



FINAL EVALUATION OF THE FABRIC OF CHANGE INITIATIVE

A partnership between Ashoka and C&A
Foundation

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Report prepared by **Keystone Accountability**

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Acronyms

BER	Basic Efficiency Resource
CM	Changemakers
CFS	Copenhagen Fashion Summit
EACH	Everyone a Changemaker
FoC	Fabric of Change
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
OH	Outcome Harvesting
SEs	Social Entrepreneurs
SIM	Social Innovation Mapping
STP	Strategy Thought Partner
ToA	Theory of Action
ToC	Theory of Change
VfM	Value for Money

Executive Summary

The Fabric of Change (FoC) partnership between the C&A Foundation and Ashoka aimed to contributing to a more **socially and environmentally sustainable apparel industry through collaborative entrepreneurship**.

The **final evaluation** of the initiative had the objectives to assess and provide recommendations and lessons learned on the quality of the partnership between Ashoka and the C&A Foundation and the results of initiatives funded through FoC.

The evaluation used a mixed methods approach, combining qualitative and quantitative data collected through document review, surveys, interviews and on-site observations.

Findings and Lessons

The FoC initiative met its objectives, but the partnership was marked by misaligned expectations between the partners.

The initiative's **design was adequate** for its objectives:

- The initiative demonstrated the relevance of Social Entrepreneurs (SEs) as a source of innovation for good for the apparel sector
- SEs are important for transforming the apparel sector, however their potential to bring solutions to scale is not well understood
- The initiative had an overly ambitious theory of change

Lesson: Importance of explicit assumptions about pathways to change, clarification of key concepts

The initiative was **effective**, making **mainly indirect contributions** to outcomes:

- FoC supported and empowered SEs to develop and bring to scale their solutions,

Fabric of Change Cheat Sheet

Duration: **Feb 2015 – Aug 2018**

€2,914,249 invested

A total of **31 Social Entrepreneurs** supported, operating in over **16 countries**

Main activities

Changemakers Challenge – 323, entrants, 10 finalists, 3 winners and 3 youth prize winners

Social Innovation Mapping

Search, Selection and Support of 10 new Fellows

Globalizer programme with 11 Fellows

Communications, events and media content production

through substantial and mainly indirect contributions

- Scarce collaboration between SEs and apparel industry stakeholders was achieved within the initiative timeframe
- Apparel industry stakeholders are influenced by the SEs, with an indirect contribution by Fabric of Change

Lessons: Indisputable importance of financial support and mentoring to instil systems change thinking to SEs; Timeframe for impact from SE's innovations goes beyond three years; Collaborations require intentional design and take more time

Value for Money (VfM) of the initiative is a question of expectations:

- The primary constituents of the initiative – the SEs – find high VfM generated by the initiative. It has however not met C&A Foundation's expectations

Lesson: Impractical to establish objective measures for VfM given the singularity of the SEs; key question is VfM for whom?

Thanks to **flexibility** in the partnership, an **adequate level of efficiency** was achieved

- Ambitious targets set by Ashoka have led to adjustments in the planning

- Budget reallocations were timely

Lessons: Ambitious targets create misalignment of expectations and harm the partnership; Suitability of logical framework for this kind of partnership is contested

Ashoka and the C&A Foundation share responsibilities for a **partnership marked by misaligned expectations:**

- While there was high level alignment of goals, there was misalignment in the centrality of social entrepreneurship
- Partners had clashing management cultures

Lessons: Need for open dialogue about the model of the partnership; Partnerships require proactive and shared responsibility for success

Recommendations for the C&A Foundation	Recommendations for Ashoka
<p>Co-create the theory of change with the grantee</p> <p>Create value for grantees through:</p> <ul style="list-style-type: none"> • Putting the Foundation’s apparel sector expertise at their service • Convening stakeholders, facilitating industry connections • Creating learning exchanges between grantees <p>Consider the use of flexible, complexity-aware models such as theories of action</p> <p>Ensure that expectations are explicit throughout the partnership, including expectations regarding Value for Money</p> <p>Consider adjustments in the funding mechanism:</p> <ul style="list-style-type: none"> • Larger and longer-term grants on focused innovations • Progressive funding mechanism in large partnerships with intermediary organisations <p>Clearly establish the partnership model with the grantee, beyond formalities</p> <p>When trust is running low, hold retreats / face-to-face partner meetings</p>	<p>For managing partnerships:</p> <p>Manage partner expectations from the outset (co-create theory of change; be clear about Ashoka’s direct sphere of influence and indirect pathways to change; agree on definitions for key concepts)</p> <p>If required to work with logical frameworks, ensure adequate experience in the teams and be realistic about projections</p> <p>Improve messaging about cost of Ashoka’s programmes</p> <p>For programmes:</p> <p>Anticipate the need to bring specific sector expertise in the team</p> <p>Consider developing joint proposals with partners with specific sector expertise</p> <p>Ensure that SIM’s value proposition comes out clearly</p> <p>Feature the Globalizer more prominently; replicate the experience of complementing it with funding</p>

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Introduction

The global apparel industry is awakening to the pressing need to confront negative environmental and social impacts that are occurring. The fashion apparel industry has a long way to go to be sustainable with a 'business-as-usual' trajectory that reflects ever increasing production and consumption, increased water stress and pollution, and environmental change implications.¹ The C&A Foundation and Ashoka both individually promote and nurture sustainable solutions with the aim to positively impact the parameters and nature of the sector.

Fabric of Change (FoC) has been an initiative aiming to build a more sustainable apparel industry, through utilising the strengths of both Ashoka and C&A Foundation. Fostering the goal of 'Everyone a Changemaker' (EACH), it has been driving towards empowering Ashoka's network of Social Entrepreneurs (SEs) as a means to catalyse systemic change in the industry (which both Ashoka and C&A Foundation support), and which will impact various stakeholders along the apparel supply-chain. The initiative has been centralised predominantly in countries where C&A Foundation has a strong presence: Europe, India, Brazil, and Mexico. Funding for the initiative commenced in February 2015, lasting until August 2018. The total funding provided by C&A Foundation was €2,914,249.

Keystone Accountability was engaged by Ashoka from the early days of the initiative as a learning and evaluation partner (Keystone Accountability has also been a long-term partner of Ashoka's, collaborating on a variety of other programs and initiatives). Keystone was contracted to carry out the final evaluation with a purpose to assess both the partnership between C&A Foundation and Ashoka in achieving their goals, and the outcomes stemming from FoC, as well as provide learning and generate recommendations to inform future initiatives and partnerships. The present report conveys these purposes.

A theory of change for building a more sustainable apparel industry through collaborative entrepreneurship

The FoC initiative had three chief aims as set by Ashoka in its grant proposal to C&A Foundation:²

1. Map the current landscape of innovations relevant for the apparel industry and build a network of changemakers poised to transform the field
2. Identify, support and accelerate the impact of new leading SEs with system-changing ideas to transform the apparel industry along the value chain, from farmers to consumers
3. Amplify what works and engage other key players and influencers to transform the apparel industry

The FoC Theory of Change (ToC) has evolved since the inception of the initiative. Originally developed in 2015, it was amended in September 2016, and again after the mid-term review in February 2017. It is the evaluators' understanding that the logframe for the partnership did not change as a consequence, at least concerning the output targets, but was rather reorganised to fit better with the ToC.

¹ World Resources Institute (2017) The Apparel Industry's Environmental Impact in 6 Graphics. WRI website, Available at: <https://www.wri.org/blog/2017/07/apparel-industrys-environmental-impact-6-graphics> [Last Accessed 12/07/2019].

² Adapted from the Fabric of Change Proposal developed by Ashoka and C&A Foundation.

The FoC ToC (Figure 1) is the basis for the evaluation questions. The ToC is also used to inform whether objectives have been met in the program’s log frame.

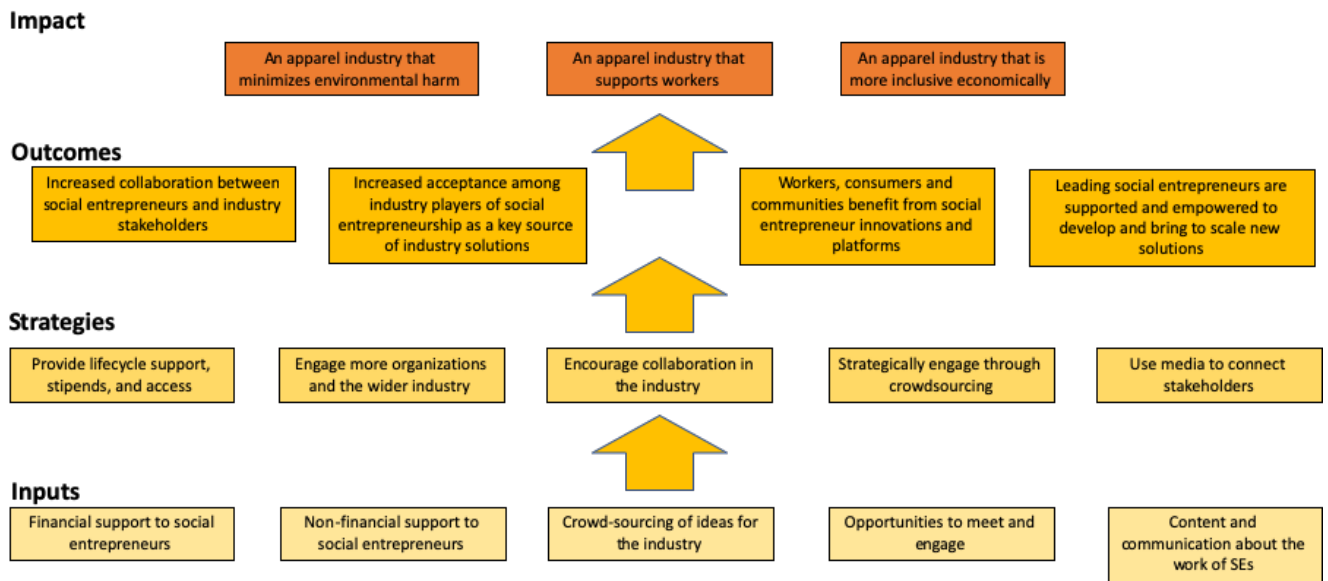


Figure 1 Adapted from FoC ToC

The ToC has five key strategies:³

1. Provide financial and non-financial support to leading SEs with potential to scale
2. Engage networks (organizations, institutions, experts) to support innovative solutions along the apparel value chain
3. Encourage collaboration among different groups of stakeholders for social and environmental sustainability in the apparel industry
4. Engage innovators to develop solutions to issues linked to the apparel industry through crowdsourcing
5. Use traditional and social media to connect social entrepreneurs and stakeholders

The main activities that took place under the initiative to support the strategies are:

Pillar 1: Changemakers Challenge (CM Challenge)

The CM Challenge crowdsourced entrepreneurial solutions through a broad network to address apparel industry challenges in terms of sustainable consumption, supply chains, and rural communities. The idea was to link innovators to establish a supportive network. There were 323 entrants to the competition, out of which 10 finalists and 3 youth prize winners were selected and an announcement of 3 final winners was made at the Copenhagen Fashion Summit (CFS), 2016 where there was a capacity building workshop for finalists.

Pillar 2: Social Innovation Mapping

This activity involved drawing from Ashoka’s current global network of SEs and other stakeholders to provide a perspective from SEs and their work on the industry: key barriers, design principles and mapping of innovative solutions, as well as encourage discussions and dialogue on how the nature of

³ Adapted from the ToC developed by Ashoka/C&A Foundation.

their work fits into the wider picture of the apparel industry. A FoC Social Innovation Mapping (SIM) report was produced which functions as a “road map for our collaboration”.⁴

Pillar 3: Search, Selection and Support of Fellows

Ashoka elected 10 new FoC Fellows who are at the forefront of developing solutions to a sustainable apparel industry. This was predominantly carried out in countries where C&A Foundation has strong presence (Mexico, Brazil, India and Europe).⁵ Once elected, Ashoka provided bespoke support both financially (a 3-year stipend) and non-financially (networks, media exposure, events).

Pillar 4: Globalizer

The Ashoka Globalizer program aims to strengthen mature SEs in scaling the impact of their efforts, through a focused methodology to challenge SEs to grow their impact rather than their organisations, supported by mentorship by business leaders and Strategy Thought Partners (STPs), The FoC Globalizer was carried out with 11 selected Ashoka Fellows in the first half of 2017, concluding in a three-day summit in Bangalore.

Beyond this, the FoC initiative focussed its efforts on **communication and media content production** to offer engagement for changemakers, engaged and brought SEs to key events in the sustainable apparel sector (2016 Copenhagen Fashion Summit and 2017 WEAR event in Toronto).

In total, the initiative engaged a network of 31 SEs, operating in at least 16 countries across the globe and focusing on an array of issues affecting the social and environmental sustainability of apparel value chains (from labour rights to tech solutions for circular fashion). The full list can be consulted in Annex 2.

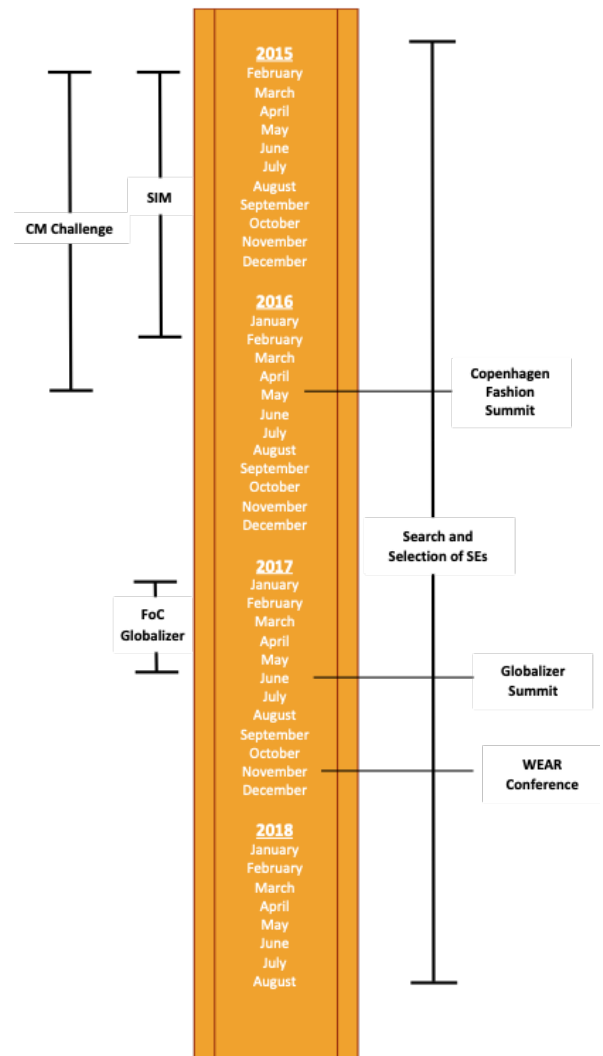


Figure 2 Summary FoC timeline

⁴ Adapted from the Fabric of Change Proposal developed by Ashoka/C&A Foundation.
⁵ Fabric of Change Proposal developed by Ashoka and C&A Foundation (December 31).

