Independent Evaluation of C&A Foundation Programme and Operational Effectiveness (2014/15-2019/20)

Volume 1 – Report

November 2020

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The evaluation included the preparation of five case studies, one for each C&A Foundation programme. The case studies informed the analysis and recommendations presented in Volume 1 of this study, and have been compiled separately in Volume 2.

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FORCED AND CHILD LABOUR – CASE STUDY

WORKING CONDITIONS – CASE STUDY

CIRCULAR FASHION – CASE STUDY

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Acronyms

BCI	Better Cotton Initiative
BLAST	Bangladesh Legal Aid and Services Trust
CAMI	Centro de Apoio e Pastoral do Migrante (Pastoral Care and Support Centre for Migrants)
COO	Chief operations officer
CSR	Corporate social responsibility
DEI	Diversity, equity and inclusion
EMF	Ellen MacArthur Foundation
EP	Effective Philanthropy
FFG	Fashion for Good
GBV	Gender-based violence
GEI	Gender, equity and inclusion
GFF	Good Fashion Fund
GMO	Genetically modified organism
GO	Global Operations
HR	Human resources
IC	Investment Committee
ILO	International Labour Organization
KPI	Key performance indicator
M&E	Monitoring and evaluation
NGO	Non-governmental organisation
ONE	Organisational and Network Effectiveness
PPR	Partner Perception Report
RFP	Requests for proposals
RMG	Ready-made garments
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SO	Strategic objective
T&L	Talent and Learning
ToC	Theory of change
TRF	Thomson Reuters Foundation
WHO	World Health Organization
WWF	World Wildlife Fund
ZDHC	Zero Discharge of Hazardous Chemicals

Glossary

Core support	Funds given to an organisation for its maintenance or strengthening. Types of grants: Organisational Development: Funds specifically intended to help an organisation expand its capacity and improve its organisational performance. General Operating Support: Unrestricted funds aiming to support a non-profit organisation's mission rather than specific projects or programmes.
Effectiveness	The extent to which initiative objective was achieved or likely to be achieved, including assessment of influencing factors for achievement and/or failure.
Efficiency	The extent to which results have been delivered with the least costly resources available using efficient and timely processes.
Evaluation	The systematic process of determining the worth or significance of an initiative, strategy or policy. Evaluation typically assesses the relevance, efficiency, effectiveness, impact and sustainability of the initiatives supported by the foundation.
Hotspot approach	A method for targeting an intervention to a specific population or area that demonstrates a high level of the issue or behaviour to be addressed. It is often used for its demonstration effects, or as leverage to gain broader impacts beyond the targeted population or area.
Impact investment	An investment strategy that seeks to achieve both financial returns and sustainable and positive social or environmental effects.
Monitoring	A continuing function that uses systematic collection of qualitative and quantitative data on specified indicators to provide management with information on programmes activities, outputs and outcomes to track its performance. It is first and foremost a management instrument used at the initiative level and addresses the key question –"Are we doing things right and in the right way?"
Relevance	The extent to which the initiative was suited to the priorities of the recipient or beneficiary group, partner and the foundation. The analyses should include an assessment of changes in the validity and relevance of the initiative over time.
Results/impact	The extent to which the initiative has achieved positive or negative changes, directly or indirectly, intended or unintended on beneficiaries. For the foundation this involves an assessment of socio-economic, environmental, scale-up and replication effects taking external factors into account.
Scalability	The extent to which the results achieved by the initiative have been (or have the potential for) able to effect wider systemic change (industry and societal).
Siloing	The isolation of teams or programmes from one another that results in a lack of synergy between those teams or programmes.
Sustainability	The extent initiative benefits are likely to continue after foundation funding has been withdrawn. The foundation is particularly interested in financial, socio-economic and environmental sustainability of initiatives and partner organisations.

Acknowledgements

Summary

C&A Foundation launched in 2014 with the aim of "transforming the fashion industry into a force for good". In its initial five-year strategic period (2014/15-2019/20) the foundation set up programmes on Sustainable Raw Materials, Working Conditions, Forced and Child Labour, Circular Fashion, and Strengthening Communities, while pursuing cross-cutting work on gender justice and effective philanthropy. To enable this work, the foundation developed into a globally distributed organisation, with national presence in Bangladesh, Brazil, Hong Kong, India, Mexico and multiple locations across Europe, including its headquarters in Zug, Switzerland.

The foundation aspires to bold action, to support and participate in transforming the fashion industry, to help set a course toward the development of an industry that is socially, economically and environmentally responsible and sustainable. In its first strategic period, C&A Foundation supported partner organisations worldwide, with funding and non-monetary support, to catalyse development of a network of organisations with a shared commitment to the vision of sustainable fashion. Its work aimed to affect small farmers, multinational brands, suppliers and workers, philanthropic organisations and much else.

As it headed into its second strategic period, C&A Foundation commissioned this independent evaluation of its programmatic and operational effectiveness to inform its continuing work to achieve its vision with a clear understanding of its past performance.

Corporate relationship

C&A Foundation, the only major foundation to operate in and on the fashion industry, designed its programming to redirect the industry towards a socially, economically and environmentally positive orientation. Through its abundant resources, the foundation has harnessed its depth of knowledge about supply chains, developing the credibility and capacity to act in service of its ambition to transform the fashion industry.

C&A Foundation and fashion and apparel retailer C&A have enabled and influenced one another, most notably in the foundation's early years. But the relationship between the two has endured incidents of discord over the first five years, in part because the foundation reflected the aspirations of the owner's group of Brenninkmeijer family owners quicker than the C&A business. Increasingly, the association with C&A business has inhibited the ability of the foundation to advance its stated purpose. While the relationship with C&A business will remain important, redefining the nature of that relationship will be important to increasing the foundation's credibility while meaningfully engaging C&A in its programmes.

Recommendation

➢ **Close the brand association between C&A Foundation and C&A business and redefine the relationship through a partnership agreement, clear partnership mechanisms and joint initiatives.**

Programme results and effectiveness

The foundation addresses existing problems of the fashion industry while it also invests in imagining and building the future. The technical expertise of C&A Foundation staff and the foundation's network intelligence have been key to establishing credibility and philanthropic leadership in the fashion industry. The foundation's programmes, taking advantage of that credibility and

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leadership, have been crafted to touch on most parts of the industry's supply chain. Insights from each programme illustrate the foundation's approach, positioning and key successes as well as areas where more emphasis is needed to continue towards systems change.

Sustainable Raw Materials has focused its attention on organic cotton, about 1% of global cotton production, while increasingly supporting work related to sustainable cotton (with the Better Cotton Initiative), about 15% of global production. The programme has barely touched upon other key industry materials with a more significant footprint, like cellulosics. Other major materials, polyester in particular, have not been touched at all. Strategically, the programme seeks to transform the cotton sector by building the capacities of farmers and the organisational networks in which they are embedded, as well as by demonstrating the socio-economic and environmental case for sustainable and organic cotton. The programme has made progress in building the case for conversion in demonstration areas and, through its credibility and connection with brands, is well positioned to continue encouraging the global system to transition to organic and sustainable cotton. The supply side is only part of the dynamic, however; more focus is needed on the demand side to strengthen uptake, together with a longer time horizon to allow for systemwide change.

Forced and Child Labour has made inroads in raising awareness of its targeted issues, and has helped reduce the prevalence of forced and child labour in select communities, strengthen local institutions and inform policy processes (most notably in India). What success it has had comes from its deployment of a "hotspot" approach that targets initiatives on areas with high incidence of the issue or behaviour to be addressed. The programme has been less effective at addressing the root causes of forced and child labour, such as incentives and exploitative business models. To improve on this record, the programme would benefit from having a strong contextual basis for

the initiatives it supports, while also adopting a multi-faceted, systems change orientation that supports policy initiatives. Still, until new legislation and enforcement measures are in place and brands make a united effort to comply, system-level change will likely remain elusive.

Working Conditions experimented early on with small scale grant-making and partnerships, working factory by factory to empower workers, promote industry collaboration and improve working conditions. It has since scaled up its approach and increasingly adopted a systems change orientation. C&A Foundation's support and results have been widely appreciated among partners. The programme has generated credibility and positioned the foundation as a global champion of transparency on working conditions in the apparel industry. This programme has also provided core and organisational development support to partners, thus favouring the sustainability of results, all while building the field. The programme's weakness has been in its lack of attention to policy changes, which are essential for ensuring the sustainability of results.

Circular Fashion has developed and tested strategies and actions to transform the systems that inhibit adoption of a more sustainable model of fashion through the reuse, recycle or upcycle of fashion industry products. The programme's investment in Fashion for Good, which together with the Good Fashion Fund accounts for 87% of the programme budget, has helped it to enlist the cooperation of industry partners to explore ways to execute the Circular Fashion commitment to shift the industry's orientation from extractive to regenerative patterns of operation. The programme has so far operated in isolation from the other foundation programmes, in a silo that obstructs the potential benefits it might get from closer engagement with Sustainable Raw Materials, for example, which has overlapping concerns.

Strengthening Communities is an exception to the foundation's transformative intentions and approach; it pursues a more traditional approach anchored in corporate social responsibility related to employee engagement, store giving and humanitarian intervention. Its initiatives have been broadly successful and are a source of pride within C&A business, but many dimensions of the programme's work are outside the purpose of the foundation, while others raise concerns about too much proximity between the foundation and the business. While the programme does reflect the desire of the owner's group to advance the general social good, it is clearly peripheral to C&A Foundation's purpose of transforming the fashion industry into a force for good and is a poor fit with the rest of the foundation's portfolio.

GENDER, EQUITY AND INCLUSION

C&A Foundation's efforts to integrate gender equity into its partnerships and programmes started early, have been well-intentioned and have become more strategic and methodical. Results in this area have been uneven. The foundation has lacked a clear plan for incorporating gender equity in its grant-making, though its grants have generally qualified as "gender-sensitive" on the World Health Organization's Gender Responsive Assessment Scale. Furthermore, the foundation has not conduced a systematic gender review of grants. The use of quantitative indicators related to gender equity has been questioned by foundation staff, who say that they do not accurately depict the deeply qualitative process of social transformation required to achieve gender equity. The foundation's recent adoption of a gender, equity and inclusion (GEI) approach is an ambitious leap forward, setting the course for a transition in its leadership, programming, grant-making and operations. C&A Foundation should now dedicate the resources necessary for a strategic and participatory implementation of the revised GEI Action Plan.

Recommendations:

- ➢ **Maintain and expand the strategic use of the "hotspot" approach in all programmes, combined with an elaborated systems change perspective that includes support for policy initiatives. The foundation would thus position its work for direct impact on specific locales, beneficiaries and organisational systems while deploying a strategy for shifting the underlying and enabling systems.**

- ➢ **Remove the Strengthening Communities programme from the foundation portfolio and transfer it to C&A business for integration into its corporate social responsibility strategy and portfolio.**

- ➢ **Take a clear and detailed stance on gender, equity and inclusion programmatically and organisationally, complement it with an operational strategy that provides solid, coherent implementation guidance to all staff and partners.**

Supporting programmatic effectiveness

PARTNER ENGAGEMENT AND RELATIONS

C&A Foundation does not have a formal partnership strategy, but has engaged with diverse partners, both grantees and non-grantees, global and local. Doing so has allowed the foundation to work with partners who intervene in a variety of relevant ways for the fashion industry. Through their engagements in the programmes of C&A Foundation, partners have contributed to all the strategic objectives and priorities of the foundation. Partner relations have improved in part through more attention to core investments. Through its ONE approach, for example the foundation has helped to build the field as well as partners' capacities. Nonetheless, tension remains, particularly concerning the foundation's reliance on

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key performance indicators, which do not adequately capture gains in organisational capacity. For many programmes, advocacy and policy change remain underdeveloped areas of partnership focus and action. In a notable, though modest effort, C&A Foundation has also made some important and viable equity investments in impact investing funds. Still, the potential for the foundation to support impact investors directly within its main grant programming remains limited without added staff expertise and capacity.

SUSTAINABILITY

Results produced by C&A Foundation and its partners have been on track to be moderately sustainable without continued support from the foundation. The recruitment of solid, reputable organisations as partners has contributed to the sustainability of results, as has the use of co-funding and leverage as sustainability strategies that have proven to be effective for all programmes. However, C&A Foundation grants have been of relatively short duration (about 2.5 years), which has inhibited both sustainability and system change. While the foundation's support has also contributed positively to the sustainability of organisations with which it has partnered, the foundation's investments in this respect have been limited. Core support has been valued by those receiving it, yet the foundation has not consistently used such support as an organisational strengthening strategy for partners, including locally managed organisations that need it most. In a recent, positive development, expanded provision of core support through the ONE approach is in its early stages.

GRANT-MAKING EFFICIENCY

C&A Foundation has mostly solicited grants by approaching prospective partners known to the heads of programmes and programme managers. This has been an efficient practice from the perspectives of both the foundation and its partners. The foundation has attached a high

priority to standardising and digitising its grant-making and grant administration processes to improve efficiency and consistency, with early gains in efficiency.

Despite a recent revision, the foundation's grant value approval thresholds remain below those of benchmarked foundations. This adversely affects the use of time and focus among Board members, Investment Committee members and programme managers, as well as the ability of C&A Foundation to deliver on its objective of effecting systems change efficiently.

Recommendations:

➢ **Revise grant-making and partnership modalities to more effectively advance the foundation's drive for effective and sustainable results. Make larger and longer lasting grants. Provide a higher proportion of financial support as core support to individual organisations as part of an intentional field-building strategy in specific fields and geographies. Continue providing and enabling non-monetary assistance, including through peer learning processes.**

➢ **Improve grant-making efficiency by establishing guidelines on the desired amount of time and required processes for the review and processing of grant proposals through well-defined steps.**

Foundation governance, management and operations

GOVERNANCE

C&A Foundation governance arrangements served the foundation well during its formative period, providing it with the legitimacy required to influence the fashion industry. As the foundation enters its next phase, its governance arrangements and composition will need to

demonstrate more transparency, accountability and responsibility to external stakeholders to sustain and enhance this legitimacy.

The Board has provided less strategic guidance to the foundation than desirable and has spent disproportionate time and experience in approving grants rather than considering impact (through evaluations) and strategy. The Global Investment Committee has served the foundation's grant-making well by reviewing grant proposals and developing networks, but has not been significantly involved in providing strategic guidance. Also, having three Investment Committees constructed and staffed differently, with different relationships to C&A business, has generated incoherence in grant-making alignment and relations with staff and grantee partners.

SENIOR MANAGEMENT ARRANGEMENTS

While the Leadership Team has been lauded for propelling the foundation forward, senior management arrangements have not yet been optimally structured. The Leadership Team, in its current composition, is a deliberative body for ensuring that all relevant priorities, perspectives and approaches are considered in foundation decision-making.

GLOBAL STRUCTURE

The distributed global structure of C&A Foundation – headquarters in Switzerland, three other offices in Europe, and five local offices in the global South – has served the foundation well in its network development and grant proposal review process, but has served it far less well regarding strategic guidance. Moreover, as work expands in other regions, the foundation will need to consider the merits of further expansion and staffing.

GLOBAL OPERATIONS AND TALENT AND LEARNING

Global Operations, together with Talent and Learning, has been leading the development of a set of C&A Foundation policies referred to as the "Policy House", which is well under way. Global Operations has been responsible for broad operational support to all governing bodies (Board and Investment Committee) and foundation teams, and more specifically for grant administration, budgeting and financial control, risk and compliance, setting up regional legal structures and their governance, and liaising with the COFRA corporate departments with respect to legal, tax, communications, information technology, global security and service level agreements. The foundation has been slowly developing a human resources system, including a new competency model, and refining and globalising a reward approach.

COMMUNICATIONS

The Communications function has ensured the foundation's visibility in diverse on and offline media and events, strategically shifting its attention to "influencers". In fact, the "business partner" approach recently adopted by the Communications and Global Operations functions has been much appreciated across the foundation, creating the potential for increased synergies among the foundation's functions and programmes. The Communications team has been less successful in providing coherent and consistent support to the foundation's programmes in all regions.

ORGANISATIONAL LEARNING THROUGH MONITORING AND EVALUATION

Evolving from the Impact and Communications Team into Effective Philanthropy in early 2018, this function is well anchored institutionally, has made significant strides in developing a robust monitoring and evaluation (M&E) approach, and has provided internally recognised leadership in the implementation of M&E policy and processes. This supported the foundation in the effective and efficient use of resources for realising its purpose and is in line with trends across the philanthropy

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field to be more disciplined, build evidence and focus on outcomes. The foundation has made strides in becoming a learning organisation, experimenting with a diversity of mechanisms and approaches. Among the shortcomings in organisational learning, key performance indicators have not provided the context necessary to facilitate decision-making and leadership that aligns with the foundation's vision of systems change. In addition, organisational learning, in the view of programme staff and Effective Philanthropy, has more effectively taken place within programmes, rather than systematically across programmes and externally. To break down these silos and facilitate individual and organisational learning, the foundation has experimented with various mechanisms, with success.

RESEARCH

C&A Foundation has lacked an overt and coherent strategy for research, such that research has been commissioned and undertaken ad hoc. Without adequate management and oversight, the research produced has been variable in purpose, commissioning practices, quality and use. While research has informed the work of all programmes, it has only moderately supported the foundation in advancing its transformative purpose.

Recommendations:

➢ **Restructure foundation governance to ensure its continuing legitimacy, and to more appropriately reflect its intended positioning and purpose as a transformative force for good, in line with its stated values. Adjust the leadership structure to build a nimbler organisation.**

➢ **Adjust the global structure of the foundation to improve synergies between programme teams in specific geographies and overcome programmatic siloing. Repurpose**

the Brazil, India and Hong Kong offices as regional offices for Latin America, South Asia and East Asia, with oversight over other local offices in each region. As work expands in other regions, consider the merits of further expansion and staffing.

➢ **Orient a portion of the C&A Foundation programme, partner and communications resources to intentionally engage directly and indirectly with citizens and consumers, convening multiple and diverse actors aiming to increase global awareness and alter the fashion narrative to change mindsets of citizens, consumers, brands and other key actors.**

➢ **Reorient the Communications and Effective Philanthropy functions, as well as Research, to align with the foundation's systems change ambitions.**

Conclusion – towards transformation

C&A Foundation recently developed a series of strategic levers to guide its work. While these had not yet been finalised when this evaluation was completed, they clearly drew on the strategic objectives of the programmes and insights derived from engaging with partners. These levers were:

- Fostering transparency and accountability
- Pursuing advocacy and legislative and policy change
- Supporting empowerment, voice and collective action
- Developing technical, social and business innovation
- Building organisational and network effectiveness
- Changing the fashion narrative.

The evaluation team strongly endorses the further development of these levers and the organisation

of the foundation's philanthropic work around them.

Recommendation

> **Formalise the strategic levers and orient philanthropic engagement to more effectively enable systems change by building partnerships and deploying human, financial and other resources in complex and strategically complementary ways that activate them.**

Through the achievements and strategic assets it has built up over the past five years, C&A Foundation has come to be perceived as a systems actor and systems builder. The foundation's drive for results and impact has established its credibility in philanthropy and positioned it to use this legitimacy to strategically and dynamically catalyse a wide portfolio of actors striving to make fashion a force for good. Based on the credibility established thus far and the direction of its strategic and programmatic achievements, the foundation clearly has a central role in guiding and leading the global fashion industry toward its envisaged change. C&A Foundation's strategic efforts and programmatic achievements have established a strong footing for further transformative engagement.

1 Ambition to transform

1.1 Hidden costs of the fashion industry

The products of the fashion and apparel industries are essential for human well-being, but they also have substantial social, environmental and economic costs. In the second decade of the new millennium a newly emerging global movement seeks to tackle the extensive challenges and to transform the fashion industry. The need for such change is urgent and clear in the hidden costs of the industry.

Fashion suppresses labour rights. The principles of freely held decent work, safe facilities, healthy working conditions, reasonable workdays and fair wages are anchored in the values of dignity and human rights and enshrined in Agenda 2030 as United Nations Sustainable Development Goal (SDG) 8. Yet most work in the apparel industry does not embody those principles. The Tazreen Fashion factory fire and collapse of the Rana Plaza factory in Bangladesh, tragedies emblematic of the issues facing the workers in factories supplying the global fashion industry, were a wake-up call.[1]

Workers who make ready-made garments receive dismally low wages. In 2012–2014, women working in the textile, garment and footwear industry in Cambodia made USD 93 per month; in India, USD 82; in Pakistan, USD 49.[2] Work weeks for garment workers, mostly women and sometimes girls, hover around 50-70 hours, with 100 hours not unheard of during peak times.[3] According to the World Health Organization, about 90% of Bangladeshi tanning workers do not live to their fiftieth birthday.[4] Around the world, an estimated 25 million people in all industries are being forced to perform work involuntarily, 71% of them women and girls.[5] The prevalence of forced labour is particularly acute in the fashion industry and it exists on every continent.[6]

Fashion is among the most polluting industries. Pollution from industrial activity, including from across the industry's supply chain, has deleterious effects. Chemical waste from dying, bleaching, tanning and other textile processing activities has rendered rivers formerly used for drinking and other household needs unusable or, when consumed, carrying health risks that undermine the resilience of entire communities. Polyester, a petroleum-based fibre, amounts to 55% of all fibres used in the fashion industry, with damaging repercussions for waterways and oceans.[7]

The urgency to act is unprecedented. According to a 2018 report of the Intergovernmental Panel on Climate Change, the planet, its people and natural resources are likely to suffer dramatic and chaotic impacts of climate change by 2030. This will have significant implications for the fashion industry. Fashion is currently responsible for 8–10% of global greenhouse gas emissions, producing "more than the amount created by international flights and shipping combined".[8] Some materials used in the industry are severely heightening climate-related risk, given that 30% of viscose and rayon in the fashion industry is made from endangered and old growth forests, earth's natural carbon sinks.[9] Agriculture will be affected by prolonged droughts in regions that grow cotton, such as Tanzania. Labour will become more insecure in climate change hotspots, including the Ganges-Brahmaputra Delta in Bangladesh, a fashion manufacturing hub. Thus, global supply chains will need rethinking to limit greenhouse gas emissions at all stages of sourcing, production, distribution and waste management.

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Fashion produces an inequitable global economy.[10] The global fashion industry, worth USD 2.5 trillion (2017),[11] is not "fair" by nearly any standard. Benefits at every stage of the fashion value chain are inequitably distributed.[12] When the price of cotton rises, cotton traders benefit far more than farmers. A race to the bottom has resulted in lower wages, longer hours, increased injury rates and deteriorating family lives for workers in garment factories.[13] The situation is made worse by an insatiable and growing global culture of disposable consumerism. The average consumer in the United States or United Kingdom throws away about 30 kilograms of clothing every year.[14] About 95% of clothing that ends up in landfills could have been re-worn, recycled or upcycled.[15]

1.2 Growing momentum for transformation

Momentum for transformation of the industry has been fed by social movements, globally recognised fashion brand leaders, foundations, governments, citizens and media[16] worldwide. In 2018, 43 fashion industry leaders committed themselves to implementing or supporting the Fashion Industry Charter for Climate Action, which includes achieving net zero emissions by 2050.[17] Hundreds of organisations, including many fashion industry brands, have signed onto the New Plastics Economy Global Commitment, aimed at eradicating plastic pollution.[18] A global movement now seeks to bring greater coherence to the fashion-related regulatory environment between countries.[19] By 2025, EU member states will be required to collect used textiles in separate bins, the same way recycling of glass and metals is managed today.

Citizens and consumers are awakening to the need for sustainability and producer responsibility, and demanding change from the industry. Citizens with Extinction Rebellion staged disruptive actions at the 2019 London Fashion Week, calling on organisers and the industry to declare a "climate emergency" and provide leadership in addressing climate change. Since then, fashion weeks in Paris[20], London[21], Milan[22], Stockholm[23], Copenhagen[24] and elsewhere[25] have positioned themselves to address sustainability. In 2019, the top trend identified by industry actors has been that consumers are changing in ways that push them to "self-disrupt"; for example, consumer interest has grown in pre-owned and rental options for clothing access rather than clothing ownership.[26] With demand for "radical transparency" and ethical practice on the rise[27] and being tracked[28], fashion (and other industry) B-Corporations and small brands are being rewarded with customer trust and loyalty.[29] Progress has been swift, though still too modest: Global Fashion Agenda figures show that 12.5% of the global fashion sector has committed to 2020 sustainability targets.[30]

C&A Foundation, launched in 2014, is among those working to transform the fashion industry into "a force for good". In its initial five-year strategic period, the foundation set up programmes on Sustainable Raw Materials, Working Conditions, Forced and Child Labour, Circular Fashion, and Strengthening Communities, while pursuing cross-cutting work on Gender Justice as well as Organisational and Network Effectiveness (ONE). To enable this work, it has developed into a globally distributed organisation, with national presence in Bangladesh, Brazil, Hong Kong, India, Mexico, and multiple locations across Europe, including its headquarters in Zug, Switzerland.

C&A Foundation aspires to be big and bold, to participate in the transition to more sustainable fashion, and to be a leader in the fashion industry's radical and disruptive transformation. The foundation has provided funding and non-monetary support to partners worldwide, catalysing development of a

network of organisations sharing a commitment to sustainability. Its work has aimed to affect small farmers and big brands, young people and workers, multinationals and philanthropic organisations, automation, and much else.

1.3 Evaluation approach

This evaluation was designed to engage with the complexity of the apparel and fashion systems and the ambitions of C&A Foundation to effect change in those systems. It assessed if, how and the extent to which the foundation's approaches, programmes and operations have delivered their desired effects, its "development effectiveness". It also assessed its efficiency in delivering those effects, its "institutional effectiveness". A set of questions guided this evaluation and specific methods were used to address the evaluation's themes and questions. The details of the methods used are in Appendix A. Terminology used in the report is defined in the Glossary at the front of the report.

The methods included interviews and surveys, data collection and analysis, and field visits. Structured interviews with foundations, partners and other stakeholders informed both institutional and programmatic components of the evaluation. Additional informants were consulted through focus groups, group interviews and other participatory means. Data were collected in Bangladesh, Brazil, Germany, India, Mexico, Netherlands, United States and other locations. An electronic survey covering programmatic and operational matters was administered to all foundation staff. Case studies of each programme were based on field visits in Latin America, Asia, Europe and the United States.

Document reviews included a landscape analysis, portfolio review, synthesis of 50 prior evaluations, Research Quality Assessment[31], rubrics-based analysis, and the case studies. The case study reports and related documents are in Volume 2 of this report. Qualitative data management software was used to ensure systematic coding and sharing of data reviewed among team members. A benchmarking study considered four comparator foundations – Ford Foundation, Hewlett Foundation, Shell Foundation, Vodafone Foundation – providing insights on best and innovative practices in philanthropy. The evaluation also benefited from lessons in studies undertaken by other firms (*The Future of Sustainability in the Fashion Industry*,[32] *hereafter the Delphi assessment,* and the C&A Foundation Partner Perception Reports, or PPRs). In line with the gender focus of C&A Foundation programming, the evaluation was multi-faceted in its gender analysis.

The evaluation team sought to maximise the usefulness of the evaluation to its intended users, given the assignment was to provide learning, inform decisions and improve C&A Foundation performance. Key stakeholders of this evaluation include C&A Foundation executive director; C&A Foundation Leadership Team and staff; C&A Foundation partners (both grantee and non-grantee); C&A Foundation Board; Investment Committee (IC) members; C&A business (including executives and staff leading sustainability, communications, sourcing, and marketing); owner's group of Brenninkmeijer family members (hereafter, the owner's group); Philanthropy Committee of Constanter; and beneficiaries.

Throughout this assignment, the evaluation team benefited from the support of an External Review Panel whose expertise spanned the fields of philanthropy, fashion and evaluation.

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The approach to the evaluation was conceived to address the priorities of C&A Foundation and therefore had limitations in design and implementation. The grant sampling strategy might have been done differently had the evaluation team had a deeper understanding of the range of support provided by the foundation to its diverse partners. The case study approach likely generated data that over-represented areas visited by a field mission, though in part offset by the extensive interviews. Despite a high rate of response to the Staff Survey (85%), it would have been desirable to have a response rate closer to 100%. What this report presents reflects the evaluation team's consolidated findings and recommendations, which should inform the next strategic steps of this ambitious and dynamic foundation.

2 C&A Foundation strategy and alignment with C&A business

C&A Foundation, through its brand association with the global fashion retailer C&A, has carved out a clear purpose to change fashion industry systems from within, with an evolving strategy for how to do it and with whom. As a partner noted, the foundation "has become the expert of where to go in the long term" for transforming the industry. In industry circles and among partners, the foundation is seen as a leader, actively setting the pace for triggering meaningful change. It has worked to gain traction in transforming an entrenched system. This orientation has informed its strategies, partnerships, investments, grant-making and ways of working.

This chapter examines the foundation's positioning within the fashion industry and its strategic approach. It assesses the extent to which these are appropriate for transforming the industry. It examines the foundation's grant-making to ascertain its strategic, institutional and programmatic relevance, including its alignment with the priorities of the owner's group and C&A business. It considers if, and the extent to which, C&A Foundation and the C&A business have influenced one another, and if this has helped or hindered the foundation's ability to be as catalytic and transformative as it aspires to be.[1]

2.1 Designed for transformation

Finding 1. The foundation's approach and programmes have been designed to redirect the fashion industry towards a positive social, environmental and economic orientation, but its grant-making has been less aligned with that transformative vision.

The global apparel industry sources non-sustainable materials with negative environmental impacts, neglects the human rights of fragile populations and employs industrial models that discard valuable assets. To address these concerns, C&A Foundation has identified and addressed three major gaps: Sustainable Product, Sustainable Supply and Sustainable Lives. These map directly to areas causing the most harm across the apparel value chain and have been translated into the foundation's programmes: Sustainable Raw Materials, Working Conditions, Forced and Child Labour, Circular Fashion, and to a much lesser extent to Strengthening Communities. The fundamental purpose of this strategy is "making fashion a force for good" and creating "a fair and sustainable fashion industry that enables people to thrive". Despite this ambitious purpose, the foundation's grant-making has been geared towards doing less harm and doing more good than towards *transforming* the fashion industry.

The foundation's goal-oriented approach to stimulate transformation of the fashion industry is based on a Theory of Change (ToC) (Appendix C) and its individual programmatic ToCs adopt a systems change approach for this purpose:

Chapter 2
C&A foundation Strategy and alignment with C&A business

- **Complexity:** The approach is rooted in an appreciation of the complexity of both the fashion industry and of how change happens.
- **Contextuality:** Work has been undertaken with contextual understanding of cultural, political and other factors.
- **Power:** The foundation has aimed to empower workers, farmers, communities, partner organisations and others in strategic and contextually appropriate ways. A high proportion of foundation-supported initiatives have been designed with gender-sensitivity, though fewer with a more specific and transformative intent.

Table 2.1   Examples of industry-wide platforms supported by C&A Foundation

PROGRAMMES	ILLUSTRATIVE PARTNERS
Sustainable Raw Materials	Organic Cotton Accelerator
Forced and Child Labour	InPACTO
Working Conditions	Sustainable Apparel Coalition
Circular Fashion	Fashion for Good

- **Actors:** The foundation and its programmes work with and support organisations from the grassroots through the national and global levels. The foundation works with established partners and those working with diverse partners themselves, while supporting promising innovators, regranting and multiplier organisations, as well as implementing organisations, reaching a diversity of actors all along the supply chain.
- **Inter-connectivity:** Collaboration is a core approach in the ToC. The foundation works with brands and retailers, government and policy makers, supply chain stakeholders, multi-stakeholder initiatives, civil society organisations, C&A business employees, and others. Examples of industry-wide platforms supported by the foundation are in Table 2.1. It has also cultivated a network and field-building approach to its work with the ONE approach.

The foundation's grant-making has been in line with its ToC and has been guided by "key principles" (such as "Workers' voices need to be amplified"), while advancing theorised practices (such as "Demonstrating self-sustaining models and methodologies to transform businesses and supply chains"). Only a nascent focus has been in evidence on "Advocating for policy and behaviour change through the value chain, from supplier to consumer". The foundation has also barely touched upon changing the global fashion narrative. Insights about each programme illustrate these points:

- **Sustainable Raw Materials:** The programme has largely focused on organic cotton, amounting to 1% of global cotton production, while moving increasingly to support work related to sustainable cotton (with Better Cotton Initiative [BCI]), amounting to 15% of global production.[2] While this programme has been strategically situated to transform the cotton sector, it has barely touched upon other key materials that have a more significant footprint, like cellulosics (for example, supporting CanopyStyle). Other major materials, polyester in particular, have not been touched at all.
- **Forced and Child Labour:** This programme developed a multi-faceted portfolio early on that addressed sustainable products, supply and lives. Doing so provided grant-making guidance to the rest of the foundation. The programme adopted a hotspot approach, which it only pursued in India with significant results. It has experimented with one-off grant-making in Turkey, with limited results, highlighting the importance of both a strong contextual basis for supporting initiatives and a multi-faceted systems change orientation.
- **Working Conditions:** The programme started by experimenting with smaller scale grant-making and partnerships, working factory by factory, but has since scaled up its approach and

adopted more of a systems change orientation, integrating lessons from its earlier experimentation. This programme has provided a great deal of core and organisational development support to partners, thus favouring the sustainability of results, all while building the field. However, this programme (and the foundation as a whole) has focused little on policy change, which is essential for ensuring the scale and sustainability of results.

- **Circular Fashion:** The programme has been built on a root cause analysis of problems in the global apparel value chain and an understanding of the systems that create them, while enabling the development and testing of strategies and actions to transform them. In Circular Fashion, C&A Foundation's recognised ability to strategically convene other actors has been anchored by its investment in Fashion for Good (FFG), which a C&A business staff member described as "pushing the foundation into a new light... and opening to other stakeholders in the industry through circularity". This programme has been particularly isolated from the other foundation programmes and has illuminated the potential complementarities of the foundation's programmatic areas.

- **Strengthening Communities:** An exception to the foundation's transformative intentions and approach, this programme has pursued a more traditional corporate social responsibility approach to grant-making. The foundation has invested about 18% of its programmatic budget on Strengthening Communities, which is peripheral to the supply chain of the fashion industry. While outside the foundation's purview, the programme does reflect the historical charitable values of C&A business.

The foundation has been less coherent in its approach to enabling and supporting industry transformation in several areas. Some of the following factors more strongly associated with particular programmes:

- **Root Causes:** Only part of the foundation's work addresses the root causes of fashion supply chain issues, with some work targeting only symptoms (with much evidence of this in the Forced and Child Labour programme).

- **Niche:** Some of the foundation's work is in niche areas and cannot be expected to have a transformative effect across the industry (as with its investments in organic cotton).

- **Rules:** The foundation has recently heightened its focus on advocacy for policy and behaviour change (as in the case of the Working Conditions programme), with much work remaining to advance the institutionalisation of foundation objectives.

- **Narratives:** The foundation works across much of the apparel supply chain, but it has had only a minor focus on generating citizen awareness and changing fashion narratives (to stimulate demand for an alternative future), which is related to changing mindsets and of high potential for transformation. According to the Delphi assessment "global awareness" has scored highest for transforming the fashion industry on a composite index comprising "earliest to mainstream", highest potential for "impact on working conditions and poverty" as well as "impact on restoration of the natural environment".[3]

- **Nested:** The foundation's strategic approach operates on multiple levels recognising that systems are embedded in each other. Yet, the foundation has not had significant cross-programme knowledge sharing, which has hindered its ability to build on issues and partnerships already addressed by others, including those in-house. Furthermore, C&A Foundation investments may not be geographically situated to contribute effectively to transformation of the global apparel industry. The world's largest consumer markets in the past

decade have been the European Union, the United States and Japan, followed by a rapidly growing Chinese market.[4] As of 2017, 47% of global textile output was in China. The foundation's modest portfolio in China and its almost total lack of presence in the United States, two of the world's leading fashion markets, are important limitations in its intervention strategy.

▪ **Scale:** The scale of the challenge is immense and requires far more resources and authority than any one foundation has been able to mobilise. C&A Foundation has been an important global convenor, but its efforts in the area have been relatively underdeveloped, despite its collaborative approach.

Overall, C&A Foundation has sought to "push the whole industry to think significantly more systemically", as one foundation staff member said. Its programmes have been crafted to touch on most essential locations across the industry's supply chain. While the foundation's *agenda* has been catalytic and disruptive, on balance, its *approach* has been more transitional than transformative. The foundation will need to change and adapt if it is to support change and promote industry transformation.

PROGRAMME SILOS

C&A Foundation's grant-making has been principally delivered through programmatic structures largely isolated from one another in virtual silos. Until very recently, each programme undertook grant-making according its own objectives, with little consideration for the grant-making objectives and priorities of other programmes. In the period considered by this evaluation, there have been only limited strategies, funding, and some programming that cut across the programmes (for example Sustainable Apparel Coalition funded through both the Circular Fashion and Working Conditions programmes).

The foundation has become increasingly aware of the constraints of this arrangement, particularly its implications for transformative grant-making, and has been responding accordingly. For example, the recent introduction of Learning Circles, to promote the exchange of learning across programme boundaries[8], has brought together staff across programmes and geographies to address three strategic priorities: transparency; impact investment; and gender, equity and inclusion (GEI). The last of these is connected with the foundation's cross-cutting gender theme (Box 2.1). In another key effort, the foundation recently started moving away from programme strategic objectives in favour of foundation-wide strategic levers (discussed in chapter 7).

> **Box 2.1   Gender Justice**
>
> Gender is a fundamental dimension of the fashion industry: women make up as much as 85% (Bangladesh) to 90% (Cambodia) of the industry workforce.[5] Hence the importance of C&A Foundation's initial focus on gender justice. Strong global and societal power dynamics have led to an overrepresentation of women in low-skilled and low-wage work, placing them at a disadvantage when trying to change their condition.[6] In 2015, in creating its ToC, the foundation adopted the guiding principle that "advancing the rights of women is fundamental to industry transformation".[7] Gender has since been addressed in foundation programmes and initiatives (discussed in chapter 3). With the recent adoption of the GEI approach, it has organisational and process implications (discussed in chapter 5).

2.2 Capacity for leadership

Finding 2. The foundation has gained credibility, a leadership position and the capacity to act on its ambitions through its comparatively abundant resources, its network intelligence and the technical expertise and geographic distribution of its staff.

C&A Foundation's resources have supported its capacity to act in service of its ambition. In terms of budget, programme expenditure and staffing, the foundation is now "regarded as the most high-profile foundation in the fashion industry", according to a C&A business informant. With a planned 2019 budget of EUR 61.9 million (EUR 52 million for programmes and EUR 9.5 million for administrative support),[9] C&A Foundation's resources significantly exceeded other fashion industry philanthropies. By comparison, H&M Foundation (USD 17.9 million, 2018[10]); Levi Strauss Foundation (USD 8.5 million, 2019[11]), Gap Foundation (USD 15.6 million, 2018[12]) and others are less well resourced.[13] While other philanthropies have links to the fashion value chain, none wholly focus on it. C&A Foundation has been channelling more resources into a more focused area that directly concerns the industry.

The quality of C&A Foundation staff, with their recognised technical expertise and deep understanding of the issues and networks within the respective programmes, have been identified as "a major driver of the foundation's progress even in its short life thus far".[14] Evidence of its leadership has been found in the ongoing development of programme strategic approaches and foundation-wide strategic levers, intent on focusing work in areas where "a small shift in one thing can produce big changes in everything".[15] In conjunction, the foundation has used grant-making, and to a much lesser extent impact investing, to attract and align diverse stakeholders around shared understanding of why fashion's complex challenges persist, and how their initiatives might contribute sustainably to systemwide transformation.

The foundation has a distributed global presence, with operations in western economies, sourcing countries (Bangladesh, India), and key emerging markets (Brazil). Having staff where funding was being channelled informed grant-making in strategically appropriate ways. This distributed presence also has facilitated substantive discussion on proposals and understanding partners' implementation challenges. It has also allowed the foundation to cultivate and acquire network intelligence, enabling it to develop partnerships with diverse organisations. This has given the foundation a footprint across most of the fashion and apparel supply chain.

2.3 C&A Foundation and C&A business priorities

Finding 3. While C&A business enabled the foundation and each influenced the other, C&A business has increasingly inhibited advancement of the foundation's purpose.

In its earliest years, C&A Foundation aligned with C&A business on several levels. The same impulse to make fashion a force for good is behind the creation of the foundation also resulted in the C&A business 2015-2020 Global Sustainability Strategy. The foundation has operated in the sector and value chain of C&A business, which is highly unusual among similar foundations. The foundation has largely operated in geographies where C&A business has historically been present: Europe, Brazil, Mexico, India, Bangladesh, and to a lesser extent China, Cambodia and elsewhere.

Chapter 2
C&A foundation Strategy and alignment with C&A business

About 85% of C&A Foundation governance has consisted of people associated with C&A business, including current or former C&A leadership, key C&A staff, and members of the owner's group. The foundation's Board is made up of leadership and staff of C&A business. The global IC has had C&A business leaders as members. The Mexican and Brazilian ICs are almost entirely constituted of C&A business leaders and staff. Such structural alignment has reflected the shared branding of the business and foundation.

At the same time, C&A Foundation and C&A business have only partially lived up to their commitment to one another as articulated in "What We Stand For" (2015) (Internal document) and reaffirmed annually in the foundation's Annual Plans. The envisaged commitment and collaboration has been as follows:

- "What We Stand For" presented an elaborate and multi-faceted vision of partnership between C&A business and C&A Foundation. While members of the foundation Leadership Team have referred to this as "historical and archival material", C&A business sees it as an unfulfilled but still evolving partnership.
- The 2015/2016 the Annual Plan stated the foundation's intention of continuing to "deepen" and develop "closer collaboration with the business".
- The 2016/2017 Annual Plan speaks of a plan to "tighten alignment with the C&A business, with the goal of developing 1-2 big ideas with potential for deep impact".
- The 2017/2018 Annual Plan celebrated the collaboration with the C&A business and other industry partners in FFG and the business partnership on the "key topics of transparency and gender".
- In the 2018/2019 Annual Plan, FFG is seen as an enabler of collaboration between the foundation and C&A business. C&A Foundation published the Good Fashion Guide, making Cradle-to-Cradle (C2C) certification accessible to any company, and without giving C&A a competitive advantage in this respect.

With few exceptions (C2C among them), the extent and quality of envisaged partnership – close collaboration, tightened alignment and deepened partnership – remains unrealised, as described in multiple interviews with C&A business staff and members of the owner's group. According to C&A Foundation staff, the extent to which foundation programmes have been aligned with C&A business priorities has remained relatively low: 40% scored it as "modestly", 31% scored it as "substantially", while 14% scored it as "highly" or "outstandingly".

Despite the clear brand association between the business and the foundation, C&A Foundation is more a family foundation than a corporate foundation. Individuals of the owner's group played a key role as ambassadors of C&A Foundation internally with the C&A business during its start-up phase and into 2014/2015. They have actively brought the foundation message to the business. As Board and IC members, they have informed the priorities of the foundation with their own aspirations. The staff of the foundation who have worked closely with family owners recognise the alignment of shared priorities to be substantial to high.

Programmatically, C&A Foundation and C&A business have been *stratified* in their alignment, with each programme entertaining different relationships with the business. Notably, the Sustainable Raw Materials programme has reflected a high degree of alignment (Box 2.2).

In contrast, the Strengthening Communities programme has been much valued by the business but is far removed from the priorities of C&A Foundation and, although in line with the values of the owner's group. This programme has pursued a more traditional corporate social responsibility agenda related to employee engagement, store giving, humanitarian intervention and the like. Whilst the programme has been effective, it has not advanced the foundation's transformative agenda.

Overall, C&A Foundation and C&A business have had low-to-moderate influence on one another, with areas of both very low and quite high influence, and even some perceived negative influence of C&A on C&A Foundation. On the positive side, the association gave C&A Foundation credibility in the global apparel industry. Collaboration between the foundation and C&A business helped to create FFG, an industry changing platform that has C&A Foundation as founding partner and C&A as the first corporate partner. In addition, the launch of Gold level C2C Certified T-Shirts[18] has been undertaken with the Circular Fashion programme. Yet, the association has also presented risks for the foundation. The distinction between the two entities is not always clear to potential partners or others unfamiliar with the foundation. The integrity of the foundation as an independent organisation has been questioned by global organisations as well as parties in Bangladesh, Mexico and Turkey. The strong C&A business composition of the ICs in both Mexico and Brazil has been somewhat problematic. The foundation's Board has remained largely in the hands of C&A business and the owner's group, inhibiting potential collaboration and even leadership by other brands and fashion industry players (some fashion industry foundations have been unwilling to partner with C&A Foundation because of this).

Staff see the association as a net positive, but with a significant share reporting it as negative. In the Staff Survey, 25% of respondents rated the C&A business' overall influence on C&A Foundation programmatically as "negative impact", 23% as "no real impact", 23% as "modestly positive impact", while 20% indicated not knowing. According to a member of the owner's group, "what C&A Foundation does is limited by what C&A does. There was a missed opportunity in alignment with the business".

When this evaluation report was prepared, there was no explicit agreement between C&A business and C&A Foundation about areas of shared commitment, mobilisation and progress, and about their overall relationship. The creation of such an agreement or Memorandum of Understanding has been called for by the Board since its 21 January 2015 meeting. Without such an agreement, the brand association between the business and the foundation is unclear.

> **Box 2.2   Foundation and business alignment on materials**
>
> Within products, the business has set a target of sourcing 100% more sustainable cotton by 2020 and increasing the sustainability of raw materials to 67% by 2020. According to C&A business leaders on sustainability: "Cotton makes up 57% of the raw materials we buy, and in 2018 for the sixth time we were the world's largest buyer of organic cotton, with 38% of our cotton sourced as certified organic."[16] The Sustainable Raw Materials programme covers the dimension on 'products' by supporting initiatives on sustainable cotton and organic cotton. The focus of the programme has been aimed at creating the conditions for the achievement of sustainability objectives and is in direct alignment with the sustainability priorities of the business.[17] During interviews, all interviewed staff of C&A business agreed that the programme had high alignment with priorities of the business.

3 Programme results and effectiveness

This chapter assesses the results of C&A Foundation programmes and the extent to which programme achievements, based on key performance indicators (KPIs), have contributed to system shift. It assesses the sustainability of results and provides insights on the foundation's partnership-based approach. It closes with an examination of the extent and quality of the foundation's integration of gender, equity and inclusion into its work, strategically and programmatically.

3.1 Sustainable Raw Materials

Finding 4. By building the capacities of farmers and the organisational systems in which they are embedded, and by making the socio-economic and environmental case for using sustainable raw materials, this programme has established C&A Foundation as an authoritative global voice advocating and supporting the use of sustainable cotton. Other sources of sustainable raw materials have been relatively unexplored.

OVERALL

The Sustainable Raw Materials programme had a portfolio of EUR 25.7 million in implementation and core support grants from 2014 to 2018, EUR 25.0 million of which was in amounts of EUR 100 thousand or more (Appendix C, figure C.3). The portfolio has focused heavily on Asia, specifically India, with significant secondary attention to Brazil; it has also included grants in several other countries, including Tanzania and China. The programme has been stable in its grant-making (Appendix C, Table C.4), averaging around EUR 600 thousand per year, except in 2015 (EUR 1.1 million, due to large grants to the Aga Khan Foundation). The average duration of grants is slightly above average (25.7 months compared to 23.3 for all programmes). The programme has a healthy pipeline of grants.

Performance against programme indicators has been mixed: as of May 2019, progress on one KPI exceeded expectations (number of women in farm leadership roles), three were on track (number of certified audited farmers, number of hectares under sustainable cotton cultivation, percentage increase in uptake of sustainable cotton brands), two were lagging (number of metric tonnes of sustainable cotton produced, number of policies and regulations supporting sustainable farming), and one lacked reliable data for reporting (percentage increase in uptake of organic cotton by brands). A final indicator has varied by geography (percentage increase in net farm income by geography).

> "An advocacy win was when attention from the government came in. The government was blind and didn't think the organic system existed in the state [of Madhya Pradesh] or the benefits it would bring in. They [C&A Foundation] created an awareness. Has it turned into the policy? No. But the state government also changed. So, they were not able to translate into policy change."
>
> *C&A Foundation partner*

The programme's main achievements are in organic cotton, with some progress on sustainable cotton (with BCI). With the recent transfer of the CanopyStyle grant from Circular Fashion, which focuses on disrupting the viscose supply chain to replace virgin wood fibre, the programme is now on course to broaden to materials beyond cotton, which have thus far been relatively unexplored.

The programme has established C&A Foundation as an authoritative global voice advocating and supporting the use of organic cotton. Partners from across the political and non-profit sectors were unanimous that by contributing to increased production, certification of farmers, and enabling some procurement connections, C&A Foundation has been a leader in establishing organic cotton on the global agenda. The foundation has also provided key support for the transition towards greater demand for organic cotton. For now, however, key stakeholders say that global commitments to organic cotton remain scarce. The programme has helped expand sustainable cotton uptake more broadly and, to a lesser extent, has developed emergent partnerships on sustainable cotton (with BCI).

In sum, the programme has made progress in building the case for conversion in demonstration areas and, due to its credibility and connection with brands, is well situated to continue encouraging the global system to transition to organic and sustainable cotton. However, the supply side is only part of the dynamic; more focus is needed on the demand side to strengthen uptake, together with a longer time horizon to allow for systemwide change.

REPORTING ON STRATEGIC OBJECTIVES

The programme's strategic objectives (SOs) consist of three components: farmer capacity building, industry and system building, and policy advocacy. As of April 2018, the first component accounted for 79% of the programme's investments. The second accounted for 18.6% and the third 2.4%. These proportions are consistent with the strategic decision to prioritise building farmer capacity rather than stimulate demand. The investments also addressed a perceived gap in funding for organic cotton.

Table 3.1   Percentage increase in net farm income by geography, partner data, 2018/19

	INTERIM TARGET	ACHIEVED
India	20%	33%
China	15%	-102%
Pakistan	20%	8%
Brazil	N/A	N/A
Tanzania	N/A	32%

FARMER CAPACITY BUILDING

SO 1: Demonstrate the socio-economic and environmental case for sustainable raw materials
C&A Foundation has significantly contributed to advancing the case for organic cotton and has demonstrated its feasibility. The programme demonstrated the economic case for sustainable cotton in three out of four geographies during 2018/19, illustrated by the variation in net farm income (Table 3.1). The exception, China, was due to a mismatch between farmer premium expectations and market demand, as well as limited availability of bio-inputs.

Among the sample of farmers who met with the evaluation team in India some reported an increase in yield while others reported a marginal decrease. Still, net income rose overall because inputs costs were reduced. The financial incentive for organic farming is large, as reported by nearly all farmers interviewed.

Farmers also saw environmental benefits in improved soil fertility and crop health, as well as social benefits such as health benefits of organic crops and collective action leading to bypassing several points of loss. Although specific challenges with organic cotton remained, particularly regarding the procurement of seeds and the provision – and the value – of premiums by sourcing companies to farmers, all beneficiary farmers interviewed expressed their intention to continue organic farming.

Chapter 3
Programme results and effectiveness

> "There used to be a lot of loans. Pesticide – it was poison we got from the city. Children used to be sick all the time with itching and sudden fever. Since the project, it is better."
>
> *Organic cotton farmer*

SO 3: Increase production through capacity building and governance support

Sustainable Raw Materials can be credited with converting almost 50 thousand farmers to organic farming as of the 2018/19 season, exceeding the target of 45.5 thousand. This was about 23% of the 220 thousand farmers producing organic cotton worldwide.[1] These results were mostly due to the large number of farmers reached in India, and smaller numbers in Brazil, Pakistan and Tanzania. The programme was slightly behind target for production due to lower results than expected in Pakistan: 21 thousand tonnes were produced in 2018/19 against a goal of 27.5 thousand tonnes.

The programme also demonstrated the value of its "hotspot approach", which staff credited with magnifying the reach of certification. By building federated structures that helped farmers organise, the programme facilitated 7,000 certifications, and allowed the foundation to make a concerted effort in select geographies (such as Madhya Pradesh, India). The hotspot approach has been adapted to different geographies, and targeted farmers, market access and public policy change, according to programme staff. The principal negative note was the pilot project with RARE in China, which was meant to inform expansion of organic cotton in the country. The project did not meet expectations for a variety of reasons, including the choice of partner.[2]

Overall, staff rated the programme's success with local populations as high on empowering beneficiaries (38% of staff rated it as "highly" or "outstandingly" effective). Programme partners rated it particularly highly for its impact on local communities; this programme is perceived by its staff to have the highest beneficial impacts by the foundation (see the Volume 2 Case Study for details).

SO 5: Support initiatives that build the leadership of women farmers

While the programme was well above target in 2018/19 on the number of women in farm leadership roles, the target itself was modest compared to the number of farmers (45.5 thousand farmers overall, 2,572 women compared to a target of 600). A high proportion of women's leadership development was in China, as a result of a C&A Foundation intervention, although the initiative was regarded as unsuccessful on other counts. The programme has gathered intelligence and insights into the challenges to female farmer leadership, for instance, with respect to gender roles in agriculture, land ownership and socio-cultural context. The programme has not yet invested significantly in transforming power relationships between women and men.

INDUSTRY AND ECOSYSTEM BUILDING

SO 2: Strengthen industry cooperation to support sustainable cotton

The programme has invested in sector-wide initiatives to strengthen industry cooperation. Examples include Cotton 2040, the Organic Cotton Accelerator (OCA) and BCI. These investments have allowed the foundation to be "a convenor and a catalyst in the field", according to high-level partners, bringing stakeholders to the table and moving the sector forward.

> "One measure of success is that among the brands there is a better understanding that premiums have to reach the farmers directly.… This is a powerful step that brands are listening to farmers. Where does that happen in an industry that they would listen to women farmers?"
>
> *C&A Foundation partner*

The foundation's efforts have cultivated commitment and support for sustainable cotton. As a result, uptake of sustainable cotton through BCI has been on track, at 50% per year, after a period of strong growth beyond target.

Having contributed heavily to the development of the OCA (and CottonConnect), C&A Foundation has seen an increase in the number of partners in this initiative. Programmatic efforts, including continued involvement of staff and partners, have resulted in new connections among farmers and brands, leading to a promising handful of brands that have sourced cotton from project areas. This reflects project efforts, which have been concentrated on the supply side, trying to ensure sufficient availability of organic cotton to meet growing demand. The programme has also recently shifted to the stimulation of market demand.

SO 6: Strengthen institutions and technologies that support sustainable raw materials

The programme has invested in strengthening institutions and technologies, though very few of its grants have provided core support, results that were not reported in KPIs. Nevertheless, efforts have been strategic in consolidating the sector, including:

- Developing relevant institutional infrastructure for collective benefit of accelerating action (OCA strategy, staff, partner workshop on common practices for GMO testing)
- Operating the Organic and Fair Trade Cotton Secretariat in Madhya Pradesh, India
- Serving as CottonConnect's owner, board member and funder at different times
- Accelerating BCI's uptake and improving the application of the standard.

C&A Foundation funding for BCI has helped the organisation grow its membership, increase uptake, develop and test training modules for farmers based on the revision of the standard, as well as develop a strategy to increase government ownership of the standard (Box 3.1)

The foundation's investments in technologies have been smaller in number but sizeable in value and related to bringing innovations like drip irrigation to smallholders. Funding for institutional

> **Box 3.1   Insight from the BCI evaluation**
>
> The concurrent evaluation of Better Cotton Initiative (BCI) found that the grant was fully aligned with the organisation's strategy and met clear needs. The results met or exceeded expectations. The modules developed will be scaled to all BCI farmers (30% of cotton producers worldwide) and will be used at least for the next five years. It is highly likely that those farmers will influence stakeholders beyond BCI. While the national embedding has showed progress, scaling needs to increase. Grant activities improved BCI sustainability by contributing to increasing membership fees, as well as by increasing national ownership over Better Cotton. This resulted in stretched systems, which BCI is now looking to consolidate.

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strengthening and, to less extent, technologies, has contributed to shaping the sustainable cotton field by launching or supporting relevant organisations.

The foundation has supported work in a limited range of "other materials", most significantly, cellulosics. It has provided support to CanopyStyle to transform the viscose supply chain. While there is some interest in further expanding beyond cotton, C&A Foundation has not yet done so for alternatives to synthetics, although the Delphi assessment recommended such an expansion to better support transformation of the fashion industry.

POLICY ADVOCACY

SO 4: Foster a policy and regulatory environment that supports sustainable raw materials
C&A Foundation investments have laid the groundwork in policy advocacy and are expected to scale up. As of 2018-19, the Sustainable Raw Materials programme had contributed to seven policies and regulations supporting sustainable cotton (five for BCI, two for organic), against a target of 11. The programme has established a few partnerships that favour policy change. For instance, in Pakistan, the Department of Agriculture Extension of Balochistan is an implementing partner. Programme staff are also in the advisory group on traceability of the Agricultural and Processed Food Products Export Development Authority, a body of the Indian government. These efforts have led to limited results, given the long-term nature of advocacy work and the vagaries of policy cycles.[3] Despite the challenges, Sustainable Raw Materials partners have been highly appreciative of the programme's limited success in affecting public policy in their field, recognising that policy work has potential for significant transformative change.[4]

FACTORS OF EFFECTIVENESS

Three factors contributed to programme effectiveness: complexity, context, and partners and staff.

Complexity: The focus of the foundation and the programme has been wider than simply changing practices of agriculture or fibre production and use, and therefore subject to a complex political economy. Whether it is small or marginal holder farmers, the private sector or government policy processes, each area of intervention is complex and affected by factors such as climate change, water availability, growing seasons, social media, political change and financial markets.

Context: The programme has undertaken initiatives in contexts that are differ radically from one another. The contextual factors vary within countries, and even within a single project area. Variations include size of the land holdings, resources available to farmers, presence or absence of GMO cotton, agricultural practices and political priorities.

Partners and Staff: The programme has benefited from partners and staff with mutual appreciation, and both with strong reputations and records. For instance, some of the words used by partners to describe the Sustainable Raw Materials team at the foundation included: "kind and considerate", "they are with you. They won't just leave you". Solid partners have a long-term perspective, regarding both their expertise and their relations with farmers and policymakers. Moreover, initiatives accomplished by partners whose mission has aligned with that of C&A Foundation have tended to be more effective. Where initiatives have been less successful, as in China and Tanzania, the choice of partners and the absence of in-country staff have been highly significant factors.

3.2 Forced and Child Labour

Finding 5. The programme has helped increase issue awareness, had a positive impact on affected individuals, and strengthened local institutions and policies within a discrete geography by applying a "hotspot" approach. It has not succeeded in addressing the root causes of forced and child labour. Until brands make a united effort to comply, or new legislation is put in place and enforced, systemic change is highly unlikely.

OVERALL

The Forced and Child Labour programme had a portfolio of EUR 20.4 million in implementation and core support grants from 2014 to 2018, EUR 20.1 million of which was in amounts of EUR 100 thousand or more (Appendix C, figure C.4). More than half of the value was invested in India, mostly in large global organisations. Brazil was a close second in number of grants, though with a much smaller number of organisations. The average value and duration of grants for this programme (Appendix C, Table C.4) have been far above average and are the highest of all programmes (EUR 704 thousand and 29.6 months).

Performance on KPIs has been mixed: four are significantly overperforming (number of workers in rights and empowerment programmes; community structures in place to prevent forced and child labour; policy improvements in forced and child labour; number and focus of media stories generated), one is slightly above target (number of brands collaborating) and two have been much lower than expected (number of survivors trained and employed with viable livelihoods; number of survivors and at-risk children enrolled in school). The targets for beneficiaries saved from forced and child labour were conservative compared to the breadth of the issue, yet they turned out to be overly optimistic and have been neither updated (by choice) nor met. The difference was due to lower than planned programme investments in direct services to beneficiaries[5], and to the double-faceted nature of one indicator (training *and* employment of survivors), making it difficult to achieve.[6] Finally, one indicator was initially qualitative and thus did not have a quantitative target (community structures in place to prevent forced and child labour).

The programme's main achievements included its already advanced policy work, particularly in Brazil; developing the field through institutional strengthening; stronger presence of the forced and child labour issue in the media; and demonstrating the potential of the hotspot approach. The programme has nonetheless fallen short in addressing the root causes of forced and child labour. Cautious commitments by suppliers and brands have hampered the efforts to disrupt the mechanics of exploitation and abuse.

In sum, the programme has attempted to address forced and child labour head on, though with financial resources significantly lower than required given the complexity and ramifications. The programme's partners are the least optimistic regarding the foundation's potential to transform the global apparel system in next five years, given the challenges.

REPORTING ON STRATEGIC OBJECTIVES

The programme had three SOs. Based on latest available data (November 2017), in 2015-16 and 2016-17 the programme invested 60% of its budget in access to justice (EUR 5.7 million), 31% in transparency (EUR 3 million), and 9% in field building (EUR 0.8 million). The plan for subsequent years

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was to increase funding for field building (29%), while slightly lowering the other two components (transparency, 22% and access to justice, 49%).

SO 1: Support holistic programming

The programme sought to address multiple dimensions of the issue holistically. For this purpose, it took a hotspot approach in India, engaging a range of strategies and actors in a discrete geographic area. Following this principle, partners have been conducting multiple activities at community level.[7] These efforts have mostly targeted women, in line with the gender imbalance in the fashion industry.

Results of the programme's initiatives were uneven: multiple grants were partially successful. For instance, the evaluation of Terre des Hommes testifies to its successes in contributing to reduce the prevalence of bonded labour in Tamil Nadu, however, it did not meet its targets for victim empowerment and viable livelihoods and has had inconclusive results in its school attendance monitoring.[8] Freedom Fund, also in Tamil Nadu, achieved a reduction in the prevalence of bonded labour in households from 56.2% to 11.4%, but has not sufficiently addressed the conditions in the mills and the hostels.[9] Another challenge has been the scale of the results achieved by the programme's initiatives: some partners reported results on a very small scale (4 children enrolled in school for Kadinlarla Dayanisa Valkfi, 83 migrants rescued for the Brazilian partner Centro de Apoio e Pastoral do Migrante [CAMI]).

Finally, despite its accomplishments, work funded by the foundation has not addressed the root causes of forced and child labour, as various partners pointed out in the PPR 2019, and hotspot evaluations indicate that systemic issues causing forced and child labour persist. Causes include a constant supply of labour to replace those rescued, lack of alternative employment, lack of alternative safe loans and non-payment of minimum wages. C&A Foundation's work is only moderately well positioned for transformation, but also lacks important elements, such as income generation, access to microcredit, and addressing sexism and racism against migrant populations. Challenges of this nature demand coordination with other actors and with funders of social impact initiatives.

SO 2: Improve policies and access to justice for survivors

This programme was the most advanced of the foundation's advocacy efforts because partners in Brazil had been achieving results in this area since 2017. An example is the 2017 law on migrants' rights changing the status of this population in Brazil, for which C&A Foundation partners were important advocates. With 29 policy improvements (either in contents or in enforcement), Forced and Child Labour was responsible for 58% of all policies improved through foundation funding.

Advocacy efforts have been particularly successful when led by partners seasoned in this type of action, as in Brazil. In addition, evaluations of Freedom Fund and Terre des Hommes demonstrated that involving multiple stakeholder types, particularly survivors of forced and child labour, is required to create an environment that fosters changes in public policies. However, advocacy was not the principal focus of partners in India. In Brazil, partner organisations are well positioned to advance changes in laws, standards and regulations, as well as monitor their implementation.

While the programme has been increasing its emphasis on policy advocacy, it will need to solve certain challenges, notably conducting efforts in the mid to long term, engaging more effectively with multiple types of stakeholders, and choosing pressure points strategically to increase the likelihood of success.

SO 3: Improve transparency and make people accountable

The programme's progress towards improving the practices of brands and suppliers to prevent forced and child labour was at its initial stages and concentrated in Asia during the evaluation period. The influence on brand practices has been limited, due to the small number of initiatives pursuing this goal and the low effectiveness of those partners that have been engaged in doing so since 2016 (GoodWeave and Terre des Hommes).[10] The effectiveness of the initiatives has been limited by the reluctance of brands to collaborate and improve transparency. In India, where initiatives have focused on drafting codes of conduct, enforcement has not been effective. In Brazil and Mexico, the ambition of engaging brands and suppliers in a common fight to tackle forced and child labour is not addressed by any partner.

> "While suppliers expressed an interest in ensuring that there was no child labour in the informal portions of their supply chains, they also expressed concern that if the standard was too onerous then it would put India at a competitive disadvantage globally. There is a risk that supplier participation will cease if it is not required by brands for compliance."
>
> *Evaluation of GoodWeave grant*

Regarding efforts to change the narrative, this programme has by far exceeded its targets for media stories generated. The grants allocated to the Thomson Reuters Foundation (TRF) have been exceptionally effective (and responsible for much of this success), raising journalists' awareness and building their understanding of human trafficking, thus enabling continuous, high quality coverage of the issue. The evaluation of TRF's first grant concludes that its achievements were important: forced labour became the dominant topic for the TRF in volume of articles and TRF contributed to the development of a comprehensive discussion on modern slavery in India, while widening the focus to include South Asia and the UK.[11] In Brazil and Mexico, there have not been such strategies to advance media coverage yet, but two Brazilian partners have claimed to be constantly sought after as sources for the media and academic scholars on both migration and forced labour matters.

SO 4: Strengthen organisations, develop data, tools, create spaces for learning and collaboration

The Forced and Child Labour programme has contributed to building the field mostly through institutional development and by convincing organisations to integrate forced and child labour issues in fashion into their agendas. Such grants have been concentrated in Brazil and have been effective in consolidating a movement against forced and child labour. Initiatives supported by C&A Foundation have also strengthened their implementing partners in India, including survivor associations and multiple types of groups at grassroots level (adolescents, community support, self-help, child parliament, workers inside mills), in India and Brazil. The programme has invested in initiatives favouring collaboration among stakeholders such as non-governmental organisations (NGOs), local government, local groups and the private sector. This has been found to stimulate and facilitate collective organisation, yet it has been hampered by conflicts and perceptions of competition among organisations.[12]

The programme has not significantly contributed to advancing the state of data and knowledge on the issue: the programme commissioned very little research, even less than for the other programmes, and research undertaken has not been very useful. The programme and its partners have generated empirical knowledge through initiative evaluations, but few of those were available on the foundation's website. Partners rated Forced and Child Labour as the least effective of all programmes in this regard (PPR 2019).

Chapter 3
Programme results and effectiveness

Three factors contributed to programme effectiveness: staff, field building and complexity.

Staff: The programme has benefited from a solid team, which partners have characterised as professional, dedicated and supportive. However, a reduction in team size during the strategic period has increased the ratio of grants per team member and has rendered the provision of attentive supervision and implementation support more challenging.

Field Building: Core support provided by the programme has led to strategy development, improved processes and governance, and increased team size within partner organisations. These improvements have favoured effectiveness. Efforts to invite new actors to the field of forced and child labour in fashion have also contributed to consolidating the sector, creating what could become a critical mass of organisations tackling the same leverage points.

Complexity: Partners repeatedly described forced and child labour as a complex global system of exploitation with cultural roots. Furthermore, it is a system with diverging interests and power struggles. C&A Foundation is a young institution that has not yet fully understood, let alone mastered, that complexity, particularly in different contexts.

3.3 Working Conditions

Finding 6. The foundation's support and results in empowering workers, promoting industry collaboration and progress on improving working conditions have been widely appreciated, generated credibility and positioned the foundation as a global champion of transparency in the apparel industry.

OVERALL

The Working Conditions programme had a portfolio of EUR 26.6 million in implementation and core support grants for 2014-18, EUR 24.8 million of which was grants of EUR 100 thousand or more (Appendix C, figure C.4). The programme had 81 initiatives dedicated to implementation and core support, significantly higher than other foundation programmes. The programme was most spread out geographically, both in value and number of initiatives. The programme portfolio was at least EUR 1.5 million each in Asia, Latin America, Middle East and North Africa, and global initiatives. Half of the initiatives were in Asia – 39 initiatives with a value of EUR 13.4 million (Appendix C, Table C.4). The average programme initiative was about 27.2 months in duration, and its average value was EUR 528 thousand.

Performance on KPIs has been outstanding: seven indicators achieved higher and earlier results than expected (number of workers benefiting from improved working conditions; number of collective bargaining agreements; number of stakeholders working together; number of organisations strengthened; number of female/male workers participating in initiatives; number of women leading efforts to improve working conditions; number of partner organisations strengthened; number of new or improved policies) and one was exactly on target (number of disclosure and transparency mechanisms). Seven partners who received large grants accounted for more than 40% of the progress against

targets. Despite the high performance on indicators, based on a synthesis of evaluations, the effectiveness of initiatives was rated 30% Good, 40% Adequate, 30% Poor.

The programme's main achievements include its leadership on transparency and the work it funded with direct beneficiaries, which have been deemed useful as examples for others. This has also allowed the foundation to continue to develop experience and reputation. Through its contributions, the foundation has emerged as an active and credible actor in the sector, and a global champion for transparency in the apparel industry. However, the programme has struggled to multiply its results and to enable large scale transformation. The results of the programme have been consistent with the relatively young stage of its development and demonstrate an immense opportunity to continue playing a leading role into the future, if it were to increase its intentional collaboration with other players.

REPORTING ON STRATEGIC OBJECTIVES

The programme's SOs are in three pillars: public disclosure, worker negotiation, and policy change and access to justice. The remaining SOs are cross-cutting: cross-industry collaboration and strong institutions. Based on the latest available data (November 2018), during 2015-16 and 2016-17 the programme invested 57% of its budget in public disclosure (EUR 5.2 million), 35% in worker negotiation (EUR 3.2 million), and 8% in policy change and access to justice (EUR 0.7 million). The remaining SOs did not appear in this budget. The plan for subsequent years was to maintain these funding proportions.

