

Terms of Reference for a Final Evaluation of “Make Fashion Circular”

Laudes Foundation seeks an Evaluation Team for undertaking an external final evaluation of Make Fashion Circular - a collaborative initiative to catalyse circular economy within the fashion industry - implemented by Ellen MacArthur Foundation and funded in part by Laudes Foundation.

Complete proposals must be submitted to Laudes Foundation by March 15, 2021.

I. 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.

The Ellen MacArthur Foundation’s mission is to accelerate the transition to a circular economy, and they recognise that businesses have a potentially disproportionate influence on this transition, supported by enabling conditions from, for example, policymakers and academics. As such, they are seeking business-led, industrial scale systemic change. Over the past ten years, the Foundation has developed a system level change approach that is hypothesis driven, and iterative and adaptable by design. Through its systemic initiative approach, the Foundation aims to catalyse a dramatic positive shift in material flows, and demonstrates the opportunities presented by circular economy to deliver positive economic, environmental and societal outcomes. This approach has been successful to date in engaging actors from across value chains with the philanthropic community and policymakers. Make Fashion Circular is the Foundation’s systemic initiative focusing on transforming the fashion industry.

The terms of reference present a brief description of the initiative; 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 final evaluation is required to be completed and submitted to Laudes Foundation by June 30th 2021

II. The Initiative

Make Fashion Circular is an initiative implemented by Ellen MacArthur Foundation and funded in part by the Laudes Foundation since 2018. Laudes Foundation has supported the initiative

since it began in 2017 and contributed a total of EUR1.39m over three grants. The initiative aims to create unstoppable momentum towards a circular economy for fashion. In order to foster change at the scale and pace that is needed, the initiative follows the Ellen MacArthur Foundation's approach to systemic initiatives. This means adopting an entrepreneurial, systemic, design-thinking approach is required, bringing actors together from across the system to collaborate, prototype, learn, refine, and scale what works.

To do this, the initiative brings together leading organisations from across the value chain, alongside policymakers, innovators, researchers, and NGOs, to co-create and iterate the necessary solutions. The current grant with Laudes Foundation is set to conclude in May 2021.

This initiative aims to raise the industry's ambition level, harness the industry's creative power, reinforce existing complementary efforts, demonstrate new collaborative ways of working, and shape favourable enabling conditions. In that sense, it aims to start the mobilisation and build momentum towards a circular textiles economy, involving around 50 target participants across the value chain, a wider engagement of stakeholders, and a communications programme to enable result distribution, increased awareness and understanding. It intends to engage specific audiences, including brands and retailers, cities, mainstream and fashion media, and social media influencers.

Over the first years, the initiative has received widespread public attention and has focused on gathering a critical mass of key actors, and building confidence to increase collaboration through a set of demonstration projects. Through these projects EMF has learned that the industry needs to:

- Align – behind a shared and practical perspective of what good looks like, in order to stimulate coordinated action at scale, and eventually reach a tipping point towards a new system;
- Engage – the creatives of the industry in order to make those solutions attractive to customers;
- Demonstrate – implement short term, large scale demonstration projects to create and highlight tangible progress, and encourage unprecedented collaboration;
- Amplify – Identify and engage with strategically aligned existing efforts to empower and engage networks, share learnings, and provide and receive input where appropriate.

According to the Make Fashion Circular's Theory of Change, the following long term outcomes are expected for the fashion system to shift towards a circular economy:

- Unstoppable momentum of action – businesses and countries have made robust commitment and completed significant transformation towards circular fashion, i.e.:
 - Increased commitment to and implementation of solutions co-developed through MFC;
 - New business models are adopted throughout the industry;
 - Clothes are designed for durability/cyclability/traceability;
 - Policy enabling the transition to a circular fashion industry is widely implemented;

- Increased scale of existing organisations/initiatives enabling a circular apparel transition.
- A measurable shift in material flows – the way clothing is made, used, and reused is moving from linear to circular.