About the Evaluation

The purpose of the final evaluation of the FoC initiatives to assess the extent to which the initiative has achieved its intended objectives and to generate learning that can inform future initiatives and partnerships for both Ashoka and the C&A Foundation.

Evaluation Objectives

According to the terms of reference,⁶ this final evaluation has two core objectives:

1. To assess the quality of the partnership between C&A Foundation and Ashoka towards achieving the intended objectives; and provide recommendations, and lessons learned on how the structure and function of similar partnerships can be improved.
2. To assess the results of the identification and implementation of the social innovation and industry change related initiatives funded through Fabric of Change and provide recommendations and lessons on how similar programs can be improved in the future.

Evaluation Questions

The questions that the evaluation aims to answer have been developed collaboratively between C&A Foundation, Ashoka and the evaluators' team.

Partnership Level:

1. To what extent was the partnership aligned with each partners missions', strategic and operational objectives?
2. To what extent has the partnership between C&A Foundation and Ashoka functioned effectively and efficiently?

Programme – Social Innovation and Industry Change:

1. To what extent is the design employed by the initiative relevant and appropriate in achieving the intended objectives?
2. How have the outcomes of Ashoka's interventions in the FoC initiative supported and empowered SEs to develop and bring to scale their solutions through FoC?
3. How have the outcomes of the FoC initiative contributed to increased collaboration between SEs and apparel industry stakeholders?
4. To what extent have Ashoka and SEs influenced industry players to inspire change and use their ideas for solving industry solutions through FoC? Were there changes in the behaviour of industry players to which FoC has contributed?
5. To what extent were in initiative modalities been executed in an efficient manner? Were the targets realistic given the scale of operations?
6. To what extent has the initiative been cost-effective?

Evaluation Methodology

The evaluation takes a mixed methods approach, combining qualitative and quantitative data that have been collected throughout the engagement of Keystone as a distanced learning and evaluation partner throughout the life of the initiative and complemented with additional data collection (document review, surveys, interviews and on-site observations) during the final evaluation period (March - July 2019).⁷

⁶ See Annex 8.

⁷ It should be explicitly noted that Keystone did not play a part in the implementation of the Fabric of Change initiative and was solely involved as a learning and evaluation partner.

The detailed evaluation methodology can be consulted in Annex 1.

Taking into account that the evaluation questions touch upon various aspects of the quality of the partnership, the design of various elements of the initiative, its outcomes, as well as the efficiency in its delivery and Value for Money (VfM), a number of different analytical frameworks have been used in the evaluation:

Assessing the Partnership between Ashoka and C&A Foundation

For assessing the partnership, elements from different frameworks have been incorporated: *three-way approach to evaluating partnerships*⁸, *Partnership Effectiveness Continuum* (King, 2014)⁹, and *CDC Evaluation Guide*¹⁰. Data were collected through: qualitative document review and an online survey, followed by semi-structured interviews with C&A Foundation and Ashoka representatives.

Assessing FoC's Design

For assessing the initiative's design, the evaluation applies the relevance criterion as established in the OECD-DAC criteria,¹¹ alongside different definitions of innovation. It is important to note here that Ashoka adopts a simple working definition for innovation: "New models or existing models adapted in a new context".¹²

Moreover, the CM Challenge is specifically assessed against the framework developed by McKinsey for effective prize processes.¹³ This framework was identified as a key resource for designing and delivering effective prize processes, as it stems from analysis of a wide array of prize philanthropy initiatives, including the FoC CM Challenge.

Assessing FoC's Outcomes

The main methodological approach used was Outcome Harvesting (OH).¹⁴ This takes form in the following steps: (1) Harvest outcomes from available documents and interviews and formulate outcome descriptions; (2) Substantiation and verification from key stakeholders and documents; and, (3) Analysis of outcomes against FoC's ToC. The choice of the OH methodology was motivated by the non-linear, complexity-aware logic in FoC's ToC, allowing to look for unforeseen and emergent contributions made from the initiative to outcomes.

Findings are illustrated with short case studies that have been documented through site visits and interviews carried out as part of the final evaluation.

⁸ Gomez-Bonnet, F. and Thomas, M. (2015). A three-way approach to evaluating partnerships: Partnership survey, integration measure and social network analysis, *Evaluation Journal of Australasia*, 15 (1), pp.28 – 37.

⁹ King, C.L. (2014). *Quality Measures™ Partnership Effectiveness Continuum*, Waltham, MA: Education Development Centre, Inc.

¹⁰ CDC (Centre for Disease Control and Prevention) (2008). *Evaluation Guide: Fundamentals of Evaluating Partnerships*. Atlanta: U.S. Department of Health and Human Services, p.21.

¹¹ OECD (2019). *DAC Criteria for Evaluating Development Assistance*. OECD. Available at: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.html> [Last Accessed: 08/07/2019].

¹² Ashoka (2019) AshokaU Working Definitions. Available at: <https://ashokau.org/resources/ashoka-uglossary/> [Last Accessed: 08/07/2019].

¹³ McKinsey & Company (2009). *"And the Winner is...": Capturing the promise of philanthropic prizes*, Available at: <https://www.mckinsey.com/industries/social-sector/our-insights/and-the-winner-is-philanthropists-and-governments-make-prizes-count> [Last Accessed: 08/07/2019].

¹⁴ Wilson-Grau, R. (2019). *Outcome Harvesting: Principles, Steps, and Evaluation Applications*. Charlotte, NC: Information Age Publishing, Inc.

Assessing FoC's Value for Money (VfM)

The *Basic Efficiency Resource* (BER) analysis framework, increasingly being used in evaluations,¹⁵ was chosen to explore VfM for the initiative. It investigates both the cost-effectiveness of investments, and the perceived impact of outputs as viewed by Ashoka staff, C&A Foundation staff, and SEs. Data for this analysis have been collected through a survey of the three main constituent groups, analysis of the financial reports, and interviews.

Overall rating against OECD-DAC evaluation criteria

A simple qualitative scale was developed in order to provide a summary assessment of the initiative. The scale was developed at the request of the C&A Foundation and serves the purpose of allowing bird-eye comparisons between evaluated programmes. It is based on the OECD-DAC criteria for international development evaluations. The impact criterion is not considered as appropriate for this outcome-focused evaluation.

23 semi-structured interviews	31 online survey respondents:	5 on-site observations:	45+ documents reviewed
5 Ashoka staff 7 C&A Foundation staff 11 FoC SEs 2 industry stakeholders	7 Ashoka staff 5 C&A Foundation staff	Bangladesh Brazil Pakistan Sri-Lanka Spain	

Figure 3: Summary of data collection activities carried out for the final evaluation

Quantitative and qualitative data were collected from different informant groups and sources, as can be seen in the table above. **Triangulation** of evidence in the analysis phase was carried out to validate

the data through cross verification from more than two sources.

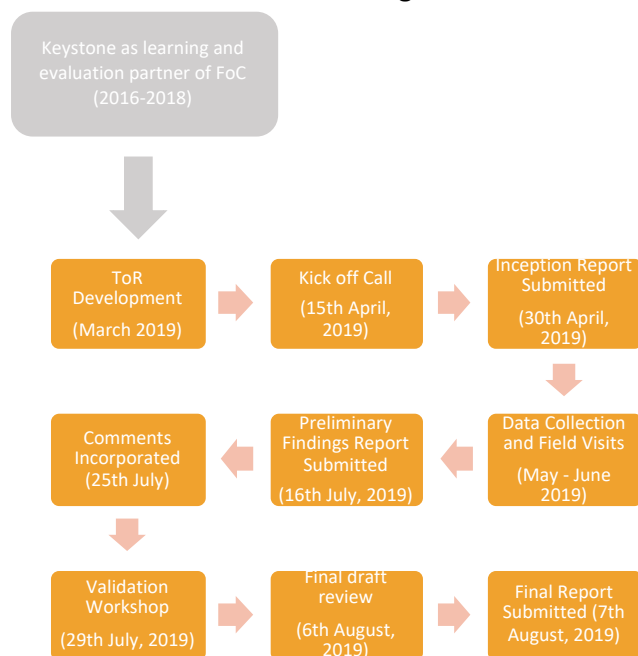


Figure 4 Summary of the evaluation process

The evaluation was conducted with the highest ethical standards in mind and adhered closely to Keystone's **ethical framework**¹⁶ as well as C&A Foundation's policy on ethical considerations for monitoring and evaluation activities. Efforts were made to ensure that research participants were clear on the purpose of the evaluation and that any personal or identifying information was redacted from the report, unless consent was sought beforehand. Particular care was taken ahead of field visits to inform participants about how much of their time would be needed.

¹⁵ Fleming, F. (2013) Evaluation methods for assessing Value for Money. *BetterEvaluation: Australasian Evaluation Society Working Group*. Available at: <https://www.betterevaluation.org/sites/default/files/Evaluating%20methods%20for%20assessing%20VfM%20-%20Farida%20Fleming.pdf> [Last Accessed: 08/07/2019].

¹⁶Keystone Ethical Framework: <http://keystoneaccountability.org/wp-content/uploads/2016/11/Keystone-2016-Ethical-Framework.pdf> [Last Accessed: 07/08/2019].

Evaluation limitations and challenges are described in detail in the Annex 1. However, it is important to state that limited availability of some SEs as well as staff turnover at both Ashoka and C&A Foundation side posed a caveat to some of the information collected as it was not possible to further contrast it with some of the key constituents of the initiative. Further, the individual characteristics of the SEs (using a variety of different approaches and operating in completely different geographies and contexts) make it difficult to proceed to generalisations about the effects of the initiative in relation to their work and impractical to establish a valid comparison group. For this reason, considerations on the counterfactual (would outcomes have occurred had it not been for the initiative) are logically constructed from the qualitative observations of the different constituents surveyed and interviewed.

Evaluation Findings

This section sets out findings with regards to the main evaluation questions.

An adequate design for the initiative’s objectives

This section responds to the question: *To what extent is the design employed by the initiative relevant and appropriate in achieving the intended objectives?*

Strengths	Weaknesses
Initiative relevant to issues of social and environmental sustainability in the apparel sector, promotion of social entrepreneurship and innovation	Inconsistency between inputs/strategies and level of ambition of intended outcomes
Relevant for asserting importance and raising profile of SEs	SEs not a ‘key’ source of industry solutions (but rather one source amongst others) Differing interpretations of scalability of SEs’ models
Adequate mapping for selection of Fellows at the country level Adequate needs assessment for Fellows	Unmet expectations for C&A Foundation regarding 8 of the Fellow candidates presented by Ashoka Doubts regarding adequacy of SIM for surfacing innovation and identifying gaps
CM Challenge relevant for sourcing innovation and meets best practice for effective prize philanthropy processes	

Figure 5 Summary of key strengths and weaknesses stemming from the analysis of the FoC design

An initiative relevant for the SEs and the sustainability of the apparel sector, with an overly ambitious theory of change

At the beginning of the partnership between Ashoka and C&A Foundation, the Foundation strongly recommended the development of a **ToC** for FoC. In 2016, an initial ToC was developed by Ashoka, which was considered by the C&A Foundation as too broad and not making clear links between the strategies employed and the expected outcomes. Comments were provided by Foundation staff and Keystone also made recommendations for the refinement of the ToC in the mid-term review report in February 2017.¹⁷ It was recommended to reframe the outcomes, making them more directly linked to the sphere of influence of the initiative.¹⁸ A new version of the ToC was elaborated after the mid-term review, however certain expected outcomes remained quite ambitious considering the scope of the initiative. It has to be noted that according to Keystone’s assessment as well as from opinions expressed by interviewees the **relevance** of the intended outcomes for contributing to a more sustainable apparel industry have not been contested. However, **a disconnection has been noted between the strategies and inputs of the initiative with the level of ambition of the intended outcomes:**

¹⁷ Keystone Accountability (2017) *Fabric of Change Mid-Term Learning Review*.

¹⁸ See detailed recommendations in mid-term review

Intended outcomes from revised ToC	Consistency with strategies and inputs
Increased collaboration between SEs and industry stakeholders	<p>Between SEs: the design of the CM Challenge, Globalizer, Fellowship support and participation in events are consistent with the intended outcome</p> <p>With industry stakeholders: The ToC implies that such collaborations would emerge organically through key FoC engagements such as the selection of the judges for the CM Challenge; advisors for the Globalizer, and the exposure of SEs at sector events. There was also an assumption that SEs would co-create the programme with C&A Foundation and leverage the existing networks of C&A Foundation and C&A business. It became clear however in interviews that that this assumption did not hold true during project timeframe. Given the independence of the two entities (the Foundation and the company), more factors would have been required to realize the expected collaboration levels in a relatively short period of time. The design of activities around key events (e.g. Copenhagen Fashion Summit, co-creation workshop with -mainly Indian- industry stakeholders at Globalizer summit, WEAR) was perceived by interviewees, in many cases, as insufficient for initiating collaboration. At most, the activities around key events were viewed as relevant for connecting with like-minded stakeholders.</p>
Increased acceptance among industry players of social entrepreneurship as a key source of industry solutions	<p>While many of the FoC inputs were designed for raising the profile of SEs (i.e., publication of SIM, CM Challenge Finalists presentation at Copenhagen Fashion Summit, WEAR, production of videos, blogs, and other communication pieces, LinkedIn Group with over 1370, mainly with a social or environmental sustainability profile), the design of these inputs is not seen as consistent with the objective of SEs becoming a 'key' source of industry solutions. At most, it is perceived by industry stakeholder interviewees as placing them as one source amongst others (such as innovation programmes within apparel companies).¹⁹</p>
Workers, consumers and communities benefit from SEs innovations and platforms	<p>This is the area where there is more of a disconnect between the initiative's inputs and the intended outcomes. There is a 'leap of faith' between the design of the initiative and this outcome. It can be logically deduced that workers, consumers, and communities benefit from the work of the SEs, but to what extent this might be linked to the inputs or strategies employed by the FoC remains unclear, as none of them address this outcome directly.</p>
Leading SEs are supported to develop and bring to scale new solutions	<p>This intended outcome is consistent with the SE support strategies of the FoC, particularly the Globalizer.</p>

Figure 6: Consistency of inputs with intended outcomes

It is the evaluators' appreciation that these discrepancies and weak causal links between the intended outcomes and strategies and inputs of the initiative are related to Ashoka's overall ToC, which focuses on SEs as catalysts of change at all levels and sectors. C&A Foundation did express in interviews reservations about what they called a 'one size fits all approach' but decided to proceed with the partnership nevertheless. This did however lead to a misalignment of expectations from the two partners, as is discussed later in the report.

