

Final Evaluation of 'Omzet met Impact' Programme

Case study report

Clothes the Circle

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Abbreviations

CtC	Clothes the Circle
CSR	Corporate Social Responsibility
EPR	Extended Producer Responsibility
GVK	<i>Grameen Vikas Kendra</i>
MVO	<i>Maatschappelijk Verantwoord Ondernemen</i> (Responsible Business Conduct)
Oml	Ondernemen met Impact (“Business with Impact”)
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
RBC	Responsible Business Conduct
RVO	<i>Rijksdienst voor Ondernemend Nederland</i> (Netherlands Enterprise Agency)
SDGs	Sustainable Development Goals
SROI	Social Return on Investment
ToC	Theory of Change
ToR	Terms of Reference

1. Introduction

This report describes the main features, activities and results of Clothes the Circle (CtC) project. This project is one of the 12 projects that are co-financed by MVO Nederland's 'Omzet met Impact' ('Business with Impact') programme. Implementation of this project started in India in 2017 (see Section 2). The report furthermore assesses the project in terms of its effectiveness and impact (Section 3), its relevance and sustainability (Section 4), as well as its additionality and leverage (Section 5). Conclusions are presented in Section 6.

The **main purpose of Clothes the Circle** is to produce high-quality and affordable textile products on a large scale, working with recycled and circular materials in a transparent, CSR-friendly production chain. "By offering competitive prices for these products we are aiming for a (mainstream) market transition towards circular fashion and circular workwear. In addition we want to create a new (export) market for Dutch expertise in pre- and post-consumer textile recycling and reduce millions of kilos wasted textiles."

(MVO Nederland, n.d.)

2. Brief description of the project

The main purpose of Clothes the Circle is to produce high-quality and affordable textile products on a large scale, working with recycled and circular materials in a transparent, CSR-friendly production chain.¹

In 2017, MVO Nederland set up Clothes the Circle, which was initially a Dutch-Indian platform where relevant textile businesses could collaborate to make textiles circular. CtC is partially initiated through the INDUS Forum. Businesses from all points in the textiles value chain – sorters and processors of textile waste all the way through to spinners, knitters, and retailers – were brought together in the initiative. The consortium consists of businesses involved in textiles in the Netherlands and India. Boer Group, Havep, Omar Munie, i-did, Sympany, Ton Wiedenhoff, and UPSET are the Dutch businesses. Khloom, Enviu, GVK are the Indian partners.²

Every year, companies worldwide produce millions of kilos of clothing, a large part of which is never sold. Together with millions of kilos of worn clothing and leftover scrap fabric, these unsold items end up on a huge pile, which is then considered as waste. It is either burnt, dumped in landfills or used to drain wet patches of land. Globally, only one percent of all worn textiles are returned to new textiles. In short, the current textile industry is responsible for a huge waste of raw materials and water.

The project is expected to contribute (especially) to SDG 8 *Decent work*, SDG 12 *Responsible consumption and production* and SDG 17 *partnerships*. Additionally, the Project Summary document identifies other SDGs to which it could potentially contribute. These are SDG 1 *No poverty* and SDG 2 *No hunger*, SDG 3 *Good health and wellbeing*, SDG 4 *Quality education*, SDG 5 *Gender equality*, SDG 9 *Industry innovation* and SDG 13 *climate action*.

MVO Nederland identified the risks related to Responsible Business Conduct. One of the steps is the development of a recycling & shredding facility in India for processing cutting waste and leftovers from the Indian producers and to engage spinners for making recycled yarns out of it. This is also the most challenging part, given that the consortium needs investment for the facility and the first CSR risk

¹ Project website https://www.mvonderland.nl/internationalwork_old/clothes-the-circle/ accessed 31 May 2021.

² Project website https://www.mvonderland.nl/internationalwork_old/clothes-the-circle/ and Project Summary document.

assessment indicates that the Indian spinning industry is full of poor labour conditions, including child labour.

The consortium works on a bottom-line approach of using existing labour standards like GOTS, SA8000 and BSCI, combined with full transparency of the complete supplier base in India. On the longer term, the consortium wants to generate increased market demand in the supplier base (due to lower prices of the recycled yarns) to enforce positive contribution and impact on the SDGs. Through INDUS Forum, local NGO's will be engaged on contributing to the SDG's and for (pre)selecting the supplier base in India.

A risk assessment has been conducted related to:

- Level of participation in India
- Investment needs
- Business model, governance structure and ownership
- Intellectual rights and open innovation level
- Level of RBC/CSR implementation

3. Effectiveness and impact

This section addresses the evaluation questions with respect to effectiveness and impact. General evaluation questions addressed in this chapter are:

1. Have the **activities** described in the proposal of the project been **carried out**?
2. Have the **goals and targets** described in the proposal been **reached**?
3. Were the **assumptions and trajectories** described in the ToC proven to be **correct**?

The company *Avance* assisted MVO Nederland in making a Theory of Change of the Clothes the Circle project (see Appendix 2). This ToC describes the pathway from waste to value in the textile supply chain and lists the underlying assumptions of the project. Apart from the project-specific ToC developed for the CtC project, there is the general ToC of the Business with Impact programme, which illustrates that there is support to the implementation of the project – as well as other projects in Pillar 1 – and to achieving results from activities within the pillars 'Enabling Environment' and 'Due-diligence tools'.

The background issue as specified in the ToC is the growing demand of circular garments and agri-food products in NL/EU exceeding supply, through which the prices for virgin materials will rise. Large volumes of textile waste are (still) discharged or downcycled, leading to an immense negative environmental impact.

Three inputs are specified: (1) MVO Nederland identifies SIB opportunities, (2) MVO Nederland brings in the Dutch innovative business network, and (3) MVO Nederland guides SIB business development.

Activities related to input (1) are specified as:

- Explore circular textile ambitions in India/the Netherlands (SIB-scan)
- Build innovative consortium (CtC)
- Show opportunities (design and produce a circular dress and a circular suit)
- Disclose market data and potential business opportunities (through INDUS)

Activities related to input (2 and 3) are specified as:

- Disclose Indian and Dutch companies offering circular products (INDUS base)
- Involve and connect Dutch covenant parties/suppliers (INDUS)
- Initiate feasibility study for export of CtC innovations in India (DOEN)

- Match relevant Dutch/Indian companies/experts (offline event/training in India)
- Idem in the Netherlands (offline event/DCTV)
- Engage donors, governments and stakeholders in the Netherlands/India

The ToC specifies the following related outputs (i.e. results within the project's sphere of *direct control*):

- Active business platform with disclosed and accessible innovations for waste recycling (through INDUS)
- Operationalise joint ambitions to accelerate circular production from textile waste
- NLD/IND companies have strategies (& technology) implemented to reduce, reuse and recycle textile waste

These outputs are expected to contribute to three outcomes (i.e. results within the project's sphere of *direct influence*):

- Bilateral businesses agreements implement (Dutch) innovations for reusing waste in new value chains (export);
- Increased structural demand for recycled (textile) products;
- 0-waste focal point India (involving Solidaridad?)

These outcomes are expected to contribute to the following results:

- New local recycling industry that creates 0-waste solutions and economic growth/poverty reduction in textile sector;
- Dutch mainstream brands and retailers have access to affordable circular products;
- Regional cooperation within India (& Sri Lanka).

Consequently, the project is expected to lead to using waste to value in the textile supply chain.

The ToC specifies three explicit assumptions:

1. Demand for circular product will rise due to higher prices of virgin fibres and upcoming legislation;
2. Factories & brands willing to cooperate and disclose;
3. Donors will fund research & scaling.

Three enablers and disablers are specified:

1. Sufficient co- funding attracted (incl. companies)
2. Transparency in the supply chain
3. Supply chain demand

And three KPI's are defined:

1. # of companies and parties involved/INDUS
2. # of innovations and recycling technologies disclosed/INDUS
3. At least 2 matchmaking events (funded)
4. Long term INDUS strategy (funded)
5. # of matches by MVO NL

The Project Summary document identified the following activities of which some have been confirmed to be carried out:

- Set up consortium, ambition statement, PR-material and communication format (factsheets, logo), business model, organisational and financial plan (*completed*)
- Development of and partnering with supplier base in India through INDUS, RNE/NBSO and Enviu network (*completed*), and in Sri Lanka

- Feasibility and risk assessment of circular spinning and fabric making in India (*completed*), and measuring the SDG impact
- Impact plan on measuring environmental and social impact, and to minimise CSR risks (*completed*)
- Fundraising plan (for consortium) and attracting Dutch or Indian investors (for UpSet recycling plant) (*completed*)
- Pilot production with recycled cutting waste in India and a guaranteed batch of virgin bio-cotton (*completed*)
- First production sold through one of the identified launching customer (Dutch covenant retailer)
- Recycling plant in India (sorting & shredding) (*completed*)
- Scaled yarn/fabric/garment production in India (and Sri Lanka) with cutting waste (pre-consumer) and if feasible textile waste from consumers (post-consumer), focused on the 331 producers in India who are supplying Dutch brands within the Dutch covenant (*ongoing*)
- Scaled business model concept to other brands, stakeholders and production countries (*ongoing*)

3.1 Effectiveness

Relevant evaluation sub-questions in the ToR addressed in this section are:

1. How much **ownership** of the project lies with the SME's and with MVO NL?
2. To what extent did the project result in **lasting trade/investment relations** between the Dutch SME's and the local trade partners?
3. To what extent were **other stakeholders**, such as civil society, **meaningfully included** in the development and execution of the project?

This section also refers to the earlier-mentioned general questions:

1. Have the **activities** described in the proposal of the project been **carried out**?
2. Have the **goals and targets** described in the proposal been **reached**?
3. Were the **assumptions and trajectories** described in the ToC proven to be **correct**?

There seems to be progress along the results chain towards achieving the CtC project's objectives, as pre-defined activities have been carried out and expected output has been realized. It is likely that the realized output will contribute to the project's outcomes. However, apart from awareness, no results at outcome level can be observed yet. Measurement is ongoing and the report should be available in one year.³ The project document identified specific and measurable indicators. The envisaged scale of recycled yarn production in India makes the yarns reachable and affordable for (the producers of) mainstream fashion and workwear brands in The Netherlands.

- Volume of recycled pre-industrial cotton waste in tonnes/year & price
- % of recycled cotton in products (yarns/fabrics/garments)
- Number of customers (and market volume) for these recycled products

It is clear that the existence of the Dutch textile covenant contributed to the success of the project. The covenant partners all received invitations for workshops, seminars/webinars and round table organized about e.g. RBC and circularity through Pillar 3 (enabling environment) of the Oml programme. Next to that the CSR Risk Check tool was available to check RBC risks in the supply chain of the covenant partners. Based on this we can also conclude that the Oml programme contributed to the success of the textile covenant.

It is difficult to come up with a conclusive statement on the assumptions specified in the ToC, since outcome and impact can hardly or not be observed yet. The demand and interest for circular products

³ Interview with Sympany.

are increasing, cooperation between factories & brands have been build, and already some donors have shown interest to fund further research and investors are interested to invest in upscaling. Although outputs and partly outcomes have been realized, it is too early to see if all envisaged outcomes and impact will be reached.

Interviewees mentioned that the project has led to peer learning. A collaboration framework was developed that created openness to share ideas and knowledge, leading to increased trust among partners which is significant when competitors are involved as collaborators. The project also has led to the founding of Upset, a commercial production company existing of Dutch textile companies and Enviu. (This fits into the upscaling through companies' route in the Oml ToC.)

The project is in the upscaling phase and good progress has been achieved. Khaloom, the Indian partner, offers hand-woven fabrics made from recycled yarns. Cutting waste from industries and clothes are discarded, but still with high value. The waste is shredded mechanically into fibres and spun into yarns (post-industrial recycled and post-consumer recycled respectively). Khaloom then converts yarns into upcycled textiles. Khaloom was founded by Enviu and Sympany. The sportswear brand Asics initiated a cooperation on circular textile production in Sri Lanka with the Hirdaramani group, which was facilitated by MVO Nederland. Cemba, a Dutch matrass maker was facilitated by MVO Nederland to set up a circular matrasses plant in Bangladesh and corporate wear company Schijvens was inspired by this project to develop a full circular collection for Ahold, as well as the denim deal. These best practices were shared in several matchmaking programmes between India, Sri Lanka, Turkey and Australia which has led to more than 10 concrete business co-operations in 2021 (separately funded by RVO/RNE) And last but not least, the CtC consortium is still active in matching textile waste streams from Dutch companies to production partners abroad, coordinated – and privately funded – by MVO Nederland.

3.2 Impact

This section focuses on the project's impact.⁴ Impact refers to results within the project's sphere of indirect influence. The relevant evaluation sub-question in the ToR with respect to Pillar 1 is: "To what extent can project results be seen as (potential) contributions to the SDG's?"