Apart from Laudés Foundation, the initiative has the following partners: MAVA Foundation and People's Postcode Lottery Dream Fund (Philanthropic Partners); Burberry Group plc, Gap Inc., H&M, HSBC, Inditex, PVH, Stella McCartney, (Core Partners); Cradle to Cradle Products Innovation Institute, Fashion for Good, Fashion Positive, Global Fashion Agenda, RSA, Textile Exchange, the Hong Kong Research Institute of Textiles and Apparel, the Mills Fabrica, the Sustainable Angle, and ZDHC (Affiliate Partners); and Adidas, Aditya Birla Fashion & Retail Ltd., Apex Spinning & Knitting Mills Limited, Arvind, Asos, Bank and Vogue, BESTSELLER, C&A, Circular Systems, Dupont Biomaterials, Farfetch, Fast Retailing, Fung Holdings Limited, Guess, Hallotex, Hirdaramani Group, HP, I:Collect, Intesa Sanpaolo, Kering, Lacoste, Lee, Lenzing Group, London Waste and Recycling Board, Marks & Spencer, Nanushka, Nordstrom, NYC Department of Sanitation, Outerknown, P&G, Primark, RadiciGroup, Reformation, ReGain, Salvatore Ferragamo, Solvay, TEXAID, ThredUP, TINTEX, Unilever, Vestiaire Collective, VF Corporation, W.L. Gore and Associates, and Wrangler (Participants).

III. Scope and Objectives

The final evaluation is expected to arrive at an objective assessment of successes, challenges and missed opportunities for the initiative, as well as a focused set of recommendations and lessons to inform EMF's future work. It is expected that the evaluations will answer questions on:

The Evaluation Objectives are to:

1. Review the approach and design implemented by Ellen MacArthur Foundation in achieving outcomes.
2. Assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes.
3. Distil actionable and strategic recommendations and lessons from the findings, for the next 4-5 years.

The objectives should be considered within the context of the non-linearity of systems level change, review the approach and the journey taken so far, to ensure that all of the lessons accumulated over the past 4 years can be integrated and built upon. This to ensure that the effectiveness of the initiative can be maximised going into their next phase of work.

Evaluation Questions: The evaluation questions will be designed in order to allow a sound assessment of the relevant rubrics and may include, but are not limited to the following¹:

Initiative Quality:

¹ Appendix A lists additional and options questions for consideration.

- How did the design, including the governance model, identify and allow creation of solutions for 1) the most important issues/needs; 2) the strengthening of organisations and networks ; 3) the influence fashion industry narratives; and policy discussions?
- How well is the initiative aligned to Laudes Foundation's vision and mission and Ellen MacArthur Foundation's strengths, capacities and priorities?
- How well has Make Fashion Circular been executed? To what extent did the actions that the initiative undertook result in unstoppable momentum towards a circular fashion industry?
- To what extent was the initiative engaged with the 'most appropriate and relevant' stakeholders who could facilitate collective impact in the fashion industry?
 - How effective was the initiative in engaging and motivating relevant partners?
- What monitoring approaches were put in place to inform adaptive management? How was data and knowledge collected and used by EMF to evaluate momentum in the industry?
- How was communication conducted both internally and externally? What communicative products or approaches were useful to EMF and where were there gaps?

Outcomes / Results:

- How well has the initiative been able to contribute to influencing mindsets, beliefs and assumptions to create alignment with the vision for a circular fashion system?
- How well has the initiative been able to influence decision makers, including policymakers, ([Not a direct objective of MFC]) to understand the root cause of the issues, the shared vision, and to inform positive changes in policies and practices?
- To what extent has the initiative been able to promote the implementation of creative, imaginative ideas to solve fashion industry challenges?
- How has the initiative been able to promote alternative business models that are (or are expected to be) breakthroughs for achieving an inclusive and regenerative fashion industry?
- How has the initiative been able to support its partners in understanding the benefits of a circular fashion industry, and actions they can take towards accelerating the transition? What, if any, gaps in support can be observed and why?
- How has the initiative been able to connect and enable collaboration among a wide range of different organisations and stakeholders? What barriers did the initiative encounter, if any, why?
 - To what extent has the initiative been able to promote diversity, equity, and inclusion transformation? ([Not a direct objective of MFC])
- What unintended results (positive or negative) did processes employed by Make Fashion Circular initiative produce?

Long Term Value:

- To what extent are there signs that the initiative is on track to promote a widespread and thorough implementation of sustainable practices, policies, and/or regulations?
- Where has the initiative been able to build the foundations for its financial sustainability?
- How likely is it that this initiative would be effective in other contexts?

IV. Methodology

The evaluation design will be primarily based on the review of the existing documents, monitoring data, and reconstruction of the programme theory with appropriate application of evaluative rubrics (criteria).

Reconstructing the programme theory will be a critical part of the evaluation prior to conducting review of data and fieldwork and will be done through a combination of documentary review and interviews with Ellen MacArthur Foundation and Laudes Foundation. The programme theory will be empirically tested through collection and review of quantitative data and conducting virtual fieldwork using qualitative techniques.

