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TERMINAL EVALUATION FOR “TRANSFORMING THE FASHION SECTOR TO DRIVE POSITIVE OUTCOMES FOR BIODIVERSITY, CLIMATE AND OCEANS” PROJECT GEF-TE-Fashionpact-014

Terminal Evaluation Report

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Conservation International
Foundation

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ACRONYMS

AGM	Accountability and Grievance Mechanism
ASGM	Artisanal and Small-Scale Gold Mining
CEO	Chief Executive Officer
CI	Conservation International Foundation
CISL	Cambridge Institute for Sustainability Leadership
CI-CSLW	CI - Center for Sustainable Lands and Waters
COVID-19	Coronavirus disease
ESMF	Environmental and Social Management Framework
E&SS	Environmental and Social Safeguards
FY	Fiscal Year
GEF	Global Environment Facility
GMP	Gender Mainstreaming Plan
Ha	Hectare
IEO	GEF Independent Evaluation office
IUCN	International Union for the Conservation of Nature
KII	Key Informant Interview
KPI	Key Performance Indicator
LIA	Leather Impact Accelerator
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
OC	Outcome
OECD-DAC	Development Assistance Committee of the Organization for Economic Co-operation and Development
OP	Output

PIR	Project Implementation Report
PMU	Project Management Unit
PRF	Project Results Framework
ProDoc	Project Document
Q	Quarter
SBT	Science-based targets
SBTN	Science Based Targets Network
SEP	Stakeholder Engagement Plan
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
TBC	The Biodiversity Consultancy
TE	Terminal Evaluation
TFP	The Fashion Pact
TIF	The Impact Facility
ToC	Theory of Change
ToR	Terms of Reference
TSAM	Total Scope Assessment Methodology
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP WCMC	United Nations Environment Programme World Conservation Monitoring Centre
USD	United States Dollars
WFEN	Wildlife Friendly Enterprise Network

1. EXECUTIVE SUMMARY

The fashion supply chain often implies negative environmental consequences in each segment. Whilst most of the attention has been given to the environmental impacts of post-consumer fashion and circularity, the fashion's supply chains, and sourcing causes of environmental degradation have been left "untackled". Thus far, efforts to reduce the negative environmental consequences have focused instead on water usage and chemical pollution in manufacturing and on the reduction of greenhouse gas emissions downstream from supply chains.

To mitigate the negative effects of the fashion sector on the environment, The Fashion Pact (TFP) was signed at the G7 Summit in 2019. TFP is a CEO-led organization, representing companies from the fashion and textile industry across the entire value chain, with a focus on creating meaningful, large-scale change to improve industry practices for the good of the planet. The initiative is committed to accelerating action on nature, climate change mitigation and the protection of our oceans by addressing key tipping points that will help shift the industry for the better.

To better address environmental issues in the fashion sector, TFP and Conservation International (CI) have designed the "Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate, and Oceans" Project. The project's objective was to "develop and implement effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments. The Project aimed at better analyzing the industry in order to provide critical information to the companies, so the latter can engage with different initiatives and programs in the sector. This engagement aimed to drive positive outcomes regarding chemical management, land use change, climate change and biodiversity conservation.

To achieve its objective, the Project was comprised of five components, classified into three technical components, one coordination component, and one Monitoring and Evaluation (M&E) component. Activities completed under Components 1, 2, and 3 aimed to guide and catalyze companies towards acting and reaching the aligned outcomes. Activities conducted under technical Component 4 aimed at strengthening TFP as a new organization.

Evaluation overview

This Terminal Evaluation (TE) assessed the achievement of the project's results against expected project objectives and targets and drew lessons that can improve the sustainability of the Project's benefits and contribute to the overall enhancement of future programming. To do so, the TE assessed the Project's relevance, effectiveness, efficiency, sustainability, and progress to impact.

Based on the scope and objectives of the evaluation, the TE was implemented through a mixed-method approach. The evaluation process was utilization-focused, theory-based, participatory and inclusive, and ensured confidentiality and anonymity of data collection. The assessment was carried out in three phases: inception, data collection, and analysis and reporting.

The undertaken evaluation methodology presented some normal limitations, including the lack of some key informants' perspectives that could not be interviewed due to the important sectoral

turnover among, for example, some company staff. The evaluation team, in coordination with evaluation partners, worked to mitigate these limitations. In the end, they did not affect the quality of the data used for the full evaluation process.

Ratings

The project's outcomes were assessed using a six-point rating scale¹. Also, an overall rating was given for each of the OECD DAC criteria used for the evaluation, relevance, effectiveness, and efficiency. Component 1 was rated **highly satisfactory (HS)** for relevance, **satisfactory (S)** for effectiveness, **satisfactory (S)** for efficiency, and hence received a **satisfactory (S)** overall rating. This component aimed at enhancing the fashion industry's understanding of environmental risks their operations generated, specifically focusing on raw material production and extraction within supply chains and subsectors. There was a coherent flow between the outputs and outcomes of this component.

The outputs were relevant to achieve the Project's expected outcomes and to address the intervention's rationale. 39 TFP companies have received training on the Biodiversity Tool Navigator, with 12 already incorporating the tool into their decision-making processes. This represents an 11% higher achievement than the anticipated target. Despite this success, the project faced delays attributed to setbacks within the Science Based Targets Network (SBTN) and unforeseen issues in web design activities. These adaptations and delays led to Component 1 exceeding its approved budget by 15% as of the first quarter of FY24, likely due to the modifications required for implementing these changes.

Component 2 was rated **satisfactory (S)** for relevance, **highly satisfactory (HS)** for effectiveness, **highly satisfactory (HS)** for efficiency, and hence received a **highly satisfactory (HS)** overall rating. The outputs of this component were relevant for the member companies, even though they faced challenges in applying them to their supply chains due to tracking issues and material relevance. In-depth analyses of supply chains, including cotton in the U.S., leather in Brazil, and viscose in Austria and Indonesia, proved the effectiveness of SBTN methods, but there is uncertainty about the application of the analysis's conclusions due to incomplete sourcing of information and the peripheral role of some materials, like leather, in the targeted value chains. However, these analyses, crucial for testing varying traceability levels, highlighted leather's importance in biodiversity and its compliance with EU regulations, offering key insights for the fashion industry.

The endline values of the component's outcome indicators were higher than the targets. Both outcome indicators exceeded their targets, with 6 deep-dive publications being released against a target of 5, and 36 companies reported either considering or actively planning to align their biodiversity commitment with SBTN, or becoming members of the SBTN CEP, surpassing the target of 30. The spending for this component slightly exceeded the approved budget, with the increase being a modest 3%.

Component 3, focused on Sustainable Sourcing, was rated **moderately satisfactory (MS)** for relevance, **satisfactory (S)** for effectiveness, **satisfactory (S)** for efficiency, and hence received

¹ The assessment will consider a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

a **satisfactory (S)** overall rating. The outputs of this component were directly related with the long-term objective indicators defined by the project, which were themselves linked to the GEF's priorities. Targeting environmental improvements in fashion supply chains, this component emphasized the importance of reducing mercury in gold mining, mitigating deforestation in leather, and enhancing cashmere production practices. Despite aligning with long-term objectives, the limited use of gold and cashmere in member productions may hinder the achievement of objective indicators. The project's experimental pilots, particularly in gold, faced challenges such as low interest from signatories, reluctance for market expansion, and competition from the Watch and Jewelry Initiative 2030. Additionally, the risks and professionalization gaps in Artisanal and Small-Scale Gold Mining, coupled with the tight timeframe and the need to geographically change gold sourcing, posed significant challenges, making it difficult for companies to adapt and invest within the project's scope.

The component's outcome target was surpassed, but its implementation presented important delays. By the end of FY23, the project had successfully engaged 11 companies in collective action for sustainable sourcing, surpassing the initial target of 10. Four potential pathways for sustainable raw material acquisition were identified. However, of the four proposed pathways, only one was realized by FY22, and the component's deliverables were mostly completed towards the project's end, as confirmed by interviews and reports. This component played a crucial role in establishing processes and learnings for collective action, which have been subsequently adopted in other TFP pilots. Despite its strategic importance, 88% of the allocated funds were used for the implementation of the component.

Component 4 was rated **highly satisfactory (HS)** for relevance, **satisfactory (S)** for effectiveness, **satisfactory (S)** for efficiency, and hence received a **satisfactory (S)** overall rating. This component and associated outputs were relevant to the project's rationale, as it catalyzed collaboration between companies and facilitated information sharing in the sector. Before the project, there was little collaboration between companies in this sector, and TFP has successfully filled the gap. In addition, this component strengthened the fashion pact as an organization in terms of overall capacities and operations, growing its teams to 14 staff members, establishing partnerships with key organizations, holding 11 Steering Committee and 12 Operation Committee meetings, and including around 60 signing members.

The performance of this component largely met expectations, with only minor shortcomings, as both of its outcome indicators were successfully achieved. However, there was a delay in initiating activities, primarily due to the evolving nature of the organization's capabilities and its interactions with companies, as reported in the PIR FY22. Financially, the component slightly exceeded its approved budget, with the expenditure surpassing the planned amount by a marginal 1%.

Overall, the Project received a **satisfactory (S)** rating for the outcome assessment, considering the three criteria (relevance, effectiveness, efficiency), as well as for its overall score. The coherence flow between the outputs and outcomes and long-term objectives of the project appeared sometimes weak, and only nearly half of the indicators to measure the progress of the implementation were SMART. The project results framework included seven (7) indicators at the outcome level, all of which have been achieved. Moreover, 100% of the total approved budget was spent, with expenditure varying according to budget categories and project components.

The evaluation's rating of the project's M&E considered the design and implementation of the M&E system, framework, and plan, based on a six-point scale². The design of the system received a **moderately satisfactory (MS)** rating. The ProDoc included an M&E plan aligned with GEF and CI policies, clearly outlining roles, responsibilities, and tasks. However, it did not clearly identify assumptions for achieving the project's objectives and outcomes.

While the included indicators generally aid in assessing the project's effectiveness at both the output and outcome levels, they are not comprehensive. Some key outcomes and outputs are overlooked, and the indicators used are not always SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Furthermore, the targets set within these indicators lack clarity, and the means of verification are not precisely detailed in the provided matrix.

On the other hand, the implementation of the M&E system obtained a **satisfactory (S)** score. The M&E plan in the ProDoc considered 13 M&E products to be developed during the implementation of the Project under 17 activities. Activities yet to be completed are the compiling and sharing of the lessons learned, planned for the first quarter of FY24. Reporting has generally been carried out following the M&E plan included in the ProDoc, and its quality was satisfactory. That said, it was not clear for the delivery partners how their reporting contributed to the results of the Project.

The M&E plan, though presented to and shared with key stakeholders, left some ambiguity among delivery partners regarding how their reporting contributed to the project's results and the systematic collection and storage of data for reporting purposes. Efforts to improve data collection have been observed, transitioning from Excel-based reports to an annual instrument by Textile Exchange. Despite these enhancements, TFP members have recommended further simplification of the questionnaire to boost efficiency.

Taking into consideration both scores, the M&E system received a **satisfactory (S)** rating overall. The M&E plan was in accordance with the standards and guidelines set by GEF and CI. However, there was room for improvement, particularly in establishing indicators for the Project Results Framework (PRF) and incorporating assumptions in the Theory of Change (ToC). Regarding the execution of the M&E products, they were generally delivered on schedule and met quality expectations.

The implementation and execution of the Project were rated separately³. First, it was evaluated based on the quality of the implementation, which refers to the role and responsibilities of the GEF Agencies with access to the resources (CI-GEF). The CI-GEF Project Agency effectively managed the Project by implementing risk-mitigation measures, giving training sessions to familiarize TFP with CI-GEF policies, facilitating proficient fund execution and documentation, and drafting MOUs. The GEF Agency also provided technical and financial oversight, supporting adaptive management as needed and being part of key decisions and the Project Steering Committee meetings. The implementation of the project received a **highly satisfactory (HS)** score because the quality of the implementation and/or execution exceeded expectations and there were no shortcomings.

² The assessment will consider a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

³ The assessment will consider a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

The assessment on the quality of the execution relates to the role and responsibilities of the counterparts that received funds and executed the funded activities (CI-CSLW and TFP). The project's execution was rated satisfactory because the implementation and/or execution exceeded expectations and there were only minor shortcomings. The collaboration between TFP and CI-CSLW showcased successful teamwork with regular meetings, updates, and joint calls, and the executing agencies developed quality work plans and reports, along with an Inception Workshop that guided delivery partners on reporting and procurement. The two agencies collaborated effectively through a Project Management Unit, adhering to project requirements and ensuring responsible fund utilization. This collaboration was structured through a memorandum of understanding, establishing a Project Steering Committee and defining roles and responsibilities.

The agencies completed the administrative work of the project implementation, following GEF fiduciary standards and CI policies, and the progress reports were of a good quality. However, the executing agencies fell short in providing adequate administrative assistance to delivery partners, resulting in potential delays in output delivery due to administrative processes. There was a suggestion for more assertive monitoring and an induction process for partners inexperienced with GEF projects. Delays were also caused by external factors like COVID-19, economic challenges and internal processes of the Delivery Partners.

Despite these issues, the project was successful in fostering relationships and advancing discussions on biodiversity and sustainability within the industry. TFP's role and objectives were initially unclear due to its simultaneous establishment with the project, but it gradually enhanced its position. By the completion of the project, the EAs were able to establish productive working relationships with all delivery partners and oversee them all simultaneously as well as engaging with TFP companies which all had a different level of understanding of the role of nature in fashion.

The assessment of the E&S—including plans on gender, stakeholder management, and accountability and grievance mechanism—was based on a six-point rating scale⁴. A **satisfactory (S)** rating was given for this aspect of the Project. The ProDoc outlined plans and mechanisms, including the Accountability and Grievance Mechanism (AGM), Gender Mainstreaming Plan (GMP), and Stakeholder Engagement Plan (SEP), adhering to CI-GCF/GEF policies. The PIR for fiscal year 2023 highlighted the successful completion of these plans. Furthermore, in terms of gender-sensitive measures, the GMP was fully implemented without challenges.

Finally, the sustainability assessment considered the risks related to financial, sociopolitical, institutional, and environmental sustainability, using a rating scale of four points⁵. The Project received a rating of **likely (L)** to be sustainable. The evolving post-pandemic economic shift offers both opportunities and challenges, as TFP is well-positioned to exploit the increasing demand for sustainable products. Climate change has also emerged as a critical factor impacting the project, presenting challenges and opportunities. Skepticism within the sector towards new supply chain analysis methods prompted efforts to overcome resistance through industry alliances. Institutional and organizational challenges, including varying capacities of fashion companies to embrace

⁴ The assessment will consider a six-point rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

⁵ The sustainability assessment considers a four-point rating scale: Likely, Moderately Likely, Moderately Unlikely, Unlikely.

sustainability, were addressed through comprehensive training and mandatory CEO commitment for TFP membership. However, challenges related to time constraints and operational aspects, reflected in a high-risk rating, persist despite ongoing monitoring and reporting.

Regarding progress to impact, the Project had defined four long-term impact indicators associated with its objective, for which targets were all achieved by the end of the implementation of the Project. One of its long-term goals was for 20 fashion sector companies to develop strategies aligned with global goals and the SBTN framework. By the end of FY23, 19 TFP signatories had integrated biodiversity strategies into their broader sustainability agendas, including 11 aligning with SBTN. The delay in releasing the SBTN guidance V1 to mid-2023 caused a temporary halt in strategy development, but further alignment is expected once the guidance is available.

In terms of environmental impact, the Project reported the mitigation of 3,513,131 metric tons of CO₂ and impacted 345,000 hectares of land through sustainable practices. When its target was to mitigate 500,000 metric tons of CO₂ and improve 300,000 hectares of land. The project also sought to reduce mercury use in gold extraction. However, only two companies showed a willingness to participate in mercury reduction, with others facing challenges like budget constraints and organizational changes.

2. INTRODUCTION

The "Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate, and Oceans" project⁶, a collaboration between The Fashion Pact (TFP) and Conservation International Foundation (CI), has been developed to tackle environmental challenges in the fashion industry. This initiative is instrumental in furnishing crucial information and analysis throughout the fashion sector. Its purpose is to equip future initiatives and programs with insights to engage with the industry effectively and foster positive impacts on biodiversity conservation and sustainability. Additionally, the project involves developing comprehensive analyses of supply chain impacts within the sector and its sub-sectors on the environment. This project was executed by TFP and CI, in collaboration with different delivery and resources partners, and it was implemented by the CI-Global Environment Facility (GEF) division as the GEF Agency.

The project completed its implementation and as required for all full-sized and medium-sized GEF-funded projects, the project had to undergo a terminal evaluation that provides a comprehensive and systematic account of the project's performance by addressing its design, implementation, and achievement of objectives.

This document is the Terminal Evaluation Report prepared by Le Groupe-conseil Baastel ltée (hereafter Baastel). It is meant to present the findings, ratings, conclusions, and recommendations of the project.

This evaluation report is structured as follows: section 1 presents the objective, scope, and methodology of the evaluation. Section 2 briefly describes the project and the development context. Section 3 presents the findings regarding the project's relevance, effectiveness, efficiency, sustainability, and progress to impacts. Section 4 brings together all the ratings of the relevant dimensions of the project. Section 5 provides conclusions, lessons learned, and recommendations. The annexes include the evaluation matrix, the list of reviewed documents, the list of people and institutions interviewed, and the rating criteria definition.

⁶ Henceforth refer as the project indistinctly in the document.

3. EVALUATION OVERVIEW AND METHODOLOGY

2.1. Evaluation Objective

The Project's Terminal Evaluation (TE) was conducted to assess the achievement of the project's results against expected project objectives and targets and draw lessons that can improve the sustainability of benefits and contribute to the overall enhancement of future programming.

This exercise intended to provide a comprehensive and systemic account of performance, promoting accountability and transparency, synthesizing lessons learned for the executing agencies, and identifying what worked and what did not during the implementation and coordination of different actors.

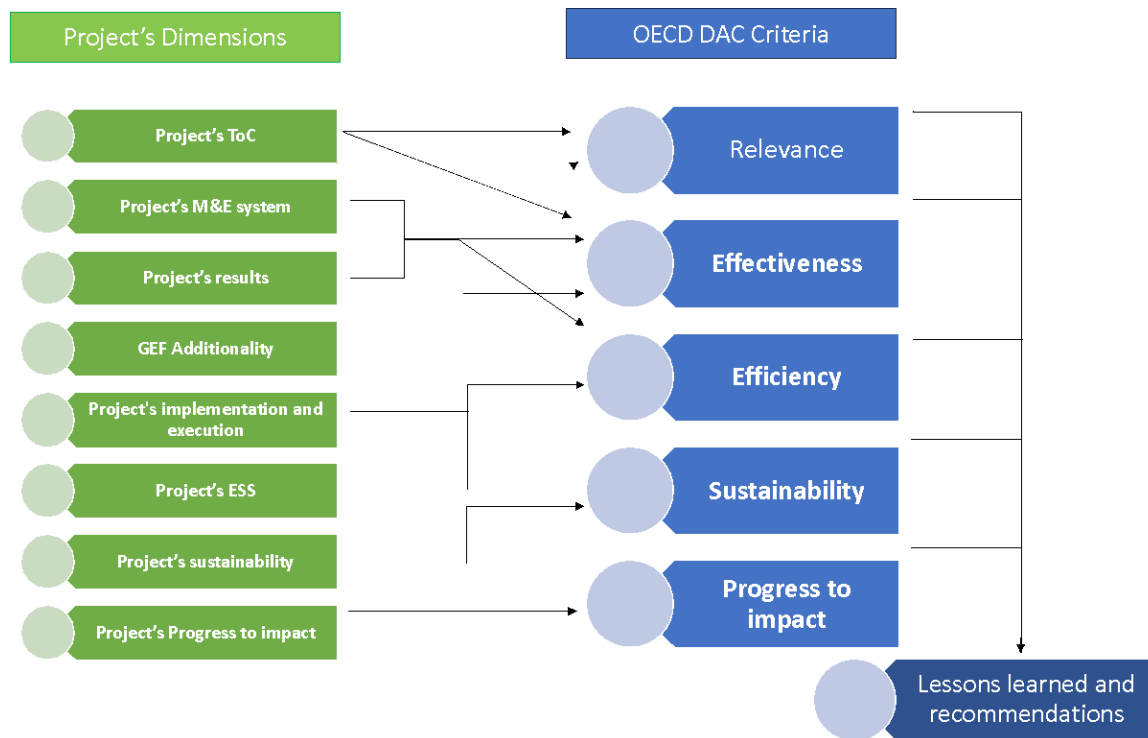
2.2. Evaluation Scope

The TE focused on assessing the Project's **relevance, effectiveness, efficiency, sustainability, and progress to impact** based on the evaluation criteria developed by the Development Assistance Committee of the Organization for Economic Co-operation and Development (OECD-DAC). Within these criteria, the evaluation analyzed eight dimensions:

- i) Project's ToC
- ii) Project's results
- iii) Project's sustainability
- iv) Project's progress to impact
- v) Project's Monitoring and Evaluation (M&E) system
- vi) Project's implementation and execution
- vii) Project's environmental and social safeguards (E&SS)
- viii) GEF additionality

Figure 2 shows how the eight dimensions of the project analyzed in the TE are linked with the evaluation criteria. Also, the TE provides recommendations and lessons learned for future similar interventions based on the analysis of these dimensions.

Figure 1. Project's Dimensions Analyzed and the Evaluation Criteria



Based on the relationship between the analyzed dimensions and the evaluation criteria, the TE answered the evaluation questions listed in the Evaluation Matrix (Annex 8.1). This tool structured and guided the evaluation process, describing the indicators analyzed for each evaluation question and specifying the sources of information and data collection methods. The rating scales presented in Annex 8.5 provided the needed benchmarks to rate project outcomes (based on the three criteria: relevance, effectiveness, efficiency), sustainability, project M&E, implementation and execution, and E&SS.

2.3. Methodology

Based on the scope and objectives of the evaluation, the TE was implemented **through a mixed-method approach**. This allowed the evaluation team to identify reliable information and enabled the triangulation of different sources of information to ensure a comprehensive and robust evidence-based understanding of the Project to develop insightful and linked findings, conclusions, lessons learned, and recommendations.

