

Statute of To the Finish Line

Article 1: Name and Legal Status

To the Finish Line (TFL, in Vietnamese: *Về đích*) is a not-for-profit program hosted by the Center for Education & Development (CED), a registered non-profit organization in Viet Nam. TFL has evolved from GIZ environmental programs in partnership with the apparel and footwear industry (2021–2025) into an independent program.

This statute was officially effective on 14 February 2025

Article 2: Vision and Mission

Vision

Delivering impactful sustainability and circularity programs to enhance the competitiveness of Vietnam's supply chains, with a dedicated focus on apparel and footwear.

Mission

Building partnerships | Co-creating solutions | Advancing sustainability and circularity practices in Viet Nam's supply chains

Article 3: Guiding Principles

1. Manufacturer-Based Solutions:

Empower manufacturers - regardless of size, scale, or geographic location - to lead sustainability and circularity efforts using community-based approaches tailored to their unique needs and priorities.

2. Diversity, Equity, and Inclusion (DEI):

Promote diversity, equity, and inclusion across all programs. Build a learning community where diverse voices are empowered, respected, and celebrated.

3. Local Expertise, Enhanced by Global Knowledge:


Place local expertise at the core of practical, culturally relevant solutions, enriched by global innovations. Foster knowledge-sharing from high-performing manufacturers, enabling local stakeholders to lead the adoption of sustainability and circularity practices across the sector.

4. Collective Action for Tangible Impact:

Promote pre-competitive collaboration among brands, manufacturers, service providers, associations, and development organizations to achieve measurable outcomes.

5. Cost Efficiency:

Optimize resource utilization through collective action to deliver impactful and solutions at scale.

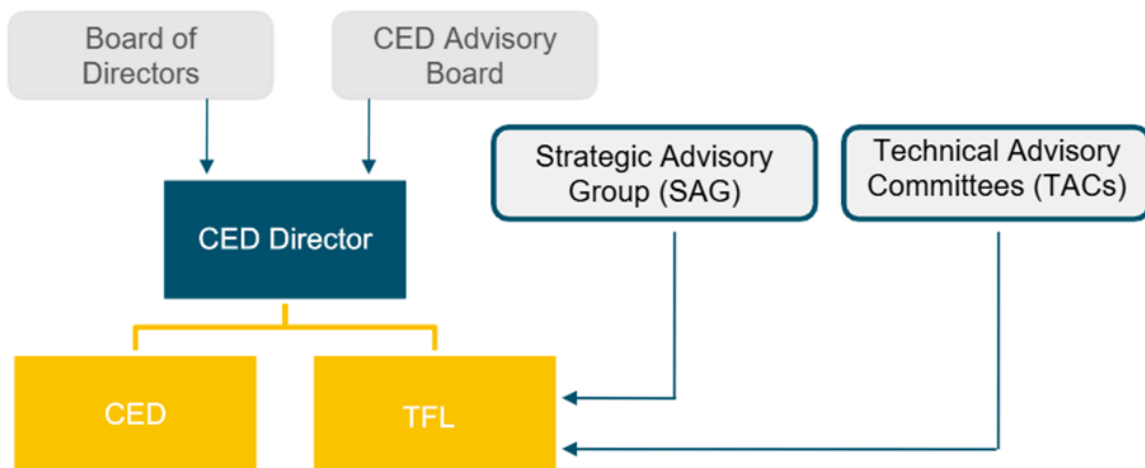


To the Finish Line (TFL): A *not-for-profit* program that advances sustainability and circularity in Vietnam's supply chains through *Building partnerships | Co-creating solutions*. Evolved from *giz's* environmental initiatives and hosted by the Center for Education and Development (CED)

6. Partnerships Based on Transparency and Trust

Build partnerships founded on transparency, open communication, and mutual trust to achieve shared goals and lasting success.

Article 4: Governance



The Strategic Advisory Group (SAG) and Technical Advisory Committees (TACs) operate on a pro-bono basis during the initial two years (2025–2026), reflecting their commitment to TFL’s mission.

- Membership during 2025–2026: Members are invited by GIZ to contribute their expertise and guidance.
- Membership from 2027 onward: Invitations are managed by TFL leadership.

Membership Terms

- Induction: New members may be inducted, provided there is no objection from existing members.
- Resignation: Existing members may resign by giving prior notice to the chair of the group.

Strategic Advisory Group (SAG)

Representatives from brands, manufacturers, business associations, industry experts, and development organizations. A chair and a co-chair must be appointed to lead the group.

Responsibilities:

- Review and provide input on strategic plans;
- Evaluate TFL’s annual performance to ensure alignment with objectives;
- Support compliance with the statute;
- Advise TFL’s leadership on partnerships, communications, and the resolution of strategic conflicts.

Meetings:

SAG meetings are convened annually or as needed.

Technical Advisory Committees (TACs)

Each program, such as TFL Higg FEM & Beyond or Chemical Management Initiative (CMI), is supported by its own Technical Advisory Committee (TAC). Each TAC operates under a defined term outlined in the program concept, which is developed through a co-creation process led by the Program Coordinator to ensure:

- **Technical Rigor:** Upholding high standards of expertise and precision in program design and implementation;
- **Relevance:** Aligning program activities with evolving industry needs and priorities.
- **Co-authoring the Program Impact Report:** TAC members, in collaboration with the Program Coordinator, contribute insights, data, etc., to comprehensively evaluate program achievements, challenges, and recommendations.
- **Review of Financial Statements with the 4-Eyes Principle:** Financial statements related to each program are reviewed following the 4-eyes principle to ensure transparency. This involves dual review by the Program Coordinator and at least one TAC member.

