PROPOSAL TEMPLATE

Laudes Foundation is addressing the defining challenges of our time: climate change, nature loss and social inequality. We support brave action to inspire and challenge industry to transition to a green, fair, and inclusive economy.. This proposal template is designed to help us both consider the fit between your proposed initiative and Laudes Foundations’ funding. In order to maximise our contribution, we focus on specific interventions within the system as described in the rubrics section. Rubrics are an important tool for helping us measure and learn with our partners as we seek to contribute positive change within a complex and changing system. We would encourage you to discuss this part of the template with your Laudes contact person before beginning your proposal.

Please complete the following as concisely as possible while still providing sufficient information and analysis. Generally, we discourage proposals from being more than 14 pages for sections one through three (including rubrics table).

We accept proposals in other formats (e.g. templates from co-funders) if all the questions below addressed. If any questions are missing, please ensure they are included.

We do accept applications in languages other than English – please reach out to your Laudes contact person for more information.

Please note that upon submission of the proposal, we will commence/update our partner assessment which includes a risk assessment and background screening for new partners. Also, by submitting this proposal, partners who have previously received grants from Laudes Foundation confirm that their originally submitted information (legal name, address, documentation substantiating their legal registration) remain unchanged since the initial grant. Any changes to this information must be clearly documented in this proposal.

By submitting personal data, you are accepting that Laudes Foundation may process such data in accordance with our [privacy statement](https://www.laudesfoundation.org/who-we-are/policies-and-commitments/privacy-statement/).

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| --- | --- | --- |
| **Organisation legal name and registered office address** | | |
| *Name:* | | |
| *Address:* | | *Country:* |
| **Main contact name, title and email** | | |
| *Name:* | | |
| *Title:* | | *Email:* |
| **Authorised signatory/ies name/s, title/s, email/s and mobile phone number/s** | | |
| *Name:* | | *Mobile phone: +* |
| *Title:* | | *Email:* |
| **Initiative title** | | |
|  | | |
| **Geography/ies covered** | | |
|  | | |
| **Duration** | | |
| *Start date:* | | *End date:* |
| **Funding type/s requested** | Programmatic Funding  General Operating Support[[1]](#footnote-2)  Organisational Development Support [[2]](#footnote-3)  Wellbeing Support[[3]](#footnote-4) | |
| **Total cost[[4]](#footnote-5)** | *Total estimated cost and currency[[5]](#footnote-6)* | |
| **Funding request** | *Amount that you are requesting from Laudes Foundation (cash), currency* | |
| **Co- funding (in Euro)[[6]](#footnote-7)** | *Any additional resources that you or others are providing in addition to Laudes Foundation support (currency, amount and source)* | |

# 1. CASE FOR PROPOSAL

# *We encourage you to be concise.*

# *Please add an appendix if you would like to share any additional detailed information.*

## **1.1. Case for proposal**

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| --- |
| Why?  Why should this initiative or organisation or, for GOS, the organisation be funded?  Why Laudes?  Laudes’ 2030 goal is an inclusive economy, where mindsets, rules and power have shifted to ensure that business and markets mitigate climate change and eliminate inequality.  Please explain why this initiative or, for GOS, the organisation should be funded considering this ambition. If this is a continuation of a grant previously supported by Laudes Foundation, you may skip this question.  Consequences if not funded:  Please describe the consequences if support for this initiative or organisation was not provided by Laudes.  If this is a continuation of a grant previously supported by Laudes Foundation, you may skip this question. |

# 1.2. Context

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| Please describe the problem this initiative or, for GOS, the organisation seeks to address.  If this is a continuation of a grant previously funded by Laudes, please answer if the problem changed since the initiative or, for GOS, the organisation received funding, and if so, how. |

2. DETAILED PROPOSAL

## **2.1. Initiative summary**

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| What?  What do you want to achieve? High level objectives.  How?  How do you do it? Brief description of initiative or, for GOS, the organisation   * How will your initiative or, for GOS, the organisation address the central problem? In particular, please describe your activities and how you believe they will contribute to the expected changes, and any assumptions on which your strategy depends. * How will your initiative or, for GOS, the organisation factor in the voices and concerns of those that are being served by the effort?   In particular, please describe how the initiative or, for GOS, the organisation will affect women (or gender equity) and marginalized communities or individuals.   * How will your initiative or, for GOS, the organisation build on what has been tried before? |

## **2.2 Lessons learned**

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| How will your initiative or organisation take into account lessons and / or successes of similar efforts or the grant previously funded by Laudes Foundation ?  What will you do differently? |