PUBLIC DISCLOSURE

SO 1: Increase accountability through public disclosure of working conditions, purchasing practices and supply chains
In this crowded field where many organisations have been working factory by factory, the Working Conditions programme has focused on the root causes of issues, adopting a pioneering approach by embracing transparency and using it as a lever to improve conditions in the apparel industry. The efforts and likely results of this SO were widely appreciated inside and outside the foundation. The contribution of C&A Foundation in pushing to place data in the public domain (for example, through grants to Fashion Revolution and Mapped in Bangladesh) was identified as the programme's most important accomplishment. A key achievement from the sampled initiatives relates to the participation of 200 brands in the Fashion Revolution 2019 Fashion Transparency Index, with 11 having improved their ratings by 10% or more since 2018, and with 70 brands publishing supply information of first tier manufacturers. While a recognised achievement in influencing brands to become more transparent about their supply chain, this was nonetheless also described by respondents as a modest first step.

Staff have recognised efforts to advance knowledge in the transformation of the fashion industry as the main achievement of the programme. Nearly 42% of respondents of the Staff Survey rated the programme's performance as "high" or "outstanding" in advancing knowledge.

> "C&A Foundation has a deep understanding of the labour standards challenges in the garment supply chains. Its theory of change with its emphasis on transparency, traceability and disclosure is disruptive to an industry which has traditionally had fragmented supply chains and low-levels of transparency and traceability."
>
> *C&A Foundation partner*

Despite these successes, discourse on transparency in manufacturing countries has yet to catch up. Further, the impact of this transparency has yet to be realised significantly at the level of the worker (except in a few cases like the WageIndicator Foundation, which seeks to increase transparency in

wages and salaries). Continued effort is needed to fully reap the fruits of transparency work, hold the supply chain accountable, and truly improve working conditions for workers. As a partner from a manufacturing country said, "Previously people were not ready to work on 'transparency'. You cannot expect that one fine morning everything will change, change needs time and maturity."

WORKER NEGOTIATION

SO 2: *Help to amplify worker voice and participation in improving working conditions, especially women*

Programme support for collective action through various activities[13] can be attributed with victories in empowerment. For instance, the programme helped enrol 112 thousand workers in project activities, obtain 47 collective bargaining agreements, and improve working conditions for 145 thousand people. According to the WageIndicator evaluation, the Gajimu.com platform provides workers an opportunity to express their concerns and for employers to assess the prevalence of these concerns, providing a trigger for constructively discussing and resolving conflicts, before dissatisfaction leads to strikes and economic losses for both workers and factories. Through such efforts, the foundation has acquired valuable experience and knowledge of context, which reflect organisational maturity and solid experience with this theme. In the Staff Survey, Working Conditions was among the top performing programmes on effectiveness in empowering workers: 37% ranked the performance either as "high" or "outstanding". As testimony to such efforts, in PhotoVoice interviews, four respondents drew pictures of themselves seated at the negotiating table with the owners and managers of their factories.[14]

Such achievements had an impact on direct beneficiaries; however, they have been limited in scale compared to the scope of poor working conditions in the apparel industry: Bangladesh alone has an estimated 4-5 million factory workers. While the contribution of worker empowerment to systems change has been limited, it has provided an opportunity for demonstration and modelling in setting examples that can be followed by others as well as scaled up. Initiatives funded by C&A Foundation with direct beneficiaries also allowed the foundation to take the pulse of factories and provide grounding for higher-level efforts, for instance, in advocacy.

POLICY CHANGE AND ACCESS TO JUSTICE

SO 4: *Support policies that foster good working conditions*

Policy work was a more modest area, both in investment (8% of 2015-17 budget) and results. Only 7% of respondents in the Staff Survey rated the programme's effectiveness as "high", none as "outstanding", making this area of work the least effective for Working Conditions as perceived by staff – and the programme among the least effective of all foundation programmes. In the PPR, Working Conditions was in the low range for its public policy work.

The programme wants to increase its funding for this SO in the future. As multiple partners pointed out, policy advocacy requires long-term efforts, needs to rely on an evidence base (which the foundation has been gathering through its transparency and empowerment work), and is extremely difficult due to political context. Despite these challenges, policy work has the potential to affect the fashion industry and is a lever that has been underdeveloped thus far. This insight aligned with conclusions from the Delphi assessment regarding the merits and importance of extended producer responsibility, the necessity of highly detailed sustainability reporting, and the like, which can only be realised through tougher regulations.

CROSS-INDUSTRY COLLABORATION

SO 3: Promote industry cooperation to support better working conditions

This SO is considered a cross-cutting theme and very few grants have been directly associated with it. Yet, the programme has by far exceeded its targets: 385 stakeholders have worked together compared with an objective of 150 for mid-year 2019. Main contributing grants include the Social and Labour Convergence Project and the Open Apparel Registry; in all, 38 partners and events have contributed to improving industry cooperation.

Without having been intentionally prioritised, this area has led to a sizeable number of stakeholders working together. Nonetheless, more is needed for this collaboration to give rise to substantial agreements and commitments. As presented in the Delphi assessment, cooperation requires time (average of 8.9 years), but it can also have a high influence on working conditions and poverty.

> **Box 3.2   Key outcomes of the Working Conditions programme**
>
> - University of Sussex report on workers' compensation for death and injury at work, published and presented at a conference and at the European Parliament
> - Shimmy is conducting a pilot to upskill workers and prepare for automation in factories
> - Two information technology tools, an app and a website developed to provide legal aid for workers and information on labour law (BLAST; CDM/MUDEM)
> - Three policy recommendations identified by trade unions and self-help groups and sent to the Bangladesh Ministry of Labour by BLAST; training for Labour Inspectors to include sexual harassment in factory inspections

STRONG INSTITUTIONS

SO 5: Support institutional capacity of partner organisations

The programme funded a larger number of core support initiatives than any other: 10 compared to 2-4 in other programmes. Also, it provided a large average volume of organisational support, at EUR 1.5 million, second only to Circular Fashion. So far, 66 organisations have been strengthened through Working Conditions funding; 19 of these were C&A Foundation partners, the rest were supported through foundation partners. Institutional capacity-building activities included strengthening of worker institutions and unions, supporting partners to build their own managerial and administrative capacities, and providing funding for specific needs, such as technical assistance, website development and attendance at events.

> "If the foundation can bring other actors to help the changes, it might work, but it is not something that only the efforts of the Foundation can achieve. With other actors, I mean the factories, the enterprises. We need them to commit to a change. If they do not do that, it will be difficult to achieve the goals we want only with the efforts of the workers or the grassroots organisations in which they have support."
>
> *C&A Foundation partner*

Partners, especially those from grassroots organisations, described the organisational and core support provided by the programme as crucial. It enabled their organisational development beyond its leader alone, which is usually challenging for them.

The programme's smaller local partners considered C&A Foundation indispensable, rating the impact of the partnership on their organisations much higher than the rating given by globally managed organisations.

Chapter 3
Programme results and effectiveness

Three factors contributed to programme effectiveness: crowded field, understanding of the context and longevity.

Crowded Field: The field for this work is very large, with an exceptionally high number of stakeholders of different types (NGOs, donors, action-oriented groups, multi-stakeholder initiatives and others). This crowded space has not shown a high propensity to strategic alignment and there is little communication among the players. While the foundation's activity is modest relative to the scope of the work, it is a sizeable actor compared to many other donors. Programme staff were regularly approached by organisations working in the sector to explore funding opportunities. In this context, there was a strong drive to identify innovative approaches seen to not only be different from what already existed but to have the potential to make meaningful change. Such a strategy was reported to have unintended consequences. According to the PPR 2019, partners rated Working Conditions as least appreciated among all foundation programmes in terms of the high pressure experienced to modify priorities to create a proposal.

Understanding of the Context: In addition to the complexity of the supply chain, with its multiplicity of stakeholders, the programme has also faced specific local contexts. The apparel supply chain varies in relative importance from one geography to another, as does the legal framework. Context also changes over time, particularly through political transitions. Generally, initiatives have been concentrated and effective in countries where programme staff were based: Bangladesh, Brazil, India and Mexico. Having staff in-country increases the likelihood of the team having not only a strong understanding of the local context and its unique challenges, but also social capital and the possibility of providing additional non-monetary support to partners if needed.

Longevity: While innovation is a screening criterion for programme initiatives, evidence developed through the Evaluation Synthesis (see Volume II case study) indicates that effectiveness and sustainability are linked to the longevity of support. According to multiple stakeholders inside and outside C&A Foundation, the success of initiatives has been, and will likely remain into the medium-term, less dependent on innovation and more on longevity of support. Tackling a major long-term challenge with funding for short-term initiatives is not likely to result in the systems change sought by the foundation. At the time this report was prepared, Working Conditions had the smallest grant duration and value of all programmes.

3.4 Circular Fashion

Finding 7. In pushing beyond understanding why the fashion sector needs to embrace circular thinking to how to do it, this programme has taken important steps, albeit still in a testing phase, to shift the industry's orientation from extractive to more regenerative notions.

OVERALL

With EUR 45.4 million in disbursements for implementation and core support grants for 2014-18, Circular Fashion was the foundation's largest programme by value (Appendix C, figure C.4). Just over EUR 39 million (87% of overall programme budget) was channelled into establishing FFG and the GFF.

The programme saw a progressive increase in the annual number of grants approved, increasing from 1 in 2015 to 13 in 2018, however the average value of grants remained stable over the years. Investment in enabling innovations for circular business models increased the most. While partners were primarily based in Europe and North America, their funded initiatives had a global scope. Since the 2016 large, lengthy allocation to FFG, grants of over 18 months constituted 18-24% of grant-making; this was short compared to every other programme. Without FFG, this programme's average grant value was the smallest overall (Appendix C, Table C.4).

Tracking of KPIs for this programme began in 2018, although FFG, which constituted the majority of the portfolio in the initial phase, tracked and reported its performance regularly in 2017. By May 2019, the programme's performance was uneven, despite its relatively conservative targets. Two indicators were on track (number of actionable and open-access data sources and methodologies; number of senior executives reporting increased demand), three were below target (number of initiatives promoting a circular economy livelihood; number of governmental policies facilitating a circular economy; number of policymakers reporting increased demand and capacity) and one did not have a target (Investment in enabling innovations for circular business models – the programme reports 68 million invested, however). Progress against targets reflects the early stage of the programme, as does the number of evaluations conducted (only one, where the initiative's effectiveness was rated Poor). Regarding FFG, all indicators were on track as of March 2019, apart from one (Good Fashion Fund set up and funding commitment of EUR 20-30 million).

The programme's main achievement has been "putting a stake in the ground" (through FFG), which has been credited with leading "to a surge in circular activity". C&A Foundation's approach in orchestrating a sustainable global system has been described by an evaluation informant as strategic in that it "recognis[es] that a fundamental gap in pursuing transformation relates to scale; this is where FFG has and can be expected to continue playing an important role in terms of coalescing brand support to scale".

The programme has been built on analysis of the root causes of the problems and an understanding of the systems that create them. This is evident in the programme's intentional introduction of collective initiatives (such as Bridging the Gap), where it has underwritten actions aimed at demonstrating and achieving fashion's alternative future, testing out new concepts and detailed actions and strategies with potential for scaling up. Alongside this future orientation, the programme has supported partners (ZDHC, MaterialWise, CanopyStyle) that can address pressing issues facing the industry related to chemicals, pollution and degradation of biodiversity.

REPORTING ON STRATEGIC OBJECTIVES

The programme's SOs were scaling up; strengthening platforms, institutions and capacities; and policy advocacy to enable industry-wide change. As of May 2019, the first component amounted to almost 85% of the programme's funding allocation, primarily driven by the investment in FFG, which dwarfed all other investments of the foundation. The second and third amounted to 10% and 1%, respectively, with almost 4% of funding going to initiatives that fell outside these main objectives.

SCALING UP

SO 1: Accelerate innovations enabling implementation of circular business models in fashion supply chain
The programme's major investment, first in studying the feasibility (EUR 1.5 million) then establishing (EUR 24 million) and operating the Stichtng FFG (EUR 9 million) and associated GFF (EUR 6.5 million)

aimed at "accelerating the private sector's adoption of key innovations that are needed to change the take-make-waste approach of the industry". Evidence indicates that this initiative has helped build a coalition of brands, producers, retailers, suppliers, non-profits, innovators and funders who are united in their ambition to make fashion a force for good.[15] The programme has been strategic about orchestrating this global system, recognising that scale is important in pursuing transformation; this is where FFG has and can be expected to continue to be important in coalescing brand support to scale.

In addition to strengthening its internal capabilities and external credibility, FFG was to create new opportunities for engagement and behaviour change. It was on track on its indicators related to driving global movement, with 88% of respondents reporting a change in behaviour as a result of visiting the FFG Experience Centre.[16] Yet, this seems a minuscule effort given the magnitude of change in mindset and behaviour required to fully embrace circular approaches. Stakeholders reported that FFG had "done well in identifying some key technologies", "supporting the right things", and was helping propel several important innovations and innovators that are totally focused on circularity to go from concept stage to emergent businesses. While there was no compelling evidence that supported innovations had, so far, been scaled and had an impact, another 5-10 years would be a feasible horizon for realising transformative changes. In the meantime, it could be affirmed that through FFG, the foundation has helped to build understanding, promote knowledge sharing and develop pre-competitive collaboration.

STRENGTHENING PLATFORMS, INSTITUTIONS AND CAPACITIES

SO 2: Build availability and access to data and methodologies enabling implementation of circular business models

This component reflected the foundation's push for public disclosure of data, a key to driving industry accountability and behaviour change, as decision-makers could then be held accountable for the environmental and social impacts of their activities. Data disclosure also produces opportunities to reward those who have chosen to shift towards sustainable materials, chemicals, manufacturing, retail and other practices and uses being advocated through circular business models. Circular Fashion's support for initiatives like ZDHC, MaterialWise and Planet Tracker aimed at ensuring the availability of trusted approaches and data so that actors along the value chain could make informed choices.

Funding for MaterialWise provided the means to undertake three pilots co-designed with industry to assess the relevance and potential of establishing a global harmonised repository for chemical hazard assessment profiles to accelerate movement towards safer chemistry, seen as requisite for circularity.

> "C&A Foundation funding is starting to move the needle through ZDHC. Membership is increasing. We had an issue of alignment with the chemical industry.... We were at a point where brands were going to diverge because ZDHC was not delivering. C&A Foundation was able to turn that around and prevented brands from diverging. This grant is the most successful in the area. ZDHC is creating impact."
>
> *C&A business representative*

Larger support through four grants (2016-18) totalling EUR 2.7 million reflected the nature of the strategic partnership that the foundation intended to build with ZDHC. Through its Roadmap to Zero, Leader programme and Chemical Gateway, ZDHC has been achieving tangible results in fostering sector-wide adoption of safer chemical management processes. Its Manufacturer's Restricted Substances List has become the accepted reference throughout the apparel industry for avoiding a restricted chemical before it even goes into the process.[17] ZDHC's approach has been credited with closing the gap between brand intention, brand commitment and brand follow-through. This provides important evidence of an effective means for implicating a key player (brands) in driving systemwide transformation.

SO 3: Create conditions to scale implementation: build awareness, demand, capacity among decision-makers for circular business models

The sampled grants are seen as setting the direction for catalytic transformational impact. For example, following the lead of other entities, C&A Foundation channelled funding to the Ellen MacArthur Foundation (EMF) to support the publication of *A New Textiles Economy: Redesigning Fashion's Future*. The foundation's association with this report – which had the support of industry leaders, including H&M Group, Lenzing and Nike Inc., and the contributions and endorsement of more than 40 other influential fashion brands, leading businesses, NGOs, public bodies and experts – was considered timely and effective in feeding into notions around strategic convening. In its monitoring report, EMF indicated that in being so well received by the sector, this report provided "a compelling opportunity to initiate coordinated, long-term and sustained action towards a new restorative approach".[18] While it is too early to detect resulting system-level changes, this initiative served to build a coalition of actors and offered "a direction of travel on which the industry can agree and focus its efforts".

C&A Foundation, recognising that it could not single-handedly transform the fashion sector, developed an innovative learning group, Bridging the Gap, which brought together four organisations that are leading voices in their own right. The purpose was to learn from each other in developing circular business models. As the initiative is relatively recent and not fully developed, this evaluation cannot verify the ability of the expected models to showcase economic, environmental and social opportunities that would galvanise movement and deliver systemic change. Still, the group members and external stakeholders interviewed provided reason for optimism,[19] as did the evidence provided through July 2019 grant monitoring. An important lesson emerging from the work is the importance of taking brands through the process in small steps; considering the prospect of implementing an entirely different business model could lead to panic about the scale of this undertaking.[20] Manufacturers and suppliers in the upstream part of the value chain were deliberately included to support them in developing more agency and strengthening their role in changing the narrative.

All members highlighted the foundation's role as a convenor. As one member put it, "I give them a lot of credit for putting together organisations that are interested in seeing the same things happen…when you have a convener like C&A Foundation, it certainly helps." Nevertheless, during the 2014-18 period, only 1% of the Circular Fashion programme's grants were categorised as "convening". FFG, while not marked as "convening", represented a significant investment to unite stakeholders in an ambition to make fashion a force for good. Convening is an area of high potential for the programme.

Policy advocacy

SO 4: Create conditions that will scale implementation: advocate for short- to long-term enabling governmental policies for circular economy and circular fashion

Although policy advocacy is a recognised lever for change, the programme did not invest a great deal in that area. Its support to the European Sustainable Business Federation (Ecopreneur) led to a report that laid out policy instruments (innovation policies, economic incentives, regulation, trade policies, voluntary actions) to accelerate and mainstream a European circular fashion system. Ecopreneur indicated that it had been approached by EMF to form a gateway to leading companies, especially to small- and medium-sized enterprises.[21] According to a key respondent, and as reported post-conference, its European Advocacy for a Circular Economy report caught the attention of 200 experts in a May 2019 conference in Vienna, including producing industry representatives. Their endorsement

has built momentum for advocacy of extended producer responsibility, which, if successful, would lay the ground for an enabling policy framework that would support a fully circular economy.

Factors of effectiveness

Three factors contributed to programme effectiveness: context and scope, balancing short- and long-term results, and cross fertilisation.

Context and Scope: The programme exists within a dynamic context where ideas of what circular fashion might be in the future are nascent yet quickly developing. At the same time, circularity is a large domain and lacks the definition of other programmes. Circular Fashion's effectiveness has been influenced by the alignment of the Leadership Team regarding the scope and boundary of the programme.

Balancing Short- and Long-term Results: The Circular Fashion team has had to navigate tricky terrain, continuously balancing pursuit of the foundation's vision with the strong drive by the Leadership Team to measure results. This has generated situations where there was pressure to deliver short-term results while also delivering results at scale. The challenge for programme managers to design audacious grants and demonstrate short-term results is complex. The focus on short-term indicators and strong drive for short-term results risks not measuring systems change. Findings from the Delphi assessment on the industry's future sustainability assert that more radical efforts probably would be needed to accelerate change and achieve the foundation's vision for change.[22]

Cross Fertilisation: More strongly embedding other aspects of the foundation's work into the Circular Fashion programme represents an opportunity to gain further traction. Given the programme's legacy link to the Sustainable Raw Materials programme, and the fact that one of the first programme managers (in Brazil) played this role on both teams in the early phase, provides a good foundation on which to build. The recent shift of the CanopyStyle initiative to the Sustainable Raw Materials portfolio could provide impetus to develop discussions between the two programmes. Another area that could build (or diminish) effectiveness relates to the integration of social inclusion priorities into circular economy business models, to ensure that marginalised groups do not lose out even further. Given that a Circular Fashion team member has recently shifted to the Working Conditions team, this creates a high potential for pursuing synergies.

3.5 Gender equity in foundation programmes

Finding 8. C&A Foundation efforts to integrate gender equity into its partnerships and programmes started early but were not strategic and methodical until 2018-19. Consequently, the foundation has achieved uneven results in this area. The foundation's recent adoption of a gender, equity and inclusion approach represents an ambitious and appropriate leap forward.

Gender is a fundamental dimension of the fashion industry (see Box 2.1 in Chapter 2). Early on, there was a push within the foundation to mainstream gender, embedding it in all the programme streams. A small Gender Justice programme was created and was managed by the head of the Forced and Child Labour programme. Certain measures were implemented to favour the integration of gender within foundation grant-making.[23] One of them was the creation of a ToC for Gender Justice in 2015, which integrated

elements of systems change: it considered the power relations among a various actors, the root causes and the contextuality of gender inequity. However, these measures were not part of a comprehensive strategy nor were they methodically executed. The confusion within the foundation whether the gender focus should be in the form of a *programme* or a *lens* is symptomatic of this lack of coherence. Also, varying staff awareness and skills regarding gender has hindered its ability to ensure that the Gender Justice ToC is applied across its programmes.[24] The programmes most successful in integrating gender considerations have been Working Conditions and Forced and Child Labour, while the least successful has been Circular Fashion (Table 3.2).

> **Gender mainstreaming or programming?**
>
> Experts on the topic of gender, both in the foundation and among its partners, argue in favour of maintaining both a lens and a separate programme.
>
> "If you believe in Gender Justice as a unit, then you have to believe in gender justice in everything else that you do. It needs to be integrated everywhere because it is your core value. But having it as a separate programme gives it visibility. If you embed it within a larger issue, the teams that are working on those issues will prioritise the large issue."
>
> *C&A Foundation partner*

Table 3.2   Programmatic achievements in gender equity

PROGRAMME	GRANTS TOWARDS GENDER EQUITY	ACHIEVEMENTS
Gender Justice	20 grants amounting to EUR 3.4 million, including various gender-related consultancies	Multiplier effect (sampled grants): ▪ Ethical Trading Initiative (ETI): 14 member companies incorporated more gender responsive policies in their supply chains (including Burberry, H&M and Inditex) ▪ Breakthrough: Improved and promoted a factory harassment law that was adopted in 56 factories, conducted a media campaign reaching 5.5 million on Facebook and more than 1 million impressions on Twitter ▪ Global Fund for Women: Reinforced women-led organisations and helped them form coalitions, connecting women's rights and workers' rights movements ▪ Overall: Increased awareness of programmatic staff on the potential for and constraints of gender-focused grant-making; provided inspiration and training for the C&A business
Sustainable Raw Materials	Information not disaggregated	2.6 thousand women have been in farm leadership roles; target of 600 (2018/19)
Forced and Child Labour	Information not disaggregated	71 thousand female and male workers have taken part in rights and empowerment programmes; target of 23 thousand (2019)
Working Conditions	Information not disaggregated	1.2 thousand women have been leading efforts to improve working conditions; target of 200 (2019)
Circular Fashion	Information not disaggregated	No gender-oriented indicator for the programme FFG: 46% of employees are female

Source: C&A Foundation dashboard (May 2019) and reporting of initiatives

Embedding gender into grants has been done in a variety of ways across programmes, delivering a range of achievements (Appendix E). On average, sampled grants for this evaluation have been identified as "gender-sensitive" (level 3/5) on the World Health Organization's Gender Responsive Assessment Scale.[25] Apart from some project-specific approaches and successes, programmes have not been within the realm of gender-transformative work (level 5/5). As articulated in the 2019 GEI Baseline Assessment, the foundation has not had "a system in place to plan, monitor and assess how the grant-making budget reflects this commitment [to gender equity]"[26] and no systematic gender review

of grants has ever been conducted. Foundation staff also questioned the appropriateness of quantitative indicators in accurately depicting the deeply qualitative process of social transformation related to gender equity.

EVOLUTION TO GENDER, EQUITY AND INCLUSION

Cognisant of its limitations and intent on making dramatic and swift progress, the foundation widened its gender lens to include equity and inclusion in early 2018. It made a related public statement in October 2018, from which the following excerpt is taken[27]:

> "Together, we will openly[28] examine and combat the underlying causes of discrimination and exclusion, and the impacts of bias – unconscious and overt – on our colleagues, partners, and constituents. We will do so applying an intersectional lens to help focus our attention on how bias, discrimination, and privilege are uniquely experienced by individuals and communities."

This widening of focus is an ambitious and appropriate leap forward for the foundation. It has been pursuing a structured process in doing so: it initially relied on an internal Equity and Inclusion committee consisting of volunteers across all teams who designed a robust implementation plan with the help of external consultants. This was approved in early 2019; the committee was then replaced with a smaller Diversity, Equity and Inclusion (DEI) Learning Circle, whose responsibility has been to execute the plan under the leadership of the recently hired senior adviser in gender and social inclusion. The foundation also opted to replace the Learning Circle with GEI and published an update on its journey towards GEI on its website in September 2019.[29]

The transition and commitments have C&A Foundation joining other leading foundations that have adopted a GEI (and/or DEI) approach, including Ford Foundation, Hewlett Foundation, David and Lucile Packard Foundation, W.K. Kellogg Foundation, Rockefeller Foundation, and Rockefeller Brothers Fund. For instance, Ford Foundation has seven major programmes, one of which is Gender, Racial, and Ethnic Justice. Each of the seven programmes addresses two or more of five drivers of inequality. The Gender, Racial and Ethnic Justice programme is addressing entrenched cultural narratives that undermine fairness, tolerance, and inclusion; unequal access to government decision-making and resources; and persistent prejudice and discrimination against women, people with disabilities and racial, ethnic and caste minorities.

> "DEI is not only professional, it touches personal values. Some staff members are so uncomfortable. We need to introduce it very progressively, in a very planned manner, with a lot of training."
>
> *C&A Foundation staff*

Already in 2012, the D5 Coalition stated that a growing number of foundations and funds were launching efforts to bring philanthropy closer to DEI principles.[30] While the transition from gender to equity and inclusion, then to DEI and now to GEI has generally been considered positive among foundation stakeholders, questions remain regarding the widespread cultural relevance, application and implications of GEI for the foundation. First, not all staff are fully on board yet with such a widening of the gender lens. Questions remain about the practical translation of the GEI lens across geographies and cultures. Staff are also cognizant that foundation partners are unequally familiar, fluent or committed to the range of values underpinning GEI. Important work remains to be done at the foundation to address these challenges (see chapter 5).[31]

For now, the foundation's GEI commitment has not been translated into a comprehensive GEI strategy with guidance to staff, capacity-building support and tool development. To assist in the next steps, the foundation has hired a senior adviser for GEI, which together with its GEI Baseline Assessment, provide a clear message of commitment. The transition from gender equity to GEI supports the foundation in thinking and acting with greater complexity and contextuality, approaching its work in a manner more oriented towards systems change. It is expected to position the foundation to engage as an agent of transformation more effectively, in line with deep changes underway in the world of philanthropy. Figure 3.1 identifies some of the factors that will affect this work.

Figure 3.1 Factors that enable or impede the integration of GEI in programmes and initiatives

Enabling factors	Hindering factors
Deep belief in gender equity among staff	Diverging perceptions of GEI among staff
Relevant and well-conceived ToC for Gender Justice, though variably informing other programmes	Lack of a systematic gender/ GEI review of grants
Robust Gender and Intersectional Equity Action Plan for 2019-21	Varying application of gender across programmes
DEI Benchmarking and GEI Baseline Assessment	Varying skills on gender and GEI among staff
DEI Circle	Use of quantitative indicators to monitor gender equity work
Senior Gender Adviser in Gender and Social inclusion	Inconsistency between foundation values, requirements of partners and organisational practices
Presence of partners and other specialised organisations in foundation networks who have developed mitigation strategies, best practices and tools regarding gender equity and GEI	

Source: Evaluation team analysis

4 Partner relations: effectiveness, sustainability and grant-making efficiency

This chapter considers C&A Foundation's strategic engagement with its partners and the effectiveness and efficiency of this engagement in achieving results. It also examines the sustainability of results, of partner organisations and field building, stemming from foundation support.

4.1 Partner engagement effectiveness

PARTNERSHIP STRATEGY

Finding 9. C&A Foundation has never had a formal partnership strategy. Its Organisational and Networks Effectiveness approach has guided its efforts to build the field and partners' capacity. This has started to address partners' requests for more core support to achieve the shared goals of the partners and the foundation.

The Organisational and Networks Effectiveness (ONE) approach is the foundation's primary means of strengthening the capacity of organisations and network partners. The approach emerged from experience in Brazil and the findings of the PPR 2016, which found that, relative to comparators, C&A Foundation had lower impact on partners' organisations and capacity to sustain the work funded by the grants. The PPR 2016 also found that C&A's performance in supporting its partners was stronger than other parts of the foundation.

ONE is intended to work closely with the foundation's programmes to deliver organisational development, operating support and incentives for collaboration. For individual partners, ONE is intended to go beyond initiative activities and provide unrestricted funds to strengthen the capacity of organisations to promote systemic transformation. Across groups of partners, ONE is intended to "stimulate and fund collaborative initiatives that bring together several organisations with complementary expertise, to build new fields of social transformation and deal with the most complex challenges in the fashion industry".[1]

The main achievements of ONE have so far been internal – raising awareness, generating interest among programme managers, and developing tools and templates. Since the approach was approved in December 2018, the foundation has started a field-building pilot, mainly in Brazil, and developed tools and methodologies that are now available for all foundation programmes. In addition, Effective Philanthropy (EP) conducted awareness-raising and capacity-building training sessions in Asia, Europe and Latin America in September 2019. However, C&A Foundation has not provided partnership engagement guidelines, methodologies or tools more generally to help programme managers identify partners, link types of partners and activities to strategic levers, use different financial instruments (grants, equity, loans, guarantees), govern multi-stakeholder initiatives, and act to improve partnering effectiveness. Thus, different programme teams and offices have approached partnerships differently, with implications for the effectiveness, efficiency and sustainability of the foundation's work.

RANGE OF PARTNERS

Finding 10.   C&A Foundation has engaged with diverse global and local partners. Doing so has allowed the foundation to work with partners who intervene in a variety of relevant ways to transform the fashion industry.

Nearly everything that C&A Foundation has done has been done in partnership with other organisations (or with C&A business). The major exceptions have been consulting contracts to produce communications products, deliver training activities, undertake limited research, and set up FFG.

The foundation had 42 partners between 2014 and 2018 that received 63 grants or investments reviewed by this evaluation. Most were been non-profit organisations or NGOs, and reflect the diverse ways in which non-profits choose to organise themselves (Appendix F).[2] Three of these partners were United Nations or government agencies: International Labour Organization, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the London Waste and Recycling Board. Three were for-profit corporations involved with the Working Conditions programme, and one was a social enterprise cooperative involved with the Circular Fashion programme. Given that the vast majority of partners were non-profits, they provided and worked on the types of goods and services that non-profits typically do – public goods like information and advocacy, and capacity-building services for beneficiaries.

Non-grantee partners have included co-funders, multi-stakeholder initiatives, networks, cohorts and equity investments. Co-funders committed resources to foundation-supported activities either before or after grants were approved – the latter referred to as leverage. Co-funding and leverage have varied from year to year (Appendix F). Excluding the four outliers that account for two-thirds of the total received, co-funding and leverage averaged 29% annually with a peak of 74% in 2016.

C&A Foundation has been involved in 15 multi-stakeholder initiatives (Appendix F), five of them co-founded by the foundation – OCA, Organic & Fair Trade Cotton Secretariat, Cotton2040, FFG, and Sustainable Fashion Lab Brazil. These have been partnerships with collective governance to address complex challenges that no one party has had the capacity, legitimacy, resources or know-how to do so effectively on its own. Hence, the collective approach has been appropriate and well suited to promote systems change.

The foundation has so far committed four equity investments (as opposed to grants): about EUR 31 thousand (GBP 26.8 thousand) to Cotton Connect in 2014; EUR 1.9 million to Working Capital: The Supply Chain Innovation Investment Fund run by Humanity United in 2015; EUR 24.2 million to FFG in 2016; and EUR 10.0 million to the GFF in 2016 (although this launched only in 2019). Members of the C&A Foundation Leadership Team have served on the boards of at least nine corporate entities (Appendix F). This involvement provided opportunities to influence the strategic directions of these organisations in support of the foundation's goal of transforming the fashion industry.

STRATEGIC PARTNERSHIPS

Finding 11.   Partners have contributed to all the foundation's strategic objectives and priorities. The focus of these contributions has reflected the priorities of particular programmes. Advocacy and policy change remain an underdeveloped area of partnership focus and action.

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Among the sample of 42 partner organisations reviewed in the programme case studies, the contributions to the programmes varied considerably (Appendix F). The data reveal that different programmes focused on different strategic objectives and priorities to bring about improvements in different parts of the fashion supply chain, reflecting the undesirable absence of coordination between programmes, or siloing.

The variation in outputs and outcomes achieved by the partners reviewed prevents a conclusive determination of which types of partners (non-profit and for-profit) are performing better. Comparing only those groups that implemented five or more grants, the international NGOs and platforms achieved the highest average outputs (based on KPIs), while the international NGOs achieved the highest average outcomes (Appendix F). All five groups of non-profit organisations (including foundations and local NGOs) outperformed the for-profit organisations for both outputs and outcomes achieved.

Overall, the Leadership Team and programme staff found the quality of partner contributions variable (Appendix F). Staff indicated that partners contributed the most to building evaluative evidence and learning, and the least to advocacy and co-funding joint activities (the latter applying to non-grantee partners only). However, in every area, more staff rated the contributions of partners to foundation activities as "modest" or "not at all" compared to "outstanding" or "high". These findings are consistent with partners' own perceptions in the PPR 2019 that their work with the foundation has so far contributed more to advancing the state of knowledge in their field than affecting public policy. The orientation of the foundation's work with partners has thus not been ideal for enabling the sought after transformation of the fashion industry, which would require even more attention to advocacy and policy change, and ensuring that partnerships are appropriate for doing so.

IMPROVING PARTNER RELATIONS

Finding 12.   C&A Foundation's relationships with its partners have improved since 2016. Tensions persist, however, particularly regarding the use of KPIs to measure progress towards results and in appraising the performance of programme managers.

The 86 respondents to the PPR 2019 perceived improvement in their relationship with C&A Foundation, compared to the 47 respondents to the PPR 2016 (Appendix F). Partners were particularly laudatory about improvements in the responsiveness of staff and in the openness of the foundation to ideas from partners about its strategy. Based on the qualitative responses to both the Staff Survey and PPR 2019, one reason for these improvements was the October 2018 All Partners Meeting held by the foundation in Milan, during which the partners contributed to the validation of four proposed strategic levers (Appendix E), as well as the co-development of the ten principles for how the foundation and its partners aspire to work together, which are listed in the 2018 Annual Report and posted on the foundation's website.

Comparing the partners' responses to particular questions that were also included in the Staff Survey, the partners consistently felt that staff were doing a better job of relating to partners and in achieving results than the staff themselves believed (Appendix F). This suggests that the foundation's partnership efforts have not gone unnoticed and that the foundation may be achieving more results than staff perceive.

Nevertheless, a continued source of tension between the foundation and its partners, and within the foundation, has been the use of KPIs to measure the progress of grant-supported activities and as an input to annual performance assessments of staff.

VENTURE PHILANTHROPY

Finding 13. C&A Foundation made some important and viable equity investments in funds that are indirectly supporting impact investors. Yet, the potential for the foundation to support impact investors directly within its main grant programming remains limited without added staff expertise and capacity.

The foundation has adopted an entrepreneurial approach to philanthropy, referred to as *venture philanthropy*. As defined in a publication by the OECD Development Centre, this "combines a variety of financial and non-financial resources to identify, analyse, co-ordinate and support self-sustaining, systemic and scalable (for-profit and non-profit) solutions to development challenges aimed at achieving the greatest impact".[3] For each activity it supports, the foundation has attempted to determine the right tool (grant, loan, or equity investment) for the need and impact that it has wanted to achieve.

Venture philanthropy ranges from charities involved only in grant-making to businesses in which profit distribution is socially driven (Figure 4.1). While the majority of the foundation's support has been in grants, mostly to non-profit organisations, the foundation has committed four relatively large equity investments to CottonConnect, the Working Capital Investment Fund, FFG, and GFF. Although these are for-profit organisations or funds, the foundation does not regard them as "impact investments" because it does not expect them to realise financial returns in addition to anticipated positive social or environment impact. Any returns they do realise would be invested back in the organisation or fund.

Figure 4.1 Venture philanthropy in context
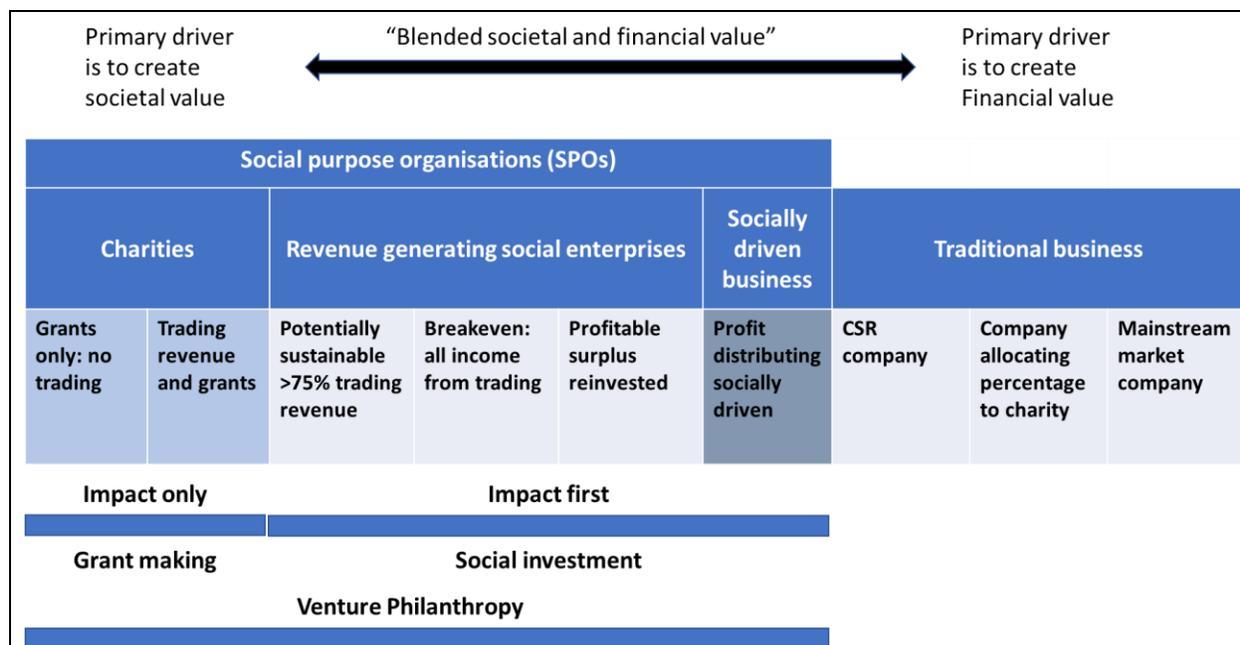
Source: OECD Development Centre. (2014). Venture Philanthropy in Development: Dynamics, Challenges and Lessons in the Search for Greater Impact. Adapted from European Venture Philanthropy Association. (2013). European Venture Philanthropy and Social Investment 2011/2012 – The EVPA Survey.

While C&A Foundation has a 50% equity stake in CottonConnect, most of its support to this partner has been in grants totalling about EUR 3.6 million between 2014 and 2018, most of it to support the Multi-Country Sustainable Cotton programme in China, India and Pakistan. This consisted of several existing

components that were integrated into one multi-country programme in 2014. That single component aimed to create the business case for cotton farmers, promoting good agriculture practices, drip irrigation and farmer empowerment; bring innovation to the sector through new seeds, new technologies and a holistic farm approach; and inspire the sector by demonstrating that organic cotton has a future as part of a "new vision for agriculture". Thus, most of the foundation's support to CottonConnect falls into the category of traditional grant-making, not impact investing.

The Working Capital Investment Fund is part of Humanity United's Corporate Engagement strategic initiative, which aims to eradicate the worst forms of human exploitation in corporate supply chains, including in the global apparel industry. As part of a multi-faceted strategy that includes grant-making, strategic communications and impact-oriented investments, the primary focus of the fund is the development and deployment of supply chain technologies and tools that corporate buyers, employers and workers themselves can use for the benefit of vulnerable workers in global supply chains. The fund invests in promising innovations with the potential to scale through adoption by the private sector, thus driving reduction in the breadth and incidence of labour exploitation over time.[4] C&A Foundation has been supporting a developmental evaluation of the fund to generate learning throughout the full 10-year life of the fund.

As mentioned in chapter 3, C&A Foundation established FFG to create a one-stop platform to inspire, support and accelerate the adoption of circular fashion in the apparel supply chain. One of FFG's implementing partners (Plug & Play) runs an accelerator programme that attracts private capital to finance innovations in circular fashion. FFG also directly facilitates targeted introductions to investors and industry actors from outside of FFG. For example, FFG has connected Circular Systems with the C&A Foundation Sustainable Raw Materials programme to facilitate proof of concept before scaling up an initiative to recycle cotton wastage from the field. Thus, while the foundation has not been oriented towards generating a financial return from its investment in FFG, it has facilitated other private investments to help innovators get on their feet.

The GFF launched on 6 September 2019 at the Hong Kong Fashion Summit, so there was little evidence to draw on for this evaluation. The GFF is an impact investment fund that aims to scale up innovative technologies in the apparel and footwear supply chains in India, Bangladesh and Vietnam. It is targeting investments to deliver economic growth as well as fashion practices less characterised by negative environmental and social impacts. It is providing capital resources to help scale more sustainable solutions that already exist within the fashion supply chain.

Most C&A Foundation partners have been non-profit organisations providing goods and services, such as public goods like information and advocacy, and capacity-building services to beneficiaries. So far, the foundation has not made direct investments in social entrepreneurs as one of the four comparator foundations (the Shell Foundation) has done — social entrepreneurs being early stage for-profit enterprises that are judged to have the potential for disproportionately positive social impact relative to private gain, and who may take 10 years or more to realise a profit. So far, C&A Foundation has only invested directly in funds that support social entrepreneurs and impact investors indirectly.

Table 4.1 summarises key dimensions in a strategic shift towards impact investing. C&A Foundation has already made some of these shifts, such as targeted support for systems change in key areas of the fashion supply chain and measuring success in terms of outcomes and impact. However, for the foundation to directly support impact investing in its main grant portfolio, it would need to recruit or

develop new staff capacities to target and support social entrepreneurs with blended finance over longer periods. Like the Shell Foundation, which takes a high-touch approach during implementation, C&A Foundation staff would have to work more closely with their investees than they currently do with their partners. This helps explain why the Shell Foundation's approach to impact investing has been picked up less by other foundations and more by official bilateral donors and other change agents.

Table 4.1   Key dimensions involved in strategic shift towards direct impact investing

DIMENSION	FROM	TOWARDS
Strategic framing	Widespread giving (traditional resource transfer)	Targeted investing (resources targeted in new ways)
Scale of intervention	Project based	Systems or sector based and focused
Sector focus	Third (charity or non-profit) sector	Sector agnostic
Funding mechanisms	Grants	Blended finance (grants, soft loans, equity investment)
Engagement style	Minimal (light touch)	Foundation supplying partner with technical and management assistance and capacity building
Engagement period	Short (1-2 years)	Long (5-10 years or more)
Culture and capability of staff	Altruistic, administrative, financial	Innovative, multi-disciplinary, commercial
Success criteria	Inputs and outputs	Outcomes and impact

Source: OECD Development Centre. (2014). Venture Philanthropy in Development, p. 42.

4.2 Efficiency of partner engagement

AN EFFICIENT APPROACH TO IDENTIFYING PARTNERS

Finding 14.   C&A Foundation has solicited grants primarily by approaching prospective partners known to the heads and managers of its programmes. This has been efficient for the foundation and its partners. The foundation has occasionally complemented this by issuing requests for proposals and considering unsolicited requests.

Each programme has demonstrated significant network intelligence with respect to potential partners in their respective fields. Like its comparators, C&A Foundation has solicited more than 90% of the proposals that are ultimately approved. The foundation has also co-founded organisations where appropriate partners did not yet exist, especially related to the Sustainable Raw Materials and Circular Fashion programmes. Partners have also come to the foundation with proposals, especially in the Working Conditions programme, where the foundation is well known and a large global infrastructure has been built around social compliance and improved working conditions over the past 20 years.

To find additional partners who might be interested and capable of undertaking particular activities, all programme teams have also issued requests for proposals (RFPs). For example, the Circular Fashion programme issued two RFPs, one for implementation of circular business models and the other for the

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transition to an inclusive circular economy. The programme also issued an RFP for a consultant (not a grant) to provide support on gender issues. According to an After Action Report, RFPs have been useful in developing programme visibility, although they also put a burden on staff time (the experience of other programmes as well). Nevertheless, 46% of staff rated as "high" or "outstanding" the extent to which C&A Foundation's grant-making has been identifying and selecting appropriate initiatives, and another 40% rated this as "substantial". In other words, primarily relying on its network intelligence, supplemented by other approaches, has served the foundation efficiently for the identification of partners.

GRANT MANAGEMENT PROCESS AND SYSTEMS

Finding 15.   C&A Foundation has made it a priority to standardise and digitise its grant-making and grant administration processes to improve efficiency and consistency. While still early, this has already resulted in improved efficiency.

C&A Foundation has a two-stage preparation and review process — a concept note followed by a full proposal. Programme heads approve proposals up to EUR 100 thousand based only on a concept note. Commitments above that amount require a full proposal, including a well-developed logical framework or ToC with measurable outputs, outcomes, assumptions and risks; outcome indicators, baselines, and targets; and means of verification.

The foundation has used Salesforce for grant administration since November 2018. The software helps manage grants from application to closure — approving grants, drafting grant agreements, filing all related documentation, tracking submission of reports and deliverables, approving and processing payments, monitoring budgets, assigning internal tasks, and completing internal assessments (such as traffic light reports and After Action Reports). It also delivers information on the grant portfolio for management reports.

Global Operations (GO) has been leading a full review and workflow analysis of grant-making in the foundation with the aim of achieving a process with both robust controls and built-in flexibility. This includes requiring consistent information from partners and consistent due diligence and safeguards. Switching to a continuous process supported by tailored digital systems should improve efficiency, if only by reducing data entry and processing redundancies and overlaps. Salesforce can be programmed to record and monitor the amount of time taken for processing and reviewing each grant proposal through defined steps in the process and the rate of disbursements during implementation. The evaluation was unable to assess grant processing or the rate at which grant commitments have been disbursed as the prior management information system did not provide the data needed. It has therefore been difficult for the Leadership Team to know the extent to which the foundation's grant-making and disbursements have occurred within reasonable periods of time. Programming Salesforce to provide this information would have positive benefits for future strategic planning.

The only systematic evidence available on the different stages of the grant management lifecycle came from the PPRs of 2016 and 2019. Partners responding to the two surveys felt that more time was elapsing from submission of grant proposals to a clear commitment of funding — from an average of 3.3 months in 2016 to 4.2 months in 2019 (Appendix H). Not knowing how partners generally interpreted "a clear commitment of funding", this appears not to include the time from Board approval to finalisation of contracts and to first disbursement. Some staff said that many months may pass between approval and finalisation, and that disbursements may take 40-60 days. A frequent reason for delayed disbursements

is that they are contingent on deliverables (reports) from the partner, which are often late. Some programme managers also questioned the necessity for programme heads to approve every disbursement on Salesforce. Some of these could be done by the programme manager or senior programme manager, in coordination with programme heads, expediting the initiation of substantive work.

GRANT-MAKING THRESHOLDS

Finding 16. **Despite a recent revision, C&A Foundation's grant approval thresholds remain lower than those of comparator foundations. This adversely affects the use of time and focus among Board members, IC members and programme managers.**

C&A Foundation has recently revised the thresholds for grant approvals to permit the executive director to approve grants up to EUR 250 thousand based on a full proposal that has been reviewed by two external experts. However, the current thresholds are still lower than those of comparator foundations (Appendix H) and merit further reconsideration to revise upwards.

Programme directors at the Ford Foundation can approve grants up to USD 200 thousand (compared to EUR 100 thousand at C&A Foundation), and the president approves grants above that threshold. The board only approves a grant when there is a potential conflict of interest due to the presence of partners on the board. The president of the Hewlett Foundation can approve grants up to USD 1 million (compared to EUR 250 thousand at C&A Foundation); the board approves grants above that threshold. The management of the Shell Foundation can approve grants and investments up to USD 750 thousand and the board approves grants and investments above that.

While C&A Foundation is relatively young and not nearly as large as the more mature Ford and Hewlett foundations, it has become the largest foundation aiming to transform the fashion industry and its annual programme expenditures and disbursement are roughly twice those of the Shell Foundation. Reviewing all grants above EUR 500 thousand has not been an efficient use of Board time, especially considering that the existing thresholds are cumulative. That is, a second or third grant to a partner to continue an existing activity currently requires Board review and approval once the cumulative total exceeds EUR 500 thousand. Reducing the amount of time Board members spend reviewing grants would enable the Board to spend more time on strategy and oversight, such as contributing to and reviewing individual programme strategies, and reviewing and learning from evaluation results. Also, increasing the thresholds would display more Board confidence and trust in the foundation's management and staff.

INVESTMENT COMMITTEE CONSTRAINTS

Finding 17. **Programme managers have found IC decision-making a limiting step in the grant approval process.**

Staff have mixed views about the efficiency of the ICs. On the positive side, the global IC has subject matter experts in relation to the programmes, in addition to representatives of the owner's group and C&A business. The global IC has been able to approve grants up to EUR 500 thousand and make recommendations to the Board, which are usually followed, for grants above that amount. On the negative side, the local ICs in Brazil and Mexico have had almost exclusive representation from C&A business, and programme managers have found some decision-making of the ICs biased in some respects (for example, limited enthusiasm for certain strategic objectives and lacking understanding of local

contexts of partner work). To improve the decision-making of the ICs, staff have provided them with information on the strategic philanthropy and programmes as well as guiding them through the programmatic ToCs.

Some programme teams have embedded a global IC member in their grant preparation process to help them understand the grant better prior to decision-making. In Brazil, the foundation has reached out to several IC members to gather their views and feedback on grant proposals going for IC approval, a process referred to as a "preview" of grant proposals. But not all programme managers were aware that this had been happening. Nor has it always been obvious which IC member would be the most appropriate or available contact during grant preparation.

GRANT SIZE AND DURATION

Finding 18.   For established partners with the capacity to implement larger grants, the current duration and size of grants has been too short and too small for C&A Foundation to deliver on its objective of effecting systems change efficiently.

From 2014 to 2018, the combined average size of implementation and core grants was just under EUR 680 thousand (for grants above EUR 100 thousand, excluding Strengthening Communities grant-making and FFG).[5] The size of foundation grant funding ranges from less than EUR 1 thousand to EUR 4.1 million (for the Aga Khan Foundation). For this same set of grants, the average duration was 30.3 months, ranging from less than 1 month (for sponsorships and scoping studies) to 67 months (for the Freedom Fund).

The evaluation found that Leadership Team and programme staff have a nuanced perspective on the size and duration of grants. Overall, they believed there should be space for small grants (for research, piloting, testing partnerships, filling knowledge gaps, developing stronger concepts) as well as larger, more overtly transformative ones. They also said, however, that longer and larger grants were needed to really bring about systems change. Individual evaluation reports have found that the short-term nature of grant support has inhibited results and systems change. Responding to the Staff Survey, 72% of staff believed that grants longer than 3 years have enabled C&A Foundation to "highly" or "outstandingly" deliver on its purpose; 56% said that grants larger than EUR 750 thousand did so "highly" or "outstandingly". This is supported by both hard and perceptual data on programme effectiveness.

Larger grants have tended to be administratively more efficient, since staff often put as much work into smaller grants of EUR 100-250 thousand as they do for larger grants. Of course, partners need to have the capacity to implement larger grants. It has been easier for foundation programmes to identify European and North American organisations, with the reach to implement work globally or in Asia, to manage larger grants. Local organisations have less capacity to handle larger grants, which cannot be larger than their own turnover (but also showing evidence of more sustainable effects in Brazil).

Longer-term funding has enabled partners to focus on their work, reduce their scramble for funds, spend less time on administration and reporting, and helped them deliver on their purpose. However, larger grants required Board approval. Sometimes, grant budgets have been forced below a decision-making threshold (such as EUR 100 thousand or EUR 500 thousand) to avoid additional workload and to obtain a decision as there are only four IC and two Board sessions in the year during which grant approvals can be made. Indeed, over the first strategic period, 36% of the total number of implementation and core grants made by the foundation has been below EUR 100 thousand. Several staff members

commented that C&A Foundation needs to be more trusting and willing to take more risks. Not giving partners larger grants over longer periods until they are "trusted" has held the foundation back.

4.3 Sustainability of benefits and organisations

Finding 19.   Results produced by C&A Foundation and its partners have been on a moderately sustainable track. While the foundation's support has contributed positively to the sustainability of organisations with which it has partnered, the foundation's investments in this respect have been very limited.

As presented in the rubrics used for this evaluation, sustainability is understood as follows:

- **Sustainability of Benefits:** Extent to which an initiative's intended benefits (positive results) are continuing beyond the completion of the initiative. The highest level of this sustainability is defined by "benefits generated by the post-initiative organisations and processes have been significantly scaled up in terms of geography and/or the addition of further aspects, compared with those achieved during the lifetime of the initiative".
- **Sustainability of Organisations:** Extent to which C&A Foundation support has contributed to the continued functioning of partner organisations, including assuring a "successful exit". The highest level of this sustainability is defined as "organisational structures and processes supported by C&A Foundation have become institutionalised or otherwise substantially recognised and further developed beyond the lifetime of support, including assuring a successful exit".

The sustainability of programmatic results stemming from C&A Foundation grant-making has been on track for Sustainable Raw Materials, Working Condition, Forced and Child Labour, and Circular Fashion. While these results are not yet strongly anchored sustainably, that is understandable given the relatively recent delivery of programmatic activities. Thus far, the foundation has also made important contributions to the sustainability of partner organisations (through its ONE approach), with potential for expanded effort and results in this area.

Key factors of sustainability have included the foundation's grant-making practices and contextual elements where grants have been implemented. Standout factors have included the duration of grants, co-funding, exit strategies, and core support. The foundation can only control and influence so much through its grant-making practices. Thus, context was also a highly significant factor for sustainability, including differences between countries (such as political environment), and the landscape of organisations working in a field with limited available funding. The remainder of this chapter examines the components of this analytic overview.

DURATION OF GRANTS

Finding 20.   The duration of grants has been a factor in the sustainability of results.

The average duration of C&A Foundation implementation and core support grants was 2.5 years, for grants above EUR 100 thousand over the 2014-18 period. That duration proved to be just enough for results to be on track for sustainability. In cross-referencing the foundation's sustainability levels with the

duration of its initiatives, it has become clear that 27 months (2.25 years) is an appropriate *minimum* duration for grants to generate a moderate level of sustainability of results and a high level of organisational sustainability. The analysis of rubrics, review of evaluations, insights from case studies, and consultations with staff all point to the merits of longer lasting support in generating more robust sustainability of *results* in particular (Appendix G).

Evaluation reports from the Working Conditions and Forced and Child Labour programmes indicate that some of the initiatives rated "Poor" on sustainability were hindered by the relatively short duration of their grants (including the management, reporting and other challenges that this creates).[6] Although Circular Fashion was relatively new and little evaluated, partners also identified long-term support as a key factor of sustainability. By comparison, the sustainability of Sustainable Raw Materials initiatives was more affected by contextual factors (such as availability of organic seeds, natural resources, and organic certification processes) than the duration of grants.

Leading philanthropic organisations have moved to grant-making of longer duration overall, and compared to C&A Foundation practices. Recent articles and evidence from the Center for Effective Philanthropy strongly suggest that longer-term support helps partners strengthen their organisations and deliver long-lasting results.[7] In the experience of Ford Foundation, providing short-term grants with insufficient support for indirect costs prevented partners from thriving.[8] This was a seminal conclusion to the further development of the foundation's BUILD Programme, in which grant-making shifted to a duration of five years as a way to address this concern.[9]

CO-FUNDING AND LEVERAGE

Finding 21. **Co-funding and leverage are sustainability strategies that have proven effective for all programmes.**

According to its "Co-finance and Leveraged Resources Guideline", C&A Foundation's co-financing strategy has aimed to enhance the effectiveness, sustainability, scalability, and long-term impact of foundation initiatives by increasing available resources. As explained by a staff member, "We are failing if we are the only funder and if we pull out, they die". While valid, this assertion must be nuanced to account for several factors including purpose and length of grant, type of partner, and geography.

Expected co-funding and leverage values are related to project risks and are divided into three ranges, expressed as a pyramid featured in the Guideline (Appendix G). The co-funding amounts in programme dashboards indicates what the evaluation team understands to be a healthy risk appetite at the foundation. Of all grants (by number), 41.7% were in the low co-funding range, pointing to high-risk investments (Circular Fashion holds 52.3% of these grants); 11.8% were in the moderate range; and 46.6% were low-risk and had high levels of co-funding (Appendix G). This is an appropriate level of exposure for an organisation working to balance innovation and leadership with consolidation and scaling impact.

Data reviewed from the programme dashboards demonstrate no consistency in co-funding and leverage values between the programmes. Working Conditions had the lowest expected values for co-funding (36.7% expected value per total grant amount) and Sustainable Raw Materials the highest (105.6%); but Sustainable Raw Materials had the lowest expected value for leverage (17%) and Circular Fashion the highest (179%) (Appendix G). From this it can be inferred that the foundation is

prepared to assume greater risk with Working Conditions, which is important for positioning the foundation to advance its work. Also, given that the impact from Circular Fashion is expected years, if not decades, down the line, the foundation has been prepared to assume a leadership role in funding such work up front, on the assumption that others will join in supporting this work later on. Hence, the foundation has been playing a leadership role in advancing higher risk initiatives, serving to generate the interest of other funders, and providing support serving to mitigate the risk of its involvement. This is important in a field where complex interventions are required for systems change, and where the risk appetite among funders is diverse and pinned differently to programmatic areas.

In general terms, what was expected from co-funding and leverage *per programme* has been achieved, though not the overall foundation goal of EUR 250 million. C&A Foundation's efforts to support partners in finding other funders to support their initiatives have been recognised and appreciated by partners. Overall, co-funding and leverage have proven effective strategies for diversifying sources of financial resources, thereby favouring the sustainability of initiatives and organisations. Collectively, programmes have raised nearly EUR 56 million in co-funding (2015-18), with Forced and Child Labour having the highest share (42%). The total amount leveraged by programmes was nearly EUR 36 million, with most of the resources supporting Circular Fashion (78%). A review of external evaluations across programmes and interviews with partners reaffirmed the significant role that access to other funders has played in favouring the sustainability of initiatives.[10]

The type of organisations providing co-funding and leverage has varied by programme (Appendix G). Funders from the "private – apparel brands" sector provided co-funding or leverage for all programmes except Forced and Child Labour. Philanthropic foundations co-funded all programmes but did not provide leveraged resources for Working Conditions and Forced and Child Labour. Public and government institutions, usually quite risk averse, provided a high level of leveraged resources to Sustainable Raw Materials (396% as a measure of realised versus expected support), while barely providing such support to other programmes.

C&A Foundation staff explained that it has been difficult to engage and secure co-funders for early stage and high-risk projects. According to interviews with staff and partners, Working Conditions partners (and those of Circular Fashion to a lesser extent) have had particular difficulty finding co-funding. Circular Fashion has been able to leverage resources from other funders during implementation or after projects were completed, which has tempered some co-funding concerns.

PARTNERSHIP AND CORE SUPPORT

Finding 22.   C&A Foundation has partnered with solid, reputable organisations, a contributing factor to the sustainability of results. While core support has been valued by those receiving it, the foundation has not consistently provided such support to partners as an organisational strengthening strategy, including locally managed organisations that need it most. Expanded provision of core support through the Organisational and Network Effectiveness approach is in its early stages.

C&A Foundation has established partnerships with a range of organisations, nearly all of which are solid and reputable in their fields. This was brought to light through the case studies. In interviews, staff pointed to the importance of appropriate and quality partners as key factors of sustainability.

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Partners and comparator foundations have also recognised the paramount importance of core support to the institutional development of organisations as well as their ability to deliver results effectively and sustainably. However, according to the PPR 2019, only 7% of foundation partners received core support compared to 29% of the average funder's grantees. The foundation has been much below the average, to the detriment of the sustainability of both organisations and results.

A review of all grants provided by C&A Foundation revealed that during the 2014-18 period, 37 grants provided core support to partner organisations, representing EUR 6.75 million.[11] These amounts were concentrated in 2018 (65%), which included three high-value grants.[12] The funds were distributed as follows: Circular Fashion (31.9%), mostly destined to support the Stichting ZDHC Foundation, followed by Working Conditions (22.2%), Forced and Child Labour (16%) and Sustainable Raw Materials (9.9%), as well as Strengthening Communities (9.7%), ONE (7.9%) and Gender Justice (2.5%). Data revealed that core support has played a key role in enabling the sustainability of organisations and results for Working Conditions programming, despite relatively low levels of co-funding.

Geographically, core support was also not distributed evenly (Appendix G). Global – General and Asia – General received the highest number (43.2%) and especially value (85.2%) of core support grants, followed by Brazil (35.1% of grants, 9.9% of value). By comparison, strategic areas such as India received only 5.4% of the core support grants (2 partners), amounting to 1.0% of the value. The data show a trend towards supporting more global organisations, rather than locally managed organisations[13] with core support. This has negatively affected the sustainability of results, notably in the case of the Working Conditions and Sustainable Raw Materials programmes.

A review of these programmes found that locally managed organisations have greater potential for sustaining changes given that they remain in the communities beyond grant cycles and maintain the supportive relationship with local institutions and beneficiaries. Also, according to the PPR 2019, locally managed organisations reported greater C&A Foundation impact in their field[14] and in their local communities[15] than globally managed organisations (though the impact pathways may differ).[16] Thus, core support as a strategy for strengthening locally managed organisations is a way of contributing to sustainable results, which the foundation has little pursued.

C&A Foundation provides more core support than is classified as such: A range of grants classified as "implementation" have integrated some form of core support, according to staff and partners. This type of funding is usually "embedded" in a grant, rendering it invisible. This is a matter worth continued attention. Nevertheless, a detailed document review of grants confirmed that different forms of core support to partner organisations have been bundled in proposals, budgets and initiatives (Appendix G).

CONTEXTUAL FIELD BUILDING

Finding 23.   The contexts in which foundation-supported initiatives have operated affected the sustainability of their results. Cognisant of this, the Organisational and Network Effectiveness approach has sought to both contribute to field building and to do so in a context-sensitive manner. It has successfully done so, if only in Brazil so far.

The range of contexts within which grants have been implemented have affected the sustainability of results and organisations. Contexts differed significantly in geography and politics, in the definition of scale, and in other ways, including:

- Size of the sector and number of organisations operating in it, affecting strategic alignment among different actors and the race to raise funds (in Working Conditions and Forced and Child Labour)
- Technologies adopted in production systems (in Sustainable Raw Materials, with respect to the availability of non-GMO seed)
- The breadth of the field and fluid boundaries (in Circular Fashion).

To engage with some of these contextual factors, and build greater alignment, capacity and resource streams for the field, C&A Foundation developed the ONE approach. The total value of ONE's portfolio in 2014-18 amounted to EUR 3.23 million, representing 2.1% of all of foundation implementation and core support grants.

In the current strategic design, based on learning from external evaluations, ONE has focused on providing guidance, recommending tools and disseminating lessons. In field building, it has sought to "influence the philanthropic sector towards better practices"[17] and relied on a specific budget, managed by a programme manager. For field building, organisations have been invited to submit proposals; C&A Foundation has not accepted unsolicited applications. The general purpose of the foundation's field-building grants was to create a better environment for the programmes to thrive. For instance, the grant for the Group of Institutes, Foundations and Enterprises of Brazil (GIFE) has been to boost its institutional capacity. Support for the Avina Foundation was to enable the formation of a collaborative advocacy network to act on laws affecting human rights and the environment.

C&A Foundation's field building, therefore, has sought to cultivate the development of civil society organisations aligned with its programmatic priorities, creating more favourable conditions for organisational sustainability. ONE's field-building approach has tended to foster cooperation among players, enhance civic space and catalyse industry-wide platforms in a shared geography. Indeed, the effectiveness of the ONE approach is premised on in-depth knowledge of a region and its organisational landscape. Thus, ONE has pursued a geographic focus and approach that is adapted to country and context, specifically in Brazil. The programme has been planning to scale up this work globally (with internal training sessions at the foundation).

ONE's results thus far are more visible at the output than outcome levels, including: high engagement of civil society organisations in Avina Foundation's collaborative advocacy network, which is already undertaking actions with federal administrative institutions to avoid a withdrawal of climate change and environmental legislation; organisations engaged in the Fashion Lab Platform (led by Reos Partners), which is collaborating to increase C&A Foundation's leadership in fostering Fashion for Good in the Brazilian apparel sector, as well as providing opportunities for programmes to map new partners and initiatives worthy of funding; and GIFE moving forward with previous planned projects. Under ONE in Brazil, an 18-month pilot experience with seven partners called "Formative Journey" has provided lessons on organisational strengthening through a mix of technical assistance and grants, both targeted to individual organisations and enabling learning with peers.[18]

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> **Finding 24.** **C&A Foundation drew important lessons about programme exit from its education programme in Brazil. It built on this by establishing a learning trajectory for building exit strategies and strengthening the sustainability of initiatives. While a formal strategy is yet to be structured, the foundation has been developing a set of actions to create a responsible exit environment for its partners.**

Sustainable Raw Materials is the only foundation programme to explicitly identify the importance of "Plan(ning) exit as market mechanisms & governments take over" in its strategic approach.[19] The strategies of the other programmes did not address the matter. But throughout this strategical cycle, the foundation has undertaken activities to learn about exit strategies and strengthen the sustainability of its initiatives.

Lessons from the "Exit with Learning" in Brazil highlighted the importance of three strategies adopted in the phase-out of the education agenda in the country after 25 years of engagement: supporting partners in building sustainability plans based on a wide concept of sustainability (focused on the organisation as a whole); systematisation and disclosure of knowledge; and strengthening network and alliances (Appendix G). The absence of a specific strategy for exit, however, has hindered the sustainability of some initiatives (such as UP!+ in Working Conditions).[20]

Although there is not a formally structured approach to exit strategies, C&A Foundation has rolled out activities connected with the insights reflected in this evaluation report, such as:

- Provide technical assistance: The foundation has provided fundraising support to one-quarter of its portfolio partners and provided communication, marketing, or publicity assistance to one-third of its partners (PPR 2019; Appendix G). According to independent evaluations reviewed for this assessment, business model and marketing strategies can allow partners to unleash potential sources of financial support and are a major factor of sustainability.[21]
- Promote co-financing: The foundation has been successful at helping partners access co-funding.
- Be a critical friend for partners: In PPR 2019, the foundation scored high with regard to the quality of its interactions with partners (Appendix G). An important part of this has been to provide financial and other support for evaluations to be undertaken, as an initiative and institutional strengthening, as well as learning process – far beyond what has generally been provided by donors in this field.
- Strengthen the field through network and alliances: The ONE approach has sought to build the field and to foster networks. Beyond ONE, the foundation has played a role as a convenor and builder of networks, as in the case of the Circular Fashion programme.

5 C&A Foundation governance, management and operations

This chapter assesses the extent to which C&A Foundation's governance and management arrangements (Board, ICs, and management), as well as its global structure and functions, have suited the foundation's purpose of transforming the fashion industry and engage with its GEI agenda and commitments.

5.1 Governance

GOVERNANCE STRUCTURE AND PURPOSE

Finding 25.   C&A Foundation governance arrangements served it well in its formative period, providing the legitimacy required to intervene as a force for good in the fashion industry. Greater diversity of experience will be needed to enhance legitimacy in the future.

C&A Foundation is governed by a self-perpetuating Board consisting of four representatives of the owners' group and a fifth member connected to C&A business. The Articles of Association and Organisational Regulations do not specify terms of service or procedures for selecting new Board members, and provide minimal guidance regarding their duties.[1]

Three ICs, in Switzerland, Brazil and Mexico, assist the Board in its work. The global IC in Switzerland has eight members, with a senior shareholder and sustainability executive as chair, four external experts and three internal advisers. The local ICs, in Brazil and Mexico, have four or five members, all of whom are associated with C&A business, although the Brazil IC had one external member for a few years. The external experts on the ICs serve for three years, renewable for up to two additional one-year terms. Their most important function has been to review grant proposals prepared by foundation management and approve proposals or recommend Board approval.

The foundation's initial legitimacy derived from its brand association with C&A business. Representatives of the four comparator foundations interviewed (Ford, Hewlett, Shell, and Vodafone) agreed that this was not only unusual but also commendable for a foundation to try to transform the industry in which its parent company operates. A consequence of the association has been a strong moral voice for C&A Foundation within the industry.

While the current Board structure served the foundation well in its first strategic period, it is less than ideal for governance in the future. The perceived close ties to C&A business, particularly regarding the foundation's governance, have prompted some potential partners to refuse grants. This has been a serious concern in Mexico. So long as C&A business leaders retain their majority on the Board, they can be (and variably have been) critiqued on three points:

- For not supporting environmentally and socially beneficial reforms that might have a negative impact on the C&A business;

- For not widely practising what the foundation supports with respect to greater transparency in the fashion industry from working conditions to business purchasing practices; and
- For providing C&A business a halo effect.

To date, C&A Foundation has had no external or independent Board members and has lacked diversity of experience. By comparison, the boards of all four comparator foundations have independent members, some with extensive philanthropy experience. Both of the corporate foundations have independent board members to demonstrate the foundations' independence from their parent companies, as required by the UK Charities Commission. The Vodafone Foundation has two independent members and seven members connected to the Vodafone Group. The Shell Foundation has five independent members and three members connected to the Royal Dutch Shell Group.

