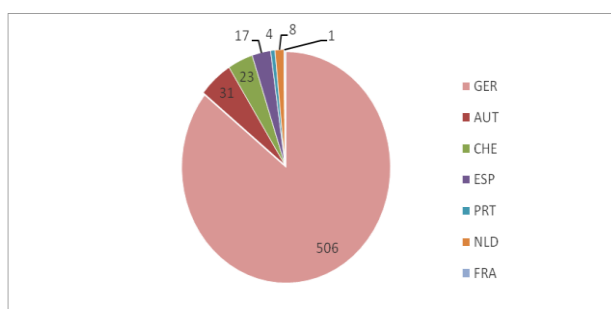
Figure 3: No. Of beneficiary organizations per country 2011-2014



In total, the survey was sent to 1755 beneficiary organizations.

590 organisations answered the survey, representing a share of **33.6% of total organizations** supported in the seven countries by the SGP between 2011 and 2014²⁴.

Figure 4: Beneficiary organizations that responded to the online survey

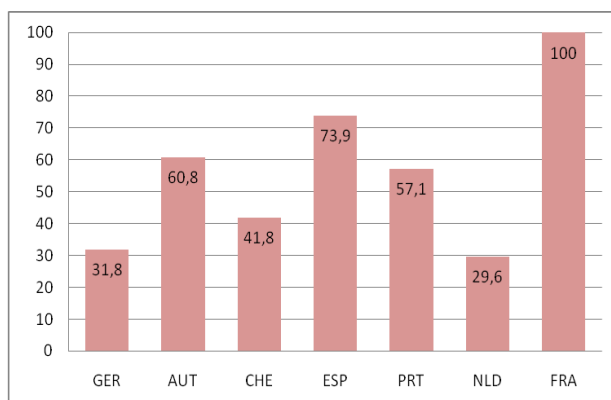


Due to the fact that Germany has by far the largest number of beneficiary organizations, accounting for 90.7% of the total, most responses to the online survey originate from this country.

Nevertheless, all countries are well represented if the response rate of

beneficiary organizations is compared to the number of organizations per country.

Figure 5: Response rate to the online survey per country



As France only has one beneficiary organization, the response rate is 100%, while other countries have lower response rates due to the greater number of beneficiary organizations.

²⁴ If we consider all of the SGP's beneficiary organizations, including countries not represented in the sampling, the share would represent 32.4%.

Data Analysis

In order to extract valid information from the collected data, the triangulation method was used. The purpose of triangulation is to collect similar data from multiple data sources in order to obtain multiple views on the same aspects. Information can be cross-checked and more reliable conclusions can be drawn.

Figure 6: Data Triangulation



For example, regarding employee engagement, the viewpoints of employees at all levels of C&A were taken into account in order to identify limiting and enabling factors. In addition, beneficiary organizations were asked about their experiences and perceptions of C&A's staff engagement and their interaction with the organization. Communication channels and documents²⁵ were also reviewed, which gave additional information about missed opportunities as well as best practices.

Hence Triangulation allows the “bigger picture” to be captured at all levels of analysis and helps avoid information bias. To facilitate triangulation, the collected qualitative and quantitative data was processed through a data matrix in Excel that facilitates aggregation and analysis of the information across countries and stakeholder types.

2.3 Limitations

A significant limiting factor for the evaluation was the lack of programme documentation for the SGP. As the programme had been initiated without either a formal strategy or operational and reporting guidelines, the SGP's theory of change and objectives had to be reformulated based on data from the company's sustainability reports, interviews and a limited number of documents about the SGP.

In addition, the analysis of the SGP's relevance and alignment with the Company's and the Foundation's strategies has been constrained by the fact that both C&A's sustainability strategy as well as the Foundation's theory of change are still evolving operationally. Hence, the analysis could only be carried out using the existing versions, and future changes could not be taken into consideration.

Another challenge faced was conducting interviews with the SGP's end beneficiaries due to the nature of the projects that had received the grants. In many cases, these projects involved children from poor social backgrounds, people suffering from long-term health issues or terminal illnesses, mistreated women, people with mental disabilities, or other similar circumstances. In most cases, the beneficiary organizations requested that end beneficiaries

²⁵ Information from the intranet (Germany), living walls, emails, videos (France)

should not be interviewed, as they would either feel stigmatised or would not be in the right psychological condition to answer questions. In other cases, beneficiary organizations had not worked directly with the end beneficiaries, but instead had supported organizations active at a higher level. For these reasons, only a small number of end beneficiaries could be interviewed, which in turn affects the analysis of what results the SGP had at this level. However, this limitation was mitigated through interviews with beneficiary organizations, producing relevant and sufficient information on which to draw conclusions about the results delivered to the end beneficiaries.

A further limitation is that it is almost impossible to adequately evaluate both the SGP impact on end beneficiaries and to measure the reduction of social inequalities owing to the fact that far more complex data collection from the beneficiary organizations and the end beneficiaries would have been necessary in order to evidence. This has not been possible within the context of the evaluation project, as significantly more time and people would have been required.

3. Main Findings

3.1 The SGP Situation Analysis

3.1.1 SGP Purpose and Objectives

As mentioned above, the evaluation exercise started with the reconstruction of the Theory of Change based on the review of a limited number of documents²⁶ and on interviews. This model was then used as a conceptual framework for data collection and analysis.

It consists of a number of activities that lead to four outputs and four related outcomes²⁷ linked to the four levels of analysis (company/programme level, company/employee level, beneficiary organizations and end beneficiaries). All activities, outputs and outcomes contribute to one over-arching goal, the increase of sustainability within local communities.

This overall goal has been mainly reconstructed from C&A CR reports that state corporate giving goals are “...to support sustainable development and create better long-term prospects for people in many different countries...”²⁸. In addition, the Foundation’s Approach and Priorities with its three pillars “Sustainable Product”, “Sustainable Supply” and “Sustainable Lives” suggest that giving to the community aims to support the “Sustainable Lives” pillar by contributing to the sustainability of local communities.

At the outcome level, outcome 1 – Positive corporate citizenship and 2 – Increased employee engagement have been reconstructed through conversations with C&A Foundation and the revision of the C&A sustainability framework. Regarding outcomes 3 and 4 that both relate to the beneficiary level, the intended outcome 4 for the end beneficiaries was first defined from information from the CR Reports from 2010 and 2012 that refer to “local activities (...) to help to redress various social imbalances”²⁹ and to “improve lives in the communities”³⁰. Ultimately, outcome 3 for beneficiary organizations evolved from the latter: if one of the objectives of the SGP is to support local projects that reduce social imbalances, the organizations that receive these grants must be able to sustainably address the needs of the target population.

Outputs, defined as short-term results from activities, have been formulated as factors that contribute to achieving the intended outcomes. Finally, the activities of the SGP that are (or

²⁶ Documents reviewed are CR Reports 2010, 2012, 2014, as well as a presentation from C&A Foundation and the Foundation’s Approach and Priorities. The ToR of the evaluation also defined elements of the Theory of Change.

²⁷ Outputs are defined as short-term results of activities, whereas outcomes are long-term impacts that are achieved as a consequence of the outputs.

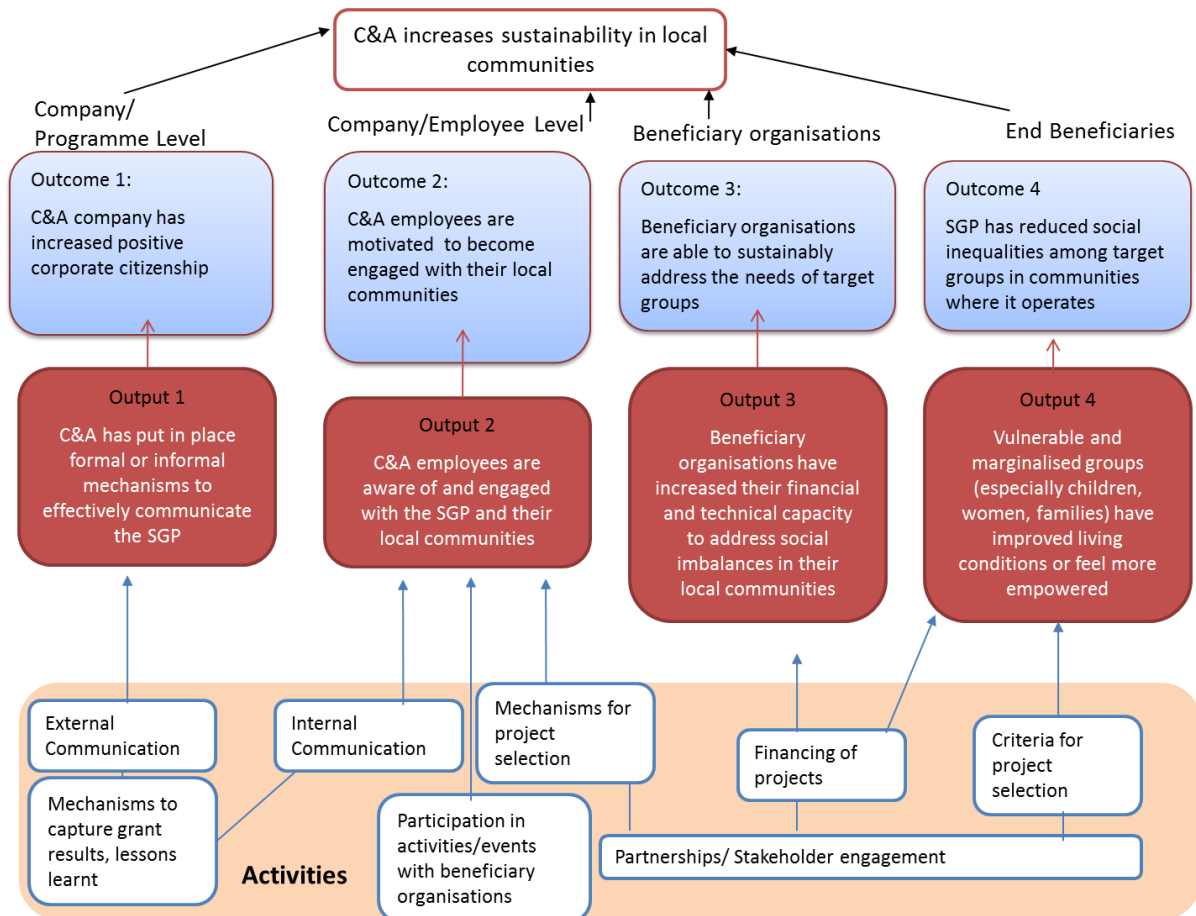
²⁸ CR Report 2010, p. 85 and 2012, p. 85. The CR report 2014 marks a shift of focus to “improving lives in communities” and “local empowerment” (p. 40). However, the earlier documents were considered more valid to establishing the goal, as they are closer to the beginning of the SGP. In addition, it can be argued that empowered communities with improved lives ultimately become more sustainable, so that the overall goal is still valid even if the focus changed over the years.

²⁹ CR Reports 2010 and 2012, p. 88

³⁰ CR Report 2014, p. 40. The Foundation’s online portal mentions a broader spectrum of eligible beneficiary organizations, also related to economic development and other causes. However, these were not taken into account for the Theory of Change, as Foundation staff clarified that they do not reflect the real objectives of the SGP, but were listed in order to ensure that grants are given according to fiscal requirements.

should be) carried out through the various implementation mechanisms have been grouped together to show in a simplified way how they are linked to the four outputs and outcomes. The Theory of Change is presented in the following diagram in order to capture the verifiable and desirable results at programme, employee, organization and individual level. Furthermore, the model aims to identify how the different stakeholders (change agents) contribute to these results.

Figure 7: Theory of Change



Achieving the four outcomes influences the ultimate goal and long-term result of the SGP. Therefore, the SGP is effectively implemented when different stakeholders contribute to the four outcomes by achieving the related outputs through the implementation of a number of key activities.

The four outcomes are thus based on assumptions regarding the process through which change will take place, and the ways in which all of the required outcomes contribute to accomplishing the desired long-term change:

(a) Company/Programme Level

Outcome 1: The C&A Company has increased positive corporate citizenship

The SGP enhances the perception of C&A's corporate citizenship by communicating the engagement of C&A employees with the society and communities in which the company operates, as well as making known the positive results achieved among the target population. Positive corporate citizenship is also strengthened by implementing efficient formal and

informal mechanisms capturing both the results of the donations and the experiences and lessons learnt across Europe and at country level, which in turn can be published.

(b) Company/Employee Level

Outcome 2: C&A employees are motivated to become engaged with their local³¹ communities

The SGP creates and nurtures a culture of social sustainability amongst all C&A colleagues, as they become representatives of the Company's corporate citizenship and engage in their local communities. The SGP contributes to increasing employee's engagement when there are effective internal communication and employee engagement mechanisms in place. Therefore, the SGP increases employees' awareness of social issues and boosts their motivation to engage with local communities.

(c) Beneficiary Organizations

Outcome 3: Beneficiary organizations are able to sustainably address the needs of identified target groups (children, women and families)

The SGP financially supports those beneficiary organizations that contribute to reducing social imbalances³² (or inequalities) and address the needs of the identified vulnerable target groups (children, women and families). The funding contributes to building the technical and financial capacity of the selected organizations, thus helping them to continue implementing their activities and projects that effectively tackle social imbalances.

(d) End Beneficiaries

Outcome 4: SGP has reduced social inequalities among target groups (women, children and families) in the communities in which it operates

The SGP contributes to reducing social imbalances³³ in vulnerable groups, especially children, women and families who are socially disadvantaged, through the provision of support for local communities.

3.1.2 The SGP's State of Implementation

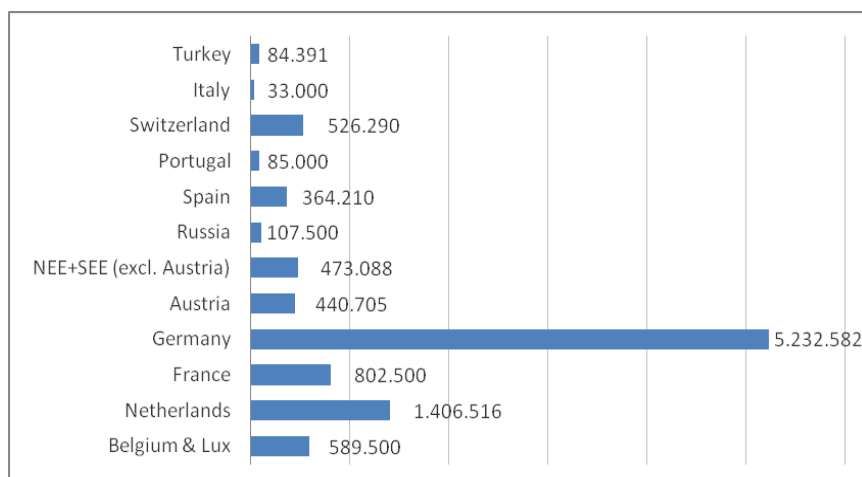
Since 2006, approximately €20 to €25 million was invested in the SGP, with an annual budget of €2.5 to €2.8 million. The SGP was managed by the company from 2006 to 2011; after that, administration of the SGP was transferred to the Foundation, which has been responsible for approving grant proposals and disbursing the funds, while the Company still controls the selection of beneficiary organizations and related activities. The SGP today is a core element of the Company and Foundation's employee and community engagement strategy in European retail countries.

From 2011, when the SGP became part of the Foundation, to 2014, €10.4 million was disbursed to 1,822 different organisations via 2,245 grants across 21 countries in Europe and Turkey.

³² "Local level" refers to an organization's direct neighborhood but might also extend to city and/or regional level. "National level" means that an organization is supporting beneficiaries across the country. An organization works at "international level" once it operates beyond its national border.

³³ The Company and Foundation have not defined social imbalances; however, most of the literature relating to social imbalances is closely related to the understanding of causes and symptoms of social inequality. Social inequality is defined as "the existence of unequal opportunities and rewards for different social positions or statuses within a group or society".