## **2.3. Outcomes**

## 2.3.1 Rubrics framework Please refer [here](https://www.laudesfoundation.org/how-we-work/measuring-with-rubrics/) for guidance on our Rubrics for Measurement and Learning Approach as well as for a complete list of available rubrics. In the proposal you are required to fill out the A5 Rubric, plus between 1-4 rubrics from categories B and C. Your Laudes contact will agree with you on which rubric(s) work best for this proposal.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 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 |
| Example  **A5**. Capability and capacity to deliver on outcomes | Example Increased organisational knowledge, skills and financial capacity to ensure a strong capability to deliver the project and scale up to further support cities decarbonising their built environment while centering equity in the just transition. | Using Laudes Ratings | Example  By 2027 the project will have seeded and built a network of organisations working on building decarbonisation and climate justice in Europe capable of supporting cities in the transition.  Better conditions exist for staff to apply new knowledge and skills and stay motivated for successful implementation of the project by 2025.  Better knowledge base and skills to drive innovation in the use of bio-based materials for retrofitting, creatively promoting sufficiency, and centring community needs in embodied carbon policy by the end of 2026. | Example Number and relevance of organisations and networks with whom we have built built relationships to advance climate justice in the decarbonisation of cities’ built environment.  Breadth and depth of knowledge areas expanded upon in conferences attended by staff inform policy development and project implementation, incorporating best practices and innovative approaches. Connections and networks established during conferences and other convenings are leveraged to facilitate knowledge-sharing among cities.  Evidence of skills and knowledge acquired during the training course(s) directly being applied in the day-to-day activities related to project delivery and support for cities. Based on the course, metrics will be established (e.g. Innovation strategies: number of strategies or approaches in project design, execution, or evaluation). | Example Deeper learning around the intersectionalities of embodied carbon and climate justice lead to better support to cities, greater knowledge-sharing across ecosystems to advance systemic shifts, and broader network of built-environment organisations engaged in climate justice in Europe.  Staff participates in at least a conference of their choice per year to stay abreast of the latest knowledge in the field and gain inspiration.  Staff conducts at least one training course per year to increase their skills to successfully manage and deliver such large-scale projects. |
| Example **B6.** Unstoppable multi-stakeholder movements creating pressure | Example A network of city practitioners alongside national coalitions of -based CSOs, academia and other relevant stakeholders voicing urgency around the need for national governments to implement new EU revised legislation and reduce embodied emissions while generating social benefits and regenerating ecosystems established, increasing pressure on city and national governments. | Using Laudes Ratings | Example Increased number of participating cities become aware of and develop & implement policy interventions on embodied carbon, bio-based materials & equity, acting as beacons of inspiration and guidance in their countries, and exerting pressure for further legislative change by 2027.  City representatives, civil society organisations, industry stakeholders and policy-makers have developed a common understanding of the opportunities to enact the just transition through embodied carbon policies by 2026.  National coalitions and stakeholders from phase one of the project gain insights into the development and adoption of city policies, best practices and challenges. These insights shape future policy development at the national level by the end of 2026, specifically with regards to the uptake of bio-based material along with equitable embodied carbon and sufficiency strategies. | Example Breadth of policy initiatives  discussed at the city level on how to enhance equity in embodied carbon & bio-based policies.    Consistency of language  cities are using to describe and approach equity and social justice in their embodied carbon and bio-based work.  City policymakers and national stakeholders  attend peer-to-peer sessions, in-person meetings, and receive updates on the initiative’s most recent publications.  Evidence of relevant collaboration among actors (e.g. session in a conference, speaking opportunity at a webinar or in-person meeting). Leading to a more informed and skilled cohort and ecosystem capable of addressing complex challenges and re-evaluating existing local and national policies in light of the new information presented. | Example Advocate for these policies/opportunities in every city participating in the project and at the national level.  Identifying opportunities to share common language around enhancing equity within embodied carbon and bio-based policy work across diverse geographies.  Generating shared learnings to disseminate across stakeholder coalitions (national coalitions from phase one, Laudes and BbN community of practice, EU policy-makers). |

2.3.2 How will you monitor, evaluate and learn during the period of this grant?

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| For a continuation of a grant previously supported by Laudes Foundation, you may skip this question. |

## **2.4.** **SWOT and** Risk analysis / mitigation

(max. three bullet points for each S and O. Max three bullet points in total for W and T)

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| --- | --- | --- |
| Internal Origin | **S**TRENGTHS Internal factors that make the organisation or initiative's position strong compared to others | **W**EAKNESSES Areas to be improved  1. |
| External Origin | **O**PPORTUNITIES External factors that may contribute to the initiative and can build up on its strengths | **T**HREATS Potential problems / risks / unintended consequences  1.  2. |

