

Request for Proposals

Mapping
organisations
and efforts
working to
deliver just
transitions
across sectors
and geographies

REQUEST FOR PROPOSALS

Mapping organisations and efforts working to deliver just transitions across sectors and geographies

Laudes Foundation, Wallace Global Fund and the Ford Foundation are collaborating to seek a consultant/consultancy to carry out analysis and mapping of efforts working to deliver just transitions across sectors and geographies relevant to the strategies of [Laudes Foundation](#), [Wallace Global Fund](#) and the [Ford Foundation](#).

Complete proposals must be submitted to Sarah Ditty (s.ditty@laudesfoundation.org) by **Monday, 19th June 2023, 11:59 BST**. More details are given below in the request for proposals.

A. Introduction

i. Introduction to the mapping and field-building exercise

Many philanthropic foundations support initiatives that focus on just transitions to move our economic systems from being extractive to regenerative. We know that the energy transition is moving at pace and there is a critical need to focus resources on supporting this. At the same time, just transitions are critical for all sectors of the economy and the energy transition, in particular, can help drive these, including in sectors such as apparel, agriculture, construction and building materials.

For the purpose of this project, Laudes Foundation, Wallace Global Fund and the Ford Foundation are interested in initiatives that address societal, economic and industry-specific transitions to bring greenhouse gas emissions within planetary boundaries in a way that is fair to, inclusive of, and in recognition of the differentiated impacts on those most affected, including workers and communities in climate-vulnerable regions.

Through this collaboration, there is an opportunity to support learning that will be useful for philanthropy to intervene in more coherent ways to ensure that swift and just transitions are realised for all – realising and centring the rights of workers and communities. Critical to this is better understanding the field, the efforts that are emerging within it and what is proving effective (where this can be assessed).

This exercise forms one part of a larger programme of work which includes:

i. Phase 1 – Mapping the field and funders:

- a. Map a range of organisations, movements, campaigns, initiatives and policy options that have emerged across our different focus industries and geographies (see section B) with regards to the imperative of just transitions. We are particularly interested in identifying worker-led, community-driven and rights-based¹ approaches and those that work to drive labour rights into climate policy.
- b. Map the full landscape of private foundations and trusts, as well as identify

¹ [UNSDG | Human Rights-Based Approach](#)

- illustrative or strategically significant examples of other types of donors (e.g., government donors, corporate foundations, donor-advised funds, etc.), supporting efforts to advance just transitions.
- c. Produce a concise primer and summary of trends towards just transitions relevant to our focus sectors and geographies.
- ii. Phase 2 – Assess opportunities to scale effective strategies and solutions to advance just transitions and build out a community of practice for aligned and collaborative funding:
 - a. Convene relevant funders in Q4 2023 to reflect on the results of this field-mapping exercise and discuss the opportunities for alignment and collaboration in support of building the field.
 - b. Convene organisations identified in the field-mapping exercise to reflect on the results of the mapping in Q4 2023 or Q1 2024.
 - c. Informed by these discussions and additional research and interviews with experts and stakeholders where necessary, produce a detailed assessment of the gaps, opportunities and priorities emerging from the mapping and recommendations for philanthropic support to the field in order to scale effective strategies and solutions.

This request for proposals covers the first phase of work – field and funder mapping. The mapping is to be completed by Monday, 23rd October 2023, with an initial draft due by Monday, 18th September 2023.

ii. Introduction to Laudes Foundation

Laudes Foundation is an independent foundation, seeking 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. We are advancing the industry-changing work of C&A Foundation. Learning from these experiences, we work persistently and collaboratively to influence capital and transform industry, starting with the built environment and fashion industries. Laudes Foundation focuses on six key interventions that contribute to both short- and long-term changes, including accelerating advocacy, strengthening accountability, scaling research and innovation, cultivating movements and alliances, amplifying narratives and redefining value for the good of all.²

Laudes Foundation’s Labour Rights programme works to protect and promote workers’ rights, including in the context of just transitions, strengthen workers’ agency and collective action, and advance an inclusive economy through transparency and policy reform.

² [Theory of Change - How We Work - Laudes Foundation](#)

iii. Introduction to Wallace Global Fund

Wallace Global Fund (WGF) supports social movements and aligned organisations that are driving systemic solutions in four areas: democracy, environment, corporate accountability and women's rights. These programmes are fundamentally aligned and interconnected.

Wallace Global Fund's programmes support people-powered movements and campaigns with the necessary research and advocacy that can propel them forward to help turn the tide of catastrophic climate trends and catalyse an equitable, just transition for all.

Just Transition engages our work across all programme areas, in the US, globally and in Africa. It requires a commitment to community-led, rights-based strategies (including gender, environmental and economic justice) supported by government interventions and corporate accountability.