An initiative with innovation at its core

One key element of the design of the FoC is the identification and support of innovative solutions for the apparel sector. The SIM, CM Challenge, and Venture action lines of FoC are clearly designed with

¹⁹ Keystone Accountability (2016) *FoC Network stakeholder Interviews*

innovation at the core. The first and foremost criterion for the selection of Ashoka Fellows is that they are “possessed by a new idea that will change the pattern in a field”;²⁰ similarly, innovation was the key criterion in the CM Challenge. In the interviews that were conducted by Keystone during the FoC implementation and for this final evaluation, it is clear that the selected initiatives and SEs are innovative in their approaches. In a paper published by AT Kearney and Ashoka as part of their engagement in the Globalizer process, also stresses the importance of social innovation and particularly SEs for transforming the apparel industry²¹.

However, during the mid-term review interviews there has been criticism from C&A Foundation representatives regarding the innovation aspect of the SIM: interviewees considered that the SIM would be more relevant if, instead of only highlighting existing innovation, it focused more on the gaps in innovation and why existing innovations do not get as much traction or achieve more impact.²²

²⁰ Ashoka (2019). Recommend an Ashoka Fellow, *Ashoka web-site*. Available at: <https://www.ashoka.org.en-US/engage/recommend/fellow> [Last Accessed 15/07/2019].

²¹ ATKearney and Ashoka (2017) Social Innovation Opportunities in the Global Apparel Industry, ATKearney web-site. Available at: <https://www.atkearney.com/documents/20152/895701/Social+Innovation+Opportunities+in+the+Global+Apparel+Industry.pdf/07f98a85-2691-9188-479b-d389306ca395> [Last Accessed 07/08/2019].

²² Keystone Accountability (2017) *Fabric of Change Mid-Term Learning Review*, p. 14.

FoC Changemakers Challenge: a well-designed collaborative competition

The CM Challenge was one of the first activities conducted under FoC in 2015 with the purpose of sourcing social innovations through an open call for ideas with a cash prize awarded to the top three innovators. Through this process, the CM Challenge also sought to raise the profile of social innovation in the apparel sector and increase appreciation of innovation as a solution to systemic issues in the industry. The following table examines the design of the CM Challenge using the process requirements for effective prize philanthropy as set out by McKinsey and Company:¹

Attract	Compete	Celebrate
<p>Launch to relevant communities: CM Challenge outreach campaign was designed to build a global web of organisations and individuals to promote the Challenge in their local areas by launching across five continents through social and other media in four languages. They reached out to 36 network partners (including Business for Social Responsibility (BSR) and the Sustainable Apparel Coalition (SAC)).</p>	<p>Prepare participants: CM Challenge website provided multiple resources on thematic areas the challenge was trying to address. The SIM report made through an analysis of the first round of 323 entrants was made available as a resource for participants and industry players interested in using innovation to solve apparel industry challenges.</p>	<p>Announce winners: Winners were publicly announced in February 2016 on the CM website. The 10 finalists were convened at the CFS where SEs were exposed to high profile industry players and other relevant actors and a video of the three winners was showcased at the gala dinner.</p>
<p>Solicit participants: The competition attracted over 1000 entries through an outreach campaign involving social media and network partners from 55 different countries. 323 entries were long-listed for review by the Changemakers team. The CM team leveraged this selection process in a trend analysis of entrants' themes which contributed to the SIM by integrating the SIM mosaic framework in the application form.</p>	<p>Contest: Entrants were encouraged to peer review other initiatives, creating an online community where they could view their ratings on a dashboard and respond to recommendations from other entrants. CM Challenge judges had an opportunity to share their expertise with short-listed candidates, with the aim of providing a subset of the entrants with feedback on their projects. This method was meant to encourage collaboration and support for competition entrants.</p> <p>Selection of winners: CM Challenge judges consisted of an eminent panel of industry thought leaders including brands, think-tanks and social innovators. 120 semi-finalists and then 10 finalists and 3 youth winners were selected based on social impact, innovation and scalability criteria. Competitor peers in the online community voted for the final award.</p>	<p>Amplify impact:</p> <p>The CM Challenge sought to amplify impact through announcing the winners and delivering a capacity building workshop for finalists at the Copenhagen Fashion Summit, as well as convening the finalists at the Planet Textiles conference, in order to raise the profile of their work. A Brazilian journalist was also invited to accompany SEs in the Summit and Semi-finalists rated the CM Challenge with a positive NP Score (21) for encouraging innovation in the apparel supply chain.</p>
<p>Publicise: The CM Challenge publicised the competition from its inception through to after the winners were announced. They tracked progress through a CM Challenge media report which documented all instances of outreach through different media as well as impressions made. This included 7 original articles, 7 blog posts, and social media engagement including a Twitter discussion and Facebook page.</p>		

Figure 7 CM Challenge design assessment

SEs are important for transforming the apparel sector, however their potential to bring solutions to scale is contested

The key hypothesis in the design of FoC – as is in all of Ashoka’s work – is that supporting the systems-changing of SEs will bring change to the sector. This view, regarding the **importance of SEs** for transforming the apparel sector has been corroborated in interviews with key informants: the general appreciation is that SEs are particularly important as they can think outside the box and test creative solutions without the limitations that big companies face due to resistance to risk taking.²³ The relevance of working through SEs to transform the industry is not contested. SEs are an important source of innovation, however, a caveat expressed by industry stakeholders is that while they can showcase solutions, this is only a first step and most of the SEs are perceived as not having the potential or capacity to bring these solutions to scale. This, in itself, is linked with the scale of the issue at hand.

This is important—it’s one step forward to show examples of cases but what’s missing is the specific part of changing the market. Although the cases deserve to be supported they are insufficient to change the industry—marginal to the size of the problem. Even the solutions indicated by these cases, it’s difficult to get them to be replicated at scale. -- An industry stakeholder interviewee

Insufficient needs assessment and unmet expectations of mapping of SEs

When it comes to the existence of **an adequate needs assessment and mapping** for the initiative as a whole, the main element here has been the SIM that was carried out at the beginning of the partnership. The stated goal of the SIM, described by Ashoka, was to “Map the current landscape of innovations relevant for the apparel industry and build a network of changemakers poised to transform the field”. C&A Foundation staff have consistently expressed finding the execution of the mapping and the quality of the product (which is examined under efficiency) to be insufficient. Also, they found the mapping to be inadequate for the purpose that it was meant to fulfil. Particularly, interviewees have expressed that the breadth of the mapping was not sufficient (as it featured innovations that were already known by stakeholders, and missing the opportunity to surface other innovations that could be out there and have not been under their radar), as well as the depth of the mapping was affected by the fact that Ashoka lacks specific expertise in the apparel sector²⁴. Feedback from Ashoka indicates that there was a misalignment with C&A Foundation regarding the purpose of the SIM as ‘needs assessment’ as, from Ashoka’s perspective, it was never meant to identify gaps. It should also be noted that mapping efforts continued beyond the SIM, which was an initial mapping exercise, through in-depth country mapping during selection of FoC fellows. Overall, there were more than 230 SEs examined in the different countries by the Ashoka Venture teams, of which 21 were presented as Fellow candidates to C&A Foundation²⁵, all of which were vetted by an industry expert consultant contracted specifically for this purpose, following C&A Foundation’s suggestion for filling in the gaps of Ashoka’s lack of specific expertise in the apparel industry. Out of these, 8 were not considered adequate by C&A Foundation and 3 did not pass Ashoka’s Fellow selection process.

²³ Keystone Accountability (2016) *FoC Network Stakeholder Interviews*.

²⁴ This stems from Ashoka’s model overall in supporting social entrepreneurs. Ashoka does not specialise in the issues that the SEs’ ventures focus on, but rather in providing an overall framework for supporting SEs working in a wide array of issues.

²⁵ Information self-reported by Ashoka in email exchange with evaluators, 2 August 2019.

Finally, a needs assessment for the SEs supported by the initiative has been carried out using a specific tool for developing the support plan for each SE.²⁶ After reviewing the tool, the evaluators consider it as an adequate approach as it provides a holistic overview of SEs' capacities and challenges in the following areas: Strategy, Social Impact, Financial Sustainability, Organisational Sustainability & Management, Communication & Media, Personal Wellness.

An adequately effective initiative that makes mainly indirect contributions to outcomes

This section responds to the question: *To what extent did FoC create outcomes for developing and scaling SEs' solutions, reaching more workers, consumers and communities, increasing collaboration between stakeholders and inspiring change in the sector?*

Over the course of the FoC initiative, data was collected at a variety of touch points around the outcomes of the programme through the 31 SEs it engaged as well as multiple network actors in the social and apparel sector²⁷.

As mentioned previously, the evaluation used OH to assess the different types of outcomes that FoC may have contributed to. Overall, the outcome harvest yielded 69 outcomes to which a contribution by FoC was made.

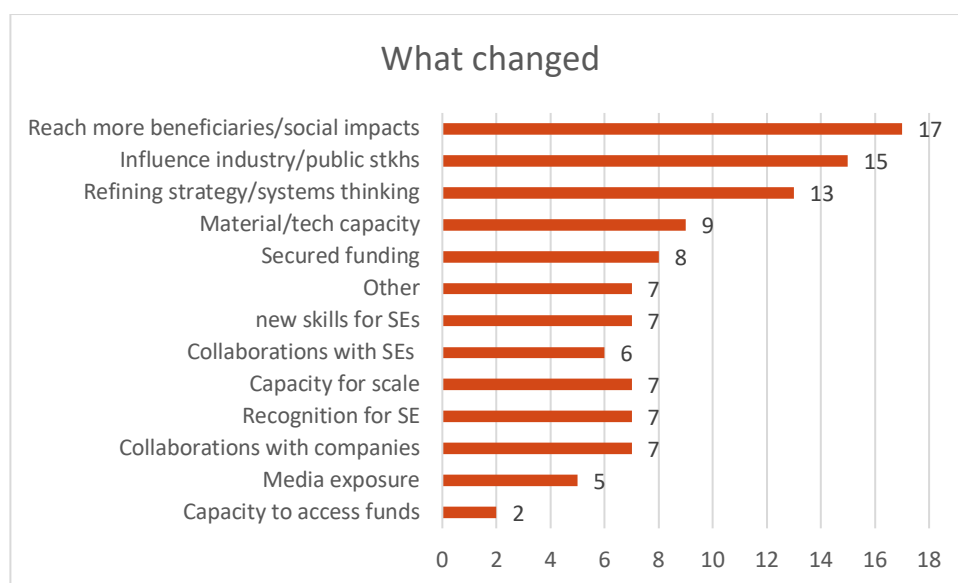


Figure 8 Overview of collected outcomes by type of change

As can be seen in the graph, out of 69 outcomes collected, the **most common changes** that occurred are related to the FoC SEs' increase of their reach to beneficiaries (workers, communities, artisans), with 17 outcomes recorded. It is followed by increased influence to industry and public stakeholders and refinement of their strategies through applying systems change thinking.

²⁶ Needs Assessment and engagement plan tool, in Ashoka (Dec 2015) *Supporting Social Entrepreneurs to Maximize their impact*

²⁷ See 'Table 4: Data collected for FoC' in Annex 1

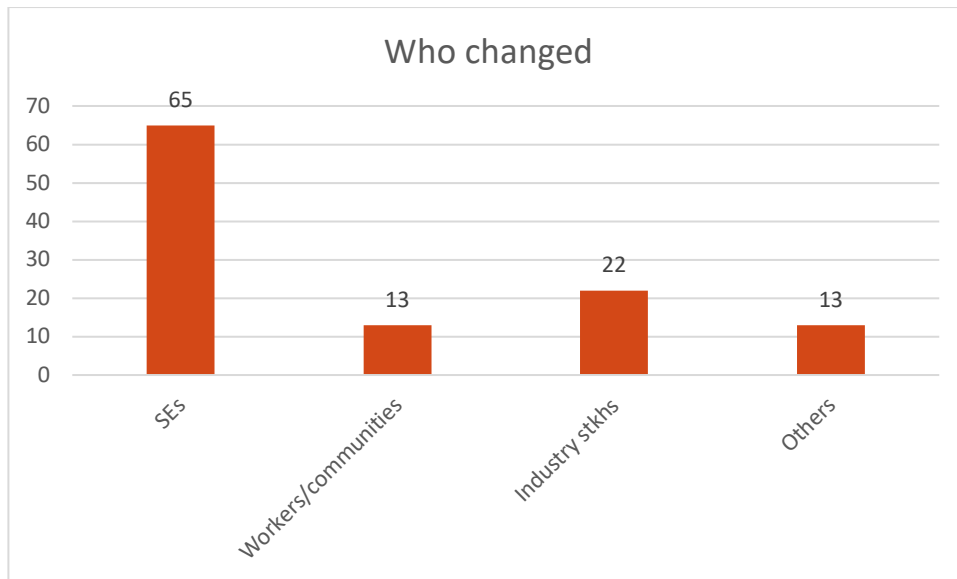


Figure 9 Overview of collected outcomes by actor impacted

Collected outcomes referred **overwhelmingly to the SEs** (in the direct sphere of influence of the FoC). One third also referred to changes in relation to industry stakeholders (including funders supporting sustainable solutions for the apparel sector). 13 are outcomes for workers and communities, which speak to the social impacts of the initiative. Other stakeholders (universities, business experts from other sectors, funders not linked to the sector) were also impacted.

Regarding the **overall significance** of the outcomes, 63 out of 69 outcomes are considered to be significant **for the SEs work directly**. 34 outcomes are considered as significant **for the sustainability of the apparel sector but mainly at the local/national level**.

