C&A Foundation

Terms of Reference for a Delphi assessment on the future trends in the sustainability of the fashion industry

I. Summary

C&A Foundation’s goal is to transform the fashion industry, placing it on a socially and environmentally sustainable trajectory. Therefore, to plan its next programming cycle for 2020-2025, C&A Foundation seeks a team of consultants for undertaking a Delphi assessment on the sustainability trends and challenges across the fashion/apparel industry. The overarching objective of the Delphi is:

To predict how far away the fashion industry is from achieving social and environmental sustainability and to identify opportunities for C&A Foundation’s next strategic programming cycle (2020 – 2025)

In doing so, the Delphi will provide the foundation with a forward-looking assessment regarding the depth and pace of systemic change across the fashion/apparel industry. The primary audiences of the Delphi assessment consist of foundation’s governing board, management and staff, followed by the partner organisations and wider field stakeholders (e.g. corporate foundations, industry associations) engaged in sustainable fashion.

The Delphi will take place from early/mid-April 2019 and it will be completed early August 2019.

The Delphi will be complemented by two additional concurrent studies to be conducted separately: a Grantee Perception Survey (GPS) and an Overall Effectiveness Evaluation (OEE) of the C&A Foundation. The Delphi team will be expected to interact with the OEE team.

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

Completed proposals must be submitted to the foundation by March 10, 2019. More details are given below.

II. About C&A Foundation

C&A Foundation is the corporate foundation of the fashion and apparel retailer C&A. The foundation was founded in 2011 and reorganised to focus on the fashion industry in late 2013.

The vision of the foundation is:

A fair and sustainable fashion industry that enables people to thrive.
The mission is:

To inspire belief that the fashion industry can change and support initiatives that will make change happen.

The foundation supports ‘change’ initiatives to transform the fashion industry, placing it on a socially and environmentally sustainable trajectory. The foundation works with partners¹ in the global north and south, giving them financial support, expertise and networks, and collaborates with a variety of stakeholders, including NGOs and industry partners (such as employers, industry associations, brands, retailers, and multi-stakeholder initiatives), and through them works with innovators, smallholder farmers and garment workers.

In conducting its work and providing grants, the foundation places a strong emphasis on women and girls, as they are disproportionately affected by the issues (e.g., poor working conditions and forced and child labour) affecting the industry. Over the course of first strategic programming period the foundation has concentrated efforts in five programmes: accelerating sustainable cotton, improving working conditions, eliminating forced and child labour, fostering a transition to circular fashion, and strengthening communities²:

**Accelerating sustainable cotton (sustainable raw materials):** The programme supports organic and sustainable cotton (using low inputs) in Brazil, China, India, Pakistan and Tanzania, as well as global initiatives. The programme has six strategic objectives to (1) demonstrate the socio-economic case for sustainable cotton; (2) strengthen industry cooperation to support sustainable cotton; (3) increase and improve sustainable cotton production through the provision of technical capacity (e.g., farmer training) and government support to farmers; (4) foster a policy and regulatory environment that supports sustainable cotton; (5) support initiatives that build leadership of women farmers; and (6) strengthen institutions and technologies that support sustainable cotton. From inception until the end of 2018, 24 million Euro has been programmed for accelerating sustainable cotton.

**Improving working conditions:** The programme supports worker negotiations, transparency, and policy change and access to justice in the fashion / apparel supply chain in key sourcing countries – Bangladesh, Brazil, Mexico, Cambodia, India and Indonesia *inter alia*. The programme has five strategic objectives to: (1) increase industry accountability through public disclosure of working conditions, purchasing practices and supply chains, in a way that incentivises improvements; (2) amplify worker voice and participation in improving working conditions, with an emphasis on women; (3) promote industry cooperation to support better working conditions; (4) support the development and enforcement of policies that foster good working conditions, especially in small and medium-sized enterprises; and (5) support institutional capacity of partner organisations. From inception until the end of 2018 nearly 21 million Euro have been programmed for improving working conditions.