The relation between outcomes and impacts is difficult to assess as long as outcome is only partially realized. The interviewees however did mention several activities that are expected to create positive impacts. One was the collaboration within the consortium, since partners were involved from different stages of the textiles value chain. That led to the mentioned outcome of peer learning as well.

The other impact area is the conscious contracting that is required to be followed by the consortium partners on a basis of trust and transparency. It included, for instance, meeting minimum social standards and to demonstrate positive impact on relevant SDGs, as well as avoidance of NDAs and other legal but intransparent instruments. It still facilitates the group in doing business in an open and mission-oriented way when they meet every six weeks to discuss the feedstock and waste streams sent in and to decide on how and where to process that feedstock.

The project is expected to contribute (especially) to SDG 8 *Decent work*, SDG 12 *Responsible consumption and production* and SDG 17 *partnerships* . Additionally, the Project Summary document

⁴ The adjusted OECD/DAC definition of impact is "The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.", see OECD/DAC (2019).

identifies other SDGs to which it could potentially contribute. These are SDG 1 *No poverty* and SDG 2 *No hunger* SDG 4 *Quality education*, SDG 5 *Gender equality*, SDG 9 *Industry innovation*, SDG 13 *climate action*.

The interviewees confirmed that project outcomes are expected to contribute to a change towards affordable circular textiles, and achievement of the earlier-mentioned SDGs. While impact assessment is ongoing, positive changes at different stages of the textile value chain are likely.

One interviewee from a Dutch company mentioned that it would welcome more information provided by the Dutch government on import and export rules like quotas and export/import tariffs and structures.

4. Relevance and sustainability

This section assesses the CtC project in terms of development relevance and sustainability of the benefits of the project.

4.1 Relevance

In this section we will assess how relevant the CtC project has been in terms of (expected) project impact versus identified challenges. The Project Summary document describes the aim of the project as follows:

“The set up of an integrated and transparent supply chain between India (and later Sri Lanka) and the Netherlands in circular yarns, fabrics and garments produced under fair labour conditions for a competitive price.

By offering competitive prices for these products we are aiming for a (mainstream) market transition towards circular fashion and circular workwear. In addition we want to create a new (export) market for Dutch expertise in pre- and post-consumer textile recycling and reduce millions of kilos wasted textiles.”

The initiative wants to prove that a responsible, circular and transparent textile product can be offered at an affordable price. Similar initiatives are too expensive and therefore remain in niche markets. In addition, most recycling techniques are still in a scaling phase from technical readiness level ‘demo’s’ to a level of ‘operational on industrial scale’. This will cost time and therefore the ambition as described above is set on the deadline 2023.

The consortium wants to offer the consumer in the store, shoppers online and business customers a price level that is competitive with the current market and to accelerate a market transition for circular textiles. By doing so, the consortium will develop the first successful circular business model for mainstream clothing production in India. The consortium believes in recycled, fair and accessible textile products for everyone.

The potential market share for Dutch companies is substantial, as the covenant partners – over 65 brands & retailers – are interested in recycled content in fashion products. The workshops and seminars organized for the covenant partners contributed to strengthen the enabling environment. For the VGT (large retailers), it is crucial that their suppliers do have access to affordable yarns and fabrics with recycled content. This group of covenant partners represents more than 50% of the total garment sales in The Netherlands.⁵

⁵ Project Summary document.

The interviewees all echoed the relevance and the importance of the project to reduce the environmental and social impact of the textile industry. Globally, a lot of progress has been made in reducing the environmental and social externalities of the industry. Various technologies, processes, and business models have been implemented and have matured.

Next to these effects, the interviewees emphasized that the CtC India project contributed to awareness raising of environmental problems and potential solutions. New business models like circularity were not discussed in previous years, but have gained more attention in India during the last two years. New business models and the commercial opportunities related to these new models are now put more explicitly on the agenda of Indian companies and intermediaries. Especially in textile, agriculture and leather sector.

The interviewees also mentioned that the CSR risk check tool⁶ has proven to be a relevant instrument for the textile companies. It provided clear insights in the risk potentially present in the textile production and supply chain.

4.2 Sustainability

OECD/DAC (2019) defines sustainability as the “extent to which the net benefits of the intervention continue, or are likely to continue.” This definition includes “an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time.” This section will look at the different dimensions of sustainability and address the question: “to what extent is the project suitable for **upscaling**?”