The Ford and Hewlett Foundations are independent of the industries in which their founders made their fortunes, having been founded from the personal wealth of their founders. Both have board members with experience in philanthropy and business, and with subject matter expertise related to the major programmes and geographic areas in which the foundation works, thereby enhancing the legitimacy and strategic oversight of the board. The Ford Foundation even has 4-5 representatives of grantee partners on its board, as well as internal procedures to ensure that this does not result in conflicts of interest in grant-making.[2]

The value of having external members on foundation governance bodies is known to the Board. As one member said:

> "We have not determined the exact composition of the Board, but there should be a much better balance of internal/external. The IC where we tested some of the external members, they did a great job and have brought good networks. We need to bring external know-how."

Finding 26.   The global IC has served the foundation well in reviewing grant proposals and network development, but far less so in strategic guidance. However, having three ICs constructed and staffed differently, with different relationships to C&A business, has generated incoherence in grant-making alignment, relations with staff and partners, and relations with C&A business.

The foundation's global IC is an informal, non-legal body. The IC's four external members have provided essential subject matter expertise, as well as their time, interest and ability to dig deeply into grant proposals. The IC has been less involved in providing strategic guidance or reviewing the foundation's performance than indicated in its terms of reference. The IC has found little time, for instance, to review and discuss strategies, results and evaluations.

Having two additional local ICs in Brazil and Mexico has hindered the transformation of the foundation into a truly global foundation implementing coherent global programmes. Having only one globally representative IC would be sufficient and more consistent with the global nature of the foundation's programmes. Having a Board, and a single global IC would enable different kinds of external representation in the governance of the foundation, and free up Board members to focus more on strategic direction and oversight while the IC focuses on reviewing grant proposals. Independent Board members could be experts in philanthropy, the fashion industry, and economic and social development,

while those on the IC would continue to be programmatic experts, while also bringing expertise on cross-cutting issues such as gender and environment.

> **Finding 27.** **The Board has spent disproportionate time and effort on approving grants and less on providing strategic guidance and considering impact. Similarly, communications between the Board, ICs and staff have been ineffective at conveying the Board's strategic vision for the foundation.**

Board members, IC members and foundation staff share an understanding that the Board has been less of a strategic asset to the foundation than is desirable, and all confirmed this in interviews. As one Board member explained, regarding his relationship with the IC:

> "I don't interact with them…. I think in the context of the mission and vision of the foundation, I think we should have more contacts. What is desirable, looking at the size of a potentially growing foundation, twice a year including a site visit, nothing should be impossible."

In fact, there is great distance and limited interaction between the Board and foundation staff. For a foundation with industry transformation ambitions, there is a communicative disconnect between the Board and most staff, as communications have largely flowed through the executive director.

While the minutes of meetings convey that the Board has been reviewing strategies and progress reports as well as approving large grants, many staff believe that the Board has mostly focused on approving grants. For example, despite the foundation's learning orientation, the Board has only considered a handful of the more than 40 evaluations that the foundation completed over the past five years.

Roughly half the staff surveyed stated that they did not know enough about the leadership and decision-making of the Board to judge its quality and effectiveness. Of those that did, most recognised the Board to be honest, reliable and fair. Staff rated the Board to be modestly visionary and transparent. Board members have indicated that they would like to be closer to the staff, the activities and the partners of the foundation, among other things, by participating in off-site meetings and field missions to improve their understanding of foundation work and local context. Staff, for their part, commonly expressed the sentiment that the Board could be more direct and visionary in supporting the transformative work and agenda of the foundation.

SENIOR MANAGEMENT ARRANGEMENTS

> **Finding 28.** **While the Leadership Team has been lauded for propelling the foundation forward, senior management is not yet optimally structured.**

C&A Foundation leadership grew significantly over its first five years. The current executive director was appointed in 2013, and the head of Impact and Communications was established in 2014. After the "Fit for Purpose" study in 2017, the Impact function was changed to head of EP in 2018, Communications became its own functional team, and the GO and Talent and Learning functions were established. The current heads of the Sustainable Raw Materials, Labour Rights (now comprising Working Conditions and Forced and Child Labour), and Circular Fashion programmes were appointed in 2014, 2015 and 2017, respectively.

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The Leadership Team has been widely recognised for providing strong leadership during the foundation's first strategic period. Establishing the GO function has been a positive step and has enabled major progress in institutionalising more consistent policies and procedures throughout the organisation.

However, the GO is not ideally located in the foundation's structure and is at a level below where it would be optimised – at the level of a chief operations officer (COO). As one Board member said,

> "The [GO] team is so decentralised and the structure so complex, I think they need a COO. They have the budget for that…. Having a COO would also free some of [the Executive Director's] time to be less operational and have a more narrow [strategic] focus… It would make the organisation move in a more strategic way, more focused."

A staff member also expressed this widely shared perspective:

> "We have a Leadership Team that is massive, there are all sorts of priorities. Operational, processes, the strategy contents. There is maybe a need to split out the programme operational leadership and the strategy. We need a COO and a strategy manager…. it seems that everybody's time is used for everything at the moment at the leadership level."

The Leadership Team of nine members, which includes all the programmatic and operational heads and head of Instituto C&A, is a reasonable size for discussing and advising on most issues. By comparison, the Ford and Vodafone Foundations have leadership teams of eight and seven persons respectively, also comprising both programmatic and functional heads, while the Hewlett Foundation has an unusually flat leadership team of 15 persons (Appendix K). Once issues have been fully discussed in the Leadership Team, however, it would be more efficient to have a smaller executive team make the final decisions. Such a team would ideally comprise an executive director (chief executive officer), a COO, a single (rotating) representative programme head, and the head of Effective Philanthropy.

5.2 Global structure and functions

This section addresses the extent to which C&A Foundation's distributed global structure and global functions (GO, Human Resources/Talent and Learning, and Communications) have suited their purposes (on their own and working synergistically). The issues raised are in many respects not new for the foundation. The foundation launched a "Fit for Purpose" exercise in 2017, which resulted in eight agreed actions to improve the effectiveness and efficiency of the foundation:

- **Strategy:** Refine C&A Foundation's strategy to focus on transforming the underlying business in the fashion industry from linear to circular.
- **People:** Develop a fit for purpose global human resources system, including a new competency model and robust learning and development approach.
- **Rewards:** Refine and globalise a reward approach.
- **Processes:** Develop an efficient and shared back-end system across philanthropy.
- **Structure:**
  - Create a more effective and efficient structure
  - Merge the communications function with COFRA

- ◦ Develop an effective philanthropy function
- ◦ Establish a headquarters that is relevant to the core of C&A Foundation.

Hence, this section reviews the progress that has been made in implementing actions (2) related to 'People', to (7) related to effective philanthropy, as well as other issues that have arisen.

GLOBAL STRUCTURE

Finding 29.   The distributed global structure of C&A Foundation with a headquarters in Switzerland, three other offices in Europe, and five local offices in the global South has enabled the foundation to deliver on its vision and purpose by operating in proximity to its partners and beneficiaries in emerging markets.

C&A Foundation has 61 staff (including three temporary staff) employed by COFRA and C&A organisations (both business and philanthropic) in ten locations. This reflects the organic growth of the foundation over its first five years and the decision to use existing C&A business organisations to employ foundation staff rather than to create new organisations for this purpose. As a result, almost half of staff were employed by C&A business organisations in 2019.

The various programmatic and functional teams have had staff distributed in multiple offices around the world, such as the Working Conditions and Forced and Child Labour staff (merged into the Labour Rights programme in early 2019) in seven locations, the Communications function (in five locations), GO (in six locations) and EP (in four locations). The nine members of the Leadership Team were also in five locations (Appendix K). In surveys and interviews, staff expressed strong support for retaining local offices to ensure operation in proximity to partners and beneficiaries. Only a minority (17%) felt that the distributed nature of the foundation hindered its ability to deliver on its vision and purpose. Almost half (48%) felt that this was an enabler or major enabler to better appreciate and understand the local context in which partners operate; 32% felt this was neither a hindrance nor an enabler.

The most frequent concerns expressed about the current structure were the multiple offices in Europe, which required frequent travel between Amsterdam and Zug in particular, and the distribution of the staff among the local offices in the global South to better reflect the geographic focus of the foundation's work (for example, with the Communications team).

Among comparators, Ford, Rockefeller, Shell and Vodafone Foundations all have regional offices for the same reason – for grant programming and management to take place closer to grantee partners. Only the Hewlett Foundation is completely centralised with all its staff in the San Francisco Bay area. But Ford and Rockefeller, in particular, have structured their regional offices very differently with respect to the freedom of regional offices to develop their own region-specific programmes and the reporting lines of programmatic staff to regional or thematic directors (Appendix K). Both foundations have appointed regional directors in charge of their regional offices, but with significantly different authorities. The Ford Foundation has shifted much of its internal decision-making authority to the global South by giving regional directors the authority to approve grants for regional and national work, even that related to its international programmes. The Rockefeller Foundation has retained such authority in New York while giving its regional directors small funds for relationship and partnership building in their regions. Programme and operational staff at the Rockefeller Foundation still report to their global

programmatic and operational heads as well as their regional directors, just as most C&A Foundation staff now report to their programmatic and functional heads, wherever they happen to be located.

While generally supportive of the foundation's distributed structure, staff also recognise that the structure has costs and was not yet fully and clearly established. In particular, having an office in Brazil has generated partnership benefits that surpass those in other regions that are not represented in the structure. Another challenge has been finding ways for members of teams based in different locations to interact more, which has in part been overcome through the formation of temporary workgroups for specific purposes.

To maintain and benefit more effectively from this distributed global structure, the foundation has recognised that it needs unified policies, procedures, and benefit structures (such as human resources, travel and expenses) across the global foundation. Efforts are under way to do this. While it is appropriate to have a distributed global structure in key emerging markets, the local offices need to work beyond their national boundaries, beyond what is currently the case, for the foundation to have broader *regional* and systemic impacts.

However, this also requires addressing the challenge of grant-making in countries without local offices, which the foundation has found difficult to do (in Cambodia, China, Indonesia and Tanzania). To address this issue, the foundation has sometimes hired a local consultant, as it did in Pakistan. This may be workable in the absence of a local office, but would still require integrating such consultants into the foundation's team and culture to maximise their involvement in its work.

GLOBAL OPERATIONS AND TALENT AND LEARNING

Finding 30.   Global Operations and Talent and Learning have been establishing foundation-wide policies in their areas of responsibility, largely on schedule. C&A Foundation has been slowly developing a human resources system, including a new competency model, and refining and globalising a reward approach.

Both Global Operations and Talent and Learning are relatively new teams, having been established in mid-2018. GO is responsible for broad operational support to all governing bodies (Board and ICs) and foundation teams, and more specifically for grant administration, budgeting and financial control, risk and compliance, setting up regional legal structures and their governance, and liaising with the COFRA corporate departments with respect to legal, tax, information technology, global security, and service level agreements.

GO is the larger team with 16 staff in six offices; Talent and Learning has two staff in one office. Not surprisingly, respondents to the Staff Survey believed that GO has been better financed than Talent and Learning; staffed with a more appropriate mix of capabilities and experience; adapted to deliver on its responsibilities; and its staff enabled to use systems, policies and procedures better.

Looking for efficiencies and to ensure continuity and unified ways of working, the GO team was launched in January 2019. It brought together existing staff under a new title, and brought together the general administration and grant administration functions, which had previously been working in isolation. This was intended to create cohesion and a sense of teamwork, leverage knowledge, and foster organisational improvements.

The team defined its direction, vision, mission and strategic objectives early on. To achieve the ambitious goal of making the foundation operationally fit for purpose by the end of 2019, the team restructured itself into 12 task forces, each responsible for its own projects and leadership. This structure enhanced motivation, ownership and performance, such as enabling the GO team to implement the GO Plan with relevant projects like Salesforce, the Risk and Compliance framework and Financial Management Reporting.

GO has been leading the development of a full set of C&A Foundation policies referred to as the "Policy House". This has included developing policies in a rough order of priority: grant management, data management, ethics, travel and expenses, human resources, finance, IT, risk and compliance, communications, and health and safety. Development of the Policy House has been happening so quickly that some programmatic staff have expressed feeling overwhelmed by both their workload and the appearance of many recent policies.

On the importance of a Policy House, one representative of a comparator global foundation has asserted:

> "Good policies and procedures, and a good compliance regime are necessary for legitimacy and to protect the reputation of the foundation…No one wants to be in a position where an institution with great intention is making the news because some grant was not delivered properly… Mistakes happen, but you need to have a process already outlined to deal with these problems."

GO has also taken the lead, with Talent and Learning assisting, in bringing all C&A Foundation staff into an employment relationship with the foundation, either directly or indirectly through wholly owned subsidiaries of C&A Foundation, such as C&A Foundation Hong Kong Ltd. This has involved examining the legalities of setting up new service organisations for the foundation as well as their governance requirements. It still will probably not always be efficient to set up new organisations in a country for only one or two C&A Foundation staff.

Talent and Learning has taken the lead on putting in place unified human resources policies, procedures and benefit structures to the extent permitted by local labour laws. The foundation cannot harmonise everything because different countries have different laws, needs and local practices. Talent and Learning has aimed to put in place minimum standards such as 20 days of paid leave a year. But C&A Foundation still cannot give different benefits to foundation staff in Mexico than C&A business staff enjoy when they are employed by the same organisation, for example. Talent and Learning has been developing four employment levels with competency descriptions. These include both programmatic and functional staff, but the five proposed levels are big, so that staff can grow within each level.

C&A Foundation should be large enough now to manage its own human resources recruitment and administration efficiently. If the foundation were to take over that responsibility, it is likely that that quality and speed of human resources recruitment and administration would increase, allowing the foundation to meet evolving needs more effectively.

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> **Finding 31.   The Communications team has provided a vital strategic function, ensuring the foundation's visibility through diverse media and events, while maintaining independence from C&A business. It has been less successful in providing coherent and consistent support to the foundation's programmes in all regions.**

The Communications function has existed since 2014, initially as part of Impact and Communications. The Board has taken great interest in the effectiveness of foundation communications from the very beginning, such as the development of the foundation's brand, identity, and wordmark,[3] and wanting to see "communications ramp up in frequency, quality and focus".[4] After the 2017 "Fit for Purpose" study, the team began reporting to the COFRA director of Philanthropy Communications in February 2018.

The foundation's senior communications manager has been based in Dusseldorf, where the Communications team of C&A business is also located, although manager does not report to the C&A business communications team, thus maintaining independence. The relationship between the two teams has been one of practical alignment based on finding natural synergies (like issuing Annual Reports at the same time), and working together to manage potential reputational risks (such as press releases that might be perceived as damaging to the fashion industry). The two teams consult with each when they decide it is appropriate to do so; each team relies on its own staff to know when the other team needs to be consulted. C&A Foundation Communications values its independence and does not want to be seen as greenwashing for the business. While some communications situations have caused internal unease and had to be managed carefully, there have not been any communications crises in which the reputations of C&A business or C&A Foundation have been adversely affected.

The purpose of the Communications function has been to support the foundation's mission. As both a strategic and service function, Communications is responsible for both internal and external communications, for global (foundation-level) communications, and for supporting the communications of partners.

The function's overall objective, found in the 2018-20 strategy, is to "maintain and grow C&A Foundation's position as thought leader and major contributor to the global movement towards sustainable fashion so as to inspire action". To do this, Communications launched an informative website, developed a dynamic social and traditional media presence, engaged with journalists, attended and participated in conferences, built a story-telling approach and culture about the foundation's work, and increased the visibility of the foundation. Having launched its social media presence in September 2015, C&A Foundation (global) now has more than 240 thousand followers on Facebook, 26 thousand on Twitter, 16 thousand on LinkedIn, and 16 thousand on Instagram. There were more than 2.5 thousand media clippings about the foundation between June 2018 and May 2019 – almost six times as many as two years earlier. C&A Foundation staff attended 66 conferences between June 2018 and May 2019, 55 of these as speakers (Appendix K). The Communications function has ensured that the foundation is visible in the public domain among those actors and networks that wish to learn about and participate in a transformation of the fashion industry.

C&A Foundation Communications has recently been redirecting its strategic approach towards developing more intentional campaigns, working with increasingly high-profile partners to get the message of sustainable fashion into public discourse. Today, Communications views its principal audience as

"influencers", industry professionals, journalists, academics, NGOs, and celebrities who maintain a highly visible and vocal media presence, and seek to influence the behaviour of others in the fashion industry. The Communications function has the experience and capacity in place to do this, judging by the highly active traditional and social media presence of the foundation. Yet, the geographic distribution, regional experience and linguistic aptitudes of its team may not be ideal to most effectively reach its varied target audiences (which may include the United States, China and elsewhere; Appendix K).

Among partners, respondents to the PPR 2019 said that C&A Foundation is communicating its goals and strategies better than in 2016. However, foundation staff have conveyed in interviews that it has not been clear what kind of support the Communications team is supposed to provide to programmes and their partners. Programme staff appreciate that the Communications team has now designated one team member to work as a "business partner" with each of the other programmatic and functional teams. Still, "the responsibilities of the Communications programme to our partners is not clear to me", one programme manager said. Programme managers would like more communications capacity to be dedicated to the programmes to enable partners to meet their communications needs.

Historically, the foundation's Communications team in Brazil has worked more directly with Instituto's partners to provide communications support and products directly for the partners. In most other cases, there have only been provisions in the grant agreements and budgets, whether these are line items or not, for the partners to conduct their own communications with the support of the foundation. On this point as well, the Communications team has pointed out that the distribution of its staff may not be suited to providing quality support to partners in the foundation's range of operational geographies. In particular, having three Communications team members in Brazil, only one in India and none in Bangladesh is not providing effective strategic presence in key foundation geographies.

SYNERGIES

Finding 32. **The "business partner" approach recently adopted by the Communications and Global Operations functions has been much appreciated across the foundation, creating the potential for increased synergies among the foundation's functions and programmes.**

C&A Foundation has experienced siloing not only between programmes but also between programmes and functions (as well as between certain functions), which have inhibited the foundation's ability to deploy the broad range of its capacities for systems change. Staff Survey respondents perceived that the strongest synergies have been developed between Communications and EP, which is not surprising since Communications was part of Impact and Communications (now EP) from 2014 to 2018 (Appendix K). The weakest synergies were seen to be between Talent and Learning and the other three functions, which is also not surprising since Talent and Learning is the smallest and newest team.

Following the example of the Communications team, GO has recently also adopted a "business partner" model for working with the other foundation teams. GO designated team members have become the liaison for their assigned teams, both internally and externally, contributing to the services that their assigned teams deliver outside the foundation. In a response to the requests of the other teams to be more involved in operational developments, GO brought the business partner approach to the next level with the introduction of its "Slingshot operating model", which aims to structure collaboration, foster partnership and provide a simple, robust and agile platform to users. GO said that the model provides appropriate checks and balances, space for innovation and the capacity to respond to new demands.

They expect their partners in the other teams to provide continuous input and feedback to GO staff to improve their liaison. The same model allows other teams to put forward requests or new demands to be explored through a co-design and co-creation process between GO and their partners, using the GO's task force structure as the vehicle during the design and implementation process.

The evaluation has not assessed the effectiveness of the business partner models since these have only recently been implemented. However, based on interviews with staff and a review of the model being implemented by GO, the evaluation team recognises the potential of the approach to improve synergies among the enabling functions and programmes throughout C&A Foundation. Indeed, staff interviewed on this matter have clearly welcomed the change.

5.3 Gender equity in governance, management and processes

Finding 33.   C&A Foundation has been slow at implementing its GEI approach within the organisation.

While C&A Foundation has made progress in implementing gender equity concerns in its programmes, it has made limited progress on those issues in the governance and management of the foundation. Until very recently, matters such as hires, pay equity, and maternal and paternal leave had relied heavily on the good will of management. The lack of a systematic approach was noted in interviews with staff and is reflected in Staff Survey results; the extent to which gender equity has been integrated into recruitment, staffing and organisational culture are perceived as inadequate. To address such concerns, throughout 2019, prompted by the recently adopted comprehensive GEI approach (see chapter 3), the foundation began building its first human resources policies for GEI, both for hiring and working conditions.

A related concern is the foundation's governance composition: the Board has been exclusively male, though, as noted earlier, it has expressed openness to transitioning to a more gender-balanced composition. Meanwhile, staff in executive and management positions have been mostly female, pointing to important questions about next steps in challenging gender-related power dynamics. These gender and power issues also have grant-making implications: staff, Board and IC members, and partners have questioned the legitimacy of the foundation's gender-related requirements of partners. One IC member said, "We tend not to hold grantees accountable on issues of gender and racial diversity, and that is because the foundation is uneasy — what if they turn around and ask us what's up with us?"

The GEI approach also has implications for foundation processes. According to a recent Benchmarking Report on GEI, the adoption of GEI entails reflecting on, adapting, and even transforming leadership, staff diversity, organisational culture and policies, grant-making, and communications. Thus, the transition that has been initiated not only involves a widening of scope but a major shift in mindset, priorities and approach, including integrating staff with disabilities[5], building more horizontal and participatory relationships with partners, and integrating GEI support into ONE grants.[6] As the 2019 GEI Baseline Assessment found, "currently, many staff are unsure what the foundation's new emphasis on GEI means for their work, and feel it has not yet been clarified by the leadership".[7]

6 Monitoring and evaluation, organisational learning, and research

This chapter reviews the ways in which monitoring, evaluation, organisational learning and research have been implemented to support the performance of the foundation and its partners.

6.1 M&E and organisational learning

M&E LEADERSHIP

Finding 34.   Effective Philanthropy is institutionally anchored and has provided leadership in the implementation of monitoring and evaluation policy and processes. Its work has been in line with trends in philanthropy to be more disciplined, build evidence and focus on outcomes.

Effective Philanthropy has made significant strides in developing a robust M&E approach (Appendix L). Its M&E Policy[1] and formal Learning Model and Plan (2018-2019) sharpened the focus on accountable learning and supported the foundation's effective and efficient use of resources for realising its purpose.[2] This orientation is in line with trends in philanthropy to be more disciplined, build evidence and focus on outcomes. The team, geographically spread across key markets (Switzerland, India, Brazil and the Netherlands), demonstrated a deliberate, instrumental, strategic approach and alignment around the common purpose of assuring the quality, ethics, use, and utility of M&E processes. Overall, 76% of Staff Survey respondents said that EP had been "highly" or "outstandingly" staffed with an appropriate mix of capabilities and experience. The head of EP is represented on, and strongly endorsed by the Leadership Team. EP members were described by colleagues, partners and external evaluators as deeply engaged and involved; providing inspiration; and "listening, observing, giving ideas and helping to connect the dots".

C&A Foundation funded a larger share of evaluations than average (evaluating 62% of its grants versus 35% for other foundations), according to the PPR 2019, and regularly published its ToCs and externally commissioned evaluation reports. The benchmarking study for this evaluation found that two of the foundations examined did more monitoring than evaluation, while the other two evaluated programmes rather than individual grants. In a landscape historically focused on activities and processes where it is more common to evaluate programmes and strategies or sub-strategies[3], EP has routinely undertaken a more rigorous approach, down to the level of evaluating individual grants.[4] Motivated by a broader organisational governance process to ensure that more significant funds were being used appropriately and effectively, grants over EUR 750 thousand (as an individual grant or cumulatively) triggered independent external evaluations to ensure an impartial review and to distil lessons from experience. This was complemented by other internal mechanisms (After Action Reports, webinars, blogs, and recently, Learning Circles).

EP made major time investments in the field to accompany and observe M&E processes. This yielded insights into the strengths and weaknesses of partners and the full range of the foundation's funded

initiatives, which provided the basis for generating credible input for colleagues. EP has demonstrated its leadership in various ways; for instance, by observing evaluations (not monitoring processes); taking a leading role on the ongoing organic cotton impact evaluation in India; supporting the Brazilian team by implementing the evaluation and learning aspects of the sustainable exit from education initiatives in the country; championing and supporting a developmental evaluation of Humanity United's Working Capital Investment Fund.[5] Through this initiative, C&A Foundation was set to "make a significant contribution to the broader field of programme evaluation work".[6] In this respect, important blocks had already been put in place towards the 2025 goal for the foundation's EP function to be known, replicated and scaled across the Brenninkmeijer family owner philanthropies.[7] In view of the value-added, foundation staff wished for even more capacity from the EP team to directly support partners (for example, in the design stage to co-create ideas; later, to enhance prospects for grant approval on a first round; support on effectively sharing knowledge and experience).

ACCOUNTABLE LEARNING AND SYSTEMS CHANGE

Finding 35.   The foundation's over-reliance on Key Performance Indicators has not provided sufficient context and trajectory to facilitate decision-making and leadership attuned to the foundation's systems change vision and purpose.

C&A Foundation has established a robust M&E system to assure the efficient and effective use of resources and accountable learning. Linking this to the foundation's vision and purpose of systems change has proved problematic, however. An evaluation respondent asserted that systems change is "about a trajectory; it isn't about KPIs". However, monitoring the performance of systems change requires the use of process KPIs and gauging the path of "the right outcomes and impacts, which are not easily measured", as explained by a prominent evaluation professional. Still, while quantitative KPIs may be reassuring for managers accustomed to working with numbers, their lack of context and projection does not necessarily facilitate decision-making or leadership.

The Staff Survey corroborated the need for improvement in this area, pointing to an excess of KPIs that did not represent systemic change. While the foundation's M&E reporting guidelines went far beyond KPIs, in practice, there tended to be a significant focus on quantitative KPIs (such as number of tonnes of sustainable cotton produced).[8] The demand for KPIs cascaded from the highest levels down through the foundation. These KPIs were developed in alignment with programmatic ToCs and reflected the interest in demonstrating results and impact.[9] Results are rolled up across initiatives, across programmes, and fed into an internal dashboard, then aggregated to a higher level (Product, Supply, Lives).[10] These data are used in reports to the foundation's governance structures as well as in external communications (such as Annual Reports and social media) to showcase the foundation's performance.[11] However, such information barely communicates the real story of performance, does not facilitate understanding of contribution to systems change, and contributes little to organisational learning.

A continuing source of tension between the foundation and its partners has been its use of KPIs to measure the progress of grant-supported activities. This is also a source of tension for staff insofar that KPIs are used as an input to performance reviews of programme managers. Foundation policy directed all initiatives have at least two KPIs that responded to and could be tracked against programmatic KPIs. Tying staff performance to KPIs has made the relationship between the foundation and its partners more transactional. Under this policy, staff performance is in part a product of partners' success in achieving results, whereas partners' success is beyond the sphere of *control* for the staff and only in their

sphere of *influence*. Staff have perceived this practice as inappropriate. As one programme manager explained:

> "Our individual performance on strengthening partners is not measured… We are not measured on how we work, on our allocation of time. Are we building strong relationships with partners? Are we coaching partners to achieve their milestones? Are we representing the foundation in a good way?"

While partners were not limited in their repertoire of KPIs for monitoring initiatives, the PPR 2019 observed that some showed a preference to only track initiative progress against those indicators requested by C&A Foundation. Combined with other factors, this is indicative of a perverse incentive for both partners and programme managers to privilege results of interest to the foundation with less regard for aspects of concern to the partners.[12]

There is evidence of internal frustration, shared also by partners, that the foundation's current KPI framework has not been suitable for decision-making, as "the richness of the things that were going on were not showing up".[13] Staff and partners have questioned whether the KPIs were measuring what the foundation and partners have wanted to achieve (such as systems change), whether the KPIs were being reported honestly, and whether they were being applied consistently across programmes. In a few cases, partners mentioned they felt pressure to report more positively than a purely objective observer might have done to maintain confidence and momentum. Reported evidence from 32 grants reviewed for this study suggests that the KPIs were tending to underreport the achieved outcomes of these activities (Appendix L).

In benchmarking other foundations' practices, it was reported that KPIs had little value and "would likely be a case of counting for the sake of counting… [there should be] no numbers without a story; no stories without a number".[14] None of the comparator foundations surveyed used KPIs to measure either the progress of grant implementation or the performance of programme staff. While the Shell Foundation established four corporate KPIs against which they aggregated the outcomes of their activities to the corporate level, they did not impose these corporate KPIs on investees or grantees. The Ford and Hewlett Foundations did not use KPIs for either purpose. As a key comparator foundation informant, the Director of Strategy and Learning at the Ford Foundation openly said:

> "We don't use KPIs at all… I can't say how much I strongly advise against using such numbers to track the performance of program staff. There are many good reasons grantees cannot achieve what they say they will do and the important thing for program staff and grantees is for them to learn what the obstacles were and shift strategies accordingly. We want our program staff to take smart risks and some amount of failure with learning is desirable. We don't work in laboratories and not that much is in our control. There are places where applying the approaches of the corporate world to the non-profit world can be counterproductive and this is one of them".[15]

Cognisant of a need for improvement, in 2018, C&A Foundation added a phrase to the KPIs that adjusted for process and level of effort to strengthen the notion that reporting was not just based on numbers. The EP team had also mandated the development of a new Rubric Methodology Approach, to be field tested in 2019, with the hope of "making measurable what is most important".[16] Furthermore, as part of planning discussions for 2020-25, the foundation's leadership has demonstrated appreciation that the focus on short-term performance has impeded the ability to measure and understand long-term systems change.[17]

Furthermore, there is evidence that some parts of the foundation have moved in this direction (Sustainable Raw Materials for one), while others lag (Appendix L).

RESOURCING M&E

> **Finding 36.** **The foundation's monitoring and evaluation work is adequately planned and resourced and has been perceived as useful and improving the performance of supported initiatives. However, the majority of partners and staff experienced monitoring and reporting as overly demanding and resource intensive and some evaluators found Effective Philanthropy's involvement in evaluations unconventional and demanding.**

From the outset, continuous assessment and oversight of grant implementation were embedded in M&E policy. This was meant to allow the foundation and its partners to understand if, and the extent to which, envisioned results and impacts were being delivered. EP carried out portfolio monitoring and set standards for reporting and minimum requirements, while programme staff and partners monitored their respective initiatives. According to the PPR 2019, an average partner spent 120 hours on funder requirements over a grant's lifetime, predominantly on proposal development. Of that time, 23% was annually spent on monitoring, reporting and evaluation processes, which was consistent with the foundation's bi-annual reporting requirements.

Partners expressed high *appreciation* for the support received in M&E planning and in adequately resourcing its implementation; they gave excellent marks through the PPR 2019 to the foundation's reporting and evaluation process, with 96% indicating that they felt comfortable approaching EP if a problem arose. In supporting these processes, staff were generally perceived as helpful, responsive, transparent, providing "positive and professional support, bringing together diverse strands of work and keeping the big picture in mind".[18] In the PPR 2019, partners experienced the reporting process as well-planned, relatively straightforward, adaptable, based on simple and useful formats, aligned with the timing of their work, and with questions and measures that were pertinent to funded activities. Notably, Brazilian partners experienced that same process as less straightforward and adaptable, and reported that they had significantly less substantive discussion with the foundation's programmatic staff about their initiative reporting.

EP's support for both programme leadership and partners in adaptive management and course correction is recognised and valued differently by staff and partners: 82% of Staff Survey respondents ranked guidance provided to partner organisations on M&E as "high" or "outstanding". In the PPR 2019, a *minority* of partners described the foundation's M&E as a "strict and appreciated structure that leads to better partnership and ultimately better impact", a "worthwhile burden" that was helpful for keeping "on track in terms of knowing when [they'll] have to show results".

By comparison, a *majority* of partners experienced reporting as a resource drain that was slow, time-consuming[19], and sometimes, "quite daunting"[20]. Overall, smaller organisations indicated that such time requirements were burdensome.

In the Staff Survey, M&E was viewed as demanding and "pulling on staff's time in significant ways". Staff do not consistently recognise the value of participating in the foundation's M&E processes. Some perceived any "administrative" activity as an obstacle to achieving substantive goals.

UTILISATION FOCUSED AND UNCONVENTIONAL

Concerned with ensuring that evaluations are useful and of high quality, EP's involvement in evaluations and with evaluators has been unconventional and demanding. EP's approach, intentionally reliant on adaptive, emergent processes (which is appropriate in a complex system) to "see what emerged", facilitated real-time tailoring of evaluations to specific learning objectives while it also allowed for opportunistic changes of scope and methodology. This was usually handled in negotiation between EP and independent evaluators with respect to the terms of the engagement.[21]

The EP team, while quite flexible and open to trying new methods[22], was quick to step in if concerns emerged about the quality and utility of evaluation reports. This orientation led to high responsiveness to programmatic preferences (in the constitution of evaluation teams, for example) and a stated desire to support partner learning. EP has also adopted a strong approach to supervision, particularly in the inception phase and in finalising evaluations. It saw an important role to "help those evaluators order the findings and recommendations in a way that supports utility", but some evaluators saw this as directive and demanding.

ORGANISATIONAL LEARNING AND SILOING

Finding 37. **The foundation has made strides as a learning organisation. However, programme staff and Effective Philanthropy acknowledge that organisational learning was more effectively taking place within programmes, rather than systematically across programmes and externally. To break down these silos and facilitate individual and organisational learning, the foundation has experimented with various mechanisms, with some success.**

EP has played an important role in supporting the organisational learning of partners (through M&E processes and facilitated learning such as Bridging the Gap), but its efforts to promote learning across internal teams and programmes have gained limited traction. Nearly 70% of respondents rated EP's ability to enable learning between programmatic and functional teams as "modest" or "not at all". Indeed, 37% of respondents in the Staff Survey indicated that C&A Foundation programmes had been "somewhat" or "totally" inefficient at disseminating lessons, both across the foundation and externally. This points to stretched resources within EP as well as weakness in organisational learning across silos (programmatic and functional) relating to lack of sufficient time for reflection and incentives to promote learning. This is also a matter on which EP, and the foundation, have begun to focus more attention.

INTERNAL TASK FORCE WITHIN ONE ORGANISATIONAL UNIT

The GO team initiated task forces in early 2019 to use internal resources to put in place plans to meet GO goals by year end, address issues (such as improving grant management and financial information flows), and improve the unit's service quality. Volunteer participants reported that they experienced accelerated professional development, were motivated and "highly energised by the possibility to participate", "happily put extra time into this", and "looked forward to seeing how the ideas brought forward were tangibly realised". This experience offers a positive example of blending individual and organisational learning in the service of organisational problem solving. From the constitution of the GO task forces (all GO administrative staff), they still appeared to work in silos.

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Bridging the Gap, launched in 2018 under the Circular Fashion programme involving four partners, has been highly effective in cross-fertilising other members' perspectives, expertise and experience in developing innovative circular business models. While results have yet to be seen, all partners reported that the facilitated learning experience was extremely helpful in breaking down the silos between their different organisations. However, involved parties had all underestimated the time demands and prioritisation needed to assure continuous learning. The Working Conditions team recently replicated this facilitated learning approach. The Sustainable Raw Materials team brought its organic cotton partners together in an experience-sharing meeting in Sri Lanka in March 2018, which also aimed at ensuring operational staff were aligned with the programme strategy and their contributions were recognised. According to the After Action Report, the quality of discussion and engagement was high.

INTERNAL LEARNING CIRCLES ACROSS PROGRAMMES

In early 2019, Learning Circles[23] were piloted as a mechanism for breaking institutional silos and improving organisational learning and dialogue "in a more agile, dynamic, and integrated way", as one Leadership Team member explained. Four Learning Circles were launched: Transparency, Impact Investing, Advocacy and GEI.[24] These highly structured discussion groups involving 17 C&A Foundation staff had well-defined roles, responsibilities, ground rules, a clear agenda and a timeline ranging from two to eight months. Participants valued these pilots for allowing them to get out of their usual conversational neighbourhoods and learn more about topics beyond their own programmes. They reported that the cross-silo nature of Learning Circle membership provided a "great platform for learning from each other", though finding time to participate meaningfully has been a challenge.[25]

Early results from the Learning Circles pilot indicate that this mechanism offered an opportunity to solve complex problems by harnessing the wisdom and experience of participants, with individual and organisational learning as collateral benefit.[26] All participants testified to the value of approaches that give them new ways to meet, exchange, appreciate and learn from one another. However, while temporarily channelling energy and resources into solving complex organisational challenges, their voluntary nature appears to be overridden by the obligatory nature of delivering substantive work. Thus, while there are hopes for the Learning Circles concept, the pilot is still young.

6.2 Research

Finding 38.   C&A Foundation research has been commissioned and undertaken ad hoc. Without a strategy, adequate management and oversight, research has been variable in purpose, commissioning practices, quality and use. While research has informed the work of all programmes, it has only moderately supported the foundation in advancing its transformative purpose.

STRATEGIC PURPOSE

C&A Foundation has no strategic documents articulating the purpose or objectives of research, nor are there research policies or clear systems for tracking research investments. Research needs mostly have been identified ad hoc by foundation and programme staff. A high proportion of staff believes that

too much research has been commissioned with little or no clear purpose. In the Staff Survey, 36% of respondents indicated "not at all" or "modestly" when asked if research responded to an articulated need; 16% considered it did "substantially", and 25% "highly", with none reporting it as "outstandingly". Considering that the foundation has positioned itself to transform the fashion industry, its approach to research has not been designed to serve this purpose.

Based on data collected for this evaluation, there is widespread agreement that the foundation should be – and has been – using research for three purposes:

- To inform organisational strategy
- To inform programmatic strategies and decision-making
- As a tool for policy and advocacy work.

The research outputs commissioned and produced in the first strategic period have favoured research informing programmatic strategies and decision-making. Of the 50 research outputs in the period, only four were aimed at "policy/advocacy", one was for original "innovation" research, while 22 contributed to programme strategies, and 21 to initiative implementation covering all programmes. Finally, the foundation has been selective in informing organisational strategy with a handful of research outputs.

The use of research to steer programmes and inform decision-making is appropriate. While the strategy documents of Sustainable Raw Materials make little mention of research, the programme commissioned valuable research, including social, economic and environmental impact assessments of cotton farming in Madhya Pradesh that informed discussions for its second strategic period.[27]

Of 21 research outputs produced by the Working Conditions programme, 19 informed programmatic strategy or initiative implementation, both through landscaping assessments and feasibility studies. All Forced and Child Labour research has been commissioned to inform programmatic strategy and initiative implementation. The Circular Fashion programme has benefited from research in this way, with three out of four research outputs informing programmatic strategy. Staff frequently cited the DRIFT report as influential in building the programme's ToC. Finally, eight of ten research outputs from Strengthening Communities informed the implementation of initiatives.

Research for policy and advocacy, though increasingly recognised as central to the foundation's second strategic period, has been underdeveloped. Foundation-level strategic documents explicitly say that research should inform work on "Changing the Policy and Legislative Frameworks". The Labour Rights programme (combining Working Conditions and Forced and Child Labour) now identifies research as a tool to feed into its advocacy activities with a strong utilisation-focused approach. The Circular Fashion programme touches on this in examining "how circular economy can promote inclusive economy". Only Sustainable Raw Materials has barely developed its research for policy and advocacy.

Among comparator organisations, the Shell Foundation has deployed 2-3.5% annually to commission research that supports advocacy. By comparison, C&A Foundation has disbursed EUR 6 million for research initiatives (EUR 1.5 million by Strengthening Communities) during its first strategic period, of a total cumulative budget just over EUR 188 million. Thus, foundation research spending amounted to about 3% and was well within philanthropic norms.

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On the matter of innovation-oriented research, the foundation has conducted only one research effort to advance knowledge in the field, which is appropriate given that such research is already being pursued or available from other organisations, think tanks and universities.[28] Instead, the foundation has supported selective partner organisations in conducting original research. It has also acted as a convenor around research conducted by partners like FFG, while building research and advocacy networks. Doing so has been in line with the foundation's systems change approach, building on and amplifying the strengths of diverse network actors.

POSITIONING FOR USE AND IMPACT

A majority of foundation research was designed to feed directly into foundation activities and decision-making, through baseline assessments, progress assessments, or landscape studies.[29] Most of the research outputs consisted of reports or presentations. They were either kept for internal use, diffused through partners' web platforms or accessible through the C&A Foundation website.[30] Some research outputs also resulted in initiative proposals.

C&A Foundation rarely oriented its research at the field itself. Only one research study was published in a peer-reviewed publication[31], and one series of 11 policy briefs was produced for the Strengthening Communities programme.[32] The foundation's approach has been consistent with the vision of programme staff, who believe research should be utilisation-focused, providing landscape studies and baseline assessments to inform the deployment of initiatives, and providing information on areas of the foundation's work where data are rare. The perspective of a minority of partners differed on this matter, as they considered the foundation an entity with the resources, position and credibility to become a thought leader, producing research whose use would advance knowledge of a field. The foundation has thus far very selectively supported partners themselves in producing such research, rather than having an in-house research capacity.

> "The problem is that once the research has been undertaken, if we don't do anything with it, it is just pointless documentation. We need to plan what we want to achieve with this research before we even start funding it, it cannot be an afterthought."
>
> *C&A Foundation staff*

According to staff, research commissioned by the foundation has been "modestly" to "substantially" useful, both to the foundation and to partner organisations.[33] This could be explained by the different levels of precision and the non-systematic presence of dissemination and utilisation plans in research proposals and plans. Of the 50 initiatives in the universe of research for this evaluation, 25 had dissemination plans and 32 had utilisation plans. In most instances, where they did exist, the plans were imprecise regarding where, when and what dissemination activities would take place and by whom, and when the conclusions would be acted upon. Yet, when plans were detailed, it appears that research was used. For example, research produced by Save the Children as part of Disaster Risk Reduction grant was frequently cited by staff: "They developed the research and learning component of the programme. There was a suite of 11 topics. It was led by Save the Children and academic partners and they set up a consortium, which worked very well."

Finally, time has constrained the ability of staff to move research recommendations forward. As a result, research has not always been shared or effectively translated into action, internally or externally. It is therefore unsurprising that C&A Foundation research has had modest impact. For instance, 20% of Staff Survey respondents considered research to have had "no impact at all", 32% considered it to have had

a "modest" impact, and 36% "did not know". Those results are consistent with findings on research use: if research is not intentionally positioned for use, chances are slim it will have strong impact. To have impact, research should be utilisation-oriented and serve a specific need.[34] Programme staff believe that research should be commissioned for the purposes of informing action, with flexibility to account for the programme's varying levels of maturity and needs.

RESEARCH MANAGEMENT AND OVERSIGHT

C&A Foundation has had neither a research department nor a research management and oversight function, though EP has provided some support. Commissioning practices have been managed by various staff. Programme managers have both approached researchers directly and issued calls for proposals.[35] Proposals varied in length, format and approach, with many failing to comprehensively or even adequately provide required information (for example, on relevance to C&A Foundation, gender, risk mitigation, audience and dissemination). Notably, due diligence on the capacity of researchers to deliver quality outputs was not systematically conducted, as observed through a review of research-related documents. Such inconsistencies explain why 41% of Staff Survey respondents considered commissioning practices to have been "modestly" appropriate.[36]

Staff considered most of the research of *modestly sufficient* quality[37] —good enough to serve its purpose. The foundation has little to no internal capacity for thorough quality assessments of research, which has resulted in some notably poor outputs, which have sometimes been used selectively or discarded altogether. Several staff commented on the Life Cycle Assessment (cotton), for example, and others pointed to quality concerns. Similarly, the Mexico landscape study commissioned to feed into the Working Conditions programme was cited as an example of poor-quality research. Foundation programme staff identified difficulties faced in finding subject matter experts as the main cause.

Staff have generally not identified research as presenting more than a very modest risk or threat to the foundation, given that much of it has not been made public.[38] One exception has been the sometimes low levels of research quality, which may chip away at the foundation's reputation when made public. Another risk has been more substantive, related to C&A business and partner reputations on matters of sourcing, traceability, and such, which has come up in a handful of cases.[39]

A large majority of the research employed traditional methods such as surveys, interviews, fieldwork, desk analysis and literature reviews. While a review of research proposals suggests little appetite for innovative methods at the foundation, a participatory methodological dimension was often in evidence, including workshops and training based on preliminary research results; validation processes with experts or affected populations to get their feedbacks. Considering the utilisation-focused nature of the research commissioned, and the partnership approach of the foundation, these practices can be seen as building a movement, and thus positive contributions in line with the foundation's systems change approach.

7 Conclusion and recommendations

7.1 Towards transformation

C&A Foundation launched in 2014 with the ambitious aim of making fashion a force for good. Through its strategic and programmatic efforts, and by employing its technical expertise and perspective as an industry insider over the past five years, the foundation has gained credibility. That credibility has given it the position, voice and growing power to influence global fashion brands whose support, commitment and action are essential to transforming the industry.

The foundation's strategic efforts have included testing tools and approaches and engaging an array of stakeholder voices. Among the tools identified and tested have been strategic levers, levels of intervention in a system, and approaches to working with partners, which have guided and facilitated its thinking and actions. The foundation's Theory of Change has also recognised that "system-changing work takes many organisations — and some random good luck".[1] Hence, C&A Foundation took the bold step of bringing more and different voices into the work it has funded with particular attention to gender justice and, more recently, gender, equity and inclusion.

Most C&A Foundation programme activities have aspired to advance its ambitious aims. The foundation has attempted to understand the root causes of problems and the systems that create them and, in a more limited way, oriented its work to transform them. Consistent with its resources, capacities, partnerships and cross-cutting attention to gender, the foundation has rolled out programmes focused on four thematic dimensions of the global fashion system, as well as one programme focused on strengthening communities. These programmes and their initiatives were conceived to address the gaps between the legacy fashion industry and a desired sustainable future for fashion. The assessment of the four main programmes is summarised here.[2]

Sustainable Raw Materials

This programme has made the foundation a global leader in the discourse on organic cotton and has supported the scaling of sustainable cotton. The programme has been positioned to influence both the supply and demand of the industry through its work, albeit mostly the former. While results have varied by location, India, which had the highest concentration of partners, investments and global production of organic cotton, has witnessed the most systemic progress. For example, Forum for the Future's Cotton 2040 and CottonConnect's Multi-Country Sustainable Cotton programme in China, India and Pakistan showed evidence of C&A Foundation systemwide thinking. Much of the other programme work assessed by this evaluation was filling gaps vital to enabling and supporting a shift to organic or sustainable cotton. However, these achievements were predominantly observed in the hotspots targeted by the programme and have not yet proven scalable. Aside from organic and sustainable cotton and a small focus on cellulosics, this programme's investments did not represent the full breadth considered necessary to shift thinking about raw materials in the global fashion industry, which is largely dependent on oil-based synthetics with a large carbon footprint.

Forced and Child Labour

Forced and child labour is rooted in structural issues deeply connected to cultural and economic matters of the communities in which it is present, often exacerbated by migrations between countries or even neighbouring states. Understanding these complex systems and their myriad players has been challenging for the programme, and is where staff had the least knowledge, according to partners. Developing isolated projects in some countries has been largely ineffective at targeting system-level change or even building the field. Large scale interventions were deployed in India, capable of reaching large populations, involving a range of local organisations and mediated by prominent international organisations, with special focus on hotspots in Tamil Nadu. By comparison, in Brazil, smaller projects reached fewer people. The programme has made visible but limited progress helping to identify and rescue individuals in situations of forced and child labour and to provide support to their communities. While building understanding of human trafficking, of its root causes, and underlying structural dynamics, the programme's efforts have not yet managed to disrupt the mechanics of exploitation and abuse. Indeed, this work, while multi-dimensional and evolving, is at a much smaller scale than required to make a systems-level shift towards eradicating this modern form of slavery.

Working Conditions

Given the complexity of the sector, its massive scale, inherent political challenges and the lack of strategic alignment and communication among the many actors involved, the programme's efforts to drive transparency and worker empowerment were recognised and contributed to making the foundation a credible actor in the field. Transparency was relatively new in this field, and evaluation respondents generally agreed that it had the most potential for the industry's transformation. C&A Foundation provided leadership in this area and its partners have started influencing brands to become more transparent about their supply chains. The programme has also shown the merits of bridging labour rights work in the fashion industry and the labour movement more broadly. The programme's collective achievements have nevertheless been characterised as a modest first step in increasing accountability for working conditions. While transparency globally has been developing rapidly, transparency in manufacturing countries is still lagging. Transparency efforts have provided a useful demonstration effect, but they have yet to spur the widespread adoption and scaling required for large scale transformation.

Circular Fashion

Circular fashion – the re-wearing, recycling and upcycling of clothing – is only beginning to take hold in the industry but is poised to evolve rapidly. The Circular Fashion programme, anchored in promoting rethinking of the linear business model and extractive habits of today, seeks to shift businesses towards a more regenerative future. In aiming to accelerate and scale up the adoption of circular fashion, this programme sets the foundation on a track towards its vision for a net positive impact on the environment, economy and people. While still at an early stage, the programme promotes asset management as a key element of the circular business model. This approach maintains the value of inputs through every stage of use, including end of use, thereby resulting in longer and more intensive use of materials and products that would eventually become resources themselves and gain new lives in future products. This programme is therefore seen as imagining and making a future fashion industry more concrete. Given the significance of foundation's investment and the way in which this entity has helped to unite a coalition of actors behind making fashion a force for good, this is an important, though not yet sufficient, basis

for triggering systems change. Change at this level will take at least a decade and depends on changes in mindset and behaviour.

Strategic levers

C&A Foundation has developed a series of strategic levers to guide its work. While these had not yet been finalised when this evaluation was completed, they clearly drew on the strategic objectives of the programmes and insights derived from engaging with partners during the first strategic period. These levers are as follows[3]:

- Fostering transparency and accountability
- Pursuing advocacy and legislative and policy change
- Supporting empowerment, voice and collective action
- Developing technical, social and business innovation
- Building organisational and network effectiveness
- Changing the fashion narrative.

This evaluation strongly endorses further development of these levers and organisation of the foundation's philanthropic work around them. While they are meant to reflect the foundation's understanding of the field it is trying to change, these levers will also need to evolve as understanding shifts over time.

Overall

The foundation has taken a dual track approach: addressing problems that weaken and contain the detrimental performance of the current fashion industry while also investing in initiatives that could provide building blocks for the future of the industry. Through its achievements and the strategic assets it has built up over the past five years (including the technical expertise of its staff, their level of engagement, and high industry and network knowledge), the foundation has come to be perceived as a system actor and system builder. By driving for results and impact, C&A Foundation has established credibility and positioned itself as a leader as it catalyses a wide range of actors into a coalition striving to make fashion a force for good.

C&A Foundation's ambition has increasingly aimed at disrupting the status quo. It has expressed hope that its impacts will be scaled in ways that contribute to solving system-level challenges. While its achievements have not yet matched its ambitions, based on its bank of credibility and the trajectory of its achievements, the foundation will have a role in guiding and leading the global fashion industry toward transformation.

7.2 Recommendations

To assist in advancing the ambitions and role of C&A Foundation, the evaluation offers 11 recommendations based on its findings. The recommendations are primarily strategic. Details on their strategic value, urgency, level of difficulty, and operational implications are in Appendix N.

Recommendation 1. Close the brand association between C&A Foundation and C&A business and redefine the relationship through a partnership agreement, clear partnership mechanisms and joint initiatives.

Recommendation 2. Remove the Strengthening Communities programme from the foundation portfolio and transfer it to C&A business for integration into its corporate social responsibility strategy and portfolio.

Recommendation 3. Formalise the strategic levers and orient philanthropic engagement to more effectively enable systems change by building partnerships and deploying human, financial and other resources in complex and strategically complementary ways that activate them.

Recommendation 4. Maintain and expand the strategic use of the "hotspot" approach in all programmes, combined with an elaborated systems change perspective that includes support for policy initiatives. The foundation would thus position its work for direct impact on specific locales, beneficiaries and organisational systems while deploying a strategy for shifting the underlying and enabling systems.

Recommendation 5. Orient a portion of the C&A Foundation programme, partner and communications resources to intentionally engage directly and indirectly with citizens and consumers, convening multiple and diverse actors aiming to increase global awareness and alter the fashion narrative to change mindsets of citizens, consumers, brands and other key actors.

Recommendation 6. Adjust the global structure of the foundation to improve synergies between programme teams in specific geographies and overcome programmatic siloing. Repurpose the Brazil, India and Hong Kong offices as regional offices for Latin America, South Asia and East Asia, with oversight over other local offices in each region. As work expands in other regions, consider the merits of further expansion and staffing.

Recommendation 7. Revise grant-making and partnership modalities to more effectively advance the foundation's drive for effective and sustainable results. Make larger and longer lasting grants. Provide a higher proportion of financial support as core support to individual organisations as part of an intentional field-building strategy in specific fields and geographies. Continue providing and enabling non-monetary assistance, including through peer learning processes.

Recommendation 8. Take a clear and detailed stance on gender, equity and inclusion programmatically and organisationally, complement it with an operational strategy that provides solid, coherent implementation guidance to all staff and partners.

Recommendation 9. Restructure foundation governance to ensure its continuing legitimacy, and to more appropriately reflect its intended positioning and purpose as a transformative force for good, in line with its stated values. Adjust the leadership structure to build a nimbler organisation.

Recommendation 10. Reorient the Communications and Effective Philanthropy functions, as well as Research, to align with the foundation's systems change ambitions.

Chapter 7
Conclusion and recommendations

Recommendation 11. Improve grant-making efficiency by establishing guidelines on the desired amount of time and required processes for the review and processing of grant proposals through well-defined steps.

Notes

Chapter 1

[1] On 24 April 2013, the collapse of the Rana Plaza building in Dhaka, Bangladesh, which housed five garment factories, killed at least 1,132 people and injured more than 2,500. Only five months earlier, at least 112 workers had lost their lives in another tragic accident, trapped inside the burning Tazreen Fashions factory on the outskirts of Dhaka. Source: ILO. (2018). Bangladesh Move towards Employment injury Insurance: The Legacy of Rana Plaza. Available at : https://www.ilo.org/global/topics/geip/WCMS_614394/lang--en/index.htm

[2] ILO. (2017). Asia-Pacific Garment and Footwear Sector Research Note. Issue 8.

[3] Vaughan-Whitehead, D. (2011). How "fair" are wage practices along the supply chain? Global Assessment in 2010–11, working paper for ILO/IFC Better Work Conference. Washington, DC.

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[5] ILO. (2017). Global estimates of modern slavery: Forced labour and forced marriage.

[6] Sustain your style. (2019). *Most of our clothes are made in places where workers' rights are nonexistent*. Available at: https://www.sustainyourstyle.org/old-working-conditions; Bauck, W. (2018). *The fashion industry is one of the biggest supporters of modern slavery across the globe*. Available at: https://fashionista.com/2018/07/fashion-industry-modern-slavery-report-2018

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[8] Rodriguez, B. (2018). *Dirty Laundry: Hidden Ways Fast Fashion Takes a Toll on the Environment*. Available at https://www.thefashionspot.com/runway-news/812779-fast-fashion-environment/

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[10] Giridharadas, A. (2019). *Winners Take All: The Elite Charade of Changing the World*. Alfred. A Knopf. New York, NY.

[11] McKinsey&Company. (2019). *The State of Fashion 2019)*. Available at: https://www.mckinsey.com/~/media/McKinsey/Industries/Retail/Our%20Insights/The%20State%20of%20Fashion%202019%20A%20year%20of%20awakening/The-State-of-Fashion-2019-final.ashx

[12] Martin, M. Dr. (2013). Creating Sustainable Apparel Value Chains: A primer on Industry Transformation. Impact economy, p. 6.

[13] Ethical Trading Initiative. (2014). Suppliers Speak Up – How Responsible Purchasing Practices Can Improve Working Conditions in Global Supply Chains., p.4.

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Notes

Notes (Continued)

[16] ELLE UK. (2018). *ELLE UK Dedicates September Issue To Sustainability*. Available at: https://www.elle.com/uk/life-and-culture/a22591018/elle-uk-september-issue-sustainability/

[17] United Nations. (2018). *Milestone Fashion Industry Charter for Climate Action Launched*. Available at: https://www.un.org/sustainabledevelopment/blog/2018/12/milestone-fashion-industry-charter-for-climate-action-launched/ and United Nations Climate Change. (2018). *Working meeting on fashion and climate action – report*. Available at: https://unfccc.int/sites/default/files/resource/REPORT_Fashion_Working_Meeting_Sept%20%282%29.pdf

[18] Rodriguez, B. (2018). *Burberry, H&M and 290 Organizations Worldwide Sign Global Commitment to Reduce Plastic Pollution*. Available at: https://www.thefashionspot.com/runway-news/811501-burberry-and-hm-reduce-plastic/; UN environment programme. (2018). *A line in the sand – Global Commitment to eliminate plastic pollution at the source*. Available at: https://www.unenvironment.org/news-and-stories/press-release/line-sand-global-commitment-eliminate-plastic-pollution-source

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[21] Fullerton, A. (2019). *How London Fashion Week spread the sustainability message loud and clear*. Available at: https://www.glamourmagazine.co.uk/article/london-fashion-week-aw19-sustainability

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For a critical perspective, see: http://impactfashion.uk/category/industry-insight/

[25] Common objectives. (2019). *How Fashion Weeks Engaged With Sustainability For Spring '19*. Available at: https://www.commonobjective.co/article/how-fashion-weeks-engaged-with-sustainability-for-spring-19; Information about the University of British Columbia (UBC) Sustainable Fashion Week can be found at: https://sustain.ubc.ca/events/sustainable-fashion-week

[26] See for instance: https://www.therealreal.com/designers, https://www.expstyletrial.com, http://www.ycloset.com, https://www.renttherunway.com, https://www.thredup.com.
For a critical perspective, see: http://impactfashion.uk/category/industry-insight/

[27] See for instance: https://labourbehindthelabel.org

[28] See the Sustainable Apparel Coalition Higg Index, available at: https://apparelcoalition.org/the-higg-index/

[29] Global Fashion Agenda and The Boston Consulting Group. (2018). *Pulse of the Fashion Industry 2018*. See especially the discussion in Chapter 2.

Notes (Continued)

[30] Global Fashion Agenda (C. Hackling). (2019). *2020 Commitment wins P4G State-of-the-Art Partnership award*. Available at: https://www.globalfashionagenda.com/2020-commitment-wins-p4g-state-of-the-art-partnership-award/#

[31] Anchored in its decades of leadership in supporting research for development, the RQ+ first asks questions about the influences and context: maturity of the research field, research capacity and strengthening, risk in the data environment, and risk in the political environment. The RQ+ tool then directs towards an assessment of research along the following four dimensions: research quality, research legitimacy, research importance, and positioning for use. The RQ+ Framework then provides for a rating of the research on an 8-point scale.

[32] https://www.laudesfoundation.org/en/resources/future-sustainability-fashion-industry-delphi-final-report-futureimpacts-ca-2019-v7.pdf

Chapter 2

[1] See Appendix C for supporting materials.

[2] C&A Foundation. (2017). Sustainable Cotton Strategy to 2020, Slide 4.

[3] 4CF: Surf the Future. (2018). *The Unexpected Future: Retail*.

[4] McKinsey&Company. (2019). *The State of Fashion 2019*. Available at: https://www.mckinsey.com/~/media/McKinsey/Industries/Retail/Our%20Insights/The%20State%20of%20Fashion%202019%20A%20year%20of%20awakening/The-State-of-Fashion-2019-final.ashx

[5] Fashion Revolution. (2014). *Exploitation or emancipation? Women workers in the garment industry*. Available at: https://www.fashionrevolution.org/exploitation-or-emancipation-women-workers-in-the-garment-industry/

[6] BSR. (2017). *Empowering Female Workers in the Apparel Industry – Three Areas for Business Action*.

[7] C&A Foundation. (2015). *Our Theory of Change*.

[8] C&A Foundation and Sense-Lab. (2019). *Exploring Innovative ways of Working Report*.

[9] C&A Foundation. (2019). *Dashboard*

[10] H&M Foundation. (2018). *A catalyst for Change 2018*. Available at : https://issuu.com/hmfoundation/docs/annual_report_2018_ensidig_issuu

[11] Levi Strauss & co. (s.d.). *Our Values in Action*. Available at: https://www.levistrauss.com/values-in-action/levi-strauss-foundation/

[12] GAP Inc. (2019). *2018 Global Sustainability Report*. Available at: https://www.gapincsustainability.com/sites/default/files/Gap%20Inc%20Report%202018.pdf

[13] The Target Foundation's total cash and in-kind support has been USD 204 million, 2018, though this is far beyond the fashion industry boundary of this study. See: https://corporate.target.com/_media/TargetCorp/csr/pdf/2019_corporate_responsibility_report.pdf

[14] *Frankly Speaking* – C&A Foundation Case Study.

[15] C&A Foundation Systems Change Levers: Discussion Guide 23 November 2018, citing Donella Meadows. (2008). *Thinking in Systems: A Primer*. Chelsea Green Publishing; and Elinor Ostrom (2010). *The Institutional Analysis and Development Framework and the Commons*. Cornell Law Review. Volume 95. Issue 4.

Notes (Continued)

[16] C&A. (2019). *Words from our leaders*. Available at: http://sustainability.c-and-a.com/our-approach/words-from-our-leaders/

[17] It should be noted that there is not a one-on-one sourcing relationship between the foundation and the business, i.e., the C&A business does not necessarily source from the programme beneficiaries.

[18] C&A Foundation. (2017). *Cradle to Cradle Certified*. Available at: https://www.c-and-a.com/uk/en/corporate/company/sustainability/c2c/

Chapter 3

[1] Textile Exchange. (2019). *Organic Cotton Market Report 2018*. Available at: https://store.textileexchange.org/wp-content/uploads/woocommerce_uploads/2019/04/2018-Organic-Cotton-Market-Report.pdf

[2] Dr. Midling, Michael J., and Dr. Zhao, Jun. (2018). *Accelerating Organic Cotton in China by Replicating Behavioral Change*. Evaluation Report.

[3] In Madhya Pradesh, for instance, the foundation funded and participated in organising a one-day event during which the state's Minister of Agriculture declared support for organic cotton. However, the government changed since, meaning that some of the prior policy efforts would have to be repeated.

[4] When comparing the potential perfect score for this question, the majority of partners who responded to the PPR were highly appreciative of the programme's results in affecting public policy (77%), while C&A Foundation staff showed less appreciation (44% in the Staff Survey).

[5] See explanations in: C&A Foundation. (2018). *Dashboard December 2018*.

[6] As a partner in Brazil explained, rehabilitation and livelihood are separate matters: "Sometimes to be trained is nonsense. Someone rescued from bonded labour, if a migrant, has a will to leave, to get away. To expect them to stay and be trained is not always feasible. And to be employed depends on companies; it goes far beyond our remit."

[7] Such activities include community-based awareness-raising, skills training, initiatives to increase school reintegration and attendance, self-help groups with women, role modelling of rehabilitated survivors, and language courses.

[8] Kaarak. (2019). *Evaluation of "Sumangali: Eradication of Extremely Exploitative Working Conditions in Southern India's Textile Industry"*.

[9] Freedom Fund. (2019). *Unlocking What Works: How community-based interventions are ending bonded labour in India*.

[10] Indeed, in the Staff Survey, only 10.3% of respondents rated the programme's influence on the behaviour of brands and retailers as "high", no respondents rated it as "outstanding", making it the lowest programme in this regard.

[11] CommsConsult Ltd. (2018). *Evaluation of Journalism Training Component of C&A Foundation – funded "Fighting forced labour and human trafficking through journalism and Media development*.

[12] Institute of Development Studies. (2019). *Summary evaluation report on the results of the interventions by Freedom Fund and its partners to reduce the prevalence of bonded labour in Tamil Nadu – Executive Summary*.

[13] Such actions include direct assistance to workers in legal support centres, support for unionisation, and training in negotiation.

Notes (Continued)

[14] See Working Conditions case study.

[15] This paraphrasing reflects FFG's external presentation. Source: Fashion for Good. (2019). *About Us, Partners*. Available at: https://fashionforgood.com/about-us/our-partners/

[16] FFG Report to its Board, 2 September 2019.

[17] Core Support for ZDHC 2018; ZDHC 1 pager, proposal, mid-year report, end of year report; monitoring information. This assertion was confirmed through interviews with informants as well.

[18] EMF End-of-Project Evaluation Report, "Research for Roadmap towards a Circular Fibres Economy", May 2018.

[19] Bridging the Gap interviews: LWARB, WRI, Forum for the Future, Circle Economy. External, e.g. Doc review: EMF Make fashion circular, New Plastics Economy initiative.

[20] LWARB's Bi-Annual Monitoring Report (June 2019) for creating circular economy business models in a major EU fashion market.

[21] Ecopreneur Half Year Report, European Advocacy for a Circular Economy, 27 September 2018.

[22] Future Impacts, in cooperation with 4CF and the Millennium Project (for C&A Foundation). (2019). *The Future of Sustainability in the Fashion Industry, A Delphi Assessment*.

[23] Questions on gender were added to the grant proposal template – albeit not consistently for Circular Fashion; gender disaggregated and gender focused KPIs were created; programme managers were required to integrate at least one such KPI in each grant. The team of the Forced and Child Labour Programme became focal points and were tasked with guiding other programmatic staff on the mainstreaming of gender.

[24] Staff Survey results are striking; while around 45% of staff responded that the Working Conditions and Forced and Child Labour programmes were "highly" or "outstandingly" successful at integrating gender into their work, only 2% responded the same for Circular Fashion. C&A Foundation's claim related to its application "of a gender lens in everything [C&A Foundation] do" and the integration of gender in all programmes is found on C&A Foundation's website. C&A Foundation. (2018). *How We Work*. Available at: https://www.candafoundation.org/work/how

[25] See Appendix A for the complete results of the rubrics. World Health Organization (WHO). *WHO Gender Responsive Assessment Scale: criteria for assessing programmes and policies*. Available at: https://www.who.int/gender/mainstreaming/GMH_Participant_GenderAssessmentScale.pdf

[26] Gender@Work. (2019). *Gender, Equity and Inclusion Baseline Assessment*.

[27] C&A Foundation Statement on Equity and Inclusion. Available at : https://www.candafoundation.org/latest/news/2018/10/ca-foundation-statement-on-equity-and-inclusion

[28] As part of this open process, the foundation has been publishing statistics on the diversity of its team in its annual report since 2018.

[29] Bama Athreya for C&A Foundation. (2019). *Gender, Equity and Inclusion: The C&A Foundation Journey*. Available at: https://www.candafoundation.org/latest/blog/2019/09/gender-equity-inclusion-the-ca-foundation-journey

[30] D5 Coalition. (2012). *State of the Work – The Road to Greater Diversity, Equity, and Inclusion in Philanthropy*.

[31] According to the PPR 2019, 9% of partners received DEI assistance (33% of which are in the Circular Fashion programme and 16% in Forced and Child Labour) and 6% of partners would have liked to

Notes (Continued)

receive more DEI assistance (24% of which are in Forced and Child Labour). This demonstrates that partners do not perceive DEI (or GEI) as a priority. It also suggests that the Circular Fashion programme is working to address its DEI lacunae.

Chapter 4

[1] C&A Foundation. (2019). *Organisational and Networks Effectiveness (ONE) Overall Strategy*.

[2] The partners are not all specific to fashion. In the Working Conditions programme, only a fraction of partners in the sample of grants in the evaluation case study focused on working conditions in the fashion sector. For the majority of sampled partners, the grant activities supported by C&A Foundation are their only projects related to the fashion sector, as the partners' primary foci have been either labour rights in general, or, for instance, the welfare of women, entrepreneurship, or lobbying.

[3] OECD Development Centre. (2014). *Venture Philanthropy in Development: Dynamics, Challenges and Lessons in the Search for Greater Impact*.

[4] Working Capital. (2019). *The Supply Chain Innovation Investment Fund*, 2018 Annual Impact Report, p. 4.

[5] The average grant size can be represented in several compelling ways. By comparison, from 2014 to 2018, the combined average size of implementation and core grants was just over EUR 450 thousand (for grants both below and above EUR 100 thousand, excluding Strengthening Communities grant-making and FFG).

[6] Initiatives: (1) Sumangali – Eradication of Extremely Exploitative Working Conditions in Southern India's Textile Industry; (2) Trapped in Cotton: Reduce and Prevent at-risk children from Labour in Cotton farms of Madhya Pradesh project; (3) Advancing worker leadership in supply chain monitoring; (4) Transparency through mobile internet – Gajimu.com.

[7] Center for Effective Philanthropy. (2018). *Strengthening Grantees. Foundation and Non-profits perspectives*. Available at: https://cep.org/portfolio/strengthening-grantees-foundation-and-nonprofit-perspectives/

[8] Reich, K. (2018). *Changing Grant Making to Change the World: Reflecting on BUILD's First Year*, Ford Foundation. Available at: https://www.fordfoundation.org/media/4184/build-report-final3.p

[9] The Ford Foundation's Building Institutions and Networks (BUILD) initiative is a five-year, $1 billion investment in the long-term capacity and sustainability of up to 300 social justice organisations around the world. This support aims to strengthen these institutions, making them more effective at achieving their core missions, and reducing inequality in all its forms.

[10] Initiatives for which co-funding and leverage were mentioned as significant strategies to sustainability (Evaluation Synthesis): (1) Cotton 2040; (2) Reduction of Worst Forms of Child Labour in Textile Supply Chains (Sumangali); (3) Giving Refugees a Voice; (4) Humanity United.

[11] This includes signature programmes as well as Strengthening Communities and ONE. It represents 11.3% of the quantity and 4.6% of the value of grants allocated by all the above-mentioned programmes for implementation and core support (2014-18). FFG is not included here, as it was not listed in Grants for Evaluation as "core support" which oriented this count.

[12] Grants to: Stichting ZDHC Foundation (€1,857 thousand): Circular Fashion; and two grants to Business and Human Rights Resource Centre (both worth €983,500), one through Forced and Child Labour and one through Working Conditions.

Notes (Continued)

[13] *Locally managed organisations* and *Globally managed* organisations are terms used by the Center for Effective Philanthropy in its reports.