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¹ Receiving grants from the foundation.
² For further information see: www.candafoundation.org and the organisational (here) and programmatic theories of change (here).
C&A Foundation

Eradicating forced and child labour\(^3\): The programme is focused on tackling the root causes of this highly complex and multi-faceted issue, rather than the symptoms. The programme follows a ‘hot spot’ approach with the majority of its operations focused in Brazil and India. The programme has four strategic objectives to: (1) improve policy enforcement and access to justice for survivors; (2) improve supply chain transparency and traceability to make people accountable; (3) support holistic programming including education and women’s empowerment, in hotspot areas to prevent child and forced labour; and (4) strengthen organisations and develop data, tools and spaces for learning and collaboration. From inception until the end of 2018 nearly 17 million Euro have been programmed for eradicating forced and child labour.

Fostering a transition to circular fashion: The programme was developed in 2016/17 to rethink fashion / apparel and move towards a new kind of industry, that based on new business models, uses and reuses safe materials, restores and regenerates ecosystems and provides dignified work for people making products that are “made to be made again”. The programme has three strategic objectives to (1) build availability of and access to data and methodologies that enable implementation of circular business models; (2) accelerate innovations that support the industry’s transition to circular fashion and improves livelihoods; and (3) create conditions that will scale the implementation of circular business models (building awareness and capacity amongst decision makers; advocating for government policies to support circular fashion). The programme is in the early stages of development and support initiatives that nurture and scale innovative solutions that can change the way clothes are made, used, and reused. The programme has a global focus but with early operations based in Europe and the United States. From inception until the end of 2018 nearly 51 million Euro have been programmed for circular fashion, including the start and operations of Fashion for Good\(^4\), the global accelerator of circular fashion\(^5\).

Strengthening communities: The programme supports a range of foundation and C&A business employee and community engagement, humanitarian relief and disaster risk reduction activities with the aim of building resilient communities in regions where C&A operates, either in retail or sourcing\(^6\). The programme has three strategic objectives to: (1) build community capacity to strengthen their resilience to internal and external shocks and disaster risk; (2) respond to humanitarian disasters to address community needs; and (3) enable and inspire C&A employees in selected geographies to engage within their communities. From inception until the end of 2018, 41 million Euro have been programmed for strengthening communities.

An important part of the foundations work is gender equity and justice, which is critical for work in the fashion industry supply chain. A separate theory of change was developed to assist with the integration of gender (women, girls, men and boys) into programmatic work of the foundation since

\(^3\) As of the beginning of 2019 the working conditions and force and child labour programmes will merge to form the labour rights programme.

\(^4\) See [www.fashionforgood.org](http://www.fashionforgood.org)

\(^5\) Including the Good Fashion Fund.

\(^6\) Including business and foundation partnerships with Save the Children (Humanitarian and DRR); Store Giving Programme (in Europe with community-based organisations and NGOs); Employee Volunteering Programme (in Brazil) and the Inspiring World Programme (global).

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3 | Delphi assessment of the future of the fashion industry
2015 / 16. From inception until the end of 2018 nearly 3 million Euro was programmed to support gender justice.

An additional cross-cutting programme focused on Organisational and Network Effectiveness (ONE) was developed in 2016/17 to strengthen partner and field capacity to address challenges across the industry. An initial pilot of the programme was made in Brazil in 2018.

Since 2014/15, C&A Foundation invested approximately 163 million Euro in 128 initiatives. Currently, C&A Foundation funds initiatives in Africa (Tanzania), Asia (Bangladesh, Cambodia, China, India, Indonesia, Pakistan and Thailand); Central and Latin America (Brazil and Mexico); and Europe (particularly Germany, Netherlands and the UK) and globally. For more details, please see Annex 2.

III. Scope

The Delphi method was originally developed “to forecast the impact of technology on nuclear and conventional warfare. The method entails a group of experts who anonymously reply to questionnaires and subsequently receive feedback in the form of a statistical representation of the “group response,” after which the process repeats itself. The goal is to reduce the range of responses and arrive at something closer to expert consensus”.

Looking at the next five-year programming cycle, to start in 2020/21, C&A Foundation aims to consider the views of leading experts in the field on future trends in sustainable fashion and the extent and pace of change in the industry, within the context of external pressures (e.g., climate change and rising socio-economic inequality). The Delphi assessment will be a critical strategic input into formulation of the foundation’s 2020 – 2025 strategy. As such the scope will focus on the following:

- Provide a predictive assessment of how much change the industry has to be undergo to achieve sustainability and the pace of that change. In doing so, the overarching focus of the Delphi assessment will be to –
  - Identify emerging trajectories towards long-term impact and systemic change across the fashion industry and barriers to change.
  - Identify opportunities for the approach to grant-making and strategic programming to accelerating change with respect to the overall vision and mission of the foundation.