Figure 8: Total grant amounts, 2011-2014

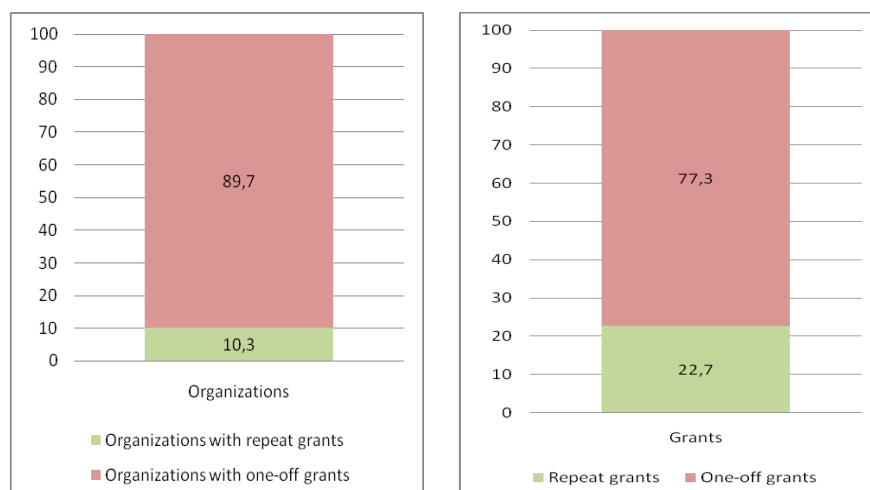


Source: C&A Foundation Grant Portfolio

Eighty-eight per cent of the grants were awarded in Germany, although the average grant size was only €2,855. Other countries, such as Austria, the Netherlands or France, chose a more centralised and planned approach, allocating fewer grants but characterised by a higher amount (e.g. €200,625 for France and €31,625 for the Netherlands on average per year). The average grant size per organization across all countries is €4,650. Excluding Germany, the average grant size increases to €12,642.

Out of the total number of 2,245 grants, 77.3% were one-off grants and 22.7% constituted repeat grants. Only 10% of the beneficiary organizations received repeat grants. In fact, countries taking a centralised approach such as France, the Netherlands and Austria have a higher percentage of organizations receiving repeat grants, while countries with decentralised and mixed approaches have a lower percentage. This aspect is analysed further in the chapter on beneficiary organizations.

Figure 9: One-off grants vs. repeat grants 2011-2014 (%)



Source: C&A Foundation Grant Portfolio

3.1.3 SGP Implementation and Management Mechanisms

When the SGP was initiated in 2006, one of its aims was to give C&A store employees the opportunity to select and support local community organizations that provide assistance to women, children and families in need. However, with the lack of clear official guidelines provided at the country level, each country independently developed its own implementation process as well as its own internal and external communication strategy.

a) Implementation approach

Currently, the implementation of grant-giving ranges from fully centralised approaches to completely decentralised processes, with some mixed approaches that allow for a certain level of decentralisation:

- a. The Netherlands, France and Austria decided to centralise the selection process at HQ level (DoC and their assistants, communications manager or other C&A managers at HQ level).
 - The Netherlands and France centralised the selection process for two main reasons. On a practical level, DoCs were of the opinion that store employees do not have the necessary experience or knowledge to propose and select either the right and/or relevant organizations. In addition, the process of involving all stores was perceived as being inefficient and cumbersome. Hence it was decided to centralise the process as establishing longer term strategic partnerships between the company and a limited number of beneficiary organizations who receive higher grant amounts was seen to be more effective than awarding one-off grants to a large number of organizations using a store-based approach. Employees do not participate in the selection process but are engaged in a number of fundraising and marketing activities related to the beneficiary organizations.
 - In Austria, a centralised selection process is combined with limited consultations with stakeholders, such as district managers or store managers in Eastern European Countries³⁴, in order to request proposals on which beneficiary organizations to select. Some beneficiary organizations in Austria are also consulted to obtain recommendations regarding other organizations that could be eligible to receive grants. Employees do not directly participate in the selection process and receive no information regarding the results of Programme.
- b. Germany is the only country with a fully decentralised approach in which the selection process is delegated to store managers.
 - Store managers receive information from HQ on how to select the organizations, but are the decision-makers on final selection. Store managers often consult other stakeholders such as department managers, the workers' council and/or the local mayor to solicit inputs for the selection. Participation by other C&A staff at the store level though is limited. In some cases, especially in the larger cities, stores work in clusters to jointly select one organization who receives a higher grant amount. On one hand, this decision was taken to generate more attention from the local press, as store

³⁴ As Austria represents the entire EEC region, the DoC is responsible for store giving in nine countries (Head of Region of CEE) .

managers in larger cities have difficulties to create interest in small grants. On the other hand, it is less work for store managers, as only one of them is responsible for grant-giving each year. Responsibilities rotate, so that every year a different store coordinates the process.

- c. Spain/Portugal and Switzerland³⁵ apply mixed procedures: C&A employees at store level participate in proposing beneficiary organizations, while HQ is responsible for the final selection.
- In Spain and Portugal, from 2011 to 2013, the selection process had been outsourced to an external agency who controlled proposing the beneficiary organizations and managing the relationship with them. Since 2014, an internal committee has been in place that invites HQ staff employees, store managers and store employees to put forward beneficiary organizations. This committee is in charge of the final selection based on the proposals of HQ staff and C&A stores, without any external consultation. Proposals from stores are made by store managers, with limited participation of other staff members.
 - In Switzerland, from 2011-2013, HQ made the selection based on proposals submitted by stores (the system evolved from store level to district and canton level). In 2014, C&A Switzerland piloted a two-step approach: stores submit proposals, which are evaluated by an internal committee. The committee creates a top-10 list of eligible organizations, which is then communicated back to the stores and store employees vote for their favourite organization. The five organizations with the most votes are selected to receive grants. This approach has not been used though in 2015, as Switzerland wanted to wait for the outcome of this evaluation in order to decide what approach is best.

³⁵ Switzerland applied a decentralized approach similar to that in Germany from 2011-2014, but adopted a mixed approach in 2014.

Table 2 below summarises the SGP's implementation mechanisms in different countries.

Table 2: SGP implementation mechanisms

Country	Selection approach	Decision-maker on selecting beneficiary organizations	Consultation with other stakeholders	Long-term partnerships with some beneficiary organizations	Participants	Employee engagement mechanisms	Incentives for employees	Reporting mechanisms
France (FRA)	Centralised	DoC, Human Resources manager and internal communication	NO	YES	DoC, national HQ staff, store managers and store staff	Running event, teddy bear sale, TV internal news	NO	NO
The Netherlands (NL)	Centralised	DoC, their assistant and communications manager	NO, although they only select beneficiary organizations that are government stamp validated	YES	DoC, DoC assistant, communications manager, national HQ staff, store managers and store staff	Sale of marketing materials, ambassadors, bike riding event and annual convention	NO	NO systematised mechanism although C&A receives annual reports on results from some beneficiary organizations
Spain and Portugal (ESP/PRT)	Mixed	Committee at HQ level composed of department managers. Selection based on proposals through C&A HQ employees and stores. From 2011-2013, selection based on proposals from external agency	NO (however, as of 2011-2013, an external agency was in charge of putting forward beneficiary organizations)	NO	Committee members, national HQ staff, district manager, store managers, store staff	Proposal of beneficiary organizations	NO	As of 2014, the Committee requested that beneficiary organizations report back on results
Austria (AT)	Centralised	DoC and his assistant	YES (limited informal consultations) with store and	YES	DoC and their assistant	No actions	NO	NO

			district managers) They also select beneficiary organizations that are government stamp validated					
Switzerland (CH)	Mixed	In 2014, selection by a committee comprising HQ, district manager, store leader, with the direct participation of the C&A Foundation. Before, and in 2015, decentralised approach.	NO	YES	Committee, national HQ staff, district manager, store leaders and store staff (2014) Store leaders/ district managers (2011-2013, 2015)	Proposal of beneficiary organizations and final voting. Event at C&A store to officially hand over the donation cheque	NO	NO
Germany (GER)	Decentralised	Store managers	YES (consultations with workers' council and local mayor)	NO	Store managers	Event at C&A store to officially hand over the donation cheque	NO	NO

Since taking over the management of the SGP, the Foundation has played an important support function role to enable the programme while the business has been positioned as the owner of the SGP. The Foundation transformed the store giving programme into a paperless, online based process while also initiating the evaluation of results (which had not been tracked before) to better understand the performance of the SGP. However, the Foundation's role has been mainly limited to administrative tasks and coordination of funds disbursement. As no clear objectives and indicators exist for the SGP, the Foundation has not established any reporting requirements or monitoring systems that could ensure the SGP is being implemented in accordance with the de facto objectives and informal guidelines. Additionally, the Foundation is without a dedicated person owning the programme or providing advisory services to Company employees with regards to selection and engagement, operational management and supervision.

While the Foundation's existing capability to effectively manage the SGP is low, ownership at the Company level is also weak, although this varies across countries. In some (few) cases, DoCs are actively involved in the implementation of the SGP, while in other countries the DoCs have limited involvement and ownership of the Programme. With regard to other management staff, the SGP is not part of their job descriptions, and most of the countries do not have dedicated staff available to ensure proper management of the SGP. Consequently, the management of the SGP is not part of employees' KPIs, and no training is offered to help employees effectively manage grant-giving to achieve results. In addition, no incentives are on offer to recognize good performance in managing the SGP and so it completely depends on the personal motivation and capacities of DoCs and/or store managers to do a good job. Therefore the impact of the SGP on C&A's corporate image, employee engagement and community engagement is dependent on the efforts of a limited number of individual staff members (including DoC's) who in turn have varying levels of interest in the Programme with some lacking the required skillset to manage it effectively.

This absence of clear guidance and control constitutes a risk for the SGP, the Foundation and the Company, as it leaves room for potential irregularities and unintended practices (e.g., Spain and Portugal).

b) Communication approach

As no clear communication guidelines were provided at the country level, the communication strategies show some differences, but also a number of common features across countries:

Table 3: Internal and external communication mechanisms

Country	Internal communication	External communication
France (FRA)	<ul style="list-style-type: none"> • Emails to HQ employees, store managers • Intranet • TV internal news • Living walls for store employees • Running event • Teddy bear sale 	<ul style="list-style-type: none"> • Running event • Teddy bear sale • Press releases
The Netherlands (NL)	<ul style="list-style-type: none"> • Emails to HQ employees and store managers • Living walls for store employees • Annual convention • Sale of marketing materials • Ambassadors • Women's ride event 	<ul style="list-style-type: none"> • Sale of marketing materials • Ambassadors • Women's ride event • Press releases • C&A logo used by beneficiary organizations

Spain and Portugal (ESP/PRT)	<ul style="list-style-type: none"> • Emails to HQ employees and store managers • Internal magazine • Living walls for store employees 	<ul style="list-style-type: none"> • Press releases • C&A logo used by beneficiary organizations³⁶ • Event at C&A store to officially hand over the donation cheque³⁷
Austria (AT)	<ul style="list-style-type: none"> • Intranet • Living walls • Informal consultations 	<ul style="list-style-type: none"> • (Local) press • Website • Flyers from organizations
Switzerland (CH)	<ul style="list-style-type: none"> • Emails to HQ employees and store managers • Living walls for store employees 	<ul style="list-style-type: none"> • Event at C&A stores to officially hand over the donation cheque
Germany (GER)	<ul style="list-style-type: none"> • Intranet • Living walls for store employees 	<ul style="list-style-type: none"> • Event at C&A stores to officially hand over the donation cheque • Press releases

All countries use internal emails or the intranet as a means of communicating about the SGP to national HQ employees and store managers. In most countries like Germany, Switzerland, Spain, Portugal and France, store managers are in charge of communicating the SGP to store employees who can also find relevant information on the living wall of their stores. Some countries use additional internal communication mechanisms such as an internal TV channel in France, an internal magazine that publishes information regarding SGP donations in Spain and the holding of the annual meeting in Holland, which also helps to communicate the SGP to employees.

The Netherlands and France organize specific events with the beneficiary organizations as a mechanism to communicate the SGP at both internal and external levels. The Netherlands also implements complementary external communication by combining it with marketing publicity. Germany usually communicates the SGP externally through the organization of donation events at C&A stores to officially hand over the donation cheque. Local press is invited to these events; however, store managers state it is increasingly difficult to raise the journalists' interest, particularly when small amounts are given.

Most of the countries' external communication about the SGP is via press releases issued on an annual basis and targeted at the general public to inform them about the funds awarded to beneficiary organizations.

Despite these efforts, it needs to be stressed that company employees in all countries are of the opinion that the current internal and external communication mechanisms are weak and insufficient. At the internal level, employees complain about a lack of information and expressed the need to be better informed. And at the external level, communication is weak and fragmented across countries. There is no "branding" of the SGP and no clear harmonized message regarding the programme is communicated externally. Employees think that much more should be done to make the SGP known to customers and the general public. "Do good and talk about it" is one of the most frequent statements made by employees during interviews. This is in direct contrast to the company's traditional culture and approach, which has been to 'do good quietly'. In fact, the lack of internal and external communication has been identified as one of the main limiting factors holding back the improvement of C&A's

³⁶ This practice was applied up until 2013 when part of the grant-giving process was outsourced to an external agency. This agency then produced marketing and communication materials for beneficiary organizations with the C&A logo.

³⁷ At least one case is documented in Portugal, but does not seem to be common practice.

corporate citizenship as well as employee engagement through the SGP. This aspect will be further analysed in subsequent chapters.

3.2. Relevance of the Store Giving Programme

Evaluating the relevance of the Store Giving Programme implies analysing the extent to which the programme is related to and aligned with existing strategies. As both sustainability and the Foundation strategies were still evolving when the evaluation took place, it should be noted that the analysis of relevance only applies to the versions of the strategic documents that were available to the evaluation team for analysis.

Key findings

- Overall, the Store Giving Programme's objectives are relevant to existing strategic documents, i.e. the C&A Foundation's Strategic Framework, C&A's 2020 Global Sustainability Framework and C&A's CVP.
- The SGP is relevant to the Foundation's third pillar (Sustainable Lives) and the employee and customer engagement signature programme. However, at the beneficiary level, the profusion of SGP beneficiaries and the lack of specific focus on the industry make it impossible to guarantee that implementation will be relevant to the Foundation's mission. Only clear definition of beneficiary targets can ensure complete relevance of the programme.
- As regards relevance vis-à-vis the 2020 Global Sustainability Strategy Framework, the link is made with Employee Engagement, which an important aspect of the SGP.
- However, there is no overall C&A employee engagement strategy to act as a reference point for the SGP.
- Relevance can also be found between the SGP and the C&A customer base. The SGP largely focuses on women, children and families (77% of the beneficiaries) with its outcomes relating directly to those of the C&A customer base.
- In this context, other recent Foundation initiatives such as "Inspiring Women" has been identified as an example of an initiative that combines several levels of relevance (corporate image, employee engagement and impact on communities), hence presenting an opportunity for creating synergy with the SGP.

3.2.1 Relevance to the Foundation Strategy

C&A's philanthropic activities have undergone a process of globalisation and integration since early 2014, resulting in the consolidation of different bodies under the single umbrella of the C&A Foundation, which re-centred the focus on C&A's core business and supply chain. The mission of the Foundation today is *"to support and drive initiatives that help transform the way the industry works and the lives of those touched by it"*. The Foundation is now also fully aligned with C&A's 2020 Sustainability Framework (see point 2 below), integrating the three sustainability pillars into its own strategy.