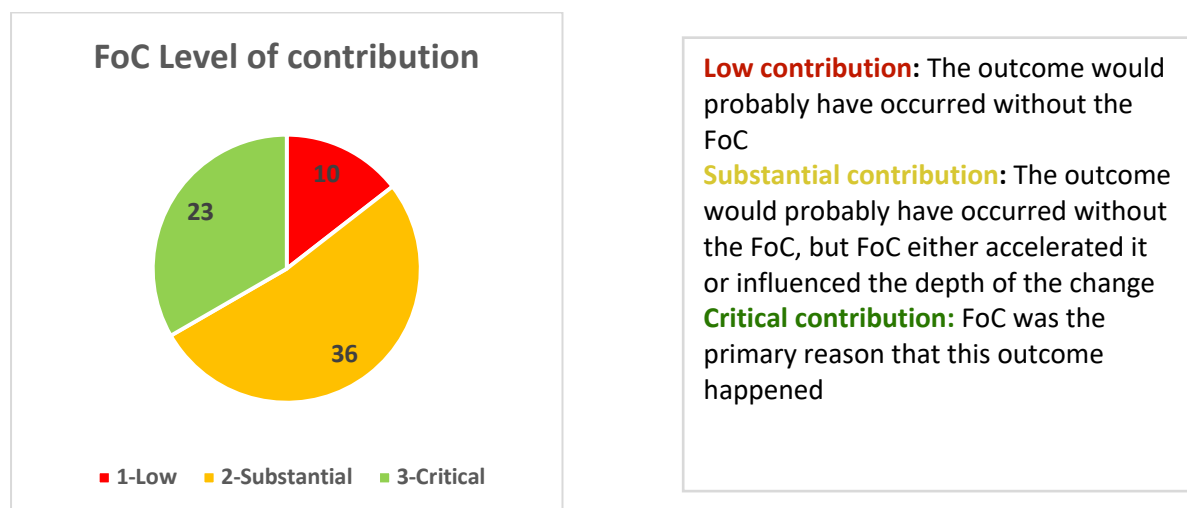


Figure 10 Overview of level of contribution to outcomes by FoC

When it comes to the **level of contribution** made by FoC to the collected outcomes, in the overall, FoC made a substantial contribution to more than half of the outcomes. In 23 cases FoC's input was critical, while in 10 not at all.

When examining **how FoC contributed** to the collected outcomes, the analysis shows that financial support provided to SEs (stipends, prizes, and awards) was the most important input, contributing to 25 outcomes. Financial support to outcomes is mainly indirect: it frees up time and mental space for

the SEs to be fully invested in their initiatives. The Globalizer programme is second, with contributions to 18 outcomes.

Overall, it can be said that the evidence collected supports Ashoka's overall ToC for working with SEs: **Ashoka functions as a catalyst, but does not control the outcomes.**

Below, the results of outcome harvesting are discussed in relation to the initiative's ToC.

FoC supported and empowered SEs to develop and bring to scale their solutions, through substantial and mainly indirect contributions

Scaling: increase in social impacts and funding for SEs

The first of three types of scale outcomes is defined as:

1. Increase in the social impacts of the SEs' work, mainly through an increase in their reach to beneficiaries (workers, artisans, communities)

Out of 17 outcomes collected in this category, 11 were achieved by SEs that work either at the **local or national level**. Ashoka identifies four levels for assessing scale in the work of SEs: indirect change, direct change, system change and framework change.²⁸ It is the evaluators' perspective, however, that these definitions are not commonly shared or accepted by other FoC constituents (e.g., C&A Foundation, network interviewees). Outcome harvesting identified a series of outcomes that speak to direct impacts by the SEs with workers, artisans and other communities. These are captured and presented in this category.

Examples of such outcomes are:

- One of the SEs in South Asia has recorded an increase in the number of participants in their activities. This was the result of the SE being able to set up a new meeting space using the end of partnership award that they received from FoC.
- Another SE in South Asia has managed to broaden the outreach of their beneficiaries with a significant increase in users of their initiative. According to them, the FoC made a substantial contribution to this outcome through the stipend as well as through the advice they received from Globalizer advisors.

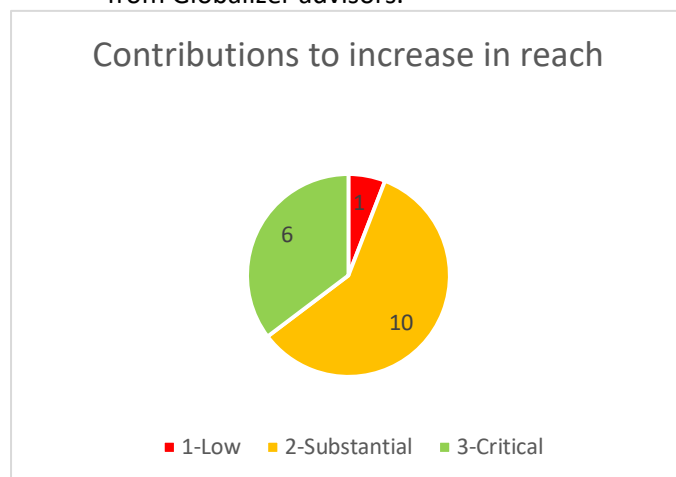


Figure 11 FoC's level of contribution to SEs' increase in reach

In most cases the FoC contributed to the outcome **substantially**. Only in 6 cases were FoC's inputs critical to these outcomes and they mostly refer to SEs operating at the national level. The most contributions to SEs' increase in reach were made through the **financial support** received (11) and through the SEs' participation in the Globalizer (5).

The evaluation has updated as much information that was available on the 31 SEs' actual outreach, estimating the total number of people directly impacted by n be consulted in Annex 2. It has not been

possible to quantify the contribution of FoC to this outreach.

²⁸ As referenced in Keystone Accountability (2018) *Changing Systems in the Carpet and Apparel Sector: A case study on GoodWeave's work in India*, Ashoka web-site. Available at: <https://www.ashoka.org/en-gb/file/goodweavecasestudy-fullpdf> [Last Accessed 06/08/2019].

Stand Up Movement Lanka is a non-profit membership network that works to improve the conditions of garment workers by making them aware of their social, economic and cultural rights in Free Trade Zones (FTZs) in Sri Lanka.

The Founder, *Ashila Mapalagama*, is a Fabric of Change (FoC) Fellow for whom the fellowship came at a critical period in her development as a social entrepreneur:

The FoC fellowship opened many new doors for Ashila as a developing social entrepreneur and led to her scaling up the Stand Up Movement through connections and financial support that she would otherwise have found it difficult to obtain.

Ashila has benefitted from the Fabric of Change initiative in various ways:

Fellow selection process and stipend

- ◇ Stipend provided Ashila vital bandwidth to work full time on Stand Up Movement
- ◇ Gained confidence in herself and validation as a social entrepreneur by being invited to events and panels supported by Ashoka
- ◇ Experience of handling funds through stipend enabled her to successfully bid for grants that she previously was not eligible for

Communications

- ◇ Introductions to key stakeholders including Cordes Foundation who made a documentary on her work.
- ◇ Ashoka supported the publishing of case studies that Ashila wrote on the impacts of GSP+ tax on garment factory workers

Additional funding

- ◇ Helped set up the Talk Shops, a physical space where Ashila can train factory workers and convene key stakeholders, increasing 1200 in 2017 to over 1700 members in 2019.
- ◇ Increased Ashila's online presence through setting up Facebook group and training workers in social media activism

My life has completely changed, including my mindset. I considered myself as an ex-garment worker with the mentality of how society views me. I was not confident. The Ashoka fellowship gave me self-respect and I am no longer afraid to approach people, government, etc. I have no fear of not being accepted.

– Ashila Mapalagama, FoC Fellow

Figure 12 Ashila Mapalagama's experience as an FoC Fellow, documented at site visit carried out by the evaluation team²⁹

2. Increase in the SEs' capacity to scale

There were 7 outcomes that speak to an increased capacity of the SEs to scale their work. In 5 of these the FoC made a **substantial** contribution. Examples include:

- A North America based SE secured useful connections through the FoC network (other SEs and Ashoka offices), particularly in Latin America and Turkey, leading to high level meetings with local and national governments, hence enhancing their capacity to expand to new geographies.

²⁹ Made in Sri Lanka: <https://remake.world/films/made-in-sri-lanka/> [Last accessed: 5/08/2019];

'Man Sandhi' 2009, published in partnership with Rights Now: <https://thecircle.ngo/stand-movement-sri-lanka/> [Last accessed: 5/08/2019].

- An SE in South Asia, using the Globalizer prize, was able to collaborate with a local University to train youth in stakeholder mapping, a local capacity that did not previously exist and is useful for them for being able to map their beneficiary community.

3. Funding secured by the SEs

The FoC made a **substantial** contribution to 4 out of 8 cases where the SEs were able to secure additional funding for their work. In 3 cases, the contribution was **critical**. An example of a critical contribution by the FoC is when in 2018 an SE based in North America received a USD 500,000 investment from a high profile corporation, not directly related to apparel, for his company. The SE was one of the winners of the CM Challenge and participated in the 2016 Copenhagen Fashion Summit with support from FoC. There, they were introduced by Ashoka to a senior Vice President of the corporation, who became their mentor and later led to securing the mentioned investment.

I truly believe that, when we're a billion dollar enterprise in 6 years, people will point to these sorts of interactions as one of the most important enabling factors
 – An FoC SE³⁰

Empowerment: systems change thinking and capacity building

The following three types of outcomes are considered as linked to empowering SEs to develop and scale their ideas:

1. Refinement of SEs' strategies through the application of systems change thinking

Out of 13 outcomes in this area, 8 occurred in **2017** and 9 identify the **Globalizer** as a key contributing input (which took place in 2017). Examples linked to the Globalizer include:

- In 2017 an SE's organisation in India refined its strategy to focus on changing individual behaviours and industry norms on the ground. Advice received through the Globalizer process substantially influenced this outcome.
- Another South Asia-based SE forged a partnership with a department of a local university for carrying out research in environmentally friendly dying processes. This was a substantial Globalizer contribution, as they received a lot of advice on how to think more systematically and actively reach out to other eco-system actors.

³⁰ From email exchange between Ashoka and the SE, shared with the evaluators

Islampur Cottage Industries Association is an NGO that works with weavers by educating them about their rights, providing them access to financial services and suppliers, and facilitating the sale of their goods outside the oppressive bonded labour system with exploitative middlemen in Swat, Pakistan.

Hazer Gul, the Executive Director and Founder, has been an Ashoka Fellow since 2010 and was selected for the FoC Globalizer in 2017. Hazer believes that the Globalizer helped fundamentally shift his approach and has made him more impactful:

The Globalizer inspired Hazer to think out of the box to address the multitude of hurdles he faced, primarily by leveraging resources and capacities from his local eco-system through strategic partnerships with different actors all of which helped him further his mission.

Hazer has benefitted from the Fabric of Change initiative in various ways:

Globalizer

- ◇ Third prize funding of €25,000 helped Hazer conduct an essential stakeholder mapping of weavers in his community
- ◇ Strategy advising also helped with sustainability of Hazer's mission as he set up a private online shop called Elum, the revenue from which covered 100% of his budget in 2019
- ◇ Further advice received through the Globalizer directly influenced Hazer's decision to step down from a leadership position at Elum, allowing it to become an independently run company which enabled him to prioritise work around his mission at Islampur Cottage Industries Association
- ◇ The Globalizer encouraged Hazer to leverage local stakeholders to further his mission resulting in partnerships with local universities and government boards

The Globalizer was wonderful. It helped me set the direction of my work and I was able to see specific targets with specific outputs. I was able to see who I needed to reach to get my work done rather than attempt everything myself.

– Hazer Gul, FoC Globalizer Fellow

Figure 13 Hazer Gul's experience as an FoC Globalizer Fellow, documented at site visit carried out by the evaluation team

For the most part the contributions made by the FoC were substantial (10), with only 2 instances identified where the input was critical. While 8 of these outcomes are related to SEs operating at the local or national level and 5 at an international level, including a mature SE with international exposure identifying the Globalizer strategy sessions as contributing to them being able to communicate their organisation's 2030 goals in a more engaging and impactful way (increasing also the potential of future funding applications).

2. Improvements in material and technological capacity of the SEs

9 outcomes were collected that refer to changes in the material (e.g. office space) and technological (e.g. building of an online platform) capacities of the SEs. To 5 of these the FoC made a critical contribution, mainly through the financial support provided. In the technological side, substantial contributions were made by connections facilitated by Ashoka to tech experts.

Examples include:

- A grant made by a Foundation that supports innovation to a South Asia based SE in 2017, allowed them to acquire office equipment at a critical moment. The introduction to the Foundation was made by Ashoka.
- In 2019, an SE from Latin America was able to refine their social media strategy thanks to a pro-bono assessment provided by Spotify, to which they were introduced by Ashoka.

3. New skills acquired by SEs

A smaller number of outcomes refers to SEs acquiring new skills through their involvement with FoC (7), such as increased confidence for speaking in public, building up their leadership skills, financial planning, and communications.

Scarce collaboration between SEs and apparel industry stakeholders

The two main collaboration goals for SEs in the FoC initiative, were to encourage a peer support network amongst SEs and enable collaboration on a higher level with industry stakeholders.

No sustained collaborations between SEs

Despite this being a key expected outcome of the initiative, the evaluation has found only 6 instances of collaborations between FoC SEs. **None of these speak to a sustained collaboration**, but rather to one-off engagements or to SEs using the FoC network as a resource for exchanging information. Connections between SEs were made mainly through their participation at FoC events.

Examples include:

- Development of joint project proposals (two instances; both unsuccessful)
- In 2019, SEs that participated at the Toronto WEAR event (2017) are using the common WhatsApp group to exchange and solicit information from each other.

Sustained collaborations require time. Most SEs are highly focused on their projects and tend to be very busy. While outcomes of sustained collaborations have not been identified, SEs do consider that they make highly valuable connections, as evidenced through survey responses and interviews. They feel that they are part of a 'club' and see Ashoka and FoC as a network that they can leverage when they see they need for it. The 'no strings attached' approach in Ashoka's support also contributes to this open and flexible relationship with the network.

I did not get in touch with many of the FoC SEs. I could have done so had I been more proactive. With Ashoka a lot of doors open and ones needs to focus. These have been a very intense 3 years from me (with two pregnancies and lots of work), so I did not really take initiative to open that door... [However,] when I was contacted for a possible project in another country, my first instinct was to look at the Ashoka network for possible Fellows to collaborate with.

.—An FoC Fellow interviewee

Almost no critical contributions to collaborations of SEs with industry stakeholders

This was also a key expected outcome from the initiative and only yielded 7 outcomes as well, to which there was only one critical contribution by the FoC.