In addition, the evaluation was **conducted, guided, and aligned on international good practices and standards**, including the [CI-GEF Evaluation Policy](#), [United Nations Evaluation Group \(UNEG\) Ethical Guidelines for Evaluation](#) (2020), the [GEF Evaluation Policy](#), and the [GEF Independent Evaluation Office \(IEO\) guidelines](#). In this regard, the evaluation has adopted diverse guiding principles during the evaluation process, mainly utilization-focused, theory-based, participatory and inclusive, and confidentiality and anonymity in the consultations.

The assessment was carried out in three phases: inception, data collection, and analysis and reporting. Before the submission of deliverables, these underwent a quality assurance process by the evaluation team. Then, every deliverable was sent to the evaluation stakeholders of the Implementing and Executing Agencies for revision and approval.

- **Inception phase**

A virtual kick-off meeting was organized with the CI-GEF team on July 14th, 2023, to introduce the CI-GEF and Baastel evaluation teams, present the Project, and agree on the TE timeline and deliverables. A preliminary desk review of the Project documentation was also carried out, which included the approved GEF Project Document and its annexes, Project Workshop Inception Report, approved Results Framework and Indicators, Work plans, the available Project Implementation Reports (PIR) for Fiscal Years (FY) 2022 and 2023, Inter-Agency Agreements, Memorandum of Understanding (MOUs), and Contracts, among others. The inception report and key informant questionnaires were developed upon completion of the preliminary desk and document review.

On September 13th, an online inception workshop with the executing agencies was organized after revising the inception report to clarify the understanding of the objectives and methods and to receive feedback from relevant stakeholders. Based on the workshop's conclusions, the evaluation team wrote an Inception Workshop Report and submitted it.

- **Data collection phase**

The evaluation team conducted a desk review and Key Informant Interviews (KII) as part of the evaluation process. The in-depth desk review analyzed more than 30 documents listed in Annex 8.3. This task also analyzed secondary data sources of delivery partners' documentation, information of similar interventions, and any other relevant sources that helped to address the TE evaluation questions.

As part of the data collection phase, 17 KIIs were remotely conducted with 22 respondents during the month of October and early November 2023 with the relevant stakeholders ranging from executing or implementing agencies, delivery partners, resource partners, and TFP members, as listed in Annex 8.2. It must be noted that interview protocols were designed, and interview questions were tailored based on the type of stakeholders. CI-GEF, CI, and TFP reviewed and approved these data collection instruments during the inception phase. The discussions were semi-structured, i.e., they drew on open-ended questions yet harmonized interview protocols to facilitate comparability and triangulation.

- **Analysis and reporting**

Upon completion of the data collection phase, the evaluation team compiled and analyzed the data to establish evidence-based findings through the evaluation matrix. To ensure the validity and accuracy of the findings, quantitative data and qualitative information obtained from different sources were triangulated. Conclusions were drawn from relevant information through interpretative analysis, using both deductive and inductive logic. This systematic approach ensures that all findings, conclusions and recommendations are supported by evidence.

The evaluation team used the rating scales available in Annex 8.4 to provide a score of project outcomes (based on three criteria: relevance, effectiveness, efficiency), sustainability, project M&E, and implementation and execution, as well as E&SS, and, therefore, to make the assessments of the different dimensions specified by CI-GEF.

Following the analysis and triangulation of the data collection and the rating scales, the evaluation team submitted the draft evaluation report. Finally, the evaluation team is hereby submitting the final evaluation report, attending to the comments received on the draft version by relevant stakeholders.

4. PROJECT DESCRIPTION AND GENERAL INFORMATION

Table 1. Project's General Information

Project Information	
GEF Project ID	10658
Title	Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate, and Oceans
Country(ies)	Global
GEF Agency	Conservation International
Project Executing Agencies	Fashion Pact Association and Conservation International Center for Sustainable Lands & Waters
GEF Focal Area	Climate Change, Chemicals and Waste
GEF Financing	2,000,000 USD
Committed Co-financing	4,790,893 USD

3.1. Project Background and Context

In 2020, the fashion industry was estimated to have generated approximately 1.5 trillion USD⁷. Even though this industry has been expanding rapidly, the production and consumption of fashion carries a substantial environmental impact. The United Nations Alliance for Sustainable Fashion⁸ estimates that the industry accounts for 2% to 8% of the world's greenhouse gas emissions. Moreover, according to the World Economic Forum⁹, in 2014, on average, people bought 60% more garments than they did in 2000, and clothing production has roughly doubled since 2000.

Four key barriers must be considered when addressing the issue of fashion's environmental impact and the previous root causes. These include:

⁷ Source. O'Connell, Liam. "Global Apparel Market – Statistics & Facts". Statista: <https://www.statista.com/topics/5091/apparel-market-worldwide/>

⁸ Source. United Nations Alliance for Sustainable Fashion: <https://unfashionalliance.org/>

⁹ Source. McFall-Johnsen, Morgan. "These facts show how unsustainable the fashion industry is." World Economic Forum, 2020. <https://www.weforum.org/agenda/2020/01/fashion-industry-carbon-unsustainable-environment-pollution/>

- i) a lack of tools and knowledge about where and how fashion impacts nature at each step of the fashion industry supply chains;
- ii) a lack of proven and readily available tools for monitoring progress on environmental commitments and targets;
- iii) a historical lack of commitment to environmental sustainability and willingness to transform supply chains from the fashion Chief Executive Officers (CEOs); and
- iv) a radial variation in capacity, know-how, and resource levels within the industry to adopt significant positive environmental/climate action.

Every step of the fashion supply chain entails negative environmental consequences that are being expanded through increasing production and consumption. However, fashion companies are just starting to understand the environmental impacts of their actions, as only a few have recognized their actual raw material usage.

Most of the attention has been given to the environmental impacts of post-consumer fashion and circularity but not to the fashion's supply chains and sourcing. Efforts to reduce the negative environmental consequences have focused on water usage and chemical pollution in manufacturing and on the reduction of greenhouse gas emissions downstream in supply chains. Nonetheless, the effects of raw materials, more responsible mining practices, and reducing greenhouse gas emissions from land use change have not been considered enough.

To mitigate the negative effects of the fashion sector, 32 companies signed The Fashion Pact (TFP) at the G7 Summit in 2019. Since its signing, a total of over 60 companies¹⁰ have joined the association. TFP signatories comprise approximately one-third of the industry by volume. TFP is centered on three pillars: climate change, biodiversity, and oceans. Each pillar contains a list of commitments that the member companies must follow¹¹.

To address the environmental problems in the fashion sector, TFP and CI have designed the "Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate, and Oceans" project. This intervention aims to "develop and implement effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments"¹².

¹⁰ Source: The fashion Pact (2023). Consulted in December 2023 from: <https://www.thefashionpact.org>. The number may fluctuate with an increasing number of firms signing the pact.

¹¹ The commitments for the climate change pillar consisted of supporting the UN Framework Convention on Climate Change (UNFCCC) Fashion Industry Charter, achieving net zero by 2050, supporting climate adaptation and resilience, and using 100% renewable energy for their operations.

Concerning the biodiversity pillar, these commitments are employing regenerative approaches to agriculture, eliminating the sourcing from intensive feed-lot-based farming, supporting material and process innovations that do not have adverse environmental effects, ensuring that the companies do not contribute to the loss or degradation of natural forests, supporting actions that restore natural ecosystems and protect key species, and utilizing wildlife-friendly approaches.

The oceans pillar comprises commitments to eliminate the use of single-use plastics, supporting innovation to eliminate micro-fiber pollution, promoting agricultural and mining production that do not result in chemical pollution of rivers and oceans, supporting efforts to educate consumers on product care to avoid micro-plastic pollution, supporting new technologies and adoption of pollution controls, and supporting the implementation of guidelines on the best practice for managing (and controlling the release of) plastic pellets.

¹² Source: CI-GEF. 2020. Project Document

This Project provides critical information and analysis across the fashion sector to enable future initiatives and programs to engage with the sector to drive positive outcomes across chemical management, land use change, climate change, and biodiversity conservation. Additionally, the project entails sector and sub-sector analyses of supply chain impacts, guiding the sector and providing internal and external priorities for future work and programs.

3.2. Project Description and Logic

The Global Environment Facility (GEF), CI, TFP, Textile Exchange, The Impact Facility (TIF), and The Biodiversity Consultancy (TBC) co-financed the Project. The executing agencies are TFP and the Conservation International Center for Sustainable Lands & Waters (CI-CSLW). The Project was approved for implementation in November 2020 and concluded in December 2023 (initially March 2023). It received a non-cost extension for six months approved by the project Steering Committee and CIGEF as IA.

The way in which the Project worked was by providing critical information to the companies belonging to the fashion sector and analyzing the industry, so the brands can engage with different initiatives and programs. This engagement aimed to drive positive outcomes regarding chemical management, land use change, climate change and biodiversity conservation.

Through collaboration, TFP has successfully amplified the industry's enthusiasm and secured commitments to a shared agenda spanning three key areas: Climate (combatting global warming), Oceans (preserving marine environments), and Biodiversity (rehabilitating biodiversity). As part of a GEF-funded project, CI has joined forces with TFP to facilitate the transformation of the fashion industry. Acting as the implementing partner for TFP's Biodiversity Pillar, CI brought its expertise and leadership in reshaping production systems and supply chains, which constitute a significant portion of the environmental footprint in various corporate sectors, including food/beverage, agriculture, and fashion. Collaboratively, CI and TFP utilized their combined experience and knowledge to address the risks associated with fashion supply chains and identified opportunities to mitigate or eliminate these risks. By harnessing the collective strength of TFP signatories, they aimed to positively impact nature on a larger scale.

To achieve its objective, the Project comprised five components, classified into three technical components, one coordination component, and one Monitoring and Evaluation (M&E) component. Activities completed under Components 1, 2, and 3 aimed to guide and catalyze companies towards acting and reaching the aligned outcomes. Activities conducted under technical Component 4 aimed at strengthening TFP as a new organization. Expected outcomes and outputs under each component are presented in Table 1.

Component 1: Global Supply Chain Mapping

Component 1 provided a foundational understanding of the environmental impacts across the fashion supply chain raw material production for the sector as a whole and for subsectors, including luxury, high street, and sportswear. This included support to help companies in the design of strategic and effective approaches, in order to mitigate both their direct and indirect impact on biodiversity, climate, and oceans as the biggest impact to biodiversity from the industry

is Tier 4 raw material production. Additionally, activities under Component 1 aimed to unlock resources for the development of an interactive monitoring tool.

The component used existing efforts and tools, including approaches, knowledge, and data, to map and understand the impacts of the supply chain. This mapping aimed at facilitating the prioritization of raw materials with the biggest impact. Overall, Component 1 activities targeted an increased use of the reviewed methodology, comprising specific approaches, tools, and decision trees that companies can use to understand the global priorities for the sector and subsectors as a set of first steps towards setting credible biodiversity strategies and SBTs for nature.

Component 2: Prioritizing Sustainability Action

Component 2 activities supported companies in prioritizing specific action to achieve outcomes that are aligned with the environmental commitments of TFP. Furthermore, Component 2 consisted in supporting data collection on geographic areas where companies should concentrate efforts to mitigate impacts on ecosystems and species, aligned with global environmental benefits like biodiversity conservation and CO2 emission reductions.

This component resulted in deep-dive analyses on key biodiversity impacts of specific supply chains or materials, in order to showcase the materials' impact on the environment, and to develop strategies to accomplish TFP's goals using the Science Based Targets Network (SBTN) Framework. Component 2 also included a set of future scenario analyses of the fashion sector, based on business as usual, potential changes in the footprint of raw material production and commitments from the industry stakeholders. This work has gone through multiple reviews with co-authors and will be submitted as a peer reviewed publication in January 2024 to the journal OneEarth.

The companies worked with CI Moore Center for Science (C2 lead) to provide data and input on the research that the Center conducted and published. There were two versions of the deep dives: 1) an online version, publicly available to all signatories through a webinar, to contribute to knowledge sharing on used materials, and 2) a more specific private version that was shared with the companies providing data only.

Component 3: Sustainable Sourcing Action

Component 3 focused on showcasing on-the-ground initiatives that exemplify a collaborative approach within the fashion industry to achieve positive environmental results by overhauling supply chains and sourcing practices. The initiatives included actions in tackling mercury emissions in small-scale gold mining, in addressing deforestation and GHG emissions in leather supply chains, and in improving the agricultural management of shared grazing lands in cashmere production.

Component 4: Fashion Pact Governance, Coordination and Communication

Component 4 was dedicated to strengthening TFP's structure, staffing, and tools, laying the foundation for the Association's sustainability. Considering TFP's objective to be a leading organization within the industry, particularly in terms of environmental achievements, Component 4 included the implementation of a key performance indicator tracking platform, systematically documenting the environmental advancements of member companies in the fashion industry.

Component 5: Monitoring and Evaluation

Component 5 focused on monitoring and evaluating the Project progress and ensuring the timely completion of outputs and outcomes of Components 1, 2, 3, and 4. This cross-cutting component involved the alignment with CI-GEF's Monitoring Policy and CI-GEF's Evaluation Policy to track and to report the results of the Project. Also, it embedded the development of annual Project Implementation Reports (PIR) and the present TE.

Table 2. Project overview: components, outcomes, and outputs¹³

Components	Outcomes	Outputs
Component 1 Global Supply Chain Mapping	OC1.1 More Fashion Pact companies use a supply chain methodology to identify the environmental & biodiversity impacts of supply chains.	OP1.1.1. A Total Scope Assessment Methodology (TSAM) is developed for Fashion Pact companies to assess/screen for environmental impacts and dependencies across their global supply chains.
		OP1.1.2. Individual brands/companies trained to map their supply chains and understand which business operations drive negative environmental impact.
		OP1.1.3. Companies pilot the Total Scope Assessment Methodology to understand their environmental impact and to form the basis for prioritizing action and defining action pathways.
Component 2 Prioritizing Sustainability Action	OC2.1 Fashion Pact Companies participate in "deep dive analyses" on the key impacts from priority supply chains/materials.	OP2.1.1. More Fashion Pact companies use enhanced methodology, decision trees, and tools to map environmental impact at different scales and results are used for prioritizing action for more sustainable supply chains.
		OP2.1.2. A suite of deep dive analyses is conducted (based on agreed "materiality analyses" of key commodities/supply chains) highlighting potential impacts/risks of fashion sourcing/supply chains on the environment.
		OP2.1.3. A series of maps and analyses produced illustrating potential impact on biodiversity from sourcing by fashion companies for raw materials.
		OP2.1.4. Scenario analyses completed using some key commodity/supply chains to map out possible results/outcomes for climate and nature of different interventions by companies focused on improved sourcing of key raw materials.

¹³ Source: elaborated based on CI-GEF. 2020. Project Document

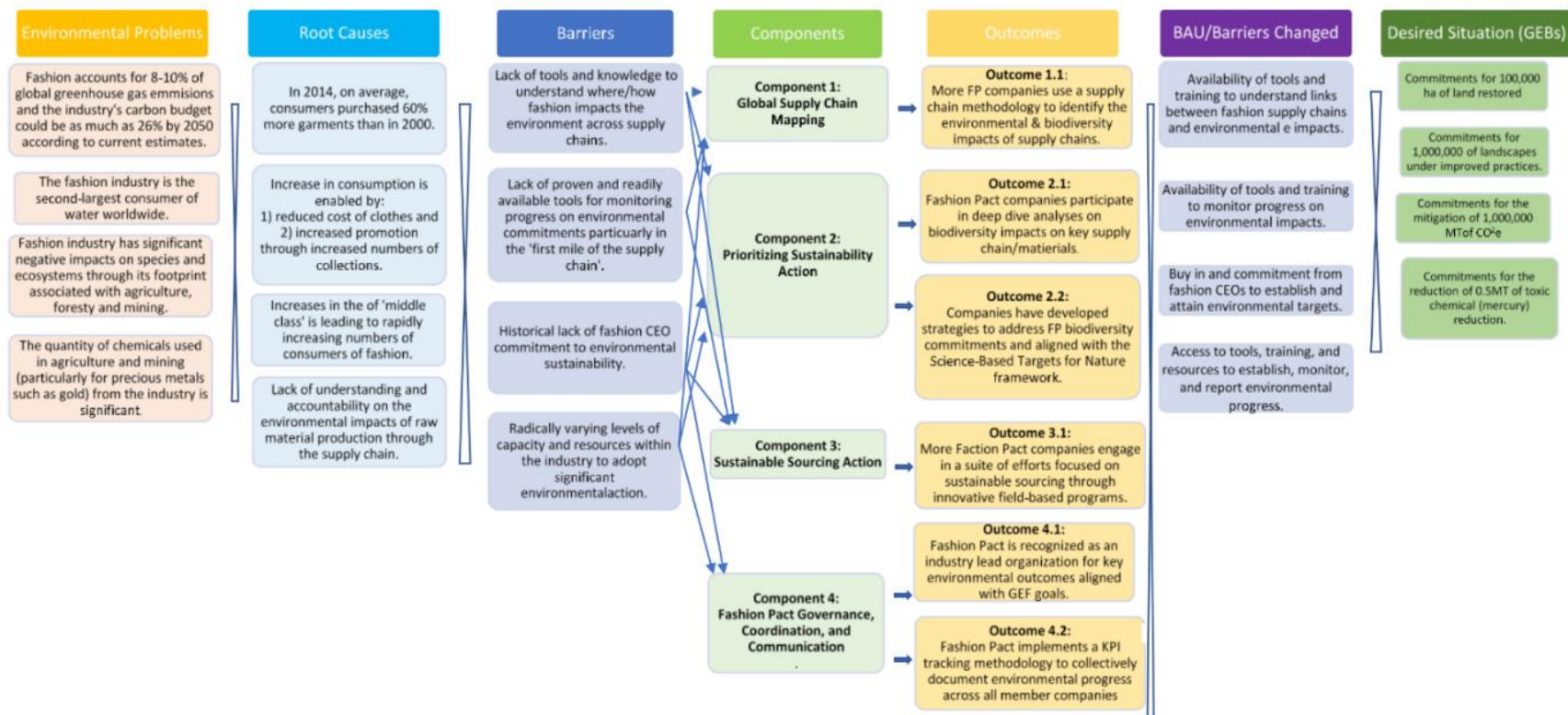
	<p>OC2.2 Companies have developed strategies outlining actions that will be taken to address the Fashion Pact 'biodiversity commitment' and aligned with the Science-Based Targets for Nature framework.</p>	<p>OP2.2.1. Companies are supported, trained, and provided with appropriate guidance on developing strategies that align with Science Based Targets for Nature and these strategies include specific actions through more sustainable sourcing.</p> <p>OP2.2.2. Companies develop their own approaches/strategies that align with Science Based Targets for Nature framework and enable them to set science-based targets.</p>
<p>Component 3 Sustainable Sourcing Action</p>	<p>OC3.1 More Fashion Pact companies engage in a suite of efforts focused on sustainable sourcing through innovative field-based programs.</p>	<p>OP3.1.1. Fashion Pact companies are supported and trained in sustainable sourcing actions that drive measurable outcomes for climate and biodiversity.</p> <p>OP3.1.2. Commitments from Fashion Pact companies to source and support sustainable cashmere with scenarios to show potential outcomes for climate, biodiversity, and livelihoods.</p> <p>OP3.1.3. Fashion Pact Companies engaged in efforts such as the International Working Group of Leather Impact Accelerator and supporting groups such as the Impact Alliance that illustrates a market-led approach to driving sustainable beef/leather production systems.</p> <p>OP3.1.4. Fashion Pact companies support investment -led and smart sourcing approaches that reinforce better practices and outcomes from artisanal mining.</p> <p>OP3.1.5. Concept document that includes a suite of key programs that address both GEF geographic or/and product specific priorities and opportunities for Fashion Pact companies to engage in with future funding.</p>
<p>Component 4 Fashion Pact Governance, Coordination and Communication</p>	<p>OC4.1 Fashion Pact is recognized as an industry lead organization for key environmental outcomes aligned with GEF goals.</p> <p>OC4.2 Fashion Pact implements a Key Performance Indicators (KPI) tracking platform to collectively document environmental progress across all</p>	<p>OP4.1.1. TFP established and staffed.</p> <p>OP4.1.2. Collaboration with key fashion sector coalitions to deliver environmental outcomes.</p> <p>OP4.1.3. Fashion Pact Communications plan developed targeting the fashion industry and public sector.</p> <p>OP4.2.1. Fashion Pact tracking platform is available with defined and agreed metrics in place.</p> <p>OP4.2.2. Learning modules are developed for the Fashion Pact Key Performance Indicator tracking platform.</p> <p>OP4.2.3. Fashion Pact Companies measure progress on their targets and metrics.</p>

	member companies.	
Component 5 Monitoring and Evaluation	OC5.1 M&E of project progress completed	OP5.1.1. Monitoring reports of project indicators and targets.

The casual chain of this Project is based on the theory that access to science-driven tools and training provided by CI, The Fashion Pact and project partners results in environmental commitments specific to the companies that belong to the industry. These commitments are tracked, monitored, and reported and culminate in sustainable fashion commodity supply chains and raw material that entail positive and lasting environmental impacts. Furthermore, the Project provides tools, methodologies, and an institutional framework to address the environmental problems, root causes, and barriers to fashion industry progress. The Theory of Change (ToC) of the Project is shown in Figure 2.

The Project intended to engage several organizations to build on their expertise, reduce the duplication of efforts, and ensure the accomplishment of the above outcomes during the implementation. Annex 8.2 presents the Project Stakeholders' roles and key responsibilities.

Figure 2. Project's Theory of Change¹⁴



¹⁴ Source: CI-GEF. 2020. Project Document

4. FINDINGS

4.1. Relevance

- **To what extent was the project strategy relevant to international, national, and local stakeholders?**

4.1.1. How feasible and realistic was the logic of the project's design (activities, outcomes, outputs, impacts/ objective)?

The Project Document (ProDoc) puts forward a holistic approach to address the identified development challenge and clearly focuses on the environmental problems that the project is tackling. It analyzed the root causes of the problem as being i) an increase of 60% in the percentage of purchases of garments by the consumer compared to 2000, ii) an increase in fashion-related consumption due to reduced costs of clothes, iii) an increase fashion related consumption due to more availability of collections and more promotion, iv) an increasing number of overall global consumers, and v) the lack of producers' understanding and accountability of the environmental impacts generated through the supply chain. In this context, the ProDoc identified three of the four causes of the problem on the demand side of the market (consumers) and one on the supply side (fashion firms).