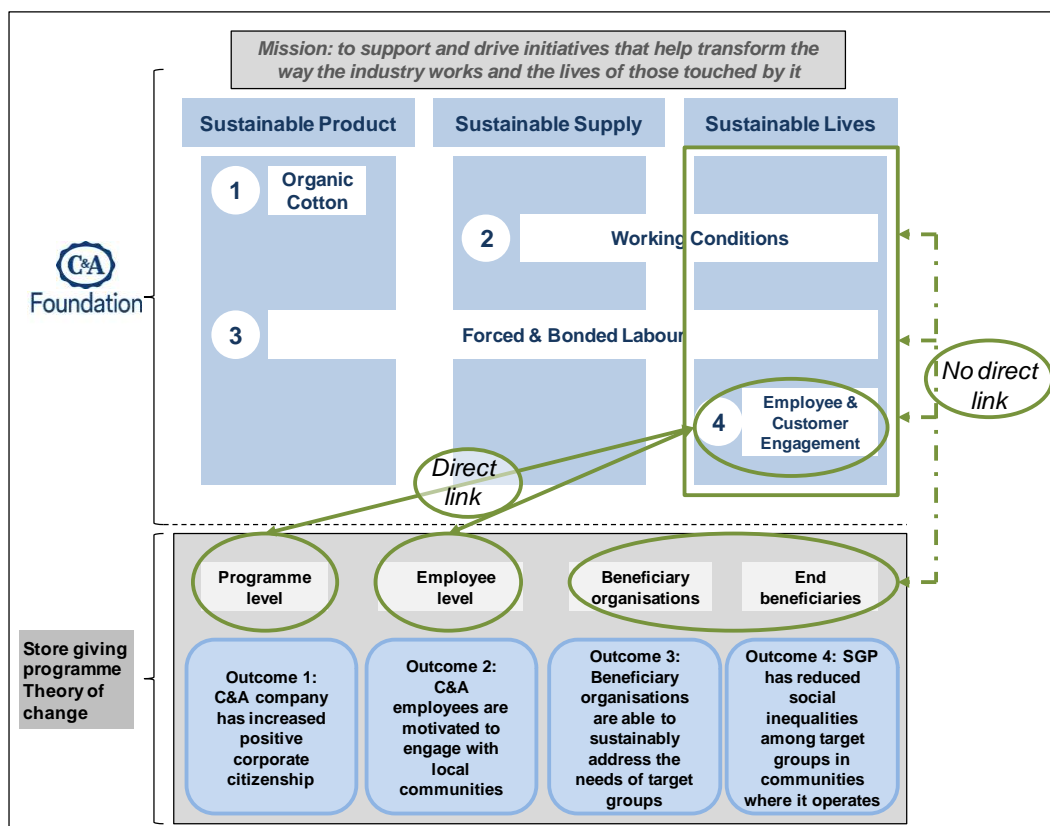
The evaluation analysed the links between the outcomes (i.e. objectives) of the Store Giving Programme (formulated in the Theory of Change (see Chapter 2)) with the three pillars of the Foundation Framework and the four signature programmes in order to conclude whether or not the SGP is relevant to the Foundation's Strategy (see Figure 10 below).

This analysis highlights a direct link with the third pillar of Sustainable Lives, specifically:

- 1) At **programme level**, there is a direct link between the SGP Outcome 1 (increasing positive corporate citizenship) and the Foundation's Signature Programme 4 (increasing employee and customer engagement): increased positive corporate citizenship, i.e. an improved perception of C&A as a driving force for good in the community, is a relevant catalyst for increasing employee or customer engagement.

- 2) Similarly, at **employee level**, SGP Outcome 2 (motivating employees to engage with local communities) is relevant to the Foundation's Signature Programme 4 (employee and customer engagement) because it has been demonstrated that higher employee engagement in social causes supported by C&A has the potential to forge bonds stretching beyond strictly professional relationships and, therefore helping to build and strengthen corporate culture (see Chapter 3.4 on employee engagement).
- 3) However, a different situation is observed at the **beneficiary level**, whether organizations or end beneficiaries. Outcomes 3 and 4 do not relate directly to the existing signature programmes that are targeting beneficiaries in the sourcing countries. The broad spectrum of focus areas, possible beneficiaries, and the absence of a direct link to the garment industry, also makes it difficult, if not impossible, to ensure that the SGP is relevant to the Foundation's mission to help transform the way the industry works.

Figure 10: Alignment of the Store Giving Programme with the C&A Foundation's Strategic Framework



3.2.2 Relevance to the Corporate Responsibility Strategy

When it comes to Corporate Responsibility, since 2013 C&A has been engaged in integrating its strategy globally in order to improve the coordination and uniformity of its response to the main challenges and opportunities of Corporate Responsibility. One of the major outputs from this activity was the development of the **2020 Global Sustainability Framework**, which focuses on three main pillars:

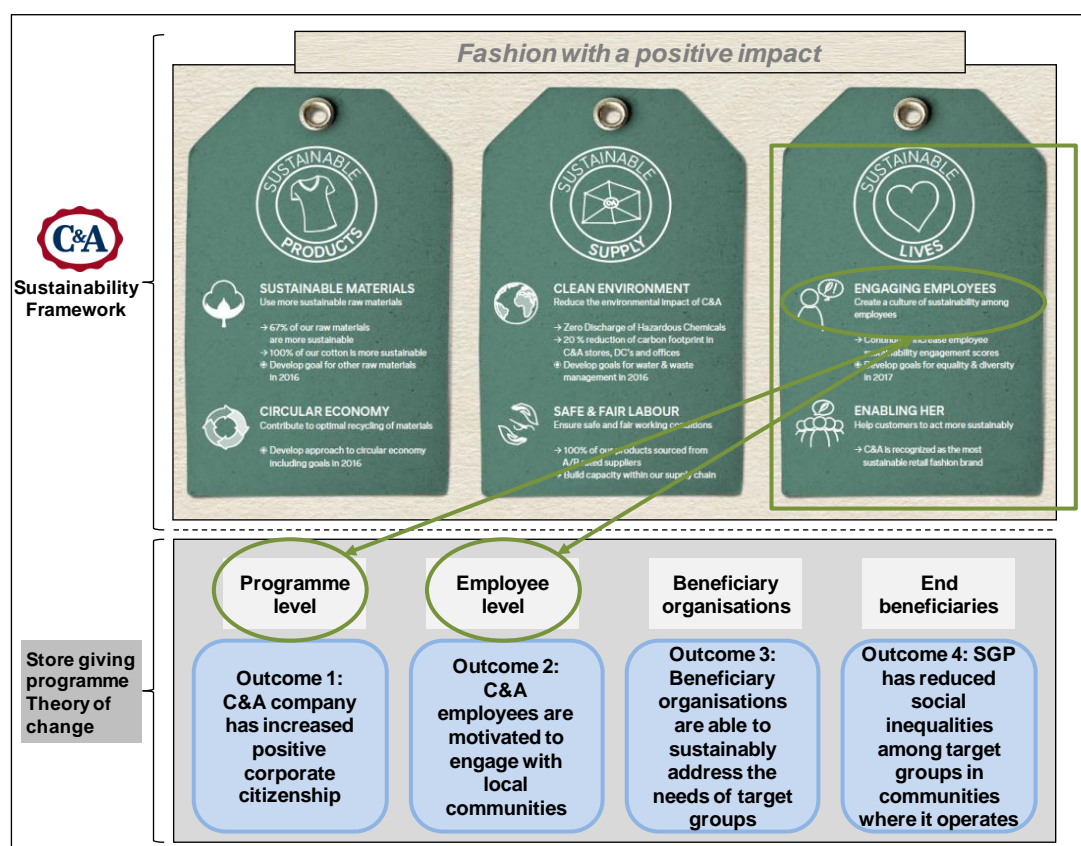
- 1) **Sustainable product**, to ensure sustainable sourcing, processing and reuse of raw materials;
- 2) **Sustainable supply**, through a responsible and transparent supply chain contributing positively to social and environmental development;

- 3) **Sustainable lives** of the wider C&A community composed of customers, supply partners, employees and the general public.

An analysis similar to the one conducted of the Foundation's framework was performed with a focus on the links between the SGP's formulated outcomes and the three pillars of the 2020 Global Sustainability Framework. It highlights a direct link between Outcome 1 and 2 of the SGP ("C&A has increased positive corporate citizenship" and "employees are motivated to engage with local communities") and the third pillar of the Sustainability Framework ("Sustainable Lives") in relation to employees' engagement.

The SGP is a relevant driver for employee engagement and for creating a culture of sustainability among employees and therefore holds the potential to become a relevant contributor to the C&A Sustainability Strategy and to employees' engagement. At this level, it is important to point out that no engagement strategy for C&A employees has been elaborated so far by Human Resources and that this pending issue appears to be critical to the success of the SGP.

Figure 11: Alignment of the Store Giving Programme with C&A's 2020 Global Sustainability Framework



3.2.3 Relevance to the Customer Base

With regard to customers, C&A has a strong focus on families, women and children. This represents a strategic opportunity for the SGP as the programme beneficiaries are predominantly women or children and families. The online survey conducted with beneficiary organizations (see Chapter 3.5. on beneficiaries) indicates that between 2011 and 2014, 77% of beneficiary organizations' target groups focused either on women (26%), children (35%) or families (16%).

In this regard, recent Foundation projects such as “Inspiring Women” demonstrate that the C&A focus on ‘*Her*’ holds significant potential for launching relevant initiatives that can engage employees in a common cause while concurrently making a significant contribution to the support of communities. At the same time, these initiatives reflect core aspects of the business and sustainability strategies which can position C&A as a responsible corporate citizen.

3.3. Results at the Corporate Level

This chapter refers to Outcome 1 of the SGP as defined in the Theory of Change, i.e. improving C&A's corporate citizenship.

Outcome 1: The C&A Company has increased positive corporate citizenship

Corporate citizenship is understood as the company's relationship with the community. C&A improves the perception of its corporate citizenship through communication of C&A employees' engagement with society and those communities where the company operates, as well as the positive results achieved among the target population.

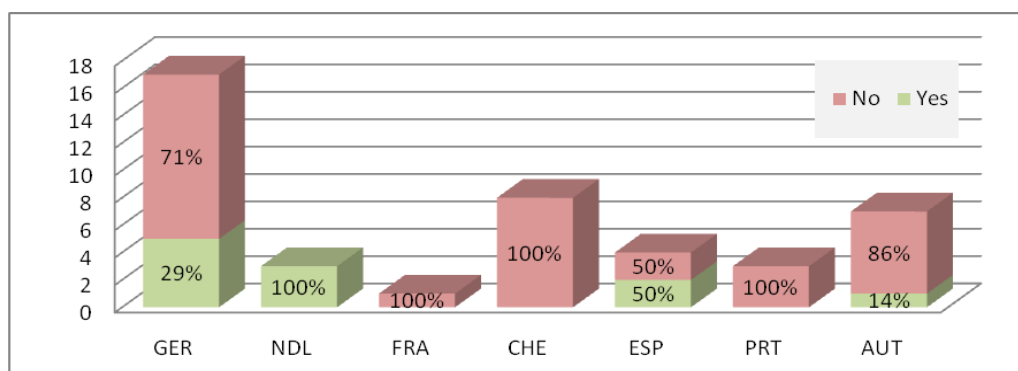
Key findings

- Although they were generally not aware of the SGP previously, most of the beneficiary organizations that benefitted from the support of C&A/Foundation have an improved perception of C&A's image. However, a number of interviewees indicated that the beneficiary organizations would value a closer relationship or partnership sustained over the long term.
- Although there is a belief that the Store Giving Programme does contribute to improving the perception of C&A as a good corporate citizen, there is a general consensus among DoCs and store managers that much more could be done to capture and communicate the results of the SGP. C&A has failed to leverage the SGP's strong potential on several counts: as a driving force for employee engagement, as a way of developing relationships with customers and communities, and as a means to enhance brand perception. Operational procedures and processes to track the results of the SGP are lacking with no proper monitoring and evaluation system existing. Similarly, there are no current systems or processes in place to record and communicate the results and impact of the SGP internally. Neither instructions nor guidelines have been provided to store managers to track results and report them back to HQ or the Foundation. Therefore, it is not possible for the Company or the Foundation to assess the Programme's overall impact in Europe.
- In communication materials, the focus is on the act of "giving funds away" rather than on the results and impact achieved thanks to C&A/ Foundation support.
- Except for the Netherlands, customer engagement is a significant missing dimension. There is generally no communication to inform C&A customers about the activities of SGP, with it not being recognized as a potential catalyst for customer engagement.
- In this context, marketing campaigns and events have demonstrated significant potential for engaging employees and customers and improving brand image.

3.3.1 Awareness and perception of beneficiary organizations

Overall, most of the organizations (60% of the online survey's respondents) were not aware of the Store Giving Programme before benefitting from its support. This was particularly true in the case of Switzerland, France and Portugal (100% of respondents) and Germany (71% of respondents) (see Figure 11). The Netherlands is an exception here as all the beneficiary organizations interviewed had prior knowledge of the programmes supported by the SGP or had had personal contact with C&A.

Figure 13: Beneficiary organizations that knew about SGP before receiving grants

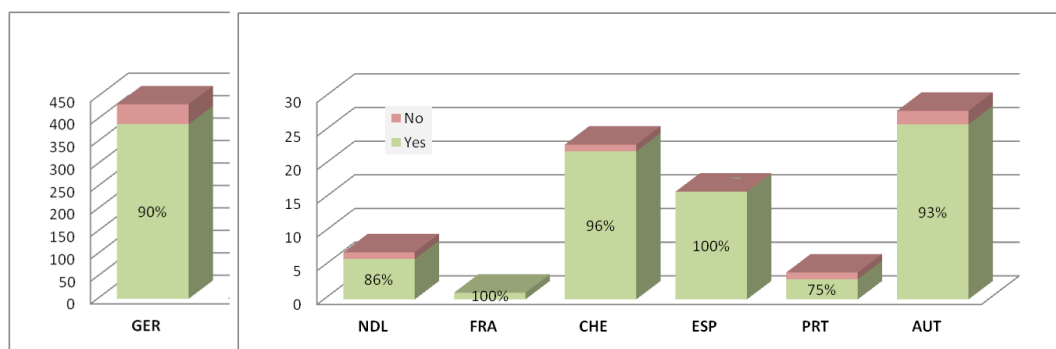


Source: Qualitative interviews during field visits

The vast majority of beneficiary organizations that benefitted from C&A/ Foundation support have an enhanced image of the Company. In fact, **90% of respondents to the online survey stated that their perception of C&A is improved thanks to the SGP**, a result that is homogeneous across countries (see Figure 14 below).

A number of beneficiary organizations stated how important it is to go beyond just grant-giving in order to develop a stronger and sustainable relationship (and partnership with C&A). As mentioned by SOS Kinder Porten in the Netherlands, “Working together with C&A helped us improve our image of C&A and differentiate them from other retailers”. And the organization CATT in Portugal pointed out: “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”.

Figure 14: Beneficiary organizations stating that their image of C&A has improved due to the SGP



Source: Online survey

Face-to-face interviews with the beneficiary organizations provided a better understanding of the reasons behind this positive perception. Beyond the financial donations, which can be highly significant for some of the beneficiary organizations (see Chapter 3.5), this positive perception also came about from the realisation that an important multinational company such as C&A really does care for the community. The founders’ philosophy was also mentioned on a number of occasions.

*“I did not know that C&A engages with the community and also helps such small organizations like ours”. **Förderverein Kinderleben, Hamburg, (Germany)***

*“We now recognise C&A as a family-friendly company. It is not only a company, but there are also human beings behind it that care about society”. **Traglinge e.V. – Bunter Kreis Berlin – Verein zur***

Familiennachsorge, Berlin (Germany)

“We were impressed with the founders’ philosophy”. (Volkshilfe, Vienna, (Austria))

As for the organizations that stated their image of C&A did not improve, these are mostly organizations that *already had* a positive image of C&A. However, one exception was found in Spain and Portugal where C&A’s image was adversely impacted caused by the mismanagement of the programme until 2013.

3.3.2 Perception of C&A Country Directors and Store Managers

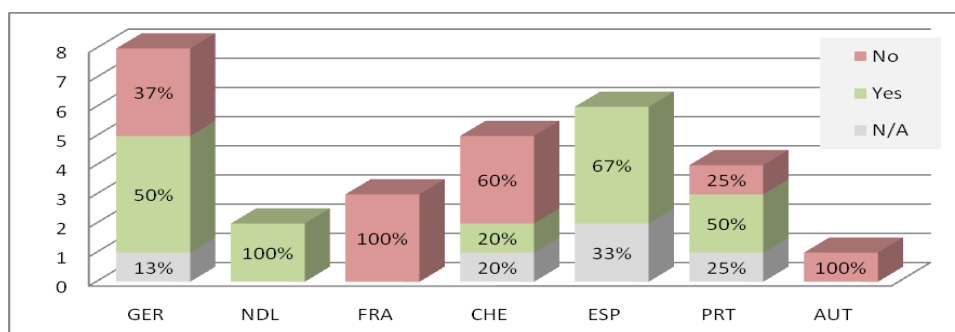
The majority of Country Directors of Country (DoCs) (57%) believe that the SGP has contributed to positioning C&A as a good corporate citizen. In the case of Germany³⁸, it is thought to be especially true at the local level, as the decentralised model resulted in local press coverage of cheques being handed over and therefore, an enhancement of corporate image. The Netherlands mention that most of their stakeholders (i.e. competitors, the government and NGOs) are now aware that C&A is an active contributor through the SGP.