The interviewees all expressed confidence in the success, sustainability and leverage of the project. On the demand side, more companies are willing to set up a reversed logistics chain and to take back textiles, due to upcoming legislation like an Extended Producer Responsibility to be expected in 2023; dedicated textiles bins are placed in the Netherlands to facilitate collection. The Dutch government has set goals for circularity and supports the extended producer responsibility (EPR) and textiles labels; brands need to have recycled content in clothing of 25% by 2025, and 50% by 2030. This demand side change will also create positive changes to the supply chain in India and other textile producing countries.

One of the interviewees suggested to make an open-source database in which all identified materials are available. When textiles are not reusable anymore, they should be recycled. Recycled textiles can be of any age, varied and mixed material composition. Sympany would like to work with tracers and identifiers of materials through IT and robotics, so that textiles are sold at materials levels; some machinery exists now and there are parallel projects to improve identification and sorting. Hence the open-source system would help speed up the process not only for the sorting companies, but also for consumers (in the future).

All interviewees emphasized that there is still a lot of work to do in the textile supply chain and also within Indian textile production facilities. It takes time to build transformation of a sector from scratch. It would therefore be a real pity if the Dutch government would unplug its focus from the textile sector in India (and other textile producing countries) while there is still huge potential to reach out to firms that are not yet involved in the CtC project or haven't been involved yet through the other pillars of the Oml programme.

⁶ Part of pillar 2, RBC tools, of the Oml programma as specified in the ToC of the Oml programme.

Currently the CtC project is in its upscaling phase. Matchmaking for the coalition is still relevant. The search for potentially interested parties proceeds. The project also has led to the founding of Upset, a commercial production company existing of Dutch textile companies and Enviu. The aim of this entity is to produce Circular textile in India in a commercial successful way. The companies of CtC have joined the private network “Network Textile” of MVO NL and will be further upscaled through the Dutch Circular Textile Valley (DCTV) currently existing of 170 initiatives. The DCTV received funding from the “Circular Economy Accelerator House”⁷. Upscaling is expected to be realised in different ways:

- Matching Dutch circular textile initiatives to foreign parties (ongoing);
- Involve mainstream companies in the Netherlands for example through the covenants and the Circular Economy Accelerator House.
- Transfer the new business models to other textile producing countries in Asia, Middle East and Africa (ongoing);
- Lobby for regulation related to circularity of textile (e.g. % of recycled materials in denim) (ongoing).

Currently, discussions on external investments in a production facility in India by FMO (Dutch development bank), RVO, and Stichting Doen are ongoing.

To guarantee the international dimension of CtC, activities related to upscaling, communication and supporting the international textile sector were financed through Oml.

5. Additionality and leverage

This section assesses the CtC project in terms of additionality and leverage of the project.

5.1 Additionality

ToR evaluation sub-questions addressed in this section are:

1. To what extent was **cooperation with RVO helpful** in the development and financing of actual projects?
2. To what extent would the SMEs that are part of these projects, have taken **similar** actions related to the identified RBC risks and sustainable business opportunities **without this programme**, and how dependent were the SMEs on MVO NL throughout the projects?

CSR Risks are investigated for all companies that join the project. They have to state that they will comply with international CSR Guidelines (OECD, ILO, UNGP, etc.), by subscribing the MVO Nederland Partner Manifesto.

The interviewees agree that without the coordination by MVO NL, it would have been difficult to get competing businesses across the supply chain to work together. “MVO is doing a good job with this project”, said one of the interviewees.

Sympany has been involved in many projects on recycling and circular textiles, all over the world. Even without CtC, it would have gone about doing its work on sorting. However, CtC may not have happened the way it has, and hence there certainly is added value created by the project. Also the cooperation with RVO is seen as helpful, especially related to get access to additional funding for investments and additional matchmaking programs in cooperation with the Dutch embassy in Delhi. Next to that the

⁷ In Dutch: ‘versnellingshuis circulaire economie’.

cooperation with all parties in the covenant and the NGO's helped to stimulate companies to join the project. This also stimulated companies to dive much deeper into their supply chain and the related challenges than they initially envisioned to do.

