

Measurement and Learning Approach

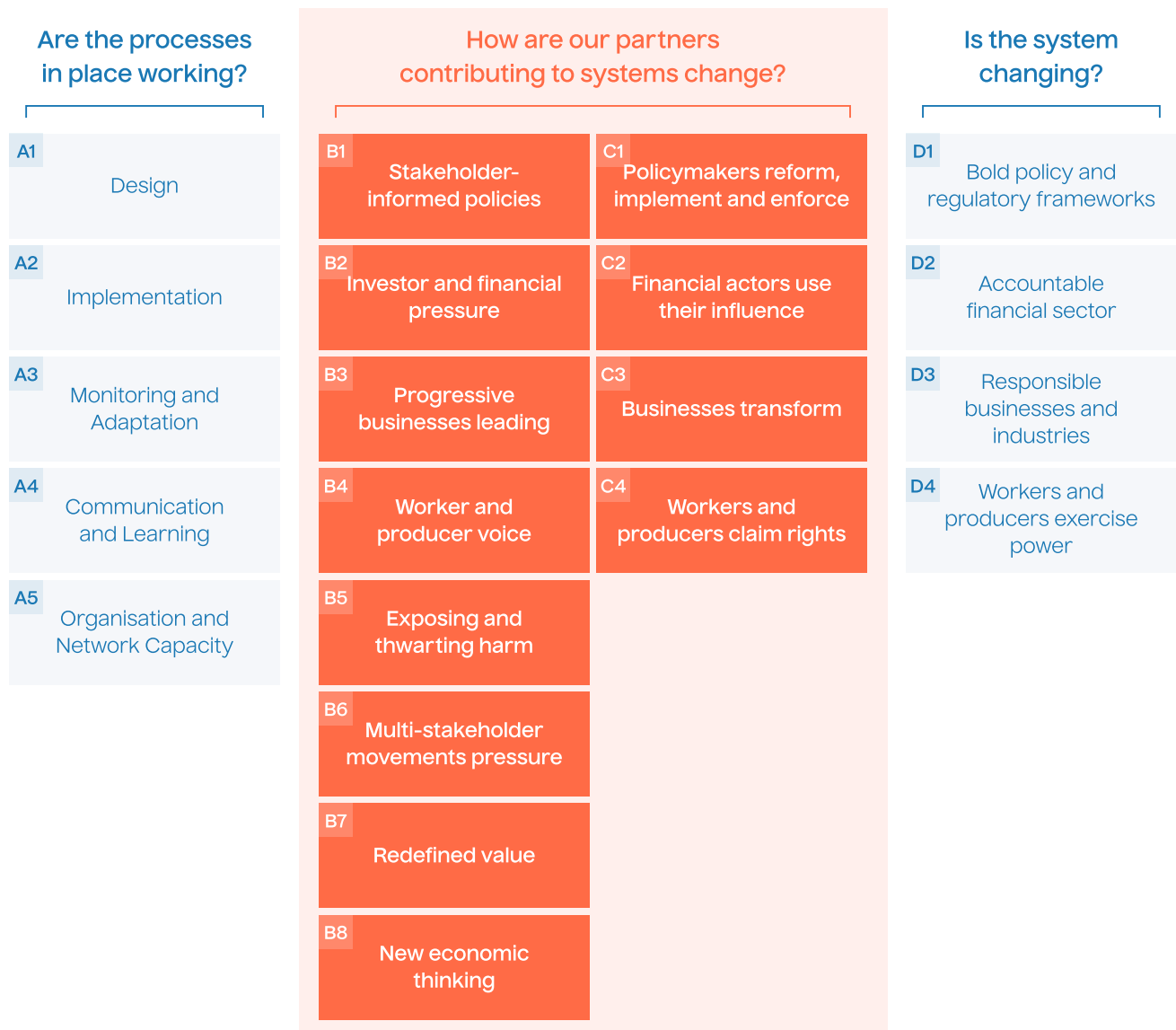
How can we measure and learn when promoting systems change? It's a challenge that has inspired Laudes Foundation to develop a rubrics-based methodology to help us, our partners and the wider field of philanthropy, understand our contribution to change, while learning and adapting to new and unforeseen circumstances.

Change cannot be captured by numbers alone because metrics put the focus on what can be counted, not always what's most important. Rubrics are a framework that set a standard for what 'good' looks like – and create a shared language for describing and assessing it using both quantitative and qualitative evidence. At Laudes Foundation, the rubrics are integrated into our grantmaking processes – from the design phase through to measurement, evaluation and learning.

The four Laudes Foundation rubrics categories

Laudes Foundation has developed 21 rubrics that work across different levels, from processes to long-term impact. When measuring a specific initiative, a smaller set of relevant rubrics are chosen and assessed on a rating scale from 'harmful' to 'thrivable'.

The 21 rubrics are categorised into four groups, with some natural overlap between categories B, C and D.



- **Category A** focuses on the process-related aspects of initiatives, including design, implementation, monitoring, communication and learning, and organisation and network effectiveness.

- **Category B** focuses on the early and later changes that need to happen to create the right conditions to achieve the 2025 outcomes.
- **Category C** captures the 2025 outcomes, focusing on how policymakers, financiers, business leaders, and workers and producers behave.
- **Category D** captures the 2030 impacts, describing the new reality created as a result of sustained efforts.

When applying a rubric to a specific initiative, it is important to define, for example, the target regions and sectors. While most initiatives will have a primary emphasis on either climate mitigation or increasing equity and inclusion, they should also consider any intended or unintended effects on the other.

Grant applications

Rubrics form a key part of our grantmaking process and are used in all grant applications over €100,000.

During the grant application process, our partners select two to four rubrics from categories B and C that are aligned with their initiatives' goal. Programme managers are available to guide and support partners throughout the grant application process, and the rubrics are selected in consultation with them. After the rubrics have been selected, partners are asked to fill in the table below.

Relevant Laudes Rubric	Rubric Translation	Baseline	Evidence of the changes related to the Rubric		
Number and Title of Laudes Rubric	Initiative outcome(s) related to this Laudes Rubric	How the current situation is	Specific changes expected (and by when) within each outcome	Criteria (qualitative and quantitative) to assess how substantial and valuable	Initiative's contribution (outputs) to the expected change

During the monitoring and evaluation processes, partners self-assess the initiative's performance against all process rubrics as well as rate the current situation for each of the selected early and later changes and 2025 outcomes rubrics.

The rating scale

Each rubric is rated using the following generic five-point rating scale:

