
Final Report

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Independent Evaluation of C&A Foundation's Core Support Grants to Forum for the Future



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Abbreviations

C&A Foundation	Clemens and August (Brenninkmeijer) – founding brothers of the company
CEO	Chief Executive Officer
COO	Chief Operating Officer
DFID	Department for International Development (UK Government)
ERS	Evaluation Rubric and Rating System
EU	European Union
FFF	Forum for the Future (referred to as ‘Forum’ throughout the report)
HR	Human Resources
IT	Information Technology
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PA	Personal Assistant
PPL	People’s Postcode Lottery
PSA	Project System Automation
SMT	Senior Management Team
ToC	Theory of Change
ToR	Terms of Reference

Executive Summary

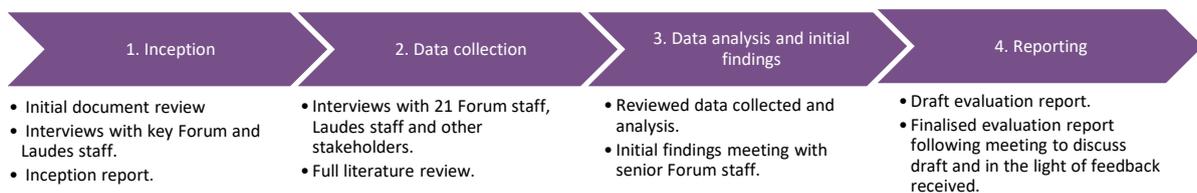
1. Introduction

This evaluation relates to two ‘core’ grants in 2016 and 2018, totalling €1.04 million, provided to Forum for the Future (‘Forum’). Forum had been particularly hard hit by the uncertainty following the Brexit referendum outcome in 2016. When its financial situation was fully understood, it became apparent that Forum was fighting for its survival. In addition, it had internal problems in that it lacked adequate and unified systems and processes, which exacerbated the external challenges.

The purpose of both grants was, **‘to strengthen Forum for the Future for its mission to create system change in the apparel industry and beyond’**. The two grants had a range of overlapping aims, which can be summarised as follows:

- Changing the way the organisation was organised, with the right people in the right positions.
- Implementing new systems and processes, including project management for efficient operations with effective controls.
- Revising the business model and creating a sustainable financial model, with diversified income sources and reserves of 20% of unrestricted income.
- Investing in learning and knowledge management.
- Increasing impact as a key system catalyst across industries (including apparel).
- Improving the method of assessing results – for effectiveness, fundraising and learning.

The evaluation objectives included: assessing the value addition of the core grants, examining the quality of the design and implementation of the grants, distilling recommendations and also feeding into the wider debate around core grants. The evaluation was carried out as follows:



The ToR required that the evaluation should be structured around the Laudes Foundation’s Evaluation Rubric and Rating System (ERS) framework. From discussion with the designer of the Rubrics system, and through interviews, it became clear that many of the 21 criteria – being designed more for project interventions – did not fit so well for a core grant addressing overall organisational strengthening. In fact, it was agreed that those that best apply are those under Initiative Quality (A1-A4), and then a single criterion on Organisational and Network Effectiveness (D1). This last one covered the overall results of the core grants in terms of Forum’s effectiveness and hence was the most important.

Forum exists to work with business, government and civil society to solve complex sustainability challenges. Ultimately its effectiveness must be seen in its ability to do this. However, it was not feasible through this evaluation to carry out detailed reviews of individual interventions and programmes. Rather it was a case of getting a general sense of its capabilities (and how they have changed over the past four years) from documentation and through interviews (including external stakeholders). There has not been a baseline study carried out for this intervention, so the focus was necessarily on interrogating retrospectively what has changed over the lifetime of the two grants.

2. Findings (with ratings against Rubrics Criteria)

The findings are structured around the selected Rubrics criteria, showing the selected rating and linking the relevant evaluation questions under each:

A1: Right design to address important issues/needs and strengthen organisations

Rating	Criterion and key reasons for rating
	<ul style="list-style-type: none"> • Core grants were entirely appropriate under the circumstances due to their flexibility. The design enabled Forum to address its immediate financial needs at a time of crisis, as well as strengthen key internal aspects of the organisation. • There was general agreement that a logframe is not the most appropriate planning and reporting template for a core grant. • It would have been helped longer term planning if there had been a single grant over the entire period, rather than two separate grants.

At the end of 2016, Forum experienced a shock. In stark financial terms, there was a deficit in unrestricted income of £433K, taking unrestricted reserves down to £603K. Forum faced a number of organisational issues including inadequate project and financial management systems and a limited business model. Forum's activities were more a cluster of individual projects, rather than a coherent body of work to achieve overall strategic objectives. Its knowledge had not been systematised and packaged in way that would enable consistent application and link to staff capacity building. Forum was still highly UK-centric, while the issues it wanted to address were global in nature. These issues all needed to be addressed, and this would only really have been possible with the kind of flexibility provided by a core grant. As such, core support was absolutely necessary at that juncture.

While the principle of using core grants was therefore highly appropriate, the ways in which they were implemented was less than optimal. In particular, logframes are somewhat rigid and have the potential to undermine the advantages of flexibility conferred by core grants. Similarly, planning for the optimal use of the core grants could have been better if there was just one over a longer timeframe. These did not substantially undermine the effectiveness of these core grants, but should be considered when employing core grants in the future.

A2: Alignment with C&A Foundation's strategies and partners' strengths

Rating	Criterion and key reasons for rating
	<ul style="list-style-type: none"> • Forum's work on cotton relates to C&A Foundation's strategies. • The design took account of Forum's position (particularly focusing on areas needing strengthening) and was entirely in line with its own strategies.

A significant part (but not all) of Forum's work relates to fashion - notably the Cotton 2040 Initiative, which has been funded separately by C&A Foundation - and the work under these grants has all been related to institutional strengthening. The organisational needs and challenges facing Forum at the start of the funding period are described above. These issues were recognised and taken into account when developing the plan (defined by logframes) for the core grants. The flexible nature of the core grants meant that Forum was able to align the grant closely to its strategic and operational needs.

A3: Good implementation: inclusive, capacity enhancing implementation approach

Rating	Criterion and key reasons for rating
	<ul style="list-style-type: none"> • In terms of efficiency, there was significant progress in all the planned areas. • Forum became more of a global organisation with stronger regional offices. • Knowledge management linked to the capacity building helped empower staff.

All of the planned work areas were addressed and there were positive results against targets for most of them, as the main report illustrates. There were considerable efforts to seek the views of staff through the Pulse surveys, which was particularly important at a time of uncertainty and substantial change. Throughout this process, there has also been an emphasis on developing the capacity of staff.

Another major strand of the work under the core grants was making Forum more of a global (and less of a UK-centric) organisation. This has meant strengthening the regional offices and sourcing more regional work, while adapting the way the organisation meets and discusses issues globally.

A4: Proper monitoring to inform sound adaptive management

Rating	Criterion and key reasons for rating
	<ul style="list-style-type: none"> • There has been regular data collection and reporting against the logframe. • Covid-19 has demonstrated the Forum’s ability to adapt to changing situations.

The monitoring for the core grants occurred at two levels: firstly, there was strengthening monitoring within Forum itself and then monitoring of the implementation of the core grants. The lack of real time information on the implementation of both fee-for-service and grant funded work was addressed through the Project System Automation (PSA). This enabled informed decisions to be made on selecting and managing Forum’s work, the value of which was particularly highlighted through Forum’s response to the Covid-19 pandemic. Forum systematically reported against the proposal targets, indicating with traffic lights the extent to which they were on track and plans for the next period.

D1: Organisational & network effectiveness: enhanced capacity to produce outcomes

Rating	Criterion and key reasons for rating
	<ul style="list-style-type: none"> • Forum is a stronger organisation in terms of its finances, strategic direction, its business model, strengthened project management and financial systems, stronger knowledge management and more structured capacity development. • Forum is recognised by many for its work on systems change. • But it is hard to say with confidence that Forum is achieving ‘all the relevant outcomes they were set up to produce’ as per the Rubrics ‘Thrivable’ statement.

Forum was able to stay in business, which was in doubt towards the end of 2016. Financially, it was in much better shape at the end of 2020 with restricted income (excluding C&A Foundation’s core grant) having doubled since 2016. This in turn strengthened reserves and the cash position. Covid-19 provided a fresh challenge in 2020, but one which Forum has been much better placed to address – still managing to achieve an overall surplus (£410K) and an unrestricted surplus (£65K).

There is now a clearer programme focus with Theories of Change for its three ‘challenge labs’ (thematic areas) and Forum is better positioned to articulate and achieve its mission. A knowledge management initiative enabled knowledge streams to be developed, and from this ‘user journeys’ have enabled staff to adopt a more consistent approach, based on distilled and condensed learning.

Forum’s operational and financial management capacities have been enhanced with the successful introduction of Project System Automation. It is now able to manage projects and finances with real-time information, which has required a cultural as well as a technological shift. There is also increased capacity for fundraising - proven by other donor grants that the Laudes support has helped leverage:

<p>Programmatic/restricted funding</p> <ul style="list-style-type: none"> • \$250K from Walmart Foundation, which led to another \$900K grant for a second phase. • £190K from the UK Government’s Department for International Development (DFID). • \$220K from S&P Global Foundation. <p>Other core funding</p> <ul style="list-style-type: none"> • £130K from People’s Postcode Lottery (PPL). • £370K from high net worth individuals.

The recruitment of staff in key areas (financial management, fundraising, communications and knowledge management) helped achieve the progress indicated above, but also freed up other staff at the senior level to focus more on strategic and senior level engagement work.

These elements combined and mutually reinforced each other to leave Forum not just as a going concern, but also better placed to achieve its goal of ‘addressing critical global challenges by catalysing change in key systems’, which aligns closely with Laudes’ own mission. Its effectiveness in achieving this was confirmed in a number of interviews with clients, partners and other stakeholders.

Partnership between Forum and C&A Foundation

While Forum and C&A Foundation had previous partnership, these core grants were developed and agreed quickly at a time of crisis. The partnership relationship around the core grants involved sporadic high-level discussions (often on an informal basis between the two CEOs) and then more administrative interactions. There was very little other communication beyond the reports – to which there was no response from C&A Foundation.

Overall Forum has been highly satisfied with its partnership and sees C&A (now Laudes) Foundation as a visionary funder. But due to the specific circumstances, the partnership has lacked the depth of engagement that might otherwise have been possible.

4. Recommendations

The following recommendations flow from the findings and learnings emerging from the evaluation.

For Forum for the Future

- 1) Continue efforts to diversify income**, particularly multi-annual grants and from different regions. Progress achieved to date in obtaining more grant funding has more than vindicated the potential of this strategy, which reduces risk and enables Forum to choose its own priorities.
- 2) Take new opportunities for convening** as interest in sustainability increases in the 2020s. This is rising up the agenda (e.g. with COP26), stimulating interest and opening up new possibilities.
- 3) Constantly review the levels of expertise within Forum.** The credibility of staff in terms of their experience, knowledge and emotional intelligence is critical to the organisation’s success.
- 4) Continue efforts to communicate what Forum does more simply.** System change is a complex subject and several interviewees frankly stated that it is hard to describe clearly. Forum has made progress on this, but more is needed to enhance its effectiveness as a catalyst for change.
- 5) Develop the M&E system** to find better ways to assess impact and feed into learning. This means being clear on the system’s objectives, identifying relevant metrics, but also using qualitative methods to cover areas that are important, but are hard to measure in concrete terms.
- 6) For core grants, show more clearly how internal improvements boost the external work.** While internal institutional development is vital, it is more meaningful if it can be connected to evidence of how the organisation is better placed to achieve its external mission as a consequence.
- 7) Continue progress towards the full internationalisation of Forum.** This could include a greater proportion of local staff, more regionally generated income, ensuring that staff outside the UK are equally a part of communications and having a greater say in the running of the organisation.

For Laudes Foundation

- 8) Develop more core grant funding for strategic partners – preferably multi-annual.** This positive experience should encourage Laudes Foundation to employ core grants more widely with trusted,

committed and mission-aligned partners. It doing so, it should take account of the lessons learned here, in other evaluations and from research on how others in sector use them.

9) Proposals for core grants should be based more on overall strategy and broad based outcomes. Logframes with specified outputs are not really appropriate for core grants, which should be more focussed on the whole organisation and the mission it is seeking to achieve.

10) Look at more intense engagement with core grantees, but on a different basis. Relationships should be built at different levels within the grantee, focusing more on discussing issues than following up on outputs and budgets, jointly developing learning and making connections.

11) Use the opportunity for more trust in the relationship, with regular and open communication. The scope for a different, more equitable type of relationship is frequently cited as a benefit of core grants. This is both a matter of *what* is discussed and *how* it is discussed.

12) To evaluate core grants, Rubrics needs a different format to reflect an organisational focus. Laudes Foundation's own Organisational Development Assessment Tool could provide a basis.

13) Consider whether core grants need to be time limited. If the grantee can make a strong case the continued benefits of core funding, there seems no reason for a limited duration.

14) There should be a notice period and a plan for ending core grants from the outset. Advanced warning will enable longer term planning for exit and less disruption when core grants are finished.

15) Communicate with and influence other donors towards core grants. Laudes can play a positive role in encouraging other donors to do the same based on this experience (and others). Peer-to-peer influencing can often be the most effective way to make progress on this kind of issue.

4. Conclusion

The overall impact of the core grants is undeniable based on the evidence of this evaluation. Indeed, both internal and external informants have described the grants as 'transformational'. Forum emerges as an organisation that has a clearer strategy, a stronger financial position, with improved internal systems and is better placed to achieve its mission. While there is scope for improvement in specific areas as highlighted throughout the report (and reflected in the recommendations upon), given the outcomes described above, overwhelmingly the provision of core grants to Forum has been a positive experience. Laudes Foundation can build upon this as it considers the role of core grants in its funding strategy for the future.

1. Introduction

1.1 Background

This evaluation relates to two ‘core’ grants (in 2016 and 2018, totalling €1.04 million¹) provided to Forum for the Future (henceforth referred to as ‘Forum’) by the C&A Foundation (which became the Laudes Foundation in early 2020²) for strengthening its mission to create systems change. Immediately prior to this, Forum had been hit by Brexit uncertainty with the loss of some contracts as commercial clients became more cautious, which threatened the future of the organisation. Forum also lacked unified processes and systems.

The two grants had a range of overlapping aims, which can be summarised as follows:

- Changing the way the organisation was organised, with the right people in the right positions.
- Implementing new systems and processes, including project management for efficient operations with effective controls.
- Revising the business model and creating a sustainable financial model, with diversified income sources and reserves of 20% of unrestricted income.
- Investing in learning and knowledge management.
- Increasing impact as a key system catalyst across industries (including apparel).
- Improving the method of assessing results – for effectiveness, fundraising and learning.

In addition, C&A Foundation has previously supported specific programme activities through separate grants. One of these (the Cotton 2040 initiative), was evaluated in 2019 (Midling, 2019).

1.2 Evaluation Objectives

The evaluation’s objectives were set out in the Terms of Reference (ToR – see **Annex A**) as being to:

1. Review the value addition of the core support grants to Forum for the Future organisational effectiveness:
 - a. Assess the strategy, approach and design implemented by the grants in achieving and / or progress towards outcomes;
 - b. Assess external and internal factors (in design and implementation) that have contributed to or impeded achievement of outcomes.
2. Examine the quality of the design and implementation of the grant, the preconditions, and levers used by the institutional strengthening grants in achieving intended outcomes as well as sustainability.
3. Distil actionable and strategic recommendations and lessons.

During the inception phase, a fourth objective was added following discussion with Forum and Laudes Foundation respondents:

4. Feed into the wider debate within Laudes Foundation about the usage of core grants as a funding strategy.

¹ The first grant was from 21st November 2016 to 31st December 2017 for £420,000. The second grant was from 1st January 2018 to 31st March 2020 for €476,000.

² In the report, C&A Foundation is used for the time when the grant was being implemented; Laudes Foundation for the present and future.