[14] Perceptions of C&A impact in the field: Overall C&A Foundation: 5.21; Locally managed organisations: 5.38; Globally managed organisations: 4.94. (PPR 2019)

[15] Perceptions of C&A impact in communities: Overall C&A Foundation: 4.19; Locally managed organisations: 4.6; Globally managed organisations: 3.45. (PPR 2019)

[16] The sustainability of local organisations, supported by (usually re-granting) global organisations is an emerging topic within the C&A Foundation, since it is present in several evaluation reports but is not yet examined systematically. A discussion of strengthening local organisations can be found here: Institute of Development Studies. (2019). *Participatory statistics to measure prevalence in bonded labour hotspots in Tamil Nadu: Findings of the base- and end-line study*

[17] C&A Foundation. (2019). *Organisational and Networks Effectiveness (ONE) Strategy and Guidelines.*

[18] Partners engaged in the formative journey were: Justa Trama; CAMI; INpacto; Cidade Escola Aprendiz; Esplar; Alinha; and Justa Trama.

[19] C&A Foundation. (2017). *Sustainable Cotton Programme Strategy to 2020,* see slide no.33.

[20] Philanthropy Advisors. (2019). *Final Evaluation Report UP!+ Project.*

[21] (1) Cotton Connect: Multi-Country Sustainable Cotton Programme (China, India, Pakistan); (2) Accelerating Better Cotton Initiative to Mainstream Sustainable Cotton Production & Uptake; (3) Ending Child Labour and Forced Labour in Apparel Supply Chains in India; (4) Better Buying Feasibility Phase; (5) MaterialWise.

Chapter 5

[1] The English translation of Article 9 of the Public Deed concerning the establishment of the C&A Foundation simply states: "The board of the foundation is responsible for the overall management of the foundation. It conducts the business of the foundation, manages its assets and represents the foundation with respect to third parties. In addition, it has the authorisation to exercise all powers which have not been devolved by law, the Deed of Foundation or any other regulations to another corporate body."

[2] The Hewlett family still retains some connection to the foundation, with four out of 14 members coming from the family. The Ford Foundation has one family member on its board (for the first time in many decades), but he was appointed through the normal nomination process.

[3] C&A Foundation, Minutes of the Board, 15 September 2014

[4] C&A Foundation, Minutes of the Board, 29 August 2016.

[5] According to the Staff Survey, only 7% of respondents believed that C&A Foundation has been "highly" committed to DEI in terms of disability. No respondents answered "outstandingly".

[6] This was also recommended by Instituto de Leadership Simone de Beauvoir in their diagnosis based on their work with the C&A Foundation team in Mexico.

[7] Gender@Work. (2019). *GEI Baseline Assessment.*

Notes

Notes (Continued)

Chapter 6

[1] Results orientation; accountable, transparent use of resources for delivery of results; simplicity and cost effectiveness; capacity-building of partners; use- and utility-driven evaluation; mutual accountability and learning.

[2] C&A Foundation. (2017). *M&E Policy: Learning Model & Plan.*

[3] See Appendix I on Foundation Benchmarking.

[4] *Frankly Speaking* – case study of C&A Foundation; indicated that such an approach was far more than what other foundations do.

[5] This is a domain that is "just beginning to acknowledge that capital can be used to think about new ways in which impact can be generated", according to a global key informant.

[6] Developmental evaluation was also a theme that emerged as a field contribution in the evaluation's foundation benchmarking.

[7] EP Strategy 2012/20-2025 Summary, Nov 2018. This goal was also discussed within evaluation's foundation benchmarking.

[8] Other examples include number of collective bargaining agreements, number of disclosure/ transparency mechanisms, number of grantee organisations strengthened.

[9] C&A Foundation. (2018/2019). *Annual Plan*, p.1.

[10] May 2019 Dashboard. Like-minded foundations also rely on higher-level KPIs for reporting (such as lives improved, jobs created, finance leveraged, carbon emissions reduced), as in the case of the Shell Foundation.

[11] These data were also used to generate simple graphs with percentages showing trend over time, which were easily digestible for governance actors. No serious questions were raised by those governance actors regarding the programme-level contents of the dashboard.

[12] Some partners reportedly spent a lot of time wordsmithing, indicating that they were not always as candid as they could or should be, if the intention was to generate learning and insight. As one explained, "you always frame it in a very positive light; you don't play up the challenges" to ensure the project maintained momentum and funding.

[13] For example, a KPI that tracked number of policies changed led to "counting the number of aspects that a partner influenced at local, mid-, or system level", but partners were unable to articulate the significance of the policy change. The frustration of squandering funding on ten insignificant policy changes was exacerbated by the awareness of another initiative leading to a single pivotal shift in policy.

[14] See Appendix I Foundation Benchmarking.

[15] E-mail received on 9 September 2019. Permission was granted to quote the respondent directly.

[16] C&A Foundation's Evaluation Rubric & Rating System (ERS) for Evaluating Initiatives – A Guideline for Field Testing.

[17] C&A Foundation 2019 Plan, p.1: as the foundation increasingly focuses on large scale systems change in the fashion industry, its next 5-year strategy and TOCs "will need to develop longer term set of measures that help us judge more effectively changes in industry that we contribute to."

[18] PPR comments: "Forced and Child Labour: We found interactions [to be] very supportive and collaborative"; "interactions and communication are very clear, transparent and helpful for us for our project"; Sustainable Raw Materials: "Always very good, especially regarding the interactions and

Notes (Continued)

communications"; "proactive and productive"; C&A Foundation team is extremely responsive, and we have considerably appreciated the monthly calls that have been initiated where concerns and challenges are raised and openly discussed"; Working Conditions: "Extremely responsive, strategic, relevant and consultative"; Circular Fashion: "Very helpful and responsive program staff"; "Very professional and structured, yet agile and flexible enough".

[19] PPR 2019, "The quality is high, the processes clear and the interactions positive and attentive. However, the process is slow, and the documents demand a lot of staff time to fill"; "Whilst some processes took a particularly long time, the communication was always clear and mostly helpful".

[20] PPR 2019: "The reporting was a bit of overkill for a small grant".

[21] The extent to which such modifications were formally documented in an addendum to evaluation contracts has been variable.

[22] This is illustrated by the following use of PhotoVoice in this evaluation, by the blinded methodology in IMIFAP, and the developmental evaluation in Humanity United.

[23] The Learning Circles were grounded in adult learning theory, which suggests that adults learn best when they are building incrementally on what they already know in an environment that allows for problem definition and action leading to practical knowledge acquisition and skill-building. Source: Senge, Peter M. (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York, New York: Currency Doubleday.

[24] See the report: *Exploring Innovative Ways of Working (with Sense-Lab)*, on learning circles.

[25] Staff said that they did "not see much difference from a traditional working group, aside from the diversity aspect" and "it was difficult to prioritise the circle with everyday activities as it was not part of personal goals". Participation was voluntary and the circles were intended to be self-organised. Nevertheless, the creation of circles and staff participation had to first be validated with the LT and the circle's functionality "had to be guaranteed". While such notions could have been designed to ensure that output from the circles had a channel back into the foundation, it was reported that the "global network with a matrix mentality, everything in boxes, top-down command, and too much central control" permeated their operation. The peer-to-peer communication and sharing aspects may have been influenced by the omnipresence of the need to report to the Leadership Team. Finding the time to participate in meetings was a recurring theme, although 100% of participants surveyed indicated that they believed good products and results would be delivered by the circles (Survey as part of Sense-Lab report).

[26] While such mechanisms facilitate cross-silo organisational learning, they may not be sustainable. With such methods (which include Action Learning Set and the Nucleus Approach, which had its origin in southern Brazil in 1991), participants are motivated to contribute as long as change is seen to be possible. Participation drops as soon as changes have been implemented, challenges have been reduced, or all constructive ideas have been ignored. Action Learning Set was developed by Reg Revans (1982) and is an approach to problem solving that involves taking action, reflecting upon the results, and commitment to learning. Nucleus – The Entrepreneurs' Network. (2006). *The "Nucleus Approach" – An Overview*. Available at: http://www.nucleus-international.net/Nuc_English/E01_Nuc-Approach/E01-02_Introduction/E1_Introduction.htm

[27] De Hoop, Thomas et al. (2018) *Social and Economic Impact Assessment of Cotton Farming in Madhya Pradesh*. American Institute for Research (AIR). Available at: https://www.candafoundation.org/trash/4333socioeconomicstudyweb.pdf Consulted 29 October 2019; De Hoop, Thomas et al. (2018) *Social, Economic & Environmental Impact Assessment of Cotton Farming in Madhya Pradesh*. American Institute for Research (AIR) and Thinkstep. Available at: https://www.candafoundation.org/trash/4334combinedreportweb.pdf Consulted 29 October 2019. The Sustainable Raw Materials programme has commissioned other valuable pieces to inform programming,

Notes

Notes (Continued)

including: Feasibility Study to assess the creation of self-sustaining Organic Village Communities in Madhya Pradesh by Intellecap Advisory Services Pvt Limited; Establishing a Prototype and Strategy for Organic Cotton Production in Tanzania by TechnoServe. In both cases, the research had a clear purpose, informed the elaboration of an initiative/programme by identifying needs and elaborating knowledge-driven logframes and M&E plans.

[28] This is confirmed by the Staff Survey, where 7% of respondents consider that the research commissioned by C&A Foundation "not at all" filled a gap in the sector, 32% "modestly", 20% "substantially", and 30% "did not know".

[29] A qualitative coding of research proposals revealed that of 50 research projects sampled, 44 were positioned to contribute to the foundation's work, five to both sector and foundation, one to the sector, and none to the business.

[30] See research available on C&A Foundation website: C&A Foundation. (2019). *Becoming a Learning Organisation*. Available at: https://www.candafoundation.org/work/results

[31] Save the Children, "Comprehensive school safety policy Trends in the Asia-Pacific region", published in the *International Journal for Disaster Risk Reduction.*

[32] Save the Children, "Comprehensive school safety policy Trends in the Asia-Pacific region", published in the International Journal for Disaster Risk reduction, and the 11 policy briefs produced on the topic by Save the Children.

[33] According to the Staff Survey, research commissioned by C&A Foundation has been modestly to substantially useful, both to C&A Foundation (2% of respondents stated research was "not at all" useful to C&A Foundation, 32% "modestly" useful, 25% "substantially" useful, and 23% said they "don't know"), and to partner organisations (2% of respondents stated research was "not at all" useful to partner organisations, 39% "modestly" useful, 16% "substantially" useful, and 32% said they don't know).

[34] An excellent example of such impact was research leading to the production of the Future of Fashion Feasibility Study from McKinsey & Company. This research was utilisation-focused, had a clear scope with clear guidelines on how the research was meant to be used, and to whom and how it would be disseminated. It concluded in 2015 that FFG should be created to link innovation accelerators and implementation hubs.

[35] Based on available data, it was not possible for the evaluation team to determine the number of instances for each commissioning method.

[36] According to the Staff Survey, 2% of respondents considered the commissioning "not at all" appropriate, 16% as "substantially" appropriate, 14% as "highly" appropriate and 2% as "outstandingly" appropriate, while 25% "didn't know".

[37] This is highlighted in the Staff Survey results: 42% of respondents considered research "modestly" of sufficient quality, 14% and 12% found it of "substantially" or "highly" sufficient quality, respectively, and 30% "don't know".

[38] Staff Survey results: 34% "not at all", "23% modestly", 7% "substantially", 5% "highly", 32% "don't know".

[39] C&A Business: "Tracing organic and textile, in the press release they had said 'organic cotton is not traceable'. And as a business we are saying that we have certificate that you can trace organic cotton. I don't know if it is effective communication."

Chapter 7

Notes (Continued)

[1] *Frankly Speaking* – case study of C&A Foundation

[2] An assessment of results produced by the Strengthening Communities programme was out of scope. Thus, it has not been discussed here.

[3] C&A Foundation. (2018). *Systems Change Levers: Discussion Guide.*

Appendix A. **Methodology**

This appendix provides an overview of the approach and methodology used by the evaluation team of the Universalia Management Group.

Overall approach

EVALUATING SYSTEM CHANGE IN A COMPLEX ENVIRONMENT

The context and industry in which C&A Foundation operates constitutes a complex system. The evaluation therefore started with the C&A Foundation's "systemic challenge": to make the fashion industry a force for good (purpose), so that a fair and sustainable fashion industry enables people to thrive (vision).

The fashion industry is dynamic and sometimes changes in unpredictable ways. The multi-stakeholder system is connected in a way that events in one part, even if geographically distant, can and often do affect other parts. Stakeholders have various levels of agency and influence. While none can change the whole system at will, systemic changes stem from combined, if not always coordinated, activities. The success of interventions to shape and transform the system depends on the context and leverage points where those interventions are applied. However, this usually does not present as a linear cause-effect pathway.

The design of the evaluation is theory-based, focusing on the contribution of C&A Foundation to results, both systemic and specific. The evaluation did not assess what changes to the system the foundation brought about on its own, only what contribution the foundation could reasonably have been understood to have made to its transformation. Obstacles and opportunities were identified, both internal to the foundation and external (systemic).

SYSTEMS CHANGE EVALUATION

The evaluation is anchored in a "systems change" approach. The definition of "systems change" is that used by the Forum for the Future, a C&A Foundation partner and inspiration for this evaluative work:

> "System change is the emergence of a new pattern of organisation or system structure. That pattern being the physical structure, the flows and relationships or the mindsets or paradigms of a system, it is also a pattern that results in new goals of the system." (Birney, 2015)

Building on this definition, the evaluation team elucidated 14 principles for systems change evaluation. These principles, described below, guided the process, data collection and analysis of the evaluation.

1. **Nested:** At any level, systems are nested within other systems. In this evaluation, the nested apparel and fashion systems are themselves nested within multiple others, including national governance systems and the global economy.
2. **Context:** Systems are situated in and bounded by their context, with systems change often emerging at the boundaries. The team therefore approached this evaluation with an appreciation for the bounded contexts of initiatives, to examine changes in those contexts (such as national

policy change stemming from advocacy efforts), while also recognising unanticipated change that may also occur at or beyond context boundaries.

3. **Root Causes:** Systems change evaluation must begin with an understanding of root causes of the issues being addressed, to assess if, and the extent to which, interventions are situated to act upon, nudge or transform them.

4. **Dynamics:** Systems continually evolve, with some change more visible and easily apprehended than others. The evaluation has balanced a judgement about C&A Foundation's contribution to visible change, its work to transform underlying conditions that perpetuate injustice, and areas where the foundation's interventions are not likely to enable transformation.

5. **Complexity:** Systems are multi-level, multi-faceted and multi-scalar. The evaluation therefore relied on methodologies and created analytic frameworks enabling the apprehension of complexities, while cognisant of their fundamental limitations.

6. **Diversity:** All systems are diverse in values, mindset, norms, rules, laws, actors, institutions, programmatic work, trajectories, and more. This evaluation is therefore grounded in a diversity of methods, perspectives in data collection and analytic approaches.

7. **Inter-connectivity:** Systems are constituted of both structured and fluid inter-connectivity, financially, culturally, ideationally, politically, institutionally and in other ways. This evaluation examined various inter-connections relevant to C&A Foundation, including its partnerships, within a web of relationships across the fashion and apparel systems.

8. **Actors:** Key constitutive elements of any system, actors (organisations, stakeholders, citizens) must be recognised in their diverse capacity, authority, priority, practice, and mobility, as they operate and circulate within systems in diversely structured relationships with one another. This evaluation was mindful of the significant diversity of actors in the apparel industry, including citizens, workers in the manufacturing sector, government agencies, global fashion brands, conservation organisations, corporate foundations, and others.

9. **Power:** Power should be understood as both the self-perpetuation of a system and the material, institutional and ideational forces that produce and reproduce it. Thus, this evaluation is rooted in an appreciation of the structure, distribution and operation of power within the apparel system.

10. **Rules:** All systems are constituted of spoken and unspoken, visible and invisible rules. This evaluation endeavoured to make visible the factors and practices that maintain and disrupt the underlying rules of the apparel system.

11. **Innovation:** Innovation is a key feature of systems, as vectors of dynamic change. This evaluation sought to locate innovation, innovators and systems entrepreneurs with whom C&A Foundation has (and in some cases, has not) been in partnership, sensitive to their technological, governance and other transformative potential.

12. **Learning:** Systems have feedback loops that enable different forms and levels of learning and change. The evaluation has examined C&A Foundation to ascertain its strengths and constraints as a learning organisation, both internally and externally.

13. **Levers of change:** Systems have multiple and diverse levers of change. This evaluation examined C&A Foundation's draft document identifying its strategic levers and fed into discussions about their relevance, effectiveness and ultimate formulation for use in the next strategic period.

14. **Time:** Systems change at varying rates. Some change is slow and barely perceptible, other change may be more overt and easily measurable. This evaluation was mindful that C&A Foundation is only five years old, and that aspirations and claims about effects on systems must be considered in this light.

The evaluation has been informed by these principles, to understand if, the extent to which, and how C&A Foundation has contributed to changing and transforming the fashion system into a force for good, in line with its purpose. The recommendations crafted from this evaluative work are also informed by systems change framing and mutually complementary perspectives.

A THEORY-BASED AND REALIST EVALUATION

The evaluation used a theory-based and realist approach. C&A Foundation's work is underpinned by an overall theory of change (ToC) and programmatic ToCs (for Sustainable Raw Materials, Working Conditions, Circular Fashion, Forced and Child Labour, Strengthening Communities, Gender Justice, Institutional & Network Strengthening [INS]/ONE). These ToCs were created at different times and vary in the extent to which, and the way in which they capture the impact pathways of C&A Foundation as a whole and of its programmes. The evaluation team examined components of these ToCs at different points over the course of the evaluation. This served to inform the team about the evolving organisational ToC and provided insights into the developing strategic approaches and levers pursued by the foundation across programmes.

The evaluation team worked with key stakeholders to situate C&A Foundation in the wider system and landscape of key sustainability priorities and actors, including foundations both within and beyond the fashion industry. The team examined the foundation's institutional and organisational dimensions and its stated vision and purpose within this landscape. The evaluation scrutinised impact pathways and strategic levers with evidence, while uncovering and interrogating their underpinning assumptions. The characteristics of the context and circumstances that influenced programme performance and impact were considered, informed by the critical realist-based assumption that the contextuality of interventions is central to performance and impact.

UTILISATION-FOCUSED AND PARTICIPATORY EVALUATION

The evaluation team adopted a utilisation-focused evaluation approach,[1] which prioritised the usefulness of the evaluation to its intended users, reflecting the requirements of the Terms of Reference to provide learning, inform decisions, and improve performance. This is a well-tested evaluation approach that increases the relevance and utility of recommendations and their uptake.

We understood the key stakeholders as: C&A Foundation executive director; C&A Foundation Leadership Team and staff; C&A Foundation partners (including different both grantees and non-grantees); C&A Foundation Board; C&A business (particularly staff leading sustainability, communications, sourcing, and marketing); Investment Committee (IC) members; the owner's group of Brenninkmeijer family members; the Philanthropy Committee of Constanter; and beneficiaries. The team used tailored participatory and iterative processes with key stakeholders, as follows:

- Monthly meetings with Leslie Johnston (executive director) and Lee Risby (head of Effective Philanthropy), to share progress and discuss key emergent insights
- Regular "Insighting Conversations", during which the evaluation team shared insights and generated discussion on key evaluative themes and progress
- Sense-making undertaken on two occasions with the Leadership Team and IC members (June 2019) and the Leadership Team and selected guests (September 2019)

Appendix A
Methodology

Data collection methods were tailored to encourage the participation of a range of stakeholders, as discussed below.

GENDER-SENSITIVE EVALUATION

In line with the gender focus of C&A Foundation programming, the methodological approach for this evaluation was gender-sensitive. This was reflected in the team composition (gender specialist) and evaluation framework design (evaluation matrix and questions) and data analysis, with specific attention to evidence of i) gender analysis at the design stage of interventions; ii) quality engagement and participation of women throughout project implementation; iii) ways in which gender issues were addressed by the intervention and corresponding results achieved, including in gender relations; iv) availability of data disaggregated by sex and age; and v) considerations of gender and intersectionality both programmatically and institutionally. The evaluation also sought ways in which gender could be strategically leveraged towards the foundation's purpose and vision.

Methodology

OVERALL METHODOLOGY

The evaluation process was adaptive, flexible, and iterative with regular feedback mechanisms between the evaluation team and C&A Foundation, noting that the evaluation itself was understood to be an intervention within this complex system. Thus, the evaluation team approached the mandate with this in mind. Figure A.1 provides a simplified perspective on the overall and detailed approaches of the evaluation team. Each component of the exhibit is discussed in this presentation of the evaluation methodology.

ASSESSING ORGANISATIONAL PERFORMANCE AND GOVERNANCE

The scope of this evaluation includes a focus on C&A Foundation's organisational effectiveness, its governance (including its relationship with C&A business), its management functions and its operational performance towards achieving its vision, purpose and strategic objectives. For this task, the evaluation team adapted Universalia's Institutional and Organisational Assessment framework, which was developed with Canada's International Development Research Centre and the Inter-American Development Bank (Figure A.2).

The evaluation team focused its analysis

Figure A.1   Approach to evaluation of C&A Foundation programme and operational effectiveness

Theory-based and realist evaluation	
Utilisation-focused, participatory, gender-sensitive	
Evaluation matrix	
Institutional and organisational assessment	Programmatic assessment
Landscape analysis	Evaluation synthesis
Benchmarking	Programmatic sampling
Research quality assessment	Case studies
	Rubrics
Stakeholder sampling	
Portfolio/document review, interviews, focus group discussions, Staff Survey, PhotoVoice	
Gender analysis: programmatic and institutional	
Additional studies, parallel studies	

on the workings of the current governance and management arrangements, processes, and functions, as

well as on adherence to the foundation's guiding principles and values in the conduct of its operations as the key components to understanding the foundation's organisational performance. While assessing the programmatic work of the foundation and looking at its results, the evaluation sought to bring clarity and insight to the range of factors that have driven its performance. Fundamentally, the evaluation assessed the extent to which the foundation's structure, operating model and programmatic work have been delivering and catalysing positive and sustainable change in the fashion industry.

Figure A.2   Institutional and organisational assessment framework

To complement the assessment framework, the evaluation team drew on the way in which C&A Foundation was informed by J.R. Galbraith's STAR model to implement reforms in 2018, to enhance its fit for purpose. This model helps organisations ensure alignment during the implementation of their strategies (Figure A.3). C&A Foundation adopted the following organisational objectives, drawing on the STAR model, in July 2018:

1. **Strategy:** Refine C&A Foundation strategy to focus on transforming the underlying business in the fashion industry from linear to circular.
2. **People:** Develop a fit for purpose global human resources system, including a new competency model and robust learning and development approach.
3. **Rewards:** Refine and globalise a reward approach.
4. **Processes:** Develop an efficient and shared back-end system across philanthropy.
5. **Structure:**
   ◦ Create a more effective and efficient structure
   ◦ Merge the Communications function with COFRA
   ◦ Develop an effective philanthropy function
   ◦ Establish a headquarters that is relevant to the core of C&A Foundation.

Appendix A
Methodology

Figure A.3 Galbraith's STAR model to ensure alignment throughout implementation
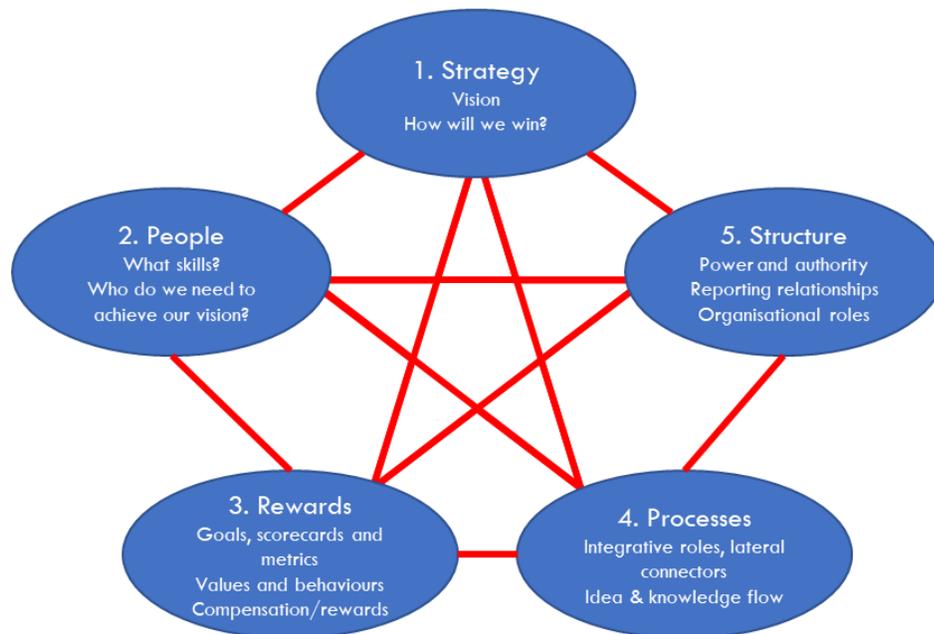
Source: Galbraith, J.R. (1955). Designing Organizations: An Executive Briefing on Strategy, Structure, and Process, San Francisco: Jossey-Bass.

In accordance with the Institutional and Organisational Assessment framework, informed by the STAR model, and in agreement with Effective Philanthropy (EP), the overall organisational performance was assessed against the following evaluative criteria:

- Relevance – the C&A Foundation's ability to adapt to changing conditions and its environment
- Effectiveness – mission fulfilment, including results and progress towards impact
- Efficiency – the ability to perform functions productively with appropriate levels of inputs
- Accountability and learning – monitoring and measuring results, both positive and negative, and sharing results both internally and externally with others
- Likely sustainability – the ability of the foundation to achieve its objectives and fulfil its mission in a sustainable way.

The evaluation employed mixed methods to address these issues and derived findings by triangulating the evidence collected from different sources.

LANDSCAPING

To reach a shared understanding of this complexity, the evaluation team initiated a landscape analysis of the main components of the apparel system, while situating the work of C&A Foundation (its programmes, strategic objectives, partners) within this web of complexity. The evaluation team identified key components and trends of the global system of relevance to the fashion industry. This allowed the team to assess the foundation's relevance within this system and informed the crafting of recommendations.

BENCHMARKING

The evaluation team undertook a benchmarking exercise to derive learning from the experience of other foundations that are similar to C&A Foundation or from well-established foundations with similar purpose, structure and functions. The evaluation team compared the C&A Foundation purpose, strategies, governance, and operations with four comparator foundations. This included (a) their governance and management arrangements; (b) their grant programming and management; (c) their knowledge, learning, and capacity-building activities; (d) their collaborations/partnerships with other charitable organisations and initiatives; and (e) their theories of change and results frameworks. This contributed to the organisational and governance assessment in the evaluation. Its main purpose was to inform these aspects of the next strategic plan of C&A Foundation based on insights derived from this comparative analysis.

The evaluation team initially reviewed nine potential comparators in some depth, according to criteria derived from the main features of C&A Foundation. While not expecting any of the potential comparators to meet all of these criteria, the team identified four foundations to include in the benchmarking exercise based on a foundation meeting most of the criteria, and based on initial feedback received from the External Review Panel and the C&A Foundation Leadership Team and staff. The four comparator foundations were: Ford Foundation, Hewlett Foundation, Shell Foundation, and Vodaphone Foundation. Important insights were also drawn from other foundations, notably the Rockefeller Foundation.

PORTFOLIO REVIEW

The evaluation team undertook a systematic review of the sampled portfolio of grants (identified below) using the evaluation matrix as a guide. The team reviewed available documents both prior to the beginning of grants (proposals, contract, due diligence, one-pager summaries, and other products) and subsequent (monitoring and completion reports, self-evaluations, external evaluations, After Action Reviews, financial summaries, communications reports, and the like). The information gathered through the portfolio review was then displayed in the format of a rubric, as explained below. The evaluation team also conducted an analysis of the portfolio to assess and find trends in its characteristics, per programme as well as for the whole portfolio.

EVALUATION SYNTHESIS

A synthesis of 43 independent evaluations carried out recently by the foundation's EP was analysed to:

- Identify common trends and any particular patterns with respect to areas of strength, weakness, opportunities and threats – within signature programmes, across the portfolio, and operationally
- Distil high-level lessons related to relevance, effectiveness, efficiency, likelihood of impact and sustainability from this sample
- Organise insights and lessons to inform organisational learning (for example, on strategic, programmatic, operational and other issues); to identify of gaps and blind spots for the organisation; to inform the work of EP, notably on improving guidance to independent evaluators.

Appendix A
Methodology

The evaluation synthesis (in Volume 2 of this report) was primarily based on a review of the independent evaluation documents. It was also informed by a series of interviews the evaluation team undertook with evaluation consultants or firms who have provided evaluative work for C&A Foundation.

RUBRICS

The review of previous evaluations conducted by C&A Foundation, its partners, and external consultants confirmed the use of five core criteria (relevance, effectiveness, efficiency, impact, sustainability) with a three-level system (good, average, poor) for assessing performance. The rubrics developed for the evaluation team built on this approach and enriched descriptions of the criteria and application of the performance levels to allow for more fine-grained identification of strengths and weaknesses and to facilitate meaningful comparison across initiatives. Six criteria were identified (Table A.1), whose investigation uncovered insights into C&A Foundation's operations and programmatic work, leading to valuable input for future strategic planning.

Table A.1 Criteria to be applied in assessing performance

CRITERION	DEFINITION
Relevance	Extent to which an initiative is aligned with the priorities of C&A Foundation, implementing partners, and relevant beneficiaries; is pertinent to key issues and broader sectoral priorities in the sustainable fashion field; and respects appropriate professional (including quality, rigour), ethical, cultural, and legal standards. This covers an initiative's objectives as well as the approaches to implementing those objectives.
Gender equity & justice	Extent to which an initiative reflects C&A Foundation's commitment to integrating gender into its programmatic work.
Efficiency	Extent to which activities and outputs have been carried out with the appropriate human resources, in a timely manner, to provide value.
Impact	Extent to which an initiative's outcomes (short- and long-term) have contributed to its stated impact, and the nature of other impacts produced, directly or indirectly, intended or unintended as a result of the initiative at any level (individuals, families, communities, institutions, beyond programme areas, the environment, value systems, behaviour, knowledge, attitudes, and others) in relation to the meta-ambition of transforming the fashion sector to be a force for good.
Sustainability of benefits	Extent to which an initiative's intended benefits (positive results) are continuing beyond the completion of the initiative.
Sustainability of organisations	Extent to which C&A Foundation support has contributed to the continued functioning of partner organisations, including assuring a "successful exit".

Five performance levels were identified with tailored descriptions according to each criterion:

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

These levels contain generic descriptions that reflect conventionally ambitious initiatives. In applying these levels to assess performance, the degree of ambition (which is more than just "scope", and is reflected through various combinations of feasibility, innovativeness, technical or organisational complexity, potential obstacles, desired extent of scaling up or mainstreaming, and the like) and availability of resources (timeframe, human capacity/capabilities, funding, political support) could shift the assigned performance level up or down.

The rubrics framework was applied in assessing all sampled initiatives (for example, through document review and interview data) and in developing the case studies that span all signature C&A Foundation programmes.

RESEARCH QUALITY ASSESSMENT

For this assessment, the evaluation team gathered a list of research initiatives to be reviewed. For the list to be comprehensive, the team selected grants[2] based on type (eliminating grants that were not identified as Learning or Non-Grant), scope (eliminating non-grants that were not related to research, based on grant titles), and timelines (eliminating those that had yet to start disbursement). In addition, the documentation made available to the evaluation team identified "studies", with documents related to research (such as reports, terms of reference, proposals, and annexes). The final reconciliation of two parts of the list took place during the evaluation, and the final list was used as the database for the Research Quality Assessment. A total of 50 research outputs were examined.

The analysis of these research initiatives has drawn upon the Research Quality Plus (RQ+) Framework of the International Development Research Centre, customised specifically to the evaluation of C&A Foundation.[3] The team sought to answer questions pertaining to research needs, the production of research, outputs produced by the research, research quality, actual use of research, likelihood of impact of the research, and also the foundation's internal research commissioning practices.

PROGRAMMATIC SAMPLING

C&A Foundation's portfolio of grants, initiatives and partnerships provided to the evaluation team[4] amounts to EUR 200 million, of which EUR 141 million has been allocated to five programmes: Circular Fashion, Sustainable Raw Materials, Working Conditions, Forced and Child Labour (Forced Labour/Immigrants), Gender Justice. The total eligible number of grants for this evaluation amounted to 214, comprising 109 initiatives (where multiple grants to the same partner amount to one single initiative).

To inform the case studies on the four signature programmes, the evaluation team selected grants to be assessed. The sample was composed of three layers:

- Layer 1: Grants for which a document review and stakeholder interviews would be undertaken
- Layer 2: Grants for which independent evaluations would be reviewed through the evaluation synthesis
- Layer 3: Grants for which research outputs would be analysed through the Research Quality Assessment.

Appendix A
Methodology

The first layer was the most in-depth. The sampling strategy used for this layer is described below. For the other two layers, the evaluation team selected all the grants for which evaluation or research had been conducted and had produced outputs[5].

The evaluation team developed a sampling strategy for the first layer of the sample (document review and stakeholder interviews), based on criteria finalised with EP and integrating feedback from the foundation's programme staff. These criteria together ensured adequate representativeness regarding the portfolio and allowed for a robust appreciation and analysis of the work undertaken by C&A Foundation. The following criteria guided the sampling of the foundation portfolio for this evaluation:

- The eligible portfolio population was provided by Frauke Gorosabel at Grants Administration, culled to include only grants above EUR 50 thousand. However, a few smaller grants were included in the review of independent evaluations, notably but not only of Better Cotton Initiative (BCI), Canopy and MaterialWise.
- Inception discussions with teams and feedback received provided qualitative guidance on the C&A Foundation grants portfolio.
- Four signature programmes were included, as well as Gender Justice, by weight of investment.
- Coverage of all SOs, per programme.
- Types of initiatives (core, implementation and others) were accounted for.
- Grants and non-grants (equity, non-financial support, investment, and others) were both represented.
- Regional diversity was ensured.
- Diversity in the size of grants and initiatives was prioritised.
- Diversity in launch year of grants was ensured.
- Given the foundation's interest in understanding its engagement with leading organisations in the field of sustainable fashion, a reasonable oversampling for leadership was made (initiatives that demonstrate leadership regionally or globally; for example, signature support like FFG).
- Accounting for the proposed methodology for each case study, so that there is a match between the grants sampled and the proposed methodology (for instance PhotoVoice and focus group discussions with beneficiaries).
- Accounting for 'failures', which were initiatives that programme staff identified as either not having advanced the mission of C&A Foundation or not produced results as anticipated.
- Accounting for special grants ('wild cards'), for instance experimental initiatives and partner organisations who do not want to scale up.
- Including Instituto C&A (Brazil), Fundación (Mexico) and C&A Foundation supported initiatives.

The strategy sought to produce a sample that amounted to 25-30% of the portfolio value as well as per programme, and 20-25% as a proportion of overall number of initiatives and number of grants. The objective was also to sample 10-15% of so-called "failed" initiatives per programme.

SAMPLING RESULTS OVERVIEW

The strategy resulted in a sample that amounted, for the first layer (document review and stakeholder interviews), to 36% of the overall financial value of the granting portfolio and 47% of the portfolio for the five programmes. The first layer of the sample amounted to 30% of initiatives (for the five

programmes) and thus some 29% of actual individual grants. The evaluation review and research quality analysis included all evaluations (43) and research (50) provided to the evaluation team.

The overall sampled portfolio was at the higher end of the objectives sought through sampling. This reflected what the evaluation team considered a robust sampling of the portfolio.

Table A.2 Overview of portfolio and sample – first layer

	Grant Amount (€)	Value of sample (docs + interviews)	Proportion of programme value (docs + interviews)	Total number of initiatives	Number of initiatives sampled (docs + interviews)	% of initiatives sampled (docs + interviews)	Total number of grants	Number of grants sampled (docs + interviews)	% of grants sampled (docs + interviews)
Sustainable Raw Materials	€ 28,466,555	€ 6,768,000	23.8%	32	5	15.6%	54	9	16.7%
Forced and Child Labour	€ 21,334,030	€ 5,691,000	26.7%	19	8	42.1%	32	9	28.1%
Working Conditions	€ 30,149,647	€ 9,944,000	33.0%	60	15	25.0%	87	27	31.0%
Circular Fashion	€ 48,475,260	€ 44,402,000	91.6%	24	10	41.7%	33	14	42.4%
Gender Justice	€ 3,381,236	€ 2,099,000	62.1%	4	3	75.0%	8	4	50.0%
Grand Total	€ 155,835,765		44.2%						
Total 5 programmes	€ 131,806,728	€ 68,904,000	52.3%	139	41	29.5%	214	63	29.4%

Note: For Gender Justice, only the grants part of the programme's portfolio was integrated in these two tables.

SAMPLING OF PROGRAMME INITIATIVES

The sampling of specific initiatives per programme is provided below, noting that case studies were prepared for each of these programmes. In the left column, "Type of Sampling", certain grants are identified as first layer (portfolio review + stakeholder interviews), others as second (evaluation review) and third (research quality analysis). In some cases, grants selected as first layer also had evaluations or research available: these additional sources of data were analysed and are also indicated in "Type of Sampling".

Notes

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

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

[3] Anchored in its decades of leadership in supporting research for development, the RQ+ first asks questions about the influences and context: maturity of the research field, research capacity and strengthening, risk in the data environment, and risk in the political environment. The RQ+ tool then directs towards an assessment of research along the following four dimensions: research quality, research legitimacy, research importance, and positioning for use. The RQ+ Framework then provides for a rating of the research on an 8-point scale.

[4] The sampling was based on Salesforce and TeamSite exports as of 27 July 2019.

[5] Evaluation and research outputs produced during this evaluation were also analysed.

Appendix B. **Stakeholders consulted**

C&A Foundation staff

NAME	ORGANISATION	TITLE / POSITION
Athreya, Bama	C&A Foundation	Senior Gender Programme Manager
de Almeida, Fabio	C&A Foundation	Programme Manager of ONE
Almeida, Luciana	C&A Foundation	Programme Manager
Barroso, Patricia	C&A Foundation	Communications Manager
Baruah, Litul	C&A Foundation	Analytics Officer
Becerra, Melissa	C&A Foundation	Strengthening Communities Specialist
Bhardwaj, Manavi	C&A Foundation	Programme Officer
Bhat, Devika	C&A Foundation	Team Assistant
Birtwistle, Stephen	C&A Foundation	Programme Manager
Castello, Joana	C&A Foundation	Communications Manager
Chester, Anita	C&A Foundation	Head of Sustainable Raw Materials
Chowdhury, Naureen	C&A Foundation	Programme Manager
Chugh, Puneet	C&A Foundation	Team Assistant
De Graaf, Liona	C&A Foundation	Team Assistant
Gorosabel, Frauke	C&A Foundation	Grant Administration Manager
Hartley, Katy	C&A Foundation	Director of Communications and Philanthropy
Ho, Janet	C&A Foundation	Team Assistant
Ibarretxe, Maite	C&A Foundation	Head of Global Operations
Jain, Charu	C&A Foundation	Senior Advocacy Manager
Johnston, Leslie	C&A Foundation	Executive Director
Joustra, Douwe Jan	C&A Foundation	Head of Circular Fashion
Klotz, Stephanie	C&A Foundation	Senior Communications Manager
Lunetta, Margarida C.	C&A Foundation	Programme Manager
Martinho, João	C&A Foundation	Evaluation Manager
Martins, Alessandra	C&A Foundation	Strengthening Communities Senior Analyst
McGill, Megan	C&A Foundation	Programme Manager
McKenzie, Fiona	C&A Foundation	Head of Talent and Learning
Mull, Savi	C&A Foundation	Senior Evaluation Manager

Narciso, Gustavo	C&A Foundation	Programme Manager
Ortega, Giuliana	C&A Foundation	Head of Instituto C&A
Pereira, Luciana	C&A Foundation	Programme Manager
Philips, Bini	C&A Foundation	Programme Officer
Poti, Lakshmi	C&A Foundation	Programme Manager
Risby, Lee	C&A Foundation	Head of Effective Philanthropy
Rocha, Gabriela	C&A Foundation	Communications Manager
Roy Chowdhury, Anindit	C&A Foundation	Programme Manager
Santiago, Gabriela	C&A Foundation	Assistant
Sinha, Ipshita	C&A Foundation	Programme Manager
Tuba, Faiza Farah	C&A Foundation	Programme Officer
Tucker, Jill	C&A Foundation	Head of Labour Rights
Vijay, Shubhi	C&A Foundation	Communications Officer
Vuddamalay, Ilan	C&A Foundation	Programme Manager
Xavier, Mariana B.	C&A Foundation	Programme Coordinator

C&A Foundation governance actors: Brenninkmeijer family owners, Board, Investment Committee

NAME	ORGANISATION	TITLE / POSITION
Brenninkmeijer, Albert	C&A Foundation	Former Chief Operations Officer (COO) of Global Supply Chain of C&A
Brenninkmeijer, Bart	C&A	Various roles, former COO for Europe division
Brenninkmeijer, Clemens	Redevco Nederland BV	Managing Director
Brenninkmeijer, Edward	C&A	CEO
Brenninkmeijer, Erik	COFRA Foundation	Chair
Brenninkmeijer, Lawrence	COFRA Holding AG	Director of Family Leadership and Development
Brenninkmeijer, Martin-Rudolf	COFRA Holding AG	Director
Brenninkmeijer, Matthew	C&A Mexico	Director of Operations and Business Development
Brenninkmeijer, Maurice	COFRA Holding AG	Chair of the Board
Brenninkmeijer, Michiel	C&A China	Director of Sourcing and Corporate Social Responsibility (CSR)
Brenninkmeijer, Norman	COFRA Holding AG	Senior Advisor
Brenninkmeijer, Thomas	Anthos	Chair

Appendix B
Stakeholders consulted

Correa, Paulo	C&A Brazil	CEO
Costa, Márcia	C&A Brazil	Human Resources & Communications VP
Dávila, Mauricio	C&A Mexico	CFO
Dublin, Holly	International Institute for Environment and Development (IIED)	Senior Associate
Fabregat, Mariana	C&A Mexico	Human Resources Director
Gaudio, Rozalia	C&A Brazil (Former employee)	Former Sustainability Senior Manager
Guerrero, Marcos	C&A Mexico	Commercial Director
Hafner, Stefan	COFRA	Senior Tax Manager
Heiny, Katherine Anne	C&A	Head of Global Sustainability
Ito, Leandro	C&A Brazil	Sourcing, Quality and Sustainability Global Manager
Kroger, Kelly	C&A Mexico	CEO
Leonard, Scott	Indigenous Clothing	CEO
Lucato, Milton	C&A Brazil	CFO
Polaski, Sandra	Independent expert	Independent expert on employment, social protection, trade and income distribution
Ramdas, Kavita	Open Society Foundations	Director of Women's Rights Programmes
Rubio, Fernando	C&A Mexico	Director of Operations
Sánchez, Alejandra	C&A Mexico	Head (Interim)
Schuler-Keiser, Angela	COFRA Holding AG	Legal Manager

External review panel

NAME	ORGANISATION	TITLE / POSITION
Chianca, Thomaz	Independent	Senior Evaluation Consultant
MacPherson, Nancy	Independent	Independent Advisor
Williams, Dilys	Centre for Sustainable Fashion	Director
Woodcraft, Clare	Woodcraft Associates	Executive Director

Benchmarking exercise

NAME	ORGANISATION	TITLE / POSITION
Chandrasoma, Nishka	Ford Foundation	Vice President, Secretary, and General Counsel

Dixon, Chris	Vodafone Foundation	Senior Manager
Goh, Alice	Ford Foundation	Director of programmes
Hersch, Ira	Target Foundation	Director
Kabalt, George	Porticus	Former CEO
Pursnani, Pradeep	Shell Foundation	Former Deputy Director
Rothenberg, Bess	Ford Foundation	Senior Director, Strategy and Learning
Twersky, Fay	Hewlett Foundation	Vice President and Director, Effective Philanthropy Group

Case studies actors: Sustainable Raw Materials

NAME	ORGANISATION	TITLE / POSITION
Argento, Crispin	OCA	Executive Director
Arjun	AKRSP (India)	Field Officer
Arpit	AKRSP (India)	Field Officer
Baghel, Sandeep	AKRSP (India)	Area Manager
Baig, Iqbal	AKRSP (India)	Programme Officer
Baruah, Litul	C&A Foundation	Analytics Officer
Bhardwaj, Manavi	C&A Foundation	Programme Officer
Bhat, Devika	C&A Foundation	Team Assistant
Bonfim, Waneska	Diaconia	General Coordinator
Brennan, Adam	C&A	Unit Leader, Sustainable Chemicals Management – Europe & Global
Buermann, Hendrik	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	Project Manager
Chester, Anita	C&A Foundation	Head of Sustainable Raw Materials
Chugh, Puneet	C&A Foundation	Team Assistant
Dhar, Murali	World Wildlife Fund India	Director, Sustainable Agriculture Programme
Ducas, Charline	C&A	Unit Leader, Global Circular Economy
Gouveia, Taciana	Federação de Órgãos para Assistência Social e Educação (FASE)	Coordinator
Hogue, Jeffrey	C&A	Global Chief Sustainability Officer
Jain, Charu	C&A Foundation	Senior Advocacy Manager
Laleeta	Aga Khan Rural Support Programme (India)	Field officer
Lima, Pedro	ESPLAR Centro de Pesquisa e Assessoria	Technical Director & Project Coordinator

Appendix B
Stakeholders consulted

Louies, Catherine	C&A	Project Management Office Global Sustainability
Mogare, Bharat	Aga Khan Rural Support Programme (India)	Regional Manager
Mondal, Ashis	ASA	Founder Director
Oliveira, Marcus	ESPLAR Centro de Pesquisa e Assessoria	President & Executive Director
Omkar	Aga Khan Rural Support Programme (India)	Field Officer
Pastore, Prashant	Solidaridad	General Manager
Pereira, Luciana	C&A Foundation	Programme Manager
Philips, Bini	C&A Foundation	Programme Officer
Poti, Lakshmi	C&A Foundation	Programme Manager
Prakash	Aga Khan Rural Support Programme (India)	Field Officer
Santiago, Fabio	Diaconia	Coordinator
Sawhney, Tinni	Aga Khan Foundation	CEO
Saxena, Sandeep	Aga Khan Rural Support Programme (India)	Senior Programme Specialist (Agriculture)
Singh, RP	Aga Khan Foundation	Regional Manager
Vijay, Shubhi	C&A Foundation	Communications Officer
Yadav, Sunil Kumar	Aga Khan Rural Support Programme (India)	Programme Specialist (Marketing)
Beneficiaries (30)		

Forced and Child Labour

NAME	ORGANISATION	TITLE / POSITION
Aparecida Silva Aguilar, Carla	CAMI Centro de Apoio e Pastoral do Migrante	Management Group
Campelo R. Almeida, Luciana	C&A Foundation	Programme Manager
Carvalho, Fernanda	International Labour Organization	National Professional Officer
Casteli, Thiago	Repórter Brasil	Project Assistant
Correa, Paulo	C&A Brazil	Chief Executive Officer
Gomes, Marcel	Repórter Brasil	Executive Secretary
Guilbert, Kieran	Thomson Reuters Foundation	Slavery and Trafficking Editor
Kapdan, Özgül	Kadinlarla Dayanisma Vakfi	Instructor of Gender and Migration Training
La rosa, Thais	Centro de Direitos Humanos CDHIC	Executive Coordinator

Lima, Bruna	CAMI Centro de Apoio e Pastoral do Migrante	Management Group
Lima, Edmundo	ABVTEX	Executive Coordinator
Lopes, Bruno	Centro de Direitos Humanos CDHIC	Project Coordinator
O. Mendesur, Jose Antonio	CAMI Centro de Apoio e Pastoral do Migrante	Management Group
Ortega, Giuliana	C&A Foundation	Head of Instituto C&A
Parise, Paolo	Missão Paz	General Coordinator
Patussi, Roque	CAMI Centro de Apoio e Pastoral do Migrante	Coordinator
Requena, Soledad	CAMI Centro de Apoio e Pastoral do Migrante	Management Group
Roy Chowdhury, Anindit	C&A Foundation	Programme Manager
Salmuni, Florencia	Centro de Direitos Humanos CDHIC	International Relations Assessor
Silva, Mercia	Instituto Pacto Nacional pela Erradicação do Trabalho Escravo	Executive Director
Tucker, Jill	C&A Foundation	Head of Labour Rights
Vargas, André	CAMI Centro de Apoio e Pastoral do Migrante	Management Group
Beneficiaries (13)		

Working Conditions

NAME	ORGANISATION	TITLE / POSITION
Akter, Kalpona	Bangladesh Center for Workers Solidarity	Executive Director
Akter, Nazma	Awaj Foundation	Founder and Executive Director
Alam, Kouser	Bangladesh Center for Workers Solidarity	Communication, Documentation and M&E Officer
Alam, Ovick	WebAble	Chairman
Arong, Atat	Bangladesh Legal Aid and Services Trust (BLAST)	Staff Lawyer
Artuso, Eloisa	Instituto Fashion Revolution Brasil	Education Director
Ayruani, Monoshita	WebAble	Director
Carvalho, Sheila	Instituto Ethos de Empresas e Responsabilidade Social	Human Rights Projects Coordinator
Choudhuri, Afshana	Centre for Entrepreneurship Development, BRAC University	Deputy Director
Chowdhury, Naureen	C&A Foundation	Programme Manager
Dongfang, Han	CLB	Executive Director

Appendix B
Stakeholders consulted

Durairaja, Leslie	C&A Sourcing	Senior Hub Manager Sustainable Supply Chain
Ferro, Marina	Instituto Ethos de Empresas e Responsabilidade Social	Businesses Practices & Public Policies Executive Manager
Hasan Nayan, Nahidul	Awaj Foundation	Operations Director
Hossain, Md. Sabbir	Solidarity Center	Programme Officer (Lawyer)
Hossain, Sara	BLAST	Executive Director
Huda, Taqbir	BLAST	Research Specialist
Hurst, Rosey	Impactt	Founder and Director
Hussain, Syed Hasibuddin	Centre for Entrepreneurship Development, BRAC University	Project Manager
Krasley, Sarah	Shimmy Technologies, Inc.	Chief Executive Officer
Lima, Edmundo	ABVTEX – Associação Brasileira do Varejo Têxtil	Executive Director
Mian, Adbur Salman	BLAST	Deputy Director (M&E)
Mullick, Emelda S.	USAID Bangladesh	Project Management Specialist, Labour and Human Rights Program
Murshed, Faisal	Bangladesh Center for Workers Solidarity	Project Coordinator
Nichols, Valerie	CLB	Development and Operations Manager
Quader, Mahjabeen	International Trade and Development. Embassy of the Kingdom of the Netherlands	Senior Policy Advisor, Economic Affairs and CSR
Rahman, Md. Tayebur	BLAST	Project Manager
Rodriguez, Kelly Fay	Solidarity Center	Country Programme Director
Sautede, Eric	CLB	Development Director
Simon, Fernanda	Instituto Fashion Revolution Brasil	Country Coordinator
Singh, Shantanu	C&A Sourcing	Unit Leader, General Manager – Dhaka Hub (Bangladesh, India, Pakistan and Sri Lanka)
Sinha, Ipshita	C&A Foundation	Programme Manager
Somers, Carry	Fashion Revolution CIC	Founder and Global Operations Director
Stuart, Guy	Microfinance Opportunities	Executive Director
Sultana, Zakia	Bangladesh Center for Workers Solidarity	Programme Coordinator
Tuba, Faiza Farah	C&A Foundation	Programme Officer
Tucker, Jill	C&A Foundation	Head of Labour Rights

Vander Meulen, Nicole	International Corporate Accountability Roundtable (ICAR)	Legal & Policy Coordinator
Vuddamalay, Ilan	C&A Foundation	Programme Manager
Xavier, Mariana B.	C&A Foundation	Programme Coordinator
Zamil, Md. Mostafa	BLAST	Deputy Director (Program)
Beneficiaries (22) – among which:		
Montes Ramírez, Sara	Colectivo Raíz	Coordinator
Quiñonez, Julia	Comité Fronterizo de Obreras (CFO)	Coordinator
Ramírez, Reyna	Colectivo Obreras Insumisas (COI)	Director
Velázquez, Blanca	Centro de Apoyo al Trabajador (CAT)	Director

Circular Fashion

NAME	ORGANISATION	TITLE / POSITION
Alahuhta, Tia	The Circle Economy	Fundraising Manager
Argento, Crispin	OCA	Executive Director
Beltzung, Anna	Dimpora	CTO
Bode, Aiko	Fenix Outdoor International AG	Chief Sustainability Officer
Brenan, Adam	C&A	Sustainable Chemicals Management – Europe & Global
Budde, Ina	Circular Fashion	Founder
Crump, Andrea	LWARB	Policy and Projects Officer
Cunningham, Gwen	The Circle Economy	Programme Lead
Cupi, Geri	Mono Chain	CEO and Co-Founder
De Graaf, Liona	C&A Foundation	Team Assistant
Dublin, Holly	International Institute for Environment and Development (IIED)	Senior Associate
Eastling, Jessica	Better Ventures	Associate
Ely, Jon	EMF	Philanthropic Lead
Garay, Ricardo	Circular Systems	Agraloop Project Coordinator
Ghebreab, Sennait	Marangoni School of Fashion	Programme Leader of Fashion Business
Hearne, Shelly	Forsythia Foundation	Executive Director
Hogue, Jeffrey	C&A	Global Chief Sustainability Officer
Joustra, Douwe Jan	C&A Foundation	Head of Circular Fashion

Appendix B
Stakeholders consulted

Kiryttotoulou, Natalia	Covox Consulting	Learning Facilitator
Leonard, Scott	Indigenous Clothing	CEO
Ley, Katrin	FFG	Managing Director
Lunetta, Margarida C.	C&A Foundation	Programme Manager
McDonough, Bill	McDonough Innovation	CEO
McGill, Megan	C&A Foundation	Programme Manager
Menand, Lucile	Dimpora	R&D Engineer
Metzger, Eliot	WRI	Senior Associate
Michel, Frank	ZDHC	Executive Director
Midling, Mike	Consultant	Independent
Möllenkamp, Nadine	Designskolen Kolding	Head of Lab for Sustainability & Design
Nichelson, Isaac	Circular Systems	Co-Founder & CEO
Pehrsson, Anna	TEXAID Textilverwertungs-AG	Recycling Project Manager
Rees, Ceri	Ananas Anam/Pinatex	Sales & Marketing Manager
Richardt, Anica	TEXAID ReCommerce GmbH	Retail Solutions
Ryecroft, Nicole	Canopy	Executive Director & Founder
Schlaepfer, Kurt	BlueSign Technologies AG	Head of CRM
Shih, Cynthia	McKinsey.org	Global Director, Sustainable Communities
Souchet, Francois	EMF	Philanthropic Lead
Ten Wolde, Arthur	Ecopreneur	Executive Director
Van Mazijk, Rogier	FFG	Investment Manager
Vuddamalay, Ilan	C&A Foundation	Programme Manager
Williams, Dilys	London College of Fashion	Professor of Fashion Design for Sustainability
Woodcraft, Clare	Woodcraft Associates	Executive Director

Strengthening Communities

NAME	ORGANISATION	TITLE / POSITION
Barroso, Patricia	C&A Foundation	Communications Manager
Becerra, Melissa	C&A Foundation	Strengthening Communities Specialist
Brenninkmeijer, Albert	C&A Foundation Board	Former COO of Global Supply Chain of C&A
Brenninkmeijer, Bart	C&A	Various roles, former COO for Europe division

Brenninkmeijer, Clemens	Redevco Nederland BV	Managing Director
Brenninkmeijer, Edward	C&A	CEO
Brenninkmeijer, Erik	COFRA Foundation	Chair
Brenninkmeijer, Lawrence	COFRA Holding AG	Director of Family Leadership and Development
Brenninkmeijer, Martin-Rudolf	COFRA Holding AG	Director
Brenninkmeijer, Matthew	C&A	Director of Operations and Business Development
Brenninkmeijer, Maurice	COFRA Holding AG	Chair of the Board
Brenninkmeijer, Michiel	C&A China	Director of Sourcing and CSR
Brenninkmeijer, Norman	COFRA Holding AG	Senior Advisor
Brenninkmeijer, Thomas	Anthos	Chair
Burgos, Karla	C&A Mexico	Store Manager
Correa, Paulo	C&A Brazil	CEO
Costa, Márcia	C&A Brazil	Human Resources & Communications VP
Dávila, Mauricio	C&A Mexico	CFO
Fabregat, Mariana	C&A Mexico	Human Resources Director
Gaudio, Rozalia	C&A Brazil (Former employee)	Former Sustainability Senior Manager
Guerrero, Marcos	C&A Mexico	Commercial Director
Gutiérrez, Gustavo	C&A Mexico	Communications Officer
Hartley, Katy	C&A Foundation and C&A	Director of Communications and Philanthropy
Ito, Leandro	C&A Brazil	Sourcing, Quality and Sustainability Global Manager
Kroger, Kelly	C&A Mexico	CEO
Lucato, Milton	C&A Brazil	CFO
Martins, Alessandra	C&A Foundation	Strengthening communities Senior Analyst
Narciso, Gustavo	C&A Foundation	Programme Manager
Nuño, Nestor	C&A Mexico	Store Manager
Ortega, Giuliana	C&A Foundation	Head of Instituto C&A
Pereira, Luciana	C&A Foundation	Programme Manager
Rubio, Fernando	C&A Mexico	Director of Operations
Salgado, Marco	C&A Mexico	Visual In-store Merchandiser

Appendix B
Stakeholders consulted

Sánchez, Alejandra	C&A Mexico	Sustainability Manager (Interim)
Santiago, Gabriela	C&A Foundation	Assistant

C&A Business

NAME	ORGANISATION	TITLE / POSITION
Brennan, Adam	C&A	Unit Leader of Sustainable Chemicals Management – Europe & Global
Burgos, Karla	C&A Mexico	Store Manager
Ducas, Charline	C&A	Unit Leader, Global Circular Economy
Durairaja, Leslie	C&A Sourcing	Senior Hub Manager Sustainable Supply Chain
Gonzalez Busquets, Aleix	C&A	Global Head of Stakeholder Engagement
Gutiérrez, Gustavo	C&A Mexico	Communications Officer
Hogue, Jeffrey	C&A	Global Chief Sustainability Officer
Nuño, Nestor	C&A Mexico	Store Manager
Reidick, Michael	C&A Europe	Head of Sustainability, Europe
Rolfes, Thorsten	C&A	Retired
Salgado, Marco	C&A Mexico	Visual In-store Merchandiser
Singh, Shantanu	C&A Sourcing	Unit Leader, General Manager – Dhaka Hub (Bangladesh, India, Pakistan and Sri Lanka)
Voelmicke, Jens Joachim	C&A	Press Contact

Other

NAME	ORGANISATION	TITLE / POSITION
Armani, Domingos	Independent consultant	Consultant
Burns, Danny	Institute of Development Studies	Research Team Leader
Harji, Karim	Evalysis	Managing Director
Hawkins, Penny	Independent	Evaluation Consultant
Mathur, Kanchan	Institute of Development Studies (India), IDSJ	Honorary Professor
Nino-Zarazua, Max	Independent	Consultant
Rock, Ellen	Ellen Rock Studio	Textile Artisan & Founder
Sandler, Joanne	Gender@Work	Senior Associate
Sleets, Halston	Best Buy	Associate Manager of Sustainable Tech Products

| Wakefield, Shawna | Gender@Work | Associate |

Appendix C. **Strategy and alignment**

C&A Foundation theory of change

Our Theory of Change

The systemic challenge
The global apparel industry is experiencing a race to the bottom which

Perpetuates unjust working conditions and poverty, particularly for women

Degrades the environment

Many people lack the belief that change is possible and we know this challenge is too big for one organization to solve alone

Our impact

Improved livelihoods and fair wages

Just conditions for apparel workers

Improved environment in areas impacted by the industry

This benefits:

Factory and farm workers

Communities where clothes are made and sold

Environment and people

Our Purpose
Is to make fashion a force for good

Who we work with

Customers
Brands and retailers
Government and policymakers
Supply chain stakeholders
Multi-stakeholder initiatives
Civil society organisations
Employees
In collaboration and partnership with C&A

How we do it
We catalyse positive, lasting change by

Demonstrating self-sustaining models and methodologies to transform businesses and supply chains

Strengthening platforms and institutions to enable industry-wide change

Advocating for policy and behaviour change through the value chain, from supplier to consumer

Key principles underlying our approach:

Workers' voices need to be amplified

Transparency is a key to accountability

Advancing the rights of women is fundamental to industry transformation

Collaboration is core to our success

We achieve this by inspiring people, networks and organisations to play their part in creating change

Our Goal
Is a fashion industry that enables people to thrive

"KEY PRINCIPLES UNDERLYING OUR APPROACH"

- Worker's voices need to be amplified
- Transparency is a key to accountability
- Advancing rights of women is fundamental to industry transformation
- Collaboration is core to our success

"HOW WE DO IT"

- Demonstrating self-sustaining models and methodologies to transform business and supply chains
- Strengthening platforms and institutions to enable industry-wide change
- Advocating for policy and behaviour change through the value chain, from supplier to consumer

STAFF SURVEY RESULTS

When examined together, results suggest that the C&A Foundation's ToC may need to be adjusted to allow for a more transformative grant-making.