Further, we have aligned our investments with our mission and priorities to deepen the impact we can achieve. We believe finance is a crucial lever for social movements and advocacy campaigns to hold corporations accountable for their environmental and social impacts and to strengthen their governance to account for stakeholder interests. As such, WGF has played an historic role in seeding and scaling the global movement driving divestment from fossil fuels and investment in climate solutions that are just and equitable, as well as contributing to the development of the field of gender-lens investing.

ii. Introduction to Ford Foundation

The Ford Foundation is guided by a vision of social justice – a world in which all individuals, communities, and people work toward the protection and full expression of their human rights; are active participants in the decisions that affect them; share equitably in the knowledge, wealth and resources of society; and are free to achieve their full potential. Across eight decades, our mission has been to reduce poverty and injustice, strengthen democratic values, promote international cooperation and advance human achievement.

Inequality and climate change are inextricably bound to how natural resources are governed. Who owns, controls and benefits from extracting oil, gas, minerals and forests – particularly from the lands of local and indigenous communities in the Global South – can have a devastating impact on livelihoods and the environment. Our international programme, Natural Resources and Climate Change (NRCC), works to put the people most affected by climate change and the extraction of natural resources at the center of solutions.

In NRCC, we believe that low income, rural and indigenous communities in the Global South are the best stewards of their land and resources. We also believe that these communities have the right to a say in how the natural resources on their

lands should be managed as well as to participate in the benefits that flow from those natural resources.

Our programme works to reduce inequalities related to natural resource management through: 1. Enhancing and protecting the land and collective rights of diverse rural communities and, in this way, contributing to their capacities for self-determination and their contributions to the mitigation of climate change; 2. Fostering transitions towards decarbonised energy systems that are socially and environmentally just and that reduce the inequalities faced by the communities on whose lands energy is produced, and from whose lands the raw materials for energy production have been extracted; 3. Supporting institutions that enhance the accountability of private and public organisations that otherwise exert disproportionate influence over the governance of natural resources, in particular land, forests, minerals and hydrocarbons.

B. Purpose and Scope

As philanthropic foundations working towards systems change, we believe in the need to purposefully support and scale approaches to just transitions as being critical to addressing the dual crises of climate change and inequality.

The main goal of this exercise is to support Laudes Foundation, Wallace Global Fund and the Ford Foundation in the knowledge and understanding of the landscape of movements, campaigns, initiatives and policy options that have emerged across our different focus industries and geographies with regards to the imperative of just transitions. We are particularly interested in rights-based, worker- and community-led approaches, and those that work to drive labour rights into climate policy. The work will span across two core elements:

1. **Mapping and summary:** We know there is a tremendous amount of energy towards just transitions occurring around the world. However, we want to deepen knowledge of the full scale of the initiatives that are emerging and how they link to our focus industries and/or geographies. We believe a more robust mapping and summary of initiatives will help drive wider philanthropic collaboration and then scale the most effective initiatives.
2. **Convening stakeholder discussions, assessment and recommendations:** We would like to understand the relative strengths and challenges of initiatives in support of just transitions. What's working in the efforts to build deeper constituencies for a rapid and just transition, and to drive industry and policy changes? Where? Why? What's needed to help these initiatives scale? What initiatives should be prioritised for philanthropic support and why? How can funders align and collaborate to scale effective strategies and solutions to advance worker-led and rights-based just transitions?

Geographical coverage: The regions and countries where Laudes Foundation, Wallace Global Fund and the Ford Foundation focus on grant-making, and thus the geographies most relevant to this mapping exercise, are global platforms, Europe, Asia (specifically Bangladesh, Cambodia, Indonesia and India), Africa (through Pan-African and regional

networks, for energy access across the continent and with deeper engagement in West Africa and Southern Africa), Latin America (regional networks, Mexico and Central America, Andes region and Brazil, including Pan-Amazonian networks) and other secondary relevant geographies where worker or community-led and rights-based just transition efforts have been successful and could be replicated or lessons drawn upon in our focus geographies.

Industry focus: Laudes Foundation works across three key industries including the built environment, fashion, and finance and capital markets. Wallace Global Fund's Environment programme and Ford Foundation's NRCC programme focus on the extractive (including fossil fuels and critical minerals) and renewable energy sectors.

C. Key Questions

In the first phase of work, the research should address the following questions:

- **Mapping the field: (60%)**
 - o What are the key efforts and movements working on just transitions across our focus industries, geographies and communities?
 - o What partnerships are progressive businesses putting in place (with trade unions, public sector, academia, NGOs, CSOs, supply chain actors) to facilitate a just transition for workers?
 - o Where and how do these efforts intersect?
- **Mapping philanthropic support: (30%)**
 - o Which private foundations and trusts are supporting efforts to advance just transitions? What are the issues, industries and/or geographies in focus?
 - o What are a few illustrative or strategically significant examples of other donors (e.g., governments donors, corporate foundations, donor-advised funds, etc.) supporting efforts to advance just transitions (for example, JETPs)?
 - o Where and how do these efforts intersect?
- **A primer and overview summarising key findings from the mappings: (10%)**
 - o What are some of the global trends towards just transitions?
 - o How is the topic of just transition beginning to manifest in political agreements and commitments?
 - o How is the topic of just transition beginning to show up at an industry level in fashion, finance, built environment, and extractive and renewable energy sectors?