In other words, while these specific core grants to Forum are the focal point of the evaluation, it is also important in how it informs the wider issue of how Laudes Foundation provides funding to its partners, which is currently a topic of considerable interest and internal debate. In these terms, it is relevant to mention that there is a parallel but separate piece of work being carried out by the evaluator – to research how the core grants are used in the wider sector by other donors and what lessons can be learned from that (MacLeod, 2020).

The other point to be made about the objectives is the relative weight between them. In simple terms, of the above four objectives, the first two (1 and 2) are more about accountability, while the other two (3 and 4) are more about learning and improvement. From the Laudes perspective (as spelt out in the inception phase), the main focus is on learning, but accountability is also an important. This is in line with Forum’s expectations and priorities. So while learning is clearly the most important aspect, the accountability dimension is still significant and the approach to the evaluation needs to take account of both.

1.3 Evaluation Approach

There was an initial Inception Phase for the evaluation during which there were individual and joint meetings with key informants in Forum and Laudes Foundation (see **Annex B**) and a preliminary review of documents (see **Annex C**).

Through this process, the Framework of Enquiry was developed from the original evaluation questions in the ToR which used the following headings:

A. Alignment, Design and Implementation

- Alignment
- Design
- Implementation
- Monitoring and Adaptive Management
- Learning, Improvement and Communication

B. Results

- Key Results from the Grant
- Factors Influencing the Grants’ Success

C. Longer-term value

- Longer term changes from the grants

D. Conclusions and Recommendations

- Lessons learned
- Recommendations
- Learnings about core grants in general

The full Framework of Enquiry with the evaluation questions and additional sub-questions identified during the inception phase are shown in **Annex D**.

At the same time, the ToR also required that the Laudes Foundation’s ‘Rubrics’ Rating System should be used. This is a methodology that is currently under development, which aims to make measurable

what is most important and is intended to move beyond a ‘Key Performance Indicator’ (KPI) approach, driven by quantitative indicators. Essentially it comprises 21 criteria against which an initiative might be rated using five levels - from ‘harmful’ to ‘thrivable’. The descriptions for each level should be consistently applied across all Laudes Foundation evaluations – it is not considered appropriate to adjust the wording for different evaluations. However, the criteria can be supplemented with other questions and areas of investigation. It is not intended that all 21 criteria shall be used in every evaluation, but that they should be selected as relevant in a given situation (C&A Foundation, 2019).

From discussion with the designer of the Laudes Rubrics system, and through interviews, it is clear that many of the 21 criteria – being designed more for project interventions – do not fit so well for a core grant addressing overall organisational strengthening³. In fact, it was agreed that those that best apply are those under Initiative Quality (A1-A4), and then a single criterion on Organisational and Network Effectiveness (D1⁴). Some of the above evaluation questions relate to some of these criteria, but do not fully cover them, so were supplemented by additional questions as shown in the Framework of Enquiry.

The five Rubrics criteria which have been used in the evaluation are shown below, together with the descriptions from the Rubrics Guidelines for the best level (‘Thrivable’).

Table 1 – The Rubrics Criteria Used in the Evaluation

Rubric and Rating Systems Criteria	Description from the Rubric Guidelines for the highest level (‘Thrivable’)
A1. Right design to address important needs, strengthen organisations & networks, & influence policies, legislation and industry narratives.	The initiative has been very well designed, developed, adapted and/or refined to address the most important issues/needs in this setting to produce systemic impact by making a strong and effective contribution to the fairness and sustainability of the fashion industry. It clearly builds on past lessons and contributes to advance the C&AF's broader strategy. The emphasis is on industry responsibility to create a market that promotes lifestyle and societal change and fosters the dignity of every person rather than relying on consumer or employee vigilance.
A2. Alignment with C&AF’s strategies & partners’ strengths.	The initiative is closely aligned to C&A Foundation’s ultimate outcomes, mission, and strategies expressed in the organisation-wide theory of change. It also fully takes into account the partners’ strengths, capacity and priorities.
A3. Good implementation: inclusive, enabling, empowering, capacity enhancing implementation approach.	The initiative is not only implemented efficiently, thoroughly, professionally, ethically, culturally appropriately, consistently with relevant legal and professional standards, but also uses strategies that include, enable, empower, and enhance the capacity of participating organisations, groups and individuals, especially the ones with a long history of exclusion, discrimination and disempowerment.

³ It should be noted that the criteria for core grants for organisational development purposes are better captured in Laudes Foundation’s Organisational Development Assessment Tool (ODAT), which is not currently linked with Rubrics. This needs to be considered when developing the M&E system in the future. The implementation of this evaluation should help contribute towards this process.

⁴ In the Guideline for Field Testing (C&A Foundation, 2019), this is D2 in the table for Groups of Criteria on page 4, and then D1 in the descriptions for each criterion.

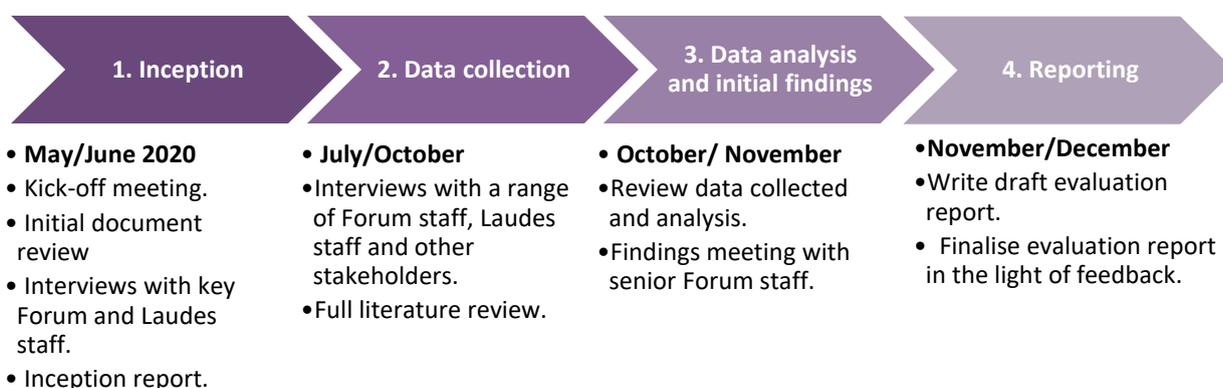
<p>A4. Proper monitoring and adaptive management to ensure sound decision making.</p>	<p>The initiative has adopted clear, well-designed and effective monitoring strategies to collect and report key information about the quality of its implementation, key outputs and early outcomes. Sense-making meetings to discuss monitoring findings are held regularly and involve all key people within the initiative. The monitoring reports are short, reader-friendly, engaging and straight to the point, making good use of data visualisation. Based on the monitoring report and sense-making meetings, managers make decisions to adapt and improve the initiative so it will remain relevant, efficient and effective over its lifespan.</p>
<p>D1. Organisational and network effectiveness: organisations and networks with the right ability to produce relevant outcomes.</p>	<p>The organisation(s) involved in the initiative and the essential network(s) connected to it have the right knowledge, skills and capacity (including strong leadership, governance, innovation, strategy, entrepreneurship, planning, execution and catalytic) to design, influence, promote and implement results-focused changes. They are managing to fully achieve all relevant outcomes they were set up to produce. Their values are fully aligned with C&AF's values.</p>

See **Annex E** for the full descriptions of each level for the selected criteria. Of the five selected, the final one (Organisational Effectiveness) is the most important in terms of summaries of the difference the core grants have made to Forum as an organisation (relating to the first evaluation objective). It has been necessary to take a general view of how Forum has developed in terms of its ability to deliver effective programmes. Forum exists to work with business, government and civil society to solve complex sustainability challenges. Ultimately its effectiveness must be seen in its ability to do this. However, it was not feasible through this evaluation to carry out detailed reviews of individual interventions and programmes. Rather it was a case of getting a general sense of its capabilities (and how they have changed over the past four years) from documentation and through interviews. There has not been a baseline study carried out for this intervention, so the focus was necessarily on interrogating retrospectively what has changed over the lifetime of the two grants.

1.4 Evaluation Methodology

The purposes, activities and deliverables from each phase are set out below.

Figure 1: Summary of approach



Interviews

The interviews used a semi-structured format, on the basis of the Framework of Enquiry evaluation questions. The 21 interviewees were as follows:

Table 2 – Categories of People Interviewed

Forum for the Future	Laudes Foundation	Other Informants
<ul style="list-style-type: none">• Four Senior Management Team members• Two Geographical Directors• Five other staff with varying roles.• Three Board Members	<ul style="list-style-type: none">• CEO• Grant Administration	<p>Five external informants with some knowledge of Forum:</p> <ul style="list-style-type: none">• Three from companies with which Forum had worked• One from another donor to Forum• Forum’s Auditor

This sample of interviewees was based on discussion during the inception phase. The intention was to reach as many people as possible who were best informed on how Forum has developed as an organisation, while taking account of the limitations on people’s availability imposed by Covid-19.

Given the nature of the evaluation, the majority were necessarily from within Forum – senior staff and other staff covering areas of particular relevance, as well as three board members with experience over the four-year period of the grant. The external informants were important to provide a more independent view, although their knowledge was mostly derived from how they had engaged with Forum (e.g. having worked on a particular sustainability initiative), rather than having a comprehensive view of the organisation, including its internal issues.

Interviewees were given the main topics to be covered prior to interviews (based on the Framework of Enquiry), questions followed a similar structure, but discussions ranged on the basis of what emerged in the process. All interviews were noted and are kept confidentially by the Evaluator.

Full literature review

The documents reviewed are shown in **Annex C**. These are mostly documents produced by Forum for the Future itself. These mostly consisted of the original proposals and then the corresponding narrative and financial reports. Some Forum externally-facing products (e.g. the Future of Sustainability reports) were also reviewed.

The only previous external evaluation that was produced was for the Cotton 2040 Initiative also supported by the Laudes Foundation.

In addition to the existing documents, further information was produced on request about the financial status of Forum, which is reflected in the report.

Data analysis

All the data collected has been analysed against the evaluation framework. As key findings have emerged, they have been tested for consistency against the overall weight of the evidence. It has been important to take account of the broader context in understanding and explaining findings.

Value for money has been assessed in terms of the overall value added by Forum and its work, set against the investment (although it was not feasible to carry out a detailed social return on investment analysis).

Application of Rubrics

The ToR required that the evaluation should be structured around the Laudes Foundation's Evaluation Rubric and Rating System (ERS) framework. This has been done by linking the evaluation questions to each of the five selected Rubrics criteria.

Findings meeting

Having carried out the preliminary analysis, a feedback meeting with senior Forum staff was held. This consisted of a Power Point presentation containing the main findings. Following this, there was discussion around the findings, including whether any significant aspects have been omitted, which needed to be included in the main report.

1.5 Limitations of Methodology

Due to Covid-19, it emerged during the inception phase, that not every activity that had been planned in the proposal could be carried out.

Notably, two elements that had originally been planned were not able to take place:

Survey: It had been mentioned in the ToR that there should be a survey. However, upon discussion during inception phase, it was no longer felt appropriate. The number of respondents who would know enough about Forum to be able to speak to its changes over the past four years is not very large and a good proportion of these were covered by interviews anyway, which allowed for more in-depth discussion. However, Forum has carried out 'pulse' surveys itself, which capture staff perceptions and are reflected in the report.

Organisational Assessment: The intention had been to use this to carry out a self-assessment – probably using Laudes Foundation's tool. However, it seems that this has to some extent been carried out through Forum's self-reflection processes and there was not the time for this (and this is much better done with a group in the same room, which was not possible), so this was also omitted. However, it is recommended that this be reconsidered in the future.

Further constraints to the evaluation included:

- As indicated above, there was only one other independent evaluation (or review or impact assessment) on which to draw – and this evaluation did not reflect much on internal Forum issues.
- It was not possible to go into detail on particular programme interventions by Forum during the evaluation. Rather, general impressions of Forum's work and impact (which is ultimately what is significant in terms of realising its mission), were discussed in interviews.
- It is now some time since the core grants were started and there has been considerable turnover since then, so many respondents could only speak about part of the period under consideration.
- Most of the interviews were with Forum staff, but those with independent actors were particularly important to provide a different perspective. But those interviewees experienced Forum in terms of programmatic work and were (naturally) less aware of overall organisational issues, which were the focus of the core grants.

- In such evaluations, there is naturally a tendency for staff of the organisation to want to show its best face to the donor. Doing all the interviews online made it more challenging to build the trust that can elicit more self-critical comments, particularly when there is a hope of further grants from the same donor. Nevertheless there were many useful and frank exchanges.
- As mentioned, the evaluation required the Rubrics system to be used, but the Framework of Enquiry had been developed separately from this. Therefore, it was necessary to assess how the two best fitted together.

1.6 Report Structure

This Report aims to follow a clear and logical structure, while systematically addressing the evaluation questions.

After this Introduction, there is a Summary Description of the Core Grants, which is kept to a minimum since they are already covered in existing agreements and reports.

The largest section follows, which is the Findings. This is structured around the five selected Rubrics criteria, under which each of the associated evaluation questions have been addressed. To minimise repetition, where questions overlap, the analysis has been combined under the same headings (but seeking to ensure that all the original questions are nevertheless addressed somewhere). Also some headings have been adapted slightly to make them more appropriate to the particular circumstances. Within this section, the evaluation has given most attention to 3.5 Results, as this shows the main changes due to the core grants.

Learnings and Recommendations follow this which, in turn, draw on key points from the Findings section. The recommendations relate to: a) Forum's future development (with or without further Laudes' support); b) Laudes Foundation and how it works with partners (which mostly relates to how it uses core grants in the future).

To encourage openness, interviewees have not been quoted by name⁵. Instead, they have been referred to as a respondent, making it clear when they are external to Forum.

1.7 Acknowledgements

The evaluation was carried out during a challenging time, when some staff were on furlough, thereby putting more pressure on those who remained, while everyone was coming to grips with remote working.

Therefore, particular thanks are due to everyone involved who gave their time for the evaluation in spite of this. In some instances, this also included responding to requests for further information, such as on the financial data.

⁵ This was part of the ethical considerations in conducting the evaluation.

2. Summary Description of Core Grants

Forum for the Future was founded in 1996 by three leading figures of the environmental movement, Jonathan Porritt, Sara Parkin and Paul Elkins. In more recent years, Forum's approach changed to addressing sustainability problems by, 'working together in strategic collaborations that create change in whole systems'.

Forum was particularly hard hit by the uncertainty caused by the Brexit referendum outcome in 2016. When the financial situation was fully understood towards the end of 2016, it became apparent that Forum was fighting for its survival. In addition, it had internal problems in that it lacked adequate and unified systems and processes, which exacerbated the external challenges.

Laudes Foundation provided grants totalling €1.04 million in two phases from November 2016 to March 2020 to address these issues. From the point of view of Laudes Foundation, they wanted in the first instance to help a trusted partner weather the storm. Naturally, Forum staff felt the same ('the day the email went out, there was a sense of relief across the organisation' said one), while also seeing this as an opportunity to make some overdue changes.

The purpose of both grants was, 'to strengthen Forum for the Future for its mission to create system change in the apparel industry and beyond'.

First core grant (November 2016 – December 2017)

The initial one year grant in 2016 was for £420,000. Its logframe set out four goals:

- Forum has created the conditions for financial and operational sustainability.
- Having the infrastructure (IT systems and processes) for efficient operation.
- Marketing and development plan in place for international expansion.
- An improved online profile and better user experience through Forum websites.

(C&A Foundation, 2016, Core Support – Grant Reference No. 5980)

Second core grant (January 2018 – March 2020)

The second core support grant for €476,000 and the goals in the logframe for this grant were:

- Increased ability to deliver positive impact in the apparel sector through our work with individual organisations in the sector and via our collaborative projects.
- Increased ability to deliver positive impact in related sectors, particularly agriculture, where our work in supply chains is directly relevant to apparel.
- Deliver indirect positive impact in the sector by focusing the outputs of proposed activities such as impact assessment and knowledge management on the apparel sector.

