

**Project Title: Transforming the Fashion Sector to Drive Positive Outcomes for Biodiversity, Climate and Oceans**

<i>Executing Agency:</i>	Fashion Pact Association and Conservation International Center of Sustainable Lands and Waters.
<i>Duration:</i>	November 2020 - December 2023
<i>GEF Grant Amount:</i>	USD 2,000,000
<i>Date of Evaluation:</i>	July 2023 - February 2024
<i>CI-GEF Agency and management team members responding:</i>	Daniela Carrion, Rocky Marcelino

The CI-GEF and partners are providing a management response to the terminal evaluation report prepared by Baastel. The following are recommendations/comments from the management team in relation to the content of the draft evaluation report.

**General Comments:**

**Lessons Learned**

A. 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.

B. Effectiveness:

1. 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.
2. 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.
3. 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.

C. Efficiency:

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

D. Sustainability:

1. 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.
2. 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.

E. Progress to impact:

1. 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.

No.	Recommendation	CI-GEF Agency response to recommendations
A. 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.	Noted, however, the engagement happened through one of the EAs – TFP.
2.	<p>Enhance the Project Results Framework (PRF) by addressing four main opportunity areas:</p> <ul style="list-style-type: none"> <li>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.</li> <li>b. Secondly, expand results statements to include relevant outcomes, such as the project's networking capacity and knowledge-sharing spaces.</li> <li>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&amp;E purposes.</li> <li>d. Lastly, consider the time lag issue in the results framework, acknowledging that certain impact variables may only become evident after project completion.</li> </ul>	Noted. CI will take in consideration the recommendations for future projects.
B. 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.	The recommendations will be taken in consideration for future projects with the fashion sector. However, please note that CI provided adaptive management support during the project implementation phase.
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.	The recommendations will be taken in consideration for future projects with the fashion sector.
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.	The recommendations will be taken in consideration for future projects.

C. Efficiency:		
6.	Specify changes and evolution of budget allocation and expenses should be reported in the PIR.	This is reported in PIR and CI monitors changes in quarter financial reports.
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.	This was carried out by the CI in their role of EA as much as possible. CI will take this comment in consideration to better assess future delivery partners for projects.
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.	This was done for the EAs and is outside the Agency responsibility for delivery partners, but the EA did the necessary trainings. However, CI will take into account this recommendation when engaging with partners to ensure the assessment of their capacities and trainings needed is aligned.
D. 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.	<p>This project was innovative, opening a new path of work with a new sector and at the time of design the chain of results was expected but not coming from a previous basis of work.</p> <p>The recommendation is noted. CI will consider this recommendation for future projects with the fashion sector.</p>
E. 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.	<p>This project was innovative, opening a new path of work with a new sector and at the time of design the chain of results was expected but not coming from a previous basis of work.</p> <p>The recommendation is noted. CI will consider this recommendation for future projects with the fashion sector.</p>