The ToC clearly presented i) the fashion sector's barriers to implementing the solutions to these problems; ii) the components and outcomes of the project; iii) how the barriers will be after its execution; iv) and the desired results. The different elements were generally well integrated; however, the barriers the project aimed to address were linked directly to the market's supply side, while the root causes of the environmental problems are related to the consumer behaviour, as shown in Figure 2, leading to limited relationships between the barriers and the causes identified. Thus, the logic of the design presents an opportunity to center the root causes of the problem mainly on elements generated by the fashion firms involved.

The ToC illustrates well the connectivity between the result statements at all levels, but it does not include assumptions to support the links between the different levels. In most cases, the connections between the ToC's elements are logical or clear, with a few exceptions. For example, it is unclear why the fourth component (i.e., Fashion Pact governance, coordination, and communication) is linked to the historical lack of CEOs' commitment to environmental sustainability and to the radically varying levels of capacity and resources within the industry to adopt significant environmental action. This problem could have been addressed if assumptions had been included in the ToC to identify what external conditions need to be accomplished to achieve the objectives.

The interviews showed that some of the project's outputs were not always fully aligned with the necessities and characteristics of the Fashion Pact members and their respective subsectors, which limits the potential contribution of the Project's outputs to achieve the expected outcomes and long-term objectives. Although the project was not created in consultation with brands but based on the needs for the sector to understand the impact on the environment, it would have been relevant to adapt the outputs to informed needs from the brands to enhance the achievement of expected results.

For example, the key supply materials studied as part of the pilots conducted in Component 3 (gold in the Lake Victoria, cashmere in Mongolia, and leather in Brazil) were not linked to the production of most of the firms. Indeed, according to the consultations, the use of gold or cashmere only represents a small proportion of the members' production. Therefore, the usefulness of the project's analysis on these subsectors was limited for the "offer side stakeholders." However, gold and cashmere were relevant as GEF's priority materials.

The three materials analyzed through this component were selected during the design phase based on the needs in consultation with TFP, fashion stakeholders, and aligned with GEF priorities. While the focus on gold was challenged during implementation, considering existing sourcing practices and the emergence of the Watch and Jewelry Initiative, the project aimed to showcase opportunities for change in these high-risk areas. Leather and cashmere remained important depending on individual brand preferences and risk considerations. However, these materials had limited relevance to TFP members based on the volume used in their production, which reduced the contribution of the components to the project's objectives.

The ToC shows in a realistic manner the connections between the outcomes and the identified barriers. Nonetheless, it is unclear how the project outcomes would lead to the buy-in and commitment from fashion CEOs to establish and attain environmental targets. The current ToC does not capture unintended results that some of its activities and outputs of the project generated and that were identified during consultations, like the networking efforts between the different actors. This may be included in the foreseen version of the project's ToC. In this sense, the design may have included an outcome such as "TFP members created alliances or projects with other actors to develop strategies focused on sustainability and biodiversity", especially because it created important unintended but positive results. This information was collected through the TFP annual signatory reporting, and a reporting tool developed by Textile Exchange (TE) in collaboration with TFP and CI.

The link between the components of the project and some of the objective-level indicators is not always clear. The objective indicators describe changes in biodiversity and pollution at a high level, and the project's contribution appears to be low in the design. This can be partly explained by the fact that the paths between the different levels of the ToC and the assumptions need to be clearly linked from one level to another. The information collected through the interviews with many types of stakeholders as well as through the document review demonstrates that there is a logic gap in how the project's outcomes may contribute to some of the goal indicators. Namely, it is unclear how the project could have contributed to reducing mercury use (especially because gold represents a small proportion of the inputs of the beneficiaries). Although it was not foreseen that all companies would participate in every pilot, due to their different

production, the use of gold appeared to be limited to a small number of firms, affecting the contribution of this outcome and the achievement of the objective indicator.

Additionally, the results of the majority of objective indicators are based on the activities conducted as part of Component 3, limiting their scope and achievement. For example, there is no specific objective indicator related to fashion businesses nor supply chains—two elements on which TFP focuses extensively—that can measure the long-term effects of the project. The only indicator related with firms is “number of companies that have developed strategies that align with global goals and the Science Based Targets for Nature framework for target setting”, and it measures a direct effect generated by the project, rather than a long-term impact.

Besides, as explained in section 4.5.1, it is unclear how the achievement of some outcomes, as outcome 2.2, are linked to the objective indicators without additional assumptions. The contribution of this outcome to the objective indicators is weak, if it is not assumed that the rest of the signatories that did not collaborate on the reports will use them.

The interviews also demonstrate that the project’s and TFP members’ work contributes to additional unexpected outcomes, not captured in the ToC, as shown in section 4.2.4 below. Examples include the establishment of biodiversity and sustainability projects in companies’ agenda; an enhancement of the delivery partners’ reputation and an increase in their collaboration with fashion companies; and the identification of TFP as a key actor in the sector that has the potential of changing things.

In general, the data collected points to the fact that the project’s objectives, outcomes and outputs were deemed realistic and achievable within the available budget and time frame. This is demonstrated by the achievement of most targets (see section 4.2 on effectiveness). As indicated in section 4.5 below (i.e., progress to impact), many of the objective-level progress towards targets will become more visible in the medium and long terms.

Finally, the project successfully conducted an inception workshop at the beginning of the project in which relevant stakeholders (executing and implementing agencies, and delivery partners) gathered to know and validate the work plan, identify the processes and procedures necessary to support the objectives, and kick-off the effort. However, interviewees with TFP signatories reported some confusion at the beginning of the project regarding expected results (i.e., outcomes and objectives). These stakeholders pointed to a somewhat disorganized project start when it was not clearly understood what the project’s specific outputs would be when they would be delivered and for whom. Neither was the project’s agenda clear. The main cause for this situation was the fact that TFP, as an organization, was, at the time of the project’s initial phase, being established. Nevertheless, one of the strengths of the project was, despite this initial context, its ability to maintain a strong relationship with the different brands throughout the implementation and share the project’s outputs when they were developed.

4.1.2. To what extent were the project outcomes consistent with GEF focal areas and operational program strategies, country priorities, and mandates of the Agencies?

The project was designed and approved by GEF to accomplish GEF's targets under the following GEF Focal Areas: Chemical and Waste, Climate Change, Biodiversity, and Land Degradation. The project contributed to the CW1-1 goal: "Strengthen the sound management of industrial **chemicals and their waste** through better control, and reduction and/or elimination" by providing training on gold sourcing and focusing on mitigating impacts of agriculture. These activities and outputs aim at reducing the use and improving the management of chemicals. There is also a focus on highlighting the importance of continuous improvements in targeted companies' implementation of appropriate Manufacturing Restricted Substances Lists, green chemistry and wastewater management.

Regarding **Climate Change**, the project is in line with the CCM 2-6 GEF goal "Demonstrate mitigation options with systemic impacts for food systems, land use and restoration impact program." First, the project provides firms with deep-dive analyses which allow them to recognize the environmental impacts of specific raw material sourcing activities they undertake. Then, it provides alternative scenarios and methods these firms can adopt to set more realistic sustainability goals and to reduce their sourcing impact. This is done through the delivery of strategic management tools that support the quantification of firms' impact on climate and allow them to monitor and publish their own results individually.

The project addresses GEF's goals 1, 2, and 3, linked to mainstreaming **biodiversity** and its direct protection drivers. It also aims at further developing partners and stakeholders' biodiversity institutional frameworks and policies. This is done by providing knowledge, tools and training, enabling the fashion sector to develop strategies and action pathways. These elements have measurable goals and targets, allowing actors within the sector to implement and report on progress towards the mitigation of their negative impacts and to create positive outcomes for habitats and species.

Concerning **land degradation**, this project is in accord with GEF's goal LD 2 "Creating an enabling environment to support Land Degradation Neutrality implementation globally, including UN Convention to Combat Desertification Enabling Activities" by identifying more sustainable supply chain practices and sources for specific raw materials, which moves the industry away from less environmentally friendly options.

The project is also in line with Conservation International's goals of promoting sustainable business practices in landscapes and seascapes by working with companies—particularly those that have extensive global footprints—to ensure that the production of vital goods and services is sustainable and does not undercut nature's ability to support humanity.

The components and objectives of the Project were aligned with the strategies and mandates of the delivery partners and resource partners. During the evaluation's

consultations, many respondents emphasized the fact that this project helped leverage their ongoing work concerning sustainability and biodiversity. Additionally, to these organizations, the project represented a unique opportunity to work directly with fashion companies and influence their agendas. In other words, the project was able to link them with the fashion industry in a way they had not been able to before.

The Project was aligned with sustainability and biodiversity priorities of TFP members with a few exceptions regarding some of the outcomes. For example, even if the project does minimally contribute to improving practices in **gold sourcing, as already mentioned this is not fully relevant for many of the companies** involved who are not linked to this value chain. Although the materials analyzed as part of the Component 3 were defined during the design phase based on the needs identified for the sector, their potential overall environmental impact and GEF priorities, the lack of alignment with firms' characteristics limited the potential contribution of project's outputs to achieve the expected outcomes and long-term objectives.

4.1.3. Was the project design appropriate for delivering the expected outcomes?

The coherent flow between outputs and outcomes and long-term objectives of the project appears to be weak. As presented in section 4.1.5, nearly half of the indicators to measure the progress of the implementation were SMART. However, the relevance of the design of the project varies, depending on the different components.

The relevance of Component 1 - Global Supply Chain Mapping- is Highly Satisfactory¹⁵. This component aims to enhance the fashion industry's understanding of environmental risks, specifically focusing on raw material production and extraction within supply chains and subsectors. This initiative includes the introduction of the Biodiversity Strategy Tool Navigator, a dedicated resource hub tailored for the fashion and apparel sector, offering comprehensive assistance for companies at various stages of their SBTN process. Additionally, a comprehensive Global Risk and Impact Assessment was conducted to highlight the sector's environmental risks and potential impacts on nature, enabling companies to prioritize opportunities and further their sustainability efforts with informed insights and tools. The outputs developed as part of this component are relevant to achieve the project's expected outcomes, and there is a coherent flow between the component's outputs and outcomes.

The relevance of Component 2—Prioritizing Action—is Satisfactory, as there are only minor shortcomings which, if resolved, would improve its contribution to project's outcomes. Its focus is on guiding companies in creating tailored, science-based analyses to formulate action plans and strategies in accordance with SBTN frameworks. Multiple in-depth analyses, aligned with the recognized SBTN guidance, were undertaken to validate the effectiveness of the methods. These analyses specifically delved into the supply data of cotton

¹⁵ As specified in Annex 8.4, the assessment of the outcome relevance will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

production in the United States, leather in Brazil, and viscose in Austria and Indonesia, serving as practical assessments to test the SBTN approaches. Based on the evaluation consultations, the firms valued the knowledge provided through this component. Nonetheless, it remains unclear how it could be applied to their supply chain because they do not always have information on the sourcing of their materials. Also, some of the analyzed materials, including leather, are not part of their main supply chains.

It is important to mention that the analyses conducted as part of this component aimed to validate methods across varying traceability levels. Conclusions from the reports underline that improved traceability enhances accuracy. While leather may not be a high-volume commodity for many firms, it contributes significantly to ecosystem loss in vital biodiversity areas and it is significant to SBTN as a high-impact commodity and subject to the EU Deforestation Regulation. This played a pivotal role for companies by serving as a crucial testing ground for SBTN in the fashion sector. It not only conducted comprehensive analyses but also disseminated valuable public lessons learned for the industry.

The relevance of Component 3—Sustainable Sourcing—is Moderately Satisfactory, as it has moderate shortcomings. In this component, the project focuses on identifying on-the-ground initiatives to exemplify a collaborative, industry-wide approach for positive environmental outcomes in fashion supply chains. Specific efforts target the reduction of mercury emissions in artisanal gold mining, the mitigation of deforestation (and associated GHG emissions) in leather supply chains, and the enhanced agricultural management for collective grazing lands in cashmere production. The outputs of this component are directly related to the long-term objective indicators defined by the project. However, as presented above, the use of gold or cashmere only represents a small proportion of the members' production, which may limit the achievement of the expected outcomes and long-term objectives. It is important to mention that gold and cashmere were relevant as GEF's priority materials, and the components of the project were aligned based on this factor.

Given the experimental nature of these pilots, the current analysis falls short of fully encapsulating the scope and scale of the outcomes, offering only a brief and limited vision. Gold posed challenges, not only due to its limited relevance to all signatories. As reported, only six signatories expressed interest. Also, a notable hindrance was the companies' reluctance to invest in new geographical areas for market development. Additionally, the emergence of the Watch and Jewelry Initiative 2030 during the project period diverted attention from investing in Artisanal and Small-Scale Gold Mining (ASGM) through the Project. Finally, the companies faced another challenge associated with the risks of sourcing from the ASGM sector. The project aimed to professionalize this industry to make it more appealing to brands. However, convincing companies to take on this risk and simultaneously change or expand their sourcing geography within a two-year timeframe, while also requiring investment in other projects, proved to be a complex undertaking.

The relevance of Component 4 is Highly Satisfactory. The latter focuses on establishing tools necessary for TFP to be recognized as a leading entity in the fashion industry's environmental metrics, and the development of the Biodiversity Benchmarking tool to monitor signatories' progress in adopting science-based targets and biodiversity strategies. The outputs associated

with this component are relevant for the project, as they guarantee the collaboration with the companies of the sector and provide information for the expected results of the project.

Although most of the involved organizations faced a staff turnover challenge from the design to the final phases of the project, information collected through the interviews confirm that the project was designed and implemented in a participatory manner, allowing to maintain buy-in from stakeholders. The ProDoc describes the engagement of the project's stakeholders by specifying the means and timing of their involvement during the project execution, also detailing their main responsibilities.

In addition, this component strengthened TFP as an organization in terms of capacities and operations, growing its teams to 14 staff members, establishing partnerships with key organizations, holding 11 Steering Committee and 12 Operation Committee meetings, and including around 60 signing members.

More broadly, the project design did not specifically include the strategies' implementation flow. Nor did it detail how actors should have interacted with each other to produce the outputs of the different components, leading to the timely delivery of all outcomes.

The consultations of TFP members during the design phase of the project appeared unsystematic. Nevertheless, this information must be qualified, considering the important turnover in the sector and the fact that during the implementation, the members were more extensively consulted when possible. That said, the limited participation of firms to define the project's outputs would reduce the use of project's outputs. For example, according to the consulted companies, they did not participate in the selection of the materials analyzed as part of Component 3 of the project and the selection was made based on consultations with other firms and the GEF priority materials. Consequently, the firms had limited use of Component 3 outputs. Nevertheless, it is important to mention that the executing agencies and delivery partners had different interactions with companies to adapt Component 3 activities to match their needs to the extent possible during implementation.

This situation can be partly explained by the fact that TFP was not fully established at that moment and hence, the relationship with the members was not created at the design stage. While the project was designed based on sector-specific needs to comprehend the environmental impact, it becomes crucial to tailor the outcomes in each component to align with the distinct characteristics and informational requirements of the firms. This adaptation is essential to enhance the likelihood of successfully achieving the project's intended outcomes. When the outputs are tailored to match these characteristics and needs, there is a higher probability that companies will utilize them and undertake actions that align with TFP commitments.

During implementation, the various stakeholders had high levels of involvement and participation, although to varying degrees. Although it was not a clearly defined outcome, one of the project's strengths was the creation of alliances, dialogue processes, and synergies between stakeholders. The most significant change identified by many TFP members was that the project was able to bring stakeholders together with the objective of exchanging information in the industry and positioning the biodiversity and sustainability topics on the agenda of the CEOs. **Thus, networking and the constant communications with firms strongly contributed to achieving the outcomes aiming at their commitment to the implementation of standards.** The

interviews also highlighted that for small and medium firms, it was useful to know how big firms are implementing actions in their biodiversity and sustainability departments due to the exchange of experiences that the meetings of the project fostered.

Finally, TFP members mentioned that the technical assistance provided by the executing agencies and the link created with some delivery partners were appropriate to achieve the expected outcomes. In this sense, it would be important that the project included the assistance and the relationships created among the different actors participating in the project as part of its outcome indicators., considering that it is a direct result of the successful work the executing agencies have conducted to maintain constant communication and promote interactions between TFP members and the delivery partners.

4.1.4. Was the M&E plan practical and sufficient, and revised in a timely manner?

The ProDoc includes an M&E plan in line with GEF and CI policies and procedures. Overall, the M&E framework's quality is Satisfactory¹⁶. It was designed as expected but there were moderate shortcomings the evaluation team identified.

The plan clearly defines M&E roles and responsibilities and specifies the tasks to be undertaken by everyone. These tasks include holding an inception workshop and writing the workshop's report within three months of the project start. In addition, within the first year of project, the management team is to develop a project result monitoring plan and establish a baseline. The M&E plan also includes baseline and terminal evaluations of the GEF's Core Indicators, periodic Steering Committee meetings, and annual CI-GEF project agency field supervision missions. Moreover, it includes quarterly reporting on budget and progress towards targets, yearly Annual Project Implementation Report (PIR), a Final Project Report, and an Independent Terminal Evaluation. It states that lessons learned and associated knowledge will be shared once the evaluative process ends. The plan also includes the need to conduct audits, to be released annually, regarding Financial Statements. The evaluation's Terms of Reference are included, drafted by the CI's General Counsel's Office (GCO) with inputs from CI-GEF and which are managed by the GCO. Overall, the M&E plan is comprehensive and robust but presents moderate shortcomings.

Although a risk analysis was conducted in the PIRs of the project, the ProDoc, and more specifically the ToC, did not clearly identify the assumptions for achieving the project's objective and outcomes. As shown before, it is relevant to include assumptions as part of a ToC to define what minimally needs to take place for the logical steps from the outputs to the expected outcomes and objective to materialize. Examples of assumptions that could have been identified include "the topic is relevant in the agendas of the fashion sector companies" or "additional interventions are implemented with a similar final objective."

¹⁶ As specified in Annex 8.4, the assessment of the M&E Design will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

The ProDoc identified the risks to project implementation, as per GEF standard and project requirements. These risks are presented in a risk management strategy. Seven risks were included. Overall, the impact and likelihood of these risks are defined as high or medium. The document also specified the measures to mitigate these risks, mainly linked to external factors.

The list of the indicators allowed, in general terms, to measure the effectiveness of the project at the output and outcome levels. Yet, according to the implementation reports, the **Project Results Framework (PRF)** was not improved or expanded during the implementation. In this context, as shown in the following section, **some of the proposed indicators in the framework remained suboptimal to monitor the progress towards targets overtime.**

As mentioned in section 4.1.1, **the expected objective of the projects has been defined at a very high level, and there was a logic gap in its link with the expected outcomes.** This made the ToC unclear for the project's executing agencies and delivery partners. Indeed, the scale of the project's intervention seemed limited to many vis-à-vis other factors that could more significantly affect the changes eventually observed at the objective level.

The interview and document review data show that the impact indicators were defined to be aligned with GEF indicators. However, these indicators are still quite high level considering the scale, budget and timeline of the project. The ToC did not have explanatory elements linking expected outcome achievement to the project's contribution to the GEF impact indicators.

The evaluation team also noticed that in some cases, **the definitions of the targets and means of verification for the indicators were unclear.** As it is detailed in the following section, only outcome indicators had baselines in the PRF and the methodology to define the targets for each indicator was not clear.

Finally, as in many times the case of similar projects, which are implemented in a short period of time, **contributing to objectives and impact-level results is a challenge.** In this context, the monitoring data cannot demonstrate to what extent and how the achieved outcomes are

It is relevant to mention that **the PRF's indicators do not consider all relevant outcomes and outputs and it is suggested to include more indicators that reflect the effects and services produced by the project.** One of the most significant strengths of the project was its capacity to gather and create a network with a considerable number of actors in the sector, which allowed for additional collaboration on projects and technical assistance between TFP companies and the executing agencies and delivery partners. It would be important that the project include, as part of its reported outcomes, the additional assistance and intervention in favor of sustainability and biodiversity developed between TFP members and the Delivery Partners or other associations. Similarly, to include outputs related to the networking activities and the knowledge-sharing spaces created for firms to share experiences, such as the follow-up assistance provided to TFP members by the executing agencies with the delivery partners, or the sharing-experience meetings; especially because relevant part of the work conducted by the executing agencies focuses on this aspect.

influencing these higher results because they normally occur only after the project's end. Although it was made clear in the ProDoc and progress reports that reliance would be on company commitments and impacts realized after project life cycle, the M&E plan did not specify this important factor.

4.1.5. Were the indicators SMART (specific, measurable, achievable, relevant, and time-bound) and did it include baseline data?

The PRF, included as an annex in the ProDoc, only contains the baseline for the indicators related to the outcome-level results. Although the PRF does not contain many monitoring process details, the Monitoring Plan, an annex to the ProDoc, does specify the metrics, methodology, frequency, and responsible parties for all indicators' data collection process (impact, outcome, and output). The Executing Agencies of the project (CI-CSLW and TFP) developed an M&E framework not included in the ProDoc with the indicators, targets, metrics, baseline values, and responsible parties for all indicators. This matrix can be improved by defining the metrics more precisely and including the means for verification.

The baselines for most indicators were defined as 0. Indeed, the Project was an innovative intervention and the intervention was unprecedented in this sector. Still, it would have been relevant to report the baseline values in the PIRs to enable a comparison with the achieved results. Also, because most of the baseline values of indicators were 0, **it blurred how the project defined its targets, as these are normally calculated and set using the baseline data. Some respondents considered that in a few instances, these targets were actually low.** For example, the indicator 2.1.1b has a target value of 5 companies using detailed science-based methodologies to document the impacts of at least one key supply chain on nature. This is considered low given the number of TFP signatories. Indeed, in the PIR FY2022—one year prior to project's completion—, 21 companies have used these methodologies, and the target was already achieved. It is understandable that the project set this target considering that most of the signatories had very little experience or expertise in biodiversity and getting companies to commit to action in the span of two years is quite ambitious. Furthermore, it is not completely understandable why indicators—such as indicator 2.1.—have two targets. It is not clear either if the progress data on the results are linked to the achievement of both targets or just one.

It is to be noted that the definition of the means of the verification for some indicators, especially those at higher levels of the framework (outcomes and objective) were not always clear to respondents. The evaluation data shows that the data collection and assessment processes of some outcomes and objective indicators were not well known by most of the delivery partners, and it was unclear for them how the project results were estimated. Although they reported information on their specific results, they did not have a clear idea of how

their work contributes to the project's outcomes and long-term objectives. The project EAs developed mechanisms to clarify this information to delivery partners in the inception workshop and the monthly meetings, but it was not internalized by the partners.