(C&A Foundation, 2018, Core Support II – Grant Reference No. 6906)

The plans and the actual outputs for both phases are summarised below. The second grant was essentially a continuation of the first, embedding the systems and structures launched in 2017 and refining the programme delivery and business model.

Table 3 – Activities and Outputs Implemented under the Core Grants

Planned Activities	Key Activities and Outputs Implemented
Core Support I (first grant)	
Working capital management	<ul style="list-style-type: none"> • Contribution to reserves. • Invoicing and debtor management by finance staff (thereby reducing SMT involvement).
Resources team restructuring	<ul style="list-style-type: none"> • Finance, IT, PA support and HR staff restructured.
Infrastructure investment	<ul style="list-style-type: none"> • Migration to cloud based IT system. • Finance Force and Salesforce developed and integrated.
Financial leverage	<ul style="list-style-type: none"> • More grant applications submitted to foundations. • Catalyst Fund established with donor support.
Creating foundations for continued international growth	<ul style="list-style-type: none"> • Business Plan being implemented driving internationalisation.
Core Support II (second grant)	
Creating a sustainable financial model	<ul style="list-style-type: none"> • Build cash reserves. • Sustainable financial operating model in place.
Evolving the business model for greater impact	<ul style="list-style-type: none"> • Alternative models developed and tested. • New relationships, partners and funds. • New cost structures and ways of operating put in place.
Improving project management capabilities	<ul style="list-style-type: none"> • Fully functional Project System Management. • Capacity developed of project managers.
Creating knowledge management and learning excellence	<ul style="list-style-type: none"> • Knowledge Management learning structure established. • Ten key practice domains developed. • Best practice shared internally and externally.
Improved methods of assessing results	<ul style="list-style-type: none"> • Refined Theory of Change around three 'Challenge Labs'. • Developed a new approach to project evaluation.
Forum becoming a recognised leader in system change	<ul style="list-style-type: none"> • Rebranding carried out. • Communications strategy and team developed. • Thought leadership communicated.
A global community of system change practitioners is created.	<ul style="list-style-type: none"> • School of System Change developed. • 'Basecamp' trainings implemented.

(FFF 2017b, 2018c, 2019d, 2020b)

As shown, all planned activities were implemented to a significant extent, although some were delayed or adapted in the light of circumstances.

3. Findings

This section is primarily structured under the selected Rubrics criteria. The sub-section for each criterion starts with the rating, followed by the relevant evaluation questions, providing evidence and explanation. The most significant (and longest) section is that relating to results.

There are some Evaluation Questions from the ToR that do not relate directly to the individual criteria (e.g. the partnership between C&A Foundation and Forum; factors influencing success), so these are addressed towards the end of the section after the Rubrics assessments.

3.1 Design

Rubrics A1: Right design to address important issues/needs, strengthen organisations and networks and influence policies, legislation and industry narratives.

<p>Rating:</p>  <p>Conductive</p>	<p>Description for Conductive from Evaluation Rubric and Rating System</p> <p>'The initiative has <i>on the whole</i> been well designed, developed, adapted and/or refined to address <i>most</i> of the important issues/needs in this setting to produce systemic impact by making a worthwhile contribution to the fairness and sustainability of the fashion industry. It builds on past lessons and contributes to advance the C&AF's broader strategy. Some minor limitations, however, are evident as opportunities for strengthening the design, e.g., by enhancing the emphasis on industry responsibility rather than relying on consumer or employee vigilance; strengthening the capacity of participating organisations; fostering better networking or collaborative work among key stakeholders; influencing relevant policies and legislation; or changing the narratives that may be holding back this part of the industry.'</p>
<p>Reasons for selecting this rating:</p> <ul style="list-style-type: none"> • Core grants were appropriate under the circumstances due to their flexibility. • The design enabled Forum to address its immediate needs at a time of crisis, as well as key internal aspects of the organisation that meant it was better placed to be more effective in the future. • The logframe was considered a bit inflexible by some, but basically covered the key issues needing to be addressed. In practice, it did not prevent Forum from doing what it felt was most appropriate and the results confirm the right choices were made. • It would have been helped longer term planning if there had been a single grant over the entire period, rather than two separate grants. 	

How appropriate was the grant design in contributing to the institutional strengthening of Forum for the Future?

The initial design initially had to be done quickly due to the particular circumstances: Forum was facing a crisis, which required immediate remedial action.

While these were called 'core grants', there is actually considerable variation in how different donors use the term. These grants were primarily used to cover internal organisational needs and were not tied to a specific programme or projects. In that sense, they fall within typical definitions of core grants. Some donors only require an organisation's overall strategy as a proposal and will accept a single line budget. However, C&A Foundation, while accepting the case for core grants (which were

relatively new to its funding model), wanted more specific activities and outputs to be expressed in an agreed logframe. Hence these were core grants, but were not as unrestricted as some other donors use them.

Some of those interviewed felt the logframe was unduly restricting and would have appreciated greater flexibility. However, from the point of view of others (and C&A Foundation itself), adjustments were possible if a good justification could be made.

All respondents felt that the major areas of activity were necessary and appropriate. Conversely, no one suggested something very different which should have been done instead of the selected activities.

Questions raised in interviews were more over order and timing. If Forum had known at the outset that it had £1 million to use over three years, it might have made different decisions on what to start when. For example, one suggestion was that building the Theories of Change for the Challenge Labs (focus areas), could have been done before the branding work (which was appreciated, but not considered the most urgent priority). Also, it was suggested that knowledge management work would have benefited from being planned and implemented over a longer period, which an earlier start would have facilitated.

Why was core support needed and was it the right kind of support, in terms of duration, scope, and funding amount?

At the end of 2016, Forum experienced a shock: 'we fell off a cliff', in the words of one Forum informant. In stark financial terms, there was a deficit in terms of unrestricted income of £433K taking unrestricted reserves down to £603K. A reduced deficit of £127K in 2017, brought reserves down even lower. Unless this decline was quickly arrested, then Forum's future was bleak.

This was due to a number of factors. Firstly, there was the external shock of Brexit, which meant a couple of contracts were quickly lost as partners cut back in the face of this new uncertainty. At that point, Forum had comparatively little grant income to offset this. This put pressure on cash flow, which is often a major area of stress for organisations with precarious finances. It is open to question whether Forum's existence was threatened at that point (some respondents feel that it was), but without the core grants, there can be little doubt that it would have only been able to continue in a significantly reduced state at best.

Forum also faced a number of structural and organisational issues. It lacked adequate project and financial management systems. Indeed, the scale of the financial black hole only became apparent comparatively late in the year due to poor real-time financial information. The business model was unable to cover the costs of the organisation, and the lack of multi-year grants enhanced the sense of instability. While Forum's work had considerable credibility with clients and partners, it was more a cluster of individual projects, rather than a coherent body of work to achieve overall strategic objectives. There was considerable knowledge and experience amongst its staff, but this had not been systematised and packaged in way that all staff could receive the necessary capacity building and approaches could be applied consistently. Forum aspired to be international, but it was still highly UK-centric, while the issues it wanted to address were global in nature.

As such, core support was absolutely necessary at that juncture. Project support comes with some allocations for overheads, but this is often insufficient and would likely not have turned around the

overall finances. The issues identified in the previous paragraph needed to be addressed, and this would only really have been possible with the kind of flexibility provided by a core grant.

In terms of duration, the three year period was certainly sufficient to bring about some significant changes. However, it would have allowed for longer term planning and prioritisation if it had been one grant, rather than being split into two shorter grants. This was mentioned in interviews, but is also reflected in wider experience within the sector.

Core funding is considered the ‘holy grail’ of types of income by recipients. As such, organisations can usually make a case for how they could use more of such a resource. However, in this case, the amount was sufficient to tide Forum over the immediate crisis and then set itself up much better for the future – which has more recently been tested with the Covid-19 crisis. The level of funding C&A Foundation provided did lead to substantial results for Forum (in terms of its strategic development, business model, systems etc. as described later), so in these terms was adequate.

3.2 Alignment

Rubrics A2: Alignment with C&A Foundation’s strategies and partners’ strengths

<p>Rating:</p>  <p>Conductive</p>	<p>Description for Conductive from Evaluation Rubric and Rating System</p> <p>‘The initiative’s level of alignment with the mission and priorities of both the C&A Foundation and the partners is generally good, although there are some places where a minor lift in partner capacity and/or better alignment with C&AF’s strategies would improve the likelihood of effective impact’.</p>
<p>Reasons for selecting this rating:</p> <ul style="list-style-type: none"> • C&A Foundation’s purpose was to make fashion ‘a force for the good’ with one its desired impacts: restored natural environments in areas impacted by the industry. • Forum’s work on cotton relates to this, but other aspects of its work go beyond fashion. • The design took account of Forum’s position and was entirely in line with its own strategies. • The work focused on Forum areas needing strengthening, which this was necessary and appropriate under the circumstances. 	

How well was the grant aligned with the strategies of C&A Foundation (now Laudes Foundation) and Forum for the Future?

For C&A Foundation, previous cooperation on specific projects with Forum over several years prior to the core grants had already established trust and strategic alignment. The C&A Foundation’s strategy during the period is best summarised by its Theories of Change (ToC). The overall ToC, states that its purpose is ‘to make fashion a force for good’. This is to be achieved by, *inter alia*, transforming businesses and supply chains, strengthening platforms and advocacy through the supply chain with desired impacts including improved environment, livelihoods and just conditions for workers (C&A Foundation, undated/a). Similarly, the ToC for C&A Foundation’s Institutional Strengthening Strategy seeks to achieve ‘stronger institutions, working collaboratively and contributing to systemic change in the fashion industry’. The specified results of this include: institutions strengthened, improved capacity and co-funding leveraged (C&A Foundation, undated/b).

In these terms, the core grants fall squarely within C&A Foundation's strategies. A significant part of Forum's work relates to fashion (notably the Cotton 2040 Initiative, which has been funded separately by C&A Foundation) and the work under these grants has all been related to institutional strengthening.

From the perspective of Forum, its own ToCs for the Challenge Labs were developed during the funding period. Defining its core approaches as system change and futures, Forum is seeking to create progress on global sustainability challenges and capacity for people and organisations to act systematically. It aims to do this by addressing sustainable value chains and livelihoods and transformational strategies – including agriculture and forestry (Forum, undated). Forum's Business Plan for 2019-21 sets out in more detail how it intends to achieve a 'shift to a sustainable future by catalysing change in whole systems'. As well as describing Forum's external work plans, this document also sets out enabling plans including learning and knowledge management, fundraising and income generation and improving systems and processes – all areas addressed through the core grants (Forum, 2018f). While these documents were developed during the funding period, they articulate thinking that was already taking place within Forum. Therefore, it can be concluded that the core grants were also completely in line with Forum's own strategic thinking.

How well was the grant aligned to the organisational needs and challenges of Forum for the Future?

The organisational needs and challenges facing Forum at the start of the grants has already been described in section 3.1 above. Given the flexible nature of the core grant (albeit that the priority areas were set out in the agreed logframe), Forum was able to align the grant closely to its strategic and operational needs.

In fact, the nature of core funding is that, since it funds the whole organisation, it will always tend to align with operational needs and challenges, provided it is allocated properly and taking account of strategic priorities.

In addition to the individual activities supported through the grant, another important aspect was the coherence between them. For example, by strengthening financial and project management while simultaneously articulating Forum's strategy more clearly, it was possible that informed choices could be then made on strategic priority areas for investment. It required both elements working in tandem to make this possible.

3.3 Implementation

Rubrics A3: Good implementation: inclusive, enabling, empowering, capacity enhancing implementation approach

<p>Rating:</p> 	<p>Description for Thrivable from Evaluation Rubric and Rating System</p> <p>‘The initiative is not only implemented efficiently, thoroughly, professionally, ethically, culturally appropriately, consistently with relevant legal and professional standards, but also uses strategies that include, enable, empower, and enhance the capacity of participating organisations, groups and individuals, especially the ones with a long history of exclusion, discrimination and disempowerment’.</p>
<p>Reasons for selecting this rating:</p> <ul style="list-style-type: none"> • In terms of efficiency, there was significant progress in all the planned areas. • There was emphasis on improving professional standards in relation to project and financial management. • The process involved making Forum more of a global organisation and strengthening the regions. Some feel that this has further to go in terms of localising positions. • There was attention given to knowledge management linked to the capacity building of staff. • The views and morale of staff was regularly monitored and considered through the Pulse Surveys (which dipped in 2017, but then improved). • Away Days have had a positive impact, while remote working equalises participation for those in the regional offices. • One view was that there needs to be more attention to issues of equity and power, as well as sustainability. 	

Were the intended outputs achieved in an efficient manner? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?

As mentioned, the core grant agreements included logframes, which included outputs, which were then reported against systematically in subsequent reports.

In summary, all of the planned work areas were addressed to some extent and there were positive results against targets for most of them, as the table on the next page illustrates.

Table 4 – Outputs and Progress against Targets

Outputs specified in Core Support II Agreement (C&A Foundation, 2018)	Progress against targets (from final Self-Reflection Report, Forum 2019g)
<p>Sustainable financial operating model created</p> <ul style="list-style-type: none"> Reserves position stabilised and sustainable financial operating model in operation 	<ul style="list-style-type: none"> By the end of 2020 we anticipate that we will have achieved 17% unrestricted reserves, at least six months reserves (which was achieved).
<p>Evolving the business model</p> <ul style="list-style-type: none"> Alternative business models developed and tested. New relationships, partners and/or funders for new markets and projects. New cost structures and ways of operating to support alternative business models. 	<ul style="list-style-type: none"> Projected grant income in 2019 will be approximately £1.7 million, an increase of 50% over 2017. A significant proportion of this income is from new relationships with trust and foundation funders.
<p>Delivering excellence in project management</p> <ul style="list-style-type: none"> Fully functional Project System Automation. Projects running to budget and impact potential. 	<ul style="list-style-type: none"> All projects managed through PSA system. Project funding has helped secure 2018 and 2019 budget surpluses. Timesheet compliance is near total, with no staff in arrears.
<p>Knowledge management & learning excellence</p> <ul style="list-style-type: none"> Tested knowledge structure that aligns with the practice of the organisation. 	<ul style="list-style-type: none"> 73% of staff globally say their learning on system change has improved. 58% of the team have a learning and knowledge target and 52% of these feel they have met their target in 2019.
<p>Improved methods of assessing results</p> <ul style="list-style-type: none"> Develop a new approach to system change project evaluation. An enhanced funding proposition for Forum. A research publication/communication output sharing our approach 	<ul style="list-style-type: none"> Completed full review of 2015-18 projects using contribution model. Foundations of a new approach to evaluate impact in place, but not yet fully developed and applied. Evaluated a number of projects – one externally. Publishing a thought piece on measurement of systems change.
<p>A recognised leader in practical system change</p> <ul style="list-style-type: none"> Rebranding completed. Feature articles etc. promoting Forum approach appear in key target media. Forum has a stronger business development pipeline globally. 	<ul style="list-style-type: none"> Income from international markets up from 37% (end 2016) to 40% (2019) Press coverage increased from 195 items (2017) to 703 (2019). Speaking opportunities increased 100%
<p>Global system of change practitioners</p> <ul style="list-style-type: none"> Pilot network for systems change practitioners. Have established viable business model to support the platform. 	<ul style="list-style-type: none"> 200 people engaging directly with Forum; 40 attended base camps. £550K in funding secured to develop the School of System Change.

Overall, Table 4 shows that the major tasks as specified in the proposal were implemented as specified and there was substantial progress across a broad range of areas.

The Learning and Knowledge Curator started later than planned as it took time to recruit for the position. In retrospect, it would have been advantageous if this could have been started earlier and other work (such as the branding) could possibly have been delayed.

In terms of efficiency, it is evident that a considerable amount of internal work was achieved over this period. It is important to bear in mind that, of course, Forum could not focus entirely on these tasks, but had to continue its external work – with the need to generate income being particularly important in view of its precarious financial position. As such, the targets set were ambitious, but mostly were realistic as proven by what was achieved in practice.

The core grant enabled the recruitment of new staff related to some of the core issues to be addressed (Chief Operating Officer, Chief Development and Communications Officer and the Development Manager). Staff changes enabled the Senior Management Team (SMT) to focus more on overall strategic issues and reduced SMT time that needed to be spent on such things as managing cash-flow, debtor collection and supplier payments (Forum 2017b).

How well did Forum for the Future’s existing skills and experience enable delivery of the outcomes and where were there gaps and why?

At the start, Forum faced a financial crisis and lacked some of the necessary staff to extricate itself and build from there. As has been described, the initial core grant came about because Forum was facing serious challenges – internal as well as the external shock of Brexit. Therefore the delivery of outcomes relied not just on utilising existing skills, but also acquiring the necessary resources where they were felt to be lacking – notably with respect to financial management, capacity to attract new grants and to coordinate knowledge management as mentioned above.

Was the approach inclusive, enabling, empowering and capacity enhancing?

Given the situation at the start of the core grants, decisive leadership was required to bring about the changes needed. Nevertheless, there were considerable efforts to seek the views and morale of staff through the Pulse surveys, which was particularly important at a time of uncertainty and substantial change. Away Days have been another means for involving and motivating staff.

Throughout this process, there has also been an emphasis on developing the capacity of existing staff. Forum has always had skilled and respected staff on the content and delivery side, but some needed re-orientating - to be more business-focussed in their delivery and management of work. Various aspects of the knowledge management stream also enhanced the ability of staff to delivery outcomes in a consistent way across the organisation.

Another major strand of the work under the core grants was making Forum more of a global (and less of a UK-centric) organisation. This has meant strengthening the regional offices and sourcing more regional work. It has also meant trying to change mindsets within the organisation, with each office becoming more important in its own right, rather as a satellite of the London office. While Covid-19 has presented many challenges, in some ways it has been beneficial in this sense in that remote working equalises participation for those in the regional offices.

3.4 Monitoring and adaptation

Rubrics A4: Proper monitoring to inform sound adaptive management⁶

<p>Rating:</p> 	<p>Description for Thrivable from Evaluation Rubric and Rating System</p> <p>‘The initiative has adopted clear, well-designed and effective monitoring strategies to collect and report key information about the quality of its implementation, key outputs and early outcomes. Sensemaking meetings to discuss monitoring findings are held regularly and involve all key people within the initiative. The monitoring reports are short, reader-friendly, engaging and straight to the point, making good use of data visualisation. Based on the monitoring report and sensemaking meetings, managers make decisions to adapt and improve the initiative so it will remain relevant, efficient and effective over its lifespan’.</p>
<p>Reasons for selecting this rating:</p> <ul style="list-style-type: none"> • There has been regular data collection and reporting against the logframe. • Reports follow the same structure as the agreements and are relatively to digest, although could be enhanced with more data visualisation (e.g. diagrams to illustrate changes) and a sense of the ‘flavour’. • Specifically improving project and financial management (including close monitoring) was itself a major thrust of work under the core grants – both in terms of hardware/software and the culture. • Covid-19 has demonstrated the ability of Forum to adapt to rapidly changing situation to make the necessary decisions. • Forum has started insight harvesting and discuss issues raised once a month. • There is more work planned to assess the impact of work, which is challenging in the context. 	

What monitoring was there and what adjustments were made? Were they sensible?

The monitoring for the core grants occurred at two levels: firstly there was strengthening monitoring within Forum itself (which was one of the major objectives) and then monitoring of the implementation of the core grants.

One of the major internal issues was the lack of real time information available to managers and staff on the implementation of both fee-for-service and grant funded work. This was addressed through the Project System Automation (PSA), which was successfully rolled out and adopted by staff across the organisation. This enabled informed decisions to be made about selecting and managing Forum’s work, the value of which was particularly highlighted through adjustments made to the organisation in response to the Covid-19 pandemic.

Another form of monitoring was the use of repeated ‘Pulse Survey’ to gauge staff perspectives – carried out periodically throughout the funding period (Forum 2016, 2017c, 2018e, 2019f). These were important for understanding staff morale during a period of flux. For example, the 2017 survey revealed that satisfaction amongst Forum staff was at the lowest levels since 2011 for the work itself, the reward package and a sense of achievement. The Senior Management Team (SMT) undertook a

⁶ The monitoring for the core grants occurred at two levels: firstly there was strengthening monitoring within Forum itself (which was one of the major objectives) and then monitoring of the implementation of the core grants.

number of initiatives in response to this including: clearer decision making protocols, establishing a new Culture and Values Group and revisiting suggestions to improve focus on health and wellbeing (Forum, 2017c). In 2018, another survey showed there were improvements in a number of these areas. Most recently, in 2020 lockdown, furlough and other measures in response to Covid-19 added further pressures. There was inevitably some reduction in levels of wellbeing, but 38% of staff were more satisfied working with Forum as compared to the previous year, while 19% were less satisfied (Forum, 2020b). What is important is that this monitoring of staff views continues and management responds to the best of its ability at the time – which does seem to have occurred.

At the organisational level, monitoring of the implementation of activities and outputs planned for the two core grants fed into the bi-annual reports. This was easy to manage, but from the Forum perspective, it did lead to tracking of some elements (e.g. the number of conference appearances) that did not seem so important for really understanding progress (e.g. using stories of change to understand how participation in the School of System Change has changed outlooks and mindsets). Where pivots were proposed in the reports, the lack of response from C&A Foundation left Forum uncertain as to whether it had approval to proceed.

In practice, it was possible to make changes in the light of emerging priorities. For example, planned work on developing a platform to support a global community of system change practitioners did not require Forum and attention was then focussed more on investment in the School of System change.

Overall, monitoring improved over the funding period and did feed back into decision making. One view expressed was that there could have been more discussions with the Board based on the six monthly reports. But the adaptations made seem well grounded and justifiable.

Was core funding used as it was initially intended? How did this change and why?

The parameters for the core funding were set out in the logframes, which covered to the two phases. The budget attached to the headings were not detailed with one figure for each heading such as 'Project Management'. [It can be noted that even this level of detail is more than would apply for some other donors' requirements for core grants].

As Tables 3 and 4 show, there outputs were achieved and there was progress towards targets for all the designated headings.

According to the final financial report for the second core grant (Forum, 2019c), expenditure against the headings precisely matched the budgeted figures. This is unsurprising in the sense that Forum was incurring costs against these headings in excess of these amounts and, given that project funding rarely covers much of such internal items, it is possible to expend the grant fully in this way.

Did the grant track outcomes in a credible, systematic manner? What mechanisms were put into practice to capture results, experiences and lessons to inform the institutional strengthening approach?⁷

⁷ This section focuses on outcomes and impact as outputs were covered in Section 3.8.

As well as setting outputs, the agreements for the two grants indicated outcomes, indicators and targets⁸ for the end of the funding period across all the headings under which work was being undertaken (C&A Foundation, 2016 and 2018). These had been agreed during planning meetings at the outset with Forum and a senior staff member from C&A Foundation.

In the subsequent reporting from Forum to C&A Foundation (Forum 2017b, 2018c, 2019d, 2019g), Forum reported against these targets systematically, indicating with traffic lights the extent to which they were on track. For example, with respect to unrestricted reserves, the target was set for 20% of expenses; in November 2019, it was reported that by the end of 2020 it was expected to reach 17%, while also meeting the target of at least six weeks of reserves (Forum 2019g).

As well as the raw figures, Forum provided in the reports a summary description of progress with additional explanation and information. These descriptive sections are mostly positive in tone, although they do indicate where progress was slower than expected (e.g. on knowledge management). The reports also contain useful learnings, such as that leadership in the field 'is more meaningfully measured by credibility, networks, relationships and the kind of work we do, rather than through the bottom line' (Forum 2019g)⁹. This was confirmed in the one independent evaluation reviewed of the Cotton 2040 Initiative (Midline, 2019), which underlined the challenges of assessing systems change processes.

The reports to C&A Foundation do not contain feedback against the defined goals for the core grants (e.g. 'increased ability to deliver direct positive impact in the apparel sector through our work with individual organisations in the sector and via our collaborative projects'). In this sense, they contain evidence on the internal progress made, but do not show the linkages to the externally facing work to which it relates.

The Annual Reports (2018a, 2019a, 2020a) do contain more of Forum's external work highlighting, for example, regenerative agriculture, transforming the US food system and so on. However, since these reports are for public consumption, as is normal, they tend to highlight the positive aspects rather than the challenges and contain limited supporting evidence. They also do not link the external outcomes back to the internal institutional strengthening work carried out under the core grants.

Ultimately core grants are to support the overall work of an organisation, with particular reference to its strategic goals and how flexible funding has made facilitated greater impact. Laudes Foundation is relatively new to this type of funding, but in developing its approach to partners capturing outcomes and impact, this needs to be given greater consideration.

At the same time, it must be recognised that capturing outcomes in relation to system change is complex, while assessing contribution (let alone attribution) is hard to prove.

These are issues to be addressed in Forum's evolving MEL system. Forum has (rightly) concluded that the things you can count are not necessarily the most relevant. There is now more of an effort to develop sets of impact questions within a framework to use in different situations. More thought is needed on how to analyse impact stories, in order to draw meaningful conclusions.

⁸ Some of the targets were set after the start of the funding (e.g. the desired percentage for unrestricted reserves).

⁹ Forum staff also reported that they have started 'insight sharing' – gathering thoughts and discussing them once a month, which is now quite embedded. This would seem to be a strong way to make adaptive management in real time a reality.

3.5 Results

Rubrics D1: Organisational and network effectiveness: Organisations and networks with the right capability and capacity to produce relevant outcomes.

<p>Rating:</p> 	<p>Description for Thrivable from Evaluation Rubric and Rating System</p> <p>'The organisation(s) involved in the initiative and the essential network(s) connected to it have the right knowledge, skills and capacity (including strong leadership, governance, innovation, strategy, entrepreneurship, planning, execution and catalytic) to design, influence, promote and implement results-focused changes. They are managing to fully achieve all relevant outcomes they were set up to produce. Their values are fully aligned with C&A Foundation's values'.</p>
<p>Reasons for selecting this rating:</p> <ul style="list-style-type: none"> • Forum is a stronger organisation as a result of the core grants in a number of key respects. • Internally it has a stronger financial base to withstand shocks, grow and implement its work. • It now has a clearer strategic direction, with three focussed Theories of Change. • It has diversified its approach to business development, thereby spreading risk and enabling it to do more of the work it prioritises. • Internally, it has significantly strengthened its operational and financial management capacities. • There have been positive efforts to organise knowledge management and address capacity issues. • While the evaluation did not look at Forum's work in great depth, from interviews (including with several external stakeholders), it is evident that it is recognised as competent in many area to bring about system change with respect to sustainability. This has moved beyond individual relationships to convening others and supporting the resulting consortia around specific issues (e.g. sustainable cotton) to work together towards solutions. • There are areas for improvement and it is hard to say with confidence that Forum is achieving 'all the relevant outcomes they were set up to produce'. By their nature, outcomes in systems change are long term and complex to achieve. • The rating is between Thrivable and Conductive, but the latter is selected on the basis of the previous point and only one rating being permissible under the Rubrics system. 	

What have been the results of the core support? What difference has core funding made to Forum for the Future?

This question is the most significant in the evaluation. It addresses the fundamental issue of what actually changed as a result of the core grants. This section is structured under a number of headings reflecting the key areas of change, adapting and adding to those in the ToR.

3.5.1 Results: Financial

The original rationale for the core grants was that Forum was facing a financial crisis. The intention was firstly to stabilise the finances and then move towards a more viable and sustainable financial model. The following table sets out the figures over this period and the key aspects are discussed and illustrated further below.

Table 5 – Forum for the Future Financial Data: 2016-2020

	2016 (£000s)	2017 (£000s)	2018 (£000s)	2019 (£000s)	2020 (£000s)
Unrestricted income	4,086	3,805	3,681	4,298	3,385
Restricted income	1,107	1,461	1,646	1,688	2,423
Total income	5,193	5,266	5,327	5,986	5,808
Total expenditure	5,238	5,100	5,269	5,423	5,398
Unrestricted surplus/deficit	-433	-127	156	239	65
Restricted surplus/deficit	389	293	-98	324	287
Total surplus/deficit	-44	166	58	563	410
Unrestricted reserves	603	500	656	859	924
Restricted reserves	549	818	720	1,044	1,331
Total reserves	1,152	1,318	1,376	1,903	2,255
Cash	740	1,074	579	1,422	2,558
'Free' cash	603	683	817	1,009	n/a

Sources: Correspondence with Natasha Houseman, Chief Operating Officer, and Jane Lawton, Chief Development and Communications Officer, FFF

Notes:

- 1) Figures for 2020 are draft as Forum was still preparing its annual report and accounts at the time of submission.
- 2) 'Free' cash is cash less restricted funds, net of deferred income, accrued income and trade debtors. The figure for 2020 was not yet available at the time of completing this report.

Total Income

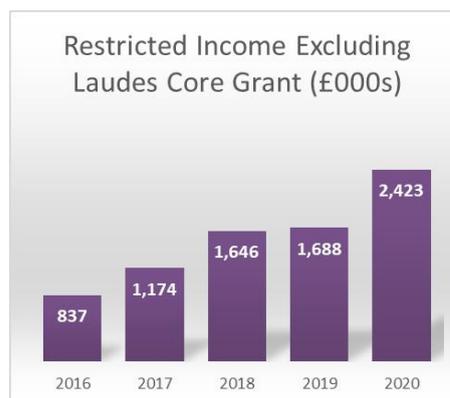
As can be seen, Forum's total income has gradually increased over the period of the core grants (see diagram) – from £5.193 million (2016) to £5.986 million (2019). It fell back marginally in 2020 to £5.808 million, but given the impact of Covid-19, to maintain, this level of income is an achievement in itself. To understand the financial picture more fully, it is necessary to look behind these overall headline figures.



Growth in Grant Income

A key objective has been to use the C&A Foundation core grant to leverage income from other foundations. At the start of the first core grant, Forum lacked the systems to break up income by type and hence cannot provide accurate figures for grants during the early part of this period. Under these circumstances, the best proxy figures are those for unrestricted funding (see diagram).

If excluding the C&A Foundation grant itself, then restricted income has risen from £0.837 million in 2016 to £2.423 million (nearly triple that) in 2020. As the total income figure has grown at a slower rate, this has meant that restricted income (excluding the C&A Foundation core grant) as a percentage of total income has increased from 16.1% (2016) to 41.7% (2020).



Reserves

The trustees set a target of unrestricted¹⁰ reserves of 18% of overall expenditure (excluding direct project costs) to be achieved over three years starting in 2017 to be achieved by 31st December 2020. In fact, this was achieved a year earlier than planned, when unrestricted surpluses generated (see diagram) enabled unrestricted reserves to reach 18.6% at 31st December 2019 - an increase from 14% in the previous year (Houseman, 2020). For 2020, in spite of Covid-19, the position for unrestricted reserves strengthened further, albeit by a smaller amount than in 2019.



Cash

Within the wider sector, it is recognised that cash flow management is one of the most significant challenges facing NGOs. A shortage of cash is a major risk factor for an organisation even when it remains viable in terms of overall income and expenditure.

The cash balance shown is the balance as at 31st December each year. It is dependent on the timing of specific receipts and whether contracts are in advance or in arrears. The figure for 'free' cash (cash less restricted funds, net of deferred income, accrued income and trade debtors) is better for understanding understand Forum's underlying cash situation and resilience to shocks (see diagram).



¹⁰ Unrestricted surplus/deficits and reserves are a key indicator of the financial health of an organisation. Examples of NGOs that expired such as [Children's Aid Direct](#) demonstrate the problems that a shortage of unrestricted funds can have, even while there are significant restricted grants continuing.

This has steadily improved over most of this period (from £0.603 million in 2016 to £1.009 million in 2019), while the figure for 2020 was unavailable at the time of writing.

Overall then, the core grants facilitated a considerable improvement in Forum's financial position according to a number of key parameters. This was due to a number of related changes, which are described in the following sub-sections.