The evaluation methods for assessing the effectiveness of initiatives working on systems change and with partnerships are mixed leaning more towards qualitative methods. It is expected that evaluation methodological framework will draw on how to measure systems change and collective impact and will include, as appropriate:

- Contribution analysis
- Stakeholder analysis assessment
- Integration and cooperation assessment

In doing so, the evaluation will be required to employ a mixed-methodological approach to ensure that evidence gathered can be sufficiently triangulated to deliver aggregate qualitative judgments on the basis of a broad range of data: secondary quantitative data; documentary data; and semi-structured interviews and/or focus groups with staff of Ellen MacArthur Foundation, Laudes Foundation, partners, and other relevant stakeholders; and a structured micro-survey with participants. Rigorous qualitative approaches (e.g., content analyses) should be employed to analyse and examine data, causality and contextual influencing factors, where possible.

Qualitative data will be used to provide critical insight into the health and effectiveness of the initiative, how it contributed to change, and how it supported the delivery of results, and how it increased its impact or not. The evaluation will follow, but is not restricted to, the below mentioned techniques. Attention needs to be paid to triangulating feedback from different actors in order to ensure validity.

Documentary review will be conducted based on all initiative related documents and data held by Ellen MacArthur Foundation. The review (alongside initial interviews) will be conducted first.

The Ellen MacArthur Foundation will provide all information, documentation, data and access reasonably requested by the consultants and will not be required to disclose any confidential information (of itself or any third party) nor any information containing personal data.

Semi-structured Interviews will be conducted with informants including:

- Ellen MacArthur Foundation staff
- Core, affiliate, and philanthropic partners, as appropriate
- Laudes Foundation staff

Structured micro-surveys will be considered to complement and inform qualitative data streams gathered internally and externally. In doing so, consideration should be given to tailored surveys to initiative participants to get relevant feedback on Make Fashion Circular.

Rubric and Rating system: The evaluation team will use the evaluation rubric and rating system (Harmful, Unconducive, Partly Conducive, Conducive and Supportive, and Thrivable) that rates Make Fashion Circular's overall performance. The assessment of each rubric will take into account both the systemic change context and the maturity of the initiative. The rating will be developed in consultation between Ellen MacArthur Foundation and the evaluators.

Sampling: Purposive sampling will be done for identification of key stakeholders for interviews and focus groups. The evaluation is expected to employ a participatory approach providing for meaningful involvement of partners engaged in the initiative.

V. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the final evaluation. The evaluation consultancy is expected to retain independence in coming to judgments about the initiative but employ participatory and collaborative approach providing for meaningful involvement of Ellen MacArthur Foundation management and staff, partners, participants and other actors (government, NGOs, business actors, etc.) involved in the partnership, and Laudes Foundation.

The key stakeholders are:

- Relevant Ellen MacArthur Foundation staff both part of management and those involved in Make Fashion Circular initiative
- Relevant staff in partners and participants of Make Fashion Circular
- Key staff at Laudes Foundation involved with this initiative

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

A draft findings / sensemaking workshop will be facilitated by the consultants to allow for discussion of the findings and emerging lessons. It is anticipated that the workshop will be held virtually.

VI. Roles and Responsibilities

The Evaluation Manager at Laudes Foundation 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.

The Philanthropy Relationship Manager at Ellen MacArthur Foundation 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 and facilitation of key evaluation related meetings (e.g. kick off meeting)
- Production of deliverables (inception report, draft evaluation report and final evaluation report) in accordance with the Terms of Reference and contractual arrangements.

The evaluation consultants will report to Lee Alexander Risby, Director of Effective Philanthropy (the Evaluation Manager), Laudes Foundation on all issues related to the evaluation, contracts, fees and expenses, and deliverables and commenting / responses processes.

VII. Evaluation Process

The consultants will prepare an evaluation **inception report** that will operationalise the Terms of Reference. The inception report will be based on initial documentary review and preliminary interviews with Laudes Foundation and Ellen MacArthur Foundation staff.

The inception report will address the following elements: expectations of the evaluation; roles and responsibilities within the evaluation consulting team; elaboration of the initiative programme theory; selection of evaluative rubrics; any refinements and elaboration to evaluation questions, according to the rubrics found as the most appropriate for this evaluation by both Ellen MacArthur Foundation and Laudes Foundation; 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 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 facilitate a **draft findings / sensemaking workshop**, prepare the **draft and final evaluation reports** that describe the evaluation methodology, findings, recommendations and key lessons, and provide an opportunity for EMF to review.

If significant differences arise regarding the interpretation of evidence between Laudes Foundation and Ellen MacArthur Foundation’s 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.

