Labl Fashion

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CONTROLLED OPERATIONAL MANUAL

ESG, Impact, Climate-Finance, Monitoring, Evaluation and Reporting Manual

Create a credible evidence system for enterprise performance, ESG, impact, climate risk and finance readiness without unsupported attribution or green/social claims.

Document control	Approved treatment
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Review	Annual and after material legal, operational, incident or strategy change
Classification	Controlled internal and approved partner-use document

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1. Purpose, scope and authority

Create a credible evidence system for enterprise performance, ESG, impact, climate risk and finance readiness without unsupported attribution or green/social claims.

SCOPE Applies to strategic scorecards, projects, products, workforce, supply chain, environment, community, research, tourism, digital systems, funder reporting and public communications.

This manual supports the Labl Fashion Strategic Plan and Comprehensive Business Plan 2027–2030. It does not replace applicable Kenyan law, binding customer/partner requirements, professional advice or a more stringent approved control. Where requirements conflict, work must pause and the manual owner must obtain an authorised decision.

2. Governing principles

- Start with decisions and stakeholders, then define indicators and evidence.
- Every metric has a boundary, baseline, method, owner, frequency and status.
- Outputs are not automatically outcomes; association is not causation or attribution.
- Disaggregate only when lawful, ethical, useful and privacy-protective.
- External reports distinguish estimate, measured result, verified result and limitation.

3. Roles and accountability

Role	Core accountability
Board/MD	Approve material issues, outcomes, risk appetite, public accountability and major claims.
MEL/impact owner	Maintain results architecture, indicators, data quality, evaluation and learning.
ESG owners	Own defined commercial, people, environmental, governance and digital indicators.
Finance	Reconcile financial and activity data and support finance-ready evidence.
Data steward	Control definition, source, access, quality, retention and correction.
Independent evaluator/assurer	Perform agreed objective review without management rewriting findings.
Communications owner	Use only approved evidence and disclose scope/limitations.

4. Standard operating procedure

The following sequence is the minimum controlled workflow. The owner may add risk-based checks, but may not omit a required approval, evidence or safeguard without an authorised exception.

4.1 Materiality and decision needs

Identify stakeholders, issues, harms/opportunities and decisions the evidence must support.

4.2 Theory of Change

Define problem, inputs, activities, outputs, outcomes, impact, assumptions and risks.

4.3 Indicator protocol

Specify definition, formula, boundary, unit, baseline, source, owner, frequency and verification status.

4.4 Data collection

Use controlled forms/systems, consent, sampling, validation and protected storage.

4.5 Quality review

Check completeness, consistency, accuracy, timeliness, duplication and plausible explanation.

4.6 Analysis and learning

Compare baseline/target, disaggregate safely, test assumptions and record management decision.

4.7 Climate-finance file

Risk/activity, eligibility, cost, safeguards, beneficiaries, outcome method, additionality/attribution where required.

4.8 Reporting and claims

Approve content, evidence status, limitations, corrections and stakeholder response.

5. Control matrix

Control point	Required control
Indicator register	No KPI is reported without protocol and accountable owner.
Baseline/target	State date, population/process, method and management approval.
Data correction	Preserve original, reason, approver and audit trail.
Impact attribution	Use cautious contribution language unless design supports causal attribution.
Climate finance	Eligibility, additionality, safeguards and verification follow the instrument, not marketing preference.
Assurance status	Do not describe internal review as independent verification.
Public correction	Material error corrected promptly across affected reports/channels.

6. Exceptions, incidents and escalation

1. Stop or contain any condition that presents immediate danger, illegality, serious harm, uncontrolled loss, material product risk or unauthorised disclosure.
2. Notify the supervisor/manual owner promptly; preserve people, physical and digital evidence without obstructing urgent care or legal duties.
3. Classify the event, assign an owner, document immediate correction and determine customer, worker, community, regulator, insurer, funder or Board notification.
4. Investigate proportionately, identify contributing and systemic causes, approve corrective/preventive action and verify effectiveness before closure.
5. Record authorised deviations with reason, scope, duration, compensating controls and expiry; repeated exceptions require system change or escalation.

7. Records and evidence

Records must be accurate, dated, attributable, legible, protected, retrievable and retained under the approved retention schedule. Personal, customer, community, financial, research and security information receives access proportionate to risk.

Required record	Minimum evidence expectation
Materiality register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Theory of Change	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Indicator protocol register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Baseline and target approval	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Data collection/quality log	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Evaluation plan/report	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Climate-risk/opportunity register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Finance-ready activity file	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
ESG/impact report	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Claims and correction register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.

8. Performance indicators and management review

Indicator	Review question
Indicators with complete protocol	What does indicators with complete protocol show about effectiveness, risk, trend, root cause and required decision?
Data completeness/error rate	What does data completeness/error rate show about effectiveness, risk, trend, root cause and required decision?
Reports delivered on time	What does reports delivered on time show about effectiveness, risk, trend, root cause and required decision?
Management decisions from learning	What does management decisions from learning show about effectiveness, risk, trend, root cause and required decision?
Outcome progress	What does outcome progress show about effectiveness, risk, trend, root cause and required decision?
Independent recommendations closed	What does independent recommendations closed show about effectiveness, risk, trend, root cause and required decision?
Claims corrections	What does claims corrections show about effectiveness, risk, trend, root cause and required decision?
Finance-ready activities	What does finance-ready activities show about effectiveness, risk, trend, root cause and required decision?
Stakeholder feedback resolved	What does stakeholder feedback resolved show about effectiveness, risk, trend, root cause and required decision?

The manual owner reviews indicators monthly or quarterly according to risk, reports material exceptions through the management pack and proposes changes during annual management review. A positive metric never overrides evidence of harm, legal breach or stakeholder grievance.

9. Competence, communication and training

- Identify roles that require induction, supervised practice, formal qualification, refresher training or independent authorisation.
- Assess competence through observed performance, records, tests, work results or authorised sign-off—not attendance alone.
- Communicate changes before their effective date and confirm affected users can access the current controlled version.
- Withdraw access or require supervision where competence has expired, changed or proved insufficient.
- Retain training, assessment, authorisation and refresher records.

10. Review, change and approval

Trigger	Required action
Annual review	Confirm continued suitability, legal/contractual alignment, evidence, indicators, incidents and user feedback.

Trigger	Required action
Material incident or audit finding	Review affected control immediately and implement approved corrective change.
Legal, market or system change	Obtain competent review before the new requirement or release becomes effective.
Process/organisation change	Update roles, records, training, permissions and continuity arrangements.
Manual revision	Issue new version, change summary, approval, effective date and superseded-version withdrawal.

Appendix A — Operational templates

The following templates form the minimum annex set. The manual owner may issue controlled electronic equivalents in LaDOS or another approved system.

A.1 Theory-of-Change template

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.2 Indicator protocol

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.3 Data-quality review

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.4 Evaluation terms of reference

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.5 Climate-finance evidence checklist

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.6 ESG/impact report structure

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.7 Claims approval

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.8 Correction notice

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

Appendix B — Approval

This manual becomes controlled when approved by the authorised Labl Fashion authority. Printed copies are uncontrolled unless specifically registered.

Approved by	Capacity	Signature	Date
	Board Chair / delegated authority		
	Managing Director / Venture Lead		
	Manual owner		