The following chart illustrates how FoC made an indirect contribution to collaboration between an SE and an industry stakeholder in Brazil. Even with the stakeholder (C&A) being linked to the initiative through the C&A Foundation, it is observed that the FoC contributed to the collaboration taking place, without however being critical.

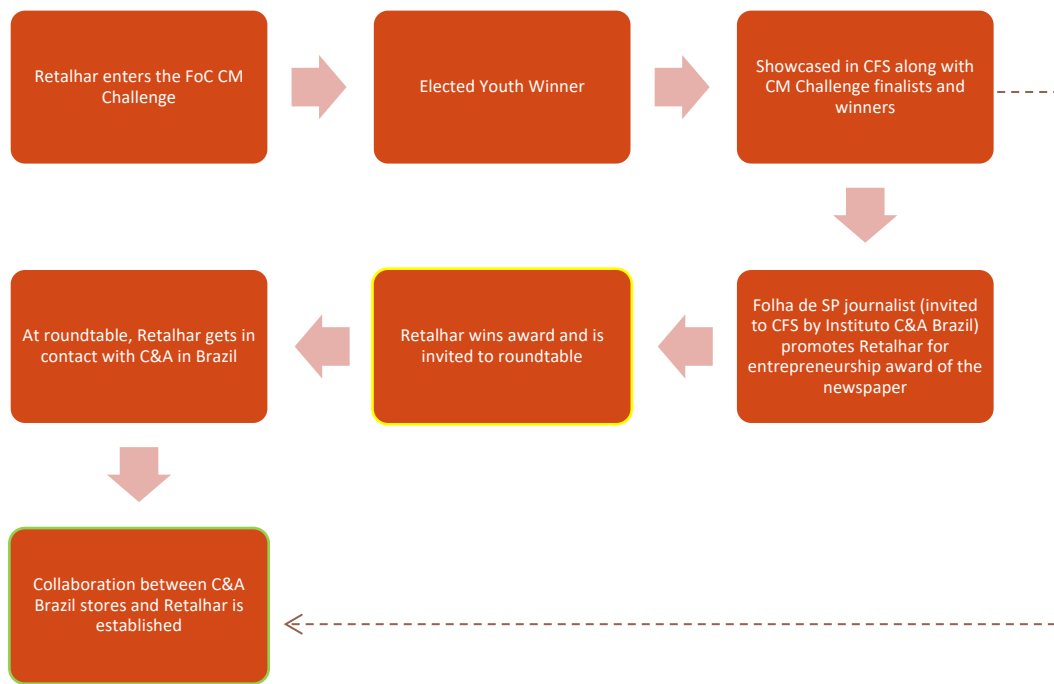


Figure 14 Illustration of indirect pathway to outcome, documented at site visit carried out by the evaluation team

Apparel industry stakeholders are influenced by the SEs, with an indirect contribution by FoC

Influence of the FoC and the SEs on apparel industry stakeholders was **the second most common outcome overall**, with 15 instances. These instances include stakeholders that are not part of the value chain, such as public officials and international organisations.

Examples of such influence include:

- Three CM Challenge Jury members stating that they gained new insights about how to make the apparel industry more sustainable, through their interactions with participants
- The setting up in 2018 of the Advisory Committee on Human Trafficking to the Department of Transportation in Texas. This was directly influenced by the advocacy work of Fellow Kendis Perry which she subsidised through the funding received from the Globalizer programme.
- SEs' receiving invitations as panellists at the Innovation Forum held in Amsterdam in May 2017

However, only in one instance was the contribution of the FoC critical, while in 8 cases the contribution was substantial and in 6 cases the contribution was low.

Contributions were made mainly through the **financial support** provided to SEs (allowing them for example to dedicate more time advocacy) and to the **Globalizer** (through the refinement of their strategies and application of systems thinking to their work).

Other types of outcomes that can be considered as important for influencing the sector are related to SEs **receiving recognition for their work** (7 in total, none with a critical contribution of the FoC) and **increased media exposure** for the SEs (6). It is to be noted here that the low number of outcomes collected does not necessarily mean that there were no other instances where SEs gained media exposure, but that only 6 were found that were identified as significant.

NEST is a non-profit, building a new handworker economy to increase global workforce inclusivity to improve women's wellbeing beyond factories and preserve important cultural traditions around the world.

The Founder and Executive Director, *Rebecca van Bergen*, is a Changemaker Challenge finalist, Fabric of Change Globalizer Fellow, and a new Ashoka fellow, whose Ashoka fellowship support extends beyond the Fabric of Change initiative. Rebecca van Bergen believes that participating in Fabric of Change has helped legitimate the work that they do: **The strategy, the thought process and content developed in the Globalizer has been the frame for all the bridge philanthropy funding they applied for and has been since the base of every fundraising proposal.**

Nest has benefitted from the Fabric of Change initiative in various ways:

Changemakers Challenge

- ◇ Won the first prize of €50,000 which went towards improving her programme work and in particular her work on creating universally applicable *Ethical Compliance Standards* for decentralised supply chains in the unregulated informal economy.
- ◇ As a CM Challenge winner, Rebecca received valuable exposure resulting in interest from high profile brands including Target, West Elm, Mara Hoffman and more which raised her profile and led to establishing NEST as a viable partner for big brands

Globalizer

- ◇ Provided the needed preparation to launch and external review of the *Handworker Standard* (Nest Compliance for Homes and Small Workshops program)
- ◇ Opportunity to go to forums and events with industry leaders to present their vision and work.

End of programme award

- ◇ Received €16,000 outstanding award at the end of the partnership, celebrating their approach to systemic change in the informal handworker economy, "to further support [NEST's] current work, activities and projects underway."

During the Globalizer process we were in the weeds of getting the standard launched and without the Globalizer we would have just worked towards the launch and not done any forward thinking. We are now in a much stronger position because the process forced us to take a step back and build the strategy around the standard once it is launched. It allowed us to quickly and effectively move to the next steps of implementing the strategy we developed around the standard (e.g. the license and auditing).

– *Rebecca Van Bergen, CM Challenge winner, FoC and Globalizer Fellow*

Figure 15 Rebecca Van Bergen's experience as an FoC Fellow, documented through interview with the SE

Value for Money: a question of expectations

This section addresses the question: *To what extent has FoC Value for Money for constituents?*

The main finding regarding the Value for Money (VfM) of FoC is that the initiative has met expectations regarding outcomes relative to the size of the investments made, i.e. **has generated sufficient value for the investments made**. One constituent group, the investor, gave consistently lower ratings throughout and can be said is not convinced of the VfM of the investment made.

In the analysis that follows it becomes clear that there were **different expectations from each constituent group**. SEs expressed that FoC contribution were crucial for them to realise their strategies or at least the first steps of testing new ideas and fulfilling their vision. It is obvious that FoC actions were directly assisting with their needs since it offered them the time and space to grow. Even if this growth is not with the C&A Foundation’s high expectations, for the SEs the concrete steps forward were considered very impactful.

APON Wellbeing is a social enterprise that sets up shops in or near garment factories in Bangladesh where workers can buy goods at discounted rates, access credit, and access health insurance.

The Founder and Managing Director, *Sheikh Saif Rashid*, was selected as a Fabric of Change Globalizer Fellow and believes the Globalizer has greatly helped his mission in terms of strategic development:

Ashoka helped Saif experiment with his idea for APON Wellbeing, allowing it to develop fully and supported him in developing his strategy by positioning his role as a system actor rather than just an entrepreneur.

Saif has benefitted from the Fabric of Change initiative in the following ways:

Fellow Selection Process and stipend

- ◇ Unrestricted funding from the Ashoka stipend gave Saif time and bandwidth to focus on APON which is now sustainable

Globalizer

- ◇ Spark funding from the Globalizer of \$10,000 USD allowed Saif to pilot his wellbeing shop idea and experiment with different approaches without fear of failure.
- ◇ Advisors helped Saif to see the bigger picture of impact systems-change, after which he set up the APON Wellbeing Forum which has convened industry stakeholders and policy makers to meetings to discuss worker wellbeing at a National level
- ◇ Advisory process helped Saif make real-time adjustments to his process, allowing him to learn and adapt in an agile way

Communications

- ◇ Ashoka developed case studies for Saif allowing him to pitch his work to factories in the early stages
- ◇ Saif was informed of the Expo Dubai award by Ashoka which he won first prize and greatly increased his scale and outreach as a result of the funding

My idea was at concept note stage back then. Ashoka was the first to recognise this as a good idea. When they identified me as a good fit, that gave me the confidence to move ahead with it.

- Sheikh Saif Rashid, FoC and Globalizer Fellow

Figure 16 Sheikh Saif Rashid’s experience as an FoC Fellow, documented at site visit carried out by the evaluation team

For assessing VfM for the FoC, Keystone used the BER³¹ approach to compare *the perceived investment to its impact on the FoC programs*. The three key constituent groups (SEs, C&A Foundation and Ashoka) were asked to provide ratings on the perceived impact and level of investment made for each of the main FoC inputs (units of analysis).³² The quadrant representation of the results allows for

³¹ See ‘Table 3: BER units of analysis’ in Annex 1

³² Respondents were asked in an online survey to score perception on the level of investments made by FoC (on a scale of 1= Not enough to 6= Too much) alongside with their perception of the impact made by that level of investment. Survey respondents were given the following direction: “an organizational investment can be measured in terms of money, resources, staff time, or effort”.

identification of three VfM categories, the **average VfM**, the **below average VfM** and the **above average VfM** as shown in figure 7. Furthermore, two different analysis' scenarios are set out; the *perception of investment and its impact on the programs* and the *real investment³³ against the same perception of impact*. The two scenarios are also disaggregated to allow for informative comparisons between the SEs, the staff of C&A Foundation and Ashoka.

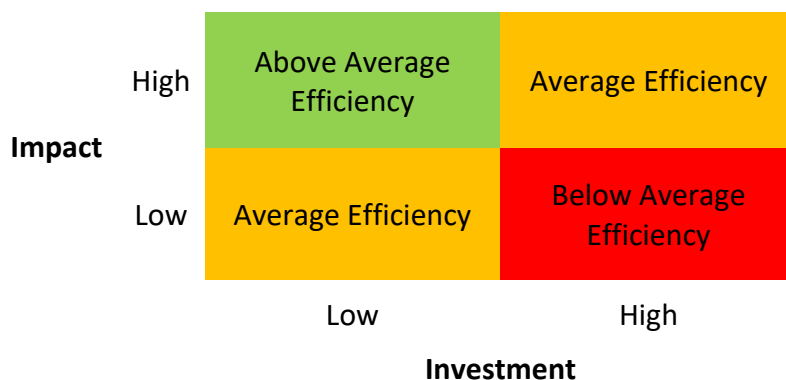


Figure 17 VfM representation in BER

The units of analysis used for the VfM assessment were based on the budget details and recommendations from Ashoka staff. Please note that there is an overlap between some of the units, particularly the non-financial support that includes elements from various pillars.

BER UNITS OF ANALYSIS	ACTUAL COST in €	DETAILS
Financial support to social entrepreneurs	912,734	Covers all stipends given to SE's, all prizes given to supporting mature SE's in scaling (Globalizer), and prizes within the Changemaker Challenge, and final awards (EUR 80,000) given to SEs
Non-financial support to social entrepreneurs	1,074,789	50% of CM Challenge (EUR 156,813), 45% of Social Innovation Mapping (EUR 26,315), 80% of Local Search & Selection/Local Fellow Engagement (EUR 234,132), 50% of DC Search & Selection (EUR 44,276.5), 65% of Global Fellow Engagement (EUR 38243.4), 100% of Globalizer minus prizes (EUR 273,417), 35% of Program Management (EUR 118,461.7), 70% of Communication & Media Content Production (EUR 107,534.7), 100% Toronto Event (EUR 75,640)
Social Innovation Mapping	58,478	Covers all compensation & benefits, professional fees, travel, rent, other office expenses, and miscellaneous - All falling under Pillar 2: Social Innovation Mapping
Changemaker Challenge	313,626	Covers all compensation & benefits, professional fees, travel, rent, other office expenses, conference and meeting, prize/awards - All falling under Pillar 1: Global online Competition
Search and Select Social Entrepreneurs	440,054	Covers Local Search & Selection/local fellow engagement, DC Search & Selection, and Global Fellow Engagement - All falling under Pillar 3: Search, Selection and Support of 5 new SEs/year
Globalizer	523,953	Covers Overall globalizer design and management, selection process, fellow, advisors & strategy thought partners preparation, globalizer summit, follow-up support, evaluation/knowledge creation, and prizes and implementation funds - all falling under Pillar 4 (Support mature SEs in scaling (globalizer))

³³ Real Investment is the estimated monetary value spent for each program during the implementation period.

<u>BER UNITS OF ANALYSIS</u>	<u>ACTUAL COST in €</u>	<u>DETAILS</u>
Events and communication: Knowledge sharing, exploration of collaborations	342,717	Covers Toronto event (compensation/benefits, travel and lodging, and other), and communication & media content production - all falling within Pillar 6, as well as the Globalizer Summit, and FoC External Representation

Fabric of Change : Value for Money Overview

Perception of Impact vs Perception of Investment



Figure 18 VfM assessment by all 3 key constituent groups

As it can be seen in the quadrant the overall VfM assessments – combining ratings provided by SEs, Ashoka and C&A Foundation staff – for the different FoC inputs are satisfactory. The overall perception is that these inputs have contributed to high levels of impact.

Fabric of Change : Value for Money Overview

Perception of Impact vs Real Investment



Figure 19 VfM assessment vs Real investment by all 3 key constituent groups

	Social Innovation Mapping	Changemaker Challenge	Search & Select SEs	Financial Support	Non-financial Support	Globalizer	Events & Communications
Real Investment (€)	58,478	313,626	440,054	912,734	1,074,789	523,953	342,717
Scaled Investment	2.40	2.91	3.16	4.10	4.43	3.33	2.97

Figure 20 Equivalence to Euros of scaled investment in previous figure³⁴

When controlling for the real investment an interesting shuffle is observed; non-financial and financial support are falling into the “average VfM” area and the rest of the programs jump into the “above the average VfM” area. This shows that the respondents perceived the investment on financial and non-financial support as much lower than it actually was, therefore these inputs become more “expensive” when controlling for actual cost.