Figure C.1   To what extent have C&A Foundation programmes been well-aligned with:
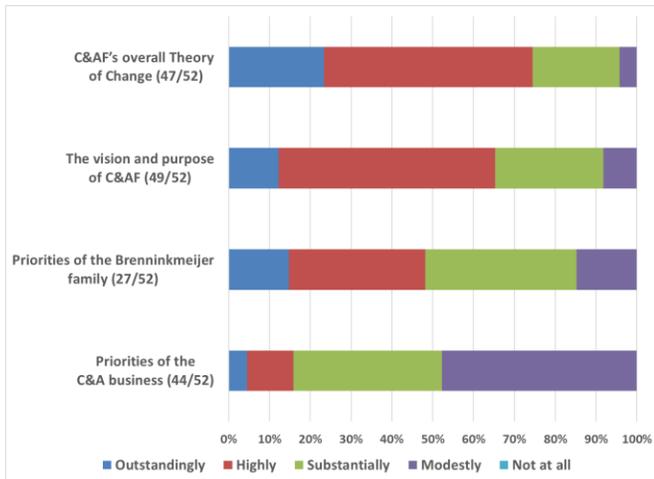

Source: Staff Survey

Figure C.2   To what extent have C&A Foundation grants been designed to:
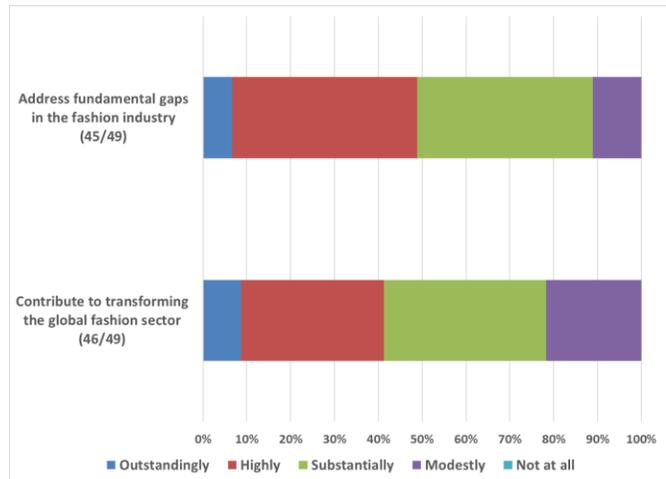
Source: Staff Survey

Figure C.3 Proportion of Budget per Signature Programme for Implementation and Core Support Grants (2014-18)
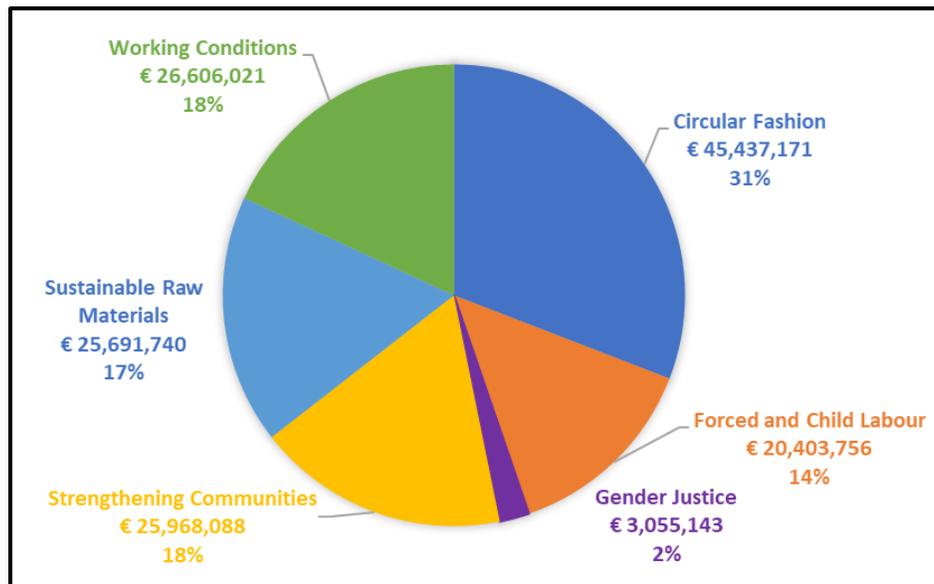
Source: C&A Foundation Portfolio

GRANT-MAKING ACROSS SILOS

Strategies, funding and some programming underway to cut across-cut the silos

- Gender, DEI
- ONE programme, core support and field-building

Appendix C
Strategy and alignment

Grant-making across multiple programmes – nascent

- Business and Human Rights Resource Centre (Forced and Child Labour and Working Conditions, budget of EUR 983,500 each = total of EUR 1.967 million)
- Grant IDs: GR-067059 and GR-067060

Partners funded through different programmes

- Bangladesh Legal Aid and Services Trust (BLAST) (Working Conditions and Strengthening Communities)
- Care USA (Working Conditions and Strengthening Communities)
- Ethical Trading Initiative (Gender Justice and Working Conditions)
- Fondation Terre des Hommes (Forced and Child Labour and Strengthening Communities)
- Terre des Hommes Deutschland (Forced and Child Labour and Strengthening Communities)
- Forum for the Future (Cotton, Circular Fashion)
- Solidarity Center (Gender Justice, Working Conditions)
- Sustainable Apparel Coalition (Circular Fashion, Working Conditions)

## Figure C.4 Survey results from the circles study
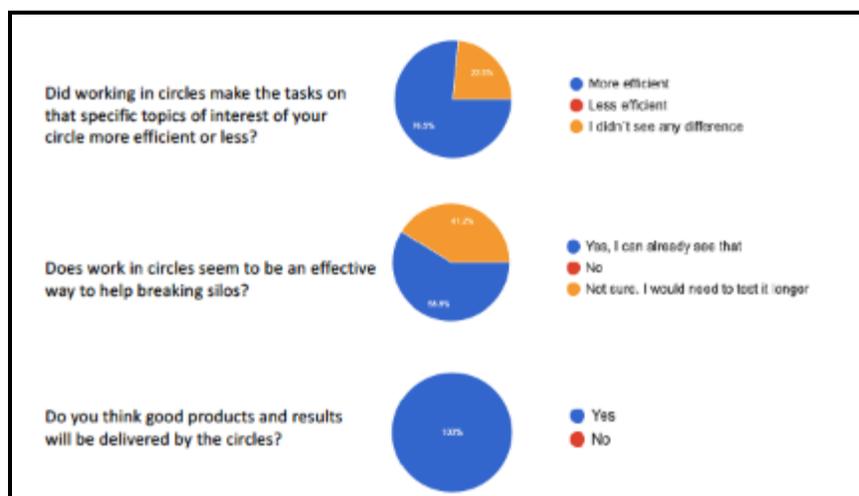
Figure C.5 Key insights from the parallel Delphi study
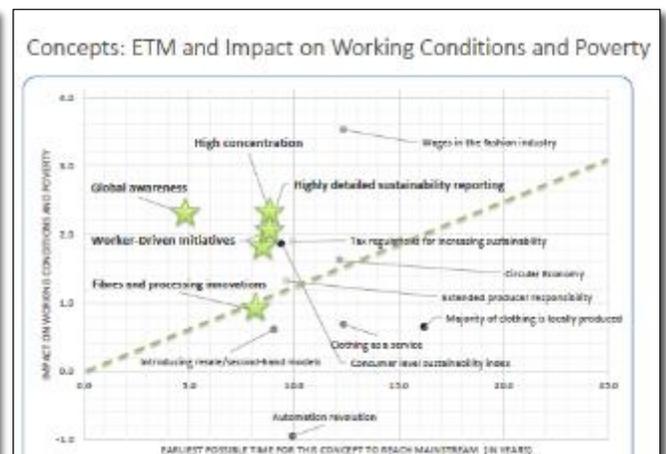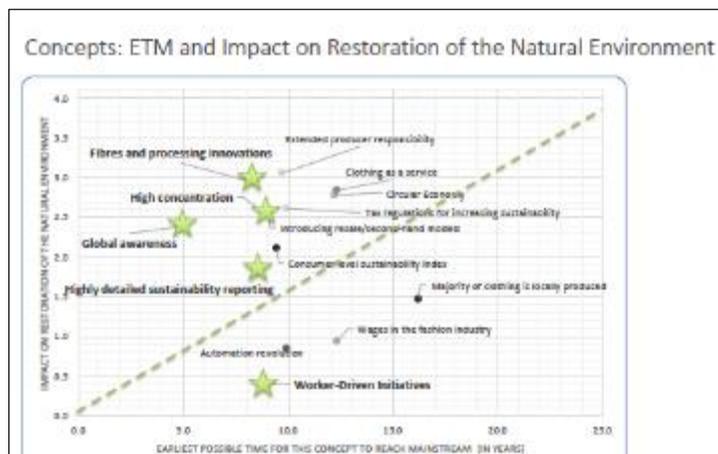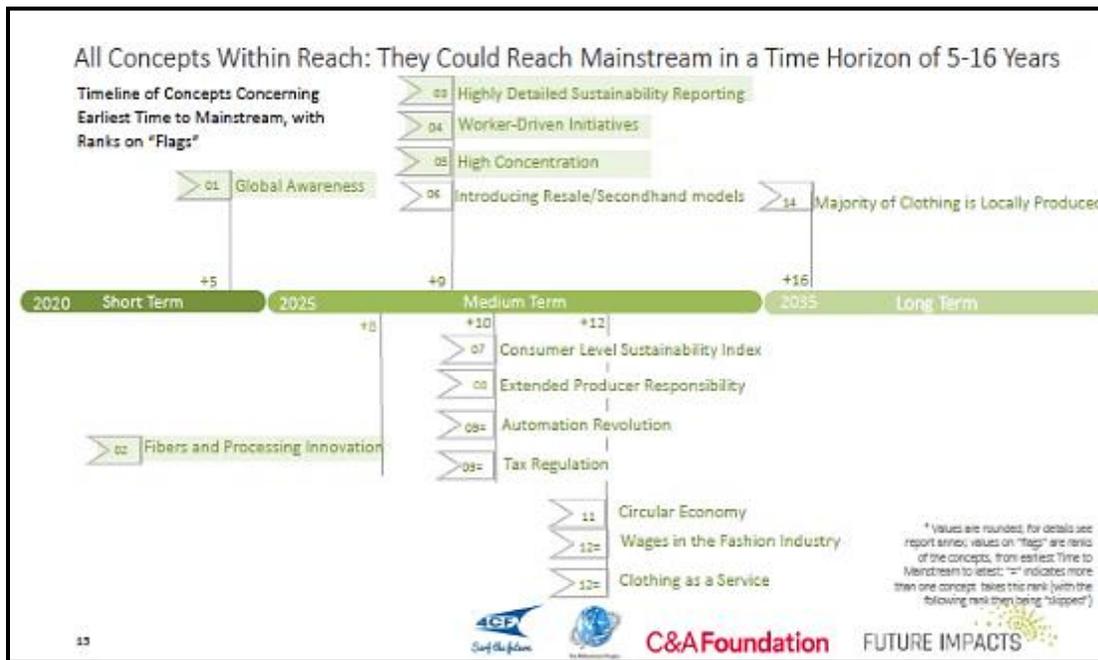
Appendix C
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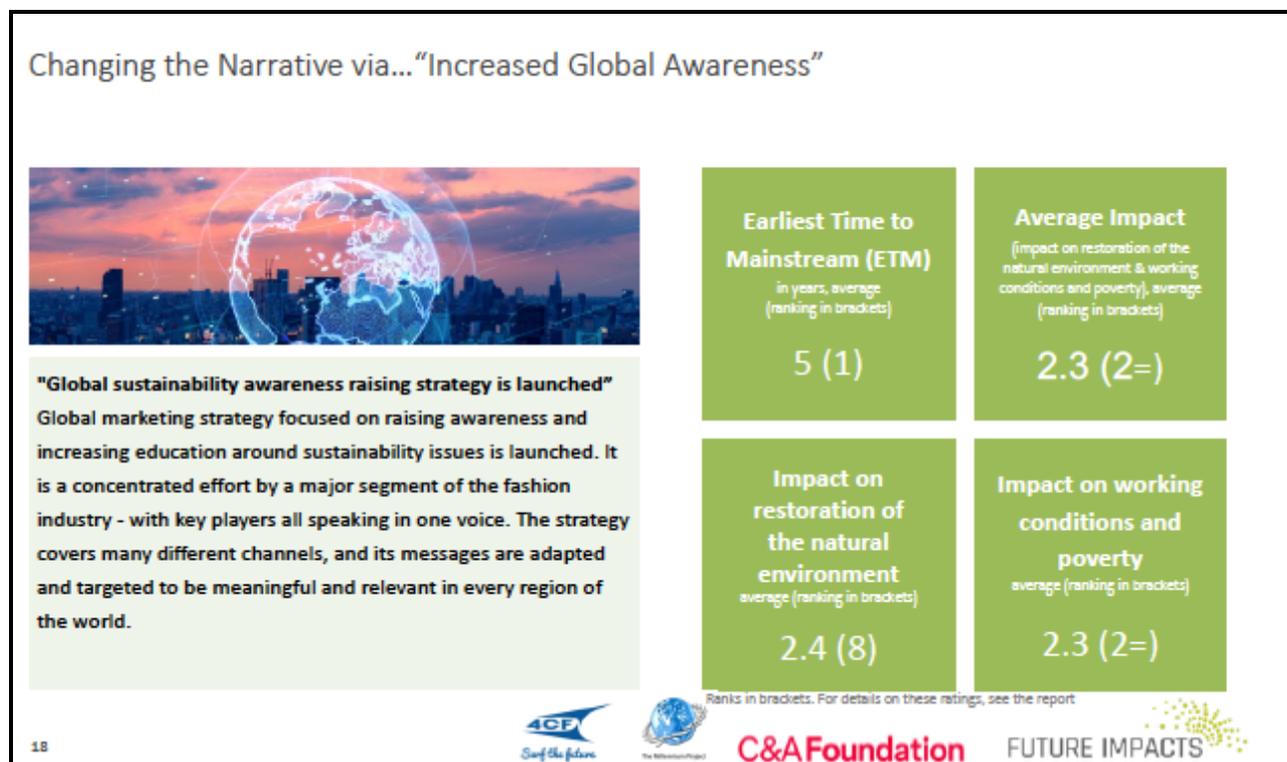
Table C.1 Multi-level strategic focus

Programme	Illustrative partners
Sustainable Raw Materials	Better Cotton Initiative
Forced and Child Labour	GoodWeave, Freedom Fund
Working Conditions	International Corporate Accountability Roundtable, ProDESC
Circular Fashion	Good Fashion Fund BV

Table C.2 Diversity of partners

Partner type	Illustrative partners
Implementing	Diaconia, Shimmy Technologies, Equiception, Breakthrough, UP!/Awaj
Regranting	Ethical Trading Initiative
Global	Aga Khan Foundation, Circle Economy
Multilateral	International Labour Organization
Locally Managed	Sociedad Mexicana Pro Derechos de la Mujer, CAMI, Bangladesh Center for Workers Solidarity, Kadinlarla Dayanisma Vakfi
Research	World Resources Institute, Ellen MacArthur Foundation
Advocacy	Transparentum, BLAST

Table C.3 Catalysing industry-wide platforms

PROGRAMMES	ILLUSTRATIVE PARTNERS
Sustainable Raw Materials	Organic Cotton Accelerator
Forced and Child Labour	InPACTO
Working Conditions	Sustainable Apparel Coalition
Circular Fashion	Fashion for Good

Table C.4 Average Duration and value of grants

Average duration of grants for implementation and core support, 2014-18

Programme	Average grant duration (months)
Circular Fashion	20.13
Forced and Child Labour	29.59
Gender Justice	24.14
Sustainable Raw Materials	25.66
Working Conditions	20.49
All Grants	23.26

Average duration of grants above EUR 100 thousand for implementation and core support, 2014-18

Programme	Average grant Duration (months)
Circular Fashion	28.0
Forced and Child Labour	32.92
Gender Justice	32.75
Sustainable Raw Materials	33.81
Working Conditions	27.16
All Grants	30.27

Note (both): Excludes Strengthening Communities and FFG

Average value of grants for implementation and core support, 2014-18

Programme	Average amount
Circular Fashion	€249,512
Forced and Child Labour	€703,578
Gender Justice	€436,449
Sustainable Raw Materials	€626,628
Working Conditions	€328,469
All Grants	€450,251

Average value of grants above EUR 100 thousand for implementation and core support, 2014-18

Programme	Average amount
Circular Fashion	€396,681
Forced and Child Labour	€837,006
Gender Justice	€722,045
Sustainable Raw Materials	€925,728
Working Conditions	€528,421
All Grants	€677,945

Note (both): Excludes Strengthening Communities and FFG

Table C.5 Grant value effectiveness

The average value of grants above EUR 100 thousand across signature programmes (exclusive of FFG and Strengthening Communities) is nearly EUR 680 thousand. Overall, the value of C&A Foundation grants tends to result in above average key programme indicator (KPI) output-oriented delivery effectiveness and high stakeholder perceptions of outcome-oriented effectiveness.

KPIs:

VALUE (EURO)	COUNT	SUM	AVERAGE GRADE
[0-100K]	11	40	3.64
[100K-250K]	6	18	3.00
[250K-500K]	17	61	3.59
[500K-750K]	2	7	3.50
[750K-…]	12	47	3.92

Source: Evaluation analysis

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Perception:

VALUE (EURO)	COUNT	SUM	AVERAGE GRADE
[0-100K]	7	31	4.43
[100K-250K]	4	13	3.25
[250K-500K]	14	60	4.29
[500K-750K]	1	4	4.00
[750K-…]	11	46	4.00

Source: Evaluation analysis

Table C.6 Geographic considerations

According to McKinsey's *The State of Fashion 2019* report, China is expected to become the world's largest fashion market in 2019.

Geography	Amount (millions)
Global	€59.2
India	€20.8
Europe	€12.8
Bangladesh	€8.8
Asia	€5.6
Brazil	€4.7
China	€4.2
Africa	€2.7
Mexico	€2.7
Pakistan	€0.8
Turkey	€0.4

The C&A Foundation portfolio, based on 2019 May dashboard, reflecting geographic investments, in order of scale-based importance.

ALIGNMENT OF COMMITMENTS OF C&A FOUNDATION AND C&A BUSINESS

The following are illustrative of the unrealised partnership between C&A Foundation and C&A business.

- "What We Stand For": An elaborate and multi-faceted vision of partnership. Foundation leadership and staff see this as an archival document while C&A business leadership and staff see this it as an unfulfilled but still evolving partnership.
- 2015/2016 C&A Foundation Annual Plan stated intention to continue to "deepen" and develop "Closer Collaboration with the Business".
- 2016/2017 Annual Plan spoke of the plan to "tighten alignment with the C&A business, with the goal of developing 1-2 big ideas with potential for deep impact."
- 2017/2018 Annual Plan celebrated the "flagship collaboration with the C&A business (FFG Centre) and deepened our business partnership on the key topics of transparency and gender."

▪ With 2018/2019 Annual Plan, FFG is situated as one key collaboration between C&A Foundation and the C&A business.

WORKING RELATIONSHIPS ACROSS C&A BUSINESS AND C&A FOUNDATION

The following illustrates some of the principal working relationships across the business and foundation:

▪ About 85% of C&A Foundation's governance system comprises consists of people closely associated with C&A, including current or former C&A leadership, key C&A staff, and family members of the owner's group.
▪ A close working relationship between C&A Foundation Executive Director, and CEO of C&A Brazil, Mexico and Europe and the chair of the C&A Foundation Board.
▪ A productive relationship between C&A Foundation Executive Director, and Chief Sustainability Officer at C&A Global and a Board Member of C&A Foundation.
▪ Regular, monthly check-ins between Head of Sustainable Raw Materials at C&A Foundation and the sustainability team at C&A, for 3.5 of the 5 years of the last strategic period, and in particular with Global Circular Economy, at C&A.
▪ C&A Foundation leadership sit on the global sustainability board of C&A.
▪ C&A team members giving feedback on proposals to C&A Foundation (for example, Sustainable Chemicals Management at C&A on proposal by ZDHC, for core support).

Table C.7 Alignment with programmatic priorities

PROGRAMME	ALIGNMENT
Sustainable Raw Materials	Most significantly aligned, with a focus on organic and sustainable cotton, including BCI.
Forced and Child Labour	A growing and consolidating alignment, with business concerned about addressing the issue of child labour in its value chain and that of the entire fashion industry.
Circular Fashion	The programme was *moderately aligned* with the C&A business.
Working Conditions	An unresolved, partial misalignment in evidence between Working Conditions programmatic priorities and the C&A business.
Strengthening Communities	A skewed alignment given this programme is highly aligned with business (though Employee Volunteering Program, Store Giving, Inspiring Women), while peripheral to the strategic approach of the foundation.

C&A business as enabling C&A Foundation

The C&A Foundation's association with the C&A business was an enabling factor during its early years.

The association has quickly positioned C&A Foundation as an important actor in the apparel industry.

▪ FFG was a major collaboration between them.
▪ C&A Foundation published the Good Fashion Guide, making C2C accessible to any company, and without giving C&A a competitive advantage in this respect.

Yet, C&A Foundation has inadequately benefited from the industry knowledge of the C&A business, bearing in mind that foundation staff are not fashion industry experts. In the words of key C&A staff, "The C&A business has industry awareness that the C&A Foundation is not using."

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C&A as benefiting from C&A Foundation

- Sustainable and organic cotton is the area of highest mutual influence between them.
- C&A has learned about, and then effectively sourced sustainable cotton.
- C&A produced C2C Certified GOLD T-Shirts.
- C&A has been privy to ongoing innovations in the field (such as CanopyStyle and viscose).
- In 2018, C&A Brazil was the transparency leader on the Fashion Transparency Index of the Instituto Fashion Revolution.
- Breakthrough and GoodWeave, in India, saw C&A open its supply chain and encourage factories to open doors to breakthrough on sensitisation related to gender-based violence.
- Halo effect of C&A Foundation, notably as a result of the Strengthening Communities programme.

Brand association as inhibiting factor

- Some foundation partners have been critical of the business, notably for seemingly not fulfilling commitments.
- Evidence of grantees partners misunderstanding the relationship between C&A Foundation and C&A, and improperly conflating the two.
- A significant portion of the owner's group perceives C&A Foundation to be limited by what C&A does.
- Some experimentation, but according to C&A stakeholders consulted, there are no serious collections on the C&A shop floors that would reflect the scaled-up impact of the C&A Foundation's work and leadership.

Illustrative quotes – relationship of C&A business and C&A Foundation

OWNER'S GROUP

"There is too much distance between the C&A business priorities and the C&A Foundation, given the mandate to be a force for good."

"So what the C&A Foundation does is limited by what C&A does. There was a missed opportunity in alignment with the business. The fault is at shareholder level."

"As long as the C&A Foundation carries the brand C&A, they are associated with the brand and there needs to be dialogue on their activities, their respective and mutual benefit, and … their joint brand building."

"My question for C&A Foundation is how can they convince an industry to change when the business is not doing great? Someone needs to say, 'be together or be apart'."

C&A FOUNDATION BOARD

"There is inherent conflict between C&A and C&A Foundation, which is where the value resides; this is… about moving industry forward..."

"There is tension between C&A Foundation and C&A business, particularly in the area of operations…The structural relationship between the C&A and C&A Foundation needs to be developed."

"Between the C&A and C&A Foundation, we need more collaboration to make a real difference in the industry, even with other retailers. There is not enough integration of the C&A supply chain into the work of C&A Foundation."

C&A BUSINESS STAFF

"There is a tension here between the C&A business priority on fast fashion and C&A Foundation priority on fashion for good."

"There are moments of conflict. I wish there would be a better alignment in the way they fund, and they communicate success."

C&A FOUNDATION STAFF

"The name association should be reconsidered."

C&A FOUNDATION PARTNER IN LATIN AMERICA

"I understand that the foundation and the company are two different things, but the movements do not see it that way."

Alignment of priorities of C&A and C&A Foundation

Staff Survey results are revealing, given that 25% rate the business as having had a negative impact on C&A Foundation programmatically, and another 23% indicating that the business has no real impact.

Figure C.6 How would you rate the C&A business's overall influence on C&A Foundation programmatically?
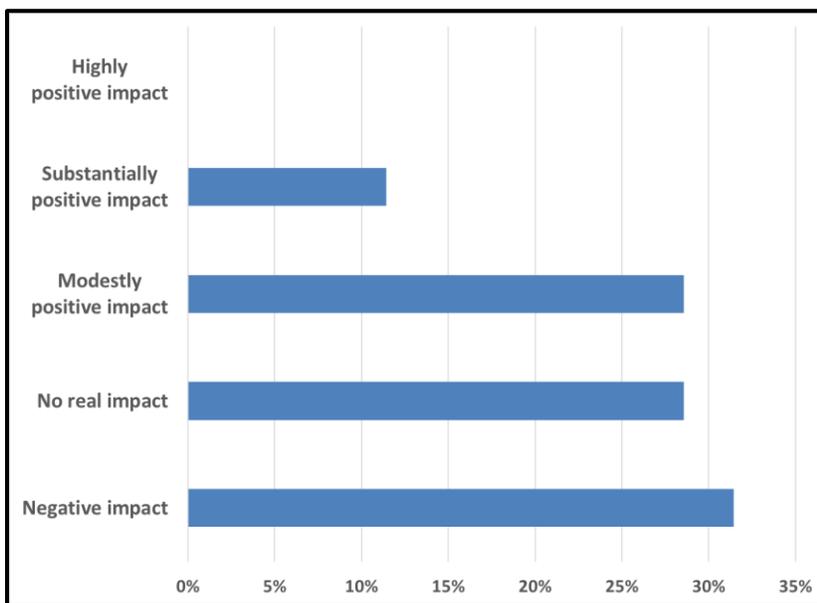

Source: Staff Survey

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Such negative impact has particularly been experienced by C&A Foundation as a whole, and by the Working Conditions programme in particular. The following illustrates some of the ways in which this has been the case:

- A human rights organisation would not originally take C&A Foundation money because of its C&A association, but eventually accepted on the grounds that it understood the foundation not to be a greenwashing mechanism for the business.
- According to an After Action Review, a worker's voice project did not work out as planned, in no small part because of the association with C&A, which reportedly did not fulfil its commitments to work with factories for change.
- According to a women's rights Initiative Document, there was some scepticism surrounding C&A Foundation's approach in Latin America that did not involve working with maquilas in the C&A business value chain, which undermines the credibility of C&A Foundation.
- A labour rights organisation in Latin America was reportedly surprised to find the IC comprised of C&A business team members, granting them access to organisational confidential documents.
- According to the evaluation report of a labour rights initiative in Bangladesh, C&A business did not provide the requisite support to push factories to make change. Thus, changes brought to factories were "mostly insignificant and unsustainable".

In a corollary manner, some 36% of staff respondents indicated that the foundation has had no real influence on the business strategically, with 25% indicating this impact to have been modestly positive.

Figure C.7 How would you rate C&A Foundation's overall influence on the C&A business strategically?

Source: Staff Survey

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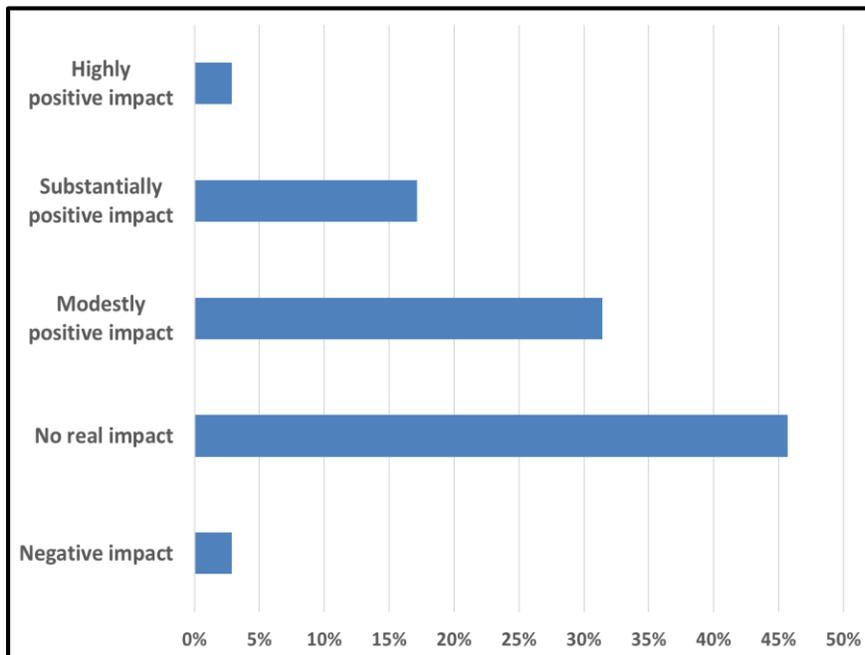
C&A business has become a recognised risk for C&A Foundation

In September 2018, C&A Foundation had a C&A Foundation Leadership Team – Risk Management Report produced, with the following insights:

- C&A Foundation and C&A have interlinked brand and reputational risks.
- C&A Foundation could be accused of "whitewashing", if C&A does not meet social and environmental commitments.
- Insufficient background checks on partners – risk to partners, beneficiaries, family.
- C&A Foundation has no authority over C&A business practices.
- The IC in Brazil reveals in its minutes an acute concern with C&A Foundation generating a halo effect for the business, though this is not the purpose of the foundation.

According to Giving Evidence's 2018 Frankly Speaking: Case Study of an Unusually Impact-Focused, "C&A Foundation doesn't seem to have a satisfactory mechanism for resolving when its goals are incompatible with those of the business/board."

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Sustainable Raw Materials

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
Sustainable Raw Materials									
Portfoliow review & stakeholder interviews	Aga Khan Foundation	2	SO1 + 3	India	Private non-profit international development agency	Implementation	Large	€ 1,389,000	2014, 2015
Portfoliow review & stakeholder interviews	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	1	SO1 + 3 + 5	Tanzania	Government international development agency	Implementation	Large	€ 1,987,000	2017
Portfoliow review & stakeholder interviews	Diaconia	1	SO1 + 3 + 5	Brazil	Non-profit	Implementation	Medium	€ 669,000	2018
Portfoliow review & stakeholder interviews	Esplar Centro De Pesquisa E As	2	SO1 + 3 + 5	Brazil	Non-profit	Implementation	Medium	€ 317,000	2016, 2017
Portfoliow review & stakeholder interviews	Stichting Organic Cotton Accelerator	3	SO2	Global - general	Platform	Implementation	Large	€ 2,406,000	2016, 2017, 2018
Evaluation synthesis	Better Cotton Initiative (Accelerating Better Cotton Initiative…)								
Evaluation synthesis	CottonConnect (6 evaluations)								
Evaluation synthesis	Forum for the Future (Cotton 2040)								
Evaluation synthesis	Rare Inc. (Accelerating Organic Cotton in China…)								

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
			Sustainable Raw Materials						
RQA	American Institutes for Research in the Behavioral Sciences (Follow up study…)								
RQA	American Institutes for Research in the Behavioral Sciences (Social and Economic Impact Assessment…)								
RQA	Dalberg (Building a bottom-up network of organic cotton…)								
RQA	Gatsby Foundation (Tanzanian Cotton Sector…)								
RQA	KPMG (Data Assurance and Process related Observations)								
RQA	PricewaterhouseCoopers Private Limited (Bridging the credit gap…)								
RQA	Thinkstep (Life Cycle Assessment of Cotton Cultivation Systems)								
RQA	(s.a.) Organic Cotton Mapping Study First version OT_JF								

Initiatives in China were deliberately excluded from the first layer of the sample, because they were represented in the second layer: there was enough recent evaluative evidence from the RARE and CottonConnect grant evaluations.

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Forced and Child Labour

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
				Forced and Child Labour					
Portfoliow review & stakeholder interviews + evaluation synthesis	Cami - Centro De Apoio E Pastoral Do Migrante	1	SO1 + 4	Brazil	Non-profit	Implementation	Medium	€ 313,000	2018
Portfoliow review & stakeholder interviews	Centro De Direitos Humanos CDHIC	1	SO1	Brazil	NGO	Implementation	Small	€ 79,000	2017
Portfoliow review & stakeholder interviews	ILO Brazil	1	SO1	Brazil	International agency	-	Small	€ 141,000	2017
Portfoliow review & stakeholder interviews	Instituto Pacto Nacional Pela Erradicação Do Trabalho Escravo	1	SO3 + 4	Brazil	NGO	Implementation	Medium	€ 441,000	2017
Portfoliow review & stakeholder interviews	Kadinlarla Dayanisma Vakfi	1	SO2	Turkey	Foundation	Implementation	Small	€ 141,000	2016
Portfoliow review & stakeholder interviews + evaluation synthesis	Pia Sociedade Dos Missionarios - Missão Paz	1	SO1 + 4	Brazil	Non-profit	Implementation	Medium	€ 309,000	2018
Portfoliow review & stakeholder interviews	Repórter Brasil Organizacao De Comunicação E Projetos Sociais	1	SO1 + 3	Brazil	Non-profit	Implementation	Small	€ 135,000	2018
Portfoliow review & stakeholder interviews + evaluation synthesis	Thomson Reuters Foundation	2	SO2 (+ 4)	Global - general, India	Philanthropy	Implementation	Large	€ 4,132,000	2015, 2018

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
Forced and Child Labour									
Evaluation synthesis	Ashoka (Fabric of Change)								
Evaluation synthesis	Care Trust (Reduction of Worst Forms of Child Labour...)								
Evaluation synthesis	Clean Cotton (Without Child Labour and Exploitation)								
Evaluation synthesis + RQA	Freedom Fund (Eliminating bonded and child labour...)								
Evaluation synthesis	GoodWeave (Ending Child Labour and Forced Labour...)								
Evaluation synthesis	Save the Children India (Trapped in Cotton...)								
Evaluation synthesis	Terre des hommes Germany (Sumangali...)								
RQA	Landscape study Brazil								
RQA	Landscaping of the Garment Sector in Mexico								
RQA	Save the Children (Child rights situational analysis...)								
RQA	University of California, Berkeley (Research on Forced and Child Labour...)								
RQA	Verite South East Asia (Rapid Appraisal of Key Labor Migration Corridors...)								

The first layer of the sample for this programme was not entirely representative of the portfolio: three important initiatives in India were instead included in the second layer (evaluation review) due to their undergoing evaluations either recently or during the evaluation. The evaluation team had access to, and drew insights from, the evaluation of Freedom Fund.

Working Conditions

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Pillar(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
				Working Conditions						
Portfoliow review & stakeholder interviews	ABA Rule of Law Initiative	1	SO2 + 5	Collective Action	Mexico	Public service project	Implementation	Medium	€ 476,000	2017
Portfoliow review & stakeholder interviews	Bangladesh Center for Workers Solidarity (BCWS)	1	SO2 + 5	Collective Action	Bangladesh	NGO	Implementation	Small	€ 95,000	2016
Portfoliow review & stakeholder interviews	Bangladesh Legal Aid and Services Trust (BLAST)	2	SO4	Policy change	Bangladesh	NGO	Implementation	Large	€ 1,025,000	2016, 2018
Portfoliow review & stakeholder interviews	China Labour bulletin	2	SO2	Collective Action	Asia - general, India	Non-profit	Implementation	Medium	€ 715,000	2015, 2018
Portfoliow review & stakeholder interviews + evaluation synthesis	Equiception	1	SO2	Transparency, Policy change	Turkey	-	Implementation	Medium	€ 446,000	2016
Portfoliow review & stakeholder interviews	Fashion Revolution CIC	4	SO1	Transparency, Policy change	Global	Non-profit social enterprise	Implementation, Core	Large	€ 1,909,000	2015, 2015, 2017, 2018
Portfoliow review & stakeholder interviews	Federacao De Orgaos Para Assistência Social E Educação - Fase	1	SO2	-	Brazil	Non-profit	Core	Small	€ 89,000	2018
Portfoliow review & stakeholder interviews	HIP; Prodesc; Semillas	2	SO2	Collective Action	Mexico	NGO, NGO, Fund	Implementation, Core	Medium	€ 455,000	2015, 2016
Portfoliow review & stakeholder interviews + evaluation synthesis	Instituto Ethos De Empresas E Responsabilidade Social	1	SO2	Collective Action	Brazil	Public interest CSO	Implementation	Small	€ 113,000	2018
Portfoliow review & stakeholder interviews	Instituto Fashion Revolution Brasil	1	SO1	Transparency, Policy change	Brazil	Non-profit	Core	Small	€ 26,000	2018
Portfoliow review & stakeholder interviews	International Corporate Accountability Roundtable (ICAR)	2	SO1	Policy change	Global, United States	Coalition of human rights groups	Implementation	Large	€ 1,110,000	2015, 2017
Portfoliow review & stakeholder interviews	Proyecto de Derechos Economicos Sociales y Culturales	1	SO2	Collective Action	Mexico	NGO	Implementation	Medium	€ 396,000	2018

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Pillar(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
				Working Conditions						
Portfoliow review & stakeholder interviews + RQA	Shimmy Technologies, Inc.	1	SO4	Experimental	Bangladesh	Company	Learning and Planning	Small	€ 104,000	2017
Portfolio review & stakeholder interviews	Sociedad Mexicana Pro Derechos de la Mujer, A.C.	2	SO2 + 5	Collective Action	Mexico	Women's Fund	Implementation	Medium	€ 201,000	2018, 2018
Portfolio review & stakeholder interviews + evaluation synthesis + RQA	UP!/AWAJ (Impacct Limited and BRAC University)	5	SO2 + 5	Collective Action	Bangladesh	Company	Implementation	Large	€ 2,784,000	2014, 2015, 2015, 2016, 2018
Evaluation synthesis	Better Buying (Feasibility Phase)									
Evaluation synthesis	Caritas Bangladesh (Tazreen Workers' Children's Welfare Fund)									
Evaluation synthesis	IMIFAP (Yo Quiero, Yo Puedo)									
Evaluation synthesis	International Labor Rights Forum (Advancing worker leadership...)									
Evaluation synthesis	Solidaridad (Better Mills Initiative in China)									
Evaluation synthesis	WageIndicator Foundation (Transparency through mobile...)									
Evaluation synthesis	Working Capital (Humanity United)									

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Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Pillar(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
				Working Conditions						
RQA	Aconsa AB (Size Matters...)									
RQA	BRAC USA (Planning for Mapping RMG Factories)									
RQA	BSR (Labour Arbitration...)									
RQA	BSR (Traceability Organization Review)									
RQA	Centro de los Derechos del Migrante (Scoping Mission...)									
RQA	Enlightened Myanmar Research Foundation (Myanmar Garment Sector...)									
RQA	Girl Determined (Empowering Girls and Young Women...)									
RQA	Glasgow Caledonian University New York (Fair Fashion Center Apparel Industry...)									
RQA	LaborVoices (Quick Scan Survey Proposal...)									
RQA	Landscape study Brazil									
RQA	Nazdeek (Situational Analysis of Textile & Garment Industry...)									
RQA	PUM Netherlands Senior Experts (Better leather, better working conditions)									

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Pillar(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
					Working Conditions					
RQA	PUM Netherlands Senior Experts (Training and Development for Social Dialogue...)									
RQA	Royal Holloway (Scale Matters...)									
RQA	Small Enterprise Assistance Fund (Worker Safety Investment Opportunity Analysis)									
RQA	South Asian Network on Economic Modeling (Rapid Assessment...)									
RQA	Synergia Consulting and Training (Capacity assessment...)									
RQA	University of Delaware (Online Buyer Purchasing Practices...)									
RQA	University of Sussex (A Comparison of Compensation Schemes...)									

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Circular Fashion

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
					Circular Fashion				
Portfoliow review & stakeholder interviews	Bridging the GAP group (WRI, LWARB, Circle Economy, Forum for Future)	4	SO3	USA, UK, Global, Asia	Research organisation, Board, social enterprise, non-profit	Implementation	Large	€ 1,194,000	2018, 2018, 2018, 2018
Portfoliow review & stakeholder interviews	Ecopreneur.eu	1	SO4	Europe (Western) - general	NGO	Implementation	Small	€ 75,000	2018
Portfoliow review & stakeholder interviews	Ellen MacArthur Foundation	2	SO3	Global - general	Charity	Learning and planning	Medium	€ 735,000	2016, 2018
Portfoliow review & stakeholder interviews	Fashion for Good BV	1	SO1 + 2	Global - general	Innovation platform	Investment	Very large	€ 24,198,000	2016
Portfoliow review & stakeholder interviews	Fashion for Good Foundation	1	SO1 + 2	Netherlands	Foundation	Implementation	Large	€ 9,000,000	2016
Portfoliow review & stakeholder interviews	Good Fashion Fund	1	SO1 + 2	Netherlands	Fund	Returnable grant	Large	€ 6,500,000	2017
Portfoliow review & stakeholder interviews	Stichting ZDHC Foundation	4	SO3	Global - general	NGO	Implementation, Core	Large	€ 2,700,000	2016, 2017, 2017, 2018
Evaluation synthesis	Healthy Building Network (MaterialWise)								
RQA	Cattermole Consulting Inc. (Technical Advice...)								
RQA	Centro de Inovacao em economia circular (Transition towards circular fashion in Brazil)								
RQA	DRIFT (The transition to good fashion)								
RQA	Promotion of Circular Economy in the Mexican Apparel Industry								

Of note, the value of this programme's sample was significantly higher than the target (proportion of 75% vs 29% in average for the other programmes). This stemmed from the inclusion in the sample of FFG and its related initiatives, which are at the core of C&A Foundation's activities.

Gender Justice

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
					Gender Justice				
Portfoliow review & stakeholder interviews	Breakthrough	1	-	India	NGO	Implementation	Medium	€ 450,000	2016
Portfoliow review & stakeholder interviews	Ethical Trading Initiative	1	SO1	Asia - general	Alliance of companies, trade unions and NGOs	Core	Small	€ 94,000	2018
Portfoliow review & stakeholder interviews	Global Fund for Women	2	-	Asia - general, Bangladesh	Fund	Implementation, Learning and Planning	Large	€ 1,555,000	2016, 2016
RQA	Gender at Work (Diversity, Equity & Inclusion Action Plan)								

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Strengthening Communities

Type of Sampling	Partner Organisation	# grants	Strategic Objective(s)	Geography	Type of Grantee	Type of Support	Size of Initiative	Value of Initiative	Year(s)
Strengthening Communities									
Evaluation synthesis	C&A (Inspiring Women)								
Evaluation synthesis	C&A (Store Giving Programme)								
Evaluation synthesis	C&A Foundation (Employee Volunteering Programme)								
Evaluation synthesis	CARE Bangladesh (Building Resilience of the Urban Poor)								
Evaluation synthesis	Save the Children (Global Humanitarian Partnership)								
RQA	Philanthropy in Action (Report on the Global Volunteer Day)								
RQA	Price Water House Coopers (Urban situational and stakeholder analysis…)								
RQA	Save the Children (8 research pieces)								

For this programme, the case study is lighter and therefore no grants were selected at the first layer. The analysis relies on the remaining two layers as well as on interviews.

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The sampling for the portfolio review and case studies did not include BCI, Canopy and MaterialWise. These were intentionally excluded from the first layer of the sample, given that the evaluation team undertook separate evaluations for each of these. They were instead included in the second layer (evaluation review): in doing so, the team acquired in-depth knowledge of these initiatives. Grants from 2013 were excluded from the sample, as were those categorised as IC memberships and consultancies.

LIMITATIONS

The grant sampling strategy was limited by constraints of resources, time and access, which led the evaluation team to carefully select grants, keeping in mind that it should aim for data saturation. This strategy had inherent limitations: because of the case study structure with field missions, the sample slightly overrepresented countries where missions were undertaken. This was counterbalanced with the integration in case study analysis of information coming from other partner organisations as well as external stakeholders, some of which were at global level. The evaluation team was mindful of the topics of the case studies, which relate to programmes as opposed to geographies. The sample also did not include in its first layer initiatives recently evaluated, to avoid both duplication of efforts and stakeholder fatigue. These initiatives, mostly of high value, appeared in the second layer to ensure that insights from recent evaluations were integrated within the case studies, whenever appropriate.

Case studies and field missions

Given the theory-based approach and the importance of context in examining the fashion industry's complex system, the evaluation team undertook five case studies, one for each of the five programmatic areas (Sustainable Raw Materials, Working Conditions, Forced and Child Labour, Circular Fashion and Strengthening Communities).

Rather than conducting a case study on Gender Justice, a gender analysis has been conducted throughout multiple components of the assignment, while specific gender analysis has been included in the main body of the report, as agreed with EP. However, an intentional Gender Justice sampling was a component of a field mission to Mexico, as discussed below.

The five case studies and field missions allowed the evaluation team to generate deep, substantive and contextual insights about C&A Foundation's work across the fashion industry value chain, to examine the foundation's strategic objective and levers and provide insights on factors or conditions for success.

The range of methods used allowed the team to elicit tailored insights for this evaluation, based on "Making Visible the Voices in the Chain" as evaluative evidence. In this way, the evaluation team's understanding of results and progress towards impact has been based on an overall analysis of the portfolio with insights that are also location-specific and detailed, where beneficiaries, partners, policy actors and others in the system provided evaluative evidence and insights on the foundation's work.

Substantively, each case study adopted a web-out approach for undertaking a systems-based evaluative analysis. Each case study used as its entry point one 'location' in the web (such as garment workers in Bangladesh) to enter the system (Working Conditions). Moving 'outwards' from there, the evaluation team collected data from other key actors in the same system (such as institutional partners

Appendix C
Strategy and alignment

and policy actors). Thus, each case study provided an assessment of C&A Foundation's engagement in any one system, drawing on the multiplicity of parters and actors, highlighting one geographic location while drawing on the diversity of the foundation's engagement in multiple geographies. While individual team members undertook specific field missions, the data gathered from any one geography was available to all relevant team members.

The evaluation was undertaken in such a way as to allow for a comparability by case studies of C&A Foundation's contribution to SOs, overall, themselves cutting across all foundation programmes. While comparable at this level, the case studies also provided insight and learning about how specific programmes and activities work under specific conditions, in terms of success, progress, challenges and limitations. At the end of every field mission, a learning-oriented validation meeting took place with available stakeholders.

Ensuring appropriate geographic coverage, the evaluation undertook field missions to India, Bangladesh, Brazil, Mexico and Europe. As agreed, EP team members selectively joined the evaluation team on field missions. The evaluation matrix informed the construct and conduct of the case studies. Focus of the case studies and specific methods for field missions are outlined below.

Consulting stakeholders

The evaluation team used multiple methods to consult and engage with stakeholders, both at global level and during field missions, in addition to those listed earlier ("Insighting Conversations").

SEMI-STRUCTURED INTERVIEWS

The evaluation team undertook 334 semi-structured interviews with a diversity of stakeholders, including: C&A Foundation Board, C&A Foundation IC members (global, Mexico, Brazil), owner's group of Brenninkmeijer family members, C&A Foundation programme staff, relevant partners (including global platforms), evaluators, External Review Panel members, staff of comparator foundations, policy actors, brands, and others.

PHOTOVOICE INTERVIEWS

To analyse the outcomes of the Working Conditions programme and to tell important stories of enabled and inhibited change, a PhotoVoice methodology was employed with garment worker beneficiaries in Bangladesh and Brazil. PhotoVoice was also used with beneficiaries of Forced and Child Labour interventions, to share their stories of change and insights on the strengths and limitations of the activities that have supported them (as contributed by the programme). Doing so allowed beneficiaries to tell stories of their lives and livelihoods in their own images and words. Through PhotoVoice, the evaluation team collected a total of 31 stories (13 in Brazil and 18 in Bangladesh). Partner organisations in Bangladesh and Brazil generously created appropriate introductions with garment workers to facilitate the PhotoVoice interviews.

FOCUS GROUP DISCUSSION

Focus group discussions were undertaken with 30 beneficiary farmers in India and 4 beneficiary organisation leaders in Mexico to inform most of the case studies and the overall evaluation.

CONFERENCE ATTENDANCE AND PARTICIPATION

The evaluation team participated in key industry conferences and side meetings, particularly in the preparation of the Circular Fashion case study. This provided direct access to a diversity of thought leaders whose insights were used to help spot trends and interests that can be expected to trigger industry transformation. Events included:

- Sustainable Apparel and Textiles Conference, 9-10 April 2019 (Amsterdam, The Netherlands)
- Copenhagen Fashion Summit, 15-16 May 2019 (Copenhagen, Denmark)
- Youth Summit, 13 May 2019 (Copenhagen, Denmark)
- Educators' Summit, 14 May 2019 (Copenhagen, Denmark)
- C&A-Facilitated Donor Meeting, 17 June 2019 (Minneapolis, MN, USA)
- Circularity 19 Conference, 18-20 June 2019 (Minneapolis, MN, USA)

STAFF SURVEY

Given the number and depth of topics to be discussed with the C&A Foundation staff, an online survey was administered in English to all foundation staff members. This allowed the evaluation team to capture perspectives and insights on topics for which interviews did not offer enough time. Both programmatic and operational matters were covered by the Staff Survey questions. A total of 44 (36 women and 8 men) staff members filled the whole the survey, resulting in an 85% response rate.

Stakeholder sampling

The stakeholder sampling strategy covered all the categories of key stakeholders for this evaluation, informing both institutional and programmatic components of the evaluation. The evaluation team sought to balance thoroughness with the likelihood of data saturation in preparing this sample. In total, 315 stakeholders were included in this sample, but 325 stakeholders were actually engaged (not including grassroots beneficiaries engaged through focus groups). The variance stemmed in part from snowballing and opportunistic sampling opportunities during fieldwork. In terms of beneficiary engagement, the evaluation team diversified geographies (India, Bangladesh, Brazil, Mexico, Netherlands) and the data collection methods (focus groups, PhotoVoice, interviews). Regarding stakeholder characteristics, the evaluation team engaged with an appropriate diversity based on gender, with 177 women and 148 men consulted.

Additional studies

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

- Mid-Point Evaluation: CanopyStyle Initiative
- External Evaluation of the Pilot of MaterialWise
- Independent evaluation of "Accelerating BCI to Mainstream Sustainable Raw Materials Production & Uptake".

Insights, findings and recommendations from these evaluations, all undertaken in 2019, informed the analysis and overall work of the Universalia team.

Alignment with parallel studies

Two parallel studies also were undertaken: the PPR and a Delphi Assessment. Results of both were integrated into the analysis undertaken for this evaluation. In particular, the evaluation team and the Delphi Assessment team developed a working relationship in which the work of one informed that of the other in a timely way.

Data management

To facilitate the rigorous methodology proposed for this evaluation, the evaluation team used the data management and analysis software Dedoose, which allowed for the storage and integrated analysis of both qualitative and quantitative data deriving from the evaluation's different lines of enquiry. Dedoose facilitated the coding of different media (interview notes and documents of all kinds) to enable the analysis of this material in thematically specific ways and according to various descriptors (such as by stakeholder type, by country, by gender). This enabled the coherent management and analysis of large quantities of data collected by the various members of the evaluation team.

External review panel

Throughout this assignment, the evaluation team benefited from the expertise of an External Review Panel assembled by C&A Foundation. The panel members assumed more than a traditional quality control function. They reviewed and commented on deliverables prepared and submitted by the evaluation team. The panel also held regular meetings with the evaluation team, providing guidance and insight on dimensions of the assignment, as mandated by C&A Foundation and requested by the evaluation team. Members of the panel were:

- Nancy MacPherson – Former Managing Director of Evaluation of Rockefeller (Chair)
- Clare Woodcraft – Former CEO of Emirates Foundation and Deputy Director of Shell Foundation
- Professor Dilys Williams – Director of the Centre of Sustainable Fashion at the London College of Fashion and formerly a designer for several fashion companies
- Dr. Thomaz Chianca – Director of COMEA and evaluation expert

Appendix D. **Results and effectiveness**

Figure D.1 Number of Programmatic Grants of All Value Dedicated to Implementation and Core Support Approved per Year (2014-18)
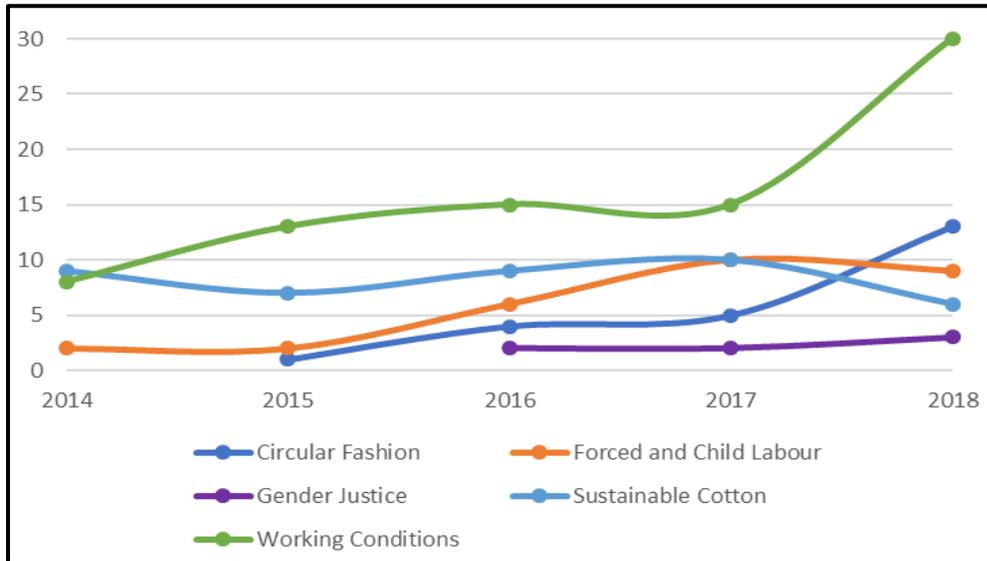

Figure D.2 Core Support Grants – Value and Number per Programme, Grants of All Value (2014-18)
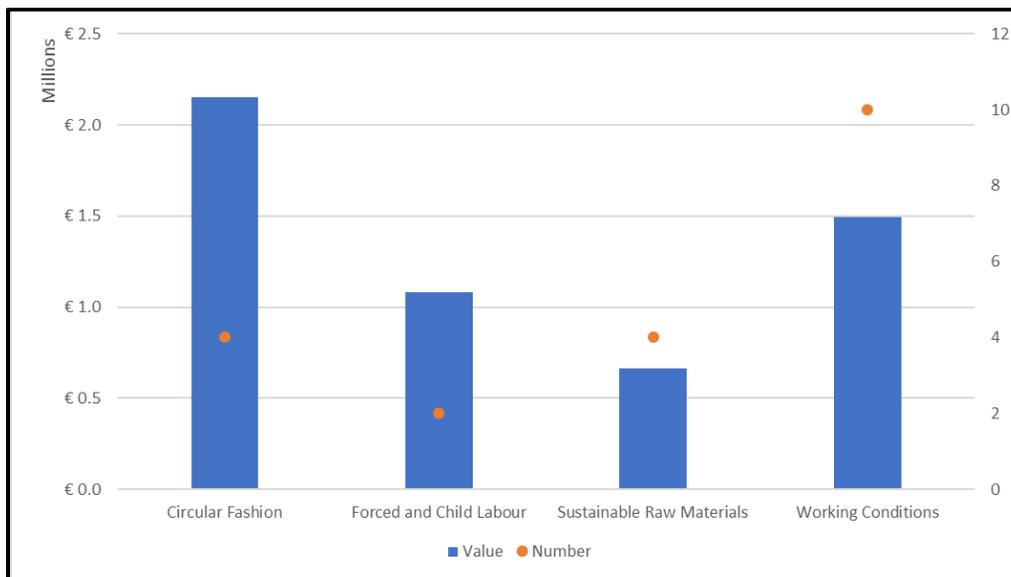
This graph exclusively represents grants whose "Type of Support" is identified as core support. Grants identified as implementation grants can also include elements of core support, however Salesforce does not allow for such disaggregation.

Sustainable Raw Materials

PORTFOLIO REVIEW (COMPILED DATA FROM C&A FOUNDATION, FUNDACIÓN C&A AND INSTITUTO C&A)

Figure D.3 Value of Implementation and Core Support Grants of All Values per Country (2014-18)
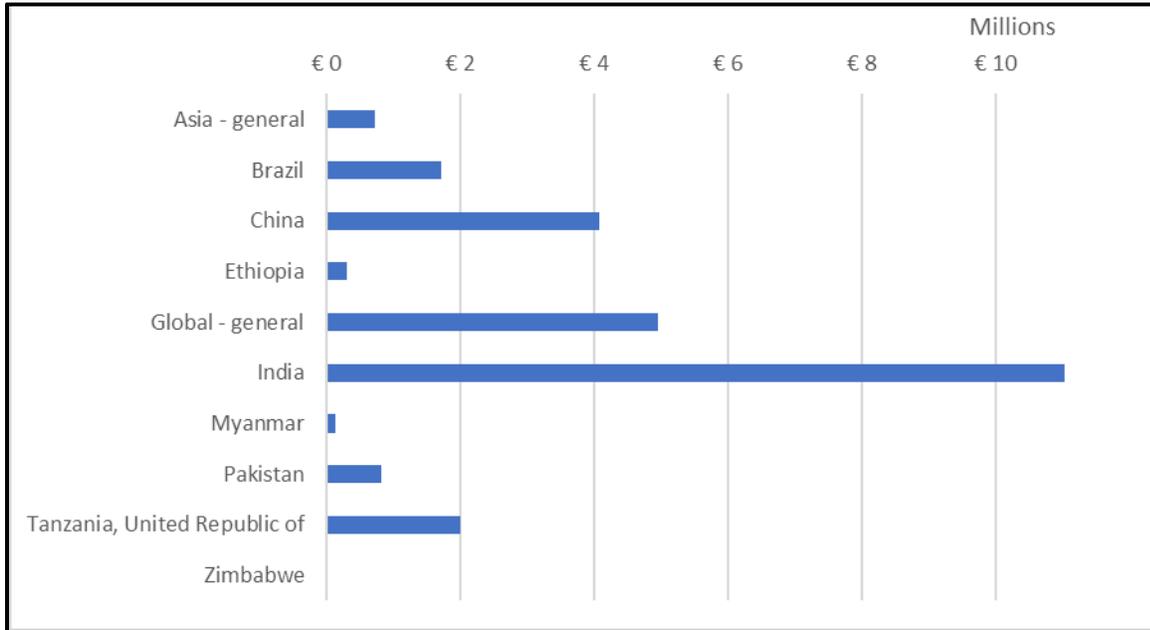
Figure D.4 Duration of Implementation and Core Support Grants of All Values Approved per Year (2014-18)
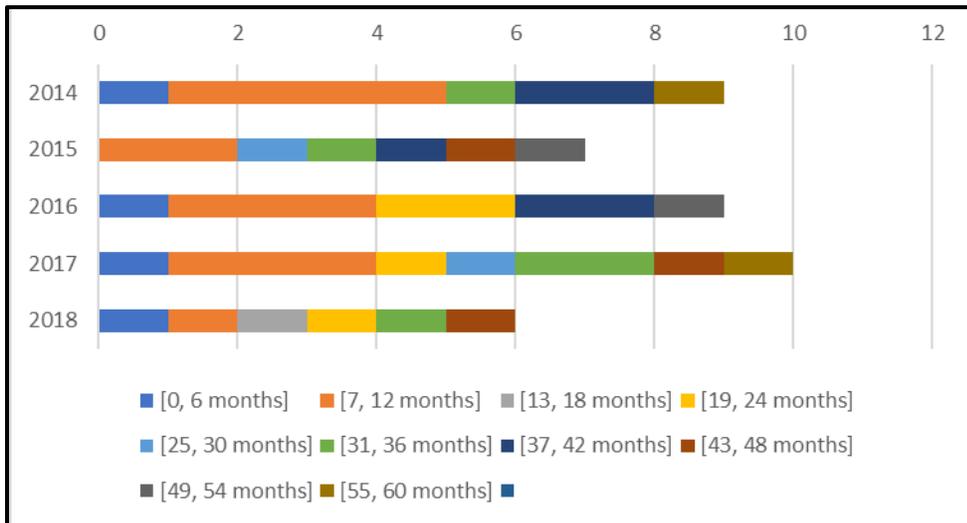
Figure D.5 Latest dashboard (May 2019)

Key Performance Indicators – Sustainable Cotton

Plan   Actual

Number of tons of sustainable cotton produced
Status →   Outlook →

Number of certified audited farmers
Status ↑   Outlook ↑

Number of hectars under sustainable cotton cultivation
Status ↑   Outlook ↑

Percentage increase in net farm income by geography (2018-19)
Status ↑   Outlook ↑
India   China   Pakistan   Tanzania

Number of policies/regulations supporting sustainable farming
Status →   Outlook ↑

Percentage increase in uptake of BCI by brands (year-on-year)
Status ↑   Outlook ↑

Percentage increase in uptake of organic cotton by brands (year-on-year)
Status ↑   Outlook ↑

Number of women in farm leadership roles
Status ↑   Outlook ↑

Anita Chester
Head of Sustainable Raw Materials
"Our approach to a systemic solution covers three levels: 1 Direct Farmers Capacity Building: Except China, other gegraphies tracking well with 8 partners in 5 countries. The biggest limitation is the non-availability of good quality seed globally. India has shown a healthy growth. In China we need a relook at our approach. 2 Industry and Ecosystem building: OCA's brand membership is up to 10 and 6 of the brands are participating in pilots to explore newer business models to bring a more equitable sharing of value in the supply chain; 3 Policy Advocacy: Successful at regional level. Next step is to advocate for a global enabling environment"

Source: C&A Foundation dashboard May 2019

Figure D.6 Sustainable Raw Materials Programme Strategy to 2020

Investment by Strategy Element*

Policy Advocacy
0.685
2.35%

Industry &
Ecosystem Building
5.45
18.68%

Total is **29.17**
investment
Million Euros

Capacity Building
23.04
78.97%

* Operating Portfolio as of April 2018
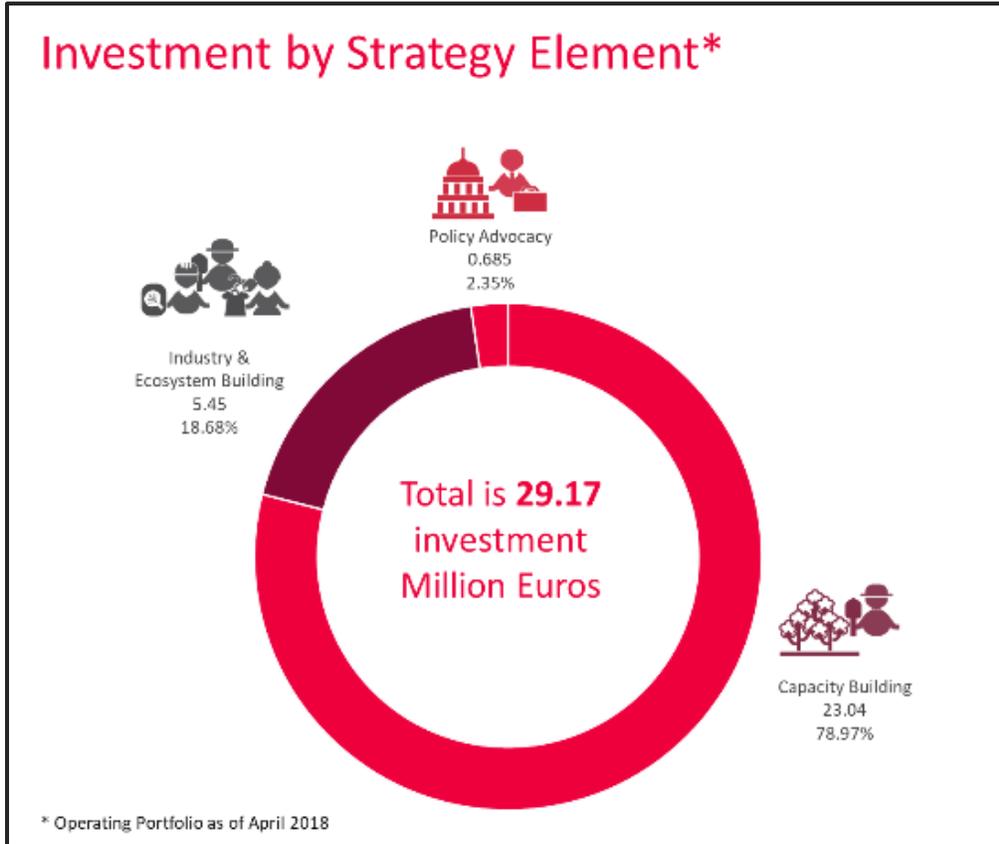
Source: Sustainable Raw Materials Programme Strategy to 2020

The period covered by this graph is not specified in the Programme Strategy 2020. However, based on the total presented, it would be from 2014 to April 2018.

C&A FOUNDATION STAFF SURVEY

29-33 To what extent has the C&A Foundation achieved the following with respect to the production and/or use of sustainable raw materials?
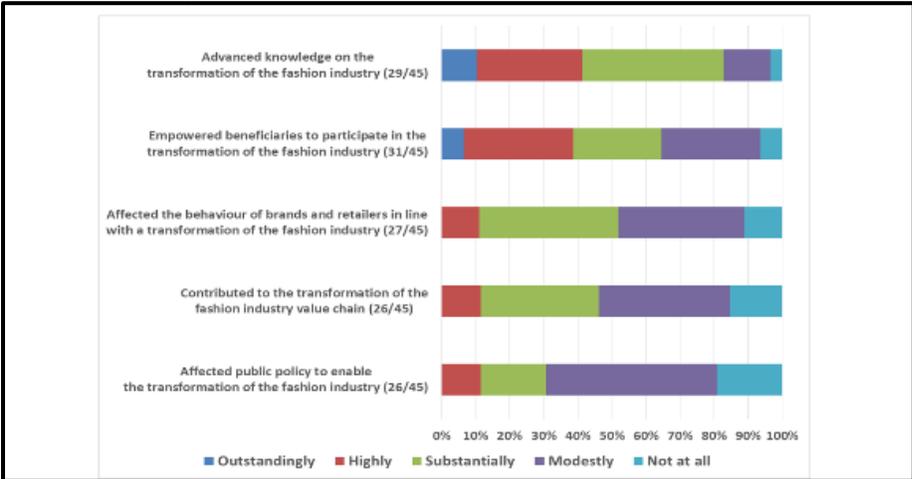
PARTNER PERCEPTION REPORT 2019

8. How would you rate the foundation's impact on your local community?
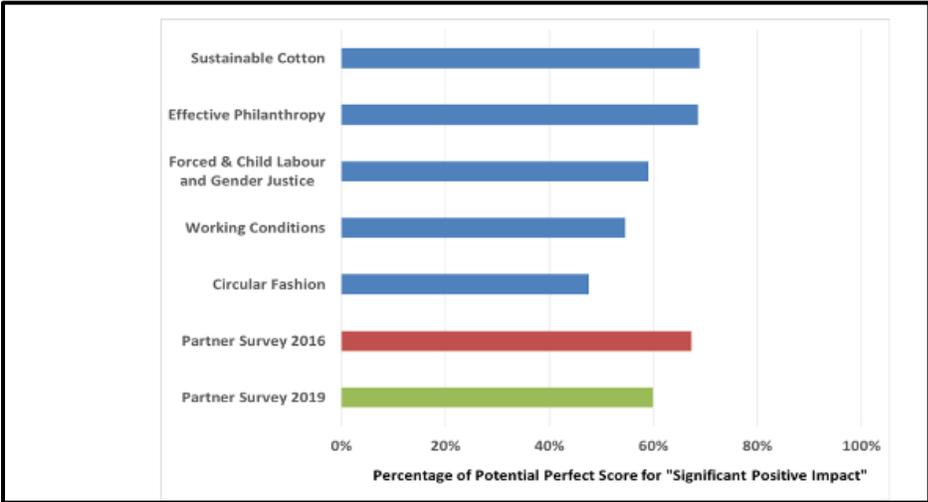
Appendix D
Results and effectiveness

35. To what extent has the foundation affected public policy in your field?
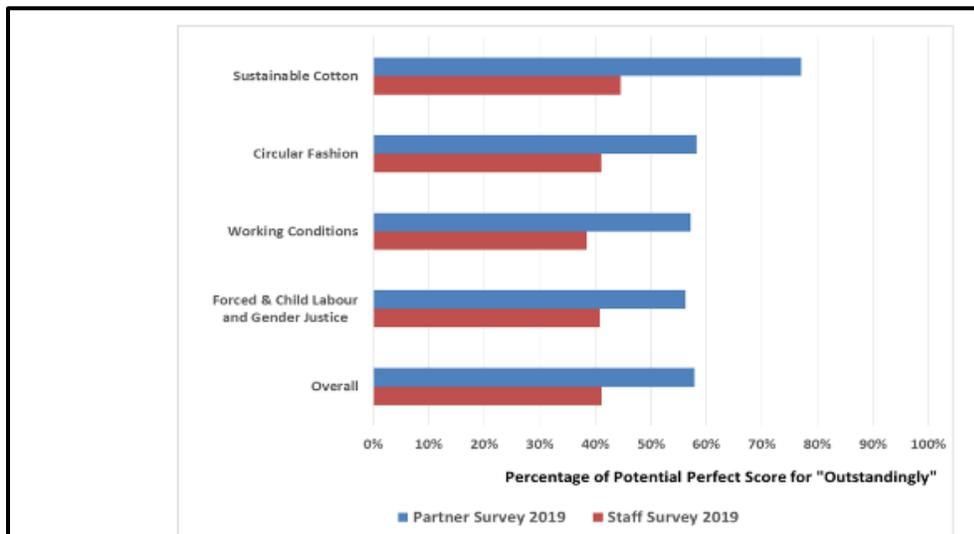
ILLUSTRATIVE QUOTES

Sustainable Raw Materials partners

"For a government like Madya Pradesh, which has 1.1 to 1.5 million cotton farmers – 50k farmers are miniscule. Under such conditions, to begin a dialogue saying that this 50k can grow to 500k, and prove the model, for the government to see the point – that is huge. Especially in India, the triggering is very important."

"When they (local brands) see our own people (local farmers) are doing organic cotton and the international vendors are asking for organic cotton, then they will also come on board. Fostering local demand for organic cotton is in our strategic planning."

"When it comes to pricing, brands don't commit. Many programmes suffered because brands delayed the payment to when prices fall. That can only happen when we push consumers. That space of advocacy – consumer consciousness is also required."

"The project brought us something important, from C&A Foundation to us and from us to them, which is the participation of women in production. It used to be seen only as a 'hand' or a 'help'."

"Efforts of the foundation to bring change in policy discourse has been wonderful so far, it helped in policy space to build a new narrative on an initiative that has been taken up by the Foundation."

"It is always ready to look for and identify opportunities of collaboration with third parties, thus strengthening our institutional development. Other examples are the partnerships with [other large funders], which directly address the needs of the project´s participants and their communities."

"The foundation demonstrates a deep commitment to sustainability in our sector. It appears to follow a 'diversification' funding strategy in that it funds many similar to competing initiatives. Soon would be the time to start consolidating and perhaps tie their flag to fewer initiatives."

"This is the first year but with the foundation's long standing experience in the region and on the sector of organic cotton project there is a presence in the location, the impact will be visible in coming years."

"I believe that the C&A Instituto initiatives are innovative and risk-taking and address the most critical issues in the industry. I think that what will really make a difference is how much of these initiatives will permeate to the company's operations."

"The foundation's work will have considerable impact on the communities where it is supporting the projects and will also create effective voices for the change. For the larger shift in the global apparel sector, it needs more collaboration and bring community interventions and markets in close cooperation. Further, there would be a need to collaborate in policy and other development agendas such as water, climate change and food security. Because these issues are having a huge impact on the community of farmers, women and persons living [on the margins]. Working on these agendas will not only cushion the communities in the apparel supply chain but will also bring more resiliency."

"There is a lot to change, but we need to leverage this change as a network."

Beneficiaries

"We have not seen changes at policy level. The government will not ban BT [GM seeds]. The research centres will work on non-BT and multiply – but it is difficult. When we speak to scientists, they say universities will work on what is needed by the market."

"I will continue with organic even if others stop. We sell it to the company."

"We sell produce to the company. We don't have to spend money on selling and trucking it. We don't have to buy any seed. The farm input is local and costs almost nothing."

"Cotton used to be sick. There is less disease. There is more yield now."

C&A Foundation staff

"Policy is a real tough area. It takes a lot of time and depends notably on governments. We started working in hotspots. Every state has an organic policy, but it is just lying around. Work on policy started in Madya Pradesh, we spoke with Agriculture Department. We first found the champion in the Secretary, and got farmers to speak with the government, two universities have started research. They have agreed to establish clusters. Work on the Centre of excellence has started. There has been momentum. We have two years in our pocket. But the government changed."

"On cotton we have focused too much on the farmer and not enough on the commodity of cotton – and the market."

"Too soon to ask this question. However, the three-pillar model that we have (raw material, makers, and business model) sounds like a good idea, but it will never scale. We should drop organic cotton and do something on sustainable synthetic fabric. We have very limited funds and we need more focus."

Appendix D
Results and effectiveness

"Our biggest success has been local – to India – for the cotton work."

"I still feel that our corner of play is small. But in that we are recognised as a credible organisation as a business and foundation. Government departments lean on you and you have credibility. That is in a span of five years while in the first 2 years it was only 2 individuals."

External stakeholders

"They are changing the narrative around organic cotton. Yes, the cotton can be grown organically with very little GM contamination and little training can lead to good results. I would say effectiveness will be when the market buys the cotton and it is effective if they can exit. That is the next challenge – to make sure they don't support the farmer for ten years. Until there is proof for that, we can't tell how effective they have been."

"At the end the transformation of the industry will have to go beyond the cotton. If you want to change the industry, you will have to do more. You will always need virgin material. Changing the fashion industry is huge."

Forced and Child Labour

PORTFOLIO REVIEW (COMPILED DATA FROM C&A FOUNDATION, FUNDACIÓN C&A AND INSTITUTO C&A)

**Figure D.7 Value of implementation and core support grants of all values per country (2014-18)**
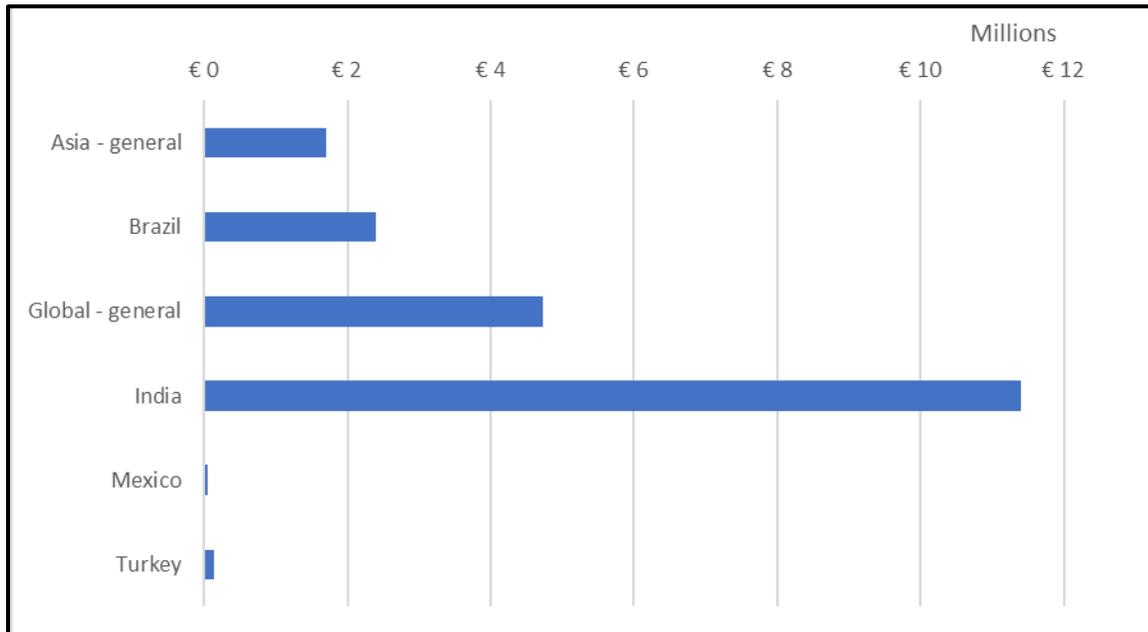
Figure D.8 Duration of implementation and core support grants all values approved per year (2014-18)
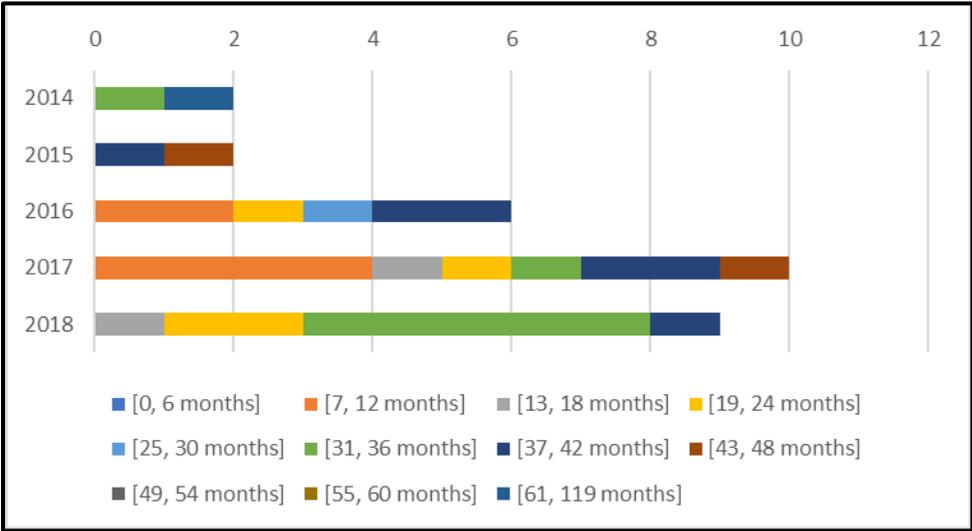
Figure D.9 Latest dashboard (May 2019)

Key Performance Indicators – Labour Rights, Forced and Child Labour

Plan   Actual

Number of survivors trained & employed with viable livelihoods

Status ↓   Outlook ↓

Number of workers in rights and empowerment programmes

Status ↑   Outlook ↑

Number of survivors and at-risk children enrolled in school

Status ↓   Outlook ↓

Number of brands collaborating

Status ↑   Outlook ↑

Community structures in place to prevent forced/child labour

Status ↑   Outlook ↑

Policy improvements in forced and child labour

Status ↑   Outlook ↑

Number and focus of media stories generated

Status ↑   Outlook ↑

Jill Tucker
Head of Labour Rights
Partners in India and Brazil continue to demonstrate ability to provide rehabilitation and remediation to survivors of forced and child labour but reducing the number of victims and effecting systemic change remains a challenge. WC and F/C L partners working together spur positive action. The Gram Vaani (WC) program was highlighted by Thomson Reuters Foundation (F/C L) and then noticed by the National Human Rights Commission of India. The watchdog asked the Tamil Nadu government for a status report on conditions in garment factories, which prompted the govt to inspect 2,000 factories for violations and commit to inspect 5,000 more soon.

