Request for Proposals
Consultancy for Conducting Evidence Synthesis For Multi-Sector Evidence and for Developing Guidelines for Learning Products

1. Introduction

a. Introduction to the consultancy

Laudes Foundation is requesting applications from teams to conduct an evidence synthesis to map and systematically metaanalyse and codify multi-sector evidence for organisational learning at Laudes Foundation. More details about the objectives and scope are outlined below. Complete proposals must be submitted by **1 September 2021.**

b. Introduction to Laudes Foundation

Laudes Foundation is an independent foundation here to advance the transition to a just and regenerative economy. We do this by supporting brave action that will inspire and challenge industry to harness its power for good. Action that inspires industry, to work collaboratively to create solutions and tools. And action that challenges industry, holding it to account and incentivizing change.

Founded in 2020, Laudes Foundation is part of the Brenninkmeijer family enterprise and builds on six generations of entrepreneurship and philanthropy. In particular, we advance the industry-changing work of C&A Foundation. Learning from these experiences, we to work persistently and collaboratively to influence capital and transform industry, starting with the built environment and fashion industries.

c. Introduction to Laudes Foundation's Learning Agenda

Laudes Foundation is on a mission to become a learning organisation. The foundation has developed a learning strategy designed to sharpen its strategic focus, test its assumptions and support the adaption of its operations. At the centre of the strategy is the learning agenda, which will guide the organisation as it embarks on its learning journey. The learning agenda is composed of learning questions, learning processes to support answering those questions and learning products to capture the insights that emerge.

As part of the broader organizational learning strategy, Laudes Foundation seeks to institutionalize the use of evidence by making evidence sources available and accessible to teams. With the ultimate goal of supporting the teams to continuously learn, adapt and improve the quality and impact Laudes Foundation's programming. The foundation plans to do this by creating a utilization focused, codified and visual evidence map..

The evidence synthesis and guidelines for learning products should be completed and submitted to Laudes Foundation by 10 December 2021.

2. Objectives and scope

The objectives and scope of the consultancy are as follows:

- Identifying with the Laudes Foundation team the most important and priority criteria for the evidence synthesis.
- Review and synthesize the existing evidence within and outside of Laudes Foundation for the Laudes Foundation priority sectors.
- Codifying the evidence synthesis into utilisation focused, action oriented lessons.
- Create a visual evidence map that identifies trends, best practices and succinct lessons from formal evidence sources (internal/external) that can inform our work and answer the priority questions.
- Develop guidelines for creating learning products based on the existing evidence and recommend future evidence gathering and sharing approaches.

3. Proposed Methodology

The consultant/organisation is expected to review the existing evidence sources both internal and external which are aligned with the foundation's vision and focus industries - Fashion, Built and Finance and Capital Market Transformation. This will involve reviewing monitoring, evaluation and learning reports, After Action Reviews, published reports of studies commissioned by the foundation and key partners and other relevant secondary sources. The consultant/organisation will:

- Support the Laudes Foundation's Learning Champions – Evidence and Uptake Sub-Group to conduct in-depth interviews with staff from different teams (programmatic staff, Effective Philanthropy, Communications, Management Team) as well as key partners to develop questions that the evidence map should answer and to mine best practices in evidence collation, dissemination and uptake.
- Develop relevant criteria for including or excluding evidence or studies or reports in the review.
- Review all existing evidence sources – both internal and external aligned to the criteria and identify gaps.
- Liaise with other foundations for identifying best practices for evidence collation, dissemination and uptake to inspire the evidence synthesis and mapping and guidelines for learning products.
- Formulate strategic and actionable lessons based on the criteria (strategic, operational, thematic etc.).
- Create an evidence synthesis responding to the criteria and codify the lessons into a visual evidence map.
- Prepare actionable and clear guidelines for creating learning products based on the findings.

In doing so, the consultant/organisation will employ a qualitative approach to ensure that evidence (with can be either qualitative or quantitative or a mix of both)

synthesised is sufficiently triangulated to deliver aggregate qualitative lessons on the basis of a broad range of data. The consultant will work closely with Laudes Foundation in the inception phase to determine the approach and methodology that should taken into consideration a gender, social equity and inclusion lens.

Laudes Foundation will provide all information, reports, documentation, data and access reasonably requested by the consultant/organisation.

4. Stakeholder Involvement

The evidence synthesis and mapping is expected to employ a participatory approach providing for meaningful involvement of stakeholders within Laudes Foundation to be engaged in the assignment.

The key stakeholders are:

- Laudes Foundation's Learning Champions – Evidence and Uptake Sub-Group
- Relevant Laudes Foundation staff
- Key staff at partners and other foundations

The draft evidence synthesis report and evidence map along with the guidelines will be discussed in a meeting and also circulated to relevant Laudes Foundation staff and management for review and comments prior to finalisation.

