

Partner Guidance:

The Proposal

Before the work begins, this guide helps you articulate who you are as an organisation, where you are today, and what you want to change.

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01 Our Theory of Change

We are addressing the defining challenges of our time, working at the intersection of climate change, nature loss and social inequality. We are driven by the belief that business, when guided by values, rules and incentives, can be powerful agents for positive change. Our approach combines the catalytic power of philanthropy to work with and through business and industry to advance system change.

Our theory of change can be found on our website (from July 2026). It outlines how the five approaches are expected to contribute to changes that lead to the 2031 outcomes. The approaches and outcomes are provided below.

How We Make Change: Our Five Approaches

Advancing informed policies

We support our partners to amplify their efforts towards creating common standards and compelling incentives as conditions for industry transitions.

Strengthening accountability

We fund efforts that encourage transparency, set clear expectations and hold industry to account for their social and environmental impacts.

Scaling research and innovation

We find and support solutions that have the potential to inform just transitions in our industries of focus.

Cultivating alliances

We convene coalitions and learning networks that share insights, co-create solutions, and enable shared action towards green, fair and inclusive transitions.

Building discourse

Through sharing insights and stories, we aim to explore and challenge assumptