

Request for Proposals

Facilitating a Community of Practice among partners working to decarbonise finance and investment in the built environment

Laudes Foundation is launching a Community of Practice (CoP) with a 'cluster' of partners that are working together to accelerate the flow of finance and investments into the decarbonisation of the built environment.

The aim of the CoP is to support partners in increasing their impact through the development and delivery of a shared learning agenda. Laudes Foundation requires an external facilitator to design and manage the CoP and to act as a learning partner for the cluster. **Complete proposals must be submitted by 16 August 2021.**

1. Introduction

a. Introduction to the Community of Practice learning process

Single initiatives and organisations working in isolation can only achieve so much - we need to collaborate, learn and adapt together if we are to create systemic change.

A Community of Practice (CoP) is a group of people and/or organisations that engage around a common topic of interest - to learn together and increase the effectiveness of their work. The overall purpose of our CoP approach is to enable collaboration and collective learning among Laudes Foundation partners towards specific agreed learning objectives. In this case the partners are all playing different roles but are united in the shared goal of decarbonising the built environment by changing the way that finance flows into the sector.

b. Introduction to Laudes Foundation

Laudes Foundation is an independent foundation that seeks 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 incentivising change.

Founded in 2020, Laudes Foundation is part of the Brenninkmeijer family enterprise and builds on six generations of entrepreneurship and philanthropy. Learning from these experiences, we need to work persistently and collaboratively to influence capital and transform industry, starting with the built environment, fashion and finance.

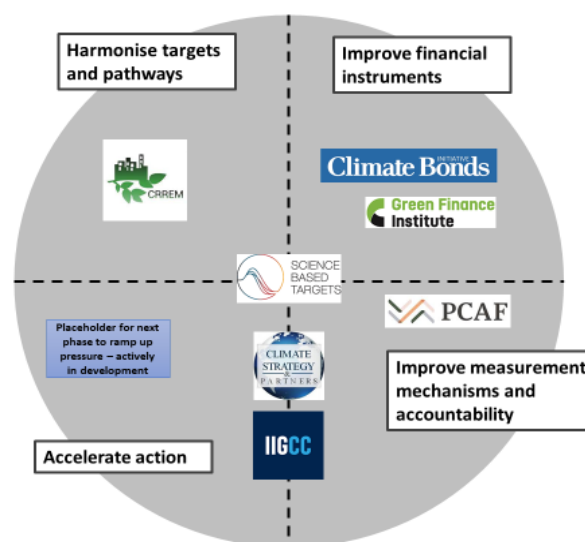
2. The area of focus: Finance and Investments in Built Environment (FIBE)

Laudes Foundation is working with a cluster of partners at the interface between the built environment and finance with the aim of accelerating the flow of finance into the decarbonisation of the built environment in Europe. The partners are funded as a collaboration between Laudés' Built Environment and Finance and Capital Markets programmes.

Together the cluster aims to support investors and hold them accountable for taking action on their built environment investments, by:

- Setting specific climate targets for real estate.
- Measuring and disclosing the impact of their decisions.
- Taking action to improve the carbon footprints of their investments across the whole lifecycle of buildings.

The cluster currently consists of seven partners: Carbon Risk Real Estate Monitor (CRREM); Green Finance Institute (GFI); Institutional Investors Group on Climate Change (IIGCC); Climate Bonds Initiative (CBI); Partnership for Carbon Accounting Financials (PCAF); and, the Science Based Targets initiative (SBTi). We expect more partners to join as the cluster evolves. Please see how these partners support our cluster objectives below:



For more information about the specific partnerships, please see partners under Accelerating Investments (Finance) [here](#).

3. Objectives and Scope of the Community of Practice

The main goal of the CoP is to enable Laudes FIBE cluster partners to coordinate their work, exchange best practices and maximise the impact of their individual projects by working together and capitalising on areas of common interest.

In order to facilitate this, the key **objectives** of the CoP are to:

1. **Co-create a learning agenda** with Laudes Foundation and the seven to ten partners in the FIBE cluster, and then facilitate the sharing of experiences, learning and progress towards individual and shared goals.
2. **Support collaboration between partners** in pursuit of the learning agenda (and more generally), ensuring that the individual initiatives speak together, build on each other's work and thus reinforce and magnify their collective potential to have impact.
3. **Systematically collect evidence and capture learning about practices** that work well and also approaches that are less effective. This includes capturing learning about how different geographical, political, financial and cultural contexts will impact plans and outcomes.¹
4. **Leverage the collective insights of the CoP to improve decision-making** both for the cluster, the individual partner initiatives and to educate Laudes' funding strategy.

The **scope** of the CoP will be tailored around a learning agenda that the consultant will co-create with CoP members and Laudes staff. Potential learning questions to be explored through this CoP include:

- What opportunities and barriers exist for accelerating investment in the decarbonisation of the whole life impact of buildings and how do these impact the success of this cluster in particular?
- How do we best approach these opportunities and barriers based on competencies within and outside of the CoP?
- How does this learning and collaboration effort strengthen each partner's objectives and impacts and what/how can we improve?