The mapping exercise will inform deeper engagement and analysis in the second phase, which may focus on the following research questions:

- **Opportunities and obstacles:**
 - o How are the efforts and movements identified in the mapping working to mobilise policymakers, investors, industry, workers, producers and/or communities to advance a Paris Agreement-aligned just transition that reduces inequality?
 - o Have any of these efforts shown significant signs of success? If so, what have they achieved, and how did they do it?

- Where are there political, policy or sectoral openings and drivers that could provide an opportunity for initiatives to work together to accelerate progress towards just transitions?
- Where is there political, policy or sectoral resistance to progressing just transitions and why?
- Are there examples outside of our focus industries and geographies that we can learn from?
- Which efforts should be prioritised for philanthropic support and why?
- **Collaboration and support**
 - How can philanthropic funders work together to scale effective strategies and solutions to advance just transitions in our focus industries and geographies?
 - What roles can philanthropic funders play in helping build connective tissue and relationships between and across just transition movement actors, sectors, geographies and communities?
 - What resources and support may be required to ensure that the efforts and movements working on just transitions can be effective at a scale that can challenge and shift systemic power from our current extractive and inequitable global economic system to one that is regenerative, climate positive, equitable and inclusive?
 - What type of support and amplification do these efforts and movements need, particularly in the most climate vulnerable regions? How can philanthropic funders provide support that best meets these needs?

D. Methodology

It is expected that the researchers will provide a framework and approach to the research, including an outline of their research methodology for the proposal. It is recommended that the researchers engage in mixed-method research focused on qualitative data collection and analysis through desk-based research, and expert and stakeholder interviews (including with Laudes Foundation, Wallace Global Fund and Ford Foundation staff, relevant grant partners and others identified by the research team). Laudes Foundation, Global Wallace Fund and the Ford Foundation will support the research team to facilitate interviews with relevant staff and partners.

The research team must ensure that the methodology and approach proposed meets ethical standards, is inclusive from the lens of gender and equity, considerate of the cultural and political context, and impartial, with safeguards to mitigate bias.

The Principles of Engagement to be followed can be found in Annex 1.

E. Roles and Responsibilities

The Senior Programme Manager, Labour Rights at Laudes Foundation (‘the Manager’) is responsible for:

- Overall responsibility and accountability for management and delivery of the assignment up to and including approval of the final report (in consultation with the Wallace Global Fund and the Ford Foundation).
- Formally approving the scope of activities and workplan based on the consultant's recommendation and Laudes, Wallace Global Fund and the Ford Foundation inputs.
- Technical guidance for the research consultant(s) throughout the research phase up to and including participation/observation of data collection as necessary.
- Supporting the research consultant(s) to disseminate knowledge products through online and offline channels.
- Provide relevant data, documents and stakeholders contacts (internal and external).
- Reviewing and commenting on the drafts of reports and other knowledge products, including collating comments and facilitating discussion and feedback from Laudes Foundation, Wallace Global Fund and the Ford Foundation teams.
- In all these roles, necessary support and input will be provided by other members of Laudes Foundation, Wallace Global Fund and the Ford Foundation teams.

The research consultant(s) are responsible for:

- Conducting all necessary literature reviews, interviews, and qualitative and quantitative assessments and data collection as necessary.
- Day-to-day management of the research.
- Regular formal and informal reporting to the Manager.
- Participation in key research-related meetings (kick-off meetings and draft findings meetings, etc.).
- Addressing peer review feedback in the research, where relevant.
- Production of deliverables (mapping, written briefing and any other knowledge products as agreed) in accordance with the request for proposals, Laudes Foundation editorial style guide, Laudes Foundation report style guide and contractual arrangements.

F. Process

The work is expected to be carried out from **July 2023 to October 2023, with an initial draft mapping to be completed by 18th September 2023 and the completed mapping to be finalised and presented by 23rd October 2023.** Precise milestones will be mutually agreed with the research consultant(s) as part of the contracting process.

The expected time commitment for the research consultant(s) throughout this period is **approx. 65-80 days**. The envisioned budget for this work is between **EUR 65,000-80,000**.

