

## Terms of Reference for setting up a Monitoring, Learning and Evaluation System

### “Executing The B Team Strategy”

Laudes Foundation seeks a Consultant to support the design of monitoring and learning tools and related processes with The B Team. **Complete proposals must be submitted by 03 May 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.

This initiative (The B Team) is funded as part of Laudes Foundation’s finance and capital market transformation (FCMT) programme.

The terms of reference presents a brief description of the initiative; scope and objectives of the Measurement, Evaluation and Learning (MEL) system; methodology; stakeholder involvement; roles and responsibilities; process; deliverables; audience and dissemination; consultant qualifications.

#### II. The B Team

The B Team is a global collective of business and civil society leaders working to create new norms of corporate leadership today, for a better tomorrow. Together, these leaders are holding themselves and their peers accountable for a new way of doing business—one that measures success not only by financial performance, but also by the health of people and our planet—for the benefit of generations to come.

The B Team shares a vision of an inclusive economy that better serves humanity and preserves our planet. Together, the Leaders are working to raise courage and redefine

accountability in business, for the wellbeing of our companies, communities and future generations.

In 2020, The B Team released its first five year Strategy, and as part of this process has made a commitment to strengthening its monitoring, evaluation and learning approach. The B Team seeks to build an organizational wide monitoring and evaluation system that is fit for purpose and captures The B Team's unique contribution to change, while assessing its organizational as well as programmatic progress and deepening a practice of accountability, internally and with stakeholders.

### III. Scope and Objectives

The assignment is expected to enable Laudes Foundation and The B Team to make sense of results and learning to overcome the challenges surrounding shaping new narratives, driving corporate commitments and advocating for progressive governmental policy. The assignment will involve:

- helping to develop The B Team to develop and strengthen their existing MEL processes and procedures;
- developing learning questions and practices with The B Team;
- reflecting on and testing the theory of change with The B Team;
- pulling out relevant learnings from process through feedback learning mechanism; and
- setting up adaptation cycles based upon learning.

The assignment will support the development of a framework and processes for monitoring and learning that are appropriate for the context within which The B Team operates and can be implemented by The B Team, and importantly will address learning questions that arise regarding their work.

Design: considering The B Team addresses issues that are not easily measured or tracked, like policy change, narrative change, or system change, it is suggested that the monitoring and learning framework and processes be based on the rubrics system or a similar model most appropriate to The B Team - and assess how evidence can be generated. The MEL system should be utilisation focused, complexity aware and not burdensome.

The MEL design, including the feedback learning mechanism and the learning questions will be co-designed with The B Team.

Process: The consultant will review the initiative documents (including any current reports), conduct interviews with relevant B-Team staff and Laudes Foundation staff, suggest a utilization focused MEL design that focuses on how outcomes will be captured and how feedback learning mechanism is established.

In addition to this, the consultant team will use the Laudes Foundation rubric and rating system to set up the MEL system for The B Team's grant from Laudes Foundation and also define the contextual difficulty in which it is situated. The rubrics will be selected in consultation with the Effective Philanthropy team at the foundation (after May 2021).

#### IV. Stakeholder Involvement

Stakeholder involvement is critical to the successful execution of the work. The consultancy is expected to employ participatory and collaborative approach providing for appropriate involvement of the following key stakeholders:

- Relevant The B Team staff, both part of management and those involved in this partnership
- Key staff at Laudes Foundation involved with this partnership
- Business representatives involved in The B Team
- Other relevant stakeholders

#### V. Roles and Responsibilities

The Programme Manager (Megan McGill) of the Finance and Capital Market Transformation team at Laudes Foundation is responsible for:

- overall responsibility and accountability for management and delivery of the work;
- facilitation of access to partnership related data, all documents, and access to stakeholders (internal and external); and
- reviewing and commenting on any draft reports.

The Programme team at The B Team are responsible for:

- day-to-day assistance to the consultants;

- facilitation of access to partnership related data, all documents, and access to stakeholders (internal and external);
- reviewing and commenting on drafts of MEL system and other deliverables; and
- participation and facilitation of key task related meetings (workshops, meetings etc.).

The consultants are responsible for:

- conducting all necessary review of documents, interviews etc.;
- day-to-day management of the process;
- regular formal and informal reporting to the Task Manager;
- participation and facilitation of key task related meetings (workshops, other meeting etc.); and
- production of deliverables in accordance with the Terms of Reference and contractual arrangements.

The Programme Manager (Savi Mull) of the Effective Philanthropy Team at Laudes Foundation is responsible for:

- participation in selection process and provision of technical inputs during the period of the task.

The Consultant(s) will report to Megan McGill– Senior Programme Manager, Laudes Foundation – on all issues related to the Task, contracts, fees, and deliverables and commenting / responses processes.

## VI. MEL Process

The consultants will prepare an inception report in the form of a Reflection Report and work-plan that will operationalise the Terms of Reference. The inception report will be based on initial documentary review, preliminary interviews with different actors and an evaluation of The B Team's current monitoring, evaluation and learning (MEL) systems.

The inception report and work-plan will address the following elements: expectations of the assignment; roles and responsibilities within the consulting team; elaboration to learning questions; methods – qualitative and quantitative and data collection, including possible

constraints; and draft learning matrix for the MEL process linking questions – methods – data sources and indicators.

The inception report and work-plan will be approved by the Programme Manager at Laudes Foundation and The B Team and act as an agreement between the consultants and the Laudes Foundation on how the work is to be conducted.

The consultants will prepare the draft and final reports that describe the MEL methodology, findings, recommendations and key lessons.

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

Process	Deadline	Responsibility / Participants
MEL Kick Off Meeting	ASAP	The B Team team and Programme Manager at Laudes Foundation, Consultant Team
Review of B Team’s MEL system and documents, interviews	Month 1	Consultant Team
Reflection report on B Team’s MEL system and documents, interviews and next steps	Month 2	The B Team team and Programme Manager at Laudes Foundation, Consultant Team
Methodology workshop and development of TOC	Month 3	The B Team team and Programme Manager at Laudes Foundation, Consultant Team
Set up MEL system	Month 4	Consultant Team
Implementing of new MEL system	Month 4-7	The B Team team and Consultant Team
Final Report (with activities and deliverables)	Month 7	Consultant Team

## VII. Deliverables

The consultant should submit the following deliverables:

- A Reflection Report (review of documents, MEL system etc.)
- Methodology workshop and review of Theory of Change
- Description, set up and implementation of new MEL system (including learning questions)

- Final Report of activities

## VIII. Audience and Dissemination

Main audiences for the MEL work will be Laudes Foundation, The B Team and their stakeholders.

## IX. Consultant Requirements

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

- Experience in setting up measurement, evaluation and learning frameworks to a high standard;
- Experience in organisational capacity development
- Demonstrated experience in narrative and system change measurement and learning approaches
- Knowledge of movement building and industry action, specifically in Europe
- Strong facilitation skills and proven ability to lead participatory processes
- No conflict of interest with Laudes Foundation or The B Team

Please submit the following to Anna Watt (a.watt@laudesfoundation.org) by end of business CEST, 03 May 2021.

### A. Technical Proposal

A narrative proposal (no more than 5 - 6 pages excluding annexes) and including the following sections:

- Methodology: Describe your overall approach and methodology in setting up the MEL system and feedback loops
- Relevant Experience: Provide details of projects of similar scope, complexity and nature you have worked on previously.
- Specific Expertise: Describe your level of knowledge and expertise in movement building and industry action as well as MEL framework setting and organisational development.

- 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.
- 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.