On the other hand, the Searching & Selecting SEs, Events & Communications, the Changemaker Challenge, the Social Innovation Mapping, and the Globalizer owe their shuffle to the overestimate of

³⁴ Keystone decided to scale the real investment figures in the 1 - 6 scale that was used for the investment perceptions. The evaluators did this for two reasons; firstly, for the y and x scales to be relatable and comparable, and secondly because the real investment figures would have covered a wide range of values. This would result in a scale with a minimum of €58,478 and maximum of €1,074,789, where the middle values would be compressed (overlapping), therefore making the analysis ineffective and the data points distorted.

how much expenditure there was. Respondents perception of cost was much higher than what was actually spent on those inputs. This makes them “less expensive” when controlling for real investment.

When disaggregated by respondent group, a lot of variance in the perceptions of different constituents is seen:

Fabric of Change : Value for Money Overview

Disaggregated Perception of Impact vs Perception of Investment



Figure 21 : VfM assessment by each key constituent group

At first glance, it can be noted that when it comes to Ashoka and SE respondents most programs fall into the “high impact” area (top half). The main difference between them is the perceived level of investment; SEs reported it to be higher than the Ashoka staff did. C&A Foundation respondents partly disagree when it comes to the impact of the Globalizer, searching and selecting SEs, the financial support, and the SIM components which they perceive as low impact actions of high expenditure (SIM, Globalizer) or low impact of low investment (financial support and searching & selecting SEs).

The **CM Challenge** has been identified as “high investment-high impact” (1st quadrant) by all three groups together with **Events & Communications**. The quadrant graph above reveals that there is no consensus in this area but wide agreement does exist for **Non-financial support** which is considered high VfM by 2 out of the 3 groups (Ashoka- C&A Foundation) together with **Financial support** (Ashoka-SEs).

Although at least 2 out of the 3 groups tend to categorise the FoC inputs similarly, there is controversy regarding the VfM of the **SIM**, the **Searching and Selecting SEs** and the **Globalizer** where all three groups have a different perception.

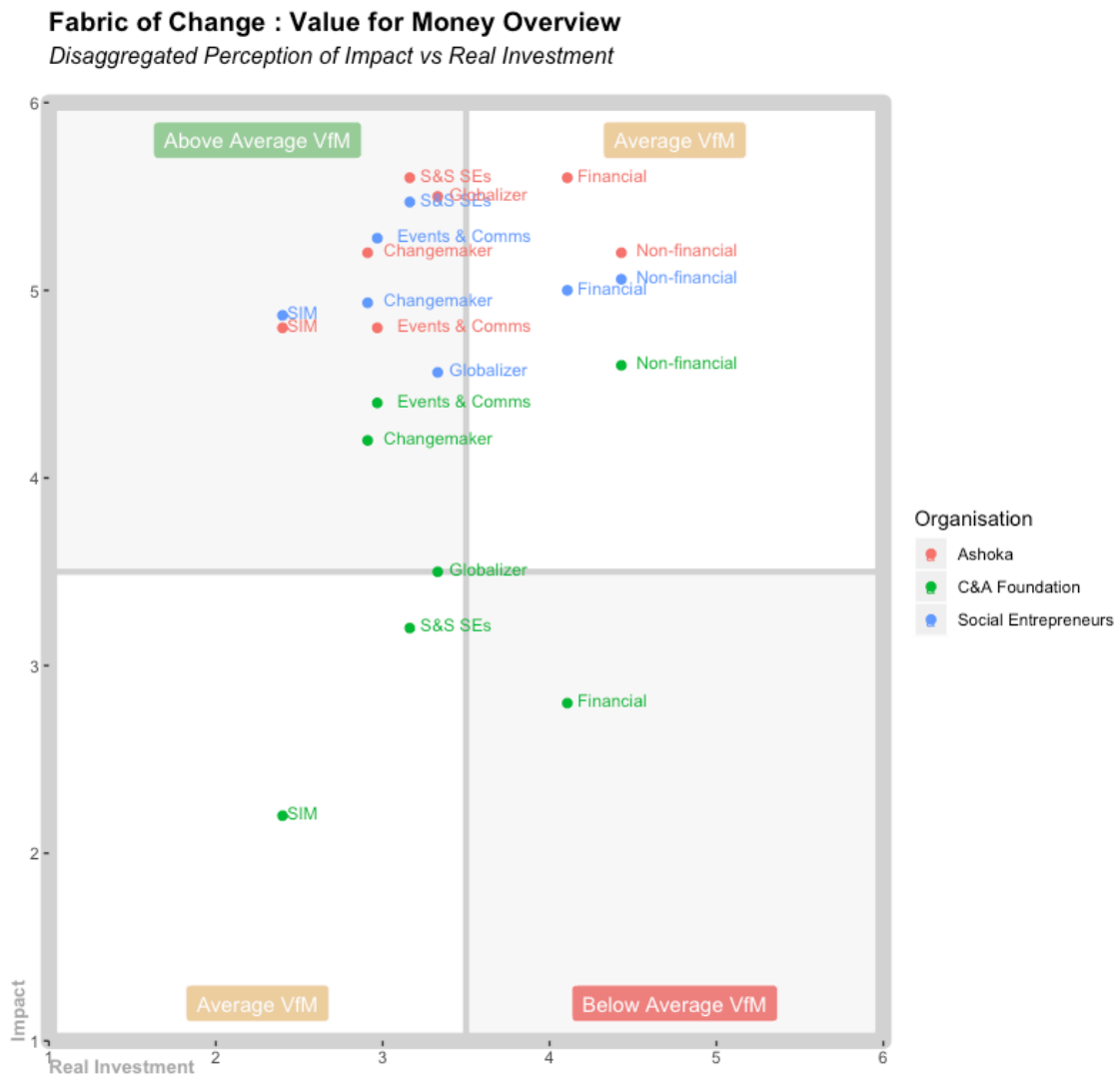


Figure 22 VfM assessment vs Real investment by each constituent group

As seen earlier, significant improvement of the FoC inputs’ VfM is revealed when controlling for the actual expenditure. In this case, the investment value is the approximate expenditure and the same across the three groups. It is plotted against the perceived impact of the previous scenario. The most important feature of this case is that most programs jump in the “low investment- high impact” area (top left). Earlier, only Ashoka and the SEs scores coincide in this area but in this case C&A Foundation responses are also part of it.

The **Non-financial support** has been identified as “high investment-high impact” by all three groups but only 2 out of 3 claims that its impact was greater than its investment and therefore consider it VfM.

However, again the high VfM inputs are found in the area of “low investment-high impact” (top left quadrant). Here, **Events & Communications**, the **CM Challenge** and the **Globalizer** are pinpointed as high VfM by all three groups as the graph below displays.

As mentioned already, while most inputs appear to be more cost-effective in the second scenario compared to the first, there is still a diverging view on the **Financial support** where 2 out of 3 groups list it as high VfM but C&A Foundation perceives its impact much lower and therefore lists it as no VfM.

Lastly, **SIM** and **Searching and Selecting SEs** are considered as high VfM by the majority of the groups in contrast with the results of scenario 1 it can be noted that all three groups had a different view.

An overall observation is the tendency of the C&A Foundation to score most inputs lower in terms of VfM. It is revealed by both scenario 1 and scenario 2 in spite of controlling for the actual expenditure in scenario 2. This is strong evidence that the investment perception is not what influences the VfM in this case. As evidenced through qualitative inputs (comments in survey and interviews), the disparity is due to C&A Foundation’s sense that the impact was considerably lower than other constituents thought. According to qualitative findings, C&A Foundation reported Ashoka not having the required expertise in the apparel sector combined with an early disappointment about the SIM quality.

SEs are the most generous when giving a perception-score for investment and its accomplished impact (despite the limited number of outcomes to which they assign a critical contribution of the FoC, as discussed in the previous section).

Overall, the difference between Ashoka and C&AF speaks more to the quality of the partnership than to whether it is VfM or not. The group that really counts here – the primary constituents – are the SEs. SEs have been consistent in their feedback, as collected by Keystone throughout the engagement with the initiative, that they find high value in the opportunities presented to them by FoC and Ashoka, even though they may choose not to take advantage of them at a given moment.

Thanks to flexibility in the partnership, an adequate level of efficiency was achieved

This section addresses the questions: *To what extent were initiative modalities executed in an efficient manner? Were the targets realistic given the scale of operations?*

Ambitious targets leading to adjustments in the planning

When examining the planned outputs (as per the initiative’s logical framework), the following observations can be made regarding how the initiative has delivered against the targets that were set:

Pillar	Delivery
CM Challenge	<p>All planned activities have been carried out and outputs delivered in the timeframe set for this line of action, with the exception of:</p> <ul style="list-style-type: none"> - 300+ innovators and stakeholders engaged through Twitter chats: only 56 unique contributors to the Twitter chat were achieved. <p>Additional outputs delivered in communications included: over 5 million Twitter impressions from #FabricOfChange, 7 original articles published, 7 blog posts.³⁵</p>
SIM	<p>Outputs regarding the number of SEs engaged (20) and number of interviews (34 SEs and 18 industry experts) have been met. However, as previously mentioned in this report, there are strong concerns expressed by stakeholders regarding the quality of the product, specifically affecting the breadth and depth of the mapping.</p> <p>When it comes to the dissemination of the report, it can be inferred from the measures provided by Ashoka that the targets regarding broader dissemination have been met (target of a total of 1,500 readers; by 31 July 2017 5,000 reads – not readers - were noted as well as over 27,000 online impressions).³⁶ There was also a target that 50% of competition participants access and engage with the insights (barriers and design principles for a sustainable apparel sector). This was enabled through the application form which required applicants to provide broader context in a mosaic framework. The SIM report was shared with the 120 CM Challenge semi-finalists and 10 of the 13 finalists surveyed claimed they were aware of and had read the SIM report. It was also translated into Portuguese and Spanish to encourage wider readership. There are no data available however about the proportion of the overall number of participants that accessed and engaged with the insights.</p>
Search and Select New Fellows	<p>The initial target was to elect 15 new Fellows during the life of the initiative. At the request of the C&A Foundation, this objective was brought down early on to 11 in the second year of the partnership. Additionally, an industry expert was contracted to vet candidates. The initiative ended with 10 new Fellows elected.</p> <p>The expectation was to have a pipeline of 150-375 candidates – which was met according to pipeline information shared by Ashoka (230+ candidates reviewed).</p> <p>The target of 10-18 selection panels with 30-54 panellists in total has not been met, as only 8 panels have been conducted with a total of 24-32 panellists. The number of panels are related to the lower number of FoC Fellows that were finally selected.</p> <p>Onboarding of all new Fellows has taken place, although to varying degrees, depending on the country office. There is one case of a Fellow that reported not receiving sufficient onboarding.</p> <p>The target of having an annual Social Reporting Standard report for each Fellow has not been met. According to the information available, while all FoC Fellows have been given access to training on the standard, only one (Gabriel Rivera) has actually completed a report.</p>

³⁵ Ashoka (2017) *Media Report – Changemakers Challenge Close*. There is no disaggregated list available for media production from the CM Challenge. Overall FoC Communication outputs can be consulted here: FoC YouTube Channel: https://www.youtube.com/playlist?list=PL4c_sUqnnlfEc3RZDUE0cNcEjz1Lr6zI; Blogs: <https://www.changemakers.com/node/313726/blog>; Articles: <https://www.changemakers.com/fabricofchange/insights>; [All Last Accessed: 07/08/2019].

³⁶ Ashoka (2017) *Year 3 Six-Month report -Logical Framework and KPIs*

Pillar	Delivery
Globalizer	<p>Target of number of Fellows to participate in Globalizer has been partially met (target of 12-16 Fellows, with 11 actually selected)</p> <p>The targets of recruiting 8-16 senior advisors for Globalizer Fellows has been met (13), as well as recruiting 12-20 strategy consultants (15 senior and 22 junior consultants recruited) and 8-12 STPs (17 participated in the summit in Bangalore).</p> <p>Funding to support the scaling strategies of Globalizer Fellows has been distributed (250,000).</p>

Figure 23 Summary of delivery against logframe targets

Regarding the delivery of the **SIM report**, various milestones have been missed, mainly due to C&A Foundation not being satisfied with the initial product. According to C&A Foundation opinions expressed in interviews, this was largely due to the assignment of junior staff on Ashoka’s side to this task who were deemed as not adequate for the scale and depth required for this piece of work. Further, various rounds of editing and redoing the translation to Portuguese of the report had to be taken on by C&A Foundation.

As shown in the previous table, **the number of elected FoC Fellows was brought down to 10**. According to the interviewees this was due to a combination of factors:

- Insufficient innovation mapping in the sector
- A certain misalignment of the selection criteria or how these should be interpreted, leading to some of the candidates presented by Ashoka not being approved by the Foundation.
- The relatively long duration of Ashoka’s Fellow selection process (9 months on average) and uncertainty regarding its outcomes. In one occasion, a candidate that was preapproved by the Foundation was not approved by Ashoka’s board.

Timely budget reallocations

Regarding the **financial management** of the initiative, the readjustment of the number of Fellows to be elected has led to a surplus in the budget that has been reallocated, in mutual agreement with the Foundation. Details can be consulted in Annex 6. Changes in budget allocation have been communicated and discussed with the Foundation in a timely manner (as part of the six-monthly and annual financial and progress reports presented). Various reallocations in budget items have been carried out. Further, a 4-month no-cost extension of the grant period was agreed (May-August 2018) to accommodate the onboarding of Fellows selected at the end of the initiative.

The reallocation under Pillar 6 (Communications) denotes that there was insufficient planning in this area initially, which was later remediated.

Overspending under Pillars 2, 4, 5 and 6 have been sufficiently justified in the financial reports submitted by Ashoka and have been accepted by the Foundation.

Ashoka and the C&A Foundation: shared responsibilities for a partnership marked by misaligned expectations

Overall, from survey responses and interviews, it can be asserted that the partnership was marked by a ‘**clash of cultures**’. On one hand, Ashoka’s understanding of working in a systems change framework does not lend itself for delivering a programme with clearly marked milestones and clear causal arrows from Ashoka’s work to pre-set outcomes for/by SEs. On the other hand, C&A Foundation was expecting a ‘quick win’ – that the FoC would open a door to innovation in the sector where they could source initiatives to support. Their expectations exceeded what the initiative was designed to do. It is

important to state that there is a shared responsibility between the two partners for not managing effectively their own and each other's expectations.

Related to this recognition of shared responsibility, it is commendable that both partners **committed to finding solutions and demonstrated adaptability**. While the C&A Foundation has communicated that it is not planning to renew its partnership with Ashoka at this time, it has openly stated that it would definitely recommend them.