The research consultant/team will prepare an **inception report and work plan** that will operationalise the request for proposals, **due three weeks after the project start date**. The inception report and work plan must address the following elements:

- Goals and expectations of the assignment;
- Roles and responsibilities;
- Refinements and elaboration to process, structure and scope;
- Outline of the work plan, including milestones and timelines;

- Identification of which organisations, movements, campaigns, initiatives, policy options and funders may be included in the research;
- Outline of a final report and/or plans for alternative or additional learning products;
- Bibliography.

The inception report and work plan will be formally approved by the Manager, in consultation with additional Laudes Foundation, Wallace Global Fund and Ford Foundation team members, and act as an agreement between the research consultant(s) and Laudes Foundation on how the assignment is to be conducted.

The research consultant(s) will prepare the draft and final mapping, and present the findings of the mapping to Laudes Foundation, Wallace Global Fund and Ford Foundation to enable discussion and decisions on next steps.

The research consultant(s) will provide the Manager with bi-weekly updates and manage requests for information.

G. Deliverables

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

- An inception report and work plan outlining overall goals, activities and timelines as well as identify which organisations, movements, campaigns, initiatives, policy options and philanthropic funders that may be included in the research (priority given towards worker-led and rights-based approaches) within three weeks of the project start date;
- A draft report that includes an overview of global trends towards just transitions and the mapping of relevant organisations, movements, campaigns, initiatives, policy options and philanthropic funders by Monday, 18th September 2023 ;
- A final report and other knowledge products as mutually agreed (e.g., visual mapping, case studies, lesson notes, etc.). The mapping should include a short summary of each organisation, movement, campaign, initiative, policy option and philanthropic funder identified by Monday, 23rd October 2023.

The mapping will serve Laudes Foundation, Wallace Global Fund and the Ford Foundation teams and be shared with the aligned philanthropic community to deepen strategy reviews and grant pipelining, as well as building a strong community of practice across our funder networks.

We encourage and prefer digestible and visual formats where possible, such as infographics, maps, playbooks, action plans or any other similar formats suggested by the research consultant(s).

H. Stakeholders and Audience

Primary audience and stakeholders are:

- Laudes' Labour Rights programme staff and partners working on just transitions.

- Wallace Global Fund’s executive team and staff working across corporate accountability, climate, gender and economic rights broadly.
- The Ford Foundation’s NRCC programme team.

Secondary audience and stakeholders include:

- Laudes’ Foundation staff and partners working on industry transformation through the finance and the built environment industries.
- Other philanthropies engaged in enabling industry transformation through a variety of complementary approaches (if shared externally, we will seek the necessary and explicit permissions from named people and organisations).

I. Consultant Requirements and Level of Effort

The expected level of effort for the analysis is approximately 65-80 working days. This is an estimate – the level of effort proposed must be aligned with the proposed methodology.

Proposals are invited from organisations/experts/consultants with relevant experience in just transition-related policy, collective action and/or movement building to support our efforts in understanding the subject better.

Please submit the following to Ms. Sarah Ditty, Senior Programme Manager, Laudes Foundation (s.ditty@laudesfoundation.org) by Monday, 19th June 2023, 11:59 BST. Shortlisted proposals will be invited to attend 30-minute interviews likely on 26th and 27th June 2023.

A. Technical Proposal

A narrative proposal (no more than four pages excluding annexes where necessary), which includes the following sections:

- Approach and methodology:** describe your overall approach and methodology, including mapping and engagement with experts and stakeholders in the field of just transitions, data collection plan and potential knowledge/learning products.
- Relevant Experience:** provide details of similar work (scope, complexity and nature) you have engaged in previously. Please include previous experience of:
 - Researching and mapping a similar field.
 - Analysing and identifying successful approaches for driving industry transformation.
 - Reviewing and collating evidence and preparing relevant knowledge products for reference.
 - Just transition-related policy and industry transformation experience within the relevant sectors and/or geographies preferable, but not a must.
- Key Personnel and Staffing:** describe the key personnel that will carry out this research. Include CVs (no more than 2 pages each and attached as an annex) of key personnel who would be part of the consultancy.
- Timeline:** include a detailed timeline of key activities.

- e) **Sample reports:** provide two sample learning and/or knowledge products/reports authored by the key personnel (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:

- Excellent research skills including data collection, interviews, literature review and focus group facilitation;
- Skilled communicator with excellent observation, synthesis, listening, facilitation, teaching and speaking capabilities – online and offline;
- Good skills in the visualisation of research results;
- Fluent ability to communicate in English and, ideally, other languages and/or access to translators depending on the language of the organisations identified;
- Good project management skills;
- No conflicts of interest with Laudes, Wallace Global Fund and the Ford Foundation;
- Knowledge of just transitions, advocacy and accountability approaches;
- Ability to be flexible and work well in a fast-paced environment.

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 for their learning.
- **Collective knowledge:** capture “wisdom from the crowd” while allowing different learning styles to be present and to 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 proving (e.g., assessing outcomes) and improving (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 of the process or adjustments over time.