Table 2 presents the analysis of the indicators in the PRF for outputs and outcome levels, considering its definition and end-of-project targets, based on the extent to which they are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound). The PRF considered 7 outcome indicators and 27 output indicators. Also, the ProDoc includes two indicators for component five of the project (M&E); these are not reported in the PIRs FY22 neither FY23, mainly because they were not included in the reporting template of the Executing Agencies. Additionally, indicator 3.1.5¹⁷ was not reported in the PIR FY23, but it is included as part of the indicators of the ProDoc. The evaluation team considered its last available report in the analysis (PIR FY22). As shown below in Table 3, only 16 out of 34 indicators can be considered SMART.

On the other hand, the outcome indicator 2.2.b.,¹⁸ and the output indicator 2.2.2¹⁹ are very similar. They measure the number of companies engaged with the SBTN framework, and the distinction between engagement and the setting and development of strategies is not clear. Similarly, the outcome indicator 2.2.b is very similar to the Objective indicator A²⁰, and it is not clear what is their difference to measure different levels of the project's results.

¹⁷ Number of programs for 2022-2026 designed and agreed by Fashion Pact companies.

¹⁸ Number of Fashion Pact companies that have developed strategies aligned with SBTN.

¹⁹ Number of companies setting strategies/commitments aligned with the SBTN.

²⁰ Number of companies that have developed strategies that align with global goals and the Science Based Targets for Nature framework for target setting.

Table 3. PRF Analysis²¹

Description	Indicator	Target	Rating ^c	SMART analysis
Outcome 1.1.: More Fashion Pact companies use a supply chain methodology to identify the environmental & biodiversity impacts of supply chains.	Indicator 1.1: Number of Fashion Pact companies tracking and reporting on their supply chain environmental & biodiversity impacts to inform their strategies	35 Fashion Pact companies use a supply chain methodology to inform their strategies	CA	This indicator is considered relevant for the outcome statement. Also, it is achievable, and time bound. However, it is not fully specific. The indicator's name considers companies tracking and reporting on their supply chain, but the target only considers using the methodology -i.e., tracking. Although the indicator is measurable, the indicator would be more robust if it reported the percentage of TFP members in addition to the number. This change would allow to have a general perspective of the number of TFP members with respect to the total.
Output 1.1.1: A Total Scope Assessment Methodology (TSAM) is developed for Fashion Pact companies to assess/screen for environmental impacts and dependencies across their global supply chains.	Indicator 1.1.1a: Number of methodologies developed, tested, and published enabling Fashion Pact companies to map environmental and biodiversity impacts across their supply chains.	1 methodology with guidance document.	CA	This indicator is SMART.
	Indicator 1.1.1b: Number of peer-reviewed reports published on global environmental impacts of fashion sub-sectors highlighting specific potential upstream impacts on biodiversity, land-based impacts on oceans, and climate.	1 peer-reviewed report published.	CA	The relevance of this indicator is not clear to measure the output. The output is linked with the development of a Methodology, which is measured in indicator 1.1.1a, but it is not clear how publishing a peer-review report is part of the TSAM. The hypothesis is that the report's content would feed into the methodology's details, but this only remains a hypothesis. This indicator could be part of another output regarding access to information, such as 2.1.1.

²¹ Source: PIR FY23 and PIR FY22

Description	Indicator	Target	Rating ^c	SMART analysis
Output 1.1.2: Individual brands/companies trained to map their supply chains and understand which business operations drive negative environmental impact.	Indicator 1.1.2: Number of Fashion Pact companies trained in the Total Scope Assessment Methodology and supply chain mapping.	At least 40 Fashion Pact companies trained	CA	This indicator is SMART. The indicator would be more robust if it reported the percentage of TFP members in addition to the number of members. This comment applies to all indicators related to TFP companies. As part of this output, the project could include a complementary indicator linked to the number of trainings provided.
Output 1.1.3: Companies pilot Total Scope Assessment Methodology to understand their environmental impact and to form the basis for prioritizing action and defining action pathways.	Indicator 1.1.3: Number of companies piloting the Total Scope Assessment Methodology.	At least 20 Fashion Pact companies.	CA	This indicator is SMART.
Outcome 2.1.: Fashion Pact companies participate in “deep dive analyses” on biodiversity impacts on key supply chains/materials.	Indicator 2.1: Number of companies publishing detailed analyses of impact from key commodities and potential environmental mitigation actions and outcomes.	Target 1: At least 5 companies produce deep-dive reports. Target 2: Publication on the environmental impacts of key fashion supply chains including scenarios for outcomes with transformed practices.	CA	This indicator is not fully specific and not easily measurable. It is not specific because its targets consider two types of publications (deep-dive reports and publications on the environmental impacts). Both represent two different indicators, one of which is not specified. It is difficult to measure because for the second target, it is not clear who is to publish the study. The indicators should be split in two.
Output 2.1.1: More Fashion Pact companies use enhanced methodology, decision trees, and tools to map impact on biodiversity and land use change at different scales and results are used for prioritizing action for more sustainable supply chains.	Indicator 2.1.1a: Number of expert-reviewed methodologies available for Fashion Pact companies to develop strategies for addressing key environmental impacts at different scales.	1 peer reviewed paper outlining screening methodologies for assessing risk/impact from their supply chains	CA	This indicator is SMART
	Indicator 2.1.1b: Number of Fashion Pact companies conducting environmental risk/impact screening for their supply chains.	At least 5 Fashion Pact companies using detailed science-based methodologies to document the impacts of	CA	Although this indicator is SMART, it could be more appropriate at the outcome level because it measures the higher level results the outputs

Description	Indicator	Target	Rating ^c	SMART analysis
		at least one key supply chain on nature.		provided to the TFP members help generate. Whether the firms conduct environmental risk/impact screening is not directly and only depending on the project's activities. It is part of the results generated by the project's outputs.
Output 2.1.2: A suite of deep dive analyses are conducted (based on agreed "materiality analyses" of key commodities/supply chains) highlighting potential impacts/risks of fashion sourcing/supply chains on the environment.	Indicator 2.1.2: Number of deep dive raw material analyses conducted.	At least 4 deep dive raw material analyses.	CA	This indicator is SMART
Output 2.1.3: A series of maps and analyses produced illustrating potential impact on biodiversity from sourcing by fashion companies for raw materials.	Indicator 2.1.3: Number of raw material analyses conducted.	At least 3 (e.g., leather, cashmere, gold).	CA	This indicator is SMART
Output 2.1.4: Scenario analyses completed using some key commodity/supply chains to map out possible results/outcomes for climate and biodiversity of different interventions by companies focused around improved sourcing of key raw materials.	Indicator 2.1.4: Number of scenario analyses conducted.	At least 5 scenario analyses.	CA	This indicator is SMART
Outcome 2.2.: Companies have developed biodiversity strategies outlining actions that will be taken to address the Fashion Pact biodiversity commitment and	Indicator 2.2a: Number of Fashion Pact companies engaged with the Science Based Targets for Nature framework.	At least 30 Fashion Pact companies.	CA	This indicator is SMART. However, it is suggested to modify its name to clarify how "engagement" is measured. Based on its formula, a more appropriate name for the indicator

Description	Indicator	Target	Rating ^c	SMART analysis
aligned with the Science-Based Target for Nature framework.				could be: "Number of Fashion Pact companies registering interest in the Science Based Targets for Nature through corporate engagement processes".
	Indicator 2.2b: Number of Fashion Pact companies that have developed strategies aligned with Science Based Targets for Nature.	5 Fashion Pact companies	CA	This indicator is SMART.
Output 2.2.1: Companies are supported, trained, and provided with appropriate guidance on developing biodiversity strategies that align with the Science Based Targets for Nature and these strategies include specific actions for biodiversity conservation through more sustainable sourcing.	Indicator 2.2.1a: Number of companies trained in development of strategies aligned with the Science Based Targets for Nature	40 companies trained	CA	This indicator is SMART.
	Indicator 2.2.1b: Number of guidance documents on the Science Based Targets for Nature for fashion sector developed.	1 peer reviewed guidance document	CA	This indicator is SMART.
Output 2.2.2: Individual Companies develop their own biodiversity approaches/strategies that align with Science Based Targets for Nature framework and enable them to set science-based targets.	Indicator 2.2.2: Number of companies setting strategies/commitments aligned with the Science Based Targets for Nature.	20 companies.	CA	This indicator is more adequate to measure outcome 2.2. It does not measure if a good or service has been produced/delivered by the project, which is what an output level indicator should inform. Also, it is not clear how it is different from the indicator 2.2.b if both measures the number of companies developing commitments aligned with the SBTN.
Outcome 3.1.: More Fashion Pact companies engage in a suite of efforts focused on sustainable sourcing through innovative field-based programs.	Indicator 3.1: Number of Fashion Pact companies engaged in sustainable sourcing of at least 1 sustainable/environmentally friendly raw material program.	At least 10 Fashion Pact companies engaged in collective action for sustainable sourcing that drives outcomes for environment, climate, and livelihoods	CA	This indicator is SMART.

Description	Indicator	Target	Rating ^c	SMART analysis
Output 3.1.1: Fashion Pact companies are supported and trained in sustainable sourcing actions that drive measurable outcomes for climate and biodiversity	Indicator 3.1.1a: Number of Fashion Pact companies supported and trained in sustainable sourcing actions.	At least 50 Fashion Pact companies	CA	<p>This indicator is not specific because it measures two variables (being trained and supported). To simplify data collection, it is important to be specific about what is being measured.</p> <p>According to its formula reported in the PRF, this indicator measures “Number of companies in training and workshops. % of raw materials (by volume) that will be sourced more sustainably. Number of scenarios developed.” Considering this information, it is not clear how the indicator will be measured.</p> <p>If the indicator aims to measure the number of firms that participated in the workshops, then the indicator should be defined as “Number of FP companies trained in sustainable sourcing actions.”</p> <p>A second indicator could be used in terms of the support provided.</p>
	Indicator 3.1.1b: Number of guidance documents developed to help companies estimate raw material use.	1 guidance document on best practices in sustainable sourcing for biodiversity and climate outcomes.	CA	This indicator is SMART.
Output 3.1.2: Commitments from Fashion Pact companies to source and support sustainable cashmere with scenarios to show potential outcomes for climate, biodiversity, and livelihoods.	Indicator 3.1.2: Number of Fashion Pact companies committing to sourcing sustainable and “transitional” cashmere.	At least 5 Fashion Pact companies engaged	CA	<p>This indicator is not fully relevant at this level as it measures an outcome and not the production or delivery of the project’s goods or services. It could be included as a measure of outcome 3.1. In addition, the target speaks to “engagement” (which has been identified as difficult to measure above) while the indicator speaks to</p>

Description	Indicator	Target	Rating ^c	SMART analysis
				"commitment". Baseline, indicator and targets must use the same language.
Output 3.1.3: Fashion Pact companies engaged in the International Working Group of Leather Impact Accelerator and supporting the Impact Alliance that illustrates a market-led approach to driving sustainable beef/leather production systems.	Indicator 3.1.3: Number of companies tracking their leather purchases through a system such as the leather Impact Accelerator (LIA) program.	At least 5 Fashion Pact companies track their leather using the Leather Impact Accelerator or similar tool.	CA	As for the above, this indicator is not fully relevant for output level monitoring. It measures an outcome and not the production or delivery of the project's goods or services. It could be included as a measure of outcome 3.1.
Output 3.1.4: Fashion Pact companies support investment-led and smart sourcing approaches that reinforce better practices and outcomes from artisanal mining (= eliminate mercury use).	Indicator 3.1.4: Number of Fashion Pact companies documenting the potential for mercury use reduction by sourcing gold from planetGOLD mines and/or engaged in investment-led approaches (e.g. social loans) to support improved practices.	At least 2 Fashion Pact companies	CA	Same as above.
Output 3.1.5: Concept document that includes a suite of key programs that address both GEF geographic or/and product specific priorities and opportunities for Fashion Pact companies to engage in with future funding.	Indicator 3.1.5: Number of programs for 2022-2026 designed and agreed by Fashion Pact companies.	1 concept document comprising combined programs.	IS*	This indicator is not specific. Its definition and target are related to the development of a concept document with key programs, but the name of the indicator is related with the number of programs designed.
Outcome 4.1: Fashion Pact is recognized as an industry lead organization for key environmental outcomes aligned with GEF goals.	Indicator 4.1: % of the fashion industry that is actively participating in the Fashion Pact Association	At least 35% (by volume) of the fashion industry is actively participating in the Fashion Pact Association.	CA	This indicator is SMART. Although the target of the indicator stays that, at least, 35% of the fashion sector (by volume) will participate in TFP, consultations with TFP team clarify that the target of the indicator is reported as one-third (by volume) to avoid inconsistencies with the specific volume of the signatories caused by volatility in the fashion sector. In this sense, it is suggested to adapt the target to "at least one third (by volume)

Description	Indicator	Target	Rating ^c	SMART analysis
				of the fashion industry is actively participating in the FPA.”
Output 4.1.1: Fashion Pact Association established.	Indicator 4.1.1a: Fashion Pact Association established as an organization.	1 Functioning Fashion Pact Association	CA	This indicator is SMART.
	Indicator 4.1.1b: Percent women across the Fashion Pact Association structure.	At least 50% women	CA	This indicator is SMART although the percentage of women across TFP could be linked to a gender specific standalone output instead of this one.
	Indicator 4.1.1c: A Fashion Pact Grievance Mechanism and Social/Environmental Safeguards mechanism are established.	A grievance mechanism and a social/environmental safeguards mechanism in place.	CA	This indicator is SMART
	Indicator 4.1.1d: Workplans and budgets highlighting company contribution and other funding/fundraising opportunities developed and approved by the Fashion Pact Association.	3 Fashion Pact Association approved 12-month budgets/workplans.	CA	This indicator is SMART, although to be fully specific, it could be worded using “Existence of workplans and budgets...”
Output 4.1.2: Collaboration with key fashion sector coalitions to deliver environmental outcomes.	Indicator 4.1.2: Number of environmental coalitions that Fashion Pact collaborates with.	4 coalitions.	CA	This indicator is SMART.
Output 4.1.3: Comprehensive Fashion Pact communications plan developed targeting all stakeholders including fashion industry, customers, as well as public sector.	Indicator 4.1.3: Number of communications plans developed.	1 Fashion Pact comprehensive communication plan.	CA	This indicator is SMART.
Outcome 4.2: Fashion Pact implements a Key Performance Indicators (KPI) tracking platform to collectively document environmental progress across all member companies.	Indicator 4.2: Number of Fashion Pact Association environmental reports published based on the KPI platform and showing combined impacts of all Fashion Pact members.	1 Fashion Pact monitoring reports published at the end of Project Year 2.	CA	This indicator is not relevant at this level. It measures the number of publications, which is an output of the project.
Output 4.2.1: Fashion Pact tracking platform is available	Indicator 4.2.1: Number of key performance indicators tracking platforms functioning and providing access to relevant information on	An online tracking platform is available to Fashion Pact companies	CA	This indicator is SMART.

Description	Indicator	Target	Rating ^c	SMART analysis
with defined and agreed metrics in place.	supply chain monitoring, tools, environmental trends, etc.			
Output 4.2.2: Learning modules are developed for the key performance indicator tracking platform.	Indicator 4.2.2: Number of tracking learning modules (meetings, webinars, workshops) for Fashion Pact and fashion industry companies.	20 learning modules	CA	This indicator is not specific. The indicator statement should specify that the modules are developed for the KPI tracking platform. In the present state of the indicator, it is not clear for an external observer why the indicator refers to "Number of <i>tracking</i> ..."
Output 4.2.3: Fashion Pact companies measure progress on their targets and metrics.	Indicator 4.2.3: Number of Fashion Pact companies tracking and reporting on their agreed environmental targets and metrics.	Target 4.2.3a: 15 Fashion Pact companies regularly use the tracking platform. Target 4.2.3b: 2 Fashion Pact Association reports published.	CA	This indicator is not fully relevant at this level as it measures an outcome and not the production or delivery of the project's goods or services. Also, as discussed above, it is not theoretically normal to consider two different targets for one indicator. This normally points to the need to have two indicators.
N/A	Indicator 5.1: Percentage of project deliverables completed	At least 90% of deliverables completed	N/A	N/A
N/A	Indicator 5.1.1: Number of reports and evaluations to assess project progress	At least 3 reports submitted to GEF	N/A	N/A

Note: a. Based on the PIR FY2023 classification.

* This indicator was not reported in the latest PIR (FY23), the rating is taken from the latest PIR where is reported its progress (FY22).

The values can be interpreted as: **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

4.2. Effectiveness

- **Did the project achieve its targeted results and objectives?**

4.2.1. To what extent were the expected outputs actually delivered?

The PRF includes twenty (20) outputs and twenty-seven (27) accompanying result indicators at this level. According to the fiscal year 2023 PIR and as it is shown in Table 3, **the project has achieved 100% of total outputs.** The evaluation team considers that the project has been successfully co-implemented by CI and the TFP and in coordination with the multiple delivery partners to deliver the outputs. As overall project implementation evolved, efficiency in implementation seems to have been enhanced. **Overall, the output delivery's quality is Satisfactory, as 100% of the output indicators were achieved or delivered on schedule and there were minor shortcomings during its implementation.**

In the PIR FY22, following the first year of the project, 25% the outputs presented delays in their implementation. The delays may not necessarily represent an effectiveness issue, especially because they were not in the control sphere of the project. The peer-reviewed report that should have been published on global environmental impacts of fashion subsectors, highlighting specific potential upstream supply chain impacts on biodiversity, land-based impacts on oceans, and climate was delayed due to overall editing and web design/hosting transfer procedures. During the first year of implementation, at least 40 individual companies had to be trained to map their supply chains and understand which business operations were driving negative environmental impact. This process took more time than planned²². Additionally, five scenario analyses needed to be completed to map out possible results/outcomes on climate and nature of company-level improved raw material sourcing interventions in key commodity/supply chains. However, due to delays in securing NDAs with corporate partners, institutional partners (United Nations Environment Program World Conservation Monitoring Centre (UNEP-WCMC), International Union for the Conservation of Nature (IUCN)), and CI, (9 months in total instead of the 3 months initially allocated), this output was produced later than planned.

These delays during the first implementation year pushed the delivery of the deep-dive analyses one quarter further. Another delay was linked to the publishing of the guidance document on best practices in sustainable sourcing for biodiversity and climate outcomes. This was mainly due to staffing changes. Finally, because of incompatibility with contracting procedures of the original intended delivery partner and the subsequent necessity to reassign the lead delivery partner to Textile Exchange, the first kick-off webinar for the Cashmere sector activities did not take place until the end of March 2022, and the second webinar, was hence supposed to take place in July 2022. This delayed engagement with the brands, as the PIR 2022 had reported zero Fashion Pact companies committing to sourcing sustainable "traditional" cashmere. Additionally, it should

²² In the end, 39 companies took the Biodiversity Tool Navigator Training webinar.

be noted that the national context as well as existing platform commitments added further challenges in the process and contributed to the delays in the process. However, the project successfully overcame the challenges induced by delays and achieved the expected outputs in the last year of implementation.

Looking at the last quarterly report (FY23—Q4), which analyzes the progress of the different activities for each output, all activities were achieved by the end of the implementation period. In FY23—Q3 Report, 21% of the activities were still to be completed, presenting some delays in implementation such as:

- The Global Impact Assessment Report publication was delayed due to TBC requesting to include data sharing provisions in its agreement with CI.
- Although the Biodiversity Strategy Tool Navigator Training material was developed on time, its adaptation for the Global Impact Assessment Tool workshops on the website and dashboard was delayed. Additionally, the training workshop was delayed due to pending transfer of material to CI/TFP and alignment with TFP's engagement calendar and signatory availability.
- The development of the Sustainable Sourcing Guidance Document by the Wildlife Friendly Enterprise Network (WFEN) was delayed due to staff turnover.
- The project faced challenges in coordinating entities engaged in sustainable cashmere. The delays affected reporting on outcomes and recommendations, leading to no brands yet committing to the proposed model. Issues included complex coordination in Mongolia and readiness of signatories.
- The project shifted focus from physical integration of gold in supply chains to creating Responsible Mineral Credits (RMC) as a digital pathway. This change was due to TIF's reassessment of cost-efficiency and impact.

Although the delivery of outputs was satisfactory, their pertinence and adaptability to TFP members' necessities and characteristics may affect their effectiveness in achieving the expected outcomes. The interviews identified two major problems in this regard. On one hand, the outputs of some components were not adapted to the informational needs and characteristics of TFP members. For example, the outputs developed as part of Component 3 were not always relevant to the members. Indeed, their focus was primarily on the supply chains that were not used in high volume for most firms' production, such as gold and leather. In this context, the analysis and associated documentation tended to be underused. Although it was fully clear that the project was to focus on natural raw materials used in the fashion sector, consultations highlighted that it would nonetheless be important to include more frequently used materials in the analysis, such as polyester.

Notwithstanding this first point, two of the interviewed TFP members also identified issues with the timing and content of the training and reports developed as part of Components 1 and 2. Although the firms were involved in the project since the beginning through webinars and activities, some of the reports' delivery was delayed and shared with the firms almost at the end of the project's implementation. This situation can be explained by the following : i) Achieving outcomes and producing outputs is a gradual process and the project during its initial phase was

preparing; ii) The project strategically staggered information sharing and webinar activities to prevent overwhelm of the firms. This approach was intentional, aligning with the engagement protocols and calendars of TFP; iii) SBTN Delays for the SBTN fashion sector primer until confidence was gained in the methods. The project tried to share guidance with companies as it was released, but SBTN produced the SBTN with significant delays; iv) Different delivery partners coordinated the project's activities, and the administrative procedures were relatively complicated considering the size of the budget, resulting in these delays. In this sense, it would be important to analyze the viability of having many delivery partners for the outputs in the future and under this size budget.

75% of the consulted firms mentioned that presentations and workshops linked to the knowledge products (reports and guidelines developed as part of the project) conducted by CI and TFP were effective to simplify the information and render it accessible to novice users. Additionally, TFP, CI and delivery partners remained on hand and responsive to answer companies' questions related to supply chains materials. However, it was noticed by some that a few reports were themselves lengthy and technical. According to the consultations, it would have useful for the signatories to accompany the reports developed by the delivery partners with other communication tools that simplify the content for non-expert audiences, such as briefs, infographics or one pages.

Finally, there could have been more focus on how to use the documents and how to implement the related actions, as well as follow-up activities to ensure the correct use and implementation of the provided tools.