¹ An external cluster evaluation will be conducted in 2022 to distil lessons and recommendations for partners and Laudes future work across the finance – built environment nexus. In doing so, draw on the work of, and into CoP learning.

4. Stakeholders and Methodology

The primary stakeholders of the CoP are:

- Laudes FIBE cluster partners (CRREM, GFI, IIGCC, CBI, PCAF and SBTi) and those partners that join over coming years.
- Laudes Foundation (including programme staff from Finance and Capital Markets Transformation and Built Environment as well as staff from Effective Philanthropy).

Secondary stakeholders include:

- A selected few central non-Laudes partners such as GRESB, UNEP FI property group and Net Zero Asset Owners Alliance.
- Other organisations involved in the built environment and finance ecosystem.

The envisaged activities to be undertaken by the facilitator are:

1. **Understanding the context of the cluster, the work of the partners and the desired impacts of FIBE:**
 - **Meeting with and interviewing the partners:** understanding their role in the cluster, their individual challenges and needs and how they can best benefit from the CoP.
 - **Mapping the context:** understanding the opportunities and barriers to accelerating finance and investments into the decarbonisation of the whole life impact of the built environment in Europe.
 - **Laudes Rubrics:** enabling partners to share evidence, based data related to initiative rubrics, understand current status, the progress being made and potential blocking points and facilitate and capture learning to create an action plan to tackle the identified issues.
2. **Developing, facilitating and monitoring the learning journey for the cluster:**
 - **Assessing learning needs:** assess learning needs and identify learning opportunities (linked to Laudes Foundation's partner learning strategy) to support CoP members (e.g., partner exchanges, group field visits, panels/webinars with technical experts etc.).
 - **Creating a learning Agenda:** employ an inclusive and participatory process to co-create a learning agenda which outlines the key learning questions, processes and products for the CoP.

- **Creating feedback loops:** connect the CoP members to broader learning opportunities to ensure relevant learning is shared beyond the CoP and integrated across Laudes Foundation and the partner organisations.

3. Facilitating and Community building:

- **Meetings:** convene individual CoP members to build rapport, and deepen knowledge of partner initiatives, organisational strengths and learning styles/needs; Hold **Quarterly CoP Meetings** in plenary to promote (self)reflection, peer learning and collective actions.
- **Community Building:** continually engage in the “behind the scenes” work of connecting partners; identifying learning needs/opportunities and curating engaging discussions for CoP members.
- **Communication:** share digestible, targeted content with members, to highlight pertinent updates and opportunities for engagement including relevant discussions, queries, webinars, events. Disseminate relevant learning content externally through online and offline channels.
- **SharePoint Management:** create and continually update relevant information on a curated, easy to use, central online portal.
- **Onboarding of new partners:** introduce new partners to the cluster as they are supported by Laudes Foundation – we anticipate supporting up to five new partners during the duration of the contract.

4. Reporting and Dissemination

5. **Knowledge Products:** prepare relevant knowledge products, drawing on the CoP members’ knowledge and experience, for reference and use by the CoP members and wider field (e.g. discussion summaries, FAQs, lessons learned overviews, etc.).
6. **External learning Product:** develop and externally disseminate at least one major learning product per each year of the CoP.
7. **Reporting:** provide Laudes Foundation with bi-monthly updates and manage requests for information.

Please find Principles of Engagement to be followed in Annex 1.

8. Roles and Responsibilities

CoP members:

- Informing the creation of the learning agenda, engaging in the identified learning activities and supporting the development of learning products.
- Participating in quarterly CoP meetings and engaging in bilateral conversations with the facilitator.
- Actively engaging in the CoP by sharing and collaborating with other CoP members.
- Contributing to the capture of insights and the development and dissemination of knowledge products.
- Being open to potential adaptation based on the learning that emerges from the CoP.

CoP Facilitator:

- **Organiser:** arrange and prepare meetings and activities.
- **Guide:** fostering strong substantive engagement within and across the CoP, supporting content curation, quality assurance, and providing substantive advice and feedback loops.
- **Supporter:** encourage learning from mistakes, building group trust and connect partners to enable individual and collective learning.
- **Scribe:** the facilitator will ensure that relevant data is collected and shared by CoP members, from the outset of the project, to be used strategically throughout the lifespan of the CoP to inform planning, build knowledge, and contribute to the final evaluation.
- **Historian:** reminding CoP members of previous learning and linking each session to learning from previous sessions.

Laudes Foundation staff:

- Overall responsibility and accountability for management and delivery of the CoP assignment up to and including approval of the final report.
- Co-development of learning agenda and selection of rubrics.
- Participation in learning meetings.
- Onboarding new partners in collaboration with CoP facilitator.
- Supporting the CoP Facilitator to disseminate knowledge products through online and offline channels.

- Provide initiative related data, documents, and stakeholders contacts (internal and external).
- Reviewing and commenting on drafts of the central reports.
- Engaging with the broader landscape to develop new potential supportive partnerships and pick up central inputs and learnings from the field.