On the other hand, Country Directors in Spain, Portugal and Switzerland state that the SGP has had no impact so far due to the lack of external communication. They feel that C&A is yet to be perceived as a superior corporate citizen when compared to its competitors. In this regard, there is a consensus on the need for a proper communication strategy in order to capture what has been achieved at community level and translate it into a positive corporate story.

As regards store managers, their perception is very diverse and directly linked to their own personal experiences (see Figure 15). Many of them agreed that the programme contributes to building a positive image of C&A, albeit in a limited manner, mainly due to a lack of communication: “We communicate too little about all the good things that are being done”, has been recurring feedback from the store managers interviewed.

³⁸ In the case of Germany, the DoC could not be interviewed. Instead, an interview was conducted with the Head of Marketing, as well as with Corporate Communications.

Figure 15: Store managers stating that the SGP has contributed to positioning C&A as a good corporate citizen



Source: Interviews conducted during country visits

3.3.3 Operational procedures and processes to obtain grant results

The analysis of the operational procedures in place to obtain details of the grant results highlights how the focus of the SGP is on the act of “giving funds away” rather than on ensuring a positive impact from the philanthropic activities. In fact, there is no existing system or process in place to record and communicate either the results or the impact of the SGP internally.

None of the countries have implemented a mechanism to monitor and evaluate the SGP. Some countries like Germany maintain information on the cheques issued, but this does not relate to the results or impact that the grants had. The Netherlands has regular contact with some of the beneficiary organizations, allowing C&A to informally monitor their activities. Some countries like France, the Netherlands, Spain and Portugal also receive annual reports from beneficiary organizations; however, with the exception of Spain and Portugal (since 2014), the reporting format lacks standardisation and the information received is neither processed nor analysed.

Similarly, in the countries where the SGP is decentralised, store managers are without instructions for the systematic tracking of results and have not been issued with guidelines explaining to them how it should be done. Although some results might be presented for communication purposes, there is no mechanism in place for reporting SGP results back to the national headquarters or to C&A Foundation. Therefore, with no overall compilation of SGP results taking place either at a national level or Foundation level, it makes it impossible to assess the overall impact of the SGP programme for either the beneficiary organizations or the end beneficiaries. Similarly, its effectiveness with regard to addressing social imbalances/inequality is also immeasurable.

3.4.4 External communication

The findings also highlight a lack of external communication with customers or society in general on the results achieved from the support provided by C&A Foundation.

The traditional means of communication has relied upon national or local press releases detailing the activities supported by C&A/ Foundation. However, press releases largely depend on the goodwill of the local press. At this level, in the case of Switzerland and Germany, it has been highlighted that there is often a direct link between the level of press coverage and the level of advertisements placed: if C&A stops advertising in a newspaper, the publishing houses

'lose' interest in the C&A press articles. Some communication also takes place on the C&A websites or through distribution of flyers from the beneficiary organizations in stores (i.e. Austria), but this has taken place on a limited and ad hoc basis. Communication with customers is rarely carried out. Content wise, the communication is overwhelmingly approval-driven (i.e. shows the handing over of the cheque), rather than results-driven (i.e. communicating the impact resulting from the support of C&A/ Foundation).

In this context, the Netherlands and France appear to be the exceptions by taking an innovative approach through the development of a series of events and marketing campaigns focused on engaging employees, customers and society at large. Both countries organised sporting events (long-distance running or bike riding) in order to raise funds for beneficiary organizations (Leontien and Association Petits Princes), as well as raising awareness about the causes that they support and their collaboration with the Company. The Netherlands also launched a fundraising campaign to support breast cancer awareness in conjunction with Pink Ribbon, based around the sale of bracelets and T-shirts with messages relating to the illness designed by customers through an open competition. The country also collaborated with celebrities who are ambassadors of Pink Ribbon and SOS Kinder Porten. France organises an annual Christmas sale of teddy bears which benefits the Association Petits Princes. The teddy bears usually sell out in a matter of days. Both countries reported that these events created a highly positive impact on the perception of C&A among customers and the general public.

3.4 Results on Employee Engagement

Employee engagement is one of the main outcomes expected from the SGP. This chapter analyses the key findings related to this outcome.

Outcome 2: C&A employees are motivated to become engaged with their local communities

C&A creates and nurtures a culture of sustainability amongst all C&A colleagues, who ultimately (and voluntarily) become representatives of the company's corporate citizenship and become engaged with their local communities.

KEY FINDINGS

- Overall, the SGP has generated limited employee engagement in the countries that utilize a decentralised or mixed approach to implementation, such as Germany, Spain and Switzerland. In these countries, the engagement is limited primarily to store managers with little involvement of store staff.
- Improved results have been observed in countries using a centralised approach, especially in France and the Netherlands where employee engagement has been higher thanks to the positive promotion of both employee participation in social activities and employee contact with beneficiary organizations, as opposed to merely participating in the selection of beneficiary organizations.
- National HQ staff and store managers are more involved and more informed about the SGP than sales staff due to insufficient and weak internal communication mechanisms.
- While C&A employees generally welcome the SGP as a positive initiative and appreciate C&A's local engagement, the programme is sometimes perceived as a burden due to high work pressure and lack of incentives
- There is no evidence supporting the SGP as a way of significantly raising the awareness level of store managers and sales staff about social and community issues.
- Employees are in favour of more contact and engagement with beneficiary organizations, for example, through volunteering. However, they suggest that the company should consider employees' workload when taking decisions on this subject.
- Most employees (88%) would like to participate in the SGP in the future although they would like to be better informed about the impact and the results achieved from the donation of funds.
- A number of sales staff expressed concern regarding C&A's expenditure on external philanthropic matters when, at the same time, some of the staff are suffering from cutbacks and low wages.
- While employee engagement in Europe has not been systematically facilitated so far, the Instituto Brasil has accumulated experience over the course of 25 years, which can provide valuable insights for creating an employee engagement strategy in Europe.

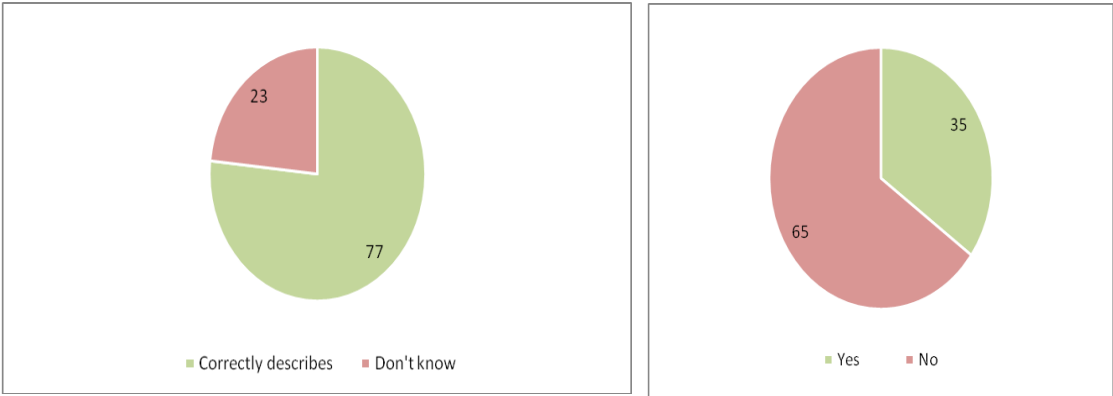
3.4.1 General overview

One of the SGP objectives was to improve employee engagement within C&A through employee participation in the selection process of the beneficiary organizations. However, each country has created different implementation mechanisms for the SGP that have evolved over the course of time into more centralised or decentralised approaches. The only common feature among countries is the selection process of beneficiary organizations when a new store opens. In this case, the store manager has ownership for choosing a local organization and donating €2,500.

Overall, the evaluation findings show that the SGP has only partially generated employee engagement in terms of participation, awareness and motivation. In addition, engagement is

higher at the country HQ and store manager level, whereas other store staff is much less involved. Results from interviews show that 77% of national HQ staff and store managers are able to describe the objectives of the SGP, while 65% of sales staff has never heard about the SGP and/or are not able to describe the focus and/or the objectives.

Figure 16: Description of the main objectives of the SGP – HQ staff/store managers (%) **Figure 17: Knowledge of SGP – Store staff (%)**



While all national HQ staff and store managers interviewed in Germany, the Netherlands and Austria were able to describe the SGP, only a few were able to do so in Spain, Portugal and Switzerland and none in France. As regards sales staff, apart from Germany (50%) and the Netherlands (100%), most employees (France, Switzerland, Spain and Austria) are not aware of the programme.

Figure 18: HQ staff/ Store Managers can describe main objectives of the SGP **Figure 19: Store Sales Staff Knowledge of SGP**

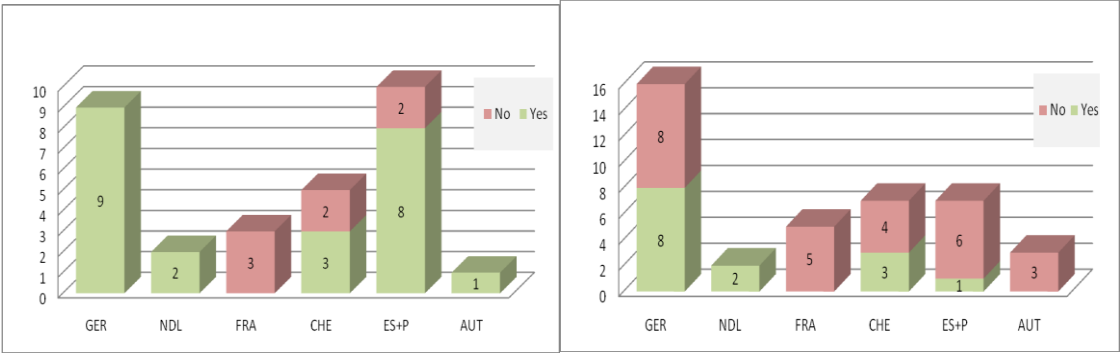
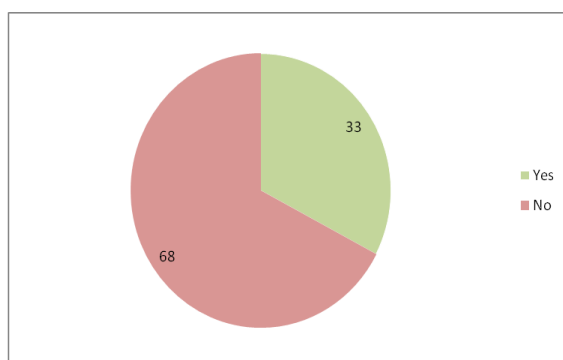


Figure 20: Store sales staff- Participation in SGP (%)



Additionally, 68% of store staff confirmed that they had never participated in the SGP, be it proposing or selecting beneficiary organizations or participating in SGP activities implemented by some of the countries.

With regard to the impact of store giving on the level of awareness of social and sustainability issues, there is no clear result to indicate that the SGP has a significant impact on store managers or on sales staff. Only 34% of the store managers interviewed claimed the SGP had raised their awareness level of local social problems in their city and had contributed to making them feel more engaged with the community, while 34% did not support this view. As far as store sales staff who were aware of the SGP, 48% stated that this programme had not raised their level of awareness and only 25% felt that it had.

Figure 21: HQ/store managers - Level of awareness on social problems (%)

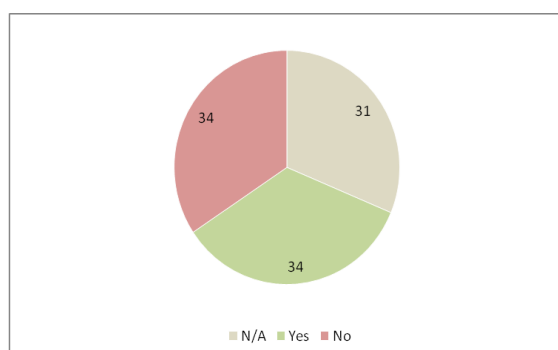
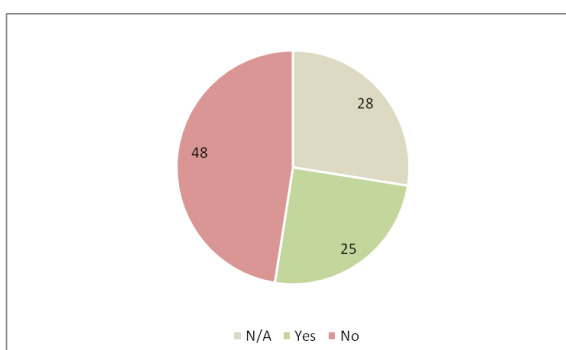


Figure 22: Store sales staff - Level of awareness on social problems (%)



Two main reasons account for this low impact on C&A employees: firstly, the low level of participation of sales staff and, secondly, a lack of internal communication regarding the community/store giving initiatives. In addition, some C&A staff indicated they already had a high level of awareness prior to participating in the SGP; the Programme therefore did not increase their level of awareness further.

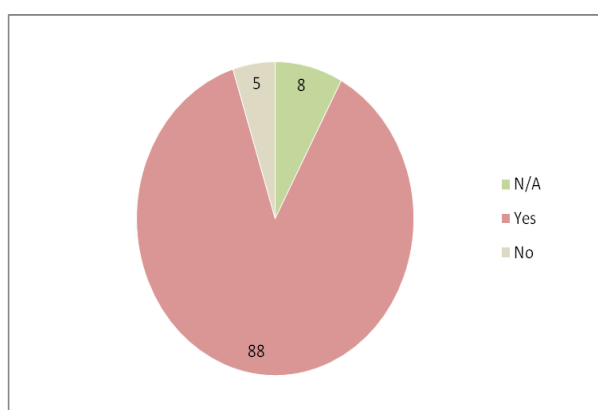


Figure 23: Participation in the SGP in the future – HQ/store managers and store sales staff (%)

Despite the low level of participation and awareness among employees, the vast majority of C&A colleagues (88%) are interested in participating in the SGP in the future, regardless of whether they had participated previously in the SGP or not.

Most C&A colleagues (HQ staff, store managers and sales staff) expressed the

desire to be better informed about the Programme, the manner in which it is implemented and the results achieved from the donations made. This would increase motivation to engage with the SGP, and they would also be proud to inform their respective communities about the Programme.

In addition, they were favourably inclined towards increased contact and engagement with beneficiary organizations, for example, through a volunteer day. However, according to store managers, the company should consider employees' workload when deciding on holding such events and on the way it would be organised,

"I am in favour of a volunteer day but it needs to be organised well so that the stores do not get into trouble because of missing employees". (Employee, Switzerland)

Some store managers and store sales staff have also expressed concerns about C&A's expenditure on external philanthropic matters when, at the same time, some of the staff could be impacted by workplace cutbacks and low wages. For example, some mentioned they would like the Foundation to support employees in difficult situations through the establishment of an emergency employee fund.