4.2.2. Were the project's actual outcomes commensurate with the expected outcomes, and why?

The project has effectively created a shared understanding of the imperative for fashion brands to proactively address their impact on biodiversity and nature. It has achieved this by disseminating new scientific knowledge, catalyzing implementation opportunities, and promoting sustainable raw material sourcing across the industry and its stakeholders. As shown in Table 3, the project results framework includes seven (7) indicators at the outcome level. **All seven outcome targets (100%) were achieved by the end of implementation FY23.** The PIR FY23 rated Components 1, 2 and 3 as Highly Satisfactory, and Component 4 as satisfactory based on the fact that all achieved the expected targets.

Throughout 2023, the project expanded its efforts, conducting webinars, workshops, and releasing additional resources to enhance TFP signatories' understanding of biodiversity impacts and sustainable practices. Despite delays, most of the outcome indicators were reached in the second year of implementation.

In Component 1, Outcome 1 "More Fashion Pact companies use a supply chain methodology to identify the environmental & biodiversity impacts of supply chains" indicator had a target of 35 TFP companies using the supply chain methodology to inform their strategies. According to the PIR FY23, 39 TFP companies have been trained on the Biodiversity Tool Navigator, and 12

companies reported having used the tool in their decision making. Additionally, the website had almost 2,000 unique visits, which is 11% above the target set. However, there were delays in the implementation of this component due to unexpected web design challenges, as reported in the PIR FY22. In order to adapt it to this technical issue, the project designed a virtual easy-to-navigate tool. Considering that this component achieved the expected level and there were minor shortcomings, **the evaluation team considers that its rating in effectiveness is Satisfactory²³.**

The **effectiveness of Component 2 should be rated as Highly Satisfactory** because the level of outcomes clearly exceeds expectations and there were no shortcomings during implementation. This component has two outcome indicators²⁴ and their results were higher than the targets: Six (6) deep-dive publications were released, out of the five (5) targeted, including NDA supply chain specific data. Environmental impacts of key fashion supply chains and needed transformed company practices through scenario analyses is complete. Results are publicly available as an ESRI story map and PDF summary report. Moreover, 36 companies reported that they are considering or are actively planning to align their biodiversity commitment with SBTN or are members of the SBTN CEP; 37 TFP companies attended the Biodiversity Tool Navigator training; 9 companies are members of SBTN CEP; and 55 companies attended the SBTN trainings & workshops held. This surpasses the target of at least 30 TFP companies engaged with the SBTN framework. In the PIR for FY 2022, the three of them were rated as “under implementation on schedule” and the only shortcoming identified was that the results of the indicators fell short of reaching the initial targets.

The effectiveness of Component 3 is Satisfactory. It achieved the expected results, but it presented minor shortcomings during implementation. Regarding the outcome “More Fashion Pact companies engage in a suite of efforts focused on sustainable sourcing through innovative field - based programs”, by the end of FY23, 11 Fashion Pact companies were engaged in collective action for sustainable sourcing, out of the 10 targeted. Four potential pathways were identified to enable the sustainable acquisition of raw materials. Although the detailed plans for these pilot pathways were not established during the project's initial design phase, a broad scope and intended delivery partner had been defined and selected. In the first year, CI and TFP collaborated directly with each pathway lead to enhance the project's scope and workplan, as well as to disseminate information tailored for TFP signatories through targeted outreach, including overviews and webinars. Additionally, they played a pivotal role in facilitating follow-up meetings and encouraging buy-in. The progress of this outcome was accelerated in the second year of implementation, as the PIR of FY22 states that only 3 companies were engaged by the end of that year. The four pathways outlined as part of this component presented delays in implementation, and only one of them was fully implemented by FY22. However, consultations

²³ As specified in Annex 8.4, the assessment of the Outcomes Effectiveness will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

²⁴ Outcome 1 “Fashion Pact companies participate in “deep dive analyses” on the key impacts from priority supply chains/materials” and Outcome 2 “Companies have developed strategies outlining actions that will be taken to address the Fashion Pact ‘biodiversity commitment ’and aligned with the Science – Based Targets for Nature framework”.

and the documentation confirmed that the component's outputs were implemented and delivered nearly at the end of the project.

Although, as part of this component, the project had successfully outlined pilot pathways for each raw material in the ProDoc, only initial results for the Leather Impact Accelerator were visible (none existed for Cashmere and Gold). Data collected during the evaluation process confirmed that knowledge products and training planned for this component were developed and delivered almost at the end of the project. Also, the consultations confirmed that determining concrete actions for commitment and investment was a time-consuming process and there were delays in the implementation of the pilots. Finally, TFP members identified that their engagement in these processes was limited because the materials were unrelated to their production chains.

The effectiveness of Component 4 is Satisfactory (S) because the level of achieved outcomes reached expectations, but there were minor shortcomings during implementation. This component has two outcome indicators²⁵, and both were fully achieved. One Fashion Pact monitoring report was published at the end of project Year 2, just as targeted. The other indicator targeted that, at least 35% by volume of the global fashion industry is actively participating in the Fashion Pact Association, the final PIR reported that approximately one-third was participating at the time of the publication. Although this may be considered as a fall short of reaching the initial targets, consultations with TFP team clarify that the result of one third is reported to avoid inconsistencies with the specific volume of the signatories caused by volatility in the fashion sector. Besides the positive results, the activities under this component faced some issues during implementation because it did not start on schedule, according to the PIR FY22, mainly because many of the activities in C4 were ongoing throughout the existence of TFP and the activities were evolving as the organization's capacities and position among companies did.

It should also be noted that the achievement of outcomes varies according to the size of the fashion companies. Data collected through interviews point to the fact that outcomes were mainly perceived for medium-sized fashion companies, and that for the smaller and bigger ones, progress was less salient.

Through the progress made towards the outcomes' targets, the project has contributed to the changes in its objective indicators (see section 4.5 for a broader assessment of impacts). However, as it has been reported, the causal chain between the outcomes and the specified objective indicators was unclear. In addition, the project achieved unexpected outcomes not captured in the ToC, as shown in section 4.2.4, such as collaborations between and among executing agencies, delivery partners and the fashion companies to develop other projects on biodiversity and sustainability.

²⁵ Outcome 1 "Fashion Pact is recognized as an industry lead organization for key environmental outcomes aligned with GEF goals ", and Outcome 2 "Fashion Pact implements a Key Performance Indicators (KPI) tracking platform to collectively document environmental progress across all member companies"

4.2.3. Has the M&E system been operated as per the M&E plan, was the information gathered in a systematic manner and have methodological approaches been appropriate to analyze data?

The implementation of the M&E system was Satisfactory²⁶. Its implementation and quality were as expected, with minor shortcomings during implementation. The M&E plan in the ProDoc considered 13 M&E products that were to be developed during the implementation of the project. These were disaggregated, monitored and reported in 17 activities. Table 4 below shows that, according to the last Quarterly Report (FY23 – Q4), only 2 out of 17 activities were not completed by the time of the publication of this report. The present TE was amended to end in December 2023, and the compiling and sharing of the lessons learned is planned to be completed by the first quarter of FY24. The other components were achieved by the last quarter of FY23.

The Project inception workshop and its report were delivered and produced on time. The workshop took place in February 2021 and the report was submitted on FY21 Q4 as planned. The TE Benchmark survey provided key baselines for companies, which were complimented by the BCG report. The Project Steering Committee Meetings were being held regularly and on time; the CI-GEF Project Agency Supervision was conducted through its participation in the Steering Committee, regular meetings with the implementing agencies and review of progress reports. The agencies did not meet in the field as most of the work was being conducted remotely, due to the Coronavirus (COVID-19) pandemic, and because there is no requirement of supervision visits for global projects in GEF's Guidelines on the Project and Program Cycle Policy.²⁷

Quarterly reporting and the PIR for Year 1 were timely and considered useful. Finally, the project was audited twice (each year of implementation), and the general opinion of the auditor was that the project presented fairly, "in all material respects," the cash receipts and expenditures of the program.

Reporting has generally been carried out following the monitoring and evaluation plan included in the ProDoc. The quarterly reports ensure that the indicators are being tracked following the M&E framework and plan. Based on their content review and opinions shared by many respondents, the evaluation team considers them as being satisfactory. The reports' content is clear and harmonized over time and provides information on and helps visualize the progress of each output, and activities, and justifies the progress as well as the shortcomings. The quality of the PIR was: also judged as being good by respondents that have used the report. However, the documents generated in the reporting period were not always clearly listed in the Knowledge Management section, which would have helped the reader have a clearer overview of the project's progress.

²⁶ As specified in Annex 8.4, the assessment of the M&E implementation will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

²⁷ Source: GEF (2020). Guidelines on the Project and Program Cycle Policy

https://www.thegef.org/sites/default/files/documents/GEF_Guidelines_Project_Program_Cycle_Policy_20200731.pdf

Although the M&E plan was presented and shared with relevant stakeholders involved in the implementation of the project, such as the delivery and the resource partners, consultations show that it was valuable for them to know how their reporting contributed to the results of the project. In this sense, the delivery partners were reporting based on the request of the executing agencies but did not have a general perspective on what were the overall results of the project. Also, the expected M&E products and timelines were unclear to partners; more clarity on these aspects would have allowed them to be better prepared for consultations or requests for information and data. In addition, the plan did not define the process and the methodological approaches to gather and analyze the aggregate data. According to many respondents, the executing agencies requested information as needed, but the process was not systematic. Also, it was unclear how the collected data was systematized and saved for reporting.

Another concern about the M&E system is the lack of clarity in the definition of targets and means of verification to report for some of the indicators. At the beginning of the project, the baselines for most of the indicators were zero. However, an established and harmonized methodology to determine the targets was not fully defined, and subsequent reports have not provided this information for all the indicators. It was unclear how the specific values of the targets were defined, especially when a baseline reference was inexistent. Additionally, during the implementation, no revisions took place to adjust the targets based on the project's progress. Information collected through interviews shows that some delivery partners were requested to compute indicator data at objective level, however, the methodology of most of these computations was not disclosed. This raised some concerns regarding the M&E process.

It is worth mentioning the efforts made by the project to improve the implementation of data collection mechanisms. The interviews with TFP members highlighted that, at the beginning of the project's implementation, the reports requested to the signatories to measure the indicators were conducted in an Excel file. However, after the second year of implementation, the requirements were made through an instrument that Textile Exchange sent to companies on an annual basis. This change is a good practice to reduce additional information requirements. Nevertheless, half of the TFP members consulted mentioned that it would be useful to reduce the length of the questionnaire sent.

Table 4. M&E Activities progress²⁸

Type of M&E Product ^a	Reporting frequency ^a	Responsible Parties ^a	Progress ^b
Inception workshop	Within three months of signing of CI Grant Agreement for GEF Projects	<ul style="list-style-type: none"> • CI-CSLW/Fashion Pact Association Steering Committee • Executing Agency • CI-GEF 	CA
Inception workshop Report	Within one month of inception workshop	<ul style="list-style-type: none"> • Center for Sustainable Lands and Water/Fashion Pact Association 	CA

²⁸ Source: ProDoc and Latest available Quarterly Report: FY 2023 – Quarter 3

Type of M&E Product ^a	Reporting frequency ^a	Responsible Parties ^a	Progress ^b
		<ul style="list-style-type: none"> • CI-GEF 	
Project Results Monitoring Plan (Objective, Outcomes and Outputs)	Annually (data on indicators will be gathered according to monitoring plan schedule shown on Appendix IV)	<ul style="list-style-type: none"> • Center for Sustainable Lands and Water/Fashion Pact Association • CI-GEF 	<p>Activity 1: Present project results monitoring plan at inception workshop -> CA</p> <p>Activity 2: Track indicators and targets for each project output/outcome via Monitoring and Evaluation framework and quarterly reporting from/meetings with Delivery Partners. -> CA</p>
Baseline Establishment ^c	Within the first year of project implementation	<i>Where baseline data has not been collected during the PPG phase, it will be collected and documented by the relevant project partners within the first year of project implementation.</i>	CA
GEF-7 Core Indicators	Completed: i) Project development phase; ii) prior to project mid-term evaluation; and iii) project completion	<ul style="list-style-type: none"> • CI-CSLW /TFP (Executing Agencies) • CI-GEF 	CA ^d
Project Steering Committee Meetings	Annually	<ul style="list-style-type: none"> • CI-GEF 	<p>Activity 1: Establish steering committee -> CA</p> <p>Activity 2: Facilitate steering committee meetings each quarter -> CA</p>
CI-GEF Project Agency Field Supervision Missions	Approximately annual visits	<ul style="list-style-type: none"> • CI-GEF 	CA
Quarterly Progress Reporting	Quarterly	<ul style="list-style-type: none"> • CI-CSLW /TFP (Executing Agencies) 	CA
Annual Project Implementation Report (PIR)	Annually for year ending June 30	<ul style="list-style-type: none"> • CI-CSLW /TFP (Executing Agencies) • CI-GEF 	Activity 1: Compile and submit annual PIR report for the reporting period (July 1 st to June 30 th). -> CA

Type of M&E Product ^a	Reporting frequency ^a	Responsible Parties ^a	Progress ^b
			Activity 2: Submit PIR report to the GEF -> CA
Project Completion Report	Upon project operational closure	• CI-CSLW /TFP (Executing Agencies)	CA
Independent Terminal Evaluation	CI Evaluation Office Project Team CI-GEF Within six months after project completion and will be undertaken in accordance with CI and GEF guidance	• Evaluation field mission within three months prior to project completion.	IS (CA in FY24 Q1)
Lessons Learned and Knowledge Generation	Project Team Executing Agency CI-GEF	• Project Team Executing Agency CI-GEF	CA
Financial Statements Audit	Annually	External auditors appointed by the Executing Agencies	Activity 1: FPA procures external auditor and conducts audit -> CA Activity 2: CI reports on organizational wide audit -> CA

Notes: a: The list of M&E activities are based on the M&E plan defined in the ProDoc

b: Based on the classification in the last available Quarterly Report (FY23- Q4). The values can be interpreted as: **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

c: This activity was not presented in the table of M&E activities in the ProDoc. However, it is defined in the M&E plan as a relevant activity.

d: Activity not reported in the Quarterly Report (FY23-Q4) but considered CA because it was reported in the PIR FY23.

4.2.4. What are the additional outcomes (both environmental and otherwise) that can be directly associated with the GEF-supported project?

Beyond the already mentioned networking added value of participating in TFP activities, interview data show that the project generated additional outcomes for TFP members. For instance, partly thanks to the project, some companies have now established biodiversity or sustainability “offices” in their organizations or have hired directors responsible for these matters. For the companies that were already engaged in these types of endeavors, the activities of the project further strengthened these elements.

Furthermore, the participation of the companies in the project gave them more visibility and enhanced their reputation. Partnerships and alliances with other TFP members and organizations were also established which resulted in increased efficiency of the implementation of certain initiatives, including other similar projects. The project's alignment with SBTN has facilitated collaboration and updates, enhancing the development of resources and partnerships beyond the initial investment. Despite some delays, the project's impact goes beyond its indicators, significantly elevating the prioritization of biodiversity in the fashion sector.

Regarding TFP as an organization, this project allowed it to be recognized as a relevant actor within the fashion sector, with the capacity to influence it. TFP, as an entity, has flourished in its active CEO engagement, and internal initiatives that underscore its dedication to industry transformation. The introduction of the "Raising the Ambition for Nature" primer during the 2023 Global Fashion Summit garnered extensive media coverage, further cementing The Fashion Pact's impact²⁹.

²⁹ Source: PIR FY23.

4.3. Efficiency

- **To what extent was the project implemented efficiently and adapted to changing conditions when necessary?**

4.3.1. To what extent were the project's outcomes cost-effective?

By the FY24-Q1, 100% of the total approved budget had been spent, with spending varying according to budget category and project component. 80% out of the 2,000,000 USD approved budget for the project were assigned to CI-CSLW, and the remaining 400,000 USD to TFP.

Table 5 presents the analysis by budget category and executing agency. The latest quarterly financial report for the first quarter of FY24 shows that spending, concerning salaries, employee benefits, and professional services in both agencies was almost complete. The expenditures in salaries exceeded the approved budget, which can be explained by the no-cost extension from June 2023 to December 2023. In the case of CI-CSLW, only 68% of other direct cost and 64% of equipment budget were spent. However, the "Travel, Meetings and Workshops" budget line was only dispersed up to 51%. This can be explained by the fact that most of the workshops and meetings organized as part of the project were virtual.

TFP did not have an approved budget for Travel, Meetings and Workshops, and, at the end, it used 1.1% of its total approved budget for this purpose. According to the consultations conducted, this is probably due to the team having to reallocate the budget to conduct workshops and support in the training of TFP members.

Table 5. Total expenditure by Budget Category and Executing Agency³⁰

Agency	Budget Category	Total Expenditures (USD)	Approved Budget (USD)	Remaining Balance (USD)	Percentage spent with respect to approved
CI-CSLW	Personnel Salaries and Benefits	738,660	670,343	-68,317	110%
	Professional Services	563,055	570,176	7,121	99%
	Travel, Meetings and Workshops	31,470	61,764	30,294	51%
	Grants and Agreements	220,382	231,400	11,018	95%
	Equipment	2,469	3,866	1,397	64%
	Other Direct Costs	42,607	62,451	19,844	68%
TFP	Personnel Salaries	159,416	146,725	-12,691	109%

³⁰ Source: ProDoc and Project's Financial Administrative Records FY24-Q1

Agency	Budget Category	Total Expenditures (USD)	Approved Budget (USD)	Remaining Balance (USD)	Percentage spent with respect to approved
	and Benefits				
	Professional Services	237,433	252,715	15,282	94%
	Travel, Meetings and Workshops	4,231	0	-4,231	
	Other Direct Costs	51	560	509	9%
	TOTAL	1,999,774	2,000,000	226	100%

Notes: Some figures may vary due to rounding.

For each component, significant differences can be observed in terms of spending in comparison to the budget. Table 6 shows that for Component 1, FY24-Q1, 15% more than the approved budget was spent. This can be explained by the fact that work on Component 1—Global Supply Chain Mapping—has been delayed due to unexpected website design issues. It should be noted that this is the only component in which expenditures are moderately higher than the approved budget. **In this regard, the efficiency of Component 1 may be rated as Satisfactory³¹, because there were minor shortcomings in the use of the resources to achieve the expected outcomes.**

The efficiency of Components 2 and 4 is judged Highly Satisfactory. Results have been achieved at the expected levels (as was analyzed in section 4.2.2), and there have been no challenges in terms of spending against the approved budget. Both components spent a little bit more than their approved budget, but only by less than 5%.

The efficiency of component 3 is Satisfactory although there were some minor shortcomings in the use of resources to achieve the expected outcomes. This component was implemented using less than the approved budget, spending only 88%.

Table 6. Total expenditure by Component³²

Component	Total Expenditures (USD)	Approved Budget (USD)	Remaining Balance (USD)	Percentage spent with respect to approved
Component 1	459,665	398,902	-60,764	115%
Component 2	494,339	479,567	-14,772	103%
Component 3	346,414	393,882	47,468	88%
Component 4 ^a	457,723	451,639	-6,084	101%
Monitoring & Evaluation	78,084	94,667	16,584	82%

³¹ As specified in Annex 8.4, the assessment of the Outcomes Efficiency will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

³² Source: ProDoc and Project's Financial Administrative Records FY24-Q1

Component	Total Expenditures (USD)	Approved Budget (USD)	Remaining Balance (USD)	Percentage spent with respect to approved
Project Management Costs ^b	163,549	181,342	17,793	90%
TOTAL	1,999,774	2,000,000	225.71	100%

Notes: Some figures may vary due to rounding.

a: In the financial composition of this component, USD 67,639 were included in CI-SWL's approved budget and USD 384,000 in TFP's approved budget. The first agency utilized 110% of its budget in this component, while TFP 100%.

b: In the financial composition of this component, USD 165,342 were included in CI-SWL's approved budget and USD 16,000 in TFP's approved budget. The first agency utilized 88% of its budget in this component, while TFP 113%.

The ProDoc committed USD 4,191,983 of co-financing. FY24-Q1 showed a total amount of co-financing materialized of USD 6,931,199, representing 145% of the committed co-financing. This funding was leveraged through in-kind contributions, additional efforts beyond existing project budgets, and related initiatives that align with the outcomes identified in this project.

There are differences between the percentage of co-financing and those presented in the proposal for each co-financier. TBC, Textile Exchange and TFP provided almost all the resources planned one year before the end of the project. Even, TFP exceeded its committed financing by 19% in kind and more than the double in grant. However, only 65% of the co-financing proposed by the Impact Facility was materialized. During the consultations, it was noted that this organization presented difficulties in adapting to the administrative requirements and process of GEF projects. This factor may be at the root of the project's slow funding. Additionally, CI only materialized the 68% of its committed financing. The latest PIR did not report any explanation for this factor. It is important to mention that significant barriers, such as the reluctance of the private sector to invest in ASGM, particularly in East Africa, pose substantial risks and hinder funding efforts. The emergence of the Watch and Jewelry Initiative further complicated matters by diverting attention from the opportunities for ASGM through the TFP project. These larger obstacles are evident in the reporting and contribute significantly to the difficulty in achieving the targeted co-financing during the project period.

Table 7. Total Co-financing³³

Source	Name of Co-financier	Type of financing	Total committed co-financing (USD) ^a	Actual co-financing (USD) ^b	Percentage of co-financing materialized
GEF Agency	Conservation International	Grant	150,893	102,809	68%
NGO	Textile Exchange	In-Kind	90,000	90,000	100%

³³ Source: ProDoc and Project's Financial Administrative Records

NGO	The Impact Facility	Grant	600,000	389,000	65%
Private Sector	TBC	In-Kind	20,000	20,000	100%
NGO / Private Sector	TFP	Grant	1,850,000	3,850,465	208%
		In-Kind	2,080,000	2,478,925	119%
Co-financing TOTAL:			4,790,893	6,931,199	145%

Notes: Some figures may vary due to rounding.

a: Based on the committed co-financing reported in the ProDoc

b: Based on Project's Financial Administrative Records FY24-Q1

4.3.2. Have adequate resources been budgeted for M&E activities and have they been sufficient at the implementation stage?

During the interviews, delivery partners and executing agencies were asked about the adequacy of human and financial resources. A consensus emerged that monitoring and evaluation activities did not involve any greater use of resources than those already employed by the companies in the past. Nevertheless, a learning curve was observed. Initially, it was difficult to understand the different reporting formats standardized by the GEF for these projects, especially as not all organizations had prior experience in this specific reporting framework.

4.3.3. How efficient was the performance of the implementing entity (CI-GEF) (including implementation and supervision of project execution)?

