

Request for Proposals  
—— Mapping  
and Implementing  
accountability  
tactics for  
transforming built  
environment in  
Europe ———

## Request for Proposals

### Mapping and implementing accountability tactics for transforming the built environment in Europe

Laudes Foundation seeks a consultant/consultant organisation to carry out an analysis and mapping of tactics and approaches which have been employed by different organisations/initiatives to increase accountability of corporate sectors to climate and social goals - ranging on a scale from polite coalition building and voluntary standards to more high pressure and activist approaches.

Complete proposals must be submitted to Nazakat Azimli ([n.azimli@laudesfoundation.org](mailto:n.azimli@laudesfoundation.org)) by January 30, 2023. More details are given below in the request for proposals.

#### A. Introduction

##### a. Introduction to the mapping and field-building exercise

The goal of this research is to identify and categorise, in terms of effectiveness and impact, a range of tactics from polite coalition building and voluntary standards to more high pressure and activist approaches that have been deployed successfully to instigate change across different industries with regards to climate and social equity goals.

Built Environment team has identified the need for this research as actors working directly with industry and policymakers have successfully increased ambition levels, stronger accountability structures and approaches are needed to ensure action at scale follows ambition. Whilst many leading corporates in the built environment have set climate targets, few have implemented action that sets them on course to achieve these, and the same can be said for policymakers. As a foundation working towards systems change, we believe in the potential impact of bringing more of accountability tactics into the mix of our approaches towards driving the transformation of built environment. This work will comprise two key deliverables:

- 1) A compendium of case studies on initiatives / approaches that were impactful in terms of holding industry accountable for climate and social goals, that can inform Laudes' strategy and grant making. This analysis should also map and categorise different tactics and approaches and offer guidance on which approaches are the most appropriate at different stages in sectoral change (i.e., which more activist approaches may result in undermining industry engagement and action if applied too early).
- 2) Identify organizations that have been successful in driving European industry action on climate and social equity through accountability tactics and could potentially expand their scope to cover built environment. Summarize the way they implement accountability tactics and what industry action this has resulted in.

The proposed timeline of this study is February 2023- October 2023.

##### 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



incentivising change.

Founded in 2020, Laudes Foundation is part of the Brenninkmeijer family enterprise and builds on six generations of entrepreneurship and philanthropy. We advance 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. Redefining value for the good of all.

## B. Background and context

Laudes Foundation's Built Environment team is working with a cluster of partners across three thematic interventions to enable systemic transformation of the built environment in Europe:

1. Establish and implement industry decarbonization roadmaps and legislation: Working with industry solution-oriented programmes like the [Circular Buildings Coalition](#), advocacy partners such as the [Buildings Performance Institute Europe](#), and programmes at the intersect of industry and policymaking such as '[BuildingLife](#)'.
2. Support inclusive models to enable a just transition: Working with residents and workers to bring their voices to the table and increase social equity as we decarbonise our built environment, through partners such as the labour unions of Building and Woodworkers [International](#), and programmes such as [IHRB's Dignity by Design](#).
3. Accelerate finance and investment into industry's transformation: Working with investors and financial institutions to align with industry's climate and social goals and shift the trillions needed to enable this huge industry to transform, through initiatives like the [Carbon Risk Real Estate Monitor](#) and partners like the [Green Finance Institute](#).

For more information about the specific partnerships and how these relate to supplementary elements of the Laudes Foundation Built Environment strategy, please see the full Laudes Built Environment partner portfolio [here](#).

The built environment remains one of the most conservative and risk-averse industries, which prevents implementation of substantial changes in terms construction, financing and development practices and hampers implementation of social equity and climate goals. Recent years have seen many industry leaders adopt ambitious climate goals, with investors and policymakers starting to move, but too little of this is translating into near-term actions that create the climate and social impacts we need. Therefore, we would like to learn how to accelerate the transition by applying accountability tactics successfully used to inspire and force change in other sectors of the economy. This may require out of the box thinking and looking at how movements beyond climate have approached change from a tactics and design perspective in other sectors, e.g., how corporate health and safety accountability has evolved over time from campaigning to strict laws, accountability and implementation cultures.

## C. Purpose and scope



The main goal of this exercise is to support Laudes Built Environment in future grant-making for supporting advocacy and accountability tactics for transformation of the built environment. The work will span into two core elements:

1. **Analysis and categorisation of case studies on tactics that worked for instigating industry transformation:** This will be analysis of the range of advocacy and accountability tactics from more polite to more aggressive that have managed to challenge industry and policy to raise ambition and keep up with the obligations to achieve decarbonization and just transition. The analysis will become a reference point when team wants to understand which tactics are the most appropriate and impactful at different stages in sectoral change.
2. **Mapping of selected strong accountability organizations to expand to built environment:** As a team our expectation is that the number of activist organizations working on topics related to the built environment within scope of our strategy might not be so great. Given that in consultation with the Laudes team members the consultant(s) will be asked to identify the organizations that have been most successful in advocating for industry and policy change in Europe but haven't strongly engaged with impact in and around buildings. The organizations that worked with built at one point of time, but then discontinued their work would be of particular interest.

The **scope** of this study will be as the following:

- Given that the geographical scope of built environment team is Europe when identifying case studies it's important to make sure they are relevant to European context, while their general scope might be global. Europe for the Laudes built environment programme is EU27, Norway, Switzerland and UK.
- We are especially interested in organizations at the intersection of economic, social and governance issues.