"C&A has money to give out grants, but there is no money for us. If they can give so many grants, the company's situation can't be as bad as they want to make us believe." (Employee, Germany)"

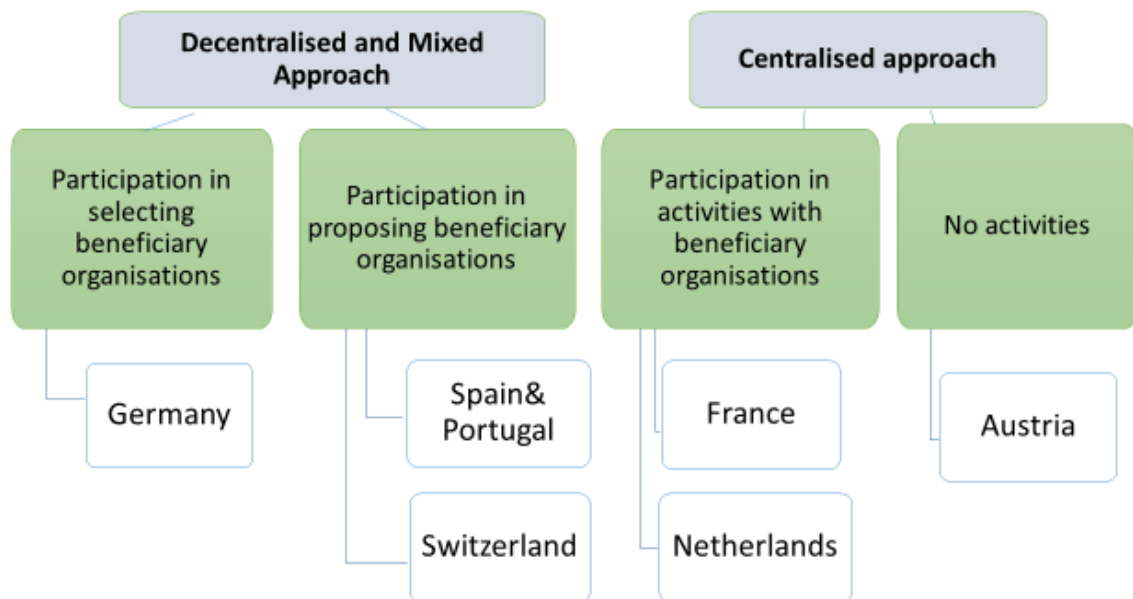
3.4.2 Engagement Approach in different countries

In order to analyse the extent to which the SGP has contributed to employee engagement, it is important to take into account the level of employee participation in the context of the Programme.

The strategic approach taken to promote employee engagement sees four different groups identified. While Germany has maintained the original decentralised approach, countries such as France, the Netherlands and Austria have instead moved to a highly centralised model while Spain, Portugal and Switzerland³⁹ continue to take a mixed approach (see Figure 21 below).

³⁹ Switzerland applied the mixed approach only in 2014.

Figure 24: Employee engagement approaches within SGP



a) Employee engagement in countries with a decentralised and mixed approach

Germany has taken a decentralised approach and Switzerland⁴⁰ and Spain/Portugal⁴¹ have implemented a mixed approach that promotes employee engagement through participation in proposing and selecting the beneficiary organizations.

These approaches have generated employee engagement, but only in a limited manner.

Germany

- Store managers receive information about the donations through the intranet and are then responsible for selecting the beneficiary organizations.
- In general, store managers consider the SGP as a positive means of engaging with and supporting local organizations and social causes although at the same time, it is also perceived as a burden, due to significant pressure on them to deliver C&A's sales and financial objectives.
- Some of the store managers reported zero interest from higher-level management in their participation in the SGP and they feel they are only evaluated on meeting sales objectives. Hence, there is no incentive to actively manage the SGP.
- Sales staff lack access to the intranet (and information) and the only way they can learn about the SGP process is through meetings with the stores managers or reading about it on the living walls.
- There is no requirement on sales staff to participate in the selection process and they are usually informed only after the store manager has chosen the beneficiary organization. Hence the process, although decentralized, is top-down.
- The majority of the sales staff has limited knowledge about either the SGP or the beneficiary organizations chosen by their store, although some of them have heard about donations made to local organizations.

⁴⁰ Switzerland adopted a mixed approach in 2014, previously it had followed a decentralized approach.

⁴¹ In Spain/Portugal, only since 2014.

- German store employees have expressed their wish to receive training to improve their knowledge on how to select beneficiary organizations and communicate the C&A brand values to customers in order to help promote an improved image of C&A.

“With this training, everybody would know how to choose an organisation and how to explain C&A’s philanthropy to the customers.” (Employee, Germany)

Spain and Portugal

- Since 2014, a special committee made up of management staff in Spain and Portugal has promoted employee participation by asking staff to propose potential beneficiary organizations; the committee at HQ level takes the final decision based on these proposals. Before 2014, employees hardly knew about the SGP at all since the selection process had been delegated to an external organisation.
- National HQ staff and store managers are more active in proposing the beneficiary organizations than store employees. However, they do not receive feedback/information on the results of the grants.
- Store employees do not have access to email and the only way they can learn about the SGP process is through meetings or reading about SGP on the living walls.
- C&A employees in Spain have access to an internal magazine that communicates information to employees, including articles relating to the grants donated through SGP.
- Store employees do not feel very engaged in this process because of the lack of information and follow-up mechanisms.

Switzerland

- In 2014, beneficiary organizations have been selected via a two-step process as part of a one-off pilot project focused on employee engagement. Employees propose the organizations to HQ through the C&A Foundation’s website. All proposals are collected and reviewed; a list of eligible projects is then communicated back to the stores and employees are able to vote for their preferred organization.
- Store leaders (manager) welcome this new process and state that it helped increase engagement in comparison to the previous process (proposals were submitted to the district manager and the selection was made at HQ level).
- Most of the store managers and store staff interviewed are of the opinion that the Foundation should improve communication surrounding the programme and provide feedback on the results of the grants.

The three cases of Germany, Spain and Switzerland demonstrate that, while national HQ staff and store managers are more involved in selecting the beneficiary organizations, engagement below store manager level is low. There are no clear incentives for the manager to involve employees in the selection process, which in turn results in poor communication with store employees. Hence, the participation of store employees heavily depends on the motivation of the individual store manager to inform and involve the rest of his/her staff.

Furthermore, the cases of Germany, Spain and Switzerland demonstrate that employee engagement is focused exclusively on selecting the beneficiary organizations; an activity that takes place just once a year and during a short period of time. The man-hours dedicated to this activity is marginal, ranging from two hours to a maximum of five days per year, according to the store managers and HQ staff interviewed. The SGP fails to include any incentives for employees to dedicate time and resources to selecting the beneficiary organizations and engaging with the community.

After submitting the proposals/selections, further information regarding the grant-giving is not available to employees. Many of them wanted more information about project implementation and to be better informed about the objectives and background of the Store Giving Programme.

“Employees should be able to participate more. Information is necessary. Feedback from the organisations and Foundation would motivate the employees much more (Employee, Switzerland)”

“I would like to see a more participative process where C&A provides employees with more information and listens to their opinions (Employee, Spain)”

b) Engagement approach in countries with a centralised approach

The engagement approach that has been implemented in the Netherlands or France using a centralised and top-down strategy shows some differences, but common features as well. In these countries, employee engagement is not achieved through participation in the proposal and selection process, but through employee participation in different initiatives that C&A organises together with the beneficiary organizations.

It is important to highlight that the Netherlands and France began the SGP with a decentralised approach, but then decided to centralise it at HQ level. Based on the interviews conducted, employee participation had decreased over the years and the store managers and store staff selection process of beneficiary organizations was perceived to be inefficient.

On the other hand, centralisation allowed informal, long-term strategic partnerships with beneficiary organizations, which made increasing awareness among employees easier.

France

- Employees participate in one annual running event and also the sale of teddy bears that C&A organises to raise awareness for Association Petits Princes (APP), the only organization in France that receives donations from the SGP.
- From the interviews conducted with employees, it was evident that their contribution to the organizations through the running event or the selling of teddy bears helped team building and strengthened considerably their engagement. (€500 is symbolically given to APP for each staff member participating in the running event).
- Some employees have had the opportunity to participate in the Discovery Day, which entails visiting some of APP's projects. These visits are deemed to be a great success by the DoC because they help increase employee engagement and raise social awareness.
- The limiting factor regarding this approach is that not all employees can participate in these initiatives due to the amount of work, staff availability and the HQ's limited capacity to provide clear and helpful guidelines.
- As for communication channels, France uses internal videos to launch C&A news every month. However, the support given to the beneficiary organizations through the SGP is covered only once a year when the running event takes place.
- Employees have stated the wish to receive more information regarding the results of their actions and the achievements of APP.

“The running event contributes to a strong engagement of the colleagues and store managers. People feel they are really helping. It creates a team spirit and cohesion as everybody participates from DOC to sales” (Employee, France)

The Netherlands

- The Netherlands donated funds for several years to the same beneficiary organizations with the aim of establishing informal strategic partnerships with some of them, for example, Pink Ribbon or the Leontien Foundation.
- C&A employees feel engaged with C&A's/ Foundation's support for the beneficiaries because they have the opportunity to participate in events such as the Leontine's Ladies Ride and to contribute to the sale of Pink Ribbon bracelets or t-shirts at C&A stores.
- The Netherlands work with C&A ambassadors (national celebrities) and distribute magazines to communicate the informal partnerships at both internal and external levels.
- During the company's annual meeting, C&A raised awareness of the support given to organisations like Pink Ribbon through the participation of Pink Ribbon employees, giving them the opportunity to share experiences.
- The communications and marketing manager spends 20% of her time on the SGP.

France and the Netherlands are two examples of countries that decided to centralise the selection process but have come up with innovative and more effective strategies to boost employee engagement. From the interviews conducted, HQ national employees, store managers and store employees feel more engaged when they have the opportunity to participate in different social events like the running event in France or the women's ride in the Netherlands. Furthermore, employee awareness has been improved by linking the provision of support to the beneficiary organizations with employees' day-to-day work in the stores – i.e. the selling of T-shirts, bracelets and teddy bears.

In the case of France, some employees have had the opportunity to meet with APP and to visit their projects, which has generated even greater engagement and social awareness.

In the case of the Netherlands, the communications manager spends 20% of her time on the SGP, representing a much higher percentage compared to the store managers or employees' in countries with a decentralised and mixed approach.

All these activities have helped to improve internal communication and have allowed employees to be better informed about C&A's/ Foundation's support for beneficiary organizations. However, some of the employees in these countries have also said they want to receive more information about the results of grants, in line with the comments made in other countries.

Employee's sell teddy bears but do not know the impact of the action, do not see the results, therefore they lose interest and motivation (Employee, France)

Austria

- From the interviews conducted, there is no employee engagement either through selecting beneficiary organizations or through any other activity. There are only some informal consultations with store managers on selecting the beneficiary organizations.
- Austria ensures C&A grants are only provided to officially registered organizations.
- The SGP is only communicated to store managers via the district manager. Austria uses the living wall to inform store employees, although from the interviews conducted with store employees, it appears they are not familiar with the Programme.
- Employees would like to be better informed about the work of the Foundation and the SGP.
- Austria has generated low employee engagement due to its highly centralised process as well as weak internal communication mechanisms.

Insights from other parts of the world: Employee engagement approach in Brazil

The Instituto C&A in Brazil has twenty-five years of experience in engaging employees in volunteer work focused around the topic of “Early-Childhood Education”. Intensive efforts have been invested in achieving a high level of employee engagement and participation, leading to great success: today, the majority of the 300 stores in Brazil are participating, with approximately 4,500 employees involved.

Key success factors from Brazil are the facilitation of the engagement process through the Instituto Brasil, as well as the creation of a volunteer network, comprising district managers and store employees. Regular meetings, training events, inspirational messages and the provision of an online platform with guidelines, resources and best practice examples, make it easy for employees to understand the objectives and implementation mechanisms of the volunteer programme, as well as allowing them to become emotionally engaged.

The joint coordination between Instituto Brasil and the business units is seen as a key factor for success and for smooth implementation. Support from all levels of leadership and a participatory approach through committees leads to positive collaboration and effective results. While a clear implementation framework and guidelines are important, sufficient flexibility is given at the local level to allow for adaptation to the local culture and habits.

In addition, a monitoring system is in place that tracks programme success, collects employee feedback and generates lessons learnt, facilitating further improvements to the programme.

3.5 Store Giving: Results on Beneficiary Organizations and End Beneficiaries

Outcome 3: Beneficiary organizations are able to sustainably address the needs of identified target groups (children, women and families)

Through the SGP, C&A/ Foundation provide financial support to organizations that address the needs of identified vulnerable target groups (children, women and families). These donations contribute to building the financial and technical capability of the selected organizations, thus helping them to implement their activities and projects.

At the level of the beneficiary organizations, the evaluation assesses whether C&A/ Foundation grants contribute to supporting organizations that address the needs of identified vulnerable target groups, i.e. children, women and families. Moreover, the evaluation analyses the results achieved as well as the contribution of C&A/ Foundation funds to improving the organization's sustainability and expanding their capability to implement activities.

KEY FINDINGS

- A high percentage of beneficiary organizations supported by the SGP:
 - ✓ Are in line with the target groups defined by the SGP: women (26%), children (35%) and families (16%).
 - ✓ Work in areas that address the needs of the target groups as defined by the SGP: 60% of organizations focus on health (23%), education (22%) and/or social care (15%).
 - ✓ Are mainly working at local level (80%).
- A high percentage of beneficiary organizations (88%) confirmed they achieved results in line with their expectations, while 42% also achieved positive unexpected results.
- The SGP funds are highly valued by the beneficiary organizations: 66% of organizations used the money directly for project implementation and/or for services that are closely related to project implementation (i.e. people and equipment); only 4% of organizations used the funds for administrative purposes.
- Few of the beneficiary organizations (10%) received repeat grants, mainly in countries that have a centralised implementation approach. A high percentage of beneficiary organizations that received a one-off grant over the four years of the Programme are located in countries using a decentralised or mixed approach.
- Most of the beneficiary organizations that received repeat grants view their contact with C&A to be extremely positive and frequent, while beneficiary organizations that received a one-off grant consider their contact to be positive but limited. Some of them said they had not had any contact at all.
- Grants were critical for the implementation and continuation of the organizations' projects: organizations rank the importance of C&A grants at 4.4 (out of 5). There is a slight tendency for a higher ranking from beneficiary organizations in countries where a greater number of repeat grants were given. 80% of the organizations state that they could not have implemented the project in the same way without C&A's donation, while 68.2% state their projects would not continue in the future without these funds.
- From a financial point of view, 75% of organizations state that the C&A funding represents 0% to 15% of their annual budget.
- Only 22% of beneficiary organizations confirm that the C&A grant helped them to receive funds from other donors. However, some organizations did highlight that the C&A funding helped them to be perceived as a trustworthy and reputable organisation, with some of them recognising that their relationship with C&A helped them attract funds from other corporate donors.

3.5.1 Results related to the Beneficiary Organizations

3.5.1.1 Characterisation of Beneficiary Organizations Supported by the SGP

The information concerning the characteristics of the beneficiary organization is taken from the online survey⁴² and is divided by the type of organization, the target group of the beneficiary organization and in which areas the organization is working in.

a) Type of beneficiary organization

According to results of the online survey, 53% of beneficiary organizations are associations (20% private; 25% public; 8% no distinction⁴³)

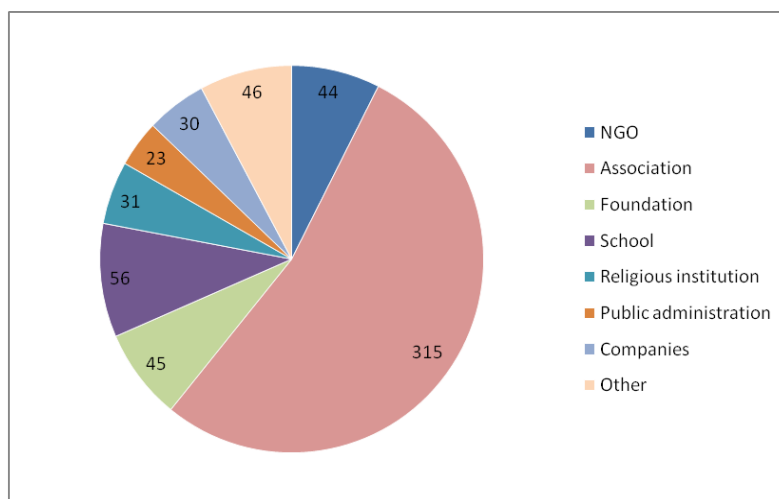


Figure 25: Type of organization that received C&A Foundation funding

The remainder of the organizations was made up of different types that included schools (incl. kindergarten), foundations, NGOs, religious institutions, public administration and companies. 8% of organizations did not fall into any of these types above ('Other') but were

general welfare institutions

b) Beneficiary organizations' target groups

The SGP has mostly focused on the groups it set out to address: according to the findings, 77% of organizations' target groups are in line with the target groups defined by the SGP: women⁴⁴ (26%), children⁴⁵ (35%) and families (16%). 33% of groups targeted by beneficiary organizations are men and male youths – groups that do not explicitly fit the SGP's target population.