3.5.2 Results: Leadership and Strategy

Leadership is often most tested (and revealed) during a crisis. At the start of the funding period, Forum's leadership was characterised through interviews as being overstretched, lacking key skill areas and struggling to think strategically and manage the organisation effectively. The question of whether Forum should be merged with another organisation was under consideration.

Some key new appointments (especially the Chief Operating Officer [COO]) helped set new directions in terms of professional Project and Financial Management, while Development and Communications staff facilitated fundraising and Knowledge Management benefited from a Curator. This is not just a question of filling certain positions, but also finding people suited to those positions. The evaluation did not set out to assess individuals, but from a number of interviews it is evident that some previous areas of weakness have now been addressed. As one respondent put it, Forum now has an SMT fit for an international organisation. It has the space to think strategically and not just reactively.

The result of this was that Forum has been able to define its overall direction and areas of focus more clearly. From a position where the organisation was 'running from one project to another' (according to several informants), the three 'challenge labs' – each with their own Theories of Change (ToCs) now provide a clearer framework within which to take decisions and prioritise (Forum, undated). A sharper focus on what Forum's view is on transformation through system change means that individual interventions - whether grant-funded, fee-for-service or a combination of the two) - now add up to something more coherent. One external informant mentioned that they felt that, where Forum was previously compartmentalised, it is now more integrated.

Another aspect of leadership is the issue of staff morale throughout a period of fluctuating fortunes. Staff satisfaction dropped in 2017, which was understandable with the uncertainty. But SMT appear to have recognised this and addressed issues of concern and things subsequently improved.

3.5.3 Results: Business Development

Given the financial situation that Forum found itself in, it was clearly necessary to re-examine its business model. An important aspect of this was to increase its grant-funded work with philanthropic donors. This would provide a balancing source of income for fee-for-service work, which had proven itself to be vulnerable to shocks like Brexit. Grants also tend to provide recipients more scope to define what they want to do, rather than responding to clients' requests – particularly useful now that Forum had shaped its own strategy more clearly around system change.

The core grants enabled Forum to build up its capacity for accessing other donor grants in a number of ways. Firstly, as mentioned above, the strategy work enabled Forum to determine what it most wanted to do and to be able to describe it coherently. Secondly, the recruitment of staff with specialist fundraising and communication skills helped identify and exploit new opportunities. The strategy, which has borne fruit (see below) has been to aim for fewer, larger grants, while broadening the pool

of donors. Thirdly, the C&A Foundation support conferred a stamp of approval on Forum, which reassured other donors ('they often move together' as one respondent put it). Fourthly, the strengthened financial systems meant that Forum could structure its proposals on a 'cost plus' model that donors require. Better structuring of applications also allows Forum to get closer to full cost recovery, which affects the bottom line.

Table 6 – Grants that can be linked to the C&A Foundation core grants

<p>Programmatic/restricted funding¹¹</p> <ul style="list-style-type: none"> • \$250K from Walmart Foundation for regenerative agriculture, which led to another \$900K grant for a second phase. • £190K from the UK Government's Department for International Development (DFID – as it then was) for Net Positive Renewable Energy in South East Asia. • \$220K from S&P Global Foundation, also for Net Positive Renewable Energy in South East Asia. <p>Other core funding</p> <ul style="list-style-type: none"> • £130K from People's Postcode Lottery (PPL) for which the proposal particularly referenced institutional strengthening work with C&A Foundation's core grant. • £370K from high net worth individuals, again referencing changes to Forum achieved with the C&A Foundation's support.
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As mentioned in the Finance sub-section, if excluding the C&A Foundation core grant itself, then restricted income overall has risen from £0.837 million in 2016 to £2,423 million in 2020. Given that it takes time to build relationships and secure grants, this represents a considerable change over a relatively short period of time.

3.5.4 Results: Operational and Financial Management Capacities

This was another area of major concern to be addressed through the core grants. The problem was exemplified by the fact that the scale of Forum's financial problems was unclear until comparatively late in 2016. To address this, Forum introduced new systems with Project System Automation (PSA) to manage projects and Finance Force linked with Salesforce. With the recruitment of Chief Operating Officers (one initiated change, while the second consolidated and built upon it) supported by other staff, there was also considerable management weight brought to bear to stimulate new ways of working.

Where completion of timesheets had been patchy, staff have since become nearly fully compliant (from around 50% to 2-3 recalcitrants according to one source). Managers can get real time information on their projects, see where over-runs are coming, how they measure up against budgets, flag problems early and monitor staff activity. There is something of a 'virtuous circle' here: since staff can now obtain useful information, there is more incentive to input the data necessary to produce it.

The new system also helps with budgeting (it is no longer necessary to start budgets from scratch) and enables planning based on what is of most value to Forum's objectives. If, for example, some work is taken on because it seems of particular strategic importance, then the financial cost of that to the

¹¹ In addition, there was £2 million+ secured from C&A Foundation itself for Cotton 2040 work, whereas grants previously had been less than £50K.

organisation can be estimated and compared with alternatives. This also influences how people see their time (and that of the staff they manage) and how it is best used. Both 'Fee-for-service' and grant-funded work are now reported to being run more efficiently as compared to previous practice.

Achieving this was not just a matter of introducing new systems, but also bringing about a culture shift throughout the organisation. There is now a greater sense of shared responsibility throughout the organisation. According to one respondent, it took 4-5 years to change mindsets towards the use of systems. This required leadership from the very top, empowering the COO (and other staff) to drive through changes. Some of the hardest staff to persuade were those who had been used to previous ways of working, while new staff adopt procedures 'without batting an eyelid'. This has enabled both fee-for-service and grant-funded work to be run more efficiently, which has again fed into the overall bottom line as well as enabling realisation of the new strategic focus.

3.5.5 Results: Programmes and Partnerships

Forum exists 'to address critical global challenges by catalysing change in key systems'. The value of the core grants is ultimately to be seen in whether Forum is better able to achieve this. This evaluation did not examine the external work directly nor in great depth, but instead assessed it through the interviews staff and external informants. Hence, this section, while important, is necessarily at a more general level and has not been corroborated by detailed follow-up with individual interventions.

Forum is widely respected for its work on sustainability, which has been validated by a number of interviews with external respondents carried out during the evaluation. What has clearly changed over this period is moving from disconnected pieces of work (mostly on a fee-for-service) basis to a more joined-up, strategic approach to stimulating change. This means analysing all the actors involved in an issue – government, private sector, civil society – and bringing them together to address particular sustainability problems (e.g. reducing the usage of plastics).

Positive feedback from external informants included Forum providing insights on sustainability and helping to make plans more practical – translating broad commitments into operational realities. This is particularly important when, for example, companies are contemplating certain changes which are supported by internal stakeholders with a sustainability perspective, but there is resistance from others who may be more concerned with costs and competitiveness. Forum was also praised for being a critical friend – being a thought partner, who is ready to question and challenge when necessary.

A systems change approach requires the ability to convene and support consortia around issues to work together towards solutions. Forum is helped in this by its reputation in the sector. At the same time, one external informant indicated that while Forum has a lot of credibility in the 'inner circle' of sustainable businesses (i.e. those actors most committed) to achieve deeper change, it needs to be engaging more with those outside (the moderately committed), where it is less recognised. This is a question for debate – whether Forum is most effective in working with the cutting edge organisations, or needs to reach beyond these.

Despite work on branding and communication, several external informants felt that more was needed: 'lots of the wider business community have heard of Forum, but would struggle to say the three things it does' said one. Another felt that Forum could still improve at explaining things in a clear and simple way.

Forum's core expertise is in sustainability, but its sector specific expertise in the issues it is working on varies. From interactions with external stakeholders, some of the sectoral staff are highly respected and able to be influential. In other areas, its expertise is more questioned and the value that it can add is less appreciated. For example, one external informant questioned Forum's ability to engage credibly in the financial sector. Of course, if such expertise really is lacking amongst existing staff, there is scope to recruit for it externally if necessary.

The core grants (and other donor grants leveraged by the core grants) also enabled Forum the space and time to develop new areas of work, rather than just responding to fee-for-service requests. For example, it carried out work on community led transitions to net zero economies which took six months design, which recently resulted in a new grant. The core grants also enabled investment in the School of System Change, with its flagship 'Basecamp' programme now being certified, and a number of basecamps being run in different regions (the UK, the EU and the US). Participants in these basecamps now form a substantial proportion of Forum's network of system change practitioners.

An interesting question raised during the interviews was whether Forum is more transformational or incremental in its approach or, to put it more starkly, is it engaged in disruption or greenwashing? Certainly the intention is to be transformational – which explains the move from one-to-one work to wider systems. In fact, there is more of a spectrum here than a simple bi-polar choice. Forum does seek to collaborate with partners (which may seem like co-option to some observers), but in doing so seeks to challenge and catalyse significant shifts.

System change work requires long-term, multi-stakeholder interventions. As one informant put it, longer engagement leads to longer impact. With its clearer focus, stronger funding base and ability to make considered judgements on priorities, Forum is better placed to be more effective in its programmatic work.

3.5.6 Results: Internationalisation

Forum has been described as a 'hub and spoke' organisation at the start of the core grants, with a strongly UK-centric focus. But now it has become more international with Europe, North America and Asia representing distinct geographies with some of the most interesting programmes of work. The percentage of revenues from outside the UK increased from 23% (end of 2016) to 40% (end of 2019) (Forum, 2019g). Where approaches were previously 'hodge podged' together (in the words of one informant), there is now a more consistent organisational approach. The core grants have facilitated this transformation to a more genuinely global organisation, which is appropriate given the nature of the challenges it is addressing. However, one view is that there is still more to be done to entrench this, with the importance of localising staff positions being emphasised.

3.5.7 Results: Knowledge Management and Capacity Building

Knowledge management was bolstered with the appointment of a Curator in early 2019. Her role was not to develop the work, but act as a coordinator for others in Forum, framing and shaping the approach. Twelve knowledge streams (specialist areas) were prioritised and leaders identified to take them forwards.

This was used to define user journeys – content areas that staff needed to know about. Where previously, staff had been using their own solutions, this allowed a more consistent approach, based

on distilled and condensed learning from experience. Previously capacity building had taken place somewhat randomly, but this has enabled a more systematic approach to all the areas that a staff member needs to address, including such things as legal issues, project finances and risk management.

From the technical point of view, this was greatly enhanced by Forum shifting to Drop Box. Before it became cloud-based, access to knowledge was variable. As one informant put it, if you wanted to know something 'you ran up and down the stairs in London'. Clearly this disadvantaged those based in other locations. Now all staff are on an equal footing wherever they are based and Drop Box has prompted 'a sea change' (as one respondent put it) in how Forum works. With the onset of Covid-19, this was particularly timely as remote working became the norm.

According to a learning and knowledge management survey carried out in 2020, average staff assessment on system change had moved from 3.7 to 5.1 (ex 10) and 75% of staff felt their learning had improved. Clearly there has been progress, although some feel there needs to be more work on induction processes, accessing tools and capturing learning from projects.

What unintended results (positive or negative) did the grant produce and why?

The core grants constituted a vote of confidence in Forum at a time when many were questioning its continued existence. Apart from the money, this provided light at the end of the tunnel at a dark moment for Forum. As much as the funding provided breathing space and the opportunity to develop Forum as an organisation, it also gave a psychological lift in the affirmation it conveyed.

The first core grant enabled Forum to do a significant restructuring to become more focused and efficient. This meant a lot of change in a short period of time and did lead to some staff leaving the organisations. This was one factor behind the low staff morale previously mentioned, particularly in 2017. However, after remedial action, this improved more recently. This period of low morale was probably unavoidable under the circumstances, but underlines the importance of trying to manage staff welfare, even when there are many other pressing tasks to carry out.

What has been the grants' value in building long term capacities and viability for Forum?

Recent months shown have that speculating about the long term with reference to NGOs (and other organisations) is fraught with danger. In a poll conducted by the UK-based international development network BOND, nearly two thirds of medium sized organisations (i.e. those with an annual income between £2-20 million) reported that they might need to close by 2023 (Stephen Delhunty, 2020). This would never have been expected as of January 2020.

This means that long term capacities for Forum are of vital importance firstly to survive but then also to enhance its effectiveness.

Forum has been helped so far by starting 2020 with relatively good cash reserves and being able to get reliable real-time financial information, meeting every two weeks as the basis for taking the appropriate decisions. It was thus able to react promptly, putting staff on furlough and reducing salaries to reduce costs. This means that, while there will be a deficit for 2020 (of about £240K in terms of unrestricted funds), it will still finish the year in a reasonably strong position. Notably, its projections for the year end were unchanged from April to September, which is quite exceptional in the sector when many other organisations have been undertaking repeated revisions.

Beyond 2020, Forum has also been able to look forwards and discuss strategic priorities, not just its own survival.

In fact, the shock of Covid-19 has underlined the importance of Forum's mission: how to address critical global challenges has never seemed more pertinent and it is notable that some governments (e.g. China, the UK) have recently made significant announcements on carbon emissions even as their budgets have been stretched due to the pandemic. In its most recent Future of Sustainability Report, it is rightly noted that, 'COVID-19 can in many ways best be seen as an early-warning sign: a symptom, not a cause, of such large-scale disruption ... it demonstrates how vulnerable our supposedly sophisticated civilisation is to such shocks – and how much needs to change if we are to put it on a genuinely sustainable path' (Forum, 2020c). If this essential fact is grasped by different actors – governments, civil society, private sector – this may open the door to more opportunities for Forum in the future.

But this depends on the resources that are likely to be available and this is also an area of great uncertainty (there are some reasonable prospects for 2021; but 2022 is harder to predict at this point). Governments have responded with massive deficit spending, but at some point will be looking to bring these deficits under control. The official aid budget is already coming under pressure in the UK, for example. Foundations (many of which are built on endowments) have been buttressed by stock markets regaining many of their early losses, but the future for underlying economies is unclear. In the UK, the full impact of Brexit is yet to be seen.

Nevertheless, as has been described, as the core grants funding end, Forum is relatively well placed to play a continued strong role in this field. This is summarised below.

Table 7 – How Forum is positioned for the longer term

<ul style="list-style-type: none">• Clear strategic directions on its role in catalysing systems change;• Leadership that is able to take the necessary decisions to strengthen the organisation and adapt its programmatic approaches;• A strong body of well qualified and recognised staff in many areas;• A balanced business development model and enhanced capacity able to exploit a range of opportunities for both grant-funded and feed-for-service work.• Stronger regional offices, increasingly able to generate new work with resources from those regions in line with local priorities.• A good reputation in the sector for expertise in sustainability, based on a growing body of well recognised work.• Continual questioning and developing new ideas on how to be more effective.• Strengthened approaches for systematising its knowledge and building the capacity of staff.• A reasonable financial position as compared to many other organisations and compared to where Forum was in 2016.
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All this combines to paint a picture of an organisation that is as well placed for the longer term as it probably could be, particularly in view of where it was when the core grants commenced in 2016. However, this can all change in a relatively short period of time and a bright longer term future is by no means guaranteed.

Risks include:

- Funding dries up as donors themselves come under pressure in a declining economy.
- Loss of staff with key expertise.
- The effects of Brexit – particularly given current uncertainty around a deal with the EU.
- Covid-19 (and its effects) persists and economies fail to bounce back.
- Growth in competitors.

Being a specialist in this field, Forum knows these risks as well as anyone. So while it is well placed for the longer term, vulnerabilities remain – as they do for most other organisations at this point.

3.6 Partnership

How strong was the partnership between Forum and C&A Foundation?

The partnership between Forum and C&A Foundation was founded on a previous funding and solid trust – particularly at the Chief Executive Officer (CEO) level. Support between the two institutions went in both directions. Indeed, the CEO of Forum was actually a member of C&A Foundation's Investment Committee prior to the first core grant, but recused herself and was not involved in the funding decision benefiting Forum¹².

These core grants were an unusual partnership in a number of respects. The first one was developed and agreed quickly at a time of crisis. In this sense, it was more like an emergency grant than a planned core grant with a lengthy period of discussion and planning that often applies with other donors.