To ensure the systems change that we seek, we need to be smart about how we supplement efforts on influencing finance, industry and policy makers through supporting activism, including when this best enables change. This research will therefore serve the team's Learning Question: *How can we support most effectively accountability and activism to address the dual crises of climate change and social inequality in the Built Environment?*

## D. Methodology

The envisaged activities to be undertaken by the facilitator are:

1. Understanding the context of Laudes Foundation strategy, the work of the partners and the desired policy change:
  - **Meeting with relevant staff at Laudes and partners:** Initial interviews with built environment team and broader Laudes staff members to have a deep understanding Laudes strategy, theory of change and what kind of different approaches Laudes partners are using to tackle dual crisis of climate change and social equity. Some of Laudes partners that have insight on the topic will also suggested by the Laudes team for interview.
  - **Analysis of impactful tactics:** While the interviews with the Laudes staff and partners will already provide some reference points of successful campaigns and activities to take a deeper look and understand what formula stands behind their successful impact, the consultant is expected via means of desk research combined with expert interviews to identify broader range of approaches that worked well for industry transformation. The exact outline of this process is to be identified together with the Laudes staff and agreed within the inception report.

### 2. Reporting and Dissemination

- **External learning Product:** mapping and ranking of case studies should be developed into an external learning product. The learning products will both serve the built environment team in the process of strategy review and grant pipelining and provide the learning opportunity for all the relevant external stakeholders as well, and should comprise of the following parts:
  - Good practices, categorization and mapping of tactics: here we prefer a digestible and visual format, such as infographics, playbook or any other similar format suggested by the consultant.
  - Action Plan: outline of what would be the best way of integrating the identified tactics into the driving transformation of the built environment.
  - Lessons Note: brief summary of how findings in the report are answering the respective learning question of the built environment team.

The exact format, length and content structure of the learning products are to be identified together with the Laudes team leading the work.

- **Reporting:** provide Laudes Foundation with monthly updates and manage requests for information. Expect more frequent meetings in the concept stage until the inception report has been approved.

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

## E. Roles and Responsibilities

Consultants:



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- Conducting all necessary literature review and qualitative and quantitative assessments and data collection as necessary
  - Day-to-day management of the research
  - Regular formal and informal reporting to the Programme Manager
  - Participation in key research related meetings (kick off meeting, inception report meeting and draft findings meeting etc.)
  - Addressing peer review feedback in the research
  - Production of deliverables (inception report and research report) in accordance with the request for proposals, Laudes Foundation editorial style guide, Laudes Foundation report style guide and contractual arrangements

**Laudes Foundation staff:**

- Overall responsibility and accountability for management and delivery of the assignment up to and including approval of the final report.
- Formally approving plan and scope of activities based on the consultant's recommendation and Laudes staff inputs.
- Supporting the consultant 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 in our funding strategy.

## F. Process

The process will run from March 2023 to October 2023, with contracts concluded in February 2023.

The expected time commitment for the consultant throughout this time is approx. 35-50 days.

The envisioned budget for this work is between 80,000-100,000 EUR.

The consultant/team will prepare an inception report and work plan that will operationalise the request for proposals. That the inception report should be based on initial documentary review and preliminary interviews. The inception report and work plan needs to address the following elements:

- Literature and initial case study review;
- Expectations from and objectives of the assignment;
- Roles and responsibilities within the exercise;
- Refinements and elaboration to process, structure and scope
- Outline of the work plan

The inception report and work plan will be approved by the programme manager at the Built Environment team and act as an agreement between the consultants and Laudes Foundation on how the assignment is to be conducted.

## G. Deliverables

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

- An inception report outlining overall goals, activities and timelines
- A mapping, analysis and ranking of successful case studies
- External learning product(s) and final report

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

## H. Stakeholders and Audience

The primary stakeholders are:

- Laudes Built Environment staff and partners working on policy and regulatory change, and industry transformation.

Secondary stakeholders include:

- Other partners of Laudes working on change through finance, workers and residents.
- Other philanthropies engaged in enabling industry transformation through variety of approaches.

## I. Consultant Requirements and Level of Effort

Please submit the following to Ms. Nazakat Azimli, Programme Officer, Laudes Foundation (n.azimli@laudesfoundation.org) by 30 January 2023.

### A. Technical Proposal

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

- a) **Approach:** describe your overall approach, including mapping, analysis and ranking strategy, needs assessment approach, engagement strategy with potential newcomers to the built field, 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. Please include previous experience:
  - Researching and mapping a field
  - Analysing and identifying successful approaches for driving industry transformation
  - Reviewing and collating evidence and preparing relevant knowledge products for reference
- c) **Specific Expertise:** describe your level of knowledge, expertise and experience in:
  - Activism, grassroots action and accountability initiatives in Europe.
  - Policy and industry transformation preferable within the built environment, but not a must
- d) **Key Personnel and Staffing:** describe the key personnel that will carry out this assignment. 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 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, focus group facilitation.





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- Skilled communicator with excellent observation, synthesis, listening, facilitation, teaching and speaking capabilities – online and offline.
  - Good skills in visualisation of research results
  - Fluent ability to communicate in English and, ideally, other languages and/or access to translators depending on the language of organisations identified;
  - Good project management skills;
  - No conflict of interest with Laudes Foundation.
  - Knowledge of advocacy, accountability approaches
  - 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.