9. Projected Outputs and Milestones

The CoP learning consultant/team will be expected to deliver the following key outputs:

- A CoP strategy (vision statement, activities, data collection and implementation plan).
- A Learning Agenda (to be systematically reviewed/adapted).
- A mapping of opportunities/barriers on accelerating investment flows to decarbonise buildings.
- Publication of one major learning product per year of the project.
- Organised/facilitated e-discussions and/or offline events.
- Creative, digestible and byte sized knowledge products.
- A CoP web portal and associated social media messaging to build CoP community.
- A CoP yearly report on progress/impact (including review of rubrics).

Precise milestones will be developed with the initiative manager, funders and consultants at the time of the inception report.

Timeframe

The learning process will run from September 2021 to September 2023. The delivery of the timeline of Laudes FIBE partners varies within this timeframe, but we welcome partners with initiatives ending earlier to stay in the CoP if they find it valuable.

The expected time commitment for the facilitator throughout this time is approx. 75 - 125 days.

10. Consultant(s) Requirements and Level of Effort

Please submit the following to Ms. Denise Brennan, Senior Learning Manager, Laudes Foundation (d.brennan@laudesfoundation.org) by 16 August 2021.

A. Technical Proposal

A narrative proposal (no more than six to seven pages excluding annexes) including the following sections:

- a) **CoP Approach:** describe your overall approach to the CoP, including: partner engagement strategy, proposed experiential learning activities, data collection plan and potential knowledge/learning products
- b) **Relevant Experience:** provide details of similar work (scope, complexity and nature) you have engaged in previously. In particular, please include previous experience:
 - Designing, managing and facilitating CoPs, learning events, webinars and workshops
 - Developing infographics, online surveys, presentations and managing relevant social media platforms/tools and web-based platforms
 - Reviewing and collating evidence and preparing relevant knowledge products for reference and use by the CoP members (and beyond)
- c) **Specific Expertise:** describe your level of knowledge, expertise and experience in:
 - Finance and investments preferable within the built environment linking to both policy makers, finance and industry
 - Monitoring, evaluation and learning (MEL)
 - Knowledge management
- d) **Key Personnel and Staffing:** describe the key personnel. Include CVs (no more than 2 page each and attached as annex) of key personnel who would be part of the consultancy.
- e) **Timeline:** include a detailed timeline of key activities.

- f) **Sample reports:** provide two sample learning and/or knowledge products/reports authored by the team (these will be treated as confidential and used for purposes of selection only).

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. The expected level of effort must be based on the projected level of effort in days per year.

C. Consultant Requirements

The following skills and experience are required:

Facilitation & Coordination:

- Proven experience in facilitation, stakeholder engagement, networking and growing online or in-person communities with multiple stakeholders.
- Excellent organisational and coordination skills, including experience in project management and organising learning events, webinars, workshop.
- Comfortable initiating and nurturing relationships, and the high emotional intelligence required to set and manage expectations around roles and outcomes.

Communications:

- Skilled communicator with excellent observation, synthesis, listening, facilitation, teaching and speaking capabilities – online and offline.
- Excellent editing/ writing skills and experience curating content and designing creative and/or visual knowledge products.
- Subject matter knowledge - experience in learning, knowledge management, community management, monitoring and evaluation).
- Knowledge of finance and investments preferably related to decarbonisation of the built environment and financial/built policy.

Technical:

- Experience developing infographics, online surveys, presentations and managing relevant social media and web-based platforms.

- Experience using a range of context-specific learning techniques and approaches, with the ability to iterate and adapt based on the needs of end users.

Other:

- Ability to be flexible and work well in a fast-paced environment.
- Candidates based in Europe are preferred.

Annex 1: Principles of Engagement

The principles of engagement are intended to guide the behaviour of CoP learning consultant/team as she/he/they engage with the primary stakeholders. It is expected that the consultant(s) will work most closely with the partner initiative managers and Laudes staff, followed by other stakeholders where appropriate.

Working with the partner initiative managers and programme managers at Laudes Foundation the consultant will be responsible for:

- **Creating a trusting relationship:** informed by mutual respect where the candid exchange of viewpoints on data is established, and where success and failure are treated with equal curiosity.
- **Breaking silos:** not limited to formal structures, allowing collaboration across organisations and pre-defined outputs/outcomes.
- **Ownership:** allowing participants to take ownership and responsibility of their learning.
- **Collective knowledge:** capture “wisdom from the crowd” while allowing different learning styles to be present and create new knowledge.
- **Beyond knowledge:** support partners to innovate, solve problems and create new practices.
- **Sharing info and ideas:** in an inclusive and accessible manner.
- **Balance the focus:** between prove (e.g. assessing outcomes) and improve (e.g. adapting implementation strategies), as well as knowledge (e.g. identifying and sharing lessons).

Utilising a Rights-Based, Inclusive Approach

- Overlay a right-based, inclusive lens to the entire process.
- Recognise that the implementation will vary by partner / country / scope.
- Pay specific attention to engagement with employees of partners (managerial and non-managerial) and the socio-cultural reception of the intended impact.
- Describe any limitations to the process, or adjustments over time.