IV. Objectives and Questions

The Delphi assessment overall objective is to:

To predict how far away the fashion industry is from achieving social and environmental sustainability and to identify opportunities for C&A Foundation’s next strategic programming cycle (2020 – 2025)

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7 Until December 2018.
8 https://www.rand.org/pubs/papers/P3558.htmlv

4| Delphi assessment of the future of the fashion industry
The assessment will start with a design workshop with C&A Foundation’s management to define the questions to be asked to the experts.

V. Methodology

**Design and Method:** The Delphi assessment will be grounded in an examination of C&A Foundation’s organisational theory of change and in a design workshop with C&A Foundation’s management team to identify the key questions. It is expected this assessment will be carried out following the principles of a Real-time Delphi assessment to ensure efficiency and effectiveness in execution.  

**Sampling:** The consultant team will be expected to propose an appropriate sampling for the assessment and finally to define who will be ‘polled’ / interviewed, in consultation with C&A Foundation. Stakeholder involvement is critical to the successful execution of the assessment and the consultant team must assure meaningful involvement of management, staff, partners and experts.

VI. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the Delphi assessment. The consultant is expected to retain independence but employ participatory and collaborative approach providing for meaningful involvement of external experts and foundation staff.

The key internal stakeholders are:

- C&A Foundation management;
- C&A Foundation staff;
- C&A Foundation board and investment committee members;

The draft report will be circulated to C&A Foundation management and staff for review and comments prior to finalisation. This will include a draft report findings workshop with foundation management. The consultant team will be expected to provide a comments matrix along with the final report(s), if appropriate.

VII. Roles and Responsibilities

The **Head of Effective Philanthropy** (the Delphi Manager) is responsible for:

- Coordination of the selection of the consultant team;
- Overall responsibility and accountability for management and delivery of the Delphi assessment up to and including approval of the final report;
- Technical guidance for the consultant team throughout the implementation of the Delphi;

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5 Delphi assessment of the future of the fashion industry
• Leadership of the Delphi draft report review process including collating comments and facilitating discussion;

• Coordination between the Overall Effectiveness Evaluation team and the Delphi consultant team;

• Approval of the final report and any other products.

**The C&A Foundation management** and staff are responsible for:

• Facilitation on the assessment including access to data, to documents, and to stakeholders (internal and external);

• Input into Delphi questions (at the design workshop);

• Reviewing and commenting on a draft of the Delphi assessment report and participation in the draft review workshop.

**The consultant team** is responsible for:

• Conducting Delphi assessment, including;
  
  • Day-to-day management of expert polling;
  
  • Regular formal and informal reporting to the Delphi Manager;
  
  • Participation in key Delphi meetings (kick off and question setting meeting);
  
  • Production of deliverables (inception, draft and final Delphi report) in accordance with the Terms of Reference and contractual arrangements.

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

**VIII. Process**

The Delphi assessment will be carried out in conformity with the principles and standards set out in C&A Foundation minimum requirements and policy for Monitoring and Evaluation.

The consultants will prepare a Delphi inception report and work-plan that will operationalise the Terms of Reference. The inception report will be based on initial documentary and portfolio review and a design workshop with C&A Foundation management to identify the key questions of interest.

The inception report and work-plan will address the following elements: expectations of the assessment; roles and responsibilities within the consulting team; Delphi questions; methods – data collection, including possible constraints; list of experts; and outline of the final assessment report. The inception report and work-plan will be approved by the Head of Effective Philanthropy and act as
C&A Foundation

an agreement between the consultants and the C&A Foundation on how the assessment is to be conducted.

The consultants will (concurrent to the submission of the draft report) conduct findings workshop, where results and strategic implications will be discussed. The draft and final Delphi reports will be submitted and describe the assessment methodology, findings, and strategic recommendations.