Additional Question H. To what extent do you agree or disagree with the following statement: C&A Foundation's activities across its signature programmes will positively transform the global apparel system in the next five years?
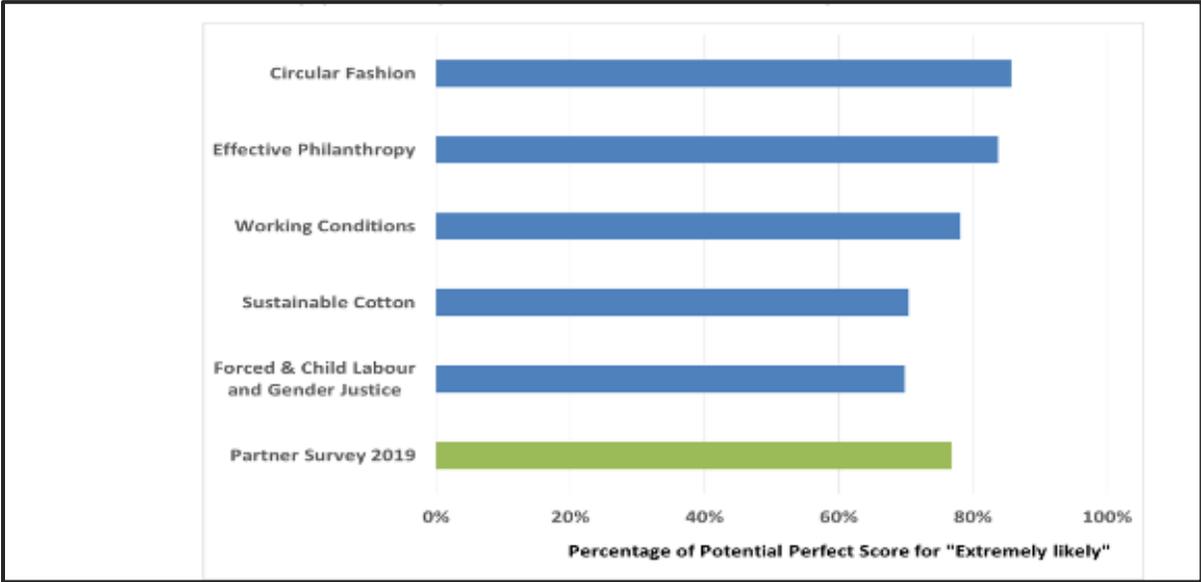
Figure D.10   Forced and Child Labour programme strategy to 2020
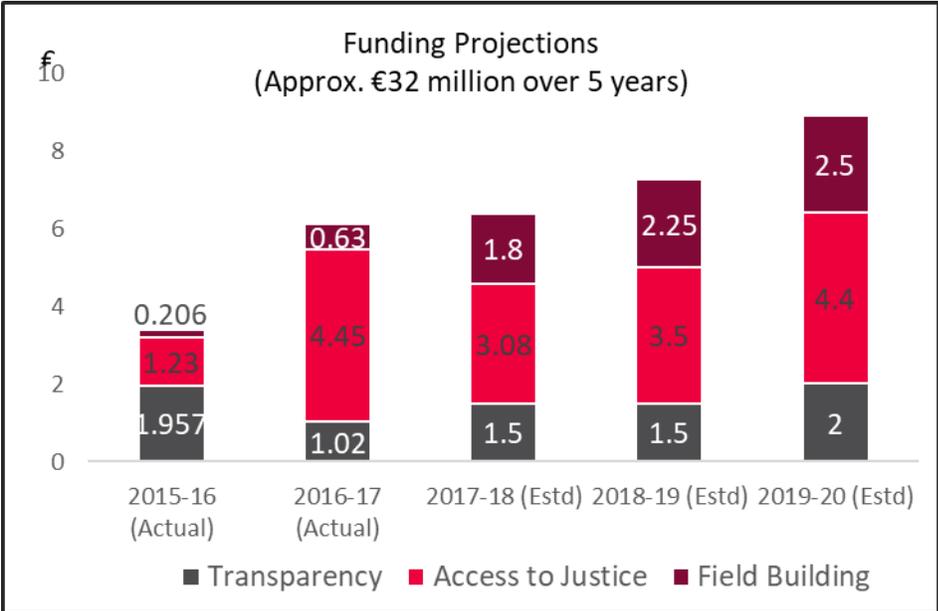
Source: Forced and Child Labour programme strategy to 2020

Appendix D
Results and effectiveness

C&A FOUNDATION STAFF SURVEY

29-33. To what extent has the foundation achieved the following with respect to alleviating forced and child labour?
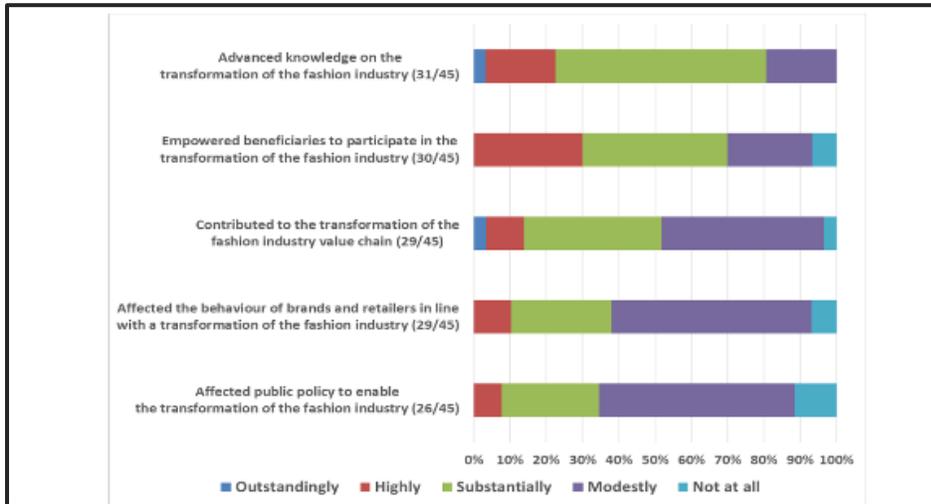
COMPARISON BETWEEN THE PARTNER PERCEPTION REPORT 2019 AND THE STAFF SURVEY

35. To what extent has the foundation affected public policy in your field?
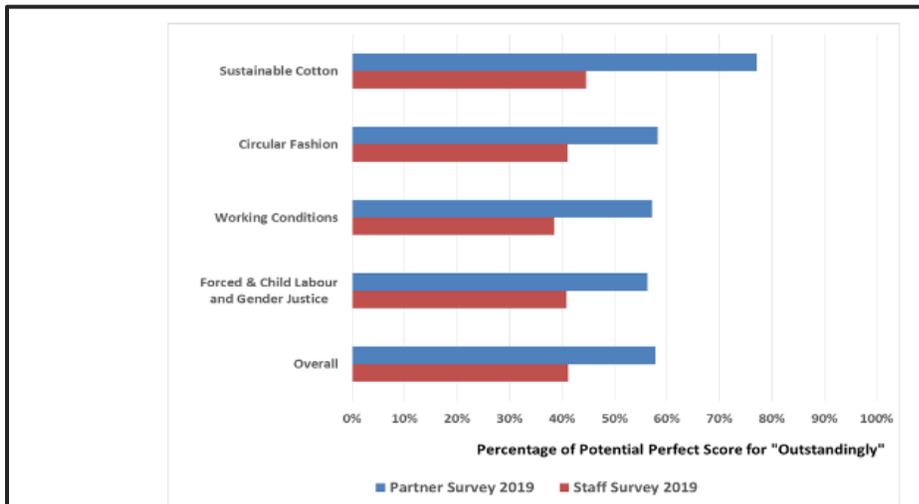
34. To what extent has the foundation advanced the state of knowledge in your field?
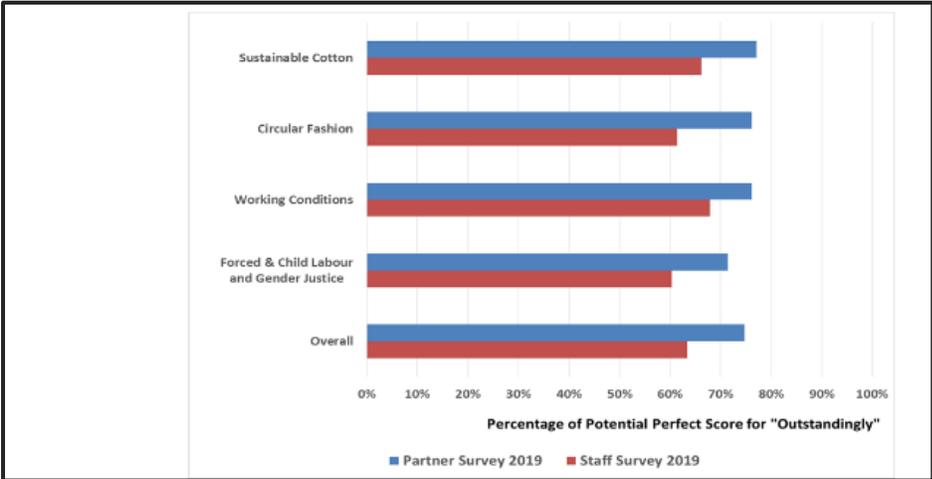
PARTNER PERCEPTION REPORT 2019
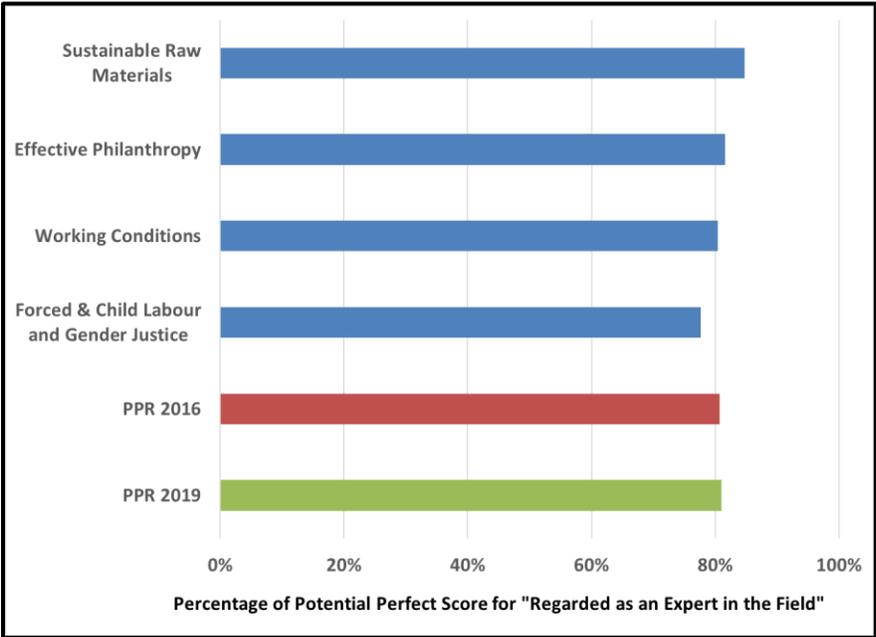
RELEVANT QUOTES

Forced and Child Labour partners

"The sector is very complex and the productive chain is formed mostly by small companies, which in turn face difficulties of survival and management. There is an estimate that one third of the market is informal. […] C&A Foundation is seen as an extension of C&A (company). I often find it hard to get support from other competing retailers because they understand that the initiatives benefit most C&A."

"Sometimes in the march to find scalable solutions, the foundation overlooks critical programming required for impact, but that might not offer immediate scalability. Some say the foundation doesn't discern well which

organisations to fund – it's rather a "spaghetti on the wall" approach versus one that seeks expertise, track record, evidence. That said, my view is that the Foundation is promoting innovation across the field."

"The foundation is a new player in our arena; they are beginning to know the field but are not yet a significant contributor."

"The foundation seems to be highly strategic about its investment in this field. There is a clear pathway for change behind the support it provides, and over time, it seems to be contributing to significant impact on practices within the industry and within the wider environment in which C&A (the business) is operating."

"This field of action is still new and needs to be consolidated. In this sense, it is still necessary to look at it as a whole and find ways to consolidate it. Sometimes strengthening the players does not mean consolidating the field, as it can create greater disputes around ways of action and processes. This diffusion of strategies may lead to greater division than collaboration in the field as a whole. Prospecting potentialities and investing in the most promising ones may be a good strategy, but we need to limit the prospecting time so as not to generate too many expectations and frustration in the different organisations involved. There is a lot of fragility, diverging interests and power struggles in the fight against slave labour. The ideal thing would be to consolidate some institutions and strategies and only then diversify."

"To further increase the impact, the C&A Institute could hire one or two people to follow-up the fieldwork conducted by the Institution and be more present in the communities of [our constituents]."

"We are new entrants in the field of garment manufacturing but old hands at working on gender norms around violence against women. The partnership with the Foundation has opened our minds and access to a new community and helped us put our mark on the whole concept of working women and their struggle. This is a new area of work for us but one which is important for the country where we work – it can help us have a long-term effect in the community and the scope of the work if we can sustain the work in this field."

"I believe that the C&A Institute will contribute to the positive transformation of the global apparel industry over the next five years. At the same time, however, the challenges and problems in the fashion industry remain huge, perverse, and deeply rooted, to the point that any solutions or advancements are just small steps."

"I think the foundation has the capacity to create some interim changes in the apparel industry in the next 5 years – it has partners and grantees across the spectrum to be able to do so. Of course, transformation requires a long-term sustained effort at bringing in change and will only unfold beyond any short-term interventions. The foundation can effectively transform things if it continues to work in the sector with the same rigour and effort."

"In order to achieve greater effectiveness and change, the Institute could involve the other brands and companies in the textile production chain as much as possible, as it is one of the retail chains that exploits the labour workforce the most and that least invests in this transformation. I also think about the global arena, where that transformation is happening at a very slow pace."

"This is much too ambitious. A single donor cannot change an industry, as economic and political developments are much stronger it helped (to a great extent) to overcome grave human rights violations and most urgent environmental challenges."

C&A Foundation staff

"A large piece of the programme is directly addressing Forced and Child Labour in the spinning mills in India. It is a matter of humongous pride. No one was addressing it before in a systemic way. Rescuing child workers, giving them education, making sure that they advocate for their own rights with the government. This entire process, the holistic process from rescue to rehabilitation to advocacy – it is an honour to be part of that."

"Despite having a history of focusing heavily on immigrants and having a lot of partners, C&A Foundation is succeeding in positioning itself and is being recognised for its investment in combating slave labour in fashion. There has already been an advocacy experience with Immigration Law. Organisations bring the experience of fieldwork into advocacy strategies."

"We are new and we should not expect a major transformation now. But I see that we are already being recognised for what we want to do."

"It is too soon for C&A Foundation to ask this question [eradicating forced and child labour]. Modestly does not mean we are inefficient, but change takes a long time."

"We managed to get ten to fifteen stakeholders that works with the same public to work as a network, which hadn't happened until the Instituto's (C&A Foundation's) work. This is an example of a hidden impact for the KPIs."

C&A Foundation governance

"The grantees, they are very sophisticated in their approach. It is a very complicated topic to approach and they are going at it. We went to a board tour to India and met with a grantee, and they were working with only 114,000 girls. Why not put all our money into this and fix it? But it is so complex, with the cast system, poverty and everything. But grantees are chipping at the problem and persist…"

"To illustrate the role played by the business, C&A insisted that in a State in India suppliers had to make all their providers known and participate in the programme. It created a critical mass. The business provided impetus. It was some risk for them, not huge, but they decided to do it and it had great results. Example of good collaboration. What the business was able to do and what the foundation funded, and what the grantee accomplished – the total was more than the sum of its parts."

Working Conditions

PORTFOLIO REVIEW (COMPILED DATA FROM C&A FOUNDATION, FUNDACIÓN C&A AND INSTITUTO C&A)

**Figure D.11   Value of implementation and core support grants of all value per country (2014-18)**
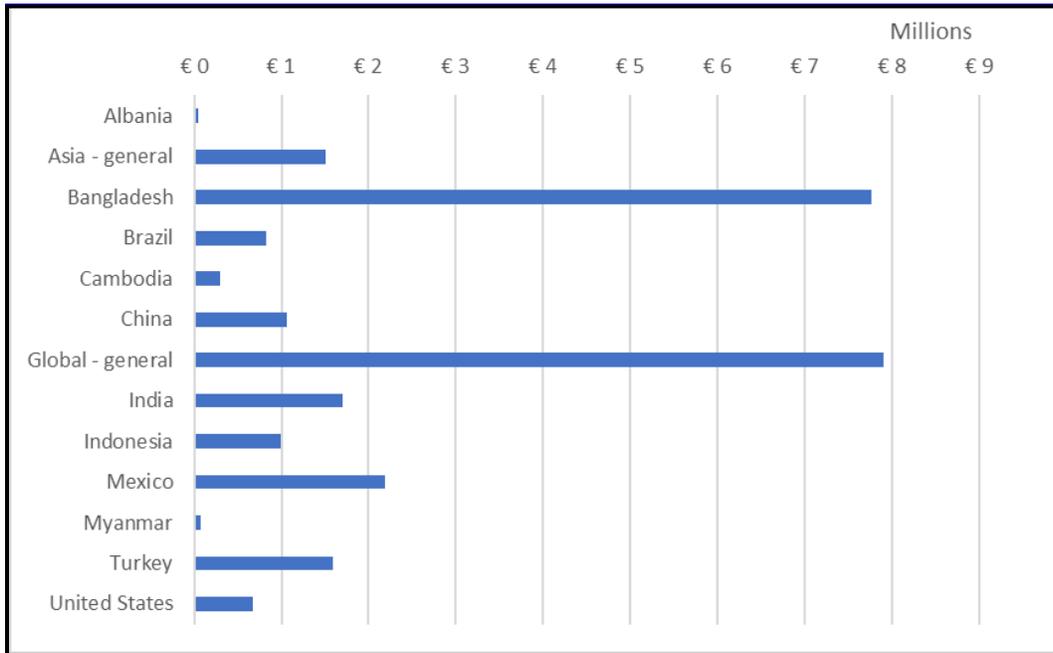
**Figure D.12   Duration of implementation and core support grants of all values approved per year (2014-18)**
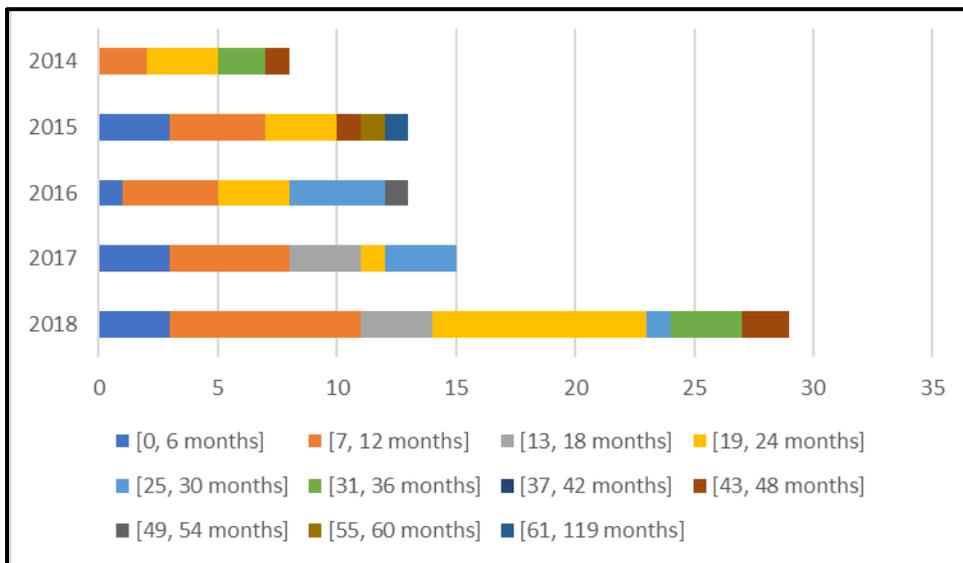
Figure D.13   Latest dashboard (May 2019)

Key Performance Indicators – Labour Rights, Working Conditions

Plan   **Actual**

Number of female / male workers participating in our initiatives

Status ↑   Outlook ↑

Number of workers benefiting from improved working conditions

Status ↑   Outlook ↑

Number of women leading efforts to improve working conditions

Status ↑   Outlook ↑

Number of collective bargaining agreements (CBAs)

Status ↑   Outlook ↑

Number of stakeholders working together

Status ↑   Outlook ↑

Number of grantee organisations strengthened

Status ↑   Outlook ↑

Number of disclosure and transparency mechanisms

Status ↑   Outlook ↑

Number of new or improved policies

Status ↑   Outlook ↑

Jill Tucker
Head of Labour Rights
Notable recent achievements include the first country-specific Fashion Transparency Index in Brazil that triggered increased disclosure from Brazilian brands before publication, and improvements in working conditions for 31k workers in 17 factories during the first year of WageIndicator's Gajimu initiative. Two major transparency initiatives – Open Apparel Registry (OAR) and Mapped in Bangladesh (MiB) – launched this year and are starting to be used by industry stakeholders. Awaj Foundation has signed two additional CBAs in 2019 and their strategies and lessons learned shared with the industry through a public case study.

Source: C&A Foundation dashboard May 2019

33. To what extent has the foundation contributed to the transformation of the fashion industry value chain?
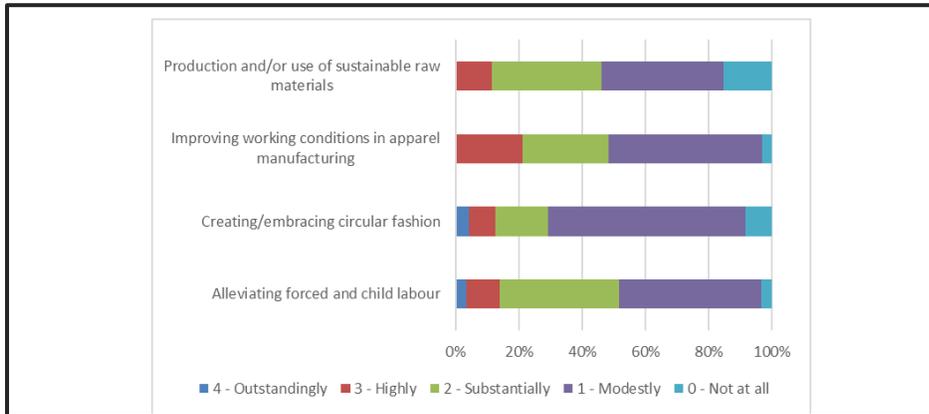
Figure D.14   Working Conditions programme strategy to 2020
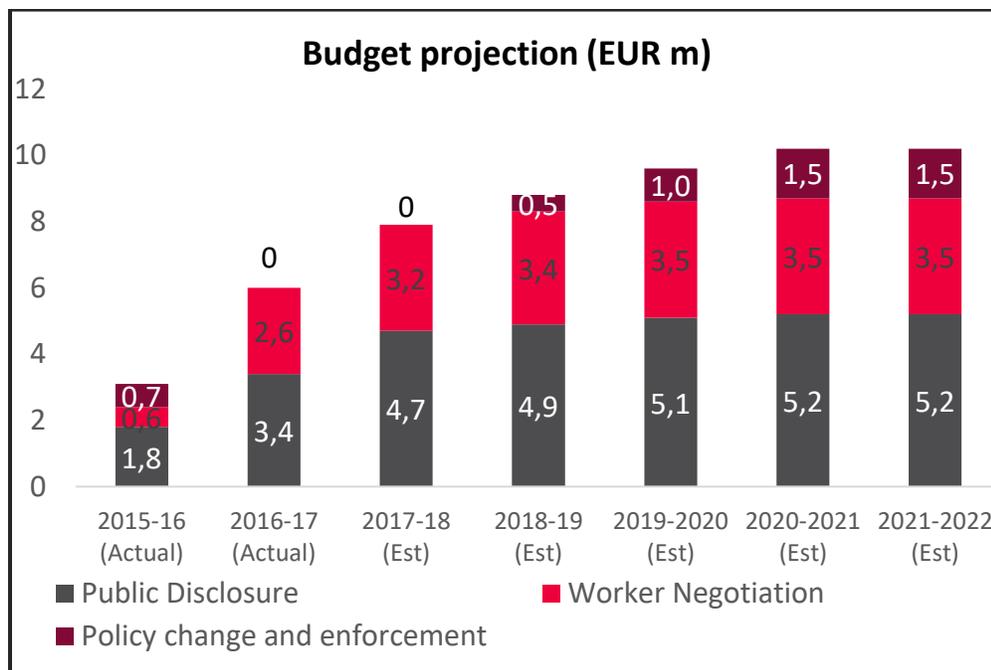

Source: Working Conditions programme strategy to 2020

C&A FOUNDATION STAFF SURVEY

29-33. To what extent has the foundation achieved the following with respect to improving working conditions in apparel manufacturing?
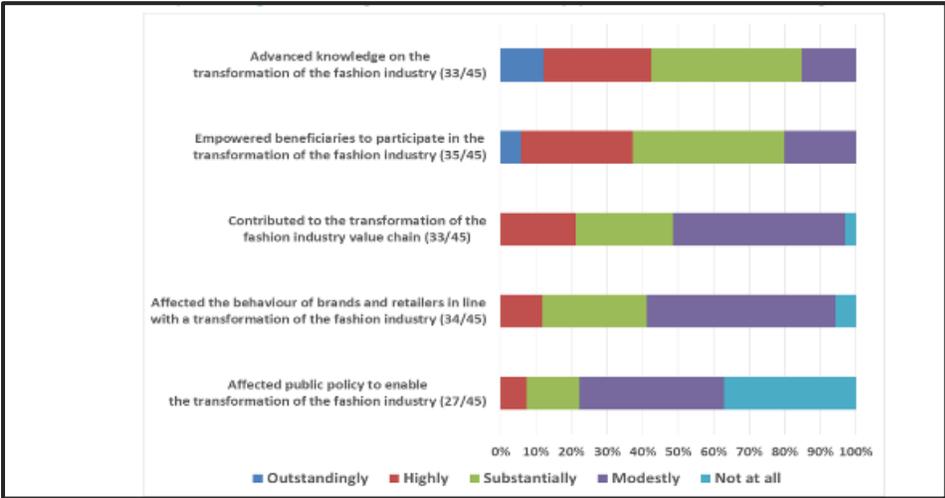
**COMPARISON BETWEEN THE PARTNER PERCEPTION REPORT 2019 AND THE STAFF SURVEY**

35. To what extent has the foundation affected public policy in your field?
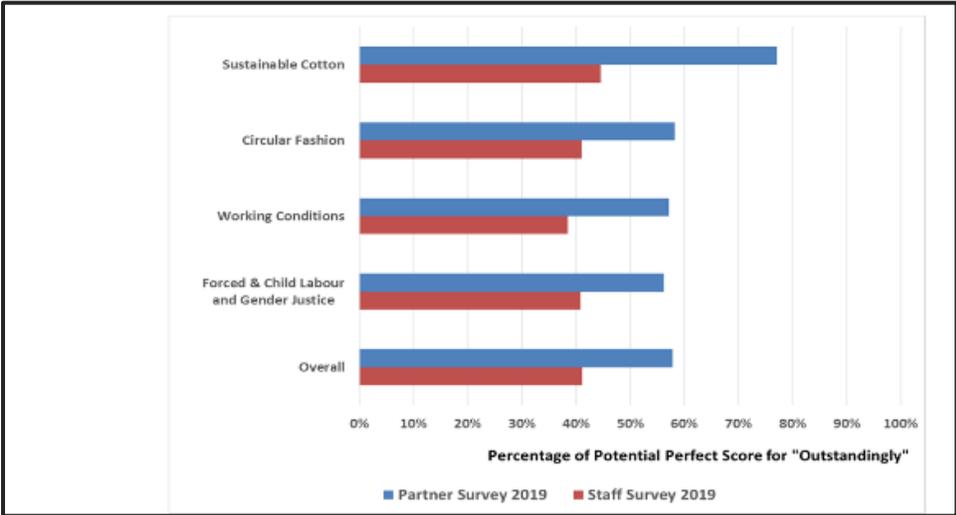
Appendix D
Results and effectiveness

PARTNER PERCEPTION REPORT 2019

6. How would you rate the foundation's impact on your organization?
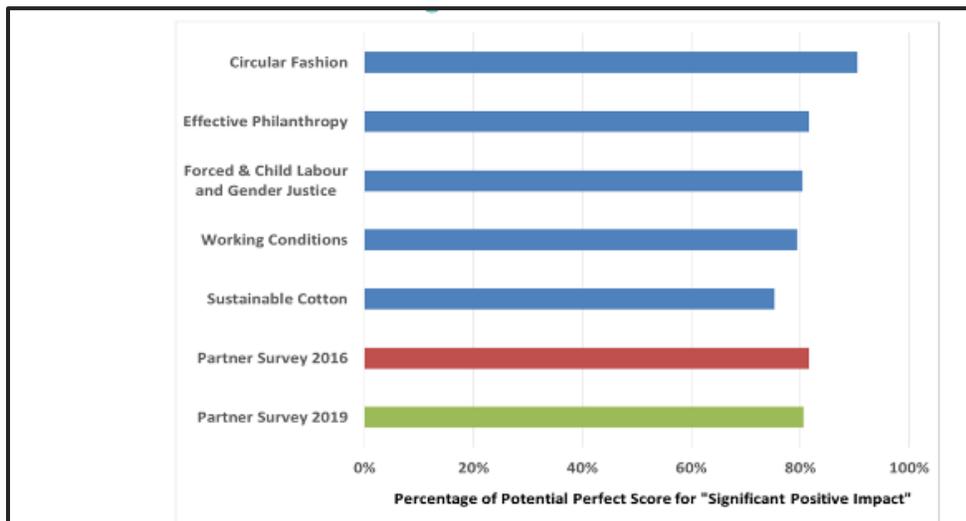
ILLUSTRATIVE QUOTES

Partners

"[Our initiative] was the first initiative, now there are others. It shook things up. Today we have over 60,000 followers on Instagram. Consumers are demanding more transparency from the brands something very strong. Before we asked to be heard in schools. Today we have a network of 120 colleges in all regions of the country. Teachers are using our content to work on the theme in the classroom. The brands were afraid to talk to us because we are activists. But here we call the brands to get together before we start, they felt part of the process and not on the opposite side, of the accused."

"In the context of Mexico, I believe that the foundation should be able to generate more impact and be a key player. Generate presence at least with the Secretary of Work. There is government interest. The incidence that C&A Foundation wanted to have through the project, which is to have influence with the brands and the owners of factories, is interesting. In operational terms, I think they are correct. I still believe that there has been very little time. If we want to have social impact, we have to invest time. The labour reform is a good opportunity for the foundation. Good point of impact would be for C&A the company to increase its standards with the factories with whom they work. Labour rights movements do not believe the C&A Foundation if they do not see that the company improves."

"For the whole country to change – the government needs to change. We need honesty and we need to be serious. We need to be patient, trust each other and work together. Otherwise it will not work. All criticism will not resolve issues. We need trust in the sector. We have to be faster. People are talking too much and doing less. How much can you monitor and do inspection. We are not thief and cop. We are partners and we should like each other."

"if we change laws and policies, this will benefit all the workers. This is a good approach. We are working for 4,000 workers. But through the advocacy work, the benefit will come to all. These 5,000 are direct beneficiaries. Indirect beneficiaries, there can be 30-35,000."

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"C&A Foundation is a key stakeholder in the global garment industry – I know they are driven, dedicated, and wholeheartedly believe they can support drivers of change. I believe they will continue to create an impact on the fashion industry if they recognise the value of inclusive collective action approaches...I believe the Foundation will have a bigger impact when they embrace the complexities of development as they consider the projects they choose to design and fund."

"C&A Foundation is arguably the highest profile private sector donor in our sector. C&A Foundation is funding disruptive and influential initiatives which are pushing the garment and textiles sector to change."

"I think it is too early to tell. The work the Foundation is engaged in could have a long-term pay off, but this will take time."

"It is driving transparency and accountability in the global garment industry. Great work!"

"The Foundation changes their thematic area so quickly which makes a negative impact on our organisation and community."

"Too soon to tell. I think at industry level – some interesting and experimental decisions (Transparentem for example) have had an effect in terms of bringing more brands to the table. Organisationally, the opportunity to train workers directly outside the factory through a community organisation is very impactful, resulting in real empowerment for individuals and workforces, and is very exciting."

"C&A Foundation has a deep understanding of the labour standards challenges in the garment supply chains. Its theory of change with its emphasis on transparency, traceability and disclosure is disruptive to an industry which has traditionally had fragmented supply chains and low-levels of transparency and traceability."

"I am fully aware of the great push the C&A Institute has given to the improvement of the fashion industry in several dimensions and that it has encouraged other companies in the industry to engage and contribute to the evolution of the production chain. However, given the complexity of this value chain and the existing challenges, the true transformation toward a sustainable fashion industry will not happen in such a short term (5 years)."

"I think the field is complex. If the Foundation can bring other actors to help the changes, it might work, but is not something that only the efforts of the Foundation can achieve. With other actors, I mean the factories, the enterprises. We need them to commit to a change. If they do not do that, will be difficult to achieve the goals we want only with the efforts of the workers or the grassroots organisations in which they have support."

C&A Foundation staff

"I think the government has to play a much larger role, C&A Foundation needs to get it on their side to speed up progress. Storytelling is informative but not disruptive. I am raising voices, but we need clear messages to communicate."

"C&A Foundation partners have influenced brands to become more transparent about their supply chains, which is a modest first step to increasing accountability for working conditions."

"The transparency initiatives (13+) have had the biggest impact, in my view, in raising brand awareness of issues and influencing more transparency."

Appendix D
Results and effectiveness

"Meaningfully affecting public policy is a long-term goal which will take many years of continued investment. It is unrealistic to expect meaningful change in public policy within the current lifetime of our programmes so far."

"We were early supporters of various forms of transparency. People were threatened by it. Five years ago, people didn't want to talk about it. We were one of the first to use it."

"One of the terms we chose for ourselves was a catalyst. Catalyst to rally people around an agenda. Creating a big business force for Madya Pradesh government. Universities at national level come and engage with you. Organisations are able to engage with you. That is catalytic."

C&A Foundation governance

"In terms of actual change in Working Conditions, they have not fulfilled the niche as much. New information should lead to tackling the problem – it is not only about knowing where the problems are, it is also about pushing deciders (factory managers, buyers – C&A itself and others) to implement change. The wages are not high enough, but factory managers who need to change the policy on pay and the buyers would need to pay a fair price. The situation has not changed much – it is not because C&A Foundation is not nimble, it is about the complexity of the system. When wages increase, factories move to other countries. Governments have not passed or implemented laws neither."

Circular Fashion

PORTFOLIO REVIEW (COMPILED DATA FROM C&A FOUNDATION, FUNDACIÓN C&A AND INSTITUTO C&A)

Figure D.15   Value of implementation and core support grants of all values per country including FFG (2014-18)
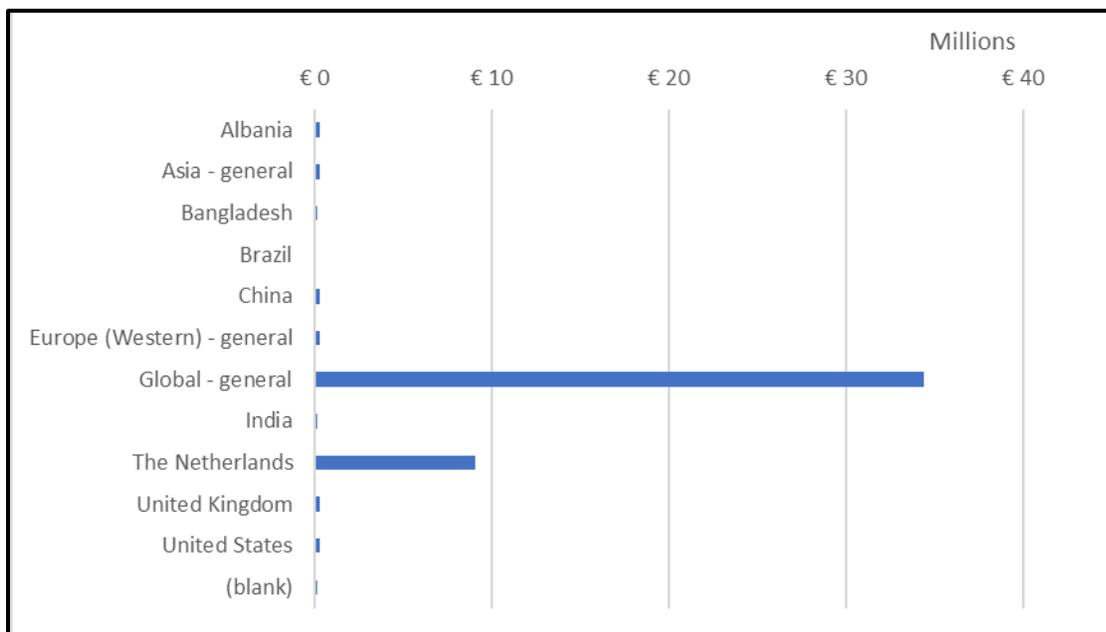
Figure D.16   Duration of implementation and core support grants of all values approved per year including FFG (2014-18)
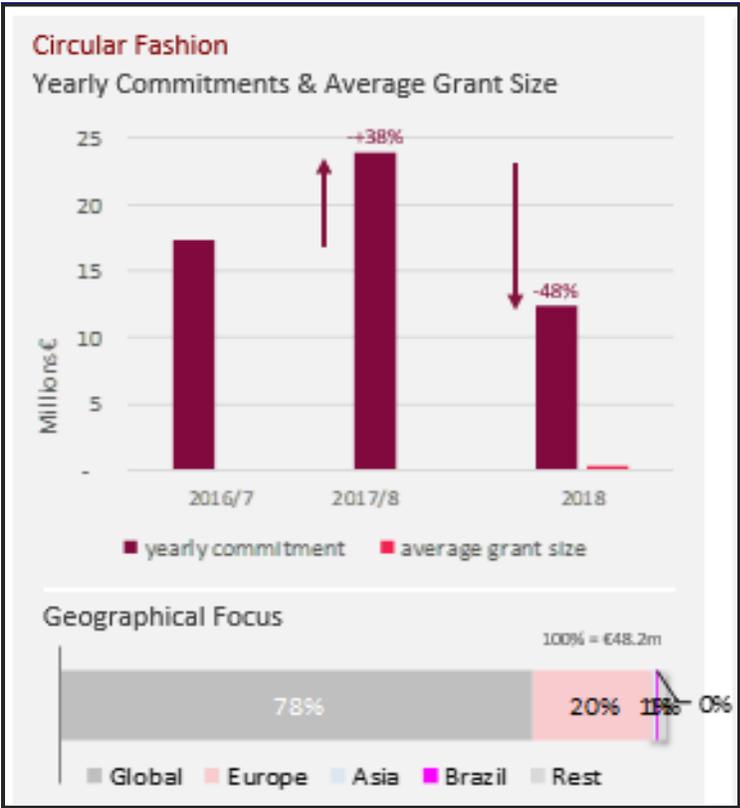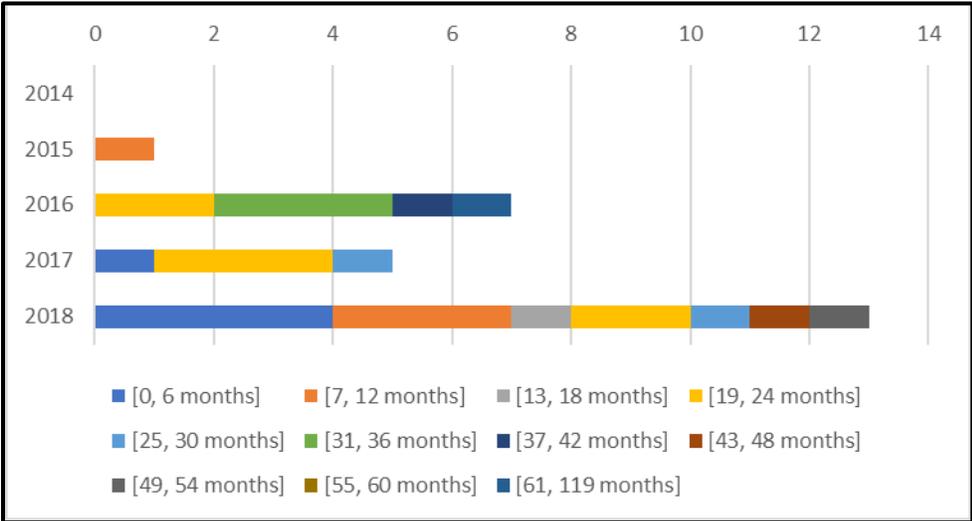

Source: C&A Foundation dashboard May 2019

**Appendix D
Results and effectiveness**

Figure D.17   Latest dashboard (May 2019)

KPI tracking began in 2018, with relatively conservative targets. By May 2019, the only KPI where the programme was beyond target was "investment in enabling innovations for circular business models" (EUR 68 million versus a target of 0).


Source: C&A Foundation dashboard May 2019

REPORTING FOR FASHION FOR GOOD

Source: C&A Foundation dashboard May 2019

REPORTING FOR FASHION FOR GOOD – CONTINUED
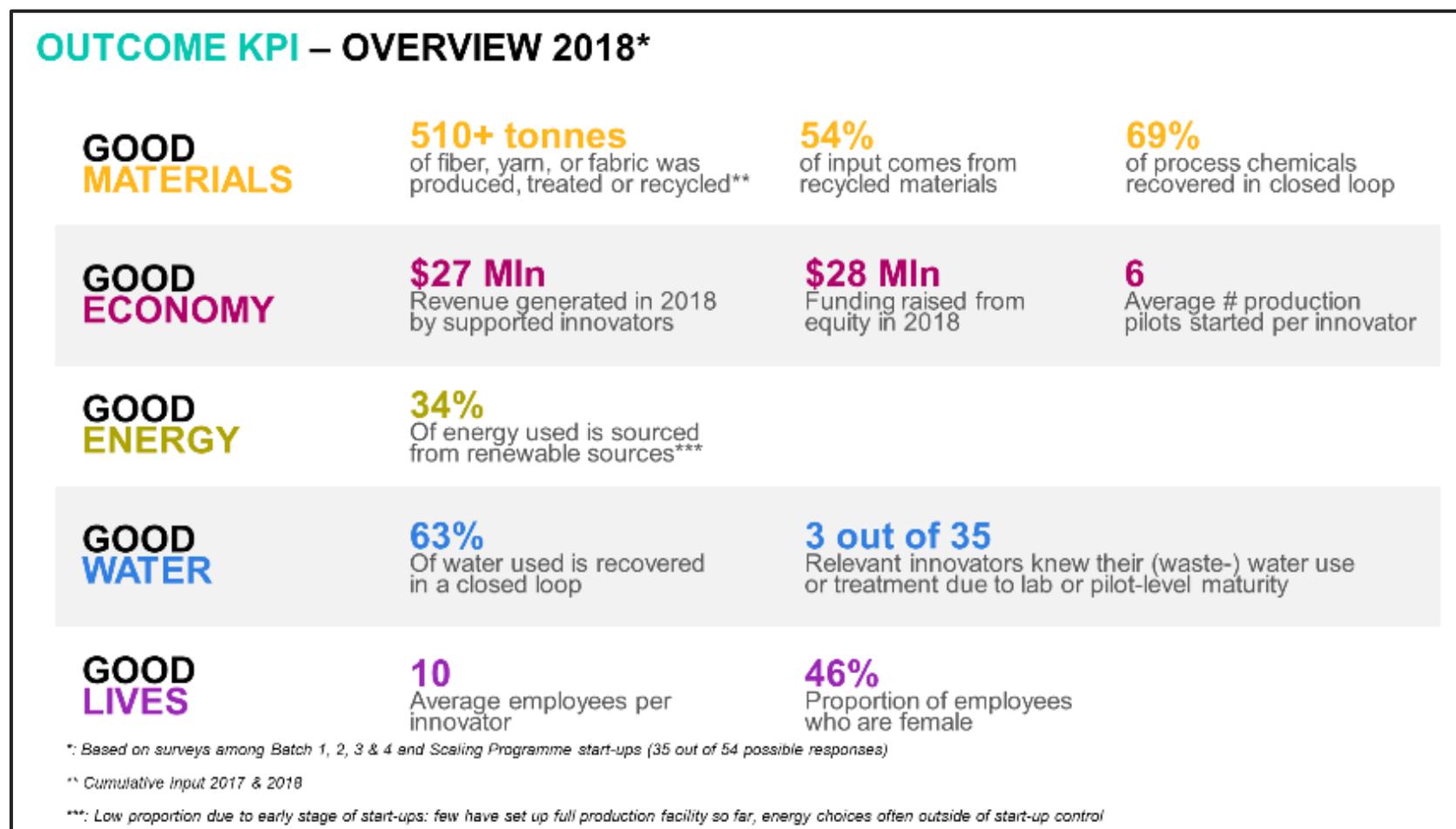
Source: C&A Foundation dashboard May 2019

C&A FOUNDATION STAFF SURVEY

29-33. To what extent has the foundation achieved the following with respect to creating/embracing circular fashion?
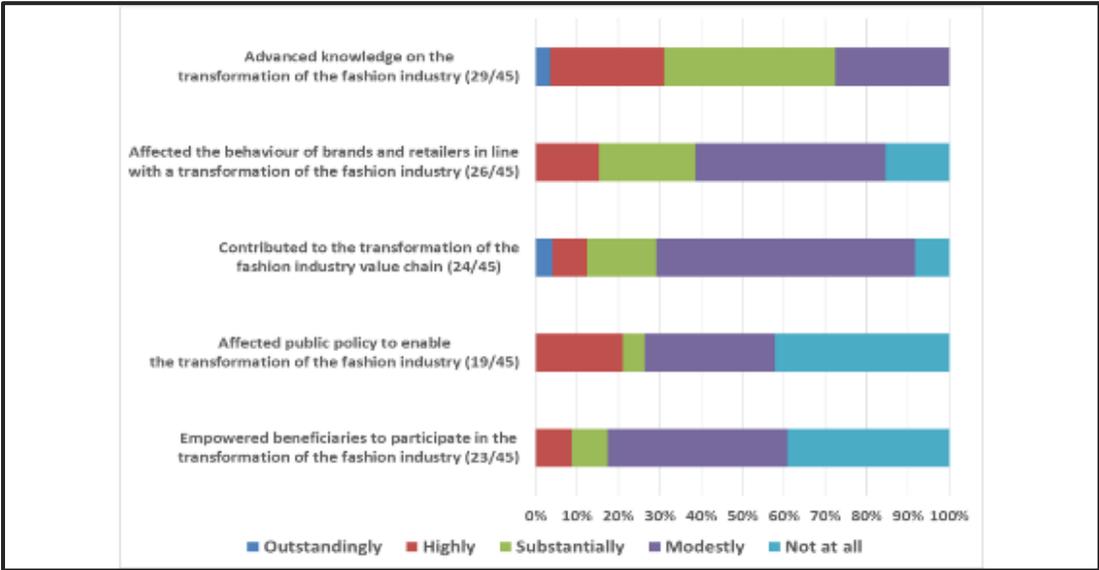
Additional Question A. Overall, how satisfied are you with your experience with the foundation?
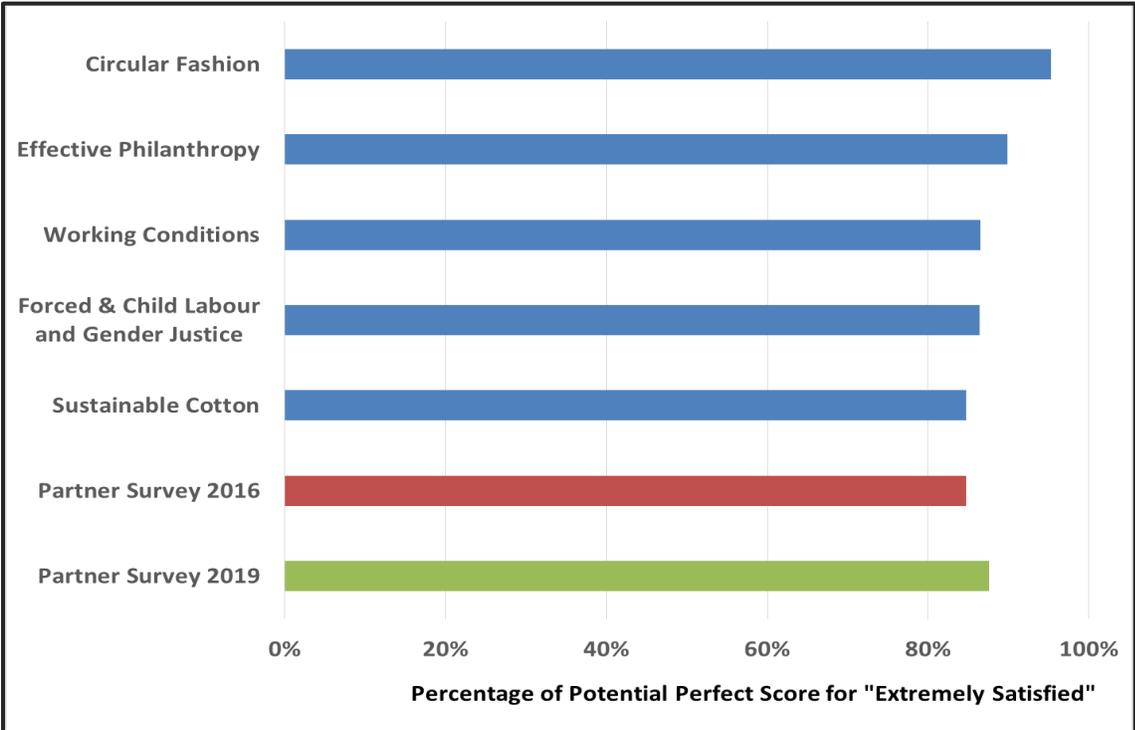
Appendix D
Results and effectiveness

27. How consistent was the information provided by different communications resources, both personal and written, that you used to learn about the foundation?
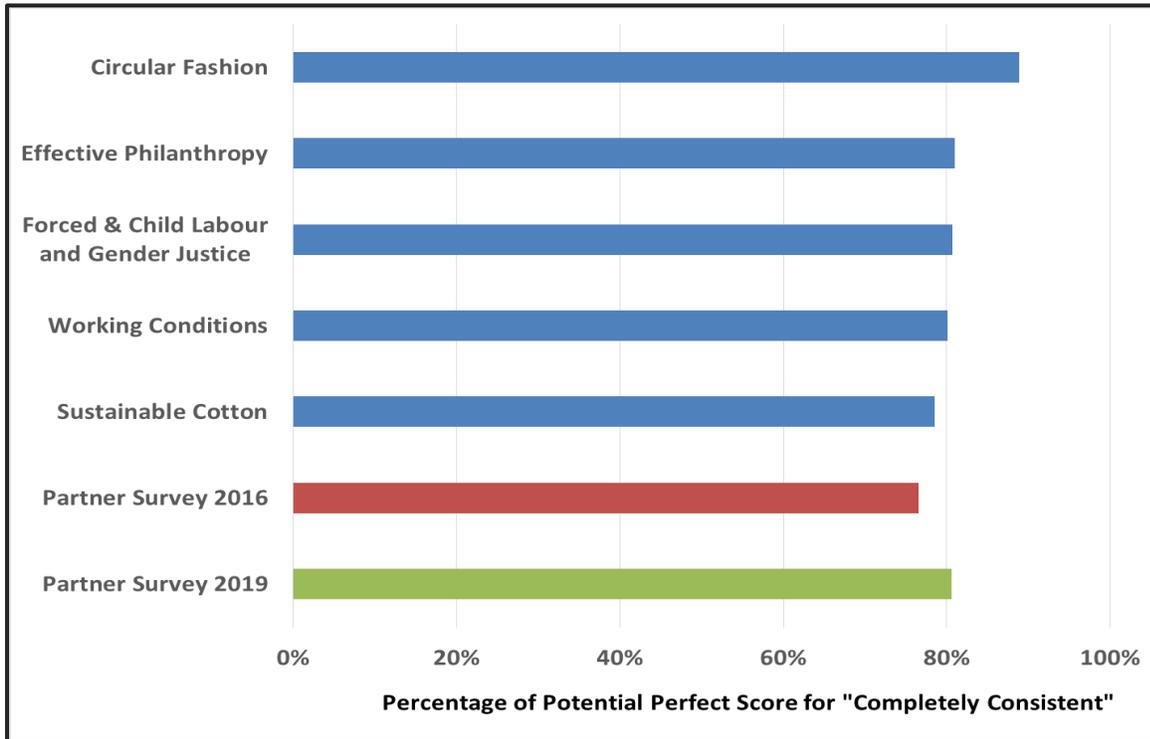
44. To what extent is the foundation open to ideas from partners about its strategy?
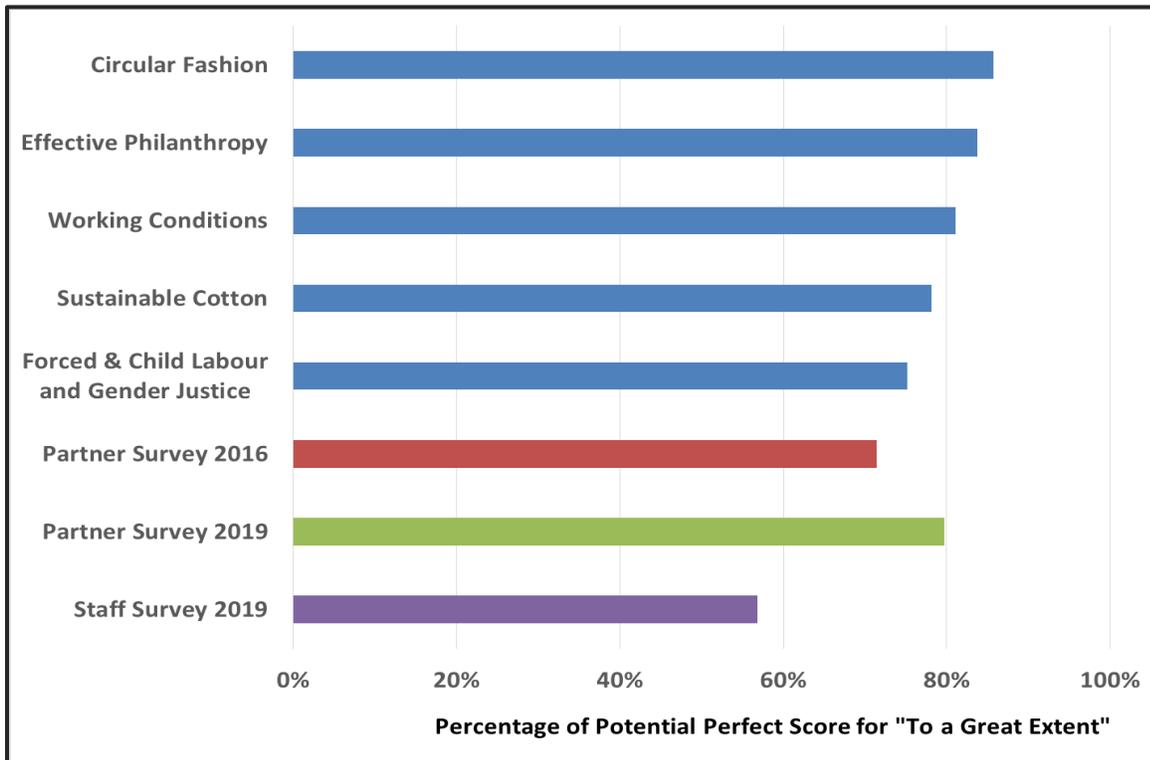
8. How would you rate the foundation's impact on your local community?
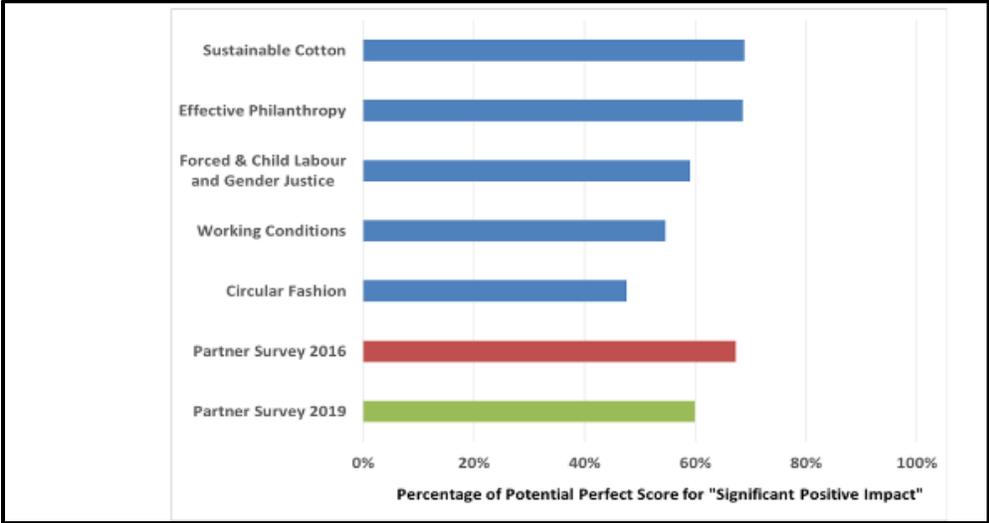
COMPARISON BETWEEN THE PARTNER PERCEPTION REPORT 2019 AND THE STAFF SURVEY

35. To what extent has the foundation affected public policy in your field?
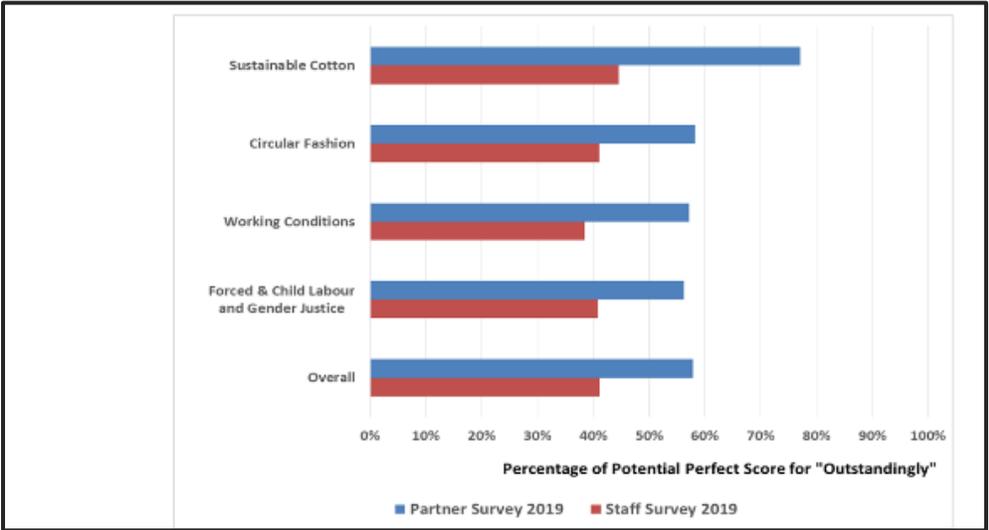
ILLUSTRATIVE QUOTES

Circular Fashion partners

"This is much deeper and more explicit than I've seen anyone else put forward in terms of their interest and the depth of the envisaged change."

"There is a lot of talk about what needs to be done and should be done. The focus needs to be on the 'how' to do it. Our policy recommendations are the first real ones on the 'how'."

Appendix D
Results and effectiveness

"You'll see a lot of funders put their priorities up on their own website. I don't know that I've ever seen a funder put the Theory of Change as explicitly as C&A Foundation has done. I'm looking at their Circular Fashion KPIs right now; the risks, assumptions, impacts …it's a helpful piece to have visible to the fundees so that they can see where they plug in."

"In our organisation, we're seeing really good examples of circular economy, which we think would be of interest to the wider fashion/ apparel sector, which overall has been accepting the theoretical notion of circular economy but not getting on board and moving into it. We're saying…it's mainstream. And if you're are not doing this, you'll be losing a competitive advantage and get left behind… the added value of this project is that we are actually delivering key elements of sharing knowledge and understanding of the 'how' to do circular business models."

"With the circular economy work in general, there's been a lot of talk, a lot of hype, a lot of promotional things. C&A Foundation is much more interested in the action and the impact."

"We need to be attacking this as a multi-year endeavour with multiple actors including brands, collectors, sorters, recyclers: the whole eco-system…there's a real lack of consensus around what is circular economy. We don't have a common language and understanding of what circular economy is in relation to apparel/ textiles…What is missing is the focus on infrastructure that needs to develop for any of this to be possible…The textile sector can help the wider world understand what those processes need to look like."

Beneficiaries

"FFG is the foundation's most ambitious, visible, active and efficient initiative driving systems change…[it's] made significant contribution in terms of getting understanding and developing pre-competitive collaboration."

"C&A Foundation has had had a critical impact in the past 5 years on the landscape of standards, certification; it's had a hand in some of the more important defining industry organisms."

"It needs to continue to be catalytic and continue to reach for really compelling things that are truly later stage cutting edge developments."

"Something has been propelled by C&A Foundation; it has had a catalytic role in the industry."

"FFG has helped to propel several important innovations and innovators…. has given tangible support to helping those things go from pre-natal to young infant and toddler businesses now. These are real startups that got propelled, which are totally focused on circularity."

"FFG has done well in identifying some technologies; they're supporting the right things."

C&A Foundation staff

"In the circular domain, we are in the first phase of the transition from existing economic system in fashion industry, making very small steps to more circular business models. We are still in the phase of doing experiments to see, collect data and methodologies, learn what this circular economy means."

"The programme is early in the transition where there are all kinds of fundamental questions:

- What are these new business models?

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- How to implement these new business model?
- What are the competencies of people working in the sector?
- What is the effect on the end on sustainability?

Since we are in the very first phase of that transition, we are looking more at the processes that are needed for the discovery and development of these new business models, and how can we really bring the implementation up to speed?"

"Transformation is the purpose through scale or risk-taking. C&A Foundation more or less lacks the capacity to work on large-scale projects (we need collaboration with 'peers' in order to reach 'outstanding') and on risk-taking we do not challenge ourselves enough."

"There is a place for smaller and shorter grants, e.g. test new partnerships, create strong concepts, fill a gap in knowledge. But, they don't on their own efficiently deliver on our purpose."

"Alignment with the key performance indicators of the signature programmes (at circular) has been less outstanding. That is more likely to do with the quality/ relevance of the key performance indicators and our design to co-design initiatives rather than impose strict requirements on applicants."

External stakeholders

"Funding is an enabler: for the innovations to be picked up, for the processes to be transforming. The policy level would give another needed boost."

"C&A Foundation gave funding that has long-reaching opportunities with the C&A business side and other brands."

"Collaboration is one part; expertise is another part. You really do need actors like C&A Foundation who know what they're doing."

"What's interesting is that I've also seen up close when the activity is perfectly set up and ready to go; and yet, the brands still don't follow-through, even though they're committed to it. That is what leads me to believe that the systemic classic failure is in the conversion from commitment to follow-through at the brand level."

Appendix E. **Gender, equity and inclusion**

Definitions and reporting on gender KPIs used in other programmes

FORCED AND CHILD LABOUR

KPI #7. Number of female and male workers participating in rights and empowerment programmes (disaggregate)

This counts the number of participants that the initiative is reaching through capacity development, orientation on labour rights and responsibilities, and empowerment through information. Programme managers are asked to disaggregate by gender.
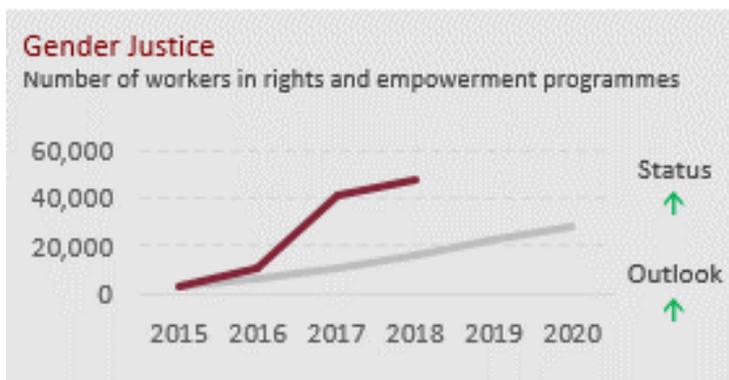
Source: C&A Foundation dashboard May 2019 (data include only women)

SUSTAINABLE RAW MATERIALS

KPI#7. Number of women in farm leadership roles

This includes (but is not limited to) women who are on the board of directors of farmer producer organisations farm managers managing demonstration plots managing sustainable input centres.
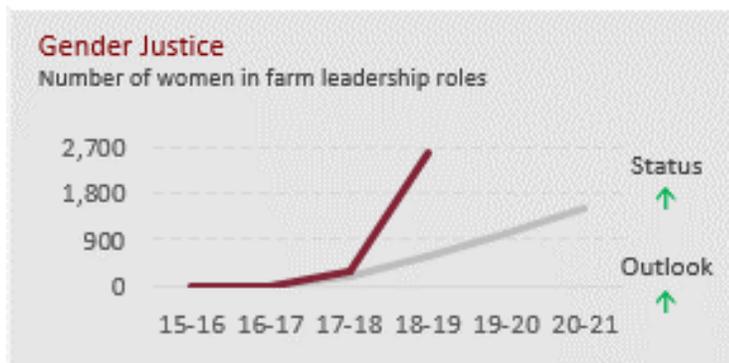
Source: C&A Foundation dashboard May 2019

WORKING CONDITIONS

KPI #4. Number women leading efforts to improve working conditions

This measures the number of women that have taken the initiative to try and change something as a result of C&A Foundation funded activities. Programme managers are asked to provide a description of the kind of changes these women seek, and whether their efforts were successful or not. Simply training women or raising awareness is not enough for this KPI.
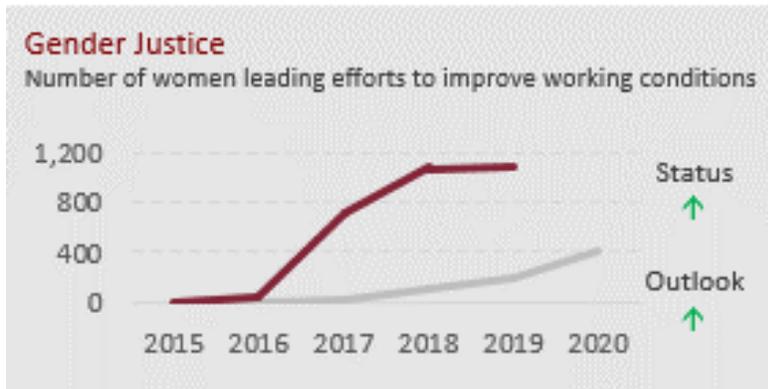
Source: C&A Foundation dashboard May 2019

Definitions and reporting on gender KPIs for Gender Justice

KPI #1. Number of gender responsive workplace policies and practices

This counts the number of workplace policies and practices that are implemented and ensure the protection of women's human rights (in the apparel supply chain such as factories, workshops or cotton farms).

The evaluation team has found reporting on this KPI, but it does not figure in the biannual dashboards nor in the annual reports. The foundation currently reports four gender responsive workplace policies and practices (no target).

KPI #2. Percent reduction in reported experiences of gender-based violence (GBV)

This percentage is calculated by comparing the baseline number of reported cases of GBV with the number of reported cases after implementation of the initiative. Initiative implementation can also lead to an increase of in GBV cases as women are more aware of GBV and feel empowered to report it. This needs to be considered in the context of each initiative.

The evaluation team has found reporting on this KPI neither in the biannual dashboards or in the annual reports.