The ProDoc defined the institutional arrangements sufficiently. The ProDoc describes CI-GEF as the project implementation agency. **The CI-GEF Project Agency is described as the GEF implementing agency, ensuring adherence to established standards and requirements. The role of the CI-GEF Agency was Highly Satisfactory because it does not present important shortcomings³⁴.** The CI-GEF Project Agency monitored project implementation, ensuring the proper use of GEF funds and approving modifications to budgets and work plans. It is accountable to the GEF Council for GEF-financed activities, managing project cycle services and corporate functions. A Project Director from the Center for Sustainable Lands and Waters and the Fashion Pact Association was in charge of coordinating activities and ensuring compliance with the project work plan. Project Cycle Management Services involved various stages, from project identification to completion and evaluation.

As per the PIR, the implementing agency effectively managed the project by implementing risk-mitigation measures. At the project's commencement, the implementing agency organized training sessions to equip TFP with the necessary knowledge of CI-GEF policies and procedures.

³⁴ As specified in Annex 8.4, the assessment of the Implementation and Execution will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

This aimed to enable them to proficiently execute GEF funds and develop essential documentation in compliance with GEF policies.

CI-GEF drafted MOUs outlining the roles, deliverables, collaboration duration, and financial aspects for the participating actors involved in implementation.

4.3.4. How efficient was the performance of the executing entities (TFP and CI-CSLW) (including execution arrangements, work planning, procurement processes and project monitoring)?

According to the findings of the PIR, the executing agencies had also been efficient throughout the implementation of the project. Because there were minor shortcomings, its performance can be rated as Satisfactory³⁵. Through collaborative efforts, TFP has been able to bring together the enthusiasm and commitment of the entire sector around a unified program under three pillars: Climate, Oceans and Biodiversity. As implementing partner of the Fashion Pact's biodiversity pillar and co-executing agency of the GEF MSP, CI-CSLW provided crucial information and thought leadership based on science and experience. Its focus includes transforming raw material production systems and supply chains, major contributors to corporate environmental impacts.

The two co-executing agencies, CI's CSLW and TFP Association, collaborated closely through a Project Management Unit (PMU) for day-to-day GEF project execution, in accordance with specific project requirements and in an agreement with the implementing agency. Execution implied accountability for intended and appropriate use of funds, procurement and contracting. A memorandum of understanding (MOU) between CI GEF, CI-CSLW and TFP led to the establishment of a **Project Steering Committee** and outlined the key roles and responsibilities of the entities in managing and implementing the project.

Successful aspects of the partnership include weekly meetings between co-executing teams, monthly "All Delivery Partners" meetings for comprehensive project updates, and joint stakeholder calls with both The Fashion Pact and CI in attendance, particularly at the project's outset. Component leads coordinated cross-component efforts when necessary, recognizing interlinkages between activities. Also, the agencies conducted an Inception Workshop which included reporting requirements and procurement guidelines. The agreements between CI-CSLW and delivery partners also included the expectations, terms, and reporting requirements (financial and technical).

Although the Executing agencies provided regularly monitoring progress and having monthly bilateral meetings, consultations showed that the delivery partners expected substantially more administrative support from the executing agencies, which may have resulted in delays in the delivery of outputs, partly due to administrative processes or requirements. More regular and

³⁵ As specified in Annex 8.4, the assessment of the Implementation and Execution will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

assertive monitoring should have been carried out in this regard. In terms of processes, the executing agencies should have conducted an induction process for the delivery partners, given their limited experience in GEF projects. The substantial delays during the implementation with the Delivery Partners primarily resulted from factors beyond the EAs' control, such as the SBTN, staffing changes, the impact of COVID-19, and economic challenges hindering expenditure by companies. However, during consultations the Delivery Partners mentioned the lack of administrative procedures of GEF's projects as a reason to delays.

The executing agencies effectively developed work plans, quarterly monitoring reports, and PIRs of commendable quality for both implementation years. They successfully achieved all targeted outcomes and outputs by the end of the implementation period. Nevertheless, as highlighted in the effectiveness section, delays have been encountered during project implementation. Additionally, it has been identified during consultations that capacity issues have been encountered due to the delivery partners' incapacity of executing GEF projects. CI-CSLW and TFP overlooked some deficiencies outlined in section 4.1.4 within the PRF, notably regarding indicator sufficiency, baseline methodology, target setting, and alignment with the project's causal chain elements.

The sharing platform was considered essential for delivery partners to access project documents and overall knowledge. The project underscored the importance of clear coordination, especially in a virtual environment induced by COVID-19, in which many delivery partners had not previously collaborated. The demands of strategically guiding a sector into new spaces, tackling new challenges, and simultaneously managing day-to-day project administration highlighted the resource allocation pressure on co-executing agencies in such arrangements. Consideration of these factors is recommended for future projects to ensure effective coordination and successful outcomes.

CI-CSLW is highly regarded by beneficiaries, and its contributions to the project were appreciated. TFP is gradually enhancing its position as an executing agency. However, at the project's outset, TFP members faced uncertainty regarding their organization's role and objectives. This lack of clarity stemmed from TFP being established simultaneously within the project's implementation, making it difficult to define its purpose and relevance to the involved organizations. Despite these hurdles, the project excelled in maintaining relationships with various stakeholders throughout implementation and adeptly communicating project outputs as they unfolded.

Throughout implementation, a key strength laid in developing alliances and synergies among stakeholders. While the direct outcomes weren't explicitly outlined, the project effectively coordinated meetings and facilitated information exchange with crucial industry players, prompting discussions on biodiversity and sustainability within their agendas, according to TFP members. This networking and sustained communication prompted TFP members to collaborate with delivery partners to implement standards and biodiversity/sustainability-related projects.

TFP members acknowledged the valuable technical assistance provided by executing agencies in applying the project's outputs, enhancing the prospects of meeting expected outcomes. Even though most of the delays were largely attributed to project external dependencies such as

COVID-19, SBTN, contracting hurdles, NDAs or staffing changes, the executing agencies should have applied tighter control over the work plan timelines and hiring processes to ensure timely delivery of most products. Indeed, according to the PIR FY22, many outputs were delivered after the project's halfway point.

Moreover, these agencies should have put more pressure on delivery partners during implementation to prevent additional costs incurred by the production of temporary outputs, particularly in Component 1. Finally, consulting TFP members to tailor outputs to their informational needs and characteristics would have been beneficial and should have been actively pursued by the executing agencies.

4.3.5. To what extent have the Environmental and Social Safeguards (gender, stakeholder engagement and the grievance mechanism) been effectively implemented?

The project has to comply with CI-GCF/GEF policies, necessitating the implementation of various plans and mechanisms **incorporating environmental and social safeguards through the implementation of the Environmental and Social Management Framework (ESMF)**, including the Gender Mainstreaming Plan (GMP), the Stakeholder Engagement Plan (SEP), and the Accountability and Grievance Mechanism (AGM).

Gender:

The GMP mandates a gender analysis, ensuring equal participation and benefits for both genders. It addresses Gender-Based Violence (GBV) concerns and monitors gender-related participation, benefits, and the integration of gender considerations in derived strategies and policies. Additionally, the Fashion Pact Association, as outlined in the ProDoc, underscores its commitment to environmental initiatives and aims to promote gender mainstreaming by achieving gender balance within its staff and committees.

By the end of the project, according to the PIR FY23, the GMP has been completed. In total, 393 men and 544 women participated in the project. This includes TFP signatories and delivery partners. By the end of the project, the number of men and women receiving benefits from the project was 306 men and 474 women. The project targeted the development of 5 strategies, plans and policies that include gender considerations. More than 5 were delivered by the project's completion, achieving the objective.

The assessment regarding gender-sensitive measures and targets within TFP framework revealed the following. The Gender Mainstreaming Plan's activities have been fully implemented without challenges. While female representation among CEOs in the industry needs improvement, the Fashion Pact fosters the latter in its governance bodies: TFP's new Steering Committee has 3 female CEOs on the board, and its new co-chair is a woman. The Association's influence on gender representation within signatories' staffing decisions is limited, but they aim to

raise awareness and encourage female leadership. Efforts focused on promoting gender diversity within committees while acknowledging industry constraints in executive leadership representation.

The gold pilot project under Component 3 in the ASGM sector promotes female empowerment, recognizing women's roles in activities such as operating gold sluicing. There have been no substantial unintended outcomes related to gender equality in the project's interactions with private businesses. In addition, women were actively engaged in workshops and webinars developed by the project, representing a significant portion of executing agencies and delivery partner representatives. Recommendations for the next fiscal year include continued emphasis on projects favoring the empowerment of disadvantaged communities, including women.

The TIF Global Mapping Report for Mercury-Free and Reduced Gold also focused on gender issues in artisanal gold mining. Textile Exchange considers the gender impact in its activities, aiming to showcase this in final reports. TFP monitors gender in staffing and aims to enhance gender representation in higher levels of membership.

Stakeholder engagement:

The SEP complies with stakeholder engagement policy and involves various stakeholder groups, engagement statistics, and the number of engagement activities during the project's implementation phase.

The SEP has also been completed. TFP collaborates both formally and informally with a number of environmental coalitions and holds regular check-ins with many stakeholders in the same space. TFP collaborates with the 15 targeted coalitions at the time of the PIR FY23 publication. Regarding the number of engagements with stakeholders during the project implementation, various project activities took place, including 26 webinars, weekly TFP and CI meetings, cross-pillar coordination, monthly meetings for project components, planning for Component 3 signatories, internal M&E discussions, attending Textile Exchange's conference and launching LIA in November 2021, meeting with NYU Stern School of Business in January 2022, TAG initiation, Component 1 assessment review, and participation in a Science-Based Targets panel at the Global Fashion Summit with multiple signatory meetings held there, summing up to a total of 378 engagements.

TFP is evolving its stakeholder engagement strategy, learning valuable lessons from its inaugural joint actions, and focusing on fostering internal and external engagement. Internally, it fosters CEO-level engagement through Steering Committee meetings, also employing ambassador and outreach programs to enhance interaction among CEOs. Additionally, it has initiated All Member Community Update calls and developed an internal knowledge-sharing platform, Fashion Pact Connect, for increased signatory engagement. Externally, it monitors legislation impact via delivery partners, primarily collaborating with NGOs such as Conservation International, The Impact Facility, IUCN, and UNEP-WCMC. While mostly engaging with private companies, TFP's work considers interactions with academia, communities, and vulnerable groups. Stakeholder

engagement activities involve regular meetings with delivery partners, weekly meetings between The Fashion Pact and Conservation International, the establishment of working groups across pillars, and regular discussions with various experts, including the Technical Advisory Group.

Accountability and Grievance Mechanism:

The AGM should have ensured people affected by the project to bring their grievances to the executing agency for consideration and redress. Monitoring and reporting on the number and resolution of cases are essential. The PIR FY 23 reports that the AGM was already in place before the start of the project and on schedule. By the end of the first year, no conflict or complaint cases were reported. The AGM email and process were created and remain in place. Both were also communicated to all Delivery Partners at the Inception Workshop, including those that recently joined, and are posted on The Fashion Pact website.

The quality of the design and/or implementation of the plans was as expected, and there were minor shortcomings. Therefore, the overall, the implementation of the Environmental and Social Management Framework (ESMF) (gender, stakeholder engagement, and grievance mechanism) is Satisfactory.³⁶ The last quarterly report (FY 2023 - Q3) reports the progress of the three main plans and mechanisms described above and all three are completed and achieved as described on the PIR FY23.

Aspects that worked well include regular meetings between co-executing teams (TFP/CI) and comprehensive monthly meetings including all delivery partners facilitated smooth project updates and business operations. Streamlined brand guidelines provided an identical look and feel for all materials. Thoughtful planning for engaging signatories through webinars and workshops avoided calendar congestion while maintaining project momentum. Experimentation allowed for adjustments, such as a Community Hub reset, enhancing knowledge product uptake. The TIF Global Mapping Report appropriately centered on gender issues in gold mining, offering valuable insights shared with signatories.

However, there are aspects that still need improvement. Although women are well-represented among delivery partners, there's a lack of female leadership in the highest positions. While TFP has integrated women to its Steering Committee, and a woman holds a co-chair position, its capacity to advocate for better gender representation in TFP members' staff is limited. It is to be noted that the gender disaggregation based solely on male and female categories, as required by the GEF gender policy, also limited other gender identification. Although this is beyond the evaluation's scope, the evaluation team considers it could be relevant to include additional disaggregation requirements in the policy. The strategy primarily focuses on a corporate audience, offering webinars during European business hours, with recorded materials accessible later through The Fashion Pact's member portal.

³⁶ As specified in Annex 8.4, the assessment of the E&SS will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

4.4. Sustainability

- **To what extent has the project advanced towards developing and implementing effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments?**

4.4.1. To what extent do financial, sociopolitical, institutional, and environmental or other factors affect, positively or negatively, whether the project's results will be sustained in the long term?

In ensuring the sustainability of a project, a multitude of factors are at play, and each plays a crucial role in determining the long-term success or challenges faced.

The evaluation team has identified the following risks and mitigation measures:

Financial & Business Concerns:

At the project's onset, a primary concern arose regarding the fashion industry's response to the COVID-19 pandemic. There was apprehension that the industry might prioritize financial recovery over sustainability, potentially diverting attention and resources from the project's objectives. To mitigate this risk, the project was meticulously structured to engage professionals early on, allowing businesses to plan future activities without immediate resource commitments. This approach aimed to ensure sustained interest and commitment to sustainability even amid financial recovery efforts post-pandemic. The risk rating of COVID-19 turned from a high-risk to a medium-risk rating, due to the enhanced importance of supply chain resiliency in the project.

Moreover, the potential for a post-COVID-19 economic shift to drive demand for sustainable products presents both opportunities and challenges. The Fashion Pact, serving as a platform for brands to commit to environmental goals, stood poised to capitalize on this evolving demand.

Environmental Impact & Sustainability Challenges:

Climate change emerged as a critical factor impacting the project's trajectory. The potential disruption of traditional supply chains due to climate-related changes presented both challenges and opportunities for the fashion industry. While these changes might necessitate new approaches, they also offered the chance to steer the industry towards more sustainable practices. However, within the sector, there was skepticism towards new supply chain analysis methods proposed by the project. Efforts were made to overcome this resistance by leveraging industry alliances and promoting engagement to encourage the adoption of sustainable methodologies. These efforts have proven to be successful, converting its medium-risk rating into a low-risk rating.

Institutional & Organizational Challenges:

The varying capacities of fashion companies to embrace climate and nature action posed significant challenges. Different companies had varying levels of readiness to commit to sustainable practices. To address this, the project incorporated comprehensive training in Fashion Pact techniques and tools, ensuring accessibility in various formats to ensure widespread comprehension and application, resulting in a decrease of the risk-level rating from medium-risk to low-risk. Another challenge was securing CEO commitment to sustainability. To mitigate this issue Fashion Pact membership now requires CEO commitment, a requirement applicable to all new members. This is a platform that links brands to a reputable scientific body, encouraging them to establish practical but impactful environmental commitments, and to communicate transparently on progress. Alignment with SBTN and SBTi is maintained, as is a close partnership with CI, a respected scientific conservation organization, which provides expertise in climate, oceans and other relevant areas. Despite concerns, mandates from the Fashion Pact, which necessitated CEO commitment, and increasing consumer demand for sustainable fashion aligned with the project's goals, offering promising prospects for progress.

Operational & Resource Constraints:

One of the pressing challenges was time constraints impacting the project's pace in approving company actions. This prompted the implementation of regular monitoring and reporting within the Fashion Pact to remind CEOs of their commitments, ensuring continuous engagement. The annual reporting scheme, encompassing environmental goal progress within organizations and among TFP signatories, reflects active participation despite competing priorities. The completion of the second Biodiversity Benchmarking in 2022 showed a notable increase in companies with public biodiversity strategies, reaching 21%. The benchmark also highlighted a commitment to eliminate deforestation by 60% of participants³⁷. Even if signatories are encouraged to report on their progress against environmental goals, in order to improve overall monitoring and reporting, the risk rating has remained stable at high-risk throughout the project implementation.

Furthermore, the project's success relied on the capabilities of newly established organizations involved. To overcome this challenge, rigorous training programs were designed, ensuring strict compliance with policies and procedures aligned with grant requirements.

The project assigns a Moderate rating to its risks. While the project team actively implements mitigation measures, the crucial factor for successful target delivery relies on the company's engagement and uptake of the work. As this is beyond the project's full control, it represents a key risk requiring continuous mitigation efforts.

The project is likely³⁸ to continue in the long term despite some threats, as mitigation measures previously described have been applied in its design to address the negative impact of the surrounding factors. However, it remains crucial for the project's design to

³⁷ Source: PIR FY23

³⁸ As specified in Annex 8.4, the sustainability assessment will consider a four-points rating scale: Likely, Moderately Likely, Moderately Unlikely, Unlikely.

incorporate a comprehensive analysis that accounts for additional risks. These include economic stability, the enduring commitment of fashion companies to the initiative, the accessibility of resources for implementing biodiversity or sustainability measures within these companies, and the project's adaptability to evolving fashion regulations in Europe and the USA.

4.5. Progress to impact

- **To what extent has the project advanced towards developing and implementing effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments?**

4.5.1. To what extent has the project contributed to achieving its expected long-term impacts, and what unintended impacts have been achieved?

The project aimed to "Develop and implement effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments," with four associated long-term impact indicators. While the year-end results for three of the four core indicators at this level were not available in the PIR FY22, the project has successfully fulfilled all necessary enabling conditions to report these indicators at project's closure in the PIR FY23.

Table 8 presents the indicators' targets and their rating in the PIR FY23. The project aimed to achieve 20 companies in the fashion sector developing strategies aligned to global goals and the SBTN framework for target setting. By the end of the implementation FY23, 19 TFP signatories have established biodiversity strategies or have embedded the topic in their broader sustainability, climate, or nature strategy. Moreover, 11 of them have publicly aligned with SBTN. Delays in the release of SBTN guidance V1 to mid-2023 prompted companies to temporarily halt strategy development to align with SBTN recommendations, but it is expected that more signatories will align their strategies to the targets³⁹.

Also, the project envisioned the mitigation of 500,000 metric tons of CO₂, and 300,000 hectares of land with improved agricultural practices, contributing further to the objectives of both the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification. According to reporting, by the end of the project, 3,513,131 metric tons of CO₂eq were mitigated⁴⁰ and 345,000 hectares were directly impacted by the project, consisting of 205,000 ha of farmland

³⁹ Source: PIR FY23

⁴⁰ It is important to mention that the provided figures are derived from avoided deforestation calculations using the EX-ACT tool over a 20-year period, considering farms dispersed across Mato Grosso, Goias, and Sao Paulo in Brazil, each with deforestation rates of 23%, 16%, and 14%, respectively.

in Brazil participating in LIA pilots⁴¹ and 140,000 ha of more sustainable goat herd management on Mongolian rangelands.

Furthermore, the reduction of 0.1 tons in mercury through brands and company commitments to support artisanal mining practices that eliminate mercury usage in gold extraction. This aligns with the Minamata Convention's endeavors to safeguard human health and the environment from mercury emissions. The project enabled 0.15-0.2 metric tons of mercury reduction yearly. Initially, six brands expressed interest in an investment targeting 0.1 tons of mercury reduction through the Lake Victoria Gold Programme or direct sourcing, but ultimately, only two brands showed likelihood in participating. Ongoing efforts aimed to formalize the involvement of 1-2 additional brands, contingent on their readiness; however, formal commitments and buy-in were not reached⁴². Various structural factors, such as the lack of current sourcing, budget constraints, organizational restructures in TFP membership, thematic alignment, funding competition, and the emergence of the Sustainable Watch and Jewelry Initiative, were beyond the project's control and contributed to the lack of signatory buy-in.

There are three main observations to the indicators at this level. Firstly, objective indicator A could be an outcome indicator because it is a direct result from the project's implementation and not a long-term objective; especially, because it is similar to outcome 2.2. "Companies have developed strategies outlining actions that will be taken to address the Fashion Pact 'biodiversity commitment' and aligned with the Science-Based Targets for Nature framework."

Secondly, the link between some project components and some objective indicators is not clearly defined. The project's four pathways, or Component 3 pilots, have demonstrated tangible outcomes directly engage with beneficiaries, which can improve practices in most of the objective indicators. However, it is unclear how the achievement of some outcomes is linked to the objectives' indicators without additional assumptions. For example, outcome 2.1 "Fashion Pact companies participate in "deep dive analyses" on biodiversity impacts on key supply chains/materials" may only influence the long-term objectives under the assumption that more companies used this analysis to implement sustainability strategies. Under the current target, only 5 companies (out of the 60 signatories) collaborated with the CI-Moore Center for Science to develop the deep-dive reports. The contribution of this outcome to the objective indicators is weak if it is not assumed that the rest of the signatories that did not collaborate on the reports will use them.

Thirdly, although the link between the project's components and certain objectives such as mercury reduction are clear, given the small proportion of gold in the beneficiaries' chain production, its contribution to the project's outcomes is naturally weak.

⁴¹ Two distinct pilot projects covering 205,000 hectares of farmland, including natural ecosystems, demonstrated success, with the first pilot verifying 88,000 hectares as deforestation/conversion-free and receiving full volume purchases from four Fashion Pact signatory brands. The second pilot, initiated in FY23-Q3, involves 117,000 hectares, with third-party verification scheduled for August 2023.

⁴² Source: PIR FY23

Table 8. Project's Expected Objective⁴³

Indicator	Target	Rating
Indicator A. # companies that have developed strategies that align with global goals and the Science Based Targets for Nature framework for target setting.	20 Companies	CA
Indicator B. # area of land under improved agricultural practices based on outputs of projects outlined in Outcome 3.1.	300,000 ha under improved agricultural practices.	CA
Indicator C. Amount of greenhouse Gases (GHG) mitigated through transformed supply chains and sourcing practices through land restoration and improved agricultural practices.	500,000 metric tons of CO ₂ e	CA
Indicator D. Amount of reduction and elimination of mercury in artisanal mining operations providing gold to Fashion Pact companies.	0.1 tons of mercury reduction.	CA

Note: Based on the PIR FY2022 ratings. The value can be interpreted as **IS**= Under implementation on schedule.

⁴³ Source: PIR FY22

5. RATINGS

In this section, we present the rating of each dimension (i.e., project outcomes, project M&E, implementation and execution of the project), based on the responses to the evaluation questions. The rating scale the team used for each dimension is defined in Annex 8.4 “Rating Criteria,” which is derived from the Terms of Reference (ToRs) for Terminal Evaluation.