5.2 Leverage

It is possible to look at leverage in financial terms as the overall project expenditure relative to the financial contribution of MVO Nederland from the Business with Impact programme. The CtC project was built upon the project called 'Khaloom', that was initiated by Enviu. MVO Nederland linked Upset to this project and extended the project by including other additional parties forming the current CtC project. In 2018, Stichting Doen donated 75,000 Euro for the project. The amount invested by the participating firms is not specified in the documents. The upscaling activities are partly financed by Oml. These costs are incorporated in the budget available for Asia. Currently, discussions are ongoing related to investment of FMO, RVO and Stichting Doen in a production facility in India.

Leverage of the project in terms of 'the ability to influence behaviour beyond the applicant' or 'the influence of Dutch policy on various actors' (see IOB 2019: 16, 25) can be seen as the extent to which behaviour of various actors in the project (or of actors beyond the project) is influenced. There is no doubt that the actions of the MVO Nederland staff involved in the project influenced the behaviour of other project stakeholders. MVO NL can facilitate contacts within the network of Dutch embassy, Dutch companies working in India etc. and provide matchmaking with local producers. This contributes to opportunities to upscale this initiative. But there are also examples of influence beyond the project areas.

The stimulus through the CtC project to dive into the challenges within the textile production and supply chain gave insights in many existing problems. These insights created awareness and also led to solving problems. Next to that, workshops, seminars and round tables were organized within the other pillars, focussing on circularity, but also spreading the results of the CtC contributed to leverage effects.

Improving the supply chain by focussing on environmental and social impacts, especially one driven by higher global standards, can have long-term systemic changes. Here a combination of above-mentioned demand-side drivers can create upstream supply chain changes in the developing countries. As these practices succeed and scale, the larger market begins to shift in the positive direction.

Finally, MVO NL has been invited to think along with the parties of the textile covenant about how to incorporate the circular agenda, as well as biodiversity in the new strategy. This shows the leverage of the CtC and all related initiatives.

6. Conclusions

The project clearly has its merits and is perhaps even more relevant today than when it started, as the calls for circular economy and sustainable use of resources have intensified in recent years. Next to that, the textile sector has received much attention and the negative impacts of textile are discussed widely.

At output level results have been achieved and partly at outcome level as well. The project has good potential to be further upscaled within India, but also to other countries. It is clear that the existence of the textile covenant contributed to the success of the project. There was already commitment of many Dutch firms to develop new business models and make the textile production and supply chain more sustainable. Within this project, the results of the three pillars strengthen each other, project, supporting tools (particularly the Risk Check tool) and enabling environment by covenants, workshops and seminars. This shows that the Oml programme is well-designed and that the pillars contribute to and support each other.

This project also shows that the process from start up to upscaling takes time, and that there is need for patience. All interviewees expressed their hope that the Dutch ministry will remain supporting the textile sector in India and other countries.

The project has great ambitions to contribute to almost all SDGs. As expressed by the interviewees, there is good potential, but it is still too early to actually see the impact on SDG level. The relevance of the project is without any doubt clear. There is good potential to achieve sustainable results. It seems that there is potential in the market to attract investors to the initiative to build a production facility in India.

The impact assessment report, when ready, would also provide useful insights of what has worked and what needs improvement. That would be important to commit further investments into the project, sort of to arrive at the Social Return on Investment (SROI).

The project has provided additional results. Although many of the parties involved were already active in India and aimed to improve the textile supply chain, the project for accelerated results but also increased awareness, broadened the perspective and attracted more organization to the initiatives. Leverage was found related to finance as well as related to the ability to influence behaviour beyond the participants

This assessment is based on a limited number of interviewees. We could have had a more complete assessment of the project if more project partners could be included in the scope of evaluation.

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Appendix 1: Stakeholders interviewed

Name	Position	Organisation
Ellen Sillekens	Innovation Manager	Sympany
Louise Pfältzer	Second Secretary Economic and Commercial Affairs (08/2018 – 08/2020)	Royal Netherlands Embassy, New Delhi
Leonie van der Stijl	Second Secretary Economic and Commercial Affairs (10/2016 – 10/2018)	Royal Netherlands Embassy, New Delhi
Michiel van Yperen	Transition manager for circular product innovations in international value chains.	MVO NL
Wies van Leeuwen	Business Development Coordinator India & Private Sector Development Coach India, Nepal & Bhutan	RVO
Sanne Swinkels	Project staff member	MVO NL
Pals Brust	Co-Founder of Up-Set Textiles	Upset

Appendix 2: Project ToC

Project India (textile)