Secondly, core grants were relatively new for C&A Foundation, so it did not have established processes for planning and monitoring them. For this reason, the arrangements for the grant were somewhat unusual: the relationship from C&A Foundation side was managed by its CEO (who had little time given all her other responsibilities) and a Grants Administrator, who followed it more from an administrative (rather than a strategic or programmatic) point of view. More usually, C&A (now Laudes) Foundation has a Programme Officer with the capacity and time to follow up in more depth¹³.

This meant that partnership relationship around the core grants involved sporadic high level discussions (often on an informal basis between the two CEOs) and then more administrative interactions. There was very little other communication beyond the reports – to which there was no response from C&A Foundation, so Forum were not always clear if their donor was satisfied. Other donors to Forum have regular check-ins, which can be beneficial in terms of raising challenges, making suggestions and joint learning.

The actual compliance requirements were not too onerous for Forum, although some felt that reporting against the logframe was less interesting than a more engaged process based on mutual support and learning would have been. From other experiences of core grants in the sector, one of their advantages is frequently cited as being that they can change the nature of the donor-recipient relationship to one with reduced power imbalances, more equality and focused on a broader range of

¹² Forum's CEO also stepped down from her role on C&A Foundation's Investment Committee with immediate effect once the first core grant was approved. At no time during the grant period did a member of Forum staff hold a position within C&A Foundation – as is entirely proper.

¹³ There was a C&A Foundation Programme Officer overseeing the Cotton 2040 Initiative, but this relationship was focused on the specifics of that project, rather than taking an overall organisational view that the core grants were addressing.

issues than checking on outputs and budgets (MacLeod, 2020). Such a rich dialogue was mostly absent in this case and represents a missed opportunity.

Overall Forum has been highly satisfied with its partnership and sees C&A (now Laudes) Foundation as a visionary funder. But due to the specific circumstances – and in particular the arrangements made from the donor side – the partnership has lacked the depth that might otherwise have been possible.

3.7 Factors Influencing the Grants’ Success

What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures?

Many of these factors have been discussed throughout the preceding discussion, but this question provides the opportunity to summarise the main factors and drivers. Some of these factors cut both ways, so are included under both columns.

Table 8 – Factors influencing implementation, success and failure

Positive factors	Negative factors
Internal	
<ul style="list-style-type: none"> • The situation Forum was faced with helped push necessary changes. • Strong leadership (was able to address the critical issues that had arisen). • The key issues were identified and there were no debilitating omissions. • Well thought through plans and competent implementation. • Regular monitoring and adaptive decision making. • Capable and motivated staff, including key new staff brought in. • A supportive Board. 	<ul style="list-style-type: none"> • Some weak aspects of leadership and staffing at the start allowed problems to arise in the first place. • The pressure to keep the income generating work going made it harder to focus on internal issues simultaneously. • Difficulties in recruitment delayed work in some areas. • Low staff morale at one point.
Partnership: Forum and C&A Foundation	
<ul style="list-style-type: none"> • C&A Foundation was there ready to provide support when most needed. 	<ul style="list-style-type: none"> • Lack of feedback and engagement from C&A Foundation on core grant issues.
External	
<ul style="list-style-type: none"> • Sustainability is rising up the agenda giving more opportunities for Forum. • There is a growing niche Forum can fill in convening around systems. • A market existed in which to secure new streams of funding. • Covid-19 demonstrated how Forum could adapt and become more resilient. • Technology has facilitated the transition to new ways of working. 	<ul style="list-style-type: none"> • Given the increasing emphasis on sustainability, there are increasing numbers of ‘competitor’ organisations and individuals. • Covid-19 brought new strains at a time was emerging from the problems of the early period.

What strategies or approaches adopted by the core grants produced results, and medium and long-term impacts?

The core grants were different in nature from how Laudes had previously funded Forum, and indeed was relatively new for Laudes for any of its grantees.

As has been indicated earlier, there were many positive consequences of this funding, which a number of Forum respondents described as transformational. A number of features of the core grants stand out that helped achieve these outcomes as summarised in the table below.

Table 9 – Key aspects of the core grants, which affected their results and impact

- Some of the funding could go straight to Forum’s reserves at a time when they were coming under stress, thereby instantly improving its financial position.
- While (unlike some donors), the core grants were not completely flexible, in practice the activities jointly identified in the logframe did reflect key organisational priorities. They addressed primarily internal, institutional issues, which are very hard to cover when an organisation is entirely dependent on project-based funding or fees, where covering costs is realistic, but generating surplus for investment is much harder.
- Many of the issues addressed were directly connected to strengthening Forum as a viable proposition: diversifying its income base, strengthening project/financial management systems and clarifying Forum’s ‘offer’ to clients and donors.
- The core grants enabled the recruitment of key staff to develop these areas. This reduced pressure on others, who could then concentrate on where their skills could be best utilised.
- The grants lasted three years, allowing time for changes to be embedded (although it would have been beneficial if this commitment had been there from the outset).
- The core grants helped unlock other funding – both core and restricted – from other donors.

As mentioned in Section 3.6, there were some areas in which the partnership could have been improved (e.g. with more intense contact and communication), but there is no doubt – from documentation and interviews with internal and external informants - that overall the core grants were highly appropriate and beneficial for Forum in terms of achieving immediate results and enhancing its longer term prospects.

4. Lessons Learned

There were many lessons learned as a result of this process, which are summarised as follows.

Table 10 – Lessons learned

<p>Overall</p> <ul style="list-style-type: none">• Core grants can have a transformational effect – if deployed with the right organisation at the right time. In the immediate sense, these core grants helped Forum survive when its existence was in question. They also helped the organisation to re-think and refine its approach for greater longer-term effectiveness. <p>Income Generation</p> <ul style="list-style-type: none">• If properly deployed, core grants can also help leverage other grants - both restricted and other core grants. <p>Planning</p> <ul style="list-style-type: none">• Logframes are not the most appropriate tool for core grants (although do not seem to have done particular harm in this instance). <p>Strategy</p> <ul style="list-style-type: none">• In a complex area, structuring work around thematic areas helps provide a coherent framework – for both internal and external audiences. <p>Communications</p> <ul style="list-style-type: none">• Explaining what Forum is about is essential as it undergoes a process of change. The strategy has helped, but more is needed to explain complex processes in simple terms. <p>Management Systems</p> <ul style="list-style-type: none">• Project and financial management systems can be overlooked in values-based organisations, but ultimately need to be addressed to ensure organisational health.• Once entrenched, it takes a sustained effort to achieve a culture shift in practice.• Showing the benefit of management information is a valuable incentive for stimulating change. <p>Monitoring and Evaluation</p> <ul style="list-style-type: none">• Reporting on core grants does not need to focus so much on outputs (which becomes mechanical), but more on outcomes enabled and lessons learned.• Measuring the impact system change requires a more open system, rather than reducing it to quantifiable key performance indicators. <p>Partnership</p> <ul style="list-style-type: none">• Partnership around core grants needs to work in a different way – with less focus on detail, and more on the big picture – based on openness and trust between donor and recipient. <p>Resilience</p> <ul style="list-style-type: none">• An organisation that has survived one crisis is, if it has properly absorbed the lessons, better equipped to survive another (in this case Covid-19).
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5. Recommendations

These recommendations are based on the preceding findings, analysis and lessons learned. The first group (1-9) are recommendations for Forum, the second (10-16) for Laudes Foundation, including recommendations on core grants.

For Forum for the Future

1) Continue efforts to diversify income, particularly that which is longer term in nature and from different regions. The results achieved to date (financial, a clearer strategy, strengthened systems etc. as discussed in Section 3.5) has more than vindicated the strategy of seeking increased grant funding. The scope to do this is going to depend on the state of the economy and how donors prioritise, which requires continuous monitoring and interaction. Sometimes, it can be challenging to get donors to cover full costs, but smart structuring of budgets can mitigate this. Given the state of uncertainty likely to persist over the next few years, multi-year and more flexible grants will be particularly desirable. Also attracting income more evenly from Forum's different regions will spread the risk of local downturns.

2) Take new opportunities for convening as interest in sustainability increases in the 2020s. There seems little doubt that sustainability issues are rising up the agenda (e.g. with COP26) and this provides increasing opportunities for Forum, although also increasing competition from others with the same perception. But there does seem a niche that Forum can usefully fill in playing a convening role (as confirmed by discussions with external informants described in Section 3.5.5). The more it does this, the more it will learn about the processes and how to engage different actors, even though sectors may differ in some respects. The specific areas for doing this will depend on where there is a clear opportunity, there is a willingness amongst key actors working on that issue and in which Forum has (or can rapidly acquire) the necessary expertise to play such a role.

3) Keep the necessary levels of expertise within Forum constantly under review, taken in relation to emerging areas of new work. The credibility of staff in facilitating systems change is critical to their success. From the experiences of some external informants (reflected in Section 3.5.5.), this varies from one sector and staff member to another. As well as the sectoral expertise, there is also the issue of how well staff know how stakeholders work from the inside – previous experience (e.g. in businesses or government) can be useful in understanding leverage points and blockages to change. As one informant put it, a lot of change is based on emotion rather than technicalities, and the most effective staff can understand this and can use it to their advantage.

4) Continue efforts to communicate what Forum does more simply. System change is a complex area and several interviewees frankly stated that it is hard to describe clearly (as described in Section 3.5.5). As with any such topic, it can be prone to jargon and confusion. Undoubtedly efforts have already been made in this direction, but from a number of interactions with respondents during the evaluation, it seems that more is required. A starting point for this might be a survey to ask all stakeholders their perceptions of current communications, where it is clear/unclear and how they feel it might be improved.

5) Develop the M&E system to find better ways to measure impact and feed into learning. This is still a work in progress, which has advanced in some ways (e.g. the knowledge management work as described in Section 3.5.7), but has also taken more time than expected. As with any M&E system, the first step is to be very clear on its objectives, which will be multiple and sometimes not necessarily fully coherent with each other. It must be acknowledged that systems change work is intrinsically complicated and, with multiple actors involved, attribution and/or contribution is problematic (as described in Section 3.4). There may be some metrics that are useful and possible to collect meaningful information against. But probably there will also be a need to develop qualitative assessments to cover aspects which are important to the process (e.g. the quality of key relationships), but are hard to measure in concrete, provable terms.

6) For core grants, show more clearly how internal changes boosts the external work. The formats for reporting are usually set by the donor (as was the case here as described in Section 3.4). But if there is scope to influence it, then M&E (and associated reporting) should certainly include the overall outcomes and impact that Forum is achieving as an organisation and then trace back to how internal improvements have facilitated these. While internal institutional development is vital, it is more meaningful if it can be connected to how the organisation is better placed to achieve its mission as a consequence.

7) Continue progress towards the full internationalisation of Forum. Undoubtedly there has been considerable progress in this direction under the core grants, with the regional offices assuming greater prominence in their own right, rather than as satellites to the UK office (as described in Section 3.5.6). The nature of the issues Forum is addressing is global, hence this shift is appropriate and needs to continue (one estimate put the process currently at 60%). This could include a greater proportion of local staff, more regionally generated income, ensuring that staff outside the UK are equally a part of communications and having a greater say in the running of the organisation.

8) Consider the following as part of ongoing discussions on Forum's strategic directions. Any organisation is constantly discussing how best to proceed and there is evidence that Forum is doing this. In interactions with external stakeholders (as set out in Section 3.5.5), the following points were made that seem worthy of consideration:

- Whether Forum is more transformational or incremental in its approach to systems change, and its approach is the most appropriate to maximise the prospects for positive outcomes.
- Reach beyond the organisations most committed to sustainability to those who are in the middle – interested but not fully engaged.
- Pay more attention to issues of equity and power, as well as sustainability. This means observing who is in the room and whether the most marginalised can influence processes.

At the same time, there can be different perspectives on such issues and there was insufficient scope for the evaluator to come to firm conclusions, but these points could at least be discussed.

9) Consider a facilitated organisational development process. While there has been increasing staff engagement (e.g. through Away Days and collecting views through Pulse surveys as described in Section 3.5.7), from interviews it is apparent that there has not been a structured organisational assessment and planning process, where all the key stakeholders come together. This could build on what has been achieved to date, build ownership and empower people.

For Laudes Foundation

10) Develop more, multi-annual core grant funding for strategic partners. This experience (with multiple results set out in Section 3.5) has shown the added value that such funding can have, which a number of respondents described as ‘transformational’. While the first core grant was provided to address a crisis situation, the impact of both grants taken together went far beyond ensuring Forum’s continuation. This experience should encourage Laudes Foundation to employ core grants more widely with trusted and committed partners, taking account of the lessons learned here, as well as experience in the wider sector (MacLeod, 2020). Multi-annual core grants enable recipients to plan from a position of stability, prioritising the most important and urgent tasks and not rushing implementation, which is a frequent failing of institutional strengthening programmes. These core grants lasted three years in total, but there is no reason that this should not be extended to even longer (e.g. five years) for trusted partners. This enables investment in innovation and new staff members, recognising that long-term projects need significant development time.

11) Proposals for core grants should be based more on overall strategy and broad based outcomes (and less on deliverables). Logframes with specified outputs are not really appropriate for core grants (as discussed in Section 3.1), which should be more focussed on the whole organisation and the mission it is seeking to achieve. A core grant should not be given unless there is a strong trust in the recipient anyway, so it should not be necessary to pin them down to a list of outputs. If the proposal has a broader, more flexible frame, then this sets the tone for a different type of relationship and reporting, frequently cited as one of the benefits of core grants. There is still scope to produce summary dashboards from this for Laudes management and governance, based on an agreed set of qualitative indicators.

12) Look at more intense engagement with core grantees, but on a different basis. As discussed in Section 3.6, C&A Foundation’s relationship with Forum was limited and not mediated (as would be the case for most grants) by a Programme Officer, who could follow up in more depth. Engagement should be at different levels within the grantee, focus more on discussing issues than following up on outputs and budgets, jointly developing learning and making connections. While reporting is needed, with such a relationship, their contents should not come as a surprise. It is important for a donor to respond to reports – talking through issues raised and what the next steps will be.

13) Use the opportunity for more trusting relationships with regular and open communication. Laudes Foundation emphasises equity and inclusion and the scope for a different, more equitable type of relationship is frequently cited in the literature as one of the benefits of core grants. This is both a matter of *what* is discussed and *how* it is discussed. As discussed in Section 3.6, Programme Officers need training in this to get the right balance, with less emphasis on ensuring compliance and more on a constructive, supportive dialogue.

14) If using Rubrics to evaluate core grants, there needs a different format to reflect more of an organisational focus. As was discussed earlier (see Section 1.5), it was hard to fit this evaluation of core grants to Rubrics, as the draft framework is more designed for projects. Laudes Foundation’s own Organisational Development Assessment Tool could provide the basis for this (Laudes Foundation, 2020). In developing the Terms of Reference for other evaluations of core grants, it

would make sense to ensure that the evaluation questions are explicitly related to the Rubrics criteria being used.

15) Consider whether core grants need to be time limited. For these grants, they were considered of limited duration with a definite ending date to address specific issues. But if the grantee can make a strong case that it can continue to make good use of core funding to increase its impact, there seems no reason why such time limits need to be put in place.

16) There should be a notice period and a plan for ending core grants from the outset. For smaller organisations in particular, core grants are invaluable while they last ... and can equally be problematic when they end. As discussed in Section 3.5.7, a grantee faces risks when such core grants come to an end. Therefore, there should be advanced warning to enable planning around that. Otherwise there is a risk that initiatives will be started, but then have to be abruptly curtailed at short notice.

17) Communicate with and influence other donors towards core grants. If Laudes Foundation does move more towards core grants and believes in their benefits, they can play a positive role in encouraging other donors to do the same. Interviews with other donors through the parallel research into core grants has shown this is topic of rising interest within the sector. This could be working in tandem with the same grantees, or a dialogue to bring about shifts in the wider sector.

6. Conclusion

The overall impact of the core grants is undeniable based on the evidence of this evaluation. Indeed, both internal and external informants have described the impact of the grants as transformational.