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

<table>
<thead>
<tr>
<th>Delphi Process</th>
<th>Deadline</th>
<th>Responsibility / Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submission date for proposals</td>
<td>10 March 2019</td>
<td>Consultant Team</td>
</tr>
<tr>
<td>Selection of consultancy</td>
<td>15 March 2019</td>
<td>C&amp;AF Effective Philanthropy</td>
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<tr>
<td>Design workshop (to be held in Zug or Amsterdam)</td>
<td>5 April 2019</td>
<td>C&amp;AF Effective Philanthropy, C&amp;A Foundation Management</td>
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<tr>
<td>Inception report</td>
<td>30 April 2019</td>
<td>Consultant Team</td>
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<tr>
<td>Draft Report and Workshop (to be held in Zug or Amsterdam)</td>
<td>19 July 2019</td>
<td>Consultant Team, C&amp;AF Effective Philanthropy, C&amp;A Foundation Management</td>
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<tr>
<td>Final Report</td>
<td>9 August 2019</td>
<td>Consultant Team, C&amp;AF Effective Philanthropy</td>
</tr>
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IX. Deliverables

The Delphi assessment requires the consultant to conduct / submit the following deliverables:

- Design workshop
- Inception report
- Draft assessment and workshop
- Final assessment report, not to exceed 20 pages, with a two-page executive summary + annexes as necessary

X. Audience and Dissemination

The primary audiences for the Delphi will be: C&A Foundation management, staff and the governing board and the C&A business. The secondary audience will be foundation partners and other stakeholders across the field of sustainable fashion. The Delphi final report and annexes will be
XI. Consultant Requirements

Applicants should be a consultant team with relevant expertise in futures and foresight studies and preferably have some knowledge of subject areas related to the foundations work. Applicants must have at a minimum the following qualifications:

- Demonstrated experience in:
  - Delphi assessment / analysis;
  - Complexity and systems change;
- Knowledge of fashion supply chain: sustainable materials; working conditions; human rights; circular economy is desirable but not a prerequisite;
- Excellent facilitation skills and proven ability to lead workshops in an inclusive and participatory manner;
- No conflict of interest with C&A foundation; the C&A company or partners funded by the foundation;

Please submit the following to Lee Alexander Risby, Head of Effective Philanthropy (l.risby@candafoundation.org) and cc-ed to Savi Mull (s.mull@candafoundation.org), and João Martinho (j.martinho@candafoundation.org) by 10 March 2019.

A. Technical Proposal

A narrative proposal (no more than 8 pages excluding annexes) and including the following sections:

- **Delphi Methodology:** Describe your overall approach and methodology including, and not limited to, possible lines of inquiry and questions, design process and methodology.
- **Relevant Experience:** Provide details of major Delphi assessments of similar scope, complexity and nature you have worked on previously (a detailed list can be provided in the annexes).
- **Specific Expertise:** Describe your level of knowledge and expertise in working conditions, gender and empowerment, supply chains, transparency and agriculture.
- **Key Personnel and Staffing:** Describe the key personnel. Include CVs (no more than 2 pages each and attached as annex) of key personnel who would be actively involved in the Delphi assessment only
- **Timeline:** Include a detailed timeline of key activities, taking-into-account our timeline and needs.
B. Financial proposal

The financial proposal should include a line-item budget and a budget narrative. The cost estimates used to prepare the budget should be presented in Euros and include estimated travel and subsistence costs.
Annex A: Data Sources

The data sources listed below can be made available to the consultant team and are not limited to:

**C&A Foundation Reports:**
- Financial documentation – annual budget
- Monitoring and self-evaluation reports from partners
- Foundation’s annual reports and other internal reports to the board
- Press releases and other communications.

**Surveys of:**
- C&A Foundation partners (complemented by the Grantee Perception Survey)
- Other actors such as brands, suppliers, etc.

**Strategy and Evaluative Information:**
- Foundation and programme strategy documents
- Materials from foundation’s offsites and other programmatic events.
- Materials posted on C&A Foundation’s website included in the newsletters and social media outlets
- Previous evaluation reports
- After Action Reviews

Annex B: Summary of C&A Foundation Portfolio

<table>
<thead>
<tr>
<th>Programme</th>
<th>Number of grants</th>
<th>Amount committed (2014 – to present)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Raw Materials</td>
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<tr>
<td>Working Conditions</td>
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<td>Forced and Child Labour</td>
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<tr>
<td>Circular Fashion</td>
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<tr>
<td>Gender Justice</td>
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