⁴² Please see section "2.3 Survey and Interviews conducted" for detailed information on sample size and number of countries interviewed.

⁴³ In Germany, associations do not necessarily distinguish between private and public. Rather, organizations classify themselves as "gemeinnütziger Verein" (non-profit associations) or simply "eingetragener Verein" (accredited associations).

⁴⁴ 'Women' refer to the response option 'women' as well as to 'adolescents and young women (15-24 years)' in the online survey.

⁴⁵ 'Children' refer to the response options 'girls (0-14 years)' and 'boys (0-14 years)'.

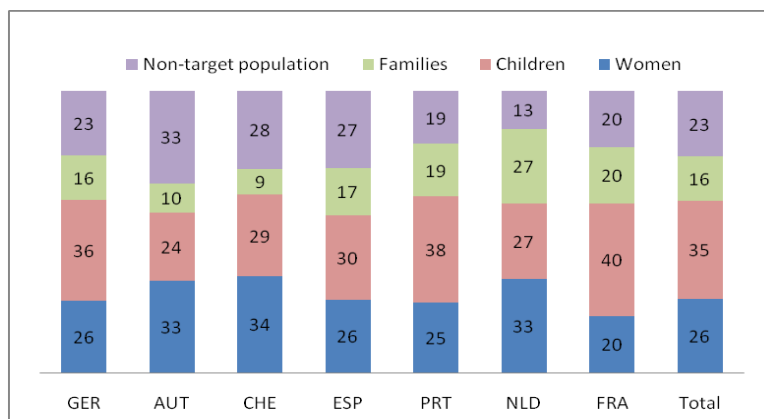
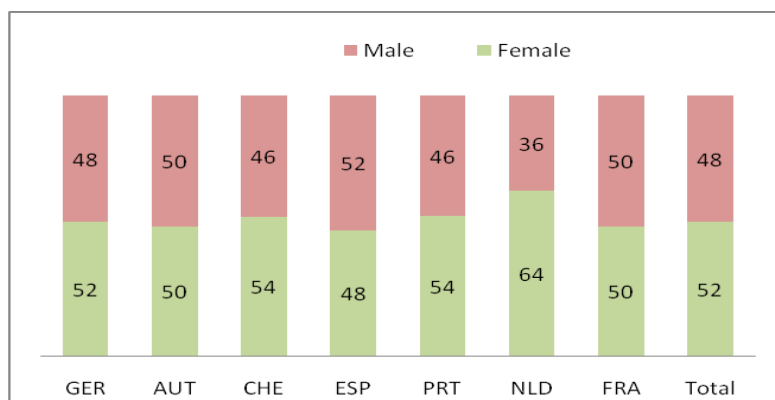


Figure 26: Target groups (online survey)

Families represent the smallest target group everywhere, 16% on average across all countries. Only in the Netherlands do the selected beneficiary organizations focus equally on families and children (27% each). In the other countries analysed, the target groups women and

children are usually the most important, varying between 20% to 40%. In France, the Association Petits Princes (APP) focuses approximately 40% of its activities on children⁴⁶. The tendency described above among the beneficiary organizations' target groups is confirmed throughout the qualitative interviews. Although all beneficiary organizations focus on clearly defined target groups, most beneficiary organizations do not distinguish by gender (especially with regard to children) or by age.

Figure 27: Gender (online survey)



Comparing online survey results of the organizations' target groups with gender confirms this finding: male and female target groups⁴⁷ are almost equally addressed across all the countries analysed. Only in the Netherlands, is there a greater tendency to support female target groups. This indicator

reflects this country's decision to finance beneficiary organizations that support women.

In addition to the target/non-target group analysis above, 7% of organizations answering the online survey did not select any of the target groups mentioned above, but instead targeted migrants, homeless, elderly, disabled people or the population as a whole without any specific focus. These groups do not match with the defined age and gender target groups from above. Nevertheless, the group's migrants, homeless, elderly and disabled do address people suffering from social imbalances, an issue that the organizations supported by the SGP are supposed to tackle at the local level.

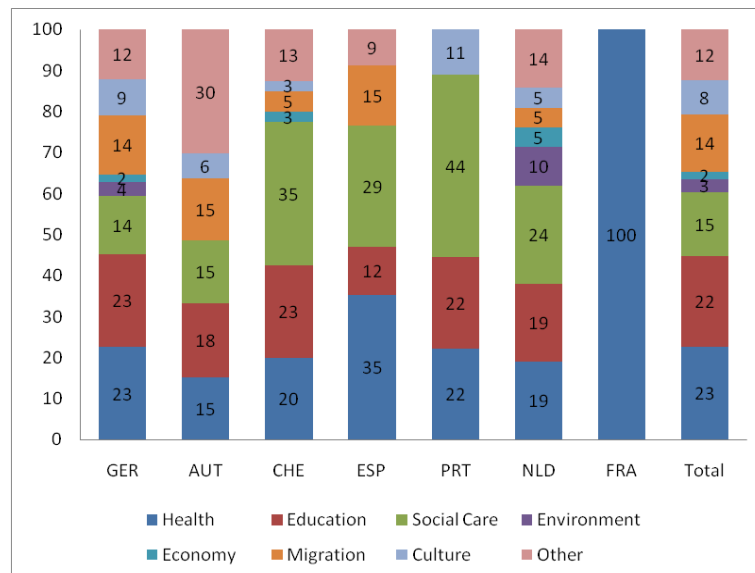
⁴⁶ In France, only one organization, Association Petits Princes (APP) was supported through the SGP. In the online survey, APP indicated that 40% of its target groups are 'children' (i.e. counting 'girls (0-14 years)' and 'boys (0-14 years)'). Moreover, they selected 'families' (20%), 'adolescents and young women' (20%, counted as women in the figure below) and 'adolescents and young men (15-24 years)' (20%, counted as men i.e. non-target population, in the figure below).

⁴⁷ "Female groups" count 'women', 'girls (0-14 years)', 'adolescent and young girls (15-24 years)'; "male groups" include 'men', 'boys (0-14 years)' and 'adolescent and young boys (15-24 years)'.

b) Beneficiary organizations' areas of work

Overall, 74% of beneficiary organizations work in areas that primarily address the needs of the target groups as defined by the SGP. 23% of organizations focus on health, 22% on education and 15% on social care – areas in which women, children and families have the most needs. Another 14% work in the domain of migration, thereby also addressing social imbalances.

Figure 28: Organizations by work area (online survey)



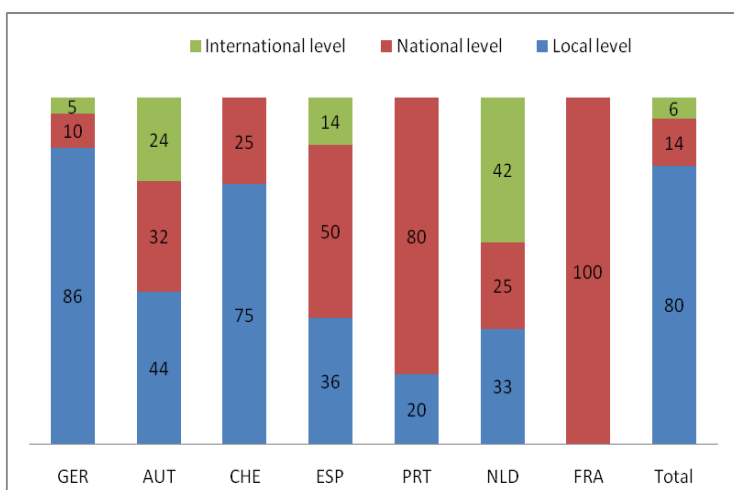
An additional in-depth analysis of the qualitative interviews conducted with the organizations confirms this result. When asking about which activities were funded by C&A Foundation grants, the organizations listed the provision of medical and financial support to disabled children (and their parents), providing meals to school children from poor families, advisory services and financial support for women in challenging financial and

social circumstances, or support given to refugees. Only 13% of organizations work on topics that are not directly addressing social issues impacting the target groups: culture (8%), the environment (3%) and the economy (2%).

As Figure 28 indicates, 12% of beneficiary organizations also chose the response option 'other' when asked about work areas and stated the following: youth work, work with children, work with disabled people, work with the elderly, emergency relief and work for the common good. In Austria, 30% of organizations chose this response option. Analysing the results in detail shows that most of the organizations that selected 'other' also selected one or two of the work areas mentioned above. Hence, 'other' was used to provide a more detailed description of their services, not by work area but by the target group supported. This proves that some organizations do not specialise in one particular work area but offer a wide range of activities focused on their target group. For example, social workers from the organization *Sozialdienst katholischer Frauen e.V. Hamburg* provide advice to expectant mothers and young families. This organization selected the work areas of 'social care' and 'migration' as most women/families come from a migrant background. In addition, in the field 'other', the organization explained that its main focus lies with assisting pregnant women.

Beneficiary organizations' geographical reach

Figure 29: Organizations' scale of operations (online survey)



Findings from the online survey confirm that 80% of beneficiary organizations benefitting from the SGP are working at a local level. While most organizations in Germany (86%) and Switzerland (75%) focus on their local communities, only 33% to 44% of organizations in the Netherlands, Spain and Switzerland work with a local focus. These results directly reflect the SGP's implementation mechanisms

being utilized in different countries: while Germany and Switzerland have higher involvement from the local stores, countries with a more centralised approach tend to select larger national organizations. This is especially true for France (100%), Portugal (80%) and Spain (50%). Overall, organizations focus little internationally, except for the Netherlands (42%) and Austria (24%). In these two countries, C&A DoCs supported several international beneficiary organizations, such as Red Noses Clown doctors or SOS Kinderdorpen, as these are known and trusted organizations.

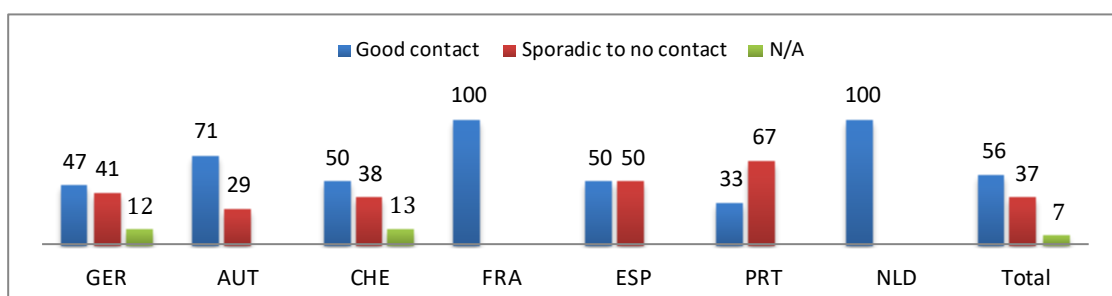
However, in this context it is important to note that from 2015 onwards, the Netherlands will only be supporting organizations with a local focus and it will stop supporting international organizations such as SOS Kinderdorpen since the C&A Foundation is partnering globally with international organizations like Save the Children⁴⁸.

3.5.1.2 Relationship with Beneficiary Organizations

Overall, both the results of the online survey and the interviews conducted confirm that beneficiary organizations value their relationship with C&A positively. Most of them recognise that their perception of C&A has improved due to the donations received (see section 3.3.1). In addition, 51% of the organizations claim to have had regular and on-going contact with C&A in their countries before and during the period when the grant was awarded, whereas 42% only had limited contact or no contact at all.

⁴⁸ According to the interviews, Netherlands has decided to stop their donations to SOS Kinderdorpen to avoid duplicating the global partnership that C&A Foundation has established with Save the Children, an NGO with the same mandate.

Figure 30: Contact between C&A and beneficiary organizations (%)⁴⁹



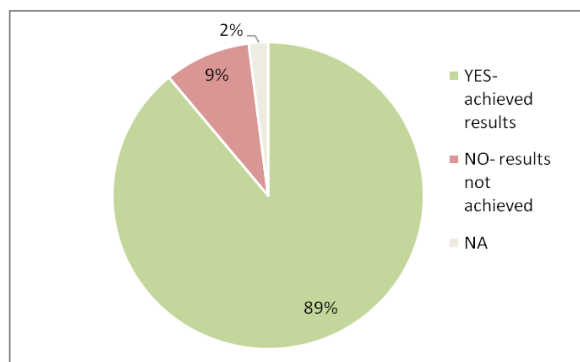
Countries with a centralised approach like France, Austria and the Netherlands also seem to have better contacts with the beneficiary organizations as a point person from C&A has been appointed and long-term partnerships have been established with some of the beneficiary organizations. Most of the beneficiary organizations in these countries see the contact with C&A as frequent, which gave them the opportunity to experience C&A's interest and to build a strong, trust-based relationship with the Company. Although some beneficiary organizations in countries like Germany, Spain and Switzerland felt C&A's interest in their projects, they confirm they have had limited contact with C&A either through exchange of emails or over phone contact.

However, in qualitative interviews in Germany for example, beneficiary organizations did not see the infrequent contact as negative. They highlighted that C&A already did more than most private-sector donors by inviting the beneficiary organizations to the stores for an official cheque handover ceremony complete with project presentations and catering. Many organizations mentioned that they had not anticipated any follow-up contact. On the other hand, if they had known C&A was interested in receiving more information regarding their projects following the donations, they would have been happy to meet with C&A again or to invite their staff to participate in the activities.

3.5.1.3 Results Obtained from SGP Support given to Beneficiary Organizations

According to the online survey, a high percentage of beneficiary organizations (89%) state that their expected results were achieved. Only 2% stated that they did not achieve what they were expecting, and 42% even achieved unintended results.

Figure 31: Beneficiary organizations' results achievement (%)



The results obtained are diverse depending on the beneficiary organization; however, overall, beneficiary organizations confirmed that the funds represented an important contribution to implementing the planned projects that were mainly focused on supporting women and children.

⁴⁹ "Frequent and continuous contact/Good contact": organizations either stated this clearly throughout qualitative interviews and/or confirmed that they communicated three or more times with C&A (includes phone, email, personal meeting). "Limited/no contact": organizations either stated this clearly throughout qualitative interviews and/or confirmed that they communicated less than three times with C&A.

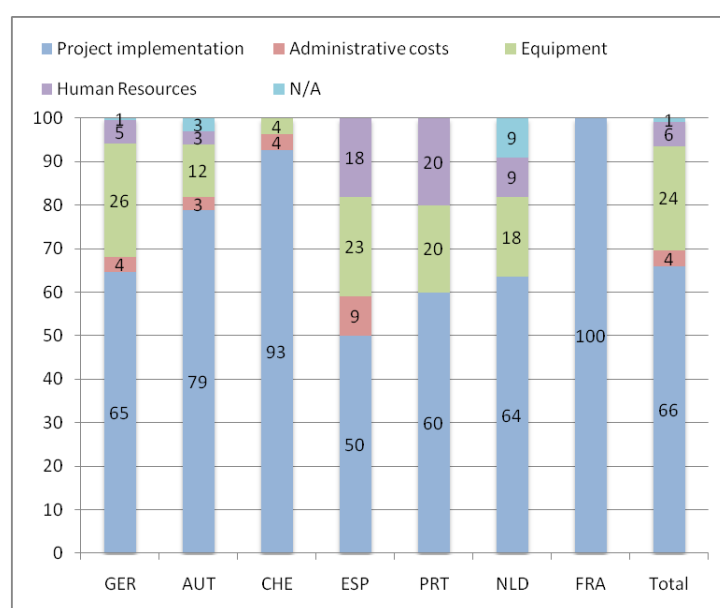
Beneficiary organizations also confirmed results had been achieved that they were not expecting. These included the development and strengthening of support networks for target groups; a broader reach of end beneficiaries than initially anticipated or an increase in target group's confidence and self-esteem by giving them the attention needed (particularly in the case of women).