Forum was able to stay in business, which seemed seriously in doubt towards the end of 2016. Furthermore, as one informant put it, 'they are now in a place to think, not just survive'.

As a result, Forum now has a clearer programme focus and is better positioned to achieve its mission. According to one respondent, it allowed Forum to become more ambitious – increasing from two longer-term sectoral collaborations (e.g. cotton) previously to being able take on five or six.

There is also increased capacity for fundraising - proven by other donor grants that the Laudes core grants have helped leverage. Internally Forum is better able to manage itself and enable staff to play to their strengths.

The organisational changes the core grants brought about meant that it was much better able to deal with Covid-19.

While there is scope for improvement in specific areas as highlighted throughout the report, overwhelmingly this has been a positive experience, which Laudes Foundation can build upon as it considers the role of core grants for its partners in the future.

Annex A – Evaluation Terms of Reference

Introduction

[Laudes Foundation](#) is an independent foundation and part of the Brenninkmeijer family enterprise. Launched in 2020, we build on the six generations of entrepreneurship and philanthropy and stand next to the COFRA businesses and the family's other private philanthropic activities, including Porticus, Good Energies Foundation and Argidius Foundation. Although independent from them, we learn from their past and present experiences. In particular, Laudes Foundation will advance the industry-changing work of C&A Foundation.

Laudes Foundation is commissioning an independent evaluation of the core support grants provided to Forum for the Future for *Strengthening its Mission to Create Systems Change* and to arrive at an objective assessment of the extent to which the core support grant met its intended goals, to document the missed opportunities and provide a focused set of recommendations and lessons that will enhance learning and inform the strategies and core support decisions of similar organisations. The grant aligns with the foundation's strategic objective of strengthening platforms and institutions to enable industry-wide change.

The terms of reference present a brief description of the grant; scope; objectives and key questions; evaluation methodology; stakeholder involvement; roles and responsibilities; evaluation process; deliverables; audience and dissemination; consultant qualifications and projected level of effort.

The Grant

There are few independent institutions facilitating system change needed for a sustainable future in the apparel industry and beyond. Over the past years, Forum for the Future has played this critical role across multiple industries, including apparel (through the foundation funded Cotton 2040 initiative). It evolved its strategy towards system change working with multiple stakeholders on often pre-market initiatives and internationalised into an organisation working from four offices with global organisations. Hit especially hard by the uncertainty caused by the Brexit referendum and suffering from a lack of unified processes and systems, Forum for the Future was fighting for survival when it received Laudes Foundation's year one core support in December 2016. The original core grant helped Forum to make considerable progress on consolidating its operating costs, putting solid systems in place for tracking pipeline and financial management as well as restructuring staff. However, there was still a need for further core funding to fully embed these processes and to support ongoing organisational transformation to accelerate its impact and deliver financial resilience.

Laudes Foundation provided grants in two phases for core support to Forum for the Future, namely:

A. The first one year grant in 2016 aimed at developing and implementing a robust operating model based upon achievable financial returns, as well as to align the organisation structure and ways of working with the organisational strategy, to maximize their organisational position in the competitive market place. There were four main strands of activity that underpin the transition:

- Changing the way the organisation is organised to ensure we have the right people in the right places
- Revising the business model
- Implementing new systems and processes
- Focussing on learning in order to maximise collective knowledge and harness its potential to make change

The grant also helped Forum for the Future to make one-off investments in key areas, primarily IT, in order to support this transition.

B. The second core support grant provided in 2018 aimed to enable Forum for the Future to embed the systems and structures launched in 2017, and to move forward the organisational transition and refinements of its programmatic delivery and business model by:

- creating a sustainable financial model (to stabilise its reserve position with the goal of 20% by 2020)¹⁴
- evolving its business model for greater impact (to develop new partners and funders)
- improving its project management capabilities (new Project Automation System for better management)
- investing in knowledge management and learning (hire of a dedicated resource)
- improving its methods of assessing results (to become more effective, support fundraising and advance broader understanding of the field)

The second grant was expected to:

- create the conditions for Forum's financial stability, and diversify its income
- embed the infrastructure for efficient operations and effective controls
- Ultimately, this aimed to strengthen Forum to become the key system catalyst across industries (including apparel)

Laudes Foundation has provided approximately EUR1.04 million as core funding to Forum for the Future. Additional grant related details will be provided to the evaluation team by Forum for the Future and Laudes Foundation.

Scope

The evaluation should assess the value and impact of the core funding grants and examine how and why the grants met their intended objectives. The evaluation must assess how far grants have enabled Forum for the Future to achieve the outcomes noted above. The evaluation will also generate lessons learned and recommendations for similar funding opportunities and institutional strengthening grants. It must identify any missed opportunities and deepen knowledge and understanding of

¹⁴ The definition of a sustainable financial model has changed over the course of the grant from 20% to 18% of expenditures (excluding project costs). This corresponds to 20% of unrestricted income.

successes, failures, assumptions and potential for leveraging and building upon institutional strengthening grants for Forum for the Future and Laudes Foundation.

Objectives and Questions

The Evaluation Objectives are to:

1. Review the value addition of the core support grants to Forum for the Future organisational effectiveness
 - a. Assess the strategy, approach and design implemented by the grants in achieving and / or progress towards outcomes
 - b. Assess external and internal factors (in design and implementation) that have contributed to or impeded achievement of outcomes
2. Examine the quality of the design and implementation of the grant, the preconditions, and levers used by the institutional strengthening grants in achieving intended outcomes as well as sustainability
3. Distil actionable and strategic recommendations and lessons.

Evaluation Questions: The specific evaluation questions will include, but are not limited to the following:

A. Alignment, Design and Implementation

- How appropriate was the grant design in contributing to the institutional strengthening of Forum for the Future towards its objective of *Strengthening for its Mission to Create System Change*?
- How well was the grant aligned with the strategies of C&A Foundation (now Laudes Foundation) and Forum for the Future?
- How well was the grant aligned to the organisational needs and challenges of Forum for the Future?
- Were the intended outcomes achieved in an efficient manner? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?
- What trade-offs and adjustments, if any, have been made by the grant in order to drive efficiency?
- How well did Forum for the Future's existing skills and experience enable delivery of the outcomes and where were there gaps and why?
- Why was core support needed and was it the right kind of support, in terms of – duration, scope, funding amount and flexibility?
- Did the grant track outputs and outcomes in a credible, systematic manner? What mechanisms (formal or informal) were put into practice to capture results, experiences and lessons to inform the institutional strengthening approach?

B. Results

- What have been the results of the core support?
 - What difference has core funding made to Forum for the Future? E.g.,:
 - Leadership capacities internally and externally
 - Business development
 - Operational and financial capacities
 - Relationships with partners etc
- Was core funding used as it was initially intended? How did this change and why?
- What unintended results (positive or negative) did the grant produce and why?

- Did the initiative leverage or amplify the effects of other grants/initiatives?
- What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures? And why?
- What are the drivers (both positive and negative) that influenced grant implementation? What should the grant do to scale and sustain the positive drivers in the future?
- What are the main lessons learned from the grant?

C. Long-term value

- What has been the grants' value in building long term capacities for Forum for the Future?
- Has the grant been able to assure viability both for long-term and for scale? What were the missed opportunities?
- What are the main factors that promoted and/or reduced the grants' sustainability and results?
- What strategies or approaches adopted by the grant could produce medium-term and long-term impacts for institutional capacity building?

Methodology

The evaluation methods for assessing the effectiveness of core support grants are mixed leaning more towards qualitative methods

In doing so, the qualitative approach will ensure that evidence gathered can be sufficiently triangulated to assess logframe targets, deliver aggregate qualitative judgments on the basis of a broad range of data; documentary; interviews with staff of Forum for the Future, Laudes Foundation key informants (if any) and a structured micro-survey, including a value for money analysis. It is expected that evaluation methodological framework will draw on how to measure the institutional strengthening outcomes of the grant. The methodology should also explore systemic approaches to evaluation of core support grants and their impact on individual organisations as well as the system around them.

Qualitative data will be used to provide critical insight into health and effectiveness of the institutional strengthening grant, how it has contributed to results, and how it has supported the delivery of results or not. The evaluation will follow, but is not restricted to, the below mentioned data collection methods. Attention needs to be paid to triangulating feedback different actors in order to ensure validity. Rigorous qualitative approaches (e.g., content analyses) should be employed to analyse and examine data, causality and contextual influencing factors, where possible.

Portfolio and documentary review will be conducted based on all existing initiative related documents and data held by Forum for the Future. The review (alongside initial interviews) will be conducted first.

Semi-structured Interviews will be conducted with informants including:

- Relevant Forum for the Future staff
- Forum for the Future trustees
- Laudes Foundation staff

Rating system: In addition to this, the evaluation team will employ the rubrics rating system that rates the grants' overall performance. The rating will be developed by the Evaluation Team in consultation with the Effective Philanthropy team at the foundation.

Sampling: Purposive stratified sampling will be done for identification of key stakeholders for surveys, interview and focus groups. Stakeholder Involvement is critical to the successful execution of the evaluation. The evaluation is expected to employ a participatory approach providing for meaningful involvement the partner engaged in the core support grants.

Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the evaluation. The evaluation consultancy is expected to retain independence in coming to judgments about the grant but employ participatory and collaborative approach providing for meaningful involvement of Laudes Foundation and Forum for the Future management and staff, .

The key stakeholders are:

- Relevant Forum for the Future staff both part of management and those involved in the grant
- Key staff at Laudes foundation involved with this initiative

The draft report will be discussed in a meeting and also circulated to relevant Forum for the Future and Laudes Foundation staff and management for review and comments prior to finalisation.

Roles and Responsibilities

The Evaluation Manager¹⁵ is responsible for:

- Overall responsibility and accountability for management and delivery of the evaluation up to and including approval of the final report;
- Technical guidance for the evaluation consultants throughout the implementation of the evaluation up to and including participation / observation of field visits.
- Leadership of the evaluation draft report review process including collating comments and facilitating discussion and management responses.
- In all of these roles, necessary support will be provided by other members of the Laudes Foundation Effective Philanthropy Team.

The Programme Manager at Laudes Foundation is responsible for:

- Facilitation on the evaluation including access to initiative related data, all documents, and access to stakeholders (internal and external);
- Reviewing and commenting on drafts of the inception and evaluation report;
- Preparing a management response, as and when necessary.

¹⁵ The Evaluation Manager is not involved in the management of the initiative or the day to day operations.

The Grant Manager at Forum for the Future is responsible for:

- Facilitation and day-to-day assistance to the evaluation consultants including access to initiative data, all documents, and access to stakeholders;
- Reviewing and commenting on drafts of the inception and evaluation report;
- Preparing a management response, as and when necessary.

The evaluation consultants are responsible for:

- Conducting all necessary qualitative and quantitative assessments and fieldwork;
- Day-to-day management of the evaluation;
- Regular formal and informal reporting to the Evaluation Manager;
- Participation in key evaluation related meetings (kick off meeting, inception report meeting and draft findings meeting etc.)
- Production of deliverables (inception report and evaluation report) in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to Fabio Almeida, ONE Manager, Laudes Foundation on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting / responses processes. Additional evaluation Support will be provided by Lee Alexander Risby, Director of Effective Philanthropy.

Evaluation Process

The evaluation will be carried out in conformity with the principles and standards set out in Laudes Foundation [minimum requirements](#) and [policy](#) for Monitoring and Evaluation.

The consultants will prepare an evaluation **inception report and work-plan** that will operationalise the Terms of Reference and outline the use of rubrics rating system in the evaluation. The inception report will be based on initial documentary review and preliminary interviews with different actors.

The inception report and work-plan will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; elaboration of the initiative programme theory, as appropriate; any refinements and elaboration to evaluation questions; methods – qualitative and quantitative and data collection, including possible constraints; outline of the final evaluation report and an evaluation matrix linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Evaluation Manager and act as an agreement between the consultants and the Laudes Foundation on how the evaluation is to be conducted.

The consultants will prepare the **draft and final evaluation reports** that describe the evaluation methodology, findings, recommendations and key lessons.

If significant differences arise regarding the interpretation of evidence between Laudes Foundation and Forum for the Future programme management on the external evaluation report, an opportunity will be provided to formulate a management response to the findings and recommendations. This will be published with the final report.

Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
- End of Data Collection – initial findings workshop or a virtual call with Laudes Foundation and Forum for the Future staff
- Draft evaluation report
- Findings Meeting (in person meeting with relevant Laudes Foundation and Forum for the Future staff)
- Final evaluation report, not to exceed 30 pages, with a two page executive summary

Audience and Dissemination

Main audiences for the evaluation will be Laudes Foundation and Forum for the Future. The final evaluation report will be published by Laudes Foundation and Forum for the Future staff and disseminated through websites and social media.

Learning products including a lessons notes will be developed after the completion of the evaluation.

Annex B – Meetings Carried Out

Inception Phase

Date	Person	Position/Organisation
28 th May	Kick Off Meeting	
	Jane Lawton	Chief Development and Communications Officer, Forum for the Future
	Clare Baker	Development Manager, Forum for the Future
	Lee Risby	Director of Effective Philanthropy, Laudes Foundation
	Fabio Almeida	Organisational & Networks Effectiveness Manager, Laudes Foundation
16 th June	Anna Birney	Global Director of Systems Change Learning
19 th June	Jane Lawton	Chief Development and Communications Officer, Forum for the Future
	Clare Baker	Development Manager, Forum for the Future
19 th June	Sally Uren	Chief Executive, Forum for the Future
22 nd June	Natasha Houseman	Chief Operating Officer, Forum for the Future
23 rd June	Frauke Gorosabel	Grant Administration Manager, Laudes Foundation
26 th June	Leslie Johnston	Chief Executive Officer, Laudes Foundation
2 nd July	Jane Davidson	Real Evaluation

Data Collection Phase

Date	Person	Position/Organisation
14 th August	Hannah Pathak	UK/Europe Geographical Director, Forum for the Future
17 th August	Ariel Muller	APAC Geographical Director, Forum for the Future
17 th August	Richard Savill	Financial Planning Manager, Forum for the Future
19 th August	Mike Barry	Sustainability Consultant (formerly Director, Sustainable Business, Marks and Spencer)

20 th August	Charlene Collison	Associate Director, Sustainable Value Chains and Livelihoods, Forum for the Future
1 st September	Jo Lyon	Learning and Knowledge Curator, Forum for the Future
2 nd September	Jane Lawton	Chief Development and Communications Officer, Forum for the Future
2 nd September	Martin Hunt	Principal Project Manager, Forum for the Future
3 rd September	Jonathan Orchard	Auditor of Forum for the Future, Partner at Sayer Vincent
4 th September	Fiona Thompson	Board Member, Forum for the Future
4 th September	Anita Tiessen	Board Member, Forum for the Future
4 th September	Natasha Houseman	Chief Operating Officer, Forum for the Future
5 th September	Sally Uren	Chief Executive, Forum for the Future
8 th September	Anna Birney	Global Director of Systems Change Learning
9 th September	Lisa Boyd	Senior Director, Corporate Responsibility and Sustainability, Target
10 th September	Keith Clarke	Outgoing Chair, Forum for the Future
25 th September	Leslie Johnston	Chief Executive Officer, Laudes Foundation
25 th September	Lisa Morden	Vice President, Safety and Sustainability at Kimberly-Clark Corporation
5 th October	Frauke Gorosabel	Grant Administration Manager, Laudes Foundation
22 nd October	Alice Evans	Deputy CEO, Lankelly Chase Foundation

Annex C – Documents Received to Date

Clare Baker (2020), Email of 5th October on Forum learning and knowledge management survey

C&A Foundation (18th November 2016), Core Grant Agreement with Forum for the Future – Grant Reference No. 5980

C&A Foundation (1st January 2018), Core Grant Agreement with Forum for the Future (2) – Grant Reference No. 6906

C&A Foundation (9th August 2019), C&A Foundation Evaluation Rubric and Rating System (ERS) for Evaluating Initiatives – A Guideline for Field Testing