The main activities and evaluation timetable for this consultancy is set out below:

Evaluation Process	Deadline	Responsibility
Selection of consultants	March 25 2021	Laudes Foundation (Effective Philanthropy Team)
Kick-off meeting	April 9, 2021	Consultant Team, Ellen MacArthur Foundation, Laudes Foundation
Inception report	April 26, 2021	Consultant Team
Draft findings / sensemaking workshop (online)	May 28, 2021	Consultant Team (facilitator), Ellen MacArthur Foundation, Laudes Foundation (programme team)
Draft report	June 18, 2021	Consultant Team (submitted to Effective Philanthropy)
Final report	June 30, 2021	Consultant Team
Publication of the evaluation	July onwards	Laudes Foundation (Effective Philanthropy Team)

VIII. Deliverables

The evaluation requires the consultant to submit the following deliverables:

- Inception report
- Draft findings / sensemaking workshop (online)
- Draft evaluation report
- Final evaluation report (up to 30 pages, with a three page executive summary)

IX. Audience and Dissemination

Main audiences for the final evaluation report will be Laudes Foundation and Ellen MacArthur Foundation. The final evaluation report will be published by Laudes Foundation (and Ellen MacArthur Foundation) and disseminated through websites and social media.

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

X. Consultant Requirements and Level of Effort

Applicants may be an individual consultant, a group of individual consultants with a designated team lead, or consulting companies with relevant evaluation expertise.

Applicants must have at a minimum the following qualifications:

- Substantial experience in conducting evaluations of a high standard, including using contribution analysis and outcome harvesting.
- Proven experience in assessing innovative and systems change approaches;
- Knowledge of circular economy, circular fashion is an advantage;
- Programmatic / strategic evaluation experience to inform further development of operations related to field building;
- Additional experience is expected in:
 - Methods for evaluating systems change and collaborative initiatives;
 - Theory-based evaluation designs;
 - Application of rubric-based evaluative criteria
 - Qualitative methods;
- Strong facilitation skills and proven ability to lead participatory processes;
- Fluency in English (spoken and written) is essential; and
- No conflict of interest with Laudes Foundation and Ellen MacArthur Foundation

Please submit the following to Lee Alexander Risby, Director of Effective Philanthropy (L.risby@laudesfoundation.org) by March 15, 2021.

A. Technical Proposal

- A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:
 - a) Evaluation Methodology: Describe your overall approach and evaluation methodology including, and not limited to, evaluation questions, evaluation design and methodology.
 - b) Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously. Please include any experience with partnerships and system change initiatives. Include also any experience with circular economy and circular fashion.
 - c) Specific Expertise: Describe your level of knowledge and expertise conducting partnerships and systems change initiative evaluations.

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- d) Key Personnel and Staffing: Describe the key personnel. Include CVs (no more than 2 pages each and attached as annex) of key personnel who would be part of the proposed plan.
- e) Timeline: Include a detailed timeline of key activities.

B. Financial proposal

- The financial proposal should include a line-item budget and a budget narrative. The cost estimates used to prepare the budget should be presented in Euros.

- Appendix A. Other questions to be considered
- How did the operating model and collaboration facilitated by the Ellen MacArthur Foundation function effectively and efficiently? This question will consider (*inter alia*):
 - Functional structure – to what extent is Ellen MacArthur Foundation’s organisation ‘fit for purpose’ now? What can be learned for the next phase of the initiative?
 - Quality of relationships; selection of collaborators and partners / coordination / collaboration / cooperation and communication
 - Identify factors that enabled or impeded the collaboration and operations
 - Adequacy of human and financial capacities and systems in place to support the operations and attainment of results.
- To what extent was the initiative (and its different workstreams) cost-effective?
- What were the results of Make Fashion Circular initiative? To what extent did the initiative meet its targets overall and for the different workstreams, in the context of non-linear and adaptive systems change?
- How effectively did the initiative reinforce existing efforts to enable systemic change for circular adoption in the fashion industry, given the challenges that exist in the context?
- To what extent did the initiative leverage effects of other initiatives?
- What external and internal factors as well as challenges and risks influenced the implementation, successes and failures? And why?
- What were the main lessons learned from the initiative? What were the drivers (both positive and negative) that are influenced progress towards achieving the objectives?
- To what extent did Laudes Foundation enable Make Fashion Circular to achieve its results to date? What recommendations are there for an effective partnership between Ellen MacArthur Foundation and Laudes Foundation in the future?
- What are the main factors that are promoting and/or reducing the longevity and effectiveness of the initiative?
 - To what extent can the initiative be scaled and / or replicated?
 - What were the missed opportunities?
 - What are the recommendations to improve continuity of results in the future?