Examples of intended and unintended results of beneficiary organizations

- ✓ *"With the C&A grant, we invested in our social workers and offered training workshops in various technical areas. This improved the quality of our consultancy services that we provide to families with new-borns. Thanks to the donation, we were able to support many more families than initially expected and we are now much better informed about additional public funds we can apply for together with the families"*, **Traglunge, e.V., Berlin (Germany)**:
- ✓ *"The C&A grant has contributed to ensure the social inclusion of children and adolescents of less than 17 year olds that are at risk of social exclusion through the use of social and educational projects"* **Fundación Balía, Madrid (Spain)**
- ✓ *"We provide social advice and financial services to young families and expectant mothers. Thanks to the C&A grant, we were able to support 8-10 families. Due to the support we reduce stress from families, strengthen parents psychologically and ensure that children grow up in a good environment"* **Mütterhilfe, Zurich (Switzerland)**
- ✓ *C&A funds substantially contributed to constructing a house where girls with anorexia are looked after and it also helped to finance some of the programmes implemented for these girls.* **Leontien Foundation (The Netherlands)**

Additionally, 88.4% of organizations state in qualitative interviews that the results they achieved are sustainable and with long-term impact. Many of these organizations are focused on areas like education and health, which generally yield long-term sustainable results. For example, the medical and psychological support that boys and girls received as part of a C&A Foundation grant not only helped them to improve their health but also supported the parents throughout highly stressful times. Moreover, thanks to the opportunity to communicate with groups in similar situations, friendships and long-term contacts were forged between end beneficiaries.

Figure 32: Purpose and use of C&A Foundation grants by beneficiary organizations (online survey)



Most organizations (66%) used the C&A grants for project implementation. 30% of beneficiary organizations used the funds indirectly for project implementation through related areas such as equipment (24%) and people (6%). Only 4% of projects used the funding for administrative costs. Throughout the qualitative interviews, some organizations positively noted that one of the great benefits of the C&A Foundation grants was the lack of strict guidelines concerning the use of the grant. The grants

could therefore be used to invest in areas that are important, though not explicitly for the

purpose of project implementation. For example, grants were used to invest in training and capacity-building workshops for employees and volunteers, which in turn facilitated improved service delivery for the end beneficiaries such as in the case of Traglinge e.V., as outlined above. The organisation Centro de Alojamento Temporário de Tercena in Portugal, for example, used the C&A grant to install solar panels on a house that is used as a home for neglected and mistreated children. Thanks to this, the organization saves approximately €1,000 in energy costs per month, which (according to the organization), allows more resources to be invested in social care and children’s activities.

3.5.1.4 Sustainability of the Beneficiary Organizations

The SGP contribution to sustainability is analysed from different perspectives:

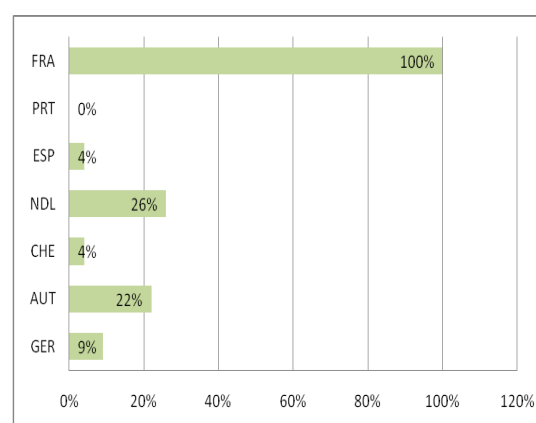
- Organizations that received a one-off grant vs. organizations that received repeat grants;
- Grant size vis-à-vis the organization’s overall annual budget;
- Beneficiary organizations’ capacity to continue projects without C&A/ Foundation support;
- SGP’s influence on raising funds from other donors.

Overall, based on 2011-2014, it is important to note that out of the total number of 1,755 beneficiary organizations identified in the countries analysed, only 10% received repeat grants. As Figure 33 demonstrates, countries with a centralised approach like France, the Netherlands and Austria have a higher percentage of repeat grants, while countries with decentralised and mixed approaches have a lower percentage. This high percentage of one-off grants is mostly due to Germany, where many of the beneficiary organizations are located. Qualitative interviews have shown that store managers in Germany do not usually adopt a strategic approach when it comes to making decisions on grant-giving, but rather look to choose a different organization every time, because “everybody should benefit from the grants”.

Figure 33: % of organizations receiving one-off grants vs. repeat grants (%)



Figure 34: Percentage of repeat grants per country



Some of the beneficiary organizations that were interviewed would like to receive medium or long-term support to guarantee financing and sustainability for their projects. Some have expressed interest in signing a partnership agreement that covers a combination of communication, branding, customer campaigns, storytelling, and employee engagement initiatives rather than receiving a one-off donation. These opinions generally come from large

and well-structured organizations, such as Deutsche Umwelthilfe e.V. or the Flemish organizations SOS Kinderdorpen and Pink Ribbon. On the other hand, other organizations see it as only fair that different organizations are awarded donations each year.

“There should not only be a money donation. Cooperation would be better for both, C&A and Wiener Tafel. A win-win situation. This is the way we are working with other big companies” **Wiener Tafel, Austria**

“Strategic partnerships allow them to open communication channels with C&A staff and customers”. **Pink Ribbon, The Netherlands**

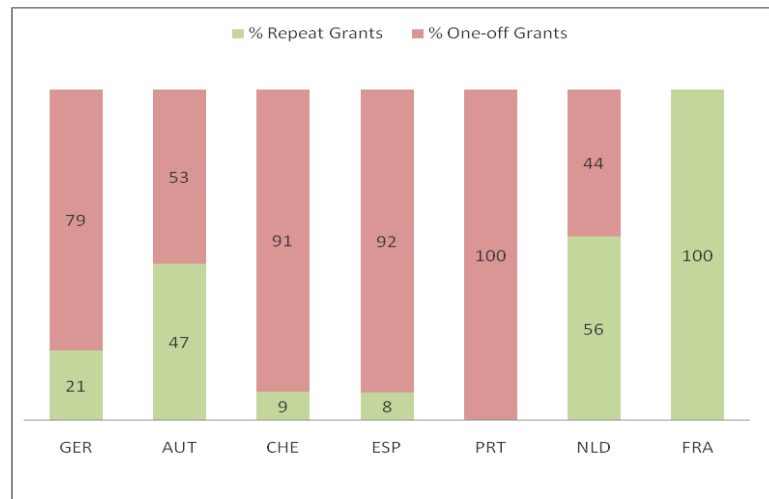
“It would be great to develop together a program-partnership...the donations should be given in a more strategic way”, **Patsy & Hull Foundation, Germany**

“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.” **CATT, Portugal**

Results from the online survey demonstrate that C&A grants were critical for the beneficiary organizations: overall, organizations scored the importance of the C&A grants as high with 4.4 points out of 5. Moreover, findings show a slight tendency for beneficiary organizations in countries where a higher number of repeat grants were given to score even higher.

	GER	AUT	CHE	ESP	PRT	NLD	FRA
Rating	4,50	4,75	4,20	4,40	4,30	4,70	4,00

Figure 35: Distribution of repeat and one-off grants by country



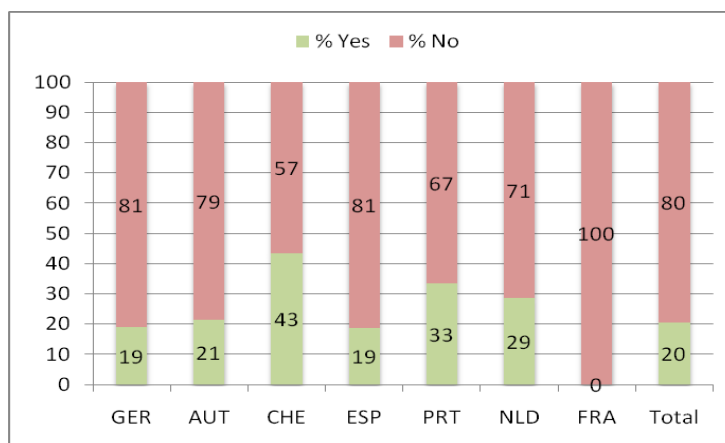
For example, beneficiary organizations in Austria and the Netherlands received a large number of repeat grants and at the same time, show the highest rating with regards to the importance of C&A grants (4,75 and 4,7 out of 5). The rating for Switzerland, Spain and Portugal however is lower and 90% of C&A grants given in these countries were one-off grants. APP in France has

only received repeat grants by C&A, but rates the importance of C&A grants as 4 out of 5. This is still a high rating, but compared to the other countries scores, low. Nevertheless, conducting personal interviews with APP confirms that C&A has been a key donor for the organization.

80% of organizations state that they would have been unable to implement the project in the same way without the C&A donation. Explaining this further, organizations state that the entire project/activity would either have not taken place without the C&A donation or implementation of the activities would have been limited. With regards to future activities, 68.2% of organizations state that without the funding they would not be able to continue their projects in the future.

Nevertheless, the C&A Foundation grants only account for a small share of organizations' annual budget: 75% of organizations that filled out the online survey state that C&A funding represents only 0% to 15% of their annual budget. One of the reasons for this seemingly contradictory finding (importance of C&A grant vs. share of annual budget) is that most C&A donations were dedicated to a specific project: without the money, these projects would not have come to fruition or would have been completed in a constrained way. Secondly, most organizations depend on external funding and rely on several donors. Hence, any funding – no matter what size – is exceedingly important for them. For example, although the C&A grants for APP in France only represent 7% of the organization's total annual budget, C&A still ranks as the most important financial donor for APP.

Figure 36: Possibility of project implementation without C&A donation at country level (online survey)



Examining the findings at country level, C&A grants prove to have been less important in Switzerland, Portugal and the Netherlands. Between 29% and 43% of organizations in these countries stated that they could have implemented their project without the C&A grant. The average across all countries stands at 20%. In France, the results show a 100% 'No' as (APP) would not have been

able to implement its project in the same manner without the C&A grant. In fact, APP's main channel for funding is the private sector and since 2008, the organization has established a long-term partnership with C&A.

Finally, according to the findings of the online survey, 78% of organizations across the countries state that C&A funding did not help them to secure funds from other donors, while 22% confirm that it did. Throughout the qualitative interviews, beneficiary organizations explain that it is not common to raise funds by highlighting donations from other companies/organizations although some of them recognise that the funding from C&A did contribute to their organization being perceived as a trustworthy and reputable. More specifically, some organizations recognise that C&A/ Foundation support allowed them to attract funds from other corporate donors since C&A has high brand awareness.

"C&A helped a lot to capture funds from companies. We have a lot of partnerships with the private sector today, but C&A was one of the first". **Centro de Alojamento Temporário de Tercena, Lisbon (Portugal)**

"C&A is a very well-known brand that is involved with charity. Their support has given us the platform to work with other companies/entities". **Pink Ribbon, Amsterdam (The Netherlands)**

"Many donors first inform themselves about who else is donating. A company like C&A makes a good and serious impression". **Kinderhospiz Regenbogenland e.V. Düsseldorf, (Germany)**

"The support of C&A involves trust from a large company. Real relationship of trust and sharing. This is very important when it comes to raising funds from other companies" **Association des Petits Princes (France)**

Overall, these results show that C&A grants are highly relevant to beneficiary organizations and contribute to successful implementation of projects that tackle the needs of the defined target groups. However, due to the high number of one-off grants, support provided to the organizations is mostly short term and does not contribute to their long-term sustainability, with a few exceptions (where informal strategic partnerships between C&A and the organizations have been forged).

3.5.2 Results on End Beneficiaries

The fourth objective, reformulated from the implicit Theory of Change of the Store Giving Programme, seeks through grant-giving to contribute to reducing social imbalances/inequalities among targeted vulnerable groups in the communities in which C&A operates.

Outcome 4: SGP has reduced social inequalities/imbalances among target groups (women, children and families) in communities in which it operates

C&A gives precedence to supporting projects in communities close to store locations that address specific needs of vulnerable groups, especially children, women and families who are socially disadvantaged. Through the selection and financing of these projects, the SGP contributes to reducing social imbalances.

KEY FINDINGS

- On the basis of the qualitative data and the analysis of the beneficiary organizations, it can be concluded that the SGP has directly made a relevant contribution to improving the lives of end beneficiaries, and possibly to reducing social inequalities.
- Fifty-one per cent of the organizations interviewed aim to improve the lives of the target population and have long-term social and health development goals, while 49% seek to improve the lives of the target population through charity, but without addressing the root causes behind social inequalities.
- The total number of end beneficiaries who directly benefitted from C&A grants from 2011-2014 is estimated to be approximately 86,500.

As only limited data was available from end beneficiaries, the following results are based on a limited number of interviews with end beneficiaries as well as information obtained from the beneficiary organizations through the online survey and qualitative interviews.

3.4.2.1 SGP Reducing Social Inequalities

The SGP has directly made a relevant contribution to improving the lives of end beneficiaries. In total, from 43 beneficiary organizations, 13 end beneficiaries were interviewed. All of them stated that, thanks to the beneficiary organizations' projects, their lives had improved.

Experiences among end beneficiaries

- ✓ **Mother assisted by the Fundación Manantial (Madrid, Spain):** *I was going to lose my children due to my mental health problems. My schizophrenia made it impossible for me to work and I was in a very extreme situation. The Fundación Manantial gave me psychiatric support, which helped me to find a job. My children have also received psychological help and now I can say that, without their help, I would not have my children with me.*
- ✓ **Mother of a child assisted. Fundación Balía (Madrid, Spain):** *The programme financed by C&A helped provide additional support to my son for managing his school tasks, as well as educating him about life values. It also allows me to have a job in order to finance my home expenditure.*
- ✓ **Person in charge of cooking food for the homeless. Wiener Tafel (Austria):** *This project improves*

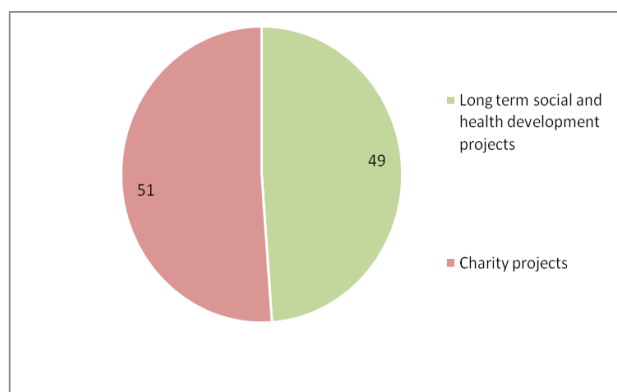
the lives of the people seeking help here. Without the help of the Wiener Tafel, this would not exist. Many people would remain on the streets and would never emerge from deep poverty and marginalisation.

- ✓ **Girl assisted by APP (France):** *Those were moments shared with my family that we will never forget. Dreams are moments to really share. It is very important when you do not know how long you will live.*
- ✓ **Aunt of a child with cancer assisted by Rote Nasen Clowns (Austria):** *The clowns brought happiness and laughter to my nephew – even at moments when he was very weak and sad, they made him laugh.*

However, how much these projects have contributed to reducing social inequalities as well as the scope of their impact is not quantifiable. This is mainly due to the diverse nature of the projects funded, which in turn makes it difficult to develop a set of standard metrics that could be used to measure results at the end beneficiary level. Although the concept of social inequality is taken from C&A's Sustainability Report 2010 and 2012, it is too broad and needs to be further broken down into more concrete objectives that the C&A Foundation is able to address in the future.

An in-depth analysis of the qualitative interviews shows that some projects funded through the SGP are characterised as projects underpinned by a charity-based approach, while other projects aim to contribute to the long-term social and wellbeing of end beneficiaries and vulnerable groups. Charity projects, such as giving food to the homeless or fulfilling the wish of a sick child, only deal with the symptoms rather than the root causes of the problem. In contrast, projects that contribute to the long-term social and wellbeing of end beneficiaries and vulnerable groups deal with beneficiaries' problems as well as tackling the root causes behind such problems. This ultimately leads to reducing social inequalities within communities.