Appendix E
Gender, equity and inclusion

WORLD HEALTH ORGANIZATION GENDER RESPONSIVE ASSESSMENT SCALE: CRITERIA FOR ASSESSING
PROGRAMMES AND POLICIES

Level 1: Gender-unequal

- Perpetuates gender inequality by reinforcing unbalanced norms, roles and relations
- Privileges men over women (or vice versa)
- Often leads to one sex enjoying more rights or opportunities than the other

Level 2: Gender-blind

- Ignores gender norms, roles and relations
- Very often reinforces gender-based discrimination
- Ignores differences in opportunities and resource allocation for women and men
- Often constructed based on the principle of being "fair" by treating everyone the same

Level 3: Gender-sensitive

- Considers gender norms, roles and relations
- Does not address inequality generated by unequal norms, roles or relations
- Indicates gender awareness, although often no remedial action is developed

Level 4: Gender-specific

- *Considers gender norms, roles and relations* for women and men and how they affect access to and control over resources
- Considers women's and men's specific needs
- Intentionally *targets and benefits a specific group of women or men to achieve certain policy or programme goals or meet certain needs*
- Makes it easier for women and men to fulfil duties that are ascribed to them based on their gender roles

Level 5: Gender-transformative

- *Considers gender norms, roles and relations* for women and men and that these affect access to and control over resources
- Considers women's and men's specific needs
- *Addresses the causes of gender-based health inequities*
- *Includes ways to transform harmful gender norms, roles and relations*
- *The objective is often to promote gender equality*
- Includes strategies to foster *progressive changes in power relationships between women and men*

C&A Foundation Staff Survey

59. To what extent have gender considerations been integrated into C&A work?
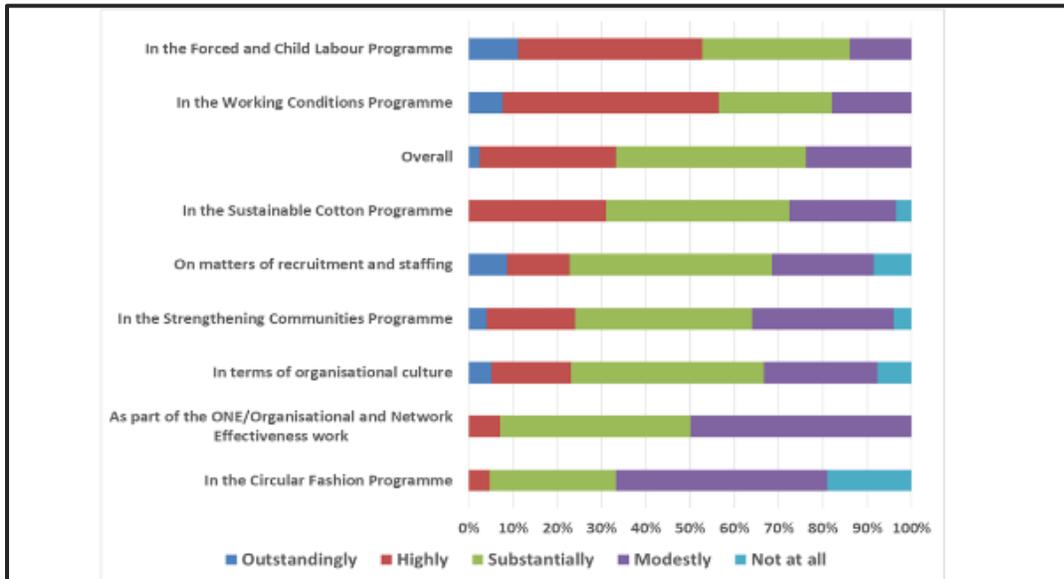
PPR 2019

Percentage of Partners that Received Other Assistance
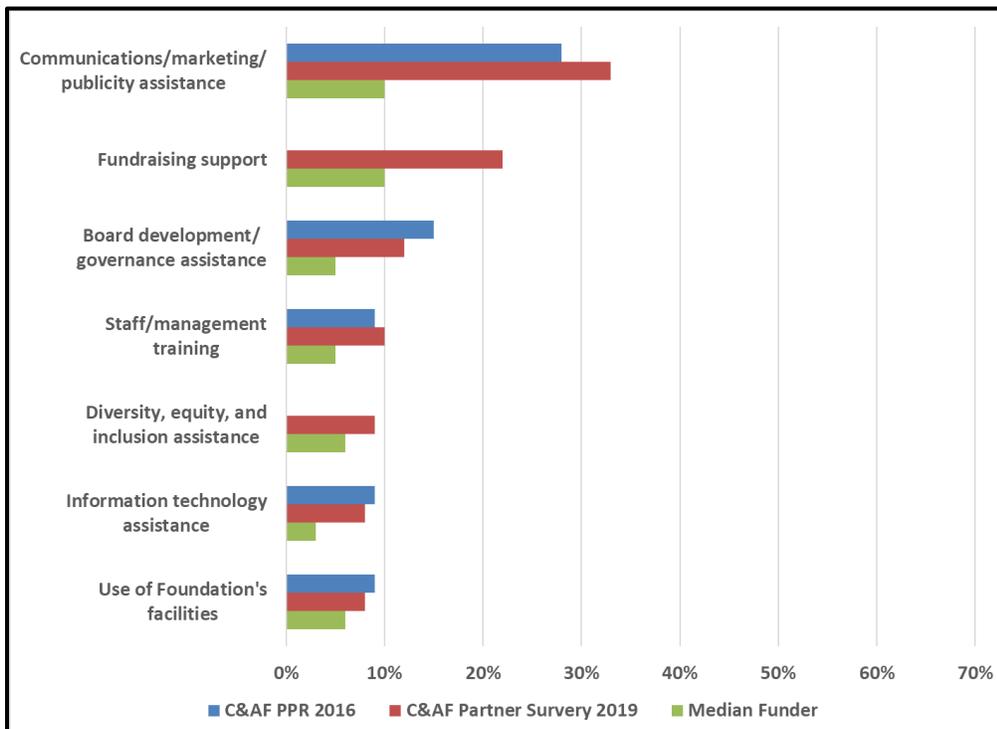
Appendix E
Gender, equity and inclusion

`Percentage of partners that received other assistance – by subgroup

Bar chart titled "Percentage of Partner":
- Circular Fashion: 33%
- Forced & Child Labour and Gender Justice: 16%
- Working Conditions: 6%
- Sustainable Raw Materials: 0%
- Effective Philanthropy: 0%
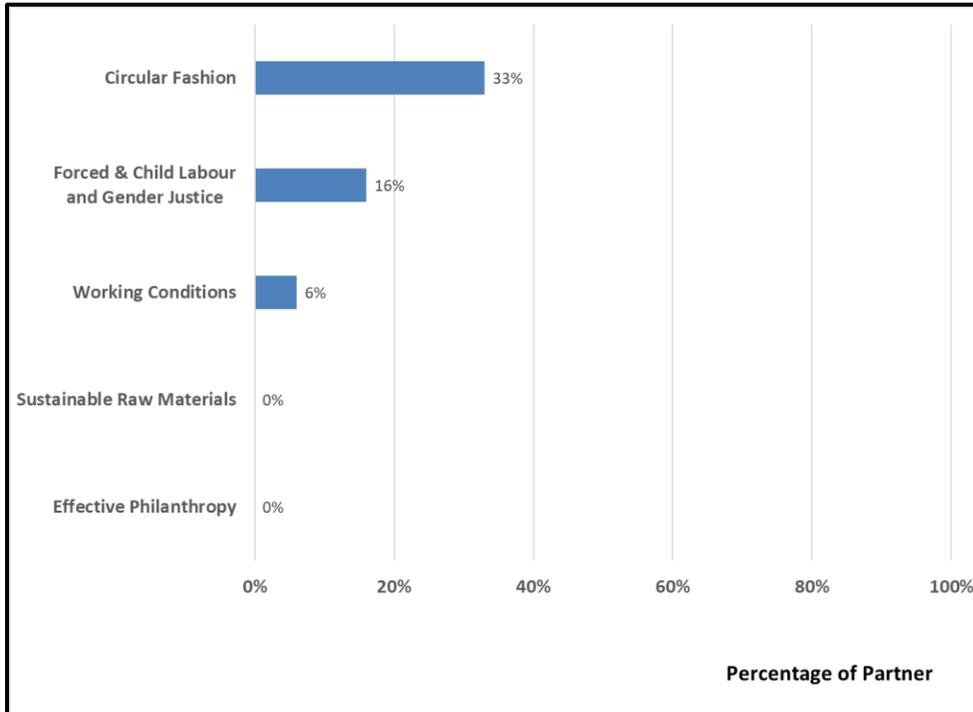
Which of the following forms of assistance would you have liked to receive more of? (diversity, equity and inclusion assistance)

Bar chart titled "Percentage of Partners":
- PPR 2016: 0%
- PPR 2019: 6%
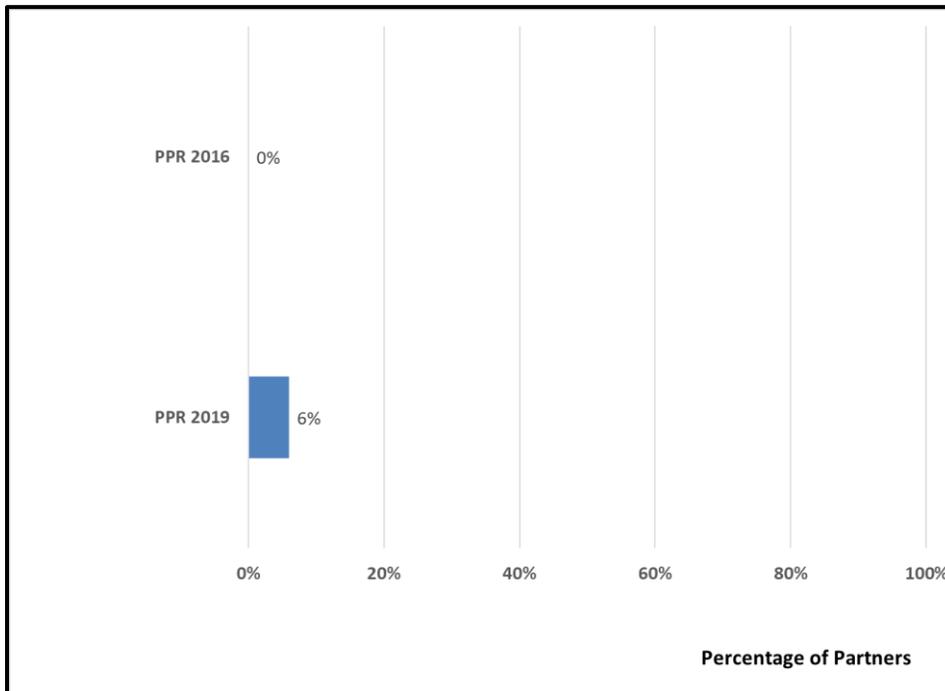
Which of the following forms of assistance would you have liked to receive more of? – By Subgroup (Diversity, Equity and Inclusion assistance)

Percentage of Partners
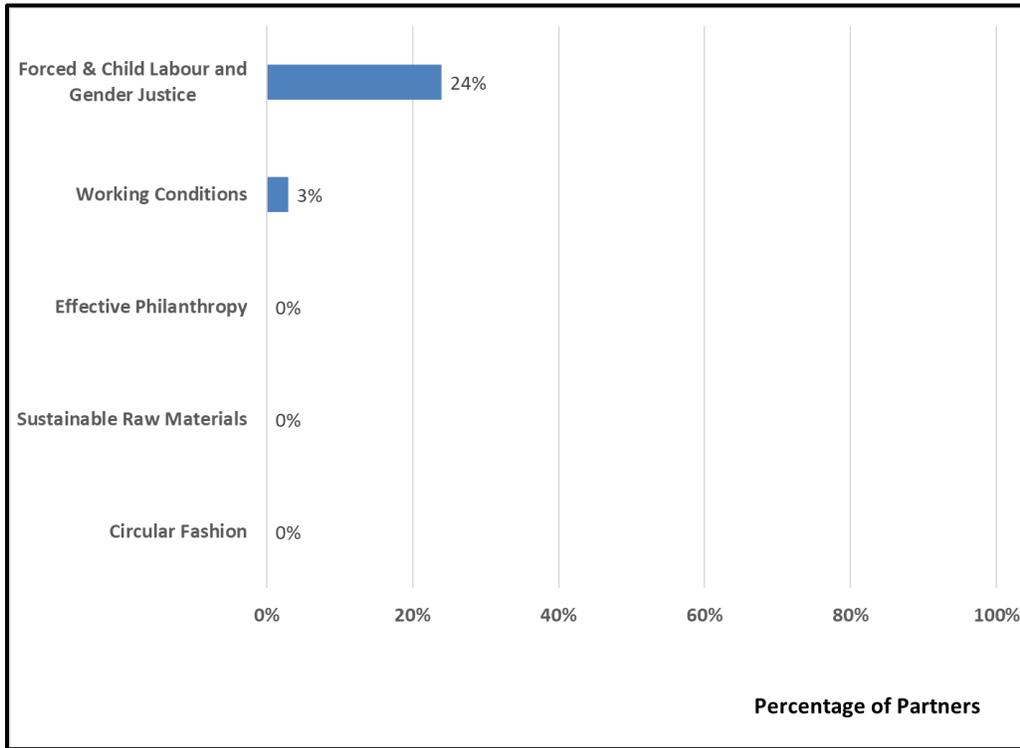
C&A Foundation Staff Survey

58. To what extent is the foundation committed to diversity, equity and inclusion in terms of:
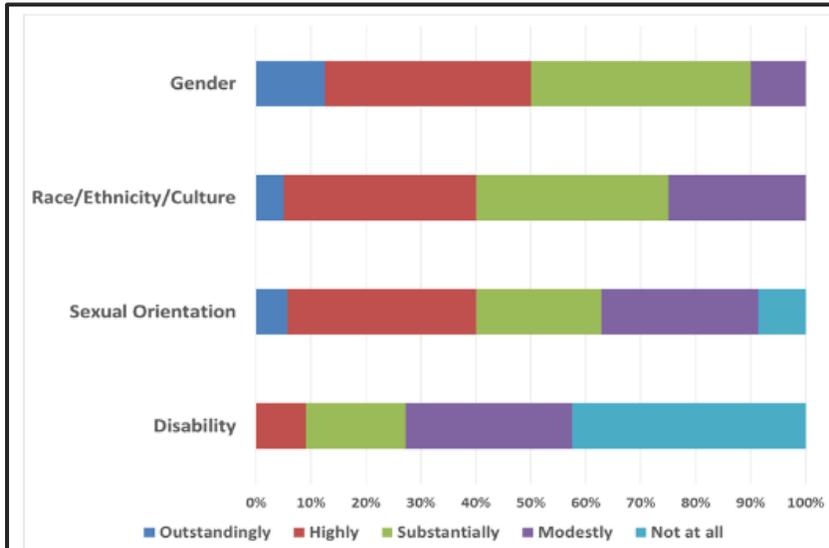
Appendix E
Gender, equity and inclusion

Illustrative quotes

PARTNERS

"From the gender angle, we need to move to a more strategic conversation to achieve scale and make a difference. We need to reach millions of workers in the fashion industry. C&A Foundation should discuss this for the next 5 years, to be more influential at the industry level."

"In gender it is necessary to demonstrate all the time that there are conditions that are more complicated in women's access, in accessing opportunities. That the Foundation has to consider. A finer understanding of access is needed and that limits progress. They have to refine the women's approach strategy more. It is another complexity of time and conditions."

"I never felt a resistance on the part of the foundation in matters of gender. What we saw in the project, always the foundation understood it and I respected it. Even when I realised, when I went to the partner meeting in Milan, that there was an atmosphere of rejection, I never doubted that the foundation had a gender perspective. I just understood that there are sectors of the foundation where gender is not a concern at all."

"Our grantees said that women's movements and workers' movements have not been connected much. In Milan [at the partner meeting] there were a couple people from the gender side and various from labour rights, but not much connection between the two, unfortunately."

"When the farmers are organised into companies for organic, [the partner] organised the women in Self Help Groups. So [the partner] used the opportunity, but it was not by design."

"On DEI widening of focus, this helps us look at very marginalised communities, which is where exclusion and marginalisation happens. It also allows us to look at women and other genders in more holistic way, including transgender who are involved in production. This is a great move. The Ford Foundation has moved in this direction as well."

"I don't think they have thought through DEI, there are tough conversations that they are not having. It goes beyond checklists; it is very superficial. Going beyond numbers of women and girls. Thinking about which women and girls we are trying to reach, which power dynamics we are trying to challenge, what is relevant in different context?"

"I have two founders that I consider feminists, they give flexible funds, think about co-responsibility, support movements. The C&A Foundation could be the same, especially in the fashion industry."

C&A FOUNDATION STAFF

"It is a challenge to understand how gender and social inclusion will be addressed in the initiatives we will support and how we will generate information that our work is beneficial to underrepresented groups. This debate is very strong in the programme."

"The KPI – they don't change the rights in the society. That is a social norm. [A partner] said we will take certification in the name of the women. But the decision-making is still done by men. How do we change – partners need to do that. it is best left to do that. We don't have a problem to give them grants, but we can't advise them from Europe. It is gender sensitive but not transformative approach. But that is huge and needs a full foundation in itself."

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"Now we know, working with women does not mean having a G[ender]J[ustice] lens. […] There is a communication problem that comes from a problem of conception at the institutional level."

"We can be proud of [our] gender lens. We are stubborn that this lens is in all programmes!"

"From when I entered the foundation, I knew that gender should be considered as a transversal issue, particularly how many women are beneficiaries, and then it became a more formal programme. Now we have to include KPIs on gender, but we do not have capacities, we asked for training and we have begun to be trained little by little. We now have two organisations that we train on gender issues."

"Another thing we had is that they ask us to measure quantitatively, because it is easier to measure, but in terms of gender the most important thing is the qualitative one."

"In the supply chain there are a lot of women, therefore a lot of participation. But does that address inherent gender injustice?"

"I am not even familiar with the composition of the board, which says something. They are all men, there is one woman and she is the secretary. They are all white, and this is not representative of the people we work with, as we are speaking of diversity."

"It is one thing for staff to wholeheartedly embrace a gender and social inclusion approach, but there is a need to find ways to engage the ICs and the board, just in conversations – and to this starting now. To start to cultivate them as champions on these issues as well."

"Missing people with any kind of disabilities, there are several professionals in the market. The issue of race/ ethnicity/ culture is slowly changing, but there is still a predominance of white people on all teams and most sexual orientation is straight. It needs to be more diverse and in addition to having diversity, you need to evaluate how you will make these people grow within the organisation. Most leadership positions are held by white and straight people."

"I believe HR [human resources] and Global Operations teams could better support the DEI Action Plan (as they are much needed for many of the actions). Nonetheless, I believe Brazil has made significant steps on embracing diversity in terms of race/ ethnicity/ culture, and that in terms of gender equality, the entire foundation has shown good practices when accommodating or adapting procedures for pregnant staff. There is still more we can do and I hope we continue to improve."

"We have a robust, two-year implementation plan, with greater internal focus, including diversity, equity and inclusion policies. We're waking up to the theme and seeing that it's not as complicated as it sounds."

"The expansion of the vision for the work, from gender justice to social inclusion, there is tremendous momentum for that at C&A Foundation. [Some staff members] have made a solid case that you cannot look at gender without looking at power dynamics."

"I have the same fear – [the transition to DEI] is an ambitious leap forward. I think it is good that the foundation wants to push the boundaries, but I don't think we have been successful enough with gender to increase our ambitions even further. In terms of gender, we still have a lot of challenges. Recruitment, board, the partners that we choose. If we can take this leap, fine."

Appendix E
Gender, equity and inclusion

"Do we let our current grantees be inclusive. A simple thing that I am not seeing is, are we building in funding, the way we do it with ONE, so that our partners can apply DEI? For instance, to be inclusive of disability. It is not cost neutral."

C&A FOUNDATION GOVERNANCE

"The foundation has made significant strides in terms of its programmes and in creating a culture that is welcoming. […] There has been progress, maybe more than certain members of staff would want."

"At C&A Foundation there is an effort and an intent to do both [gender mainstreaming and programming], but I don't think there has been enough of an effort from non-gender programmes. It is like a checkbox in the proposal process. I don't think it is integrated enough by the staff. Both men and women alike."

"The way I see gender applied is 'oh, we need to add a gender aspect to this!'. It is my perception. It should be more thought through."

"We had a collaboration with a partner to help us understand how to adopt a gender lens, and they did a workshop for our partners and we had a pretty decent chunk of the C&A team to take part in this training, it was something that I thought was brilliant. It was something that the C&A Foundation is trying to achieve in the industry, and getting C&A in this particular training was great."

"One thing that would make a big difference and would impact other companies is to have a more diverse board."

"We need to walk the talk if we want to move the needle. For me gender justice is intrinsically linked with other aspects of justice, racial justice, disability justice, and we are not walking the talk on that."

Appendix F. **Partnership**

Table F.1   Types of partners by signature programme plus Gender Justice (2014-18)

	SUSTAINABLE RAW MATERIALS	WORKING CONDITIONS	FORCED & CHILD LABOUR	CIRCULAR FASHION	GENDER JUSTICE	TOTAL
Local NGO		5	3		1	**9**
Non-profit	2	4	2	1		**9**
Foundation		1	2	1	1	**5**
International NGO	1			2	1	**4**
Platform/ MSI	1			3		**4**
For-profit		3				**3**
Women's Fund		2				**2**
Bilateral technical assistance agency (GIZ)	1					**1**
Public service project		1				**1**
Research Institute (WRI)				1		**1**
Social enterprise cooperative (Circle Economy)				1		**1**
United Nations Agency (ILO)			1			**1**
Local Government (LWARD)				1		**1**
Grand total	5	16	8	10	3	42

LWARD = London Waste and Recycling Board. WRI = World Resources Institute; The public service project is the American Bar Association Rule of Law Initiative.

Appendix F
Partnership

Table F.2   Co-funding and leverage by programme, 2014–18 ('000 Euros)

PROGRAMME		2015	2016	2017	2018	TOTAL	SHARE OF TOTAL
Sustainable Raw Materials	Co-funding	1,557	2,231	6,811	2,394	12,994	15%
	Leverage	0	232	810	529	1,571	2%
	Total	1,557	2,463	7,621	2,923	14,565	17%
Working Conditions	Co-funding	0	3,548	916	328	4,792	6%
	Leverage	500	970	198	227	1,895	2%
	Total	500	4,518	1,114	555	6,687	8%
Forced & Child Labour	Co-funding	20,768	576	1,887	265	23,496	27%
	Leverage	0	1,239	114	0	1,353	2%
	Total	20,768	1,815	2,001	265	24,848	29%
Circular Fashion	Co-funding	932	922	1,369	5,965	9,187	11%
	Leverage	0	22,989	2,191	2,820	28,001	33%
	Total	932	23,911	3,560	8,785	37,188	43%
Strengthening Communities	Co-funding	0	0	150	0	150	0%
	Leverage	0	0	1,120	1,036	2,156	3%
	Total	0	0	1,270	1,036	2,306	3%
Total	Co-funding	23,256	7,278	11,133	8,952	50,619	59%
	Leverage	500	25,429	4,433	4,612	34,975	41%
	Total	23,756	32,707	15,566	13,564	85,593	100%
Total grant commitments		**23,600**	**42,900**	**48,800**	**39,400**	**154,700**	
Co-funding and leverage as a percent of grant commitments		**101%**	**76%**	**32%**	**34%**	**55%**	
Excluding the four outliers		**17%**	**74%**	**22%**	**23%**	**29%**	

Sources: Total Grant Commitments are from C&A Foundation Annual Reports, 2015–2018. Co-funding and Leverage data provided by C&A Foundation.
Co-funding = Resources mobilised and secured at time of grant approval
Leverage = Resources committed during implementation and ex-post
The following four contributions (highlighted in yellow in the table) accounted for two-thirds of the overall co-funding and leverage received:
- Forced and Child Labour, 2015: Humanity United received co-funding of €20 million
- Circular Fashion, 2016: Fashion for Good leveraged resources of €19.95 million
- Sustainable Raw Materials, 2017: The Better Cotton Initiative received co-funding €4.771 million
- Circular Fashion, 2018: Ellen MacArthur Foundation received co-funding of €4.508 million

Table F.3   Multi-stakeholder initiatives supported by C&A Foundation

NAME	DESCRIPTION (FROM 2018 ANNUAL REPORT)	AREA SERVED	GRANT COMMITMENTS				
			2014	2015	2016	2017	2018
1. SUSTAINABLE RAW MATERIALS PROGRAMME		2.	3.	4.	5.	6.	7.
Better Cotton Initiative (BCI)	A global initiative of 1,476 members, from farmers, brands and retailers, to mainstream sustainable cotton. In 2017, they certified 11% of all cotton produced. [This is classified as an "other initiative" in "Grants – Clean" spreadsheet.]	Global			1,500,000		2,070,000
Textile Exchange	One of the largest not-for-profit networks working to increase the uptake of sustainable fibres. It operates in 25 countries and has more than 350 organisations across all sectors of the textile supply network.	Asia		520,597			
Organic Cotton Accelerator (OCA)	Platform co-founded by C&A Foundation to connect the organic cotton production with the demand from brands and retailers, representing around 70% of the organic cotton market.	Global			1,200,000	1,100,000	105,600
Organic & Fair Trade Cotton Secretariat in Madhya Pradesh	A group of more than 20 organisations represented across government, NGOs, brands and retailers, pushing for action and policies that can enable organic cotton production in Madhya Pradesh, India. Read about their breakthrough moment.	India			49,520	29,000	
Cotton 2040	Collaboration of cotton standards and international brands to mainstream sustainable cotton, and co-founded by C&A Foundation. [Grants to Forum for the Future]	Global		136,476	131,094	44,577	94,154
8. WORKING CONDITIONS PROGRAMME		9.	10.	11.	12.	13.	14.
Sustainable Apparel Coalition	The Social and Labour Convergence Program represents 32 brands and retailers that make up 15% of the entire industry, aiming to create an efficient, scalable and sustainable solution for social audits.	Global	645,000				
Ethical Trading Initiative	This initiative has over 100 members including companies, international trade unions and non-profit organisations that work to influence business to act responsibly and promote decent working conditions. [€94,932 to Gender Justice Initiative]	Asia					194,037

15. FORCED AND CHILD LABOUR PROGRAMME		16.	17.	18.	19.	20.	21.
InPacto	Through our core support, InPacto works to reinvigorate the National Pact Against Slavery, signed by 300 companies, 115 of them part of the apparel industry, representing 35% of Brazil's GDP.	Brazil				440,809	
22. CIRCULAR FASHION PROGRAMME		23.	24.	25.	26.	27.	28.
Fashion for Good	Platform for sustainable fashion innovation, supported by founding partner C&A Foundation and 13 corporate partners that represent more than €142 billion in revenue.	Global			24,198,392	6,500,000	3,000,000
Stichting ZDHC	Global programme co-founded by C&A Foundation that currently encompasses 125 members – including 27 signatory brands and 81 value chain affiliates – to advance towards zero discharge of hazardous chemicals in the fashion industry value chain.	Global			470,000	375,000	1,857,000
European Clothing Action Plan	[Grant to Waste and Resources Action Plan]	Western Europe			185,000		
Circular Fibres Initiative	[Grant to the Ellen MacArthur Foundation]	Global			475,000		
29. ONE		30.	31.	32.	33.	34.	35.
SDG Philanthropy Platform – Brazil	Brazilian workgroup that connects over 180 philanthropists and social investors to the global United Nations initiative that creates alignment to the Sustainable Development Goals to scale impact.						
FIIMP – Foundations and Institutes for Impact (Brazil)	Group of 22 philanthropic organisations in Brazil united to share knowledge and provide inputs to the creation of the National Strategy of Business and Impact Investing, in cooperation with the Ministry of Economy.						
Sustainable Fashion Lab Brazil	Multi-sectoral platform founded by C&A Foundation in Brazil to connect over 40 industry leaders and build a more sustainable fashion industry. It includes brands and retailers, trade unions and sectoral associations, representing 27,500 textile companies and 23% of the local market.						

Source: C&A Foundation Annual Reports, 2015 to 2018
Multi-stakeholder initiatives are "a governance structure that seeks to bring stakeholders together to participate in the dialogue, decision-making, and implementation of solutions to common problems or goals." C&A Foundation, Organisational and Networks Effectiveness (ONE), Strategy and Guidelines. PowerPoint presentation with no date

Table F.4   C&A Foundation Leadership Team members serving on corporate boards

PERSON	POSITION	SERVING ON CORPORATE BOARDS
Leslie Johnston	Executive Director	CottonConnect European Venture Philanthropy Association Fashion for Good BV GoodWeave International Organic Cotton Accelerator
Jill Tucker	Head of Labour Rights programme	Humanity United Limited Partners Advisory Committee
Giuliana Ortega	Head of Instituto C&A	Grupo De Institutos, Fundacoese InPacto
Douwe Jan Joustra	Head of Circular Fashion	Dutch Textile Valley (not a foundation partner)

Source: Information provided by C&A Foundation

Figure F.1 Partner Contributions to Foundation Strategies, by Signature Programme
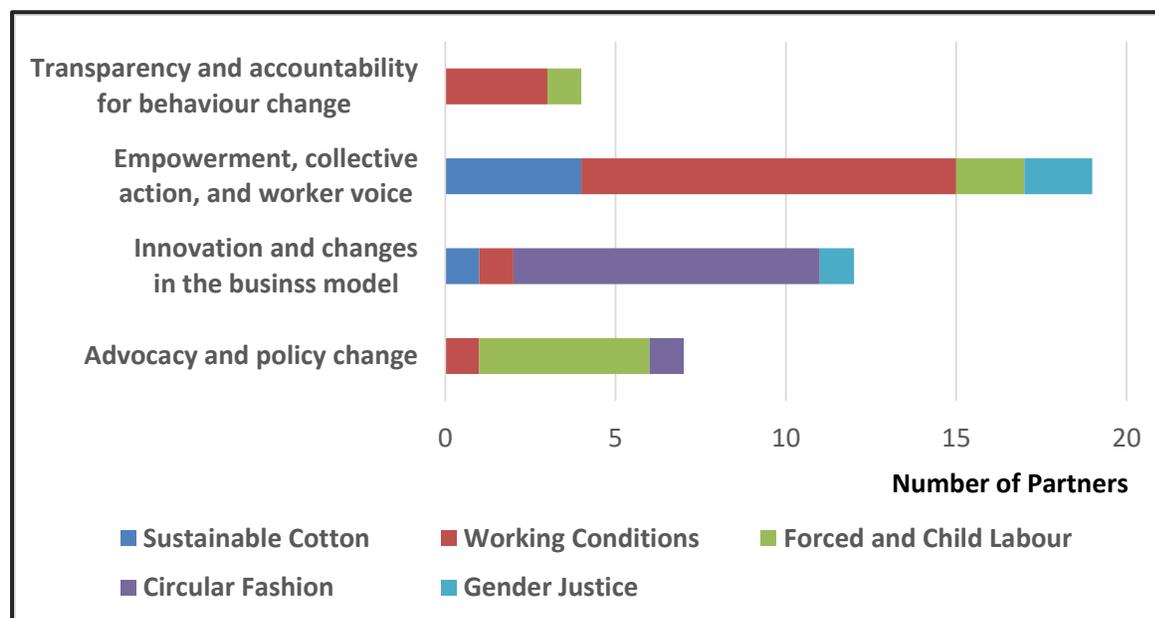
Source: Evaluation case studies

Figure F.3 To what extent have partner organisations contributed to the following C&A Foundation activities?
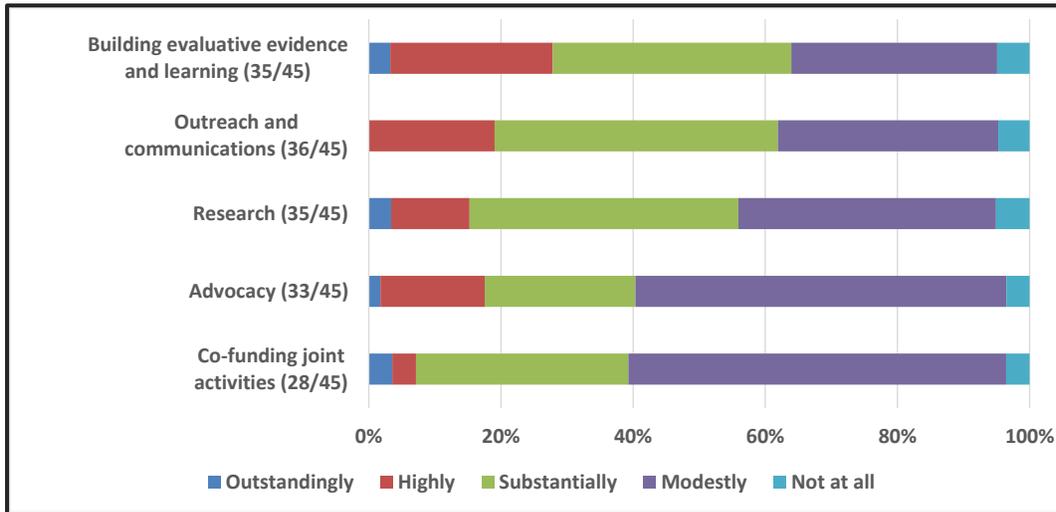
Source: Evaluation Staff Survey

Figure F.4 Partners perceive across-the-board improvements in foundation relationships with partners
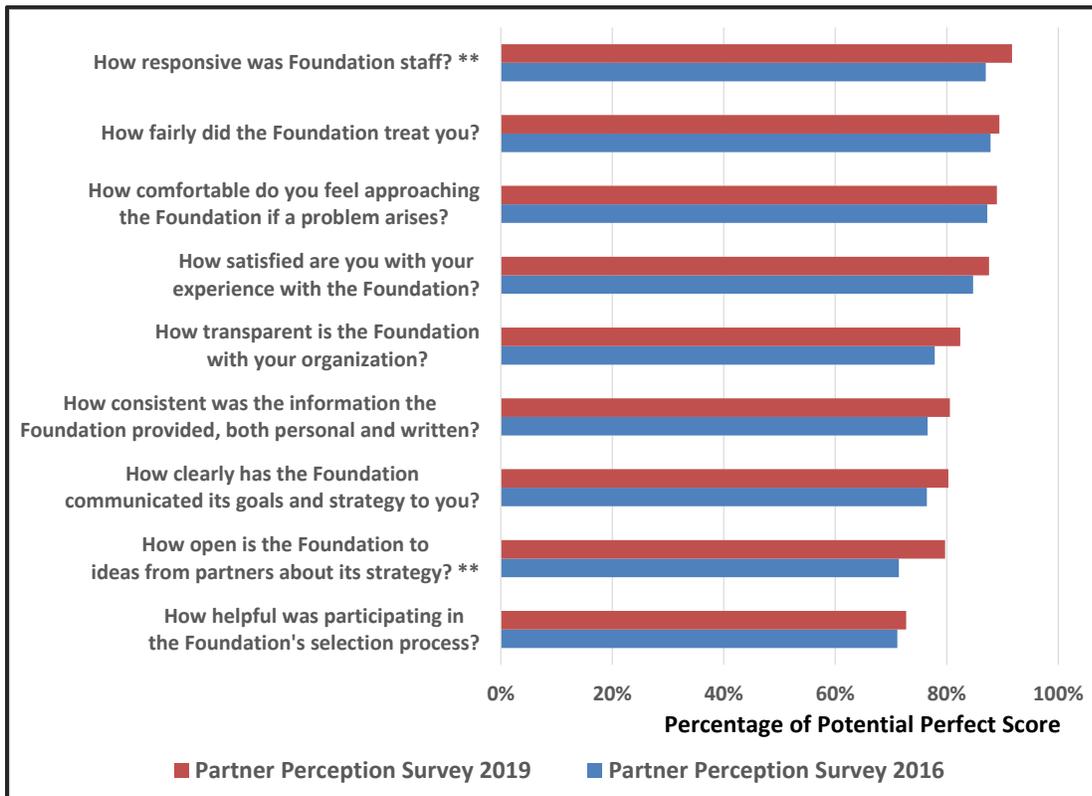
Source: PPR 2019.
The percentages represent the weighted average of the partners' responses to each question on a seven-point as a percentage of "7", this being the maximum possible score. ** indicates a significant difference in partners' perceptions between the two surveys.

Figure F.4 Comparing partners' and staff responses to particular questions that appeared in both surveys
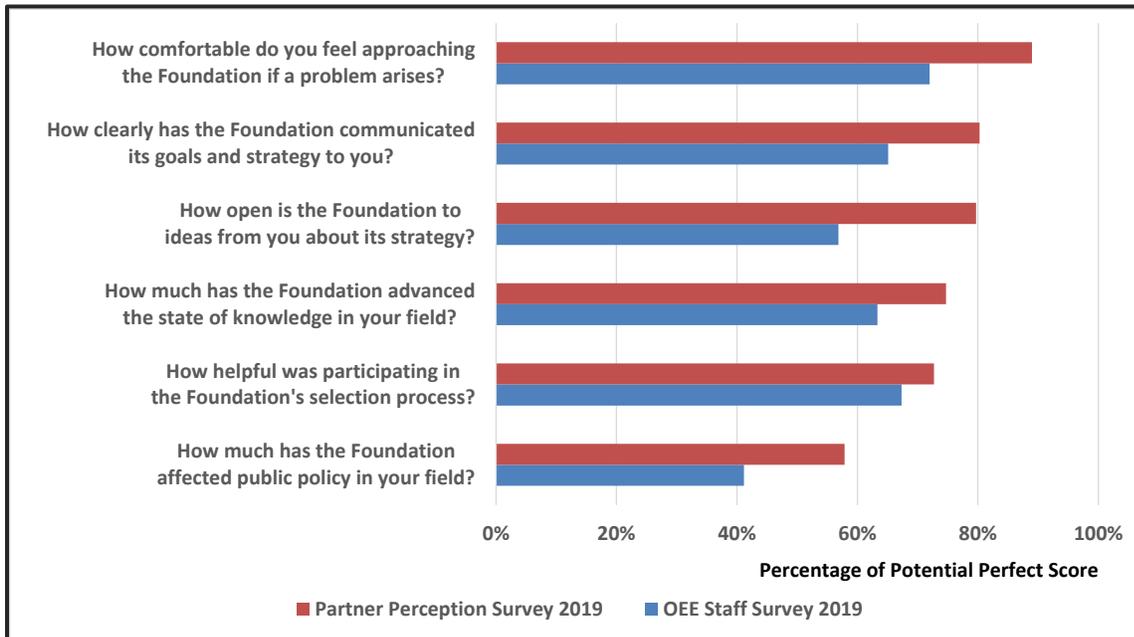
Source: PPR 2019 and evaluation Staff Survey.
Note: There is some downward bias in the comparative results from the Staff Survey since this used a 5-point scale compared to the 7-point scale in the Partner Perception Survey, but this is not sufficient to affect the overall pattern of results shown here.

Figure F.5 KPI and outcome ratings of sampled case study grants
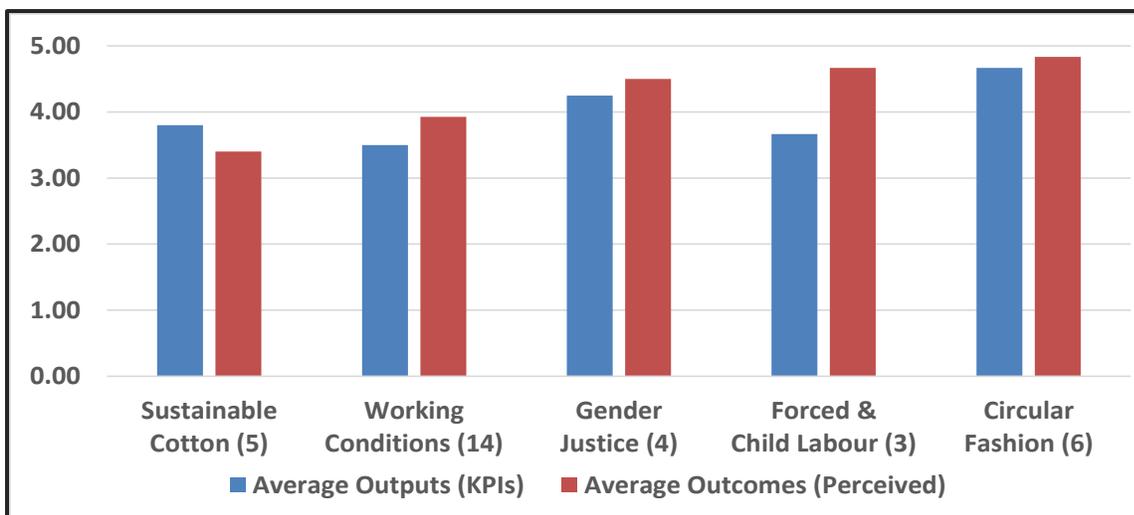
Source: Evaluation Case Studies.
Both KPIs and perceived outcomes of the grant-supported activities are measured on a 5-point scale. The numbers in parentheses and the number of sampled grants in each programme.

Appendix F
Partnership

Illustrative quotes

"We very much appreciated... the All Partners Meeting in Milan last year. This was excellent, as well in terms of learning (us), as in terms of interaction between foundation and grantees. In terms of communication on changes inside the foundation."

FORCED AND CHILD LABOUR PARTNER

"It was a gift to participate in the Partners meeting in Milan. Meeting peers and other non-profit leaders was invaluable and I appreciate the opportunity to contribute to C&A Foundation's future."

CIRCULAR FASHION PARTNER

"The All Partners Meeting was an important step to bring the partners closer and hear their thoughts. The input from partners at the All Partners Meeting helped partners feed into the C&A Foundation strategy for the next five years, and helped the foundation validate its strategic levers and understand partners' priorities."

C&A FOUNDATION STAFF

"Our individual performance on strengthening partners is not measured.... We are not measured on how we work, on our allocation of time. Are we building strong relationships with partners? Are we coaching partners to achieve their milestones? Are we representing the Foundation in a good way."

Box F.1 Types of Impact Investing

Impact investing refers to investments "made into companies, organisations, and funds with the intention to generate a measurable, beneficial social or environmental impact alongside a financial return."*

Mission-related impact investing refers to investing portions of a foundation's endowment to achieve both a financial return and a social return – a financial return to earn income for the foundation, and a social return to generate a measurable social or environmental impact. For example, in April 2017, the Ford Foundation set aside USD 1 billion of its USD 12 billion endowment over the next 10 years for mission-related impact investing.** At the same time, the Foundation established a Board Committee called the Mission-Related Investment Committee to be responsible for making these investments. To begin with, they planned to invest in affordable housing and financial services for people in developing countries.

Programme-related impact investing refers to investments that emerge out of the programming of a foundation's charitable activities, such as the three equity investments that C&A Foundation committed to the Responsible Supply Chain Investment Fund in 2015, and Fashion for Good and the Food Fashion Fund in 2016.

* Wikipedia. The Global Impact Investing Network. "2017 Annual Impact Investor Survey" (PDF), Archived from the original (PDF) on 2016-09-02. Retrieved 2017-03-14.
** See https://www.fordfoundation.org/the-latest/in-the-headlines/media-roundup-fords-commitment-to-mission-related-investments/

Insights from the Shell Foundation

Of the four comparator foundations reviewed, the Shell Foundation has focused much of its recent portfolio on programme-related impact investing since its strategic refresh in 2010. Before that time, the foundation was more traditional, giving grants for charitable purposes in accordance with the "NGO model". Now, about three-quarters of its financial support is going to "social entrepreneurs". These are early stage for-profit enterprises that are judged to have the potential for disproportionate social impact (in terms of energy access or affordable transport) relative to private gain, and that may take 10 years or more to actually realise a profit.

The Shell Foundation provides equity, debt, and guarantees in addition to grants because they view grant funding, in their view, as is not always the most appropriate way to support a business. Concessional loans may be better in the long-term interest of the recipient enterprises, the recipient's investors, and the Shell Foundation itself. While the large majority of its financial support is still in the form of grants, the foundation views these as short-term subsidies until the recipient is able to sustain itself commercially.

Appendix G. **Sustainability**

Sustainability scores based on rubrics

Programme	Score		Count	Duration mean
	Sustainability of Results	Sustainability of Organisations		
Sustainable Raw Materials	3.1	3.3	9	28.5
Forced and Child Labour	2.3	3.0	9	24.2
Working Conditions	3.7	4.2	27	22.0
Circular Fashion	3.3	4.0	14	33.8
Strenghtening Communities	1.6	1.6	6	-
Gender Justice	4.0	4.3	4	22.0
Total	**3.1**	**3.6**	**69**	**26.2**

Based on the rubrics, the sustainability of grant-making results is similarly positive for Sustainable Cotton, Working Conditions and Sustainable Fashion, rated between 3.1 and 3.7 out of 5 in the rubrics analysis. Forced and Child Labour, however, has a lower average (rated at 2.7). Per the rubrics scale, a score of 3 indicates the emergence of sustainability, while nonetheless fragile and at risk, requiring additional efforts to ensure consolidation.

C&A Foundation's contribution to the sustainability of partner organisations follows an even more robust trajectory, with all rubrics averages scoring above the 3-point mark, ranging from 3.1 (Forced and Child Labour) to 4.2 (Working Condition). Case studies are in consonance with these analyses, recognising progress in programmatic results and organisational effectiveness, while providing insights on important limiting factors to sustainability on both fronts.

Grant duration and sustainability level (results and organisations) – based on rubrics

Sustainability of Results	Count	Duration (months)						Mean	SD	Median	Min	Max
		<12	12--23	24--35	36--47	48and+	Total					
Level 1	4	13%	18%	0%	0%	0%	7%	20.0	2.8	20.0	18	22
Level 2	8	25%	9%	6%	8%	17%	13%	40.4	45.2	20.0	7	119
Level 3	22	38%	9%	38%	58%	33%	36%	27.1	12.6	26.5	2	47
Level 4	24	19%	55%	56%	25%	50%	39%	24.7	12.9	24.0	2	53
Level 5	3	6%	9%	0%	8%	0%	5%	25.0	15.6	25.0	14	36
Total	61	100%	100%	100%	100%	100%	100%	26.2	17.6	24.0	2	119

Sustainability of Organisations	Count	Duration (months)						Mean	SD	Median	Min	Max
		<12	12--23	24--35	36--47	48and+	Total					
Level 1	2	14%	0%	0%	0%	0%	5%	0.0				
Level 2	5	29%	14%	0%	0%	0%	12%	16.5	7.8	16.5	11	22
Level 3	8	14%	29%	10%	33%	0%	19%	22.8	12.1	20.5	7	38
Level 4	23	36%	43%	70%	67%	67%	53%	28.5	23.5	24.0	2	119
Level 5	5	7%	14%	20%	0%	33%	12%	28.3	13.3	25.0	16	47

Source: Rubrics analysis

Co-finance pyramid
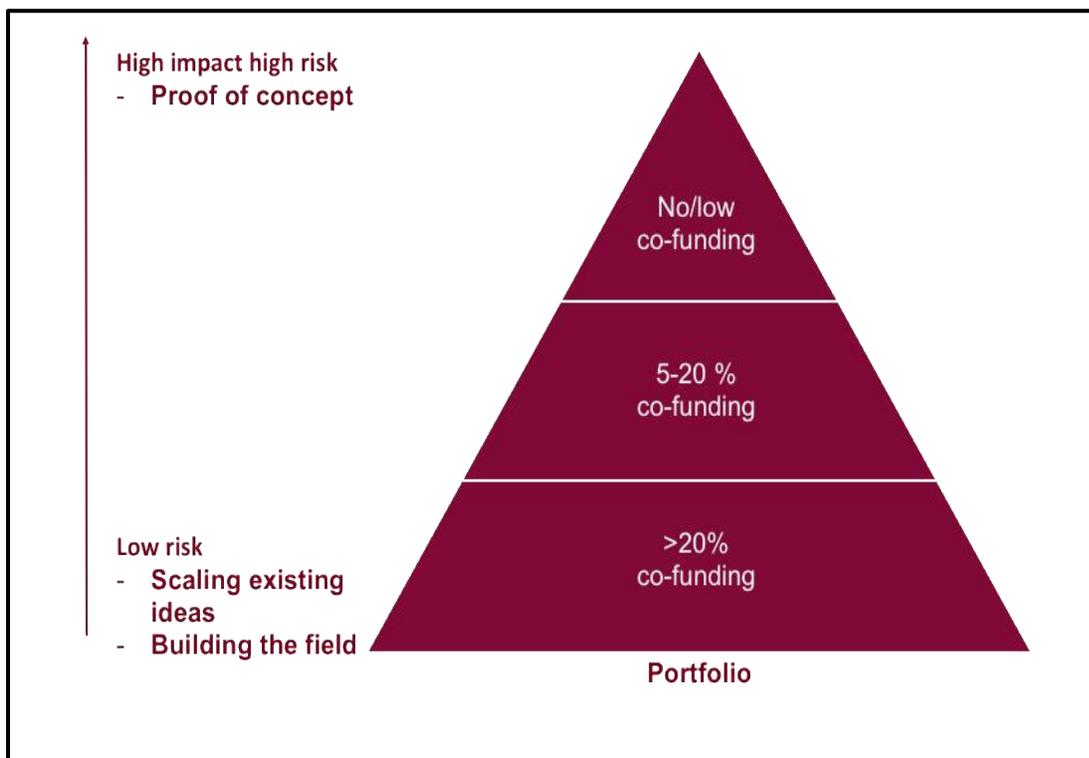
Source: C&A Foundation. (2017). Co-finance & Leveraged Resources Guideline.

Realised co-funding per pyramid level

	nº of grants	< 5%		5 a <20%		≥20%	
		n	%	n	%	n	%
Total	**204**	85	41.7	24	11.8	95	46.6
Sustainable Raw Materials	**28**	10	35.7	8	28.6	10	35.7
Forced and Child Labour	**25**	10	40.0	4	16.0	11	44.0
Working Conditions	**53**	18	34.0	8	15.1	27	50.9
Circular Fashion	**60**	32	53.3	4	6.7	24	40.0
Strengthening Communities	**38**	15	39.5	0	0.0	23	60.5

Source: C&A Foundation dashboard May 2019

Appendix G
Sustainability

Co-funding and leverage (expected and realised)

Co-funding and Leverage by Programme	Co-funding	Leverage	Total
Grant (SUM)			
Total	€ 83,220,939.25	€ 23,458,321.75	€ 106,679,261.00
Sustainable Raw Materials	€ 20,875,756.00	€ 3,976,821.00	€ 24,852,577.00
Forced and Child Labour	€ 18,400,846.00	€ 1,078,000.00	€ 19,478,846.00
Working Conditions	€ 14,225,671.25	€ 2,942,396.75	€ 17,168,068.00
Circular Fashion	€ 29,098,666.00	€ 13,147,000.00	€ 42,245,666.00
Strengthening Communities	€ 620,000.00	€ 2,314,104.00	€ 2,934,104.00
Leverage Expected (SUM)			
Total	€ 58,966,427.85	€ 29,972,647.00	€ 88,939,074.85
Sustainable Raw Materials	€ 22,041,798.00	€ 693,742.00	€ 22,735,540.00
Forced and Child Labour	€ 16,338,126.85	€ 1,238,716.00	€ 17,576,842.85
Working Conditions	€ 5,226,671.00	€ 1,760,296.00	€ 6,986,967.00
Circular Fashion	€ 15,209,832.00	€ 23,604,900.00	€ 38,814,732.00
Strengthening Communities	€ 150,000.00	€ 2,674,993.00	€ 2,824,993.00
Leverage Realised (SUM)			
Total	€ 55,881,189.50	€ 35,899,606.13	€ 91,780,795.63
Sustainable Raw Materials	€ 16,041,974.00	€ 2,371,474.00	€ 18,413,448.00
Forced and Child Labour	€ 23,495,796.00	€ 1,352,544.00	€ 24,848,340.00
Working Conditions	€ 4,982,220.50	€ 1,704,506.13	€ 6,686,726.63
Circular Fashion	€ 8,872,309.00	€ 28,315,518.00	€ 37,187,827.00
Strengthening Communities	€ 2,488,890.00	€ 2,155,564.00	€ 4,644,454.00

	(1) Exp/Grant			(2) Real/Exp			(3) Real / Grant		
	Co-funding	Leverage	Total	Co-funding	Leverage	Total	Co-funding	Leverage	Total
Total	71.2%	127.8%	83.7%	90.8%	119.8%	100.6%	64.7%	153.0%	84.2%
Sustainable Raw Materials	105.6%	17.4%	91.5%	72.8%	341.8%	81.0%	76.8%	59.6%	74.1%
Forced and Child Labour	88.8%	114.9%	90.2%	143.8%	109.2%	141.4%	127.7%	125.5%	127.6%
Working Conditions	36.7%	59.8%	40.7%	95.3%	96.8%	95.7%	35.0%	57.9%	38.9%
Circular Fashion	52.3%	179.5%	91.9%	58.3%	120.0%	95.8%	30.5%	215.4%	88.0%
Strengthening Communities	88.2%	115.6%	113.7%	100.0%	80.6%	81.6%	88.2%	93.1%	92.8%
* without outlier									

Source: C&A Foundation dashboard May 2019
(*) The Integrated Nutrition and Child Protection Emergency Response for Rohingya initiative with Terre des Hommes (€450K grant and €2,338,890.00 co-funding was an outlier and removed from the analysis). (**) blank cells were considered €0.00.

Realised/ expected co-funding and leverage per type of funder

				Source						
	no classified source	1. C&A / staff	2. C&A / customers	3. Public / Bi- or multilateral donor	4. Public / National government	5. Private / Apparel brands	6. Third / Partner organisation	7. Third / Other foundation	8. Other - please specify	Total
Co-funding	83,9%			157,3%	23,0%	100,5%	148,0%	137,2%	81,6%	94,8%
Sustainable Raw Materials				83,8%	22,9%	222,2%	68,4%	123,6%	100,0%	72,8%
Forced and child Labour						17,4%	155,1%	130,3%	9,1%	143,8%
Working conditions	96,2%			225,7%	19,4%	70,0%	0,0%	126,7%	42,6%	95,3%
Circular Fashion	50,2%				12,5%	49,3%	42,7%	211,6%	23,6%	58,3%
Strengthening Communities								100,0%		1659,3%
	no classified source	1. C&A / staff	2. C&A / customers	3. Public / Bi- or multilateral donor	4. Public / National government	5. Private / Apparel brands	6. Third / Partner organisation	7. Third / Other foundation	8. Other - please specify	0,0%
Leverage	0,0%	100,7%	74,5%	117,1%	364,9%	1025,6%		70,3%	68,2%	119,8%
Sustainable Raw Materials					396,3%	25,0%				341,8%
Forced and child Labour				100,0%						109,2%
Working conditions						228,1%		53,0%		96,8%
Circular Fashion	0,0%					1175,0%		76,3%	54,8%	120,0%
Strengthening Communities		100,7%	74,5%	100,0%	100,0%			77,5%		80,6%

Grants classified as core support

Programmes	# Grants	Total Value	%
Sustainable Raw Materials	4	€ 664,823.01	10%
Forced and Child Labour	2	€ 1,082,678.24	16%
Working Conditions	10	€ 1,495,687.89	22%
Circular Fashion	4	€ 2,151,845.00	32%
Strengthening Communities	4	€ 652,025.28	10%
Gender Justice	3	€ 166,963.40	2%
Partner Effectiveness / ONE	10	€ 532,881.19	8%
Total	37	€ 6,746,904.01	100%

Source: C&A Foundation portfolio

Appendix G
Sustainability

Year	# Grants	Total Value	%	Median Outliers
2014	2	€ 722,381.30	11%	€ 361,191.65
2015	4	€ 701,740.20	10%	€ 350,872.10
2016	5	€ 302,648.44	4%	€ 151,326.72
2017	12	€ 571,881.27	8%	€ 285,946.63
2018	14	€ 4,448,252.80	66%	€ 2,224,133.40
Total	37	€ 6,746,904.01	100%	

Source: C&A Foundation portfolio

Geographic Area	# Grants	%	# Grantees
Global	12	32%	9
Asia General	4	11%	4
Brazil	13	35%	10
Bangladesh	1	3%	1
Ethiopia	1	3%	1
India	2	5%	2
Mexico	2	5%	1
Netherlands	2	5%	2
Total	37	100%	30

Source: C&A Foundation portfolio

Types of core support embedded in the grants

(a) Specific funding for organisational development.

(b) Funds to support part of staff's payroll.

Also, amid a broader range of core support initiatives, more closely connected to grassroots organisations and community-based organisations, there are:

(c) Sub-grants that partners use to strengthen such organisations.

(d) Organisational development through non-monetary assistance.

Exit with learning: lessons from C&A Foundation's exit from the Education programme in Brazil

Lessons for grantmakers	Lessons for grantees

1. Support sustainability from the outset
   a. Introduce multidimensional concept of sustainability
   b. Provide technical assistance
   c. Think of the organisation, not just the project
   …but, it's never too late to start!
 	
2. Promote co-financing
 	
3. Have a clear exit strategy and communicate it to all stakeholders
   a. Put in place a monitoring, evaluation and learning plan for your exit strategy
   b. Facilitate peer-learning for grantees
 	
4. Be a critical friend for grantees, through critical and constructive appraisal stemming from real-time evaluation and learning
 	
5. Take an ecosystem approach
   a. Support sustainability of individual grantees
   b. Strengthen field through networks and alliances
 	
6. Dedicate time and resources
   a. 3+ years for multistakeholder/long-term programmes
   b. Make it a clear staff priority
 	
7. Systematisation of knowledge is a good strategy for supporting field-building and grantees
   a. Clearly identify the target public
   b. Consult them on the content and the medium
 	
8. Sustainability planning builds resilience but does not guarantee it
	1. Develop and implement a sustainability plan
	   a. Do this, even if not a funder requirement
	   b. Tie it to your strategic planning
	   c. Plan for the short, medium and long term and adapt to changes in the context
	   d. Continuously monitor and revisit it
	
	2. Sustainability is multidimensional and goes beyond financial aspects!
	
	3. Nurture your human resources
	   a. Create a culture of caring
	   b. Promote new models of leadership
	
	4. Connect with your bases
	
	5. Invest in strategic communications
	
	6. Diversify your funding sources
	   a. Overcome old dichotomies about private/public funding
	   b. Think creatively about income generation

Source: Covox (Kiryttopoulou, N.). (2019). Exit with Learning: Lessons from C&A Foundation's Exit Process from the Education Programme in Brazil.

Appendix G
Sustainability

Communication and fundraising support received from C&A Foundation according to PPR 2019
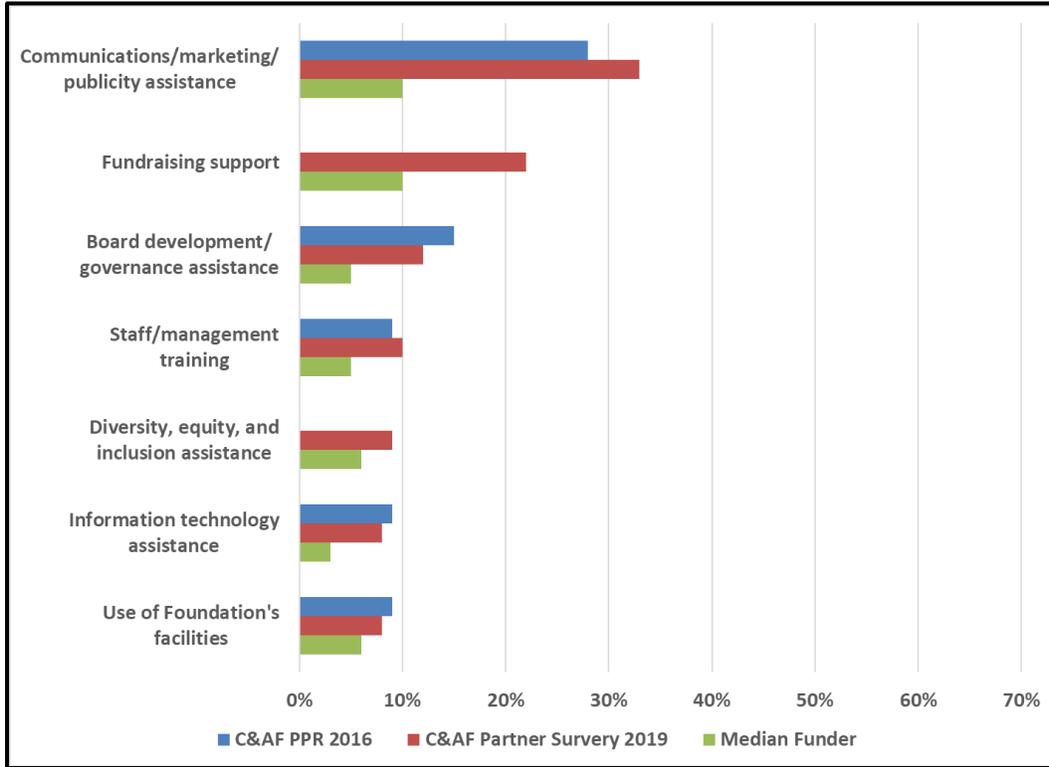
INTERACTION WITH C&A FOUNDATION ACCORDING TO PPR 2019

Overall, how fairly did the foundation treat you?
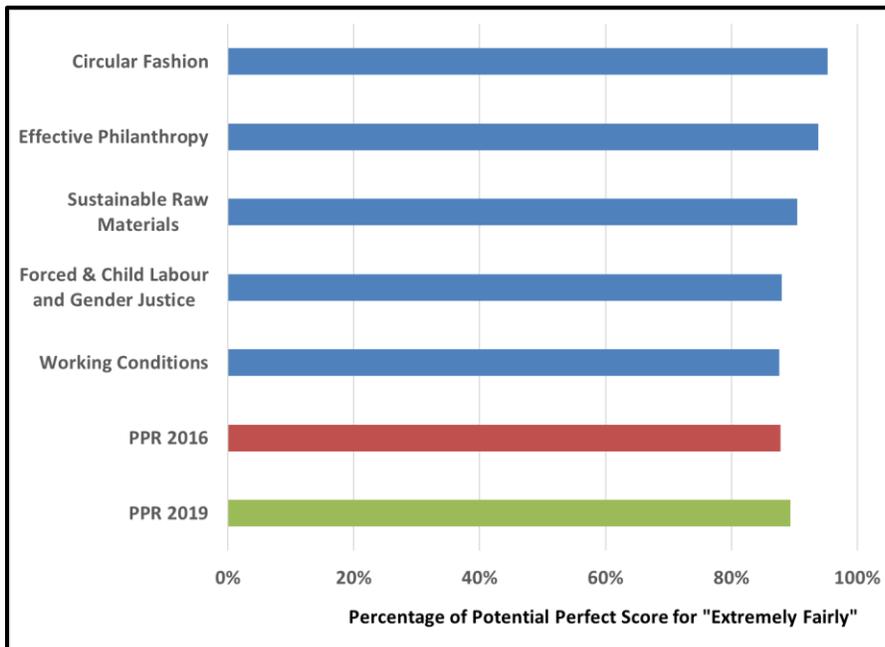
How comfortable do you feel approaching the foundation if a problem arises?

Percentage of Potential Perfect Score for "Extremely Comfortable"

Categories (top to bottom): Effective Philanthropy, Circular Fashion, Sustainable Raw Materials, Working Conditions, Forced & Child Labour and Gender Justice, PPR 2016, PPR 2019, OEE Staff Survey
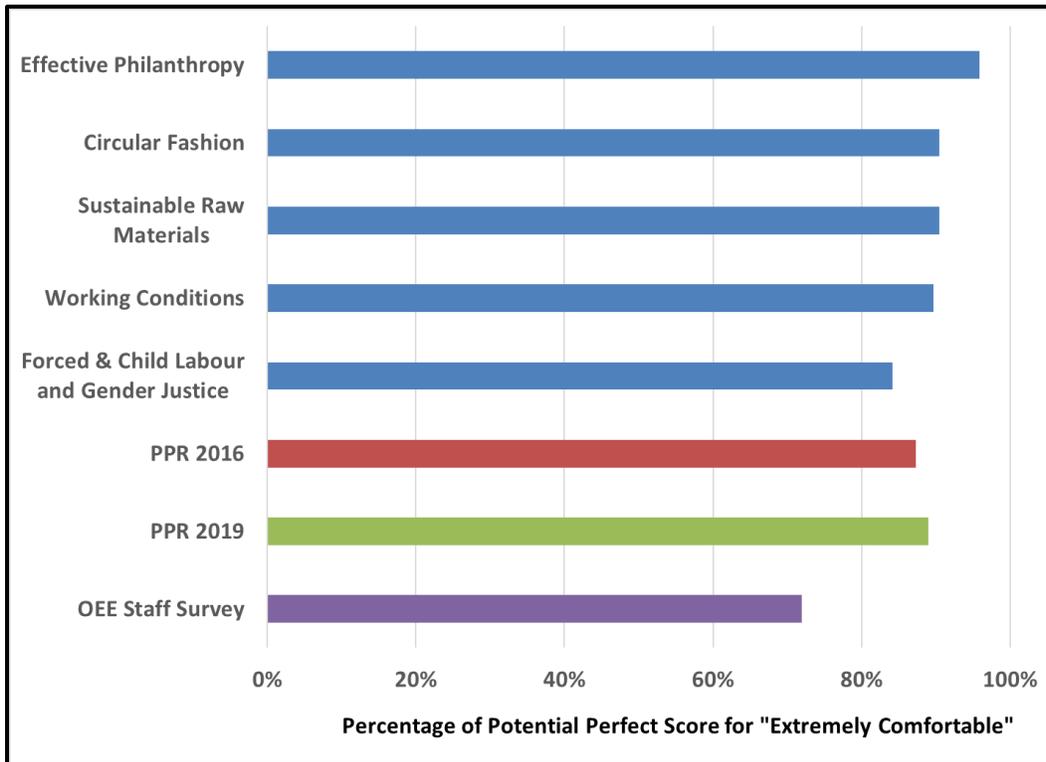
Appendix H. **Grant-making efficiency**

Figure H.1 How much time elapsed from the submission of the grant proposal to clear commitment of funding?
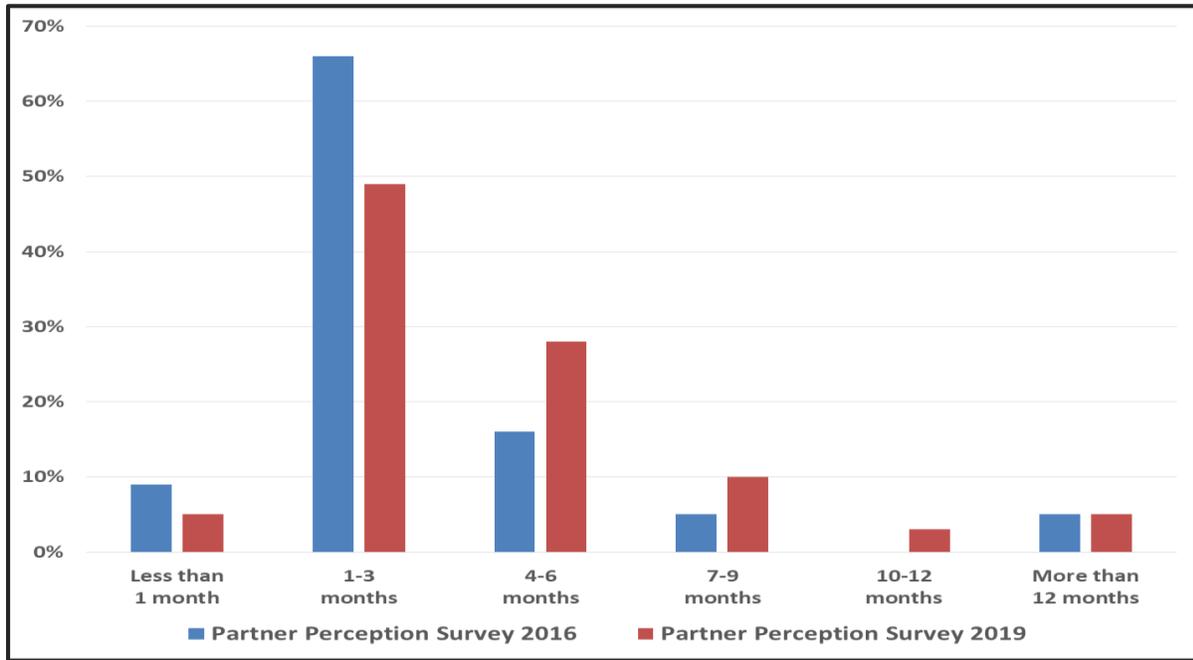
Source: Partner Perception Survey 2019

Figure H.2 To what extent do the following sizes of grants enable C&A Foundation to efficiently deliver on its purpose?