The project outcomes were assessed using a six-point rating scale. The overall rating was measured using three criteria (i.e., relevance, effectiveness, and efficiency). The analysis of this rating was presented in subsections 4.1.1 y 4.1.3 for relevance, 4.2.1 for effectiveness, and 4.3.1. for efficiency. For rating purposes, outcomes were grouped by components since the relevance and efficiency criteria were analyzed at component level and not by individual outcome. Table 9 presents the rating for each component based on the evaluation findings.

Table 9. Outcomes' Ratings

Component	Relevance Rating	Effectiveness Rating	Efficiency Rating	Overall Rating	Justification
Component 1	HS	S	S	S	<p>There is a coherent flow between the outputs and outcomes of this component. The outputs developed as part of this component are relevant to achieve project's expected outcomes and to address the problem that motivates the intervention.</p> <p>39 Fashion Pact companies have been trained on the Biodiversity Tool Navigator, and 12 companies reported having used the tool in their decision making. The achievement of this outcome is 11% above the target expected. However, the work in this component was delayed due to SBTN delays and unexpected web design challenges. In order to adapt it to this problem, the project designed a virtual easy-to-navigate tool to get more uptake than a lengthy PDF report.</p> <p>Component 1 has spent 15% more than its approved budget by FY24-Q1, possibly for the changes made on its implementation due to the SBTN delays.</p>
Component 2	S	HS	HS	HS	<p>The outputs of this component are relevant considering the problem that the project wants to address. Although firms value the information from this component but face challenges in applying it to supply chains due to tracking issues and material relevance. The contribution of this component to long-term objectives remains unclear.</p> <p>This component has two outcome indicators and their results were higher than the targets: 6 deep-dive publications were released, (5 targeted). Moreover, 36 companies reported that</p>

					<p>they are considering or are actively planning to align their biodiversity commitment with SBTN, or are members of the SBTN CEP (target of 30). In the previous PIR FY22 -the midterm of the project-, this was the only component reported as “under implementation”.</p> <p>The expenditures in this component were a little bit higher than its approved budget, but the increase is only 3%.</p>
Component 3	MS	S	S	S	<p>The outputs of this component are directly related with the long-term objective indicators defined by the project. Nonetheless, the key supply materials targeted in this component were not used by most of the firms in their production process, which limited this component’s contribution in the achievement of the expected long-term objectives. The three materials analyzed through this component were selected during the design phase based on the needs in consultation with TFP, fashion stakeholders, and GEF priorities.</p> <p>By the end of FY23, 11 Fashion Pact companies were engaged in collective action for sustainable sourcing, from the 10 targeted, and 4 potential pathways were identified to enable the sustainable acquisition of raw materials. However, during implementation this component presented important delays. Only one of the four pathways outlined as part of this component was implemented by the FY22, presenting delays in implementation. Also, interviews and the outputs shared with the evaluation team confirmed that the component's outputs were delivered nearly at the end of the project.</p> <p>This component was key to determine the pathways (processes) for collective action and establish processes and learnings that have been selected in other pilots by TFP.</p> <p>There were shortcomings in the budget efficiency of this component because it only spent 88% of the approved budget.</p>

Component 4	HS	S	HS	S	<p>This component is relevant for the project and the problem addressed by the project. The outputs associated to this component are relevant for the project because they guarantee the collaboration with the companies in the sector and provide information of the expected results of the project.</p> <p>The level of outcomes achieved what was expected and there were minor shortcomings. This component has two outcome indicators, and both were fully achieved. However, the activities of this component did not start on schedule, according to the PIR FY22, mainly because the activities were evolving as the organization's capacities and position among companies did.</p> <p>The expenditures in this component were a little bit higher than its approved budget, but the increase is only 1%.</p>
Overall	S	S	S	S	<p>The project developed different outputs for each component, and they have different contributions to achieve the expected outcomes. As defined before, the coherent flow between the outputs and outcomes and long-term objectives of the project sometimes is weak. Nearly half of the indicators to measure the progress of the implementation were SMART.</p> <p>The project results framework includes seven (7) indicators at the outcome level. All seven outcome targets (100%) were achieved by the end of the implementation of FY23.</p> <p>By the FY24-Q1, 100% of the total approved budget had been spent, with spending varying according to budget category and project component.</p>

Note: Based on the rating scales definitions. The value can be interpreted as **HS**= Highly satisfactory, **S**= Satisfactory, **MS**= Moderately satisfactory, **MU**= Moderately unsatisfactory, **U**=Unsatisfactory, **HU**= Highly unsatisfactory.

The evaluation's rating of the project's M&E considered the design and implementation of its M&E systems, framework and plan, based on a six-point scale. The ratings were based on the analysis presented in sub-sections 4.1.4 and 4.2.3.

Table 10. Project M&E Ratings

Dimension	Rating	Justification
Design of the M&E system	MS	<p>The ProDoc includes an M&E plan in line with GEF and CI policies and procedures. The plan clearly defines roles and responsibilities and specifies the tasks to be undertaken.</p> <p>However, the ProDoc did not clearly identify assumptions for achieving the project's objectives and outcomes.</p> <p>The list of the indicators allowed, in general terms, to measure the effectiveness of the project at the output and outcome levels. However, PRF's indicators do not consider all relevant outcomes and outputs, or the proposed were not SMART. Additionally, the definition of targets was unclear, and the means of verification for the indicators were not precisely specified in the matrix.</p> <p>Also, the link between the indicators in the different levels of the PRF was, in some cases, weak. The output indicator 2.2.b, and 2.2.2 are very similar. They measure the number of companies engaged with the SBTN framework, and the distinction between engagement and the setting and develop of strategies is not clear. Similarly, the outcome indicator 2.2.b is very similar to the Objective indicator A.</p>
Implementation of the M&E system	S	<p>The M&E plan in the ProDoc considers 13 M&E products that must be developed during the implementation of the project in 17 activities. According to the last Quarterly Report (FY23 – Q4), only 2 out of 17 activities were not completed by the time of the publication of this report. The present Independent Terminal Evaluation is under implementation, and the compiling and sharing of the lessons learned is planned to be completed by the first quarter of FY24. The rest of the components were achieved by the last quarter of FY23.</p> <p>Reporting has generally been carried out following the monitoring and evaluation plan included in the ProDoc and it's quality is satisfactory. It would be useful to clearly enlist the documents generated in the reporting period in the Knowledge Management section.</p> <p>Although the M&E plan was presented and shared with relevant stakeholders, for the delivery partners, it was not clear how their reporting contributed to the results of the project. Also, it was unclear how the collected data was systematized and saved for reporting.</p> <p>Efforts to enhance data collection mechanisms were noted, transitioning from Excel-based reports to an instrument sent by Textile Exchange</p>

		annually. Despite improvements, TFP members suggested further shortening the questionnaire for increased efficiency.
Overall Rating	S	<p>The design of the M&E plan was aligned to the procedures and policies of GEF and CI. Although the design must have been fostered, especially in the definition of indicators of the PRF and inclusion of assumption in the ToC.</p> <p>The implementation of the M&E products was mostly on time and with satisfactory quality.</p>

Note: Based on the rating scales definitions. The value can be interpreted as **HS**= Highly satisfactory, **S**= Satisfactory, **MS**= Moderately satisfactory, **MU**= Moderately unsatisfactory, **U**=Unsatisfactory, **HU**= Highly unsatisfactory.

The implementation and execution of the project was rated separately. First, based on the quality of the implementation, which refers to the role and responsibilities of the GEF Agencies with access to the resources (CI-GEF). Then, on the quality of the execution, which concerns the role and responsibilities of the counterparts that received funds and executed the funded activities (CI and TFP). In this context, the ratings are based on the answers to the evaluation questions provided in sub-sections 4.3.3 y 4.3.4.

Table 11. Implementation and Execution of the Project Ratings

Dimension	Rating	Justification
Implementation of the Project	HS	<p>The CI-GEF Project Agency oversees the implementation of the project, ensuring proper utilization of GEF funds and endorsing any necessary adjustments to budgets or work plans.</p> <p>The implementing agency, as indicated in the PIR, effectively managed the project by implementing risk-mitigation measures. Training sessions were conducted at the project's onset to familiarize TFP with CI-GEF policies, facilitating proficient fund execution and documentation in adherence to GEF policies. Additionally, MOUs were drafted, delineating roles, deliverables, collaboration duration, and financial aspects for all participating entities in the implementation process.</p>
Execution of the project	S	<p>The collaboration between The Fashion Pact (TFP) and CI-CSLW showcased successful teamwork with regular meetings, updates, and joint calls. While implementation faced delays, the executing agencies, particularly CI-CSLW, demonstrated proficiency in developing quality work plans and reports. Consulting TFP members for tailored outputs and addressing administrative support limitations would contribute to improved success in future collaborations, emphasizing the importance of effective coordination and sustained communication for successful project outcomes.</p> <p>However, the executing agencies fell short in providing adequate administrative assistance to delivery partners, resulting in potential delays</p>

		<p>in output delivery due to administrative processes. Improved and regular monitoring, along with a comprehensive induction process for delivery and resource partners, could have mitigated their limited experience in GEF projects.</p> <p>The delays during the implementation, mainly caused by challenges faced by the Delivery Partners, hence resulted from factors beyond the EAs' control, such as the SBTN, staffing changes, the impact of COVID, and economic challenges hindering expenditure by companies. Nevertheless, the executing agencies should have exerted more control over work plan timelines and hiring processes to guarantee the timely delivery of outputs.</p>
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Note: Based on the rating scales definitions. The value can be interpreted as **HS**= Highly satisfactory, **S**= Satisfactory, **MS**= Moderately satisfactory, **MU**= Moderately unsatisfactory, **U**=Unsatisfactory, **HU**= Highly unsatisfactory.

The assessment of the E&S—including plans on gender, stakeholder management, and accountability and grievance mechanism—was based on a six-point rating scale considering the analysis of the section 4.3.5

Table 12. Environmental and Social Safeguards Rating

Rating	Justification
S	<p>The project's design document outlines plans and mechanisms, including the Accountability and Grievance Mechanism (AGM), Gender Mainstreaming Plan (GMP), and Stakeholder Engagement Plan (SEP), adhering to CI-GCF/GEF policies.</p> <p>The Progress Implementation Report (PIR) for fiscal year 2023 highlights the successful completion of these plans. The AGM was already in place before the project's start, with no reported conflicts by the end of the first year. The GMP achieved its goals, engaging 393 men and 544 women, exceeding targets. The SEP, completed successfully, involved 378 engagements during project implementation. The Fashion Pact has evolved its stakeholder engagement strategy, fostering internal and external engagement, implementing CEO-level meetings, ambassador programs, and All Member Community Update calls.</p> <p>In terms of gender-sensitive measures, the Gender Mainstreaming Plan was fully implemented without challenges, and although there's room for improvement in female leadership representation, the Fashion Pact's primarily female team has organically grown. Recommendations for the next fiscal year include continued emphasis on projects favoring underserved communities, promoting gender diversity within committees, and addressing gender identity categories.</p> <p>Improvement in the ESMF are needed, such as enhancing female leadership and broadening gender disaggregation. The recent quarterly report for Fiscal Year 2023 indicates the completion and achievement of the main plans and mechanisms described in the PIR.</p>

Note: Based on the rating scales definitions. The value can be interpreted as **HS**= Highly satisfactory, **S**= Satisfactory, **MS**= Moderately satisfactory, **MU**= Moderately unsatisfactory, **U**=Unsatisfactory, **HU**= Highly unsatisfactory.

Finally, the sustainability assessment considered the risks related to financial, sociopolitical, institutional, and environmental sustainability, using a rating scale of four points. The analysis for this rating was conducted in sub-section 4.4.1.

Table 13. Sustainability Rating

Rating	Justification
L	<p>Ensuring the sustainability of the project involves navigating a complex landscape of financial, environmental, institutional, and operational factors. Initially, concerns about the fashion industry prioritizing financial recovery over sustainability due to the COVID-19 pandemic prompted meticulous project structuring. Early engagement with professionals allowed businesses to plan without immediate commitments, turning the risk rating from high to medium. The evolving post-pandemic economic shift offers both opportunities and challenges, with The Fashion Pact well-positioned to capitalize on increasing demand for sustainable products.</p> <p>Climate change emerged as a critical factor impacting the project, presenting challenges and opportunities. Skepticism within the sector towards new supply chain analysis methods prompted efforts to overcome resistance through industry alliances, resulting in a successful conversion of the risk rating from medium to low. Institutional and organizational challenges, including varying capacities of fashion companies to embrace sustainability, were addressed through comprehensive training and mandatory CEO commitment for Fashion Pact membership. While risks related to institutional and organizational challenges decreased from medium to low, challenges related to time constraints and operational aspects, reflected in a high-risk rating, persist despite ongoing monitoring and reporting.</p> <p>The project assigns a Moderate risk rating, acknowledging the crucial role of company engagement beyond its control, necessitating continuous mitigation efforts. Despite the identified threats, the project is likely to continue in the long term, supported by applied mitigation measures. However, a comprehensive risk analysis is crucial, considering additional factors such as economic stability, sustained commitment from fashion companies, resource accessibility, and adaptability to evolving fashion regulations in Europe and the USA.</p>

Note: Based on the rating scales definitions. The value can be interpreted as **L**= Likely, **ML**= Moderately likely, **MU**= Moderately unlikely, **U**=Unlikely.

6. CONCLUSIONS

Relevance

The ProDoc puts forward a holistic approach to address the identified development challenges and clearly identifies the environmental problems that the project is trying to tackle. The ToC clearly states the barriers that the fashion sector faces, the components and outcomes of the project, how the barriers will be addressed during its execution, and the desired impacts, as well as the interconnectivity between all elements. However, it does not determine the implied assumptions.

Even though evidence confirmed that the overall design of the project was appropriate for delivering the expected outcomes, the relevance varies according to the components. Additionally, some design aspects of the components could have been modified to improve project implementation. More specifically, the project design could have specified the implementation flow of the different strategies and the mechanisms ensuring actors' interaction to produce the outputs of the different components, in order to converge on the delivery of all outcomes in a timely manner. It is important to mention that TFP members were not consulted during the design phase of the Project, which limited the alignment between the project's outputs and beneficiaries' needs and interests.

The PRF included in the ProDoc does not contain the description, frequency, and methodology for any of the indicators; these elements were presented in the M&E plan. Although the baseline values for most of the indicator were zero, the ProDoc only contains the baseline value for outcome indicators. Considering this, it was unclear how the project defined its indicators' targets, some of which appeared to be too low.

Effectiveness

The PRF includes twenty (20) outputs and twenty-seven (27) results indicators at this level. By the end of the implementation FY23, 100% of the total outputs were achieved. The evaluation team considers that the project has been successfully co-implemented by CI and TFP in coordination with the multiple delivery partners to deliver the outputs; thus, the delivery of the outputs is rated Satisfactory (S). Nonetheless, delays in the implementation and the aforementioned issues regarding relevance and adequacy to TFP members' necessities and characteristics may affect their effectiveness in achieving the expected outcomes.

At outcome level, the PRF includes seven (7) indicators. At the end of FY23, 100% of the outcome targets were achieved. However, by the end of FY22, 28% of the outcomes were delayed or not started under implementation. Based on the 6-rating scale, the overall effectiveness is rated Satisfactory (S).

The implementation and quality of the M&E system were rated Satisfactory, although there were minor shortcomings during implementation. Reporting has generally been carried out following

the M&E plan included in the ProDoc, and the quality of project reports is considered Satisfactory by the evaluation team. The M&E plan, as outlined in the ProDoc, effectively tracked 13 products across 17 activities, with improvements noted, such as transitioning to an annual instrument for data requests. Despite these accomplishments, there are concerns regarding clarity in defining targets, means of verification, and systematic data gathering. Feedback suggests a need for further streamlining of the questionnaire. Overall, adjustments are recommended to enhance clarity and streamline processes, such as defining the process and the methodological approaches to gather and analyze the information.

Efficiency

By the FY24-Q1, 100% of the total approved budget had been spent, with spending varying according to budget category and project component. The efficiency of Component 1 and 3 may be rated as Satisfactory⁴⁴, because there were minor shortcomings in the use of the resources to achieve the expected outcomes. The efficiency of Component 2 and Component 4 is Highly Satisfactory.

CI- GEF Project Agency, described as the GEF implementing agency, offered oversight of the project's technical and financial aspects. The implementing agency has been adequately responsible for ensuring adherence to standards, leading to a Highly Satisfactory rating of performance. However, the PIR, financial records, and quarterly reports failed to address any measures taken to prevent certain project components from overspending or significantly underspending compared to the approved budget.

The executing agencies of the project are the CI's CSLW and The Fashion Pact Association. The Center provides technical support across project components and led M&E activities until the Fashion Pact Association assumed broader project management responsibilities. As for the Agency, according to the available PIR, the executing entities had been efficient throughout the implementation of the project, implementing measures to mitigate identified risks. Moreover, the agency effectively developed the annual work plans, the quarterly monitoring reports, and the PIRs in both years of implementation with good quality. During this period and throughout the project's implementation, the co-executing agencies maintained good communications with stakeholders, and alliances and synergies were established among each other. Nevertheless, the executing agencies should have been more closely aligned to the timeframe of the work plans and should have delivered most of the products on schedule. Therefore, the quality of execution is Satisfactory (S).

The implementation of the ESMF is rated Satisfactory (S). Aspects that worked well include regular meetings between co-executing teams and comprehensive monthly meetings including all delivery partners, which facilitated smooth project updates and business operations. Moreover, thoughtful planning through webinars and workshops avoided calendar congestion while

⁴⁴ As specified in Annex 8.4, the assessment of the Outcomes Efficiency will consider a six-points rating scale: Highly Satisfactory, Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

maintaining project momentum. The strategy primarily focused on a corporate audience, offering webinars during European business hours, with recorded materials accessible later through The Fashion Pact's member portal. The TDI/TIF Global Mapping Report appropriately centered on gender issues in gold mining, offering valuable insights shared with signatories. Moreover, the Gender Mainstreaming Plan's activities have been fully implemented without challenges. And, while female representation among CEOs in the industry needs improvement, the Fashion Pact's primarily female team has seen organic growth.

Sustainability

COVID-19 was one of the most pressing risks in project implementation, because it was thought that businesses would maybe disregard the project in favour of their financial recovery and cease caring about sustainability. In addition, climate change, in addition to being at the root of the problem the project intended to tackle, could also actually impact the project and its results. Additionally, new approaches to supply chain analyses suggested by the project, which require input by scientific and academic communities, might cause skepticism in the fashion sector and not be adopted. Another important identified risk factor was the varying levels of capacity and resources, within specific fashion companies, to adopt significant climate/nature action. The companies also faced (and still face) the risk of CEOs lacking commitment to sustainability. Finally, there were (and still are) concerns regarding the capacities of newly created organizations (e.g., TFP) to fully operate the project.

Nonetheless, the project had designed strong mitigation actions to address the negative impact of these risks, which makes the project's results likely to persist in the long run. It is essential now that the project managers continue to analyze additional risks, such as economic instability, the continuity of the fashion companies on this topic, the availability of resources to implement biodiversity or sustainability actions within the fashion companies, and the adaptability of the project to the new fashion regulations in Europe and the USA.

Progress to impact

The objective of the Project was to "Develop and implement effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments." It possesses four long-term impact indicators associated with this objective, which were all achieved by the end of the implementation of the project. The PIR FY23 reported successful enabling conditions, with 19 signatories aligning with biodiversity goals. Delays in SBTN guidance affected strategy development temporarily. The project mitigated 3,513,131 metric tons of CO₂eq and impacted 345,000 hectares. Efforts to reduce 0.1 tons of mercury faced challenges, with two brands participating.

7. LESSONS LEARNED AND RECOMMENDATIONS

7.1 Lessons learned

Relevance

1. The lack of a clear link between project components and certain impacts indicates a potential gap in the project's logic model, hindering effective monitoring and understanding of how specific outcomes contribute to broader environmental impacts.
2. The importance of clearly identifying assumptions to achieve project's objectives and outcomes: the absence of explicit assumptions in the ToC and M&E plan hindered the project's ability to influence the contextual factors that would have led to enhanced outputs and more importantly, outcomes.
3. The project ensured a relevant approach was used for implementation by maintaining strong communications and relationship-building throughout the implementation phase to address any evolving concerns and ensure ongoing stakeholder engagement.

Effectiveness:

4. The lack of consultation with TFP members during the project's design phase generated a gap in the alignment between project outcomes, outputs and specific needs, interests, requirements and characteristics of beneficiaries and end users.
5. Evidence revealed that outcomes varied based on the size of fashion companies, indicating that the impact of the project may differ across different operating scales. This lesson underscores the need for a nuanced understanding of beneficiary characteristics, considering their size, and tailoring project components accordingly to ensure more equitable and impactful outcomes. Generally speaking, the project was able to adapt its support in that manner.
6. The delays in output delivery, especially in the first year, were largely attributed to internal processes of quality assurance, including editing and web design/hosting transfer procedures. The lesson learned is that robust quality assurance processes are crucial, but there is a need to streamline them to ensure timely reporting and delivery of outputs.

Efficiency:

7. The variation in co-financing percentages among different co-financiers highlights challenges faced by specific organizations in adapting to GEF administrative requirements.

Sustainability:

8. The project's emphasis on leveraging prominent fashion industry alliances, or "convenors," and consulting groups proved effective in mitigating skepticism toward new supply chain analyses. Collaborating with industry coalitions and expert organizations contributed to sustained engagement and buy-in from fashion companies.
9. CEO Engagement and Consumer Demand Alignment: Recognizing CEO commitment as a potential risk (as well as an opportunity), the project strategically aligned itself with the Fashion Pact, requiring CEO commitment for membership. The project capitalized on the increasing consumer demand for sustainable products driven by NGO campaigns, showcasing the importance of aligning project goals with evolving market expectations.

Progress to impact:

10. The short duration of the project limited its influence on objective-level indicators. Future projects should carefully assess this limitation in the design document to enhance the project's contribution to high-level indicators.