Figure 37: Long term and social and health development projects vs. charity projects



From the 43 beneficiary organizations that were interviewed, 51% are considered projects with a charity approach while 49% are projects with long term social and health development purposes.

Below are examples of beneficiary organisations interviewed that aim to improve the lives of target population but do not directly address the causes of

their problems and do not have long term social and health development aims:

- a) **Association Petits Princes (APP, France):** APP is an organization whose mission is to fulfil the dreams of children that suffer from severe illnesses such as cancer, leukaemia, or genetic disorders. Providing support to ill children improves the lives of those children and their families, but there is no long-term social and health development benefit from such support.
- b) **Rote Nasen Clowns (Austria):** Rote Nasen Clowns is an organization whose goal is to make sick children laugh with a view to improving their emotional state and coming to terms with their illness. The interviews demonstrate that these children are positively impacted by the clowns' intervention, but we cannot conclude that this project has social and health development aims.

- c) **Wiener Tafel (Austria):** This beneficiary organization aims to assist homeless people at risk of social exclusion by providing them with food and a place to sleep. It aims to help people that live in difficult situations, covering their basic needs, but there is no evidence that this project aims to improve their social and economic status.

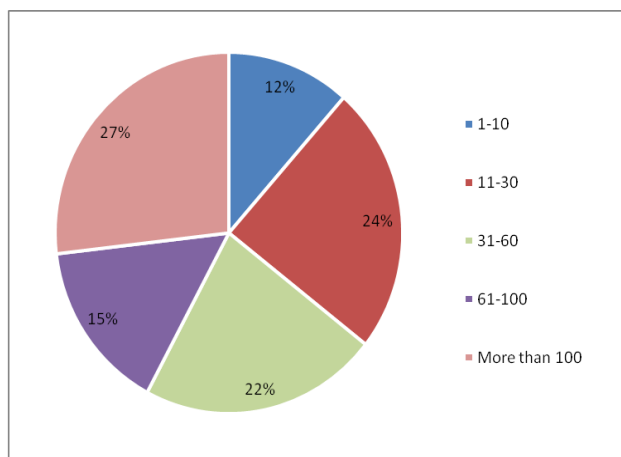
However, other beneficiary organizations interviewed aim to directly address the causes of the beneficiaries' problems and have long term social and health development aims:

- a) **Fundación Manantial:** Manantial is an NGO with an in-house team of psychologists and social workers that provide psychiatric and social support to parents (and their children) with mental health problems in vulnerable situation. Manantial provides psychiatric support and also helps them to re-enter the work place. Therefore, it can be stated that this NGO aims to address the causes of beneficiaries problems and has long term social and health development aims.
- b) **Centro de Alojamento Temporário de Tercena (CAT):** CAT is an organization that runs a home for vulnerable children who have been taken from their families by government agencies because of violent behaviour or severe neglect. The organization's social workers first endeavour is to engage with the whole family to reunite the children with their parents. Should this prove impossible, the children are given a permanent home in the centre and receive support for their education as well as coaching on social development and economic independence once they become young adults. This organization clearly helps children and young people from vulnerable backgrounds to be able to lead a normal life and become part of society.

3.5.2.2 Scope of SGP in terms of End Beneficiaries

Data from the online survey shows that the SGP supported both organizations with few end beneficiaries as well as those with a large reach.

Figure 38: Number of end beneficiaries per project (online survey)



From the organizations that answered the survey, 27% state more than 100 people benefitted from the C&A donation. The second largest group (24%), are organizations that claim 11-30 people directly benefitted. Very small projects with only 1-10 persons benefitting make up the smallest group totalling 12% of the beneficiary organizations.

Based on the above information, the number of end beneficiaries served by organizations that filled out the online survey (representing 32.4% of the total number of beneficiary organizations during 2011-2014), is estimated to be 28,025. Projecting from this number, the total number of end beneficiaries during 2011-2014 that directly benefitted from C&A grants can be estimated to be around 86,500.

4. Conclusions

1. On Strategy

- Overall, the Store Giving Programme's implicit objectives formulated in the Theory of Change are broadly relevant in the context of the Company strategies and C&A Foundation, implying that the SGP has the potential to become a strategic programme for C&A if properly implemented.
- The SGP objectives appear particularly relevant to employee engagement, both at the Foundation and Corporate level (third pillar of "*Sustainable Lives*").
- However, no clear relevance has been found at beneficiary level. The Foundation's existing signature programmes focus on beneficiaries from sourcing countries rather than retail countries and no clear link is made with the industry.
- In this context, the C&A focus on *Her* appears as an opportunity to re-centre the SGP on C&A's core target: women. 42% of the beneficiary organizations already focus on women (26%) or families (16%).
- Long term partnerships are strategic for the business since they contribute to enhancing corporate image among beneficiary organizations and customers. They also contribute to increasing employee's engagement by creating innovative ways to involve the employee such as fundraising through sales of marketing products, volunteering, and social events.

2. On Procedures and Processes

- The lack of guidance and control constitutes a risk for the SGP, the Foundation and the Company, as it leaves room for potential irregularities and unintended practices. The case of Spain and Portugal, where mismanagement occurred, was a result of the absence of structured processes and out-sourcing of the SGP to an external agency.
- The SGP is currently not a results-oriented programme. No operational procedures or processes to monitor/evaluate SGP's results exist. As a result, the SGP is unable to communicate results either internally or externally.

At Foundation Level

- Although it has managed to significantly modernize procedures and processes since taking over the programme, the Foundation's role still remains limited to administrative tasks and coordinating the disbursement of funds.
- The Foundation has no person specifically dedicated to the programme who is in charge of tasks such as strategic design, providing advisory services to company employees on selection and engagement, operational management and supervision.
- The Foundation has not established any reporting requirements or monitoring systems to ensure that the SGP is being implemented in accordance with the de facto objectives and informal guidelines.

At Corporate Level

- Overall, the Company has not been able to leverage the strong potential of the SGP to engage employees, further relations with customers and communities or to strengthen brand perception. This can be largely attributed to a lack of ownership of the programme by the business and because of the various implementation approaches being used in the countries
- DoCs or Store Managers do not consider the SGP to be one of C&A's core strategic programmes. The Company has not managed to leverage the SGP's strong potential to engage employees, strengthen relations with customers and produce a significant impact on beneficiaries linked to C&A's core activity.
- The lack of ownership is directly linked to the failure to define roles and responsibilities, and the absence of a dedicated budget for the management and implementation of the programme by the business. This often leads to an approach focused on "giving funds away" rather than on the achieved results by the beneficiaries and the impact on employee engagement and corporate perception.
- Similarly, there is a lack of operational procedures and processes to track results of the SGP with no proper monitoring and evaluation system existing and no communication of the results internally (employee engagement) or externally (customers, society at large).
- Marketing campaigns and events such as those developed in France and the Netherlands have shown that there is a strong potential for engaging employees and customers and for improving the brand perception.

3. On Employee Engagement

- The SGP has generated limited employee engagement in the countries using a decentralised or mixed approach, such as Germany, Spain and Switzerland, where engagement mainly involves selecting the beneficiary organizations.
- Employee engagement has proven stronger in countries using a centralised approach, especially in France and the Netherlands, achieved by diversifying participation through social activities and fostering contact with beneficiary organizations.
- Stronger engagement is observed at the store manager level rather than at store sales staff level.
- There is a lack of guidance and incentives for store managers and/or store sales staff to encourage employee engagement and participation.
- The potential to motivate and engage store staff more broadly is demonstrated by their requests for further information regarding the results of the grants and for more contact with beneficiary organizations, for example, through volunteering.
- Brazil's experience of employee volunteering can provide valuable insights for developing an employee engagement strategy in Europe linked to the SGP.

4. On Internal and External Communication

At Internal Level

- The lack of internal communication has been identified as one of the main limiting factors holding back employee engagement in the SGP. Store sales staff and store managers request further information regarding the results of the grants.
- Similarly, there is a lack of information flow between the countries and the Foundation. The results achieved at a national level are not reported back to the Foundation and it has

therefore not been possible to monitor, evaluate and communicate the global impact of the SGP.

At External Level

- Overall, external communication is weak and fragmented across the countries. There is no “branding” of the SGP and no clear harmonized Programme message communicated to the outside world.
- There are no standardised channels or tools being used at the Company or Foundation level for communicating SGP results among countries.

5. On Beneficiary Organizations and End Beneficiaries

- Most beneficiary organizations supported by SGP are in line with the target groups defined by SGP, i.e. women, children and families. They work in areas that address the needs of the target groups, as defined by the SGP, tackle social imbalances/inequalities and work mainly at the local level.
- Almost all the beneficiary organizations stated in the survey or interviews that they had achieved their expected results and that the funds received were a major contributor to this. Most organizations use the funds directly for project implementation.
- The vast majority of grants, especially in the decentralised and semi-decentralised countries, are not repeated. Only 10% of beneficiary organizations receive repeat grants, mainly in countries that have a centralised approach, with an emphasis on building long-term partnerships (e.g. France and the Netherlands).
- Most of the beneficiary organizations benefitting from C&A/ Foundation support in centralised countries deem their contact with C&A to be very positive and regular, while some beneficiary organizations that have received a one-off grant, mainly in countries with a decentralised and mixed approach, consider their contact to be positive but limited.
- The vast majority of the organizations state that they would not have been able to implement the project in the same manner without the C&A donation, although the funding represents only 0% to 15% of their annual budget. C&A funding helped the organization to be perceived as trustworthy and reputable and, in some cases, to attract funds from other corporate donors.
- SGP has made a relevant direct contribution to improving the lives of end beneficiaries, and possibly also to reducing social inequalities. However, only some of the beneficiary organizations really aim to reduce social inequalities, whereas many others seek to improve the lives of the target population through charity, but without addressing the root causes behind social imbalances/inequalities.

5. Recommendations

1. On Strategy

Recommendation 1: Develop a strategy for the Store Giving Programme

The SGP strategy should be based on a recognized theory of change and define a clear vision for the programme, which is aligned with the Foundation strategy, the 2020 Global Sustainability Framework and the customer base of C&A. It should define an unambiguous target population, provide basic criteria for selecting beneficiary organizations and list objectives and expected results. It should also cover responsibilities for implementation, clear rules governing the grant allocations among countries and the grant amounts. The following recommendations are proposed:

- a) Transform the SGP into a results-based programme and narrow its focus to the population that is critical to the Foundation and C&A's customer base: i.e. women.
- b) Provide a common framework for SGP implementation, but the strategy needs to incorporate enough flexibility to accommodate different local cultures.
- c) Favour, whenever possible, long-term partnerships at a national level while reducing the number of beneficiary organizations. Those selected should clearly contribute to and be aligned with C&A's aspiration to make fashion a force for good. Countries could use a centralized approach to promote such partnerships with some organizations while maintaining a mixed and decentralized approach which allows employees to participate in the selection of beneficiary organizations
- d) The document should also refer to and support the employee engagement strategy (when finalised).

2. On Procedure and Processes

Recommendation 2: Strengthen the C&A Foundation's role in the management of the SGP by providing adequate budget and resources

The Foundation needs to move beyond its current administrative role and take the co-lead along with the Company in the SGP strategy. This would allow the strategy to be co-designed with the business and provide advisory services to Company employees with regard to selection and engagement, operational management and supervision. To this end, dedicated financial and human resources should be allocated to the Foundation.

Recommendation 3: Foster an increased ownership of the programme by the business through the definition of roles and responsibilities and allocation of a specific budget for implementation and management

Ownership will not be achieved by the business until resources, both human and financial, are specifically dedicated to ensure the proper management of the SGP across the countries. Focal points should be appointed in every country and be in charge of liaising with the Foundation and providing guidance and support to DoCs and store managers. These people should

dedicate 10% to 20% of their time to the SGP and work closely with their communication departments as well as focal points in other countries. These dedicated people should also be aware of (if not in charge of coordinating) other C&A Foundation initiatives such as Inspiring Women or the Save the Children initiative in order to avoid overlap and to facilitate communication with the Foundation.

Recommendation 4: Create an SGP Management Toolkit aimed at C&A staff, beneficiary organizations and other stakeholders:

This management toolkit should contain a manual for employees that explains the SGP vision, as well as the programme's main overall objectives, as defined in the strategy document. The manual should clearly define selection criteria for beneficiary organizations, results-based monitoring and evaluation mechanisms based on a results framework, so that all countries report out the same KPIs. It should also contain guidance on ethics, transparency and accountability principles. This manual should be addressed to all C&A managers of the SGP.

An SGP management toolkit should also include guidelines for the beneficiary organizations who receive programme funds. The latter should encapsulate the SGP vision and overall objectives, reporting guidelines and ethical principles for the use and management of grants.

Recommendation 5: Develop a training programme on project management of social funds

The training programme on project management of social funds should be developed by the Foundation and incorporate modules on ethics, transparency and accountability. It should also include ethical value guidelines when selecting and managing social funds and guidelines on results-based management, monitoring and evaluation and KPIs. It is recommended that a national focal point (within the Company) is appointed in each country (or region) to manage the SGP, and is trained to deliver and transfer this knowledge to Company staff.

3. On Employee Engagement

Recommendation 6: Develop employee engagement guidelines aligned with the overall employee engagement strategy being developed at global level

The employee engagement guidelines should expand the current engagement mechanisms beyond participating in proposing and selecting the beneficiary organizations. They should be led and developed jointly by the Foundation, Human Resources department, Communications and the Global Sustainability Department. Employee engagement can be encouraged in different (optional) ways:

- a) Organization of social activities with beneficiary organisations: employees can participate in activities aimed at increasing awareness or raising funds. (Example: sports events)
- b) Organization of communication and promotional campaigns with beneficiary organizations: the sale of specific products to raise funds for the beneficiary organizations can engage employees at store level while improving C&A's image internally and externally.
- c) Volunteering activities: volunteering activities for employees can be launched by initiating a volunteer day or through joint activities with the beneficiary organizations to help support the projects funded by the SGP. Brazil's experience should be analysed in order to learn from their experience and incorporate best practices.

Employee engagement should include incentives and appropriate frameworks to promote employee participation: KPIs and quantitative frameworks should be developed so employees know what is expected from them, how it relates to C&A's overall strategy and what kind of incentives are available to reward successful performance when engaged in the programme.

4. On Internal and External Communication

Recommendation 7: Develop appropriate internal and external communication mechanisms

At Internal Level

- At the national level, ensure that countries communicate appropriately to their staff in order to engage employees and maintain their participation. At this level, the Foundation should create a communications pack with templates and guidelines for sending out internal and external messages.
- At the global level, ensure and optimise communication between national focal points and C&A Foundation on the SGP's objectives and results achieved to enable the Foundation to monitor, evaluate and communicate the global impact of the Programme.
- Communicate lessons learnt and personal examples of employees' experiences of participating in the SGP to further build internal motivation and ownership.
- Coordinate and harmonise communication surrounding the Foundation's different programmes and initiatives that are supported by countries (e.g. Inspiring Women and Save the Children).

At External Level

- Develop a common image or "brand" for the Store Giving Programme in order to ensure consistent communication to customers, partners and society at large.
- At the country level, jointly agree and create standardised communication using innovative channels (i.e. social networks, videos, special events, etc.) through the Company's communications team. The Foundation and C&A communications could jointly create media packs to support this process.
- Develop external communication about SGP results at both the European and global level.

Recommendation 8: Develop an SGP community with the beneficiary organizations that have received C&A grants

The SGP's beneficiary organizations constitute a great asset for the Foundation and the Company, and it is highly recommended that engagement be extended beyond the year they receive funds. This could be executed through social media (e.g. FB or LinkedIn), allowing organizations to share lessons learnt and experiences, volunteering activities, increasing awareness and marketing campaigns and also by promoting the participation of beneficiary organizations in national C&A annual meetings.

Annexes

The following will be sent as a separate document:

Case studies

Field mission report per country

Bibliography

Detailed Methodology

Data collection instruments

Terms of reference