High level alignment of goals, misalignment in the centrality of social entrepreneurship
This section addresses the question: *To what extent was the partnership aligned with each partners missions', strategic and operational objectives?*

The assessment of the relationship between Ashoka and the C&A Foundation notes the changes over time of indicators of alignment in their respective missions, strategy, and operational objectives.

Alignment at the beginning of the Fabric of Change initiative

Prior to its engagement with Ashoka in 2015, C&A Foundation held a strategic mission centred around three main areas: "sustainable products, sustainable supply and sustainable lives". Within each, [the C&A Foundation] supports a range of activities that aim to improve the social and environmental impact of the apparel industry".³⁷ However, there is less detail on this particular mission as C&A Foundation did not have an identifiable ToC at the time. The C&A Foundation's 2015 mission statement was: "we support and actively drive initiatives that help transform the way the industry works".³⁸ Ashoka, under the general EACH strategy/framework, which centres around the concept that everyone can be a changemaker³⁹ – with a particular focus on SEs.⁴⁰ These two mission elements aligned for the FoC initiative:

The C&A Foundation aims at having a positive impact on the lives of millions of people worldwide who contribute to the apparel industry, from farmers to consumers. Together, the C&A Foundation and Ashoka, the largest global network of social entrepreneurs, can help build a more sustainable industry by leveraging our respective strengths and connecting our brands.⁴¹

Alignment throughout the Fabric of Change initiative

The ToC for the FoC initiative was developed by Ashoka and presented to C&A Foundation in 2015. The ToC was revised in 2016, with further adjustments made in 2017 (following the mid-term review of the initiative). Considering that C&A Foundation did not have a specific ToC at the time, the majority of the initiative's ToC was based on and created by Ashoka. Ashoka did not receive feedback from C&A Foundation on the most recent revised ToC.

In parallel to the implementation of the FoC initiative, the C&A Foundation developed its own ToC, which according to C&A Foundation staff interviews, moved away from its overarching focus to simply support innovation in the apparel sector and towards a more specific interest in funding social organisations as opposed to individual entrepreneurs.

³⁷ C&A Foundation (2015). Our Aspiration and Mission, *C&A Foundation web-site*. Available at: <https://web.archive.org/web/20150514034614/http://www.candafoundation.org/our-aspiration-and-mission/our-aspiration-and-mission/> [Last Accessed 30/04/2019].

³⁸ Ibid.

³⁹ Drayton, B. (2006). Everyone a Changemaker: Social Entrepreneurship's Ultimate Goal, *Ashoka web-site*. Available at: <https://www.ashoka.org/sites/ashoka/files/innovations8.5x11FINAL.pdf> [Last Accessed 30/04/2019].

⁴⁰ Ashoka (2019). Ashoka's Strategic Focus Areas, *Ashoka web-site*. Available at: <https://www.ashoka.org/en-US/ashoka%27s-strategic-focus-areas> [Last Accessed 09/07/2019].

⁴¹ Adapted from C&A Foundation and Ashoka (2015) *FoC Grant Agreement*.

According to interviewees, once the C&A Foundation's ToC was solidified, it became apparent that the FoC initiative was no longer aligned with its strategy. It was also considered that there may not have been enough institutional buy-in from both institutions and that the initial interpretation of the initiative was narrow, leading to an assumed alignment of both partner's strategies.

Alignment at the end of the Fabric of Change initiative

While both the C&A Foundation and Ashoka were aligned concerning the overarching change they wanted to make in the apparel industry, their strategies on how to induce such a change were not aligned. This becomes apparent when examining the current mission and objectives of both. The C&A Foundation has rephrased its main aim to transform the apparel industry through working cooperatively with other brands to find solutions to challenges which face the industry – “making fashion a force for good” – and an industry that enables people to thrive.⁴² Alternatively, Ashoka's main focus lies on SEs, claiming that it “identifies and supports the world's leading SEs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to build an ‘everyone a changemaker world’”⁴³.

Due to the shift in the C&A Foundation's ToC, there was an interest to determine the extent to which the newly formed signature programmes in the C&A Foundation's ToC align with the work performed by the FoC Fellows. A mapping that was carried out in 2018 showed that there is alignment between the areas of work of the SEs and the different signature programmes of C&A Foundation under its new ToC⁴⁴, however, Ashoka's focus on social entrepreneurship as a key lever for change in the industry does not hold an important place in the Foundation's ToC.

Clashing cultures on how to manage the partnership

This section addresses the question: *To what extent has the partnership functioned effectively and efficiently?*

In order to examine the extent to which the partnership functioned effectively and efficiently, the evaluation examines perceptions of Ashoka and C&A Foundation representatives on eight key indicators, as per the analytical framework used for the assessment of the quality of the partnership.

As can be seen in the figure below, survey responses from C&A Foundation staff suggest overall a more negative perception of the effectiveness of the partnership as compared to the Ashoka staff responses. The partnership has been marked by expectations that were not well managed on both sides.

⁴² C&A Foundation (2019) Our Partnership with C&A, *C&A Foundation web-site*. Available at: <https://www.candafoundation.org/about> [Last Accessed 15/07/2019].

⁴³ Ashoka (2019) Our Mission, Ashoka web-site. Available at: <https://www.ashoka.org/en-gb/about-ashoka> [Last Accessed 15/07/2019].

⁴⁴ Link to google doc:

<https://docs.google.com/spreadsheets/d/1mivpA56tSOWbANVBpWHTIWPUq1H1Oim2PQqIUZSfSyDU/edit#gid=0>

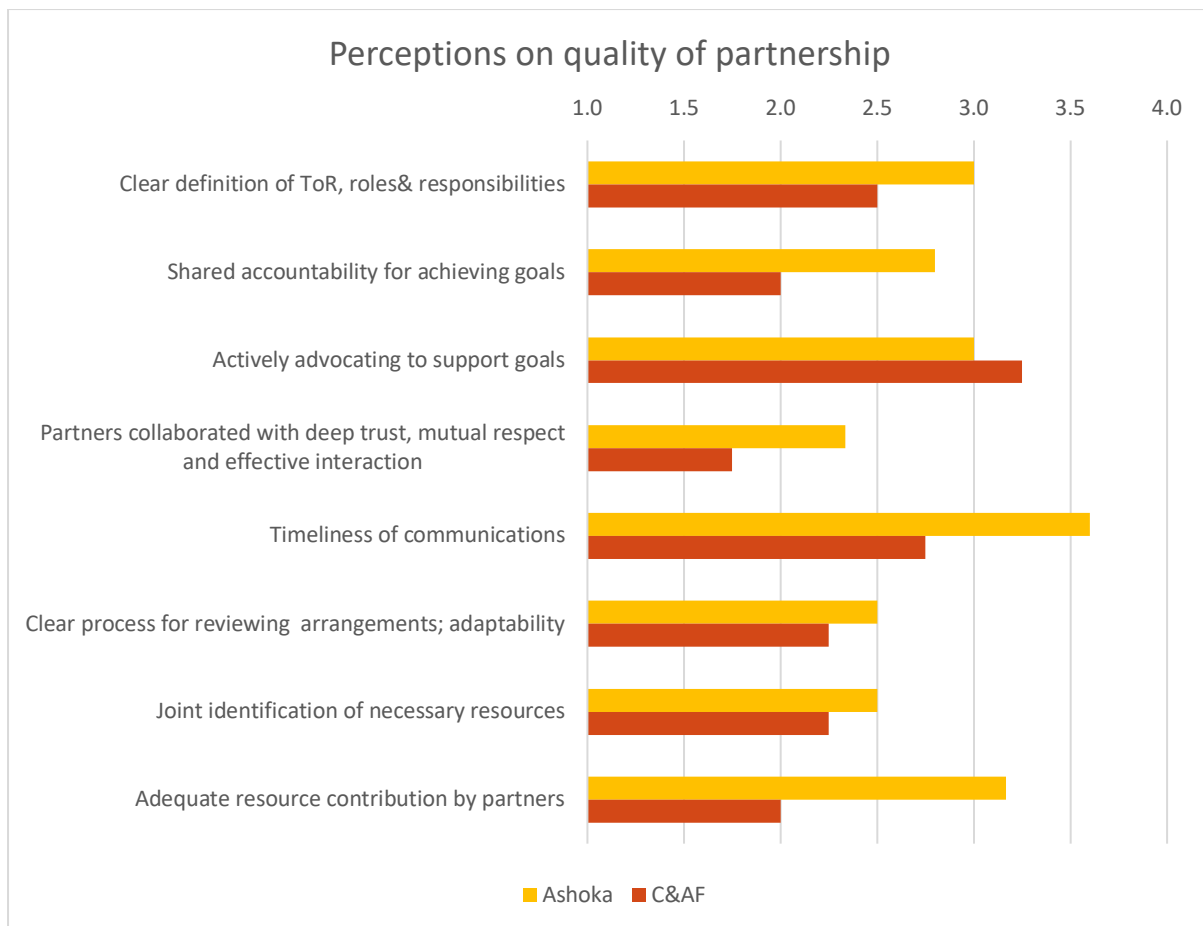


Figure 12 Perceptions on quality of partnership (Note: Mean scores provided by online respondents on a scale of 1 to 4, where 1 = ineffective and 4 = highly effective)

C&A Foundation staff provided more or less positive scores (indicating a predominantly *partially effective* or *effective* partnership) on having **clearly defined Terms of Reference (ToR) and roles and responsibilities of the partners**. Considering that FoC was a three-year initiative with various aspects to be solidified and roles to be clarified in the process, the grant agreement set out a broad set of parameters outlining the general responsibilities and expected roles of both partners. As the initiative progressed, the lack of clarity concerning some of the initiative’s components became apparent, and at times was even a source of tension. According to C&A Foundation staff, there was a misalignment of one another’s expectations which, among other factors, may have inadvertently affected the working relationship and degree of trust in the partnership. Ashoka provided more positive scores, mentioning similar issues around the solidification of the roles and responsibilities (which were initially loosely established), as the initiative progressed. One area for which Ashoka would have expected a more prominent role from C&A Foundation, was for them to take on a more active entrepreneurial role to encourage and enable business and network opportunities for the various SEs. It is important to note that none of the respondents has rated the partnership as *highly effective* for this indicator.

The one aspect for which C&A Foundation staff seemed to provide the lowest scores was for the partners’ ability to **collaborate with deep trust, mutual respect, and regular and effective interaction**. The scores provided were either *ineffective* or only *partially effective*. C&A Foundation staff mentioned various reasons that may have led to the collaborative tensions such as a high staff turnover on the Ashoka side, lack of capacity of certain teams (junior staff-led work in the Brazil and Mexico offices), as well as C&A Foundation’s changing strategy, time allocation, and struggles with challenging and at times demanding leading senior staff at C&A Foundation.

Ashoka provided similar scores albeit slightly more nuanced, mentioning that they felt they were being perceived as a 'service provider' as opposed to a 'partner' at times. This is not the first time that C&A Foundation hears criticism about employing more 'traditional' funder-grantee dynamics, where grantees do not feel that they are being treated as equal partners. It has been a theme in the Grantee Perception Surveys that they have commissioned through the Center for Effective Philanthropy in 2016⁴⁵ and again in 2018.⁴⁶ Trust has also been affected by the early misalignment of the SIM as well as rising tensions around the election process of certain candidates, where Ashoka had invested considerable time and resources through their Venture process but they were not deemed adequate by C&A Foundation. This is also reflected in the low scores provided by Ashoka staff for the **partners' joint identification of needed resources to accomplish partnership goals** and **partners' contribution of resources to accomplish partnership goals**, depicted below.

C&A Foundation staff provided a mixture of scores (*ineffective, partially effective, effective, and highly effective*) for the **partners' contribution of resources to accomplish partnership goals**. Reasons for the varying scores, included too little time and staff allocation from C&A Foundation itself, the staff turnover at Ashoka, and at times inadequate allocation of financial resources from Ashoka. While Ashoka's scores are more positive, the main reason for this is their satisfaction with the financial resources provided by C&A Foundation in particular, and not the time allocation or human resources. According to Ashoka staff, the organisation was appreciative of the financial contribution from C&A Foundation. However, Ashoka did report that C&A Foundation did not allocate enough time to the initiative or did not treat it with the level of priority that they had hoped for.

Interviewees expressed a sense, that while Ashoka participated in several apparel-related convenings during FoC, it did not really penetrate these spaces or take advantage of the opportunities that presented themselves. However, according to staff, C&A Foundation was able to build on Ashoka's reputation as it had good connection to the press and allowed them to open their networks to this new field. Consequently, C&A Foundation staff therefore gave their most positive scores for the existence of **mechanisms to regularly disseminate partnership news and progress** in a timely manner (with scores ranging between partially effective and effective) and for the **active advocacy to support partnership goals** (with scores ranging between partially effective and highly effective).

Ashoka gave its most positive score for the existence of **mechanisms to regularly disseminate partnership news and progress**. According to the Ashoka self-evaluation report,⁴⁷ they "developed a plethora of valuable collateral through FoC, in terms of media, stories, videos, resources, etc. and [they] need to capture this knowledge in a systematic way and share it as a legacy of Fabric of Change". Both organisations strongly agree that **this particular aspect was the most effective aspect of the partnership**. While Ashoka believes that both partners **advocated actively to support the goals of the partnership**, it also expressed a need for an intermediary like Ashoka to manage the FoC community and further make key connections in the industry, develop collaborations and ensure that the industry hears the messages voiced by FoC's SEs.

Having a **clear process for reviewing and refining arrangements** (i.e., adaptability) was one of the aspects that received the lowest scores from Ashoka. Apart from the mid-term review to offer the

⁴⁵ The Center for Effective Philanthropy (2016) Grantee Perception Report: Prepared for C&A Foundation. Available at: <https://www.candafoundation.org/global/our-work/results-learning/cafoundationfullpdfreport.pdf> [Last Accessed 05/08/2019].

⁴⁶ Report not published at the time of the evaluation. Reference here is based on commentary made directly by C&A Foundation representatives.

⁴⁷ Ashoka (2018) *End of grant self-evaluation report*

opportunity for course correction, there was no explicit mention of a review/ refining process. There were several instances that required C&A Foundation and Ashoka to work together to resolve issues such as when SEs did not collaborate as expected or when C&A Foundation unexpectedly rejected a candidate put forth by Ashoka. Moreover, because the budget was scoped three years in advance and due to the changing dynamics of the initiative, the partners had to agree issues such as reallocating some of the funds that were underspent (see section on efficiency).⁴⁸ This demonstrates that, despite there not being a process that was defined in advance, partners showed flexibility in adapting the terms of the partnership on the go.