Working Schedule: Program-specific

TFL

The TFL Leadership comprises the Program Director and Strategy Director, officially appointed by the CED Director's decision.

Operating Model

TFL operates on a program (project)-based model, with each program led by a Program Coordinator, who is appointed by the Program Director.

Expert Network

TFL's network of subject matter experts and service providers strengthen its technical capacity and drive innovative solutions across the sector. Its unique approach lies in coordinating both contracted and pro-bono consultancy as part of its community-focused programs.

Article 5: Operations

TFL operates within the governance and administrative framework of CED, leveraging CED's expertise in project management, fundraising, and grant oversight to complement TFL's global supply chain network and sector-specific knowledge.

1. **Early Support:** With over 13 years of experience operating as a non-profit organization, CED supports TFL's compliance and operational stability in its early stages;
2. **Independence:** TFL maintains independent programmatic decision-making and bank accounts;
3. **Shared Resources:** CED and TFL co-optimize resources, especially IT and accounting, and align missions;
4. **Transparency:** TFL operates as agreed in grant agreements or service contracts, complying with Vietnamese law^[1].

Article 6: Funding

Model: TFL operates on a not-for-profit basis, reinvesting all generated revenues to advance its mission. Transparency is prioritized through the preparation and dissemination of an annual financial statement accessible to the Strategic Advisory Group (SAG) and other relevant stakeholders. For specific programs, program-specific financial statements and open-book accounting practices are implemented, aligned with the program's nature and requirements.

TFL.Higg FEM & Beyond, *CMI* and *CAT* —transferred from GIZ—are strictly not-for-profit. These programs embody TFL's commitment to fostering collective action and learning for the betterment of Vietnam's apparel and footwear industry.

In-kind Contribution: Inherited from GIZ, TFL is unique in calling for collective action with in-kind contributions from brands, manufacturers, service providers, and others.

Sources:

1. **Grants and Service Contracts:** Provided by development organizations to support the creation of new programs and initiatives;
2. **Private Sector Contributions:** Funded entirely by private entities, such as brands and manufacturers, particularly for programs like *TFL.Higg FEM & Beyond*, *CMI* and *CAT*, which transition out of public funding;
3. **Service Fees:** Revenue generated through training, advisory, and consulting services;
4. **Donations:** Voluntary contributions from individuals or organizations to support the mission.

Article 7: Portfolio Strategy

1. **Capacity Building:** Evolve GIZ's initiatives such as *TFL.Higg FEM & Beyond*, *CMI* and *CAT*, and develop new training and advisory programs to enhance manufacturers' capabilities in sustainability and circular practices;
2. **Professional Peer Learning Community:** Host and evolve platforms such as TFL Meet-Ups and e-café's to facilitate peer learning and a continuous learning community sector-wide
3. **Innovation:** Develop tools, conduct inception studies, perform landscape analyses, and implement pilot projects.

Article 8: Monitoring and Evaluation

1. **Annual Reviews:** Conduct yearly evaluations to ensure alignment with organizational objectives and stakeholder expectations. These reviews will assess DEI factors, focusing on stakeholder representation, gender equity, and equitable access to learning opportunities, particularly for small and medium enterprises (SMEs).
2. **Annual Impact Report:** Prepare an annual impact report that highlights key achievements, challenges, and future priorities. This report will be made publicly available to ensure transparency and accountability.
3. **Program Impact Report:** Partners, especially brands, are encouraged to share relevant data and insights for program evaluation.

Article 9: Amendments to these Statutes

Amendments require a two-thirds majority vote by SAG and compliance with applicable laws.

Article 10: Dissolution of the programme

1. **Asset Transfer:** Upon dissolution, all assets are transferred to CED or another non-profit organization with similar goals, as decided by SAG.
2. **Compliance:** The process adheres to Vietnamese laws governing non-profits applicable to CED, including but not limited to the *Law on Science and Technology (No. 29/2013/QH13)* and *Decree 80/2020/ND-CP. Management and use of grant aid not in the form of official development aid of foreign agencies, organizations, and individuals for Vietnam.*

Article 11: Effective Date

This statute was officially approved by the Strategic Advisory Group (SAG) on 14 February 2025 and became effective on 14 February 2025. Any subsequent amendments will follow the process outlined in Article 9.

Acknowledgment

To the Finish Line (TFL) extends its gratitude to the GIZ Initiative for Global Solidarity (IGS) for establishing the foundation of Collective Action and Learning for Action. Building on in-country expertise and aligning with a global systems approach, GIZ has laid the groundwork for impactful sustainability and circularity efforts. TFL is committed to continuing this work to foster positive change in Vietnam's apparel and footwear supply chains.

^[1] e.g. Decree 80/2020/ND-CP, on management and use of grant aid not in the form of official development aid of foreign agencies, organizations, and individuals for Vietnam.