5. Roles and Responsibilities

The Senior Evaluation Manager at Laudes Foundation (the Task Manager) is responsible for:

- Overall responsibility and accountability for management and delivery of the evidence synthesis, guidelines and including approval of the final evidence map;
- Facilitation for the access to internal evidence and access to internal and external stakeholders (other foundations, key partners);
- Technical guidance for the consultants throughout the implementation of the assignment;
- Leadership of the evidence synthesis and map review process including collating comments and facilitating discussion amongst staff and consultants; and
- In all of these roles, necessary support will be provided by other members of the Laudes Foundation Evidence and Uptake Learning Sub-Group.

The consultant/organisation are responsible for:

- Defining the approach for the evidence synthesis, evidence map creation and development of guidelines for learning products;
- Reviewing all internal sources of evidence and external evidence as necessary;

- Conducting interviews with Laudes Foundation staff and externals;
- Day-to-day management of the assignment;
- Regular formal and informal reporting to the Task Manager;
- Participation in key task related meetings (kick off meeting, inception report meeting and draft report/evidence map meeting etc.); and
- Production of deliverables (inception report and evidence synthesis report and visual evidence map) in accordance with the Request for Proposals and contractual arrangements.

The consultants will report to Ms. Savi Mull, Senior Evaluation Manager, Laudes Foundation on all issues related to the assignment contracts, fees and expenses, and deliverables and commenting processes. The Task Manager will provide conceptual guidance during the period of the assignment.

6. Process and Timeframe

The consultants will prepare an inception report and work-plan that will operationalise the Request for Proposals. The inception report will be based on initial documentary review and preliminary interviews with key Laudes Foundation staff including the internal Evidence and Uptake Sub-Group.

The inception report and work-plan will address the following elements: expectations of the assignment; roles and responsibilities within the consulting team; any refinements and elaboration to key questions; methods and data collection, including possible constraints; outline of the final evidence synthesis report, evidence map and guidelines for learning products.

The inception report and work-plan will be approved by the Task Manager and act as an agreement between the consultants and the Laudes Foundation on how the evidence synthesis and mapping along with guidelines development is to be conducted.

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

Process	Deadline	Responsibility
Selection and contracting of consultancy	10 September 2021	Laudes Foundation (Senior Evaluation Manager)
Inception report preparation	25 September 2021	Consultant Team
Completion of evidence review and guidelines for learning products	5 November 2021	Consultant Team
Draft report and visual map for comment	20 November 2021	Consultant Team / Senior Evaluation Manager (facilitator
Final report (evidence synthesis and guidelines for learning products)	10 December 2021	Consultant Team

and visual evidence map		

7. Deliverables

The assignment is expected to deliver the following key outputs:

- Inception Report
- Evidence synthesis report and guidelines for learning products
- Evidence synthesis meeting (virtual with relevant Laudes Foundation staff)
- A Visual Evidence Map with the mapping of existing evidence in the foundation and gap based on the questions.

8. Consultant Requirements

Applicants may be an individual consultant, a group of individual consultants with a designated team lead, or organisations with relevant evaluation expertise. Applicants must have at a minimum the following qualifications:

- Sufficient in team expertise and linkages with multi-sector evidence especially in areas of climate change, inequality, fashion, built environment and financial and capital market transformation;
- Subject matter knowledge and experience in learning, knowledge management, monitoring & evaluation and/or research
- Prior experience with context-specific monitoring, evaluation and learning methods, including examples that draw on qualitative and quantitative approaches;
- Strong experience in undertaking evidence synthesis, systematic review methods and designing evidence maps for learning;
- Experience using evidence to design creative and/or visual knowledge/learning products;
- Familiarity with visual evidence maps, and inclusion and exclusion criteria;
- Ability to iterate and adapt based on needs of end-users;
- Proven track record of strong analytical and drafting skills;
- Excellent written and verbal presentation skills in English;
- Team composition must be consider appropriate diversity and gender-balance and geographical representation;
- Skilled communicators with excellent observation, research, analysis and synthesis capabilities; and
- No conflict of interest with Laudes Foundation.

The expected level of effort for the evaluation is approximately 3-40 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Please submit the following to Ms. Savi Mull, Senior Evaluation Manager, Laudes Foundation at s.mull@laudesfoundation.org by 1 September 2021.

A. Technical Proposal:
   a. A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:
   b. Methodology: Describe your overall approach and methodology in response to the Request for Proposals
   c. Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously. Please include any relevant experience.
   d. Specific Expertise: Describe your level of knowledge and expertise conducting evidence reviews and evidence mapping with a learning objective.
   e. 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.
   f. Timeline: Include a detailed timeline of key activities.
   g. Sample reports: Two sample relevant reports (one to be a visual products) authored by the team lead or members of the team (will be treated as confidential and used for purposes of selection).

B. Financial Proposal:
   a. The financial proposal should include a line-item budget and a budget narrative including costs of proofreading and the visual evidence map. The cost estimates used to prepare the budget should be presented in Euros.