C&A Foundation (undated/a), C&A Foundation Theory of Change

C&A Foundation (undated/b), Narrative for the Theory of Change of the C&A Foundation: Institutional and Networks Strengthening (INS) Strategy

Jane Davidson (2020), E Jane Davidson on Evaluative Rubrics, American Evaluation Association

Stephen Delahunty (2020), NGOs predict rough future over next couple of years, 8th October 2020 in The Third Sector

Forum for the Future (2016), Staff Survey 2016: Presentation to staff

Forum for the Future (2017a), Interim Financial Report, August 2017

Forum for the Future (2017b), Interim Report for C&A Foundation Ref 5980, August 2017

Forum for the Future (2017c), Staff Survey 2017: Presentation to staff

Forum for the Future (2018a), Annual Report and Financial Statement for the year ended 31st December 2017

Forum for the Future (2018b), Financial Report, August 2018

Forum for the Future (2018c), Interim Report for C&A Foundation Ref 6906, August 2018

Forum for the Future (2018d), The Future of Sustainability 2018: Living in nonlinear times

Forum for the Future (2018e), Forum for the Future Staff Feedback for SMT 2018

Forum for the Future (2018f), Forum for the Future Business planning: 2019-2021

Forum for the Future (2019a), Annual Report and Financial Statement for the year ended 31st December 2018

Forum for the Future (2019b), Financial Report, 31st December 2018

Forum for the Future (2019c), Financial Report, November 2019

Forum for the Future (2019d), Interim Report for C&A Foundation Ref 6906, January 2019

Forum for the Future (2019e), The Future of Sustainability 2019: Driving systems change in turbulent times

Forum for the Future (2019f), Pulse survey results – except from HR report to Trustees 2019

Forum for the Future (2019g), Final Self-Reflection Report for C&A Foundation Ref 6906, November 2019

Forum for the Future (2020a), Annual Report and Financial Statement for the year ended 31st December 2019

Forum for the Future (2020b), Chief Executive report excerpts – staff surveys and people updates

Forum for the Future (2020c), The Future of Sustainability 2020: From system shock to system change – time to transform

Forum for the Future (undated), Overall Theory of Change

Forum for the Future (undated), Theories of Change for the Three Challenge Labs, Transformational Strategies and Cultivate (Coaching and School) workstreams

Natasha Houseman (2020), Emails of 6th and 21st October containing financial information, Forum for the Future

Laudes Foundation (2020), Organisational Development Assessment Tool

Rod MacLeod (2020), Research on Core Grants as an Effective Funding Mechanism

Michael Midling (March 2019), Independent Evaluation of the Cotton 2040 Initiative

Annex D – Evaluation Framework of Enquiry

A. Design, Alignment and Implementation

Evaluation Questions	Possible Sub Questions
<p>Design</p> <p>1. How appropriate was the grant design in contributing to the institutional strengthening of Forum for the Future towards its objective of <i>Strengthening for its Mission to Create System Change</i>?</p> <p>2. Why was core support needed and was it the right kind of support, in terms of – duration, scope, funding amount and flexibility?</p>	<ul style="list-style-type: none"> • What was the process for designing the grant? • How were the institutional strengthening needs assessed? • Did design take account of previous lessons learned. • Was core support appropriate in these circumstances? • What has been learned about the design process? • How could the design process have been improved?
<p>Alignment</p> <p>3. How well was the grant aligned with the strategies of C&A Foundation (now Laudes Foundation) and Forum for the Future?</p> <p>4. How well was the grant aligned to the organisational needs and challenges of Forum for the Future?</p>	<ul style="list-style-type: none"> • What were the strategies of each organisation? • How did the grant fit with these? • Did the support take account of Forum’s capacities and priorities? • Was anything learned about how the alignment could have been better understood?
<p>Implementation</p> <p>5. Were the intended outputs achieved in an efficient manner? Were the programme targets achieved on time? Were the targets realistic given the scale of operations?</p> <p>6. How well did Forum for the Future’s existing skills and experience enable delivery of the outcomes and where were there gaps and why?</p> <p>7. How strong was the partnership between FFF and Laudes Foundation?</p>	<ul style="list-style-type: none"> • What was achieved against what was planned in the designated timeframe? • Was the approach inclusive, enabling, empowering and capacity enhancing? • How could implementation have been strengthened? • How did the partnership work? • What value did it add? • What was learned in the process of implementation? • How could it have been better?
<p>Monitoring and Adaptive Management</p> <p>8. What monitoring was there and what adjustments were made? Were they sensible?</p>	<ul style="list-style-type: none"> • What monitoring was there? • How did this affect decisions? • Did it result in the right decisions in a timely way?

9. Was core funding used as it was initially intended? How did this change and why?	<ul style="list-style-type: none"> • How could it have been better? IF so, how?
<p>Learning, Improvement and Communication</p> <p>10. Did the grant track outputs and outcomes in a credible, systematic manner? What mechanisms were put into practice to capture results, experiences and lessons to inform the institutional strengthening approach?</p> <p>11. How could FFF's MEL system be improved?</p>	<ul style="list-style-type: none"> • How were outputs and outcomes assessed? • How was this information used? • What changes resulted? • How was learning communicated? • How could this have been improved?

B. Results

Evaluation Questions	Possible Sub Questions
<p>Key Results from the Grants</p> <p>12. What have been the results of the core support? What difference has core funding made to Forum for the Future? E.g.,:</p> <ul style="list-style-type: none"> • Leadership capacities internally and externally • Business development • Operational and financial capacities • Relationships with partners <p>13. What unintended results (positive or negative) did the grant produce and why?</p> <p>14. Did the initiative leverage or amplify the effects of other grants/initiatives?</p>	<ul style="list-style-type: none"> • What were the key changes? • Take each bullet in turn if not covered? • What is the evidence? • Where were there gaps? • How did the core grant help address these? • What were the side effects of the grant? • How could the results have been improved? • How did the outcomes affect other grants? • What learning did this generate about granting?
<p>Factors Influencing the Grants' Success</p> <p>15. What external and internal factors as well as challenges and risks have influenced the implementation, successes and failures? And why?</p> <p>16. What are the drivers (both positive and negative) that influenced grant implementation?</p>	<ul style="list-style-type: none"> • What positive and negative factors influenced success? • How did changes in the external environment affect results? • What were the internal barriers and opportunities? • How could the project better have taken account of these factors?

C. Longer-term value

Evaluation Questions	Possible Sub Questions
Longer term changes from the grants	

<p>17. What has been the grants' value in building long term capacities for Forum for the Future?</p> <p>18. Have the grants been able to assure viability both for long-term and for scale?</p> <p>19. What are the main factors that promoted and/or reduced the grants' sustainability and results?</p> <p>20. What strategies or approaches adopted by the grant could produce medium-term and long-term impacts for institutional capacity building?</p>	<ul style="list-style-type: none"> • Of the changes indicated above, which are likely to sustain? • How viable is FFF now and likely to be in the future? • What factors have contributed to this? • How could the grant have been designed to have achieved better long term results? • If starting again, how would you do it differently?
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D. Conclusions and Recommendations

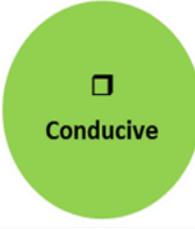
Evaluation Questions	Possible Sub Questions
<p>Longer term changes from the grants</p> <p>21. What are the main lessons from these grants?</p> <p>22. What is recommended for a) FFF and b) Laudes Foundation to build upon, scale and sustain the achievements from these core grants to date and address the shortcomings?</p> <p>23. What does this experience tell us about the provision of core grants in general?</p>	<ul style="list-style-type: none"> • If starting again, what would be done differently? • What should be done in the future to strengthen what has been achieved? • Where are future priorities? • How should core grants be applied by Laudes in the future? • What lessons have been learned that might be applied to other donors? • How should core granting be used in the light of Covid-19?

Annex E – Relevant Extracts from Laudes’ Rubrics System

A1. Right design to address important issues/needs, strengthen organisations and networks, and influence policies, legislation and industry narratives

Rating	Description: “Right design”
 <p>Thrivable</p>	<p>The initiative has been very well designed, developed, adapted and/or refined to address the most important issues/needs in this setting to produce systemic impact by making a strong and effective contribution to the fairness and sustainability of the fashion industry. It clearly builds on past lessons and contributes to advance the C&AF's broader strategy. The emphasis is on industry responsibility to create a market that promotes lifestyle and societal change and fosters the dignity of every person rather than relying on consumer or employee vigilance.</p>
 <p>Conductive</p>	<p>The initiative has <i>on the whole</i> been well designed, developed, adapted and/or refined to address <i>most</i> of the important issues/needs in this setting to produce systemic impact by making a worthwhile contribution to the fairness and sustainability of the fashion industry. It builds on past lessons and contributes to advance the C&AF's broader strategy. Some minor limitations, however, are evident as opportunities for strengthening the design, e.g., by enhancing the emphasis on industry responsibility rather than relying on consumer or employee vigilance; strengthening the capacity of participating organisations; fostering better networking or collaborative work among key stakeholders; influencing relevant policies and legislation; or changing the narratives that may be holding back this part of the industry.</p>
 <p>Partly Conductive</p>	<p>The initiative’s design is relatively strong, but some important opportunities were missed to develop, adapt and/or refine it in light of the particular contextual challenges or issues encountered. Its potential to produce systemic impact is not strong and it is unclear whether it builds on past lessons. The resulting limitations are compromising the initiative’s effectiveness in this setting.</p>
 <p>Unconductive</p>	<p>The initiative’s design, although conceptually strong enough to obtain funding initially, has turned out not to be as well suited to some of the unanticipated challenges and conditions in the implementation environment. Although it may address some issues, the current design does not adequately address some of the root causes or hidden needs that are key to producing systemic impact that will lead to genuine industry change in this setting.</p>
 <p>Harmful</p>	<p>Despite having a design concept promising enough to win funding initially, the issues faced in practice are very different from what was anticipated. The initiative’s current design, even with adaptations, seems likely to <i>exacerbate</i> rather than improve the status quo.</p>

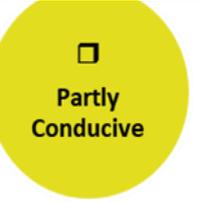
A2. Alignment with C&AF's strategies & partners' strengths

Rating	Description: "Alignment"
	<p>The initiative is closely aligned to C&A Foundation's ultimate outcomes, mission, and strategies expressed in the organisation-wide theory of change. It also fully takes into account the partners' strengths, capacity and priorities.</p>
	<p>The initiative's level of alignment with the mission and priorities of both the C&A Foundation and the partners is generally good, although there are some places where a minor lift in partner capacity and/or better alignment with C&AF's strategies would improve the likelihood of effective impact.</p>
	<p>The initiative is <i>mostly</i> aligned with mission, priorities and main strategies of the C&A Foundation and the strengths of the partner organisation(s). Although not crucial, the misalignments are significant enough that they affect (or are likely to affect) the effectiveness of the initiative, although not severely.</p>
	<p>The initiative is at least partly aligned with the priorities and interests of the C&A Foundation but clearly lacks alignment with the strengths, capacity or priorities of the partner organisations – or the reverse. This misalignment is substantial enough that it is likely to significantly affect the likely success of the initiative.</p>
	<p>A highly problematic misalignment exists between the initiative and the partners' strengths, creating a situation where the partners have to perform in a way that is likely to threaten their organisational survival in the mid- or long-run.</p>

A3. Good implementation: Inclusive, enabling, empowering, capacity-enhancing implementation approach

Rating	Description: “Good implementation”
	<p>The initiative is not only implemented efficiently, thoroughly, professionally, ethically, culturally appropriately, consistently with relevant legal and professional standards, but also uses strategies that include, enable, empower, and enhance the capacity of participating organisations, groups and individuals, especially the ones with a long history of exclusion, discrimination and disempowerment.</p>
	<p>At this level, the initiative is implemented efficiently, thoroughly, professionally, ethically, culturally appropriately, and consistently with relevant legal and professional standards. Some minor limitations may occur.</p>
	<p>Overall, the initiative is implemented reasonably well. Some inefficiencies and inconsistencies may take place, but none of them are very serious.</p>
	<p>Several major limitations are evident in the implementation of the initiative, especially in terms of efficiency. Other relevant ethical, professional, cultural appropriateness and consistency issues are also observed. However, those serious limitations are not clearly harmful to organisations, groups or individuals participating or affected by the initiative.</p>
	<p>The initiative is being/was implemented in a way that produced negative, harmful consequences to organisations, groups or individuals, especially the ones already historically excluded, discriminated and disempowered.</p>

A4. Proper monitoring to inform sound adaptive management

Rating	Description: “Proper monitoring”
 <p>Thrivable</p>	<p>The initiative has adopted clear, well-designed and effective monitoring strategies to collect and report key information about the quality of its implementation, key outputs and early outcomes. Sensemaking meetings to discuss monitoring findings are held regularly and involve all key people within the initiative. The monitoring reports are short, reader-friendly, engaging and straight to the point, making good use of data visualisation. Based on the monitoring report and sensemaking meetings, managers make decisions to adapt and improve the initiative so it will remain relevant, efficient and effective over its lifespan.</p>
 <p>Conductive</p>	<p>At this level, the initiative's monitoring system is quite helpful to inform managers how to adapt the initiative in order to improve its implementation, outputs and early outcomes. Some minor limitations may occur, such as reports a little less focused, too long or bad dataviz, or sensemaking meetings not so regular and/or productive.</p>
 <p>Partly Conductive</p>	<p>Overall, the initiative's monitoring system is reasonably good. Some inefficiencies and inconsistencies may take place, but none of them are very serious.</p>
 <p>Unconductive</p>	<p>Several major limitations are evident in the initiative's monitoring system, especially in terms of relevance and usefulness of the information generated. Typically, the monitoring system collects a lot of data that is not really focused on the real important questions managers need answers for in order to adapt and improve the initiative. However, those serious limitations are not clearly harmful to the initiative or the people or organisations involved.</p>
 <p>Harmful</p>	<p>The initiative's monitoring system is badly designed. The quality of the data collected is poor and/or the analyses and reporting is misleading. Managers end up making wrong decisions based on the monitoring data which compromised the quality of the initiative's implementation, generating poor outputs and negative early outcomes.</p>

D1. Organisational & network effectiveness: Organisations & networks with the right capability and capacity to produce relevant outcomes

Rating	Description: "Organisational & Network Effectiveness"
 <p>Thrivable</p>	<p>The organisation(s) involved in the initiative and the essential network(s) connected to it have the right knowledge, skills and capacity (including strong leadership, governance, innovation, strategy, entrepreneurship, planning, execution and catalytic) to design, influence, promote and implement results-focused changes. They are managing to fully achieve all relevant outcomes they were set up to produce. Their values are fully aligned with C&AF's values.</p>
 <p>Conductive</p>	<p>The organisation(s) and/or network(s) have most of the knowledge, skills and capacity, but are struggling to achieve some of the outcomes they were set up to produce. The few that they are not being able to achieve will limit in a meaningful way their ability to contribute to systemic impacts. Their values are fully aligned with C&AF's values.</p>
 <p>Partly Conductive</p>	<p>The organization(s) and/or network(s) have the knowledge, skills and capacity, but are seriously struggling to achieve some of the outcomes they were set up to produce. They are missing several outcomes, but not the ones that are considered essential - that would make them a failure. Not all their values are fully aligned with C&AF's, but none are incompatible.</p>
 <p>Unconductive</p>	<p>The organisation(s) involved in the initiative and possible network(s) connected to it lack the knowledge and capacity to design, influence, promote and implement results-focused changes. The organisation(s) and/or network(s) are unable to achieve any of the relevant outcomes they were supposed to produce. Also, some of their values may be incompatible with C&AF's values.</p>
 <p>Harmful</p>	<p>The initiative was designed and/or implemented in a way that actually caused harm to the organisation(s) and/or network(s) involved, confusing their initial knowledge with wrong information and introducing misleading methods that diminished their capacity to effectively produce the key outcomes they were set up to produce. Also, several of their values may be incompatible with C&AF's values.</p>