Ashoka staff overall provided rather positive scores for the partners’ **shared accountability for achieving partnership goals**. While staff did feel that the relationship dynamic was not what they had expected (being viewed more like ‘service providers’), they did feel that both partners worked hard to ensure a shared accountability to achieve their goals.

Conclusion

Overall, it can be asserted that **the FoC initiative has met adequately its objectives, although the partnership has been marked by a misalignment of expectations between the partners**.

To summarise the conclusions of the evaluation, a simple qualitative scale is used as depicted below.

Evaluation criteria	Rating		
	Poor	Adequate	Good
Relevance	Initiative not relevant to any of the following objectives: 1. Map the current landscape of innovations relevant for the apparel industry and build a network of changemakers poised to transform the field 2. Identify, support and accelerate the impact of new leading social entrepreneurs with system-changing ideas to transform the apparel industry along the value chain, from farmers to consumers 3. Amplify what works and engage other key players and influencers to transform the industry	Initiative relevant to some of the following objectives: 1. Map the current landscape of innovations relevant for the apparel industry and build a network of changemakers poised to transform the field 2. Identify, support and accelerate the impact of new leading social entrepreneurs with system-changing ideas to transform the apparel industry along the value chain, from farmers to consumers 3. Amplify what works and engage other key players and influencers to transform the industry	Initiative relevant to all of the following objectives: 1. Map the current landscape of innovations relevant for the apparel industry and build a network of changemakers poised to transform the field 2. Identify, support and accelerate the impact of new leading social entrepreneurs with system-changing ideas to transform the apparel industry along the value chain, from farmers to consumers 3. Amplify what works and engage other key players and influencers to transform the industry
Efficiency	Insufficient and delayed results were achieved for the efforts expended	Results achieved were timely and commensurate with the efforts expended	Results achieved were timely and exceeded expectations for the effort expended

⁴⁸ Ashoka (2017) *End of Year 2 Monitoring Report: February 2016 – January 2017*, p.5.

Effectiveness	Little evidence of FoC's contribution to intended outcomes	Some evidence of FoC's contribution to intended outcomes	High levels of FoC's contribution to intended outcomes
Sustainability	Initiative's impact at the individual (SE), community, and apparel industry levels does not continue to exist after program funding has ended	Some of the initiative's impact at the individual (SE), community, and apparel industry levels continues to exist after program funding has ended	Initiative's impact at the individual (SE), community, and apparel industry levels continues to exist after program funding has ended

Figure 24 Summary rating on OECD-DAC evaluation criteria

FoC meets adequately the relevance, efficiency and effectiveness criteria. There is a lot of nuance however, which has been depicted in the discussion of the findings.

Regarding the efficiency of FoC, the above scale does not take into consideration the **efficiency of the partnership between Ashoka and the C&A Foundation**, which was marked by unmet expectations on both sides about its intended outcomes and how they would be reached.

The analysis of FoC's **effectiveness** through the OH approach has found evidence of contributions to intended outcomes, **albeit through indirect and not explicitly set out pathways.**

The **sustainability** of the outcomes generated by the initiative was not an aspect examined in the evaluation questions. **A positive assessment** of this criterion is imposed however, based on the consistent confirmation by SEs interviewed that they are continuing with the implementation of their ideas (with the expected mutations) and that they continue to see the FoC and Ashoka network as a key resource for their work.

Lessons and recommendations

This section draws lessons from the evaluation findings and makes recommendations for future initiatives and partnerships for the C&A Foundation and Ashoka.

The evaluation of Fabric of Change has emerged a key theme that impregnates the quality of the partnership between Ashoka and the C&A Foundation as well as the assessments of the different aspects of the initiative: **management of expectations**. Many of the lessons drawn and recommendations that follow elaborate on this key issue.

Design

As the evaluation has discussed in detail, FoC's theory of change established **weak causal links** between the initiative's inputs and the intended outcomes. This however **does not invalidate** the design of the initiative, which is relevant and it has been evidenced to produce considerable outcomes for the supported SEs.

The flaws in the way the initiative's ToC was depicted however, point to the **importance of making more explicit the assumptions** about how change is expected to be produced. Ashoka is a **catalyst** for the development of the SEs and their models, making substantial (but often not critical) contributions to broader outcomes generated by the SEs, at least not in the short term. It is important that **assumptions regarding pathways to change are discussed between partners** and the level of **uncertainty regarding the timeframe** for observing impact at the SEs' work level be made clear. Social entrepreneurship and innovation can be erratic processes, going through multiple mutations before achieving its goals. Further, SEs supported by Ashoka employ distinct and often unique models, and operate out of a variety of contexts meaning that their projects' impacts develop at different timeframes.

A deep conversation about the theory of change of the initiative, which was not produced in FoC's case, is a cornerstone for partnerships and the ongoing management of expectations about the outcomes it may produce. Overly ambitious designs make expectations hard to manage and lead to frustration between partners.

In the design phase, the conversation about the theory of change needs to include **debating and defining key concepts** for managing expectations regarding the outcomes of the initiative, notably: collaboration, scale, and systems change.

Collaboration

The concept of collaboration was used somewhat lightly in the FoC's ToC, assuming that it would emerge somewhat organically from the initiative's strategies. The evaluation has shown that while the FoC peer network serves as a resource that is valued by the SEs, intentional design from Ashoka's side would have been required to spark more sustained collaborations within the initiative's three-year timeframe.

A similar lesson can be drawn with regards to spark collaborations between SEs and industry stakeholders. It requires intentional design and specifically allocated resources, beyond provisions for events, media and online presence, which are all important but not sufficient for generating such outcomes. It may also require more time, something that could be assessed again in the fullness of time.

Scale and systems change

These two **buzzwords** have been the source of various unmet expectations for the partners. It is important for partners to have a deep conversation about what they understand from these concepts and what matters to them.

‘Scaling up’ is a sort of holy grail for funders and investors. Commonly, it is understood by reaching more beneficiaries, having a greater market share and/or expanding operations. But Ashoka argues that one should be looking at this as ‘scaling the (potential for) impact’ of the SEs and should be looked in the context of systems change. This has obvious **implications for assessing the scaling up** of the SEs work and its impacts. Funders and investors look for objective measures that they can use to compare between SEs, but given the variety of the SEs’ models and strategies, such a measure lends itself as impractical to attempt. Again the lesson is not about invalidating one or the other, but rather points to the challenges that a partnership is faced with when a common understanding on key concepts does not exist.

A final learning regarding the design of the initiative stems from the analysis regarding the needs assessment and mapping carried out for the FoC initiative: adequate mapping in such a complex value chain as is the apparel industry and with the size of the social and environmental issue at hand, requires time, financial resources, and specific sector expertise – all of which may have been insufficient in this instance.

Supporting social entrepreneurship and innovation

When it comes to effectively supporting SEs, **financial support** of all kinds is of indisputable importance. It contributes to a wide array of outcomes for SEs, as has been evidenced in the findings, and benefits SEs at different levels. Particularly stipend-type funding (i.e., flexible, ‘no strings attached’) lowers the financial burden and frees up mental space for them to concentrate on their innovation.

Instilling **systems change thinking** (through coaching, mentoring) proves very helpful for SEs, which identify it as a turning point in how they think about their strategies and places in the ecosystem.

The timeframe for seeing impacts from SEs’ innovations tends to be longer, five to ten years according to Ashoka’s analysis, than the horizon set for the Fabric of Change.⁴⁹ Three years are not enough for seeing significant levels of achievement in relation to the intended outcomes.

SEs are **busy individuals focused on their projects**. Ashoka’s model accommodates this by offering its support, for the most part, unconditionally. Even SEs that do not engage actively with the peer network, or are unable to identify concrete outcomes in their work, tend to find high value in being **‘part of the club’, knowing that the resources are there, and leaving it to them to decide the degree in which they will engage.**

When it comes to fostering **collaborations between SEs and industry stakeholders, openness from either side should not be assumed.** Industry stakeholders do not contest the importance of social entrepreneurship and innovation for addressing key issues regarding the sustainability of the sector; but they are sceptical about the scalability (in the sense that it is commonly used) of some of the innovations put forward by SEs. **Portraying the potential for scale** is key for gaining interest from industry stakeholders.

⁴⁹Ashoka (2019) Ashoka Intro: Ashoka Fellows Changing Systems, *Ashoka web-site*. Available at: https://www.ashoka.org/sites/ashoka/files/Ashoka_Intro.pdf [Last Accessed 07/08/2019], pp. 1-34

Efficiency and partnership quality

The FoC experience has shown, that even though a grantee may feel pressure to set **ambitious targets, these create a misalignment of expectations** and harm the partnership and the perceptions of the initiative's efficiency. Various reasons underly this experience: the uncertainty of the outcomes of Ashoka's selection process mean that targets can only be estimated; additional criteria put forward by the funder in order to approve pre-selected candidates add to this uncertainty.

There is also a learning regarding the adequacy of the tools used to manage the partnership: **the suitability of the logical framework is contested** for the management of an initiative that cannot preestablish clear and/or direct pathways to the intended outcomes.

Quality control of products, such as the SIM is crucial. The FoC experience shows that in order to carry out this control and for the product to prove useful, **specific sector expertise** is required by the implementer.

Value for Money in this case was understood differently by the two partners. It is crucial to discuss from the outset and throughout the partnership what each of the partners mean by a cost-effective partnership, as it is hard and impractical to establish objective measures given the singularity of the SEs supported. The key question here is **Value for Money for whom?** The funder, the grantee or the intended beneficiaries? In the evaluators' judgement the voice of the primary constituents – the SEs in the case of the FoC – is a compelling basis for reconciliation of the perspectives of funder and implementer in assessing the VfM of the initiative.

The importance of maintaining an open dialogue about **the model of the partnership** throughout the grant period cannot be overemphasised. **Buy in** from both sides on the partnership model (or at least, agreeing to disagree) is a crucial element for an efficient and effective partnership. **Difficult conversations** about inherent power imbalances, 'clashing' cultures, and differing management styles need to take place. In the case of the FoC, and ruling out the factor of the specific personalities involved, having these conversations would have contributed to rebuilding trust after a rocky start. Finally, ensuring efficiency in the partnership is **a shared responsibility** between the funder and the grantee. In FoC's case, the openness and flexibility shown from both sides has contributed to a partnership that was effective, albeit with some missed opportunities.

Recommendations for the C&A Foundation for future partnerships

- To the extent possible **co-create the ToC with the grantee or, at least, have a deep and open conversation** about it. Without being scholastic, question the grantee's assumptions based on the **Foundation's expertise in the apparel sector** and propose / negotiate alternative formulations of the intended outcomes in order to ensure common understanding and set clear expectations.
- C&A Foundation is a specialised institution; as such it should employ its expertise in advising grantees and facilitating any means available to the Foundation through this expertise: **convening, facilitating industry connections, and creating learning exchanges between grantees** all add value to grantees' work.
- When working with an initiative in whose ToC the pathways to the intended outcomes are often indirect, the Foundation may want **to reconsider the use of the logical framework**,

and consider combining it with more flexible complexity-aware models, such as **theories of action**.⁵⁰

- Avoid setting objectives that are not discussed/clarified with the partner and rather have an open conversation about them.
- Ensure that **expectations are explicit** throughout the partnership. For instance, any additional criteria to the ones that are set by the partner in the implementation of the initiative, need to be discussed and documented.
- Regarding Value for Money, **set expectations about what level of achievement would be considered adequate and communicate it to the grantee**. If doubts exist about the grantee's model, communicate it clearly and early on.
- When it comes to 'quick wins, **be mindful about expectations regarding the timeframe** required to see outcomes from supporting innovations.
- Linked to the previous suggestion, C&A Foundation should consider **making larger and more sustained grants (over five years, depending on context and initiative) on focused innovations**.
- However, if considering a large long-term partnership with an 'intermediary' organisation such as Ashoka, C&A Foundation should consider a more **progressive funding mechanism**. This could take the form of an initial small grant for funding the design and co-creation process of the initiative before further funding is committed.
- Invite an open conversation with grantees about **the partnership model** and the roles of the partners in order to ensure a good climate in the partnership and avoid mis-management of expectations.
- Consider **organising retreats** or at least face to face meetings bringing together C&A Foundation and partner teams **with a facilitator** to discuss and revisit the terms of the partnership, particularly when the Foundation feels that their trust to the grantee is low.

Recommendations for Ashoka

Managing partnerships

- **Manage partner expectations from the outset**. This entails the following:
 - **Co-create or discuss in depth the ToC** with the partner. Ashoka should be clear internally and with the partner about **the sphere of influence** of the initiative (in FoC's case, the SEs).
 - Using the organisation's expertise in process facilitation, Ashoka should have a structured discussion for reaching **a common understanding of key concepts** such as a collaboration and systems change with the partner. This needs to include a **clear communication of uncertainties regarding timeframes and indirect pathways to intended outcomes**.
 - Avoid temptation of including ambitious targets in anticipation of funder's expectations.
- If required to work with a **logical framework**, Ashoka may want to try the following:
 - Discuss with the funder **the suitability** of the tool in relation to Ashoka's model and ToC
 - Ensure that the programme manager has or is assisted by a staff member or consultant with **experience in using this tool**, to avoid misinterpretations regarding the level of ambition that should be included in targets and generating subsequent feeling of underdelivering

⁵⁰ <http://www.theoryofchange.nl/resource/question-6-what-difference-between-theory-change-toc-logframe-and-theory-action-toa> [Last accessed: 07/08/2019]

- Make more **realistic projections of milestones and targets**, limiting them to the sphere of influence of the initiative
- Ashoka's approach comes across as expensive and average/low VfM to the funder. Ashoka should consider **developing/improving existing messaging about the cost of its programmes** and discuss openly VfM considerations with the partner.

Programme recommendations

- When developing a cohort based initiative focusing on a specific sector, Ashoka should **anticipate the need to bring specific expertise** in its team early on, either consider specific hires/team reallocations or contracting of external consultants (as was the case in FoC).
- Related to the previous recommendation, Ashoka should **consider developing joint proposals with partners with specific expertise** in the sector at hand. This should also contribute to designing more intentionally how to influence the sector more widely and be a catalyst for collaborations.
- If considering to apply **the SIM** in a new initiative, clearly discuss the value add with the partner and ensure alignment of expectations.
- Regarding the **Globalizer** programme concrete recommendations are:
 - Replicate the experience from the FoC of complementing the advisory-based model of the Globalizer with spark funding and/or peer awards
 - Feature the Globalizer more prominently in the ToC and strategy formulation