Score and rank below the threats and weaknesses identified in the SWOT regarding Likelihood and Impact before implementation of controls /mitigation (gross risk) and list the respective mitigation strategies.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Threat /  weakness | Likelihood | Impact | Total  Rating | Mitigation Strategy |
| 1. | Score 1-4 | Score 1-4 | LxI |  |
| 2. | Score 1-4 | Score 1-4 | LxI |  |
| 3. | Score 1-4 | Score 1-4 | LxI |  |

Likelihood:  
High – score 4 80% to 100% chance that this risk will materialise

Medium – score 3 40% to 80% chance that this risk will materialise

Low – score 2 10% to 40% or less chance that this risk will materialise

Not likely- score 1 less than 10% or no chance of this risk materialising

Impact:  
Tremendous – score 4 If this risk materialises, the impact will be tremendous and the initiative can no longer   
 continue. It may also impact the continuity of complete organisation / staff.

High - score 3 If this risk materialises, the impact will be significant and the initiative cannot continue normally. It may affect some parts of the organisation / staff.

Medium - score 2 If this risk materialises, the impact will be restricted locally to the initiative, but it has no impact on the continuity of organisation / staff.

Low Impact – score 1 If this risk materialises, the impact will be controlled and it will not affect the initiative continuity directly.

**2.5. Strategic fit within the field**

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| How does this proposal fit within the wider ecosystem of other organisations, including Laudes' existing grants?  Is the initiative pioneering something new or adding to existing efforts? If new, how will it scale and build support? If adding to existing efforts, how will it add value beyond what is already happening?  Please name specific organisations or initiatives you are working with. |

# 3. ORGANISATION If this is a continuation of a grant previously supported by Laudes Foundation, you may skip this section.

|  |  |
| --- | --- |
| **Headquarters/other offices:** | |
| **Established (year):** | **Yearly revenues:** EUR |

|  |
| --- |
| **What is your organisation’s mission? How does your organisation's mission and Laudes mission relate to one another?** |
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| **Why is your organisation best positioned to implement this initiative? What are your team’s strengths and weaknesses?** |
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|  |
| **What are your organisational development needs and are they included in the proposal?** |
|  |
| **Who are your main implementing partners?[[7]](#footnote-8)** How were they involved in developing the proposal, and what are their respective roles and responsibilities in your initiative? |
|  |

4. ANNEXES

**Please also provide the following documents (in annexes):**

* Programme timeline (such as a Gantt chart), including schedule for key deliverables and process milestones and number of direct beneficiaries over time and by country (not requested for GOS proposal).
* Please provide an activity-based budget for the initiative, with line-item breakdown (unit cost x number of units, if applicable to your initiative). This should clearly show line-item level co-funding (target and secured) and identify the funding that will go to partner organisations.

Anticipated co-funding should be included in the budget and the budget should also separately break out M&E costs.

You may use this optional budget [template](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.laudesfoundation.org%2Fmedia%2Fnrbop2ka%2Fbudget-template-laudes-1.xlsx&wdOrigin=BROWSELINK). In the same link, you will also find guidance to better develop the grant budget, if you are using your own budget template.

If this is a General Operating Support application, please attach your organisational budget forecast for the duration of the grant. You can also use our optional budget template for it.

* Up to three references: name, title and contact information.

1. General Operating Support (GOS): Most flexible grant type that aims to support an organisation and their mission rather than a discrete area of work. [↑](#footnote-ref-2)
2. Organisational Development (OD): Targeted support to strengthen organisational functions across strategy,

   operations and initiatives. Often, OD funds are blended either with a programmatic or a GOS grant or can be standalone grants. [↑](#footnote-ref-3)
3. Wellbeing Support: Wellbeing support can be used to support an organisation’s staff members or constituents. Both long term and once-off initiatives are possible (e.g., psychosocial support, staff retreats and team building activities, care support, etc.). [↑](#footnote-ref-4)
4. For General Operating Support proposals, please use total organisation budget for the years of the duration of the grant. [↑](#footnote-ref-5)
5. We accept funding requests in EUR, USD, GPB, CHF. [↑](#footnote-ref-6)
6. Co-financing is defined as financial or in-kind resources that are additional to the foundation grant and directly support the implementation of the initiative and achievement of results committed at approval. Types of co-finance are: grants, loans, equity investments, committed in-kind support. [↑](#footnote-ref-7)
7. When you submit your proposal, please copy in a representative from each implementing partner whom we can contact. [↑](#footnote-ref-8)