7.2 Recommendations

Relevance:

1. Engage actively with end-users, particularly key stakeholders like TFP members, during the project's design phase. This participatory approach ensures that project outputs align with the unique needs, challenges, and expectations of end-users, enhancing overall project relevance.
2. Enhance the Project Results Framework (PRF) by addressing four main opportunity areas:
 - a. Firstly, clarify the link between expected impacts and outcomes and include assumptions in the project's ToC. Ensure a more explicit and detailed mapping of how each project component directly contributes to the desired objective indicators.
 - b. Secondly, expand results statements to include relevant outcomes, such as the project's networking capacity and knowledge-sharing spaces.
 - c. Thirdly, provide clearer definitions for baselines and targets setting, as well as for means of verification for all indicators. This improvement would ensure a more transparent and understandable framework for M&E purposes.
 - d. Lastly, consider the time lag issue in the results framework, acknowledging that certain impact variables may only become evident after project completion.

Effectiveness:

3. Address delays attributed to somewhat lengthy administrative procedures, internal organization issues, and the challenging coordination of multiple delivery partners. Among other elements, analyze the viability of having a reduced number of delivery partners for

specific outputs to streamline coordination, enhance communication and minimize delays, all the more when considering a relatively small project budget.

4. Recognize and account for the variation in outcomes based on the size of fashion companies. Further tailor project components and strategies to address the specific needs and engagement capacities of both small and large fashion entities. This involves designing interventions that are scalable and adaptable to the diverse characteristics of the fashion industry players.
5. Improve communication and collaboration by proactively sharing the M&E plan with relevant stakeholders. This will ensure that all parties involved are well-informed about the expected products, timelines, and any requirements for information, fostering a more inclusive and coordinated approach to monitoring and evaluation.

Efficiency:

6. Specify changes and evolution of budget allocation and expenses should be reported in the PIR.
7. Enhance administrative support for delivery partners to avoid delays in the delivery of outputs and in project financing. This includes establishing clear selection criteria for delivery partners and providing ongoing support throughout the implementation phase.
8. The project should provide training programs to address operational and resource constraints. This is particularly crucial for newly established organizations involved in the project.

Sustainability:

9. Mitigation measures have been devised to counteract the adverse effects of surrounding factors, enhancing the project's potential for long-term sustainability. It is crucial for the project's design to comprehensively analyze additional and continuous risks, including economic instability, the sustained commitment of fashion companies to this initiative, the availability of resources for implementing biodiversity or sustainability measures within these companies, and the project's adaptability to evolving fashion regulations in Europe and the USA.

Progress to impact:

10. Clear linkage definitions between project components and objective indicators are crucial. The lack of clarity observed in the present case suggests the importance of thoroughly mapping out and articulating the chain of results through which each project component contributes to overarching objectives.

8. ANNEXES

8.1. Evaluation Matrix

Dimension	Evaluation questions	Indicators	Information sources	Methods
1. RELEVANCE: To what extent was the project strategy relevant to international, national, and local stakeholders?				
1.1. Project Theory of Change	i. How feasible and realistic was the logic of the project's design (activities- outcomes -outputs- impacts)?	Level of alignment between project objective, outcomes, outputs, activities, and the corresponding indicators Level of quality of the results framework in the Project Document	ProDoc, PIRs CI-SWL, CI-GEF, Fashion Pact, Textile Exchange, The Impact Facility, The Biodiversity Consultancy	Desk Review KIs
1.2. Assessment of Project Results (outcomes relevance)	ii. To what extent were the project outcomes consistent with GEF focal areas and operational program strategies, country priorities and mandates of the Agencies? iii. Was the project design appropriate for delivering the expected outcomes?	Existence of a clear relationship between CI-GEF priorities and project objectives/ components	ProDoc, Inception Workshop Report GEF, and CI strategies and program documents CI-GEF, CI-SWL, TFP Textile Exchange, The Impact Facility, The Biodiversity Consultancy	Desk review KIs
1.3. Monitoring and Evaluation Systems	iv. Was the M&E plan practical and sufficient, and revised in a timely manner?	Methodological soundness of the M&E plan, including baseline data	PIRs Monitoring reports	Desk review KIs

Dimension	Evaluation questions	Indicators	Information sources	Methods
	v. Were the indicators SMART (specific, measurable, achievable, relevant, and time-bound) and did it include baseline data?	Methodological soundness of the M&E plan, including baseline data	GEF focal area Tracking Tools and/or Core Indicators CI-GEF, Fashion Pact, CI-SWL Textile Exchange, The Impact Facility, The Biodiversity Consultancy	
2. EFFECTIVENESS: Did the project achieve its targeted results and objectives?				
2.1. Assessment of Project Results (outputs and outcomes effectiveness)	i. To what extent were the expected outputs actually delivered?	Evidence of changes in the results framework Type of barriers and enabling factors	ProDoc and planning documents PIRs, progress reports	Desk review KIIs
	ii. Were the project's actual outcomes commensurate with the expected outcomes and why?	Evidence of changes in the results framework Type of barriers and enabling factors	CI-GEF, Fashion Pact, CI-SWL Textile Exchange, The Impact Facility, The Biodiversity Consultancy	
2.2. Monitoring and Evaluation Systems	iii. Have the M&E system been operated as per the M&E plan, was the information gathered in a systematic manner and have methodological approaches been appropriate to analyze data?	Timeliness and quality of monitoring reports Evidence of M&E of GEF focal area tracking tools	PIRs Monitoring reports GEF focal area Tracking Tools and/or Core Indicators CI-SWL, CI-GEF, Fashion Pact, Textile Exchange, The Impact Facility, The Biodiversity Consultancy	Desk review
2.3. GEF Additionality	iv. What are the additional outcomes (both environmental and otherwise) that can be	Evidence of any of the following outcomes: i) global environmental benefits; ii) stakeholders' transformational change to environment sustainable legal /regulatory forms; iii) support to existing institutions to transform into	PIRs and other progress reports GEF focal area Tracking Tools and/or Core Indicators CI-SWL, CI-GEF, TFP	Desk review KIIs

Dimension	Evaluation questions	Indicators	Information sources	Methods
	directly associated to the GEF supported project? ⁴⁵	efficient/sustainable environment manner; iv) incremental financing flows; v) improvement of community livelihood and social benefits		
3. EFFICIENCY: To what extent was the project implemented efficiently and adapted to changing conditions when necessary?				
3.1. Assessment of Project Results (outcomes efficiency)	i. To what extent were the project's outcomes cost-effective? ⁴⁶	Extent to which projects achievements can be considered cost-effective compared to similar interventions. R	PIRs Monitoring report KII	
3.2. Monitoring and Evaluation Systems	ii. Have adequate resources been budgeted for M&E activities and have they been sufficient at the implementation stage?	Extent to which the budget for M&E activities was sufficient	PIRs Monitoring reports GEF focal area Tracking Tools and/or Core Indicators METT CI-SWL, GEF focal point, Fashion Pact, Textile Exchange, The Impact Facility, The Biodiversity Consultancy	Desk review KIIs
3.3. Assessment of implementation and execution	iii. How efficient was the performance of the implementing entity (CI-GEF) (including	Level of performance of implementing and executing agencies based on PIRs ratings	Annual workplans, PIRs and other progress documents Micro Assessment Report	Desk Review KIIs

⁴⁵ This question considers the answer to any of the following guiding questions: i) Has the project generated Global Environmental Benefits that would not have happened without GEF's intervention?; ii) Has the project led to legal or regulatory reforms that would not have occurred in the absence of the project?; iii) Have institutions been strengthened to provide a supportive environment for achievement and measurement of environmental impact as a result of the project?; iv) Has the involvement of the GEF led to greater flows of financing than would otherwise have been the case from private or public sector sources?; v) Can improvements in living standard among population groups affected by environmental conditions be attributed to the GEF contribution?; and, vi) Can improvements in living standard among population groups affected by environmental conditions be attributed to the GEF contribution?

⁴⁶ This question has been adapted based on the ToRs rating criteria.

Dimension	Evaluation questions	Indicators	Information sources	Methods
	implementation and supervision of project execution)? Iv. How efficient was the performance of the executing entities (TFP and CI) (including execution arrangements, work planning, procurement processes and project monitoring)?	Level of appreciation by main stakeholders of the performance of implementing and executing agencies	CI-SWL, CI-GEF, Fashion Pact.	
3.4. Assessment of Environmental and Social Safeguards	v. To what extent have the Environmental and Social Safeguards (gender, stakeholder engagement and the grievance mechanism) been effectively implemented?	Identification of the E&SS plans prepared based on the ESS Screening and GEF requirements, Actions in which the Environmental and Social Management Framework (ESMF) plans have being implemented, The extent of the progress towards achieving the ESMF targets,	ProDoc, Safeguards Screening Form, Screening Results and Safeguards Analysis, safeguard manual, gender mainstreaming plan, engagement plan, grievance mechanism, PIRs CI-SWL, CI-GEF, Fashion Pact.	Desk review KII
4. Sustainability: To what extent has the project advanced towards developing and implementing effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments?				
4.1. Factors affecting sustainability of project benefits	i. To what extent do financial, sociopolitical, institutional, and environmental or other factors affect, positively or negatively, whether the project's results will be sustained in the long term?	Evidence of obstacles and/or risks to the sustainability of project results	ProDoc, PIRs CI-SWL, CI-GEF, Fashion Pact, Textile Exchange, The Impact Facility, The Biodiversity Consultancy	Desk review KII
5. PROGRESS TO IMPACT: To what extent has the project advanced towards developing and implementing effective science-based tools to enable companies to drive delivery of the Fashion Pact's biodiversity, climate, and ocean commitments?				
5.1. Progress to Impact	i. To what extent has the project contributed to achieve its	Progress toward targets (impact indicators)	PIRs and other progress reports	Desk review

Dimension	Evaluation questions	Indicators	Information sources	Methods
	expected long-term impacts and what unintended impacts have been achieved?		CI-SWL, CI-GEF, Fashion Pact, Textile Exchange, The Impact Facility, The Biodiversity Consultancy. Local stakeholders	KIIIs

8.2. List of stakeholders consulted

Name	Surname	Gender	Contact info	Organization	Stakeholder category	Interview date	Type of Interview
Ian	Kissoon	M	ikissoon@conservation.org	CI-GEF	Implementing Agency	19-Oct	Individual
Daniela	Carrion	F	dcarrion@conservation.org	CI-GEF	Implementing Agency	25-Oct	Individual
Franklin	Holley	F	fholley@conservation.org	CI-CSLW (sustainable fashion)	Executing Agency	27-Sep	Individual
Natalie	Della Valle	F	natalie.dellavalle@thefashionpact.org	TFP	Executing Agency	11-Oct	Individual
Kristen	Nuttall	F	kristen.nuttall@thefashionpact.org	TFP	Executing Agency	04-Oct	Individual
Anne	Gillespie	F	anne@textileexchange.org	The Textile Exchange	Delivery Partner	30-Oct	Grouped Interview
Susana	Lehmann	F	susanna@textileexchange.org				
Anne	Heaton	F	aheaton@textileexchange.org	The Textile Exchange	Delivery Partner	31-Oct	Grouped Interview
Maria	Papadoupoulou	F	maria@textileexchange.org				
Gustav	Dahlqvist	M	gustav.dahlqvist@theimpactfacility.com	The Impact Facility	Delivery Partner	31-Oct	Grouped Interview
David	Sturmes	M	david.sturmes@theimpactfacility.com	The Impact Facility			
Christine	Lippai	F	christine@wildlifefriendly.org	Wildlife Friendly Enterprise Network	Delivery Partner	31-Oct	Individual
Elizabeth	Clark	F	elizabeth.clark@cisl.cam.ac.uk	Cambridge Institute for Sustainability Leadership	Delivery Partner	27-Oct	Grouped Interview
Edmund	Dickens	M	Edmund.Dickens@cisl.cam.ac.uk				
Charton	Locks	M	charton@produzindocerto.com.br	Produzindo Certo	Resource partner	03-Oct	Individual
Jess	Mcglyn	F	jess@sciencebasedtargetsnetwork.org	Science Based Targets Network	Resource partner	02-Oct	Individual

Name	Surname	Gender	Contact info	Organization	Stakeholder category	Interview date	Type of Interview
Michela	Angiolillo	F	Michela.Angiolillo@zimmermann.com	Zimmermann	TFP Member	04-Oct	Individual
Alejandro	Pertusa Martinez	M	Alexpm@inditex.com	Inditex	TFP Member	04-Oct	Individual
Anneke	Keuning	F	anneke.keuning@bestseller.com	Bestseller	TFP Member	05-Oct	Group Interview
Birla	Agnete Krabbe	F	birla.krabbe@bestseller.com				
Yoann	Regent	M	yoann.regent@kering.com	Kering	TFP Member	06-Oct	Individual
Jennie	Granstrom	F	Jennie.Granstrom@hm.com	H&M	TFP Member	02-Oct	Individual

Note: During the data collection phase, the evaluation team tried to interview staff of The Biodiversity Consultant—as delivery partner of the project—, of the Pollination Group—as a resource partner—. However, they did not respond to the requests made. There is an important turnover in the fashion sector, and it is likely that staff among these organizations were not related to the project anymore, and/or the staff was unavailable for consultations.

8.3. List of Documents Reviewed

- Project Document
- Concept Note
- Project Results Framework and Modifications
- Inception Workshop Report and Presentation
- Project Implementation Reports (PIR) for the FY 2022 and FY2023
- Annual Workplans
- Available Quarterly Reports
- Financial Documents: Annual Budgets, Quarterly Financial Reports, Audit reports, co-financing commitment letters from The Fashion Pact, Conservation International, The Impact Facility, The Biodiversity Consultancy, and Textile Exchange
- Latest Financial Report (FY2024-Q1)
- Monitoring and Evaluation Plan
- CI-GEF's Environmental and Social Management Framework
- Safeguard Screening Analysis and Results
- CI-GEF Gender Mainstreaming Plan
- Stakeholder Engagement Plan
- Accountability & Grievance Mechanism
- Steering Committee presentations and minutes
- Technical Working Group Advisory Committee Meeting Minutes
- Agreements and Memorandum of Understanding between Conservation International and delivery partners (Fashion Pact, The Impact Facility, IUCN, Textile Exchange, The Biodiversity Consultancy)
- Relevant GEF, CI-GEF, Fashion Pact programming documents, policies, and guidelines.
- Documents from other relevant interventions.

8.4. Rating Scales⁴⁷

The project outcomes will be assessed with a six-point rating scale. The measurement of the overall rating will include the three criteria (relevance, effectiveness, and efficiency). The rating options include:

- Highly satisfactory (HS). The level of outcomes exceeded expectations and/or there were no shortcomings.
- Satisfactory (S). The outcomes achieved the expected level and/or there were minor shortcomings.
- Moderately satisfactory (MS). The outcomes achieved more or less the expected level and/or there were moderate shortcomings.
- Moderately unsatisfactory (MU). The outcomes achieved a lower-than-expected level and/or there were significant shortcomings.
- Unsatisfactory (U). The outcomes achieved a substantially lower than expected level and/or there were major shortcomings.
- Highly unsatisfactory (HU). The outcomes achieved a negligible level and/or there were severe shortcomings.
- Unable to assess (UA). An assessment cannot be done with the available information.

Additionally, the monitoring and evaluation of the project will consider the design and implementation of its M&E systems. A six-point scale is going to be used, with the options being:

- Highly satisfactory (HS). The implementation and quality of the M&E systems exceeded expectations and there were no shortcomings.
- Satisfactory (S). The implementation and quality of the M&E systems was as expected and there were minor shortcomings.
- Moderately satisfactory (MS). The implementation and quality of the M&E systems was more or less as expected and there were moderate shortcomings.
- Moderately unsatisfactory (MU). The implementation and quality of the M&E systems was lower than expected and there were significant shortcomings.
- Unsatisfactory (U). The implementation and quality of the M&E systems was substantially lower than expected and there were major shortcomings.
- Highly unsatisfactory (HU). There were severe shortcomings in the implementation and quality of the M&E systems.
- Unable to assess (UA). An assessment cannot be done with the available information.

⁴⁷ Sources: adapted based on the ToRs for the TE.

Furthermore, the implementation and execution of the project will be rated separately. On one hand, the quality of the implementation refers to the role and responsibilities of the GEF Agencies with access to the resources. On the other hand, the quality of the execution concerns the role and responsibilities of the counterparts that received funds and executed the funded activities.

- Highly satisfactory (HS). The quality of the implementation and/or execution exceeded expectations and there were no shortcomings.
- Satisfactory (S). The quality of the implementation and/or execution was as expected and there were minor shortcomings.
- Moderately satisfactory (MS). The quality of the implementation and/or execution was more or less as expected and there were moderate shortcomings.
- Moderately unsatisfactory (MU). The quality of the implementation and/or execution was lower than expected and there were significant shortcomings.
- Unsatisfactory (U). The quality of the implementation and/or execution was substantially lower than expected and there were major shortcomings.
- Highly unsatisfactory (HU). There were severe shortcomings in the quality of the implementation and/or execution.
- Unable to assess (UA). An assessment cannot be done with the available information.

Finally, the environmental and social safeguards will include plans on gender, stakeholder management, and accountability and grievance mechanism. The assessment will use a six-point rating scale, with:

- Highly satisfactory (HS). The quality of the design and/or implementation of the plans exceeded expectations and there were no shortcomings.
- Satisfactory (S). The quality of the design and/or implementation of the plans was as expected and there were minor shortcomings.
- Moderately satisfactory (MS). The quality of the design and/or implementation of the plans was more or less as expected and there were moderate shortcomings.
- Moderately unsatisfactory (MU). The quality of the design and/or implementation of the plans was lower than expected and there were significant shortcomings.
- Unsatisfactory (U). The quality of the design and/or implementation of the plans was substantially lower than expected and there were major shortcomings.
- Highly unsatisfactory (HU). There were severe shortcomings in the quality of the design and/or implementation of the plans.
- Unable to assess (UA). An assessment cannot be done with the available information.

Finally, the sustainability assessment will consider, but not be limited to risks related to financial, sociopolitical, institutional, and environmental sustainability. A rating scale of four points will be used, including:

- Likely (L). There is little to no risk to sustainability.

- Moderately likely (ML). There are moderate risks to sustainability.
- Moderately unlikely (MU). There are significant risks to sustainability.
- Unlikely (U). There are severe risks to sustainability.
- Unable to assess (UA). An assessment cannot be done with the available information.

8.5. Project Stakeholders' Roles and Responsibilities⁴⁸

Institution	Role	Key Responsibilities
CI-GEF	Implementing Agency	<ul style="list-style-type: none"> • Provide project assurance, including supporting project implementation by maintaining oversight of all technical and financial management aspects, and providing other assistance upon request of the Executing Agency. • Monitor the project's implementation and achievement of the project outputs, ensure the proper use of GEF funds, and review and approve any changes in budgets or workplans.
CI's Center for Sustainable Lands and Waters and the TFP	Co-executing Agencies	<ul style="list-style-type: none"> • Establish a PMU, consisting of a Project Manager and representatives from both the Fashion Pact Task Force and CI Center for Sustainable Land and Waters, to coordinate and oversight project's implementation. • Coordinate and ensure that the project workplan is implemented according to schedule. • Share information and collaborate on reporting through regular scheduled calls and meetings through a Project Steering Committee. • Provide trainings to TFP companies. • Develop webinars to share the knowledge products and outputs of the project with TFP members. • Organize bilateral and multilateral meetings between TFP members and delivery partners to progress in project's implementation. <p>Specifically, the Center had the role of being the link between and across all components of work and offering technical expertise to conduct the 5 components of the project. The TFP was responsible for the delivery, communication, and coordination needed to ensure the engagement of the Fashion Pact companies in the project and to build broader stakeholder engagement across the sector.</p>
Representatives from academia and the fashion sector	Technical Advisory Group	<ul style="list-style-type: none"> • Support and guide this process and build broader stakeholder relations. • Review technical documents and methodologies created under the project for scientific soundness and industry relevance. • Ensure that there is broad support for the methodologies and approaches being developed by the project.

⁴⁸ Sources: elaborated based on CI-GEF. 2020. Project Document

Institution	Role	Key Responsibilities
CI's Moore Center for Science	Delivery partner	<ul style="list-style-type: none"> ● Ensure coherence between components, methodologies, and approaches. ● Provide technical insight and review on Component 1. ● Provide technical and scientific analyses for Component 2. ● Coordinate with key expert groups for Component 2. ● Guide and train companies on the Science Based Targets for Nature.
TBC	Delivery partner	<ul style="list-style-type: none"> ● Provide scientific and technical development of the supply chain mapping methodology and analyses. ● Engage and coordinate with key expert groups that hold data and analytical expertise. ● Ensure coherence on the methodology between Components 1 and 2. ● Support the work to engage Fashion Pact companies in the Science Based Targets for Nature.
WFEN	Delivery partner	<ul style="list-style-type: none"> ● Adapt its global 'wildlife friendly' standards and best practices for Fashion Pact companies to use. ● Participate in trainings of Fashion Pact companies on sustainable sourcing approaches.
The Dragonfly Initiative / The Impact Facility	Delivery partner	<ul style="list-style-type: none"> ● Support responsible artisanal mining. ● Garner engagement from the Fashion Pact companies into responsible sourcing of gold from artisanal mines
Textile Exchange	Delivery partner	<ul style="list-style-type: none"> ● Catalyze engagement of fashion companies in the support of sustainable (and verifiable) sourcing of beef leather, through the Responsible Leather Accelerator Program and Impact Alliance. ● Manage a pilot program of the GEF project that engages with Fashion Pact companies to scale the implementation of sustainable leather sourcing to drive outcomes on the ground. ● Engage Fashion Pact companies in the program for sustainable cashmere in Mongolia.
CISL	Delivery partner	<ul style="list-style-type: none"> ● Develop the "biodiversity impact metric". ● Support the training for Fashion Pact companies in the methodology, along with its partner organization, "Biodiversify".

Institution	Role	Key Responsibilities
SBTN, Produzindo Certo and Pollination Group	Resource partners	<ul style="list-style-type: none"> • The SBT for Nature framework and guidance provided the basis of the biodiversity strategies design. • Support the frameworks and guidance used in the program. • In the case of Produzindo Certo, provide technical assistance and connectivity to producers participating in the Leather Impact Accelerator
IUCN and UNEP WCMC	Sub-grantees	<ul style="list-style-type: none"> • Provide data and technical expertise to the development of the supply chain methodology. <p>Individually, the actors have the following responsibilities:</p> <ul style="list-style-type: none"> • IUCN participated in the deep dive analyses on supply chains. • UNEP WCMC worked on structuring appropriate engagement and support from Fashion Pact companies into data collection and management.
Fashion Pact members	Beneficiaries	<ul style="list-style-type: none"> • Participate in the activities that the program offers. • Influence the other company members to remain engaged in the program. • Promote the Fashion Pact to other fashion companies.



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