Source: Staff Survey

190
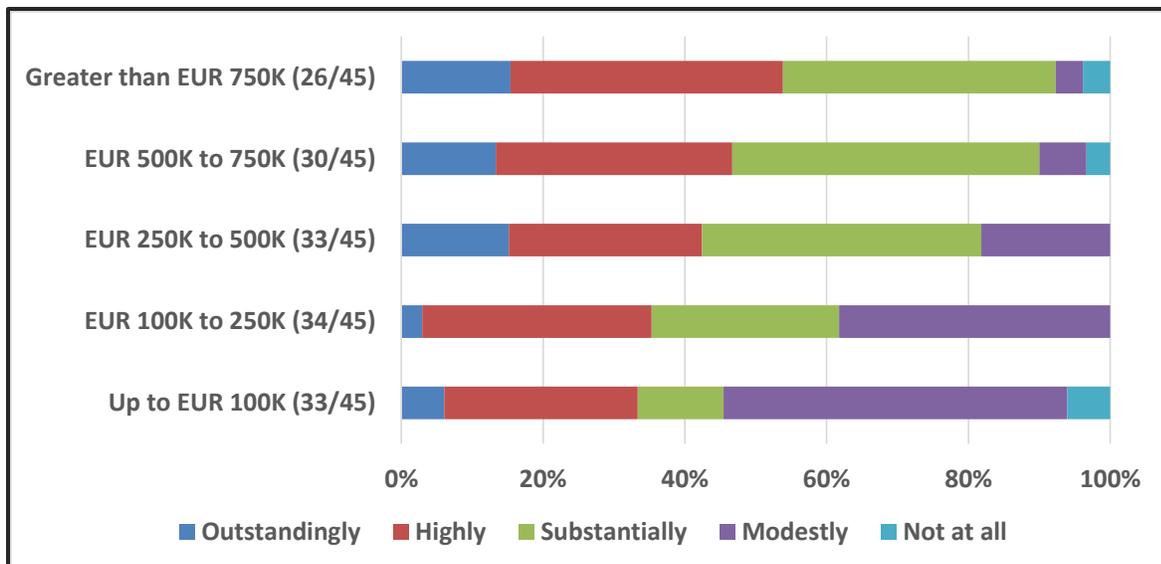
Figure H.3 To what extent do the following durations of grants enable C&A Foundation to efficiently deliver on its purpose?
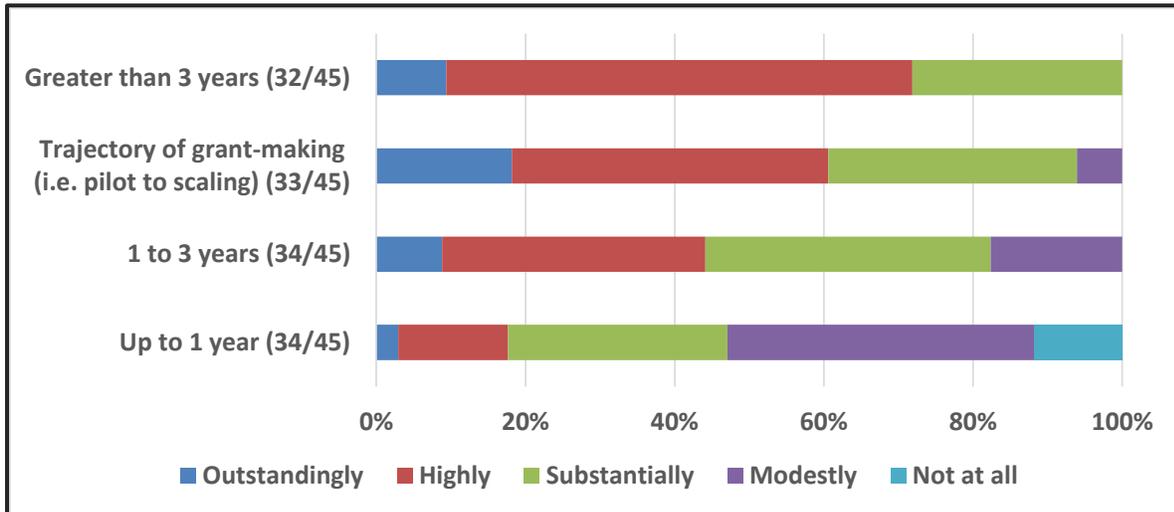
Source: Staff Survey

Appendix H
Grant-making efficiency

Table H.1 Grant-making and approval authorities at comparator foundations

	C&A FOUNDATION	FORD FOUNDATION	HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
Solicitation	90% of grants by invitation only	Most open of the five foundations in accepting unsolicited applications, although few get funded	Most are by invitation only, involving regranting to organisations that they know well	Actively identifies their grantees or gets approached by existing partners	Actively identifies their investees or gets approached by companies for support
Preparation process	Two-stage process: Concept Note and Full Proposal		No formal two-stage process

Reviews strategies more intensively than individual grants | They conduct a feasibility study before proceeding

Most involve evaluating scaling rather than starting new initiatives | Light-touch during the approval process and high-touch during implementation |
36. Approval authority					
Head of programme	Grants up to €100K based on Concept Note	Programme directors approve grants up to $200K			
Executive director or equivalent	€100K – 250K based on full proposal that has been reviewed by two external experts	The president approves grants greater than $200K	The president approves grants up to $1 million		Management can approve grants or investments up to $750K
Program-related investment committee	€250K – 500K	They only have a Mission-Related Investment Committee for investing $1 billion of their $12 billion endowment			
Board of foundation	Greater than €500K	Only approves a grant when there is a potential conflict of interest due to the presence of grantees on the board	Approves programme strategies every 5 years or so and grants greater than $1 million	Approves all grants of the U.K. Foundation because there are relatively few grants

Currently running only 7-8 grants | Approves grants or investments above $750K |

Source: Interviews with representatives of the foundations.

Appendix I.   Benchmarking with four comparator organisations

The evaluation team conducted a benchmarking exercise to learn from the experience of foundations with similarities to C&A Foundation. The team first reviewed nine potential comparators in some depth, according to criteria derived from the main features of C&A Foundation. The team and C&A Foundation then mutually agreed to include four foundations in the benchmarking exercise – two well-established foundations with extensive experience and two corporate foundations more similar to the structure and operations of C&A Foundation.

The Ford and Hewlett Foundations are well-established foundations funded by investment returns on endowments established by their founding families. While they are not focused on promoting corporate social and environmental responsibility in a particular industry (such as the fashion industry), because they are so large, they have established sectoral priorities that are consistent with those of C&A Foundation.

The Vodafone and Shell Foundations have links to a corporate business, similar to C&A Foundation, with corporate representatives serving on their boards. Both provide grants to other organisations working in priority areas linked to the corporation's commercial business. The Vodafone Foundation aims to harness the power of mobile technology to deliver long-term sustainable programmes that drive transformational change and support disaster response in developing countries. The Shell Foundation is regarded as a pioneer in its field – supporting social enterprises and institutions that serve low-income communities in Africa and Asia lacking access to affordable energy and transport services.

The following table is not intended to provide a complete description or assessment of the four foundations, but only information relevant to the evaluation of C&A Foundation. The information was collected from each organisation's website, annual reports, annual filings with the U.S. Internal Revenue Service (for Ford and Hewlett) and the U.K. Charities Commission (for Vodafone and Shell), and interviews with senior officers of the four foundations.

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
Basic information				
Start date	1936	1966	1991	2000
Origin	Founded by gifts from the personal fortunes of the Henry Ford family derived from the Ford Motor Company, but not directly from the company itself. It was started with an initial gift of $25,000 from Edsel Ford.	Founded by William and Flora Hewlett and endowed by gifts from their personal fortunes, not from the Hewlett-Packard company they owned.	Established directly by the Vodafone Group.	Established directly by the Shell Group.
Location(s)	Headquartered in New York, with regional offices in Asia, Africa and Latin America.	San Francisco Bay Area. No other office locations.	Headquartered in Newbury, Berkshire, U.K., with local entities in each of the 28 countries (both industrialised and developing) in which the Vodafone Group operates. Most of these are charitable foundations. Some are charitable units of the Vodafone subsidiary in the country.	Headquartered in London, U.K., with regional offices in China and India.
Legal status	U.S. registered, private, non-operating, 501(c)(3), tax-exempt foundation. "Non-operating" is a tax classification in the U.S. tax code, meaning that most of its programmes are operated by its grantees. The foundation does operate a few programmes itself, such as the Ford Foundation Center for Social Justice, and the Bard Prison Initiative at Bard College in Rhinebeck, New York.	Like the Ford Foundation, a U.S. registered private, non-operating, 501(c)(3), tax-exempt foundation.	U.K. registered charity. Maintains an "independent but linked" relationship with Vodafone, drawing on the technology and expertise within Vodafone, to maximise its charitable impact.	Independent charity established by the Shell Group to create and scale new solutions to global development challenges.

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
Current source of funding	Investment returns on its endowment of $12 billion	Investment returns on its endowment of almost $10 billion	Annual contributions from Vodafone Group Plc and Vodafone U.K.	Donations and investment returns on its endowment of $507 million
Size – annual programme expenditures	$526 million (2016)	$415 million (2017)	£21.6 million (2017)	£29.7 million (2017) $37.9 million (2017)
Website	www.fordfoundation.org	www.hewlett.org	www.vodafone.com/about/vodafone-Foundation	www.shellFoundation.org
Governance and management				
General information	Self-perpetuating board (a legal term in which board members select their own successors). Operates independently of both the family and the businesses that the families owned.	Self-perpetuating board that operates independently of both the family and the businesses that the families owned Walter Hewlett, William Hewlett's son, was the last family member to have a significant influence on the strategic direction of the foundation. He pushed the foundation to invest more in climate issues. He left the Hewlett board three years ago upon reaching the mandatory retirement age of 72.	Self-perpetuating board. Both the board and staff are very conscious of the need for the foundation to operate independently of the Vodafone Group, because the independence of charitable foundations is closely regulated by the U.K Charities Commission.	Self-perpetuating board. The board and staff are committed to preserving the independence of the Shell Foundation. Internal business principles govern how the foundation works with the Shell Group in order to guard its independence.
Governing body membership	Up to 16 independent members, representative of the substantive and geographic areas of the foundation's grant-making, of which 4-5 members are grantees	Four members of the Hewlett family, and 5 to 11 other leaders, including an independent chair drawn from philanthropy, government, business, education and civil society	Seven members connected to the Vodafone Group and two independent members	Three members connected to the Shell Group and five independent members
Chair and CEO	Independent chair President is a board member	Independent chair President is a board member	Independent chair	Independent chair

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
			Director is not a board member	Director is not a board member
How selected	Nominated by the Nominating and Governance Committee and appointed by the full board	Nominated by the Nominating and Governance Committee and appointed by the full board	No information available on their website or annual report	No information available on their website or annual report
Terms	Six-year terms, renewable for one additional six-year term Board members are very engaged When their first 6-year term is not renewed, it is usually because the board is looking for a new kind of expertise	Three-year terms, renewable for up to four consecutive terms	No information available	No information available
Objectives, strategies and activities				
Vision, purpose, mandate, objectives	Mission: To reduce poverty and injustice, strengthen democratic values, promote international cooperation, and advance human achievement. Vision of social justice – a world in which all individuals, communities, and peoples work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth and resources of society; and are free to achieve their full potential.	To promote the well-being of humanity initially by supporting activities in the arts, education, the environment and population. To advance ideas and support institutions to promote a better world. To bring about meaningful, socially beneficial change in the fields in which we the foundation works. To pursue change by tackling defined problems in a pragmatic, nonpartisan manner. Plus six other guiding principles.	To harness the power of mobile technology to deliver long-term sustainable programmes that drive transformational change and support disaster response. To support projects that are focused on delivering public benefit through the using mobile technology across the areas of health, education and disaster relief.	To apply business thinking to major social and environmental issues linked to the energy sector. To relieve poverty and hardship and protect the environment, for the public benefit, through the promotion and development of business-based solutions and supportive market environments, to target large-scale impact. To support pioneering social enterprises and institutions that serve low-income communities across Africa and Asia lacking access to

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
				affordable energy and transport services.
				To create and scale business solutions to enhance access to energy and affordable transport in low-income communities most affected by these issues.
Strategies	Each of seven programmes has its own strategy. The common element, which rises to the level of an overall strategy and theory of change, is to focus on economic and social structures that give rise to inequality.	Each principal programme has its own strategy.	Providing increased access to communications technology to bring about social benefits in education, health and, and disaster relief. While communications technology is at the heart of the Vodafone business, the activities of the foundation are motivated by charity, not profit.	Although the foundation aims to create and scale business solutions to these two economic issues linked to the energy sector, these are only peripherally linked to the major activities and profits of the Shell Group. The foundation is operating on a much smaller scale than the Shell Group and in low-income communities where the Shell Group is hardly operating.
Activities	To address drivers of inequality, the foundation works and makes grants in seven interconnected areas that together, it believes, can help challenge inequality: • Civic engagement and government • Creativity and free expression • Future of work(ers) • Gender, racial and ethnic justice • Just cities and regions	Makes grants to organisations solely for charitable purposes in the following areas: • Education • Environment • Global development and population • Performing arts • Cybersecurity • Madison Initiative, related to U.S. democracy • Effective philanthropy • San Francisco Bay Area	Makes grants to other organisations, which it calls local foundations.	Makes grants to organisations. Provides other finance. Provides advocacy, advice and information. Sponsors or undertakes research. Focuses on energy access and sustainable mobility.

Benchmarking with four comparator organisations

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
	• Natural resources and climate change • Technology and society			
Where it operates	Global	Global	Network of 28 global and local social investment programmes in Europe, Africa, Asia, Australia, and the U.S. Only in countries where the Vodafone business is operating.	Focused on Africa and Asia, where mobility and access to energy are major obstacles to sustainable development.
Eligible grantees (partners)	Mostly non-profit organisations undertaking charitable activities. Some for-profit organisations producing social justice documentaries and some newspapers, such as the Guardian. This reflects how this industry is organised.	Mostly supports non-profit organisations undertaking charitable activities. The foundation does not support for-profit companies. It is not in the "impact investment" business.	In-kind support as well as cash grants to support its activities, such as communications technology, market access and project management skills. For example, in UNHCR-run refugee camps and the schools, the foundation assembles a team of volunteer engineers, coming from the company and from different countries, that together provides the equipment, educational software, and project management. Partners manage their own projects. They train the teachers to use the educational software and other materials. Vodafone pays for branding and communications — what is meant by "market access".	Since 2010, about three-quarters of its financial support has gone to "social entrepreneurs". These are early stage for-profit enterprises judged to have the potential for disproportionate social impact (on energy access or affordable transport) relative to private gain, and that may take 10 years or more to realise a profit. The foundation provides equity, debt, and guarantees as judged to be most appropriate in each situation in the interests of long-term sustainability of the initiatives.
Typical outputs	Under U.S. law, the foundation has to be careful about not becoming involved	The Hewlett Foundation also has to be careful about becoming involved in political	The Vodafone Foundation is empowering refugee	Focuses on the business case. With grants (subsidies), equity, debt or guarantees, it

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
	in political advocacy. It is restricted from supporting political campaigns or candidates. While the foundation supports organisations that do advocacy work, it must be very clear that it does not work in a partisan way, since this could jeopardise the foundation's tax status. It cannot participate in lobbying activity. The foundation trains its staff in this and checks for these kinds of things in its grant-making.	advocacy. It is restricted from supporting political campaigns or candidates. It may support organisations that do advocacy work, but it must be very clear that it does not work in a partisan way, since this could jeopardise the foundation's tax status. It cannot participate in lobbying activity.	communities with communications technology.	invests in early stage businesses, which its hopes one day will be profitable and sustainable in providing energy access and/or affordable transport. The foundation also supports some research as part of its work on policy and advocacy, which aims to address structural problems in markets that lead to market failures.
Ultimate beneficiaries	People who are currently excluded from full participation in the political, economic and, and cultural systems that shape their lives.	The general public for the well-being of humanity.	Connecting communities around the world to improve lives.	The general public.
Partnership engagement	The Ford Foundation historically gave 17% of its grant funding for general operating (core) support. Core support is now in the high 20% of total grant funding.	Most grants are awarded to organisations identified by the foundation. Occasionally, it issues calls for proposals. Two-thirds of its grant support is general operating (core) support, for example, to the European Climate Foundation, the Climate Works Foundation and Planned Parenthood.	The Vodafone Foundation is very decentralised. All 28 local entities are independent of the U.K. Foundation. The foundation licences each of them to use the Vodafone Foundation brand, and has established "minimum operating standards" as a condition of licensing. Each licensee can choose which social issues to address in its jurisdiction, so long as it complies with the standards.	The foundation's approach to its investees and grantees is light-touch during the approval process and high-touch on the portfolio management side (during implementation). It works closely with the companies it supports. It does not provide technical assistance. It invests in and helps to build sustainable businesses.
Sustainability of partner organisations	The foundation believes strongly in providing general operating support because it	The foundation tends to work with well-established organisations. The foundation	The Vodafone Foundation tends to work with well-established organisations that	The foundation refreshed its strategy after 2010 to focus on building sustainable

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
	is key for sustainability. It established the BUILD Program as a signal to the field that it was shifting more funding to general operating support. It started a "true cost" initiative in 2015 or 2016 because many non-profits did not feel comfortable asking the foundation to pay for the true cost of their programmes. Now, the foundation pays 20% in addition to provide for overhead support.	also has a grant programme called Organizational Effectiveness Grants, which provides small grants of $25,000 to $35,000 to existing grantees to improve their capacity, for example, to fix their financial accounting system, to revise their by-laws, to prepare a communications strategy. There is much diversity in the way these grants are used. While this represents only 1-2% of the foundation's grant portfolio, it has high leverage. Grantee perception surveys indicate that those who have received organisational effectiveness grants have a better relationship with the foundation.	are inherently sustainable. Examples are UNHCR serving refugee camps in eastern Africa, and CCBRT (Comprehensive Community Based Rehabilitation in Tanzania) providing maternal health care in Tanzania.	business enterprises that have a disproportionate social impact relative to private gain. This strategic refresh was associated with the publication "Enterprise Solutions to Scale" in 2010. The foundation transitioned from its former NGO model, in which projects would collapse once their funding stopped, to funding businesses in which support slowly declines as the businesses become more profitable and sustainable.
Grant programming and management				
Grant/ loan/ equity processes	The foundation appears to be the most open to accepting unsolicited applications, although very few such applications are funded. Specific practices vary and are specific to the program. Some programmes have organised requests for proposals. The foundation also gives grants to individuals. It has a long history of supporting the	The foundation only gives grants – not equity investments, loans or guarantees. It mostly identifies its grantees since it does not have enough staff to issue open requests for proposals (RFPs). The foundation tends to fund organisations that are known to it. Most of its strategies involve regranting to	The foundation actively identifies grantees. Where the Vodafone business operates, the foundation talks with local governments and organisations to jointly identify needs, or it is approached by existing partners. It conducts a feasibility study before proceeding. Most of the foundation's work in recent years has been to evaluate scaling of existing activities,	The foundation identifies investees. It does not run an RFP process, since it has a good grasp of what exists in the market. It considers itself a venture philanthropist. Word has gotten around. Therefore, a lot of companies now come to the foundation.

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
	three "I's" – institutions, ideas and individuals.	organisations that have previously received grants. The foundation issues open RFPs on occasion: (a) for the arts programme in the Bay area; (b) sometimes when it is refreshing a strategy and taking a new direction and does not know all the actors in a certain space; or (c) among existing intermediaries that it has supported, particularly in the climate field. The foundation has a one-stage process, since most of its grants are renewals. What gets reviewed intensively are strategies, not individual grants. There is an update written every year about each strategy. Every five years, the strategies get refreshed. The board approves the strategies.	rather than starting new activities completely from scratch.	
Monitoring, evaluation and learning	The foundation evaluates its strategies from time to time, not individual activities. External evaluations are commissioned by the programmes themselves. The foundation has a Strategy and Learning Group, established in January 2016, which is similar to the Effective Philanthropy Group in the Hewlett and C&A	The foundation pioneered outcome-focused grant-making. When it first adopted outcome-focused grant-making, it was quite innovative. The foundation does not generally evaluate individual grants, unless the grant is so big that it really operates like a programme. Every strategy or sub-strategy is evaluated every	The foundation embeds its (volunteer) staff from its 28 local organisations in the programmes receiving support. The foundation continually monitors KPIs in its programmes. At the global level, the foundation has adopted one KPI, "lives improved", that it applies to all programmes. It worked with KPMG to	The foundation embeds staff in the programmes that it supports. It continually monitors the outcomes of its investees and grantees. At the outset of each grant or investment, the foundation establishes the methodology that partners use to report their progress, and then it verifies the partners' data using a sampling approach. The partners it samples change from year to year.

FEATURE OR CHARACTERISTIC	FORD FOUNDATION	WILLIAM AND FLORA HEWLETT FOUNDATION	VODAFONE FOUNDATION	SHELL FOUNDATION
	Foundations, with similar functions.	five years or so (for strategic refresh). Thus, the foundation evaluates its programme strategies regularly, not its individual activities. The external evaluations are commissioned by the programmes themselves, with support from the Effective Philanthropy Group.	develop an elaborate system for doing this. The foundation collects data from all programmes on both direct and indirect beneficiaries. About 25–30% of beneficiaries are direct and the remainder indirect. The foundation also evaluates its major programmes from time to time, but these external evaluations are commissioned by the programmes themselves and they are not published. The foundation does not have a systematic or overall approach to evaluation. It's programme by programme.	The foundation regularly monitors the financial performance of its investees and has established four KPIs to measure impacts and to aggregate their results across the foundation. These are (a) lives improved, (b) finance leveraged, (c) carbon emissions reduced, and (d) jobs created.
Approval authority				
Head of programme	Programme directors approve grants up to $200K	Not applicable	Note applicable	Not applicable
Executive director or equivalent	The president approves grants greater than $200K	The president approves grants up to $1 million	Not applicable	Management can approve grants or investments up to $750K
Board of foundation	The board only approves a grant when there is a potential conflict of interest due to the presence of grantees on the board.	The board approves programme strategies every five years or so, and grants greater than $1 million.	The board approves all grants of the U.K. Foundation because there are relatively few grants. Currently running only 7-8 grants.	The board approves grants or investments above $750K.

Appendix J. Governance, management and operations

Table J.1 C&A Foundation, current approval process for grants

GRANT VALUE	Effective philanthropy	Grant administration	Head of programme	Executive director	Investment committee	Board of foundation
< € 100K		Process compliance	Concept Note √ **Approval**			
€ 100K – 250K	Logframe	Process compliance	Full Proposal Due Diligence Review by 2 external experts	Strategic alignment No conflict of interest **Approval**		
€ 250 K – 500K	Logframe	Process compliance	Full proposal Due diligence	Strategic alignment No conflict of interest	Full proposal Due diligence Logframe **Approval**	
> € 500K	Logframe	Process compliance	Full proposal Due diligence	Full proposal Due diligence	Full proposal Due diligence Logframe **Recommendation**	One-pager IC recommendation **Approval**

LEVELS OF AUTHORITY

Table J.2 Leadership teams at C&A Foundation and comparator foundations

	C&A FOUNDATION	FORD FOUNDATION	HEWLETT FOUNDATION	VODAFONE FOUNCTION
Leadership	Executive Director Director, Instituto C&A	President	President Vice President and Effective Philanthropy	Director
Programmatic heads	Circular Fashion Labour Rights Sustainable Raw Materials	Executive VP for Programs VP, International Programs VP, U.S. Programs	5 Program Directors	programme Management Health programme Lead Education programme Lead
Functional heads	Communications Effective Philanthropy Global Operations Talent and Learning	VP, Chief Operating Officer and Treasurer VP, Secretary and General Counsel VP and Chief Investment Officer VP, Talent and Human Resources	Chief Investment Officer, Chief of Information Technology General Counsel Chief Financial Officer Directors of Human Resources, Communications, Grants Management, and Facilities	Governance Communications Finance and Administration
Total number	9	8	15	7

Appendix J
Governance, management and operations

Figure J.1 To what extent do each of the following provide appropriate leadership?
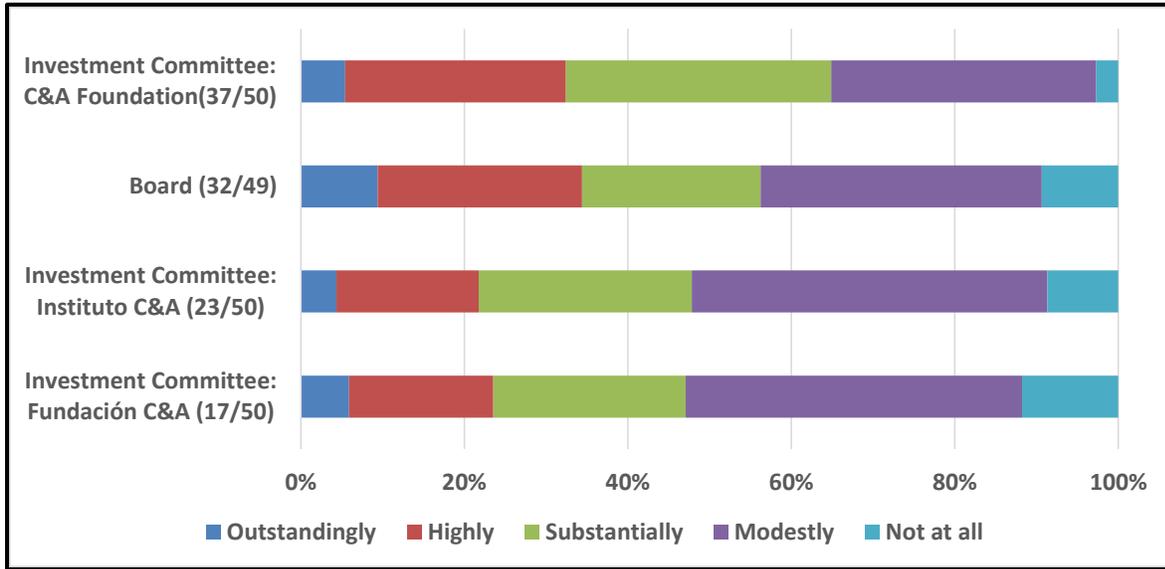
Source: Staff Survey

Figure J.2 To what extent has the leadership and decision-making of the Board been:
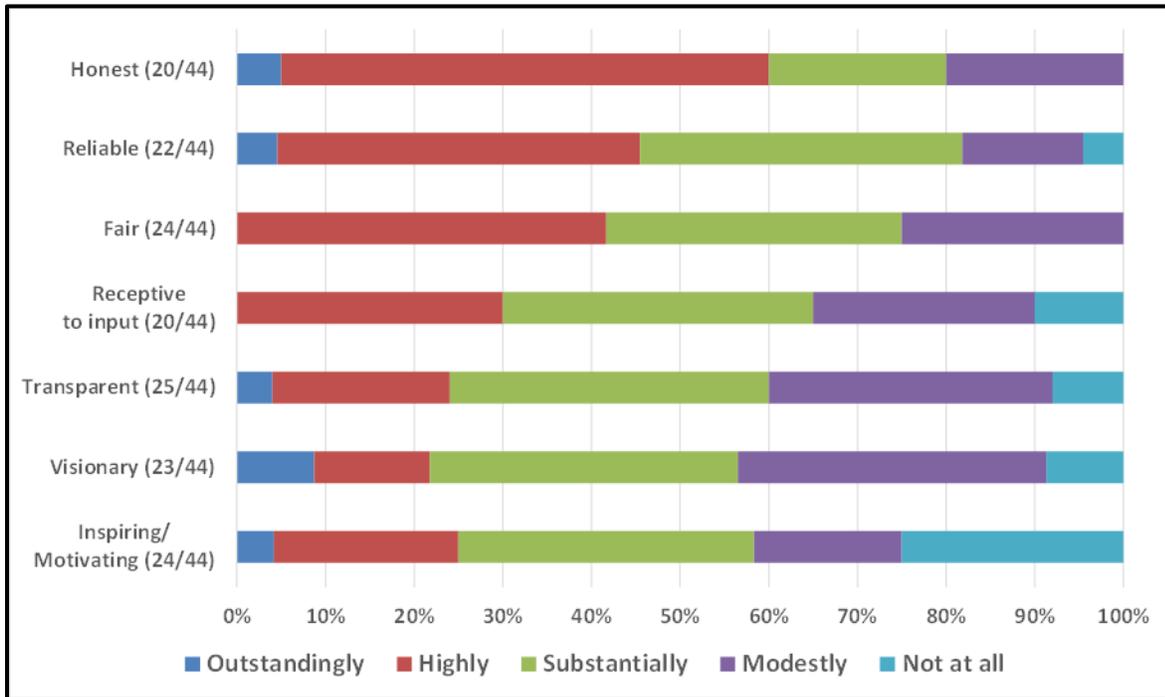
Source: Staff Survey

Appendix K. **Global structure and functions**

Table K.1   C&A Foundation current global structure, by team and location

TEAM	NUMBER OF STAFF	LOCATION OF TEAM LEADER	LOCATIONS OF OTHER STAFF
Leadership Team *	2	Zug	São Paulo
Global Operations	13	Amsterdam	Amsterdam, Zug, São Paulo, Guadalajara
Communications	11	Amsterdam	Amsterdam, Dusseldorf, Brussels, São Paulo, Guadalajara, Delhi
Effective Philanthropy	5	Zug	São Paulo, Delhi, Amsterdam
Human Resources	2	Amsterdam	Amsterdam
Sustainable Raw Materials	8	Delhi	Delhi, São Paulo
Labour Rights	12	Hong Kong	Hong Kong, Amsterdam, São Paulo, Guadalajara, Delhi, Calcutta, Dhaka
Circular Fashion	5	Amsterdam	Zug, São Paulo
Strengthening Communities	3		São Paulo
Total	61	4 locations	10 Locations

* The entire Leadership Team comprises the Executive Director in Zug, the Director of Instituto C&A in São Paulo, and the leaders of each of the other teams.
Source: Information provided by C&A Foundation.

Appendix K
Global structure and functions

Table K.2 C&A Foundation staff – by employer and office location

EMPLOYER	AMSTERDAM	DUSSELDORF	ZUG	BRUSSELS	SAO PAOLO	GUADALA-JARA	DELHI	CALCUTTA	DHAKA	HONG KONG	N/A (UK)	TOTAL
COFRA AMS	9											9
Porticus	1											1
Temporary work company	2	1										3
C&A Foundation		2	7									9
COFRA Brussels				1								1
Instituto					18							18
C&A Moda						3						3
C&A Service Office India							10	1				11
C&A Sourcing									2			2
C&A Foundation Hong Kong Limited										3		3
Consultant											1	1
Total	12	3	7	1	18	3	10	1	2	3	1	61

Table K.3 C&A Foundation staff – by programme/ function and office location

EMPLOYER	AMSTERDAM	DUSSELDORF	ZUG	BRUSSELS	SAO PAOLO	GUADALAJARA	DELHI	CALCUTTA	DHAKA	HONG KONG	N/A (UK)	TOTAL
Leadership Team			1		1							2
Global Operations	6		3		3	1						13
Communications	2	3		1	3	1	1					11
Effective Philanthropy	1		1		2		1					5
Human Resources	2											2
Sustainable Raw Materials					1.5		6					7.5
Labour Rights	1				3	1	1	1	2	3	1	13
Circular Fashion	1		2		1.5							4.5
Strengthening Communities					3							3
Total	12	3	7	1	18	3	10	1	2	3	1	61

Table K.4   Regional offices in the comparator programmes

	FORD FOUNDATION	HEWLETT FOUNDATION	ROCKEFELLER	SHELL FOUNDATION	VODAFONE FOUNDATION
Regional Offices	Nine regional offices, historically headed by "regional representatives".	None. All staff are located in San Francisco.	Two regional offices for Africa and Asia, located in Nairobi and Bangkok.	Two regional offices in China and India.	Local foundations in 28 countries where the Vodafone Group operates.
Purposes	Historically, all programme staff reported to thematic directors based in NYC. The foundation established regional directors in the regional offices five years ago to shift decision-making power southward.		These are geographic offices for implementing global programmes – for tackling issues of global scale (such as renewable energy, health systems, food systems) – not for developing contextually specific full regional programmes.	These are helping to implement the foundation's two global initiatives – energy access and affordably transport – at the national level in East Asia and South Asia.	The U.K. Foundation licenses each of the local foundations to use the Vodafone Foundation brand, in return for complying with "Minimum Operating Standards" established by the U.K. Foundation.
Leadership	Regional directors (for regional offices), international directors (for global programmes), and U.S. directors for U.S. programmes.		Headed by regional managing directors.		Each local foundation operates independently of the U.K. Foundation. Some are charitable units of the Vodafone subsidiary in the respective country.
Funding	International directors approve grants for global programmes. Regional directors approve grants for regional/ national level work in international programmes.		Regional managing directors have small funds for relationship and partnership building and maintaining a foundation presence in these two regions.		Each local foundation can choose which social issues to address in its jurisdiction, so long as it comply with the standards.
Reporting	Regional staff working on international grants still report to their regional directors. Only global programme officers in New York report to international directors.		Programmatic and operational staff report to both their programmatic and regional heads as well as to the regional managing directors.		

Appendix K
Global structure and functions

Table K.5   Media analysis

37.	38. Sept 2016	39. Sept 2016 – Sept 2017[1]	40. June 2018 – Nov 2018[2]	41. Dec 2018 – May 2019[3]
42. Increase in followers				
43. Facebook		120,542	23,027	4,299
44. Twitter		17,369	2,320	1,605
45. LinkedIn		1,485	4,240	4,595
46. Instagram		N/A	2,812	6,863
47.				
48. Total followers				
49. Facebook	26,269	146,811	236,801	241,100
50. Twitter	2,433 (June 2016)	19,802	24,604	26,029
51. LinkedIn	1,601	3,086	11,667	16,262
52. Instagram	N/A	N/A	9,313	16,176
53.				
54.	**55.**	**56. June 2016 – May 2017[1]**	**57. June 2018 – Nov 2018**	**58. Dec 2018 – May 2019**
59. Press articles (clippings)		441	1,704	824
60. Website				
61. News articles				50
62. Stories				24
63. Blog articles				16
64. Conferences attended as speaker			33	12
65. Conferences/ events attended			44	22

Sources:
1. C&A Foundation 2018-2020 Strategy Final Full Deck
2. C&A Foundation Dashboard December 2018
3. C&A Foundation Dashboard May 2019

Figure K.1 To what extent have appropriate synergies been developed between the following pairs of functions?
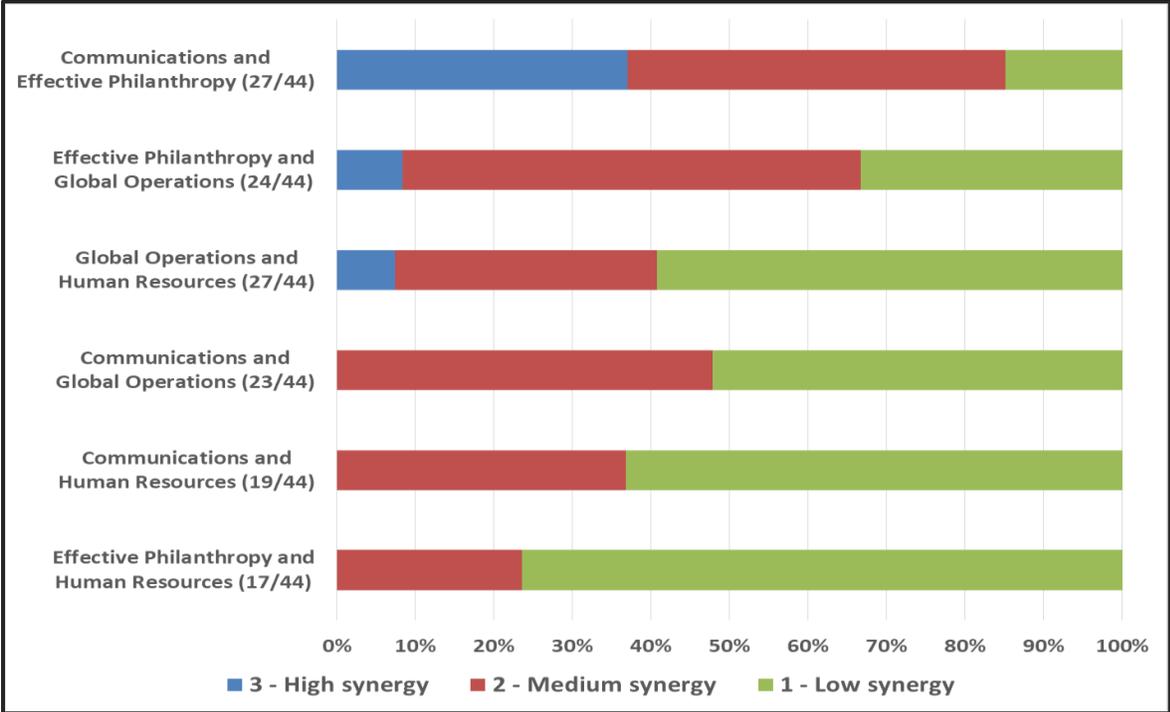
Source: Staff Survey

Appendix L. **M&E and organisational learning**

Table L.1   Minimum requirements for driving robust M&E approach

#1 DESIGN OF M&E PLANS	#2 IMPLEMENTATION OF M&E PLANS	#3 EVALUATION
Specific, Measurable, Achievable, Relevant, Time-bound (SMART) indicators	Application of SMART indicators	Self-evaluation undertaken by the partner, using guidance provided by C&A Foundation
Baseline description and indicator data	Regular tracking of data against baseline, with analysis to review progress	Independent evaluation (for initiatives over €750K)
ToC or logical framework as a prerequisite for grant approval	Reporting and evaluation are undertaken as planned	Documentation and reporting of the process, including evidence-based conclusions, lessons, recommendations
Agreements on undertaking mid-term and terminal evaluation	M&E is resourced as planned	

Source: C&A Foundation Policy for Monitoring and Evaluation Minimum Requirement

Figure L.1 Articulation of selected C&A Foundation signature programme strategies

Sustainable Raw Materials Strategy

Programme Vision & Goals

Cotton is produced in a way that improves livelihoods of farmers and does not have an adverse impact on the environment and the health of communities

Our programme goals for 2020 are:

Incomes of farmers cultivating sustainable cotton increases by 20-30% over conventional cotton farmers

Organic cotton lint production triples (up to 330,000 MT)

30% of global cotton production is Better Cotton certified

Traceability solution developed and adopted by major retailers in the industry

Forced and Child Labour Strategy

Expected results

- Survivors are rehabilitated and attain viable livelihoods
- Improved policy environment that advances women's rights and labour rights
- Communities are strengthened and prevent forced and child labour
- Increased awareness and knowledge for accountability
- Improved brand and supplier practices to deter forced and child labour
- Increased leadership, voice and capacities of women farm and garment workers to realize their rights and influence decisions in the supply chain

Numeric targets (by 2020)

- 35,000 survivors (of Forced and Child Labour) are rehabilitated and attain viable livelihoods
- 40,000 survivors (of child labour) and at-risk children are enrolled in schools
- 28,000 female and male workers participate in rights and empowerment programmes
- 33 brands collaborate in initiatives to improve worker protection
- 450 focused media stories on Forced and Child Labour generated

Assumptions (what must be in place)

- Political stability and will to address forced and child labour at the country level
- Finding partners (NGOs, Social Businesses, etc.) on the ground who are capacitated and motivated to address forced and child labour in the apparel supply chain with similar values
- Brands prioritise eradication of forced and child labour from their supply chains

Working Conditions Strategy

Expected results

- Increased public disclosure across the apparel industry
- Increased number of collective bargaining agreements
- A policy and regulatory environment that fosters good working conditions
- Increased industry cooperation
- Improved capacity of organisations working for better working conditions and wages
- Increased women's leadership to improve working conditions

Targets (2020)

- 20 apparel industry public disclosure mechanisms actively used by the industry
- 20 enterprises or national level CBAs based on new approaches that can inform and inspire additional bargaining
- 500 women leaders working to improve working conditions
- 250 industry stakeholders cooperating to improve working conditions
- 30 national organisations' capacity strengthened to improve working conditions
- 100,000 workers benefiting form improved working conditions
- 5 major policy initiatives that enforce good working conditions

Assumptions that must be in place

- Public Disclosure and traceability lead to increased accountability
- Worker-management negotiations and collective bargaining are enablers of good working conditions
- Formalization leads to improvement
- All industry stakeholders are responsible for improving supply chains
- Many workers in the garment and textile industry are employed in small and medium enterprises

Forced and Child Labour and Working Conditions have relied on quantifiable metrics to assess performance in achieving expected results. With this framework, it is not necessary to have baseline data to report performance against targets. In the absence of baseline data, however, the reported figures cannot demonstrate trajectory. Presumably, the numeric targets mentioned have a story that would convey meaningful change, but this has not been articulated; hence, the level of the programme's ambition cannot be ascertained. By contrast, Sustainable Raw Materials has set targets that express an extent of systems change and would require knowledge of both baseline and actual performance data.

From an organisational learning perspective, retrieving knowledge from the various programmes, transforming the knowledge into learning material, and then disseminating that learning back to those same programmes, let alone across programmes, would either require extensive reformulation (of the same data), depending on the programme, or left alone and risk being misunderstood by most of the organisation, or even ignored. Drawing even further on this framework, it could be conjectured that different parts of the organisation preferred to receive and impart information in different ways and base their decisions on different factors. This could lead to profound structural disconnects and dysfunction across the organisation, which have inhibited appropriate understanding of decision-

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M&E and organisational learning

oriented data and information as well as prevented pertinent acquisition of knowledge and organisational learning.

Appendix M. **Research**

Absence of a clear strategy

C&A FOUNDATION STAFF

"We don't always know what we want to know. Sometimes later we will ask 'did you ask that' and we didn't. we didn't ask the right questions."

"But we must have it clear what we want from it [research]. For most of the programmes, that is true. There is better research than others but there is no one piece of research with a target or action in mind. We had this … research about child labour in India, but why did we commission this? What are we doing with this data? There is no clear use of this. It wasn't bad but it was not clear what we wanted from it."

"I think there is a big lack of data in our sector and researches can become increasingly useful when we start to focus our work more in advocacy. But they need to have a clear goal and a better dissemination plan."

"[Some members of the Leadership Team feel] like we need a research unit. Sometimes the quality was bad. But it was because we didn't go into the research knowing what the research was going to be. We didn't know who the consumer would be. We didn't know that or specify that. if we know the consumers are going to be the government, we have to do a massive PR [public relations] campaign."

"Other study – we have a case study on the… programme with [a partner in India]. Why was it commissioned? Why are we carrying out research, I don't have clarity on that. If the why is clear, then you will use the research in a targeted manner. (…) We should be clear on the why of the research. It can add to the discourse."

"The purpose should be to use that in programming and strategy, otherwise it is pointless. We have funded research because we know a researcher who is nice. The problem is that once the research has been undertaken, if we don't do anything with it, it is just pointless documentation. We need to plan what we want to achieve with this research before we even start funding it, it cannot be an afterthought."

C&A BUSINESS

"From an outside perspective, it looks scattered – they look at this, they look at that. Whatever is done I have more the impression that there are many small issues looked into rather than focus."

Research as utilisation-focused

C&A FOUNDATION STAFF

"It was the work of an individual. But it gave me everything that I need to make the decision. It helped me understand issues on seeds, government, productivity. That is what I needed at that time. If external people would read it they might say it is not a glossy report and English could be better."

"If you start from zero – new geography or new issues – you need research. Is there a potential in organic to make a difference to lives or not? Is it something we cooked up in our head – need of research to figure it out."

Appendix M
Research

"There's no standard approach to doing research: this is, when you do and don't do research. It's been done in an iterative way."

"Research would position us. Help us understand where we are, with whom to work, what are the problems. The landscape should be stage 1 before doing anything."

"We need to modify research. You need a larger strategy. AIR [American Institute for Research] study has been very useful for us. It is helping a lot in asking the right question. programme, advocacy, research is all interlinked. If we are planning some advocacy, what are the areas in which we should work? Or even programme level. It is not there in the programme or even foundation. Sometimes we do it because we don't see data."

"A lot of previous research (benchmark, landscape) is lacking before giving grants. We have to adapt the strategy to the country. This is the big picture, but for Mexico it will be like that, for Bangladesh like that, etc."

"Shouldn't have had such a prescriptive approach. But partner didn't have experience in Maha. We haven't worked in Maha as well. We need to know what is happening in Maha. A context analysis is necessary. It should happen before going into any geography. We literally made the logframe… Should have brought in someone who knows better than you. we are working on farmer livelihood on the basis of half information – that is irresponsible grant making."

"It can be the case we are commissioning research just because it is important for one partner. I don't think it should be out of the table. Sustainability in the fashion industry still doesn't have many CSOs [civil society organisations] and there is not enough knowledge and numbers."

Use as contributing to a field

<small>**PARTNERS**</small>

"They can support research. They can work with [a whole number of organisation's]. These are big organisations that work in policy level. If you look at the research, none knows what the sector needs to do. The government doesn't know… They are working on the basis of current needs. If something is published by [a leading organisation], people will take it seriously. You can take it to the government, can you do something. One of the focus is on advocacy. They are doing advocacy at local level."

"Or they could piggyback on what C&A Foundation is already paying for in our sample. I would like to see this extended. I would like to emphasis the value of what they are doing – making normally private data public. Can they get that research for free or cheap? I have a data set and can give it to academic with some restriction (for non-commercial use) and their eyes light up. We have already given the data to some student at [several universities]… You put the data out there, and make academics aware of it, all they have to do is raise salary and get a nice product out of it. They could do small academic grants for researchers to use the data – that would be cool but I would be very selective about that."

"There is something where I could see a role and value add for FFG: look at it from an industry role., bring those transition and impact pathways to a much more concrete level. I ask myself, could C&A Foundation be a super think-tank? The C&A Foundation should be more thinking and shaping. Having a point of view, rather than just giving grants. Have a think-tank to inform which grants to give and how those organisations should work together. More informed point of view on what are the biggest levers, having a team, a strategy person who can really think."

"They should support research. You don't see that kind of fund everywhere. I am trying to find research for mental harassment. We are looking for funds for research on silence killing – disease, chemical reaction. Everyone is talking about living wage. But none says how market prices can be control. It can support that research."

"We need research for the sake of research as well."

Research needs

Based on a review of 50 commissioned research projects,[1] the fulfilment of five main needs was identified by the evaluation team:

- Organisation-level strategy: Research products meant to inform the strategy of the overall foundation.
- Programme-level strategy: Mapping and landscaping assessments which are not directly tied to a specific initiative and which are meant to inform programmatic decisions.
- Initiative implementation: Mapping, landscaping and baseline assessments tied to a specific initiative, as well as initiative evaluations.
- Innovation: Research with the explicit goal to design a new method or product.
- Policy/advocacy work: Research with the explicit goal to inform policy and advocacy activities.

	SUSTAINABLE RAW MATERIALS	FORCED AND CHILD LABOUR	WORKING CONDITIONS	CIRCULAR FASHION	STRENGTHENING COMMUNITIES	GENDER JUSTICE	TOTAL
Organisation Strategy				1		1	2
Programme Strategy	2	5	12	3			22
Initiative Implementation	5	1	7		8		21
Policy/ Advocacy	1		1		2		4
Innovation			1				1
Total	8	6	21	4	10	1	**50**

*Some research may fill more than one need. This categorisation was based on the principal need being addressed by the research. Most notably, advocacy and policy work can be fed by research that initially aimed to provide baseline data for the implementation of a programme.

As these numbers indicate, research was mostly conducted to respond to internal needs, that is, programme-level (22 out of 50) and initiative-level (21 out of 50) decision-making.

PARTICIPATORY RESEARCH METHODS

The following research projects demonstrate the use of participatory research methods, and are presented here for illustrative purposes:

Appendix M
Research

- Save the children research (Child-centred Risk Reduction Research-into Action Brief) – 2018
- DRIFT report – 2018
- Labour Arbitration Transparency Mechanism Feasibility Study – 2018
- Myanmar Garment Sector Baseline Study – 2017
- Scoping Mission on Syrian Garment Workers in Turkey – 2016
- Planning for Mapping Ready-Made Garment (RMG) Factories – 2016
- Fair Fashion Center Apparel Industry Sector Research – 2016

Dissemination and utilisation planning for better and increased use

C&A FOUNDATION STAFF

 "While partners have contributed research, the quality has been variable and we are not using it as well as we could. The research has largely helped us with our own strategic direction. It also could have played a role in helping the industry – but due to poor quality, lack of dissemination, or inability to bring others along, it has not."

"It was small, but there was a dissemination plan… That was successful. it wasn't difficult…"

"I don't think we've commissioned research that wasn't strategic – at least considering the design stage. I think we have a problem with implementing and managing the researches, with use and utility, and with sharing it across C&A Foundation."

"…sometimes the ToR [terms of reference] were very poorly structured. There's no clear use and utility of that research; no clear audience for the research. Some of it has been of quite variable quality."

"The problem is that once the research has been undertaken, if we don't do anything with it, it is just pointless documentation. We need to plan what we want to achieve with this research before we even start funding it, it cannot be an afterthought."

"…why did we commission this? What are we doing with this data? There is no clear use of this. It wasn't bad but it was not clear what we wanted from it."

PARTNER

"If you hire someone from the outside who don't know the sector or don't have connection with union, you will get a piece of paper that will be rejected by the government. What happens after the research? Are there campaigns etc. afterwards?... If they are not supported by power building, advocacy, it is going to be limited in reach and impact."

Methodology behind classification of dissemination and utilisation plans

	YES	NO	DATA NOT AVAILABLE
Dissemination plan	25	19	6
Utilisation plan	32	12	6

- <u>Dissemination plan</u>: was coded as having a dissemination plan if there were explicit mentions in the proposal of how the results of the research would be shared (for example, through a

presentation to C&A Foundation, through a webinar, through the publication of a report, or through a social media strategy).
- ▪ <u>Utilisation plan</u>: was coded as having a utilisation plan if there was an explicit mention of how the research is concretely intended to be used. (For example, planning to deliver a project proposal resulting from the research, or planning to establish a database available to specific groups based on the data collected.) Mentioning the results could be useful to a certain group was not deemed sufficient.
- ▪ <u>Data not available</u>: was coded as unknown if there were no proposal was provided.

Example of an excellent dissemination plan: Save the Children

C&A Foundation staff: **"They developed the research and learning component of the programme. There was a suite of 11 topics. It was led by S[ave] T[he] C[hildren] and academic partners and they set up a consortium, which worked very well."**

Summary:

- ▪ Use of a "Knowledge Flow Process Framework":
- ▪ Presented research at seven events around the world and attended two other events to explore partnerships and expand their influence, built a dissemination network to publish (academic standards), translated their work, conducted peer-learning activities, and more.
- ▪ Count of social media activity related to the research, counts of downloads, and the like.
- ▪ The research dissemination and utilisation plan have been moved into an activity of their own (in an updated logical framework), given their importance and different targets and indicators.
- ▪ Webinars, publications in magazines, and the like.
- ▪ Publication in academic journal to come, special edition dedicated to "International Journal for Disaster Risk reduction".

Lack of time to implement recommendations

C&A FOUNDATION STAFF

"We push them out I think, but I don't know how much they are being picked out. Even internally, I don't know how is the uptake. We have a [Microsoft] Teams site and a microsite. C&A Foundation would like to make the documents more accessible, but in my opinion, it is a problem of time. If you want to find these documents, it is easy."

PARTNERS

"Research commissioned by C&A Foundation, that was shared…within future work, they'll be able to embed that social context from the beginning. I presume that the work wasn't finished when these projects were set up. Can't do retrospectively in this case. But it helps us to understand the people who we work with. Especially the people working with the manufacturers. It was really useful for them in their thinking. For us: interesting piece of work to hear about, but we received it too late to make use of it."

"We knocked on a lot of doors to better understand the situation of the textile sector…, we understood many things. At the beginning of the project there was a mapping of the textile sector, I wish we had done it before the proposal.

Appendix M
Research

Now we are extending our geographic focus. What we have learned we could put in the 'realignment' for the extension."

Research on advocacy needed

C&A FOUNDATION STAFF

"I think there is a big lack of data in our sector and researches can become increasingly useful when we start to focus our work more in advocacy. But they need to have a clear goal and a better dissemination plan."

"Now we should think of outcomes and advocacy. This is definitely like we went and spoke with spinners. Those informal discussion have started happening. Even in market linkage discussion, this is a point. By definition organic should be GM free but this is not available. This added to the knowledge of staff and sector, not sure how it will be used by the actors."

"There is some policy work in circular and they will be looking at what is the basis for policies. I am reviewing a proposal that says we need evidence to push for a policy goal. It goes into what is the safety of recycled material. There is a lot to expand upon."

"For me a good report is an advocacy tool. Tomorrow, secretaries and governments change. When you want to approach another state, you can use that as a tool. For me, that became a very important piece. my contribution to advocacy are not because of mentoring in the team but because of my own interest. But we still have to put it out. There have been quality control steps. But it can be used as a tool."

PARTNERS

"That is the largest investment in non GMO seed in the world. But it is USD 1.7 million over 4 years. Monsanto spends a USD 1.5 billion a year on innovation. We need to be putting USD 2 million a year in seed. Research is a tenet of organic cotton. It needs non GMO seed. None else will. Government and private sector will not put money in non GMO, none outside of philanthropy will do it right now. We are doing a study that among all the land certified, only about 40% coverage is available."

"The case for organic should go beyond. The issue of farmer distress and drought it center stage – now is the time to make the case for organic. We make the claim that organic soils hold moisture better and then make the claim."

"That could be one area – there could be a decision to base your strategy on research. EU just hire consultants to interview people and design programme, this takes years to implement and tender and realities have changed… Especially in a field of organic cotton, we also speak of large industrial interest being used in conventional agriculture. Research is important to counter lobbying (by Monsanto for example)."

C&A FOUNDATION BOARD

"What I would still hope – the issue around knowledge is underestimated. Our focus in philanthropy has been around attitude and it helped us building strong relationships. But in our long-term focus, we will need solid knowledge for our advocacy work, to be a strong partner. I am really concerned that we are not working in the right areas and that we are not doing more to increase our knowledge. It is an area we are not investing enough in."

Notes

[1] This corpus of research was delineated based on a study list provided by the EP team. In addition to the study list, the evaluation team was advised to look at the landscape studies conducted in Brazil (3) and Mexico (2), as well as the Action plan for DEI. This sample differs from the one in the inception plan and provides more complete data.

Appendix N. **Recommendations and their implications**

To assist in advancing the systems change ambitions of C&A Foundation, the evaluation team offers 11 recommendations based on its findings. These are primarily strategic recommendations, with additional details on their operational implications. All recommendations have been identified by their strategic value, as well as their urgency, level of difficulty and operational implications. Where applicable, a score has been provided, with 1 representing the highest value or level, for example, demanding the most attention, and 3 the lowest.

Recommendation 1.   Close the brand association between C&A Foundation and C&A business and redefine the relationship through a partnership agreement, clear partnership mechanisms and joint initiatives.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	1 – High
Difficulty	2 – Moderate
Operational implications	**Agreement:** C&A Foundation (renamed) and C&A business should establish a partnership agreement, renewed every strategic period, outlining the specific areas in which they intend to collaborate, reflective of their overlapping strategic priorities. C&A Foundation should benefit strategically from its association with the owner's group and C&A business, and it should be transparent about this association, but it should not be bound by its association with the brand. **Partnership mechanisms:** Develop a more structured set of mechanisms to enable a productive and fruitful relationship between C&A business and the renamed foundation, allowing both to create strategically intentional efforts that translate into programmatic collaborations. **Major Joint Initiatives:** While the renamed foundation and C&A business would disassociate their brand relationship, they should intentionally develop major joint initiatives together; they should boldly and publicly demonstrate how a transformation of the industry can take place.
Linked to findings	1, 2, 3, 25, 26, 27

Recommendation 2.   Remove the Strengthening Communities programme from the foundation portfolio and transfer it to C&A business for integration into its corporate social responsibility strategy and portfolio.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	1 – High
Difficulty	2 – Moderate
Operational implications	**Shift responsibilities:** This would entail a reorganisation of responsibilities for certain C&A Foundation team members. It would liberate organisational and staff capacity to address more strategic foundation priorities, in line with its fundamental purpose.
Linked to findings	1, 2, 3

Recommendation 3.   Formalise the strategic levers and orient philanthropic engagement to more effectively enable systems change by building partnerships and deploying human, financial and other resources in complex and strategically complementary ways that activate them.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	1 – High
Difficulty	2 – Moderate
Operational implications	**Consolidate strategic levers:** Finalise the strategic levers and include them in the foundation's strategy documents for its second strategic period. In particular, reposition the foundation's work towards changing fashion narratives, while also focusing on a transformation of power at multiple levels (such as focusing on changing narratives, policy change and the like). Grant-making for systems change: Rather than target support at specific organisations within systems, deploy systems-changing grants in partnership with constellations of organisations. **Overcome silos:** Programmatic siloing is only now starting to be overcome through Learning Circles and other mechanisms. Such efforts should continue more aggressively, such that mixed programme teams are able to collaboratively target and synergise their grant-making support and partnerships. The "business partner" approach of the Communications team should be used (and even emulated) to ensure that all foundation resources share and are complementary in their strategic priorities. **Organisational learning:** Maintain and develop the foundation's commitment to cross-organisational learning through the development of Learning Circles and other educational and organisational technologies.
Linked to findings	4, 5, 6, 7, 11, 18, 34, 37

Appendix N

Recommendations and their implications

Recommendation 4. **Maintain and expand the strategic use of the "hotspot" approach in all programmes, combined with an elaborated systems change perspective that includes support for policy initiatives. The foundation would thus position its work for direct impact on specific locales, beneficiaries and organisational systems while deploying a strategy for shifting the underlying and enabling systems.**

Factor	Score / Guidance
Strategic value	1 – High
Urgency	2 – Moderate
Difficulty	3 – Low
Operational implications	**Expand hotspot deployment:** Two programmes have pursued the hotspot approach. In both cases, this has underpinned tangible direct benefits, and in one it has started to enable a shift in a niche of the system (on organic cotton). The hotspot approach should be more intentionally deployed with the aim of generating tangible short- to medium-term benefits.
	Deploying within systems: With every hotspot where it deploys, C&A Foundation should also engage at multiple levels and in ways that seek to transform the enabling system that perpetuates injustices, tackling multiple dimensions of an issue, at different scales and through different levers.
	Selective stand-alone grant-making: Be very selective about supporting stand-alone initiatives that are outside focal contexts and regions, where little other work is likely to contribute to enabling strategic shifts. Exceptions can be made where a clear justification has been articulated for supporting innovators. Specific stand-alone grant-making should only be used as an intentional precursor to a more significant investment in hotspots and systems, and in partnerships (though never on their own).
Linked to findings	4, 5, 6, 7, 11, 18

Recommendation 5. Orient a portion of the C&A Foundation programme, partner and communications resources to intentionally engage directly and indirectly with citizens and consumers, convening multiple and diverse actors intent on increasing global awareness and changing the fashion narrative to change mindsets of citizens, consumers, brands and other key actors.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	2 – Moderate
Difficulty	3 – Low
Operational implications	**A narrative focus:** The Delphi study identified changing the narrative as an area with high likelihood of success and ease of intervention. The foundation should be more prominent in convening global coalitions and building multi-stakeholder initiatives (with brands, NGOs, and others) whose purpose is to inform global discourse and change public narratives about the fashion industry. The foundation will need to leverage its programmatic and functional resources (such as Communications) to this end. **Supporting partners:** C&A Foundation should work with partner organisations that are already working on this lever, and others with clear strategic value in orienting their work accordingly. **Communications:** Build communications campaigns aimed at these operational goals, using traditional and social media, in close collaboration with programme teams and drawing on its multiple partnerships.
Linked to findings	11, 31, 32

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Recommendations and their implications

Recommendation 6.   Adjust the global structure of the foundation to improve synergies between programme teams in specific geographies and overcome programmatic siloing. Repurpose the Brazil, India and Hong Kong offices as regional offices for Latin America, South Asia and East Asia, with oversight over other local offices in each region. As work expands in other regions, consider the merits of further expansion and staffing.

Factor	Score / Guidance
Strategic value	2 – Moderate
Urgency	2 – Moderate
Difficulty	2 – Moderate
Operational implications	**Clarity of mandate:** Regional offices would be responsible for coordinating implementation of C&A Foundation programmes in each region, though they would not develop their own regional programmes. Regional offices would enable proliferation of the hotspot approach. They would bring a regional perspective to programmes, which would help break down the silos between programmes in each region while ensuring contextually relevant, complex and multi-faceted programming. Within specific geographies, regional coordinators will help develop regional complementarities across programmes, enabling both specific and systems change. Despite having regional presence, all regional offices should bear the foundation's brand.
	Budgets and staffing: The main C&A Foundation budgets would still be allocated to the global programmes, and programmatic and functional staff in the regional offices would still report, in the first instance, to their own programmatic and functional heads. Each regional office would also have a small budget for relationship and partnership building in each region. An existing senior staff member (or a new one, eventually) in each of these three offices would be named regional coordinator – not regional director – while retaining their current responsibilities.
Linked to findings	11, 29

Recommendation 7. Revise grant-making and partnership modalities to more effectively advance the foundation's drive for effective and sustainable results. Make larger and longer lasting grants. Provide a higher proportion of financial support as core support to individual organisations as part of an intentional field-building strategy in specific fields and geographies. Continue providing and enabling non-monetary assistance, including through peer learning processes.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	2 – Moderate
Difficulty	2 – Moderate
Operational implications	**Structuring grants:** The foundation has used small, short-term grants to test and develop relationships with new partners and in new focal areas. This practice should be maintained, but only in limited ways, as an interim or experimental measure, and with minimal administrative and reporting requirements. Aim to give partners a commitment of 5 years (or longer), once they have been trusted, with grants structured in two 2.5-year tranches, with annual monitoring reports and a progress review in between. Make grants above EUR 750 thousand to partner organisations that have the capacity to receive them.
	Core support: Offer core support to more organisational partners, with particular attention to locally managed organisations (as opposed to large international organisations). Funding should be unrestricted to allow organisations to use it according to strategic and organisational needs.
	Detailing a partnership strategy: While the foundation has recently taken the important step of developing partnership guidelines, it needs a more elaborate partnership strategy that would include guidelines, methodologies and tools for (a) selecting partners; (b) linking types of partners and activities to strategic levers; (c) using different financial instruments (grants, equity, loans, guarantees); (d) governance of multi-stakeholder initiatives; and (e) actions to improve partnering effectiveness. The foundation should continue its impact investing, while also securing the human resource capacity to do so effectively.
	Working with locally managed organisations: Adjust the structure of grant applications and follow-up processes (such as reporting) to make them more conducive for working with such organisations, while also tailoring support to these organisations' needs. Enable the strengthening of local organisations where they are partnered with, or outsourced by international agency partners, particularly in hotspot areas. With an evolved regional capacity, C&A Foundation will be able to manage these relationships accordingly.
	Exit strategies: Work with partners in imagining, designing and eventually implementing exit strategies, beginning to do so from the outset of a funding relationship. Such assistance should include non-monetary support, it should be initiated early in a partnership, and draw on the organisational development experience of the ONE team.
Linked to findings	9, 10, 11, 12, 13, 14, 18, 19, 20, 21, 22, 23, 24

Appendix N
Recommendations and their implications

Recommendation 8. Take a clear and detailed stance on GEI programmatically and organisationally, complement it with an operational strategy that provides solid, coherent guidance to all staff and partners.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	1 – High
Difficulty	2 – Moderate
Operational implications	**Build further GEI capacity:** Ensure that the senior adviser in Gender and Social Inclusion has a clear mandate; has a dedicated pool of resources; improves and implements the comprehensive Action Plan (on the basis of the DEI Action Plan); is mandated to work closely in support of programme and functional heads for Action Plan implementation; and implements a learning agenda building on the DEI Learning Circle. **Organisational coherence:** Ensure that the foundation's human resources policies, governance structures and organisational culture abide by the GEI principles to which the foundation has publicly committed. **Implementation resources:** Dedicate the resources necessary for a strategic and participatory implementation of the revised GEI Action Plan, in its various facets, and with the commitment of staff.
Linked to findings	6, 8, 9, 10, 11, 12, 19, 30, 33

Recommendation 9. Restructure foundation governance to ensure its continuing legitimacy, and to more appropriately reflect its intended positioning and purpose as a transformative force for good, in line with its stated values. Adjustment the leadership structure to build a nimbler organisation.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	1 – High
Difficulty	2 – Moderate
Operational implications	**Board size:** Expand the size and composition of the Board to include four independent trustees with defined and overlapping terms of service, such as four-year renewable terms. The Board should focus on strategy and impact. **IC:** Formally and legally establish the global IC as a Committee of the Board, while eliminating the local ICs in Brazil and Mexico. The IC should be responsible for approving programmes, while informing programmatic grant-making and initiatives above a revised threshold. **Composition:** Establish a Nominating Committee, responsible for nominating members to both the Board and global IC.

	Independent Board members should be experts in philanthropy, the fashion industry, and economic and social development, which would also serve to strengthen horizontal partnerships with other foundations and brands. Independent members of the global IC would continue to be experts on programme areas and on cross-cutting issues such as gender and the environment.
	Board and IC members from the owners' group should include those that are both active and no longer active in the business (to avoid dominance of the business, while benefiting from its active knowledge), and have geographic diversity to draw upon their regional experiences and knowledge.
	Executive team: The current Leadership Team is ideally suited for ensuring that all relevant priorities, perspectives and approaches are considered in foundation decision-making. It should serve as a sounding board on strategy, course correction, learning and the like. However, a smaller Executive Team would be useful for final decision-making.
Linked to findings	5, 16, 17, 25, 26, 27, 28

Recommendation 10. Reorient the Communications and Effective Philanthropy functions, as well as Research, to align with the foundation's systems change ambitions.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	2 – Moderate
Difficulty	2 – Moderate
Operational implications	**Global Operations leadership:** Position the GO function at a higher level, such as a COO, including responsibility for human resources in addition to its current responsibilities. It should also:
	Human resources: Assume responsibility for managing its own human resource recruitment and administration; continue bringing all staff into an employment relationship with the foundation, either directly or indirectly through wholly owned subsidiaries of the foundation, such as C&A Foundation Hong Kong Ltd; continue putting in place unified human resource policies, procedures and benefit structures to the extent permitted by local labour laws.
	Rethink KPIs: Revise the metrics for managing programmatic staff performance from the current grant performance KPIs to those that measure their performance in developing and strengthening partnerships. A benchmarking study should be conducted to learn more about how other foundations do this without the use of KPIs.
	Grant administration: Continue to standardise grant administration processes throughout the foundation.
	Communications: A more coherent and consistent approach to communications should be pursued across the foundation. In this respect, Communications should:

	• Advance C&A Foundation's global engagement on a new strategic lever related to "changing the narrative", as a "business partner" of the programme teams and partners. • Selectively and strategically provide more support to partners in diverse geographies to achieve mutual communications goals, informed by successes in evidence from the work in Brazil. **Effective Philanthropy:** The following more specific recommendations speak to the multiple mandates of this function: • Engage dedicated knowledge curators who are driven to promote organisational learning to work alongside programmatic and partner staff in a more immersive way than is currently the case. This would provide programme teams and partners with the expanded EP support they wish to have. • Develop a Results Tracking and Learning Framework that uses a systems change measurement approach and is rooted in mixed methods, with rubrics, developmental evaluation, and reporting metrics that are more qualitative, more relational and indicative of systems shift. Candid reporting should be encouraged and rewarded. • Improve data systems to support monitoring and learning lessons from the foundation's rich partnership environment. • Make EP's approach to evaluation explicit in calls to tender and subsequent contracting and explain to providers what this entails in terms of agility in service of the pursuit of utility. Internally, ensure that evaluation resourcing takes account of this dynamic, emergent and utilisation-focused approach. **Research:** The following recommendations speak to both research quality and purpose, and research oversight and management. • Programme teams should use research more strategically, needing to justify the purpose of specific research in terms of its potential positive contribution to C&A Foundation work, by clarifying its use, its intended impact and its required quality. Clarity on the purpose of research, on advocacy for example, while making sure dissemination and utilisation strategies are in place, will enhance the contribution of research to the foundation's objectives. With this in mind, the foundation should specifically focus its research to inform its policy and advocacy work. • Research need not be a function in itself nor sit within other functions. All research should be overseen and managed by EP, which would assume responsibility for oversight in (internal) partnership with staff persons requesting the research. Resources for research, amounting to 3% of annual budgets, should be made available through a Strategic Research Fund, that is offered competitively to staff, based on clear access guidelines.
Linked to findings	45, 25, 28, 30, 31, 32, 33, 35, 36, 37, 38

Recommendation 11. Improve grant-making efficiency by establishing guidelines on the desired amount of time and required processes for the review and processing of grant proposals through well-defined steps.

Factor	Score / Guidance
Strategic value	1 – High
Urgency	2 – Moderate
Difficulty	2 – Moderate
Operational implications	**Tailored grant-making:** A comprehensive review of the grant cycle process would help the foundation further tailor its processes relative to grant sizes and partner types and capacities. It should result in: **Simplified proposal development:** This would reduce the time needed by partners to complete proposals and work to secure co-funding or leveraged funds. **Improved monitoring and relationships:** This would enhance partner relationships, allow for more precise and appropriate monitoring, permit tracking to ensure the delivery on agreed goals. C&A Foundation should develop a monitoring process able to track the dates on which each grant achieves each step (such as concept note, review, full proposal, review, approval, contracting, signed agreements, disbursements). This would allow the foundation to know how long these processes are taking – not just from the perceptions of staff and partners. This would also provide information on declinations that are occurring at each stage of the process. **Reviewing:** For all grants above EUR 250 thousand, programme teams should be required to have some intentional communication with the IC at some point in the process before formally submitting a grant proposal to the IC for review. For grants above EUR 1 million, programme teams should seek the review of Concept Notes by an IC member, given that such full proposals would take longer to prepare, thereby eliciting the IC's opinion and feedback at an earlier stage for such grants. In all case, IC members must be more efficient at moving grant-making forward, given they have been identified as a bottleneck in the process. These measures are intended to facilitate more regular communications between the global IC and programme staff to foster effective and equitable decision-making at the IC.
Linked to findings	14, 15, 16, 17, 36

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C&A Foundation documents

In addition, C&A Foundation provided the evaluation team with various documents. The types and/or topics of the documents are:

- After Action Reviews
- Annual Plans
- Communications
- Constitutive Documents
- Dashboarding
- Equity and Inclusion
- Evaluation Calendar
- Evaluation Lessons Notes
- Exploring Innovative Ways of Working (with Sense-Lab)
- Frankly Speaking – case study of C&A Foundation
- Gender Justice
- Grant List for Evaluation
- History – Founding of the foundation
- Independent Evaluations
- Initiative Mapping for programmes
- Landscapes
- Minutes
- Monitoring and Evaluation Policy
- Organisational Processes and Governance
- Parallel Studies
- Presentations to Governing Bodies
- Programme Reviews 2018
- Strategies
- Studies

- Sustainable Fashion External Context
- Theories of Change

Case studies

For each of the sampled grants, the following documents were reviewed (when available): Proposals, Due Diligence, Progress reports, Evaluation reports, Related research reports, Press coverage. The evaluation team also reviewed evaluation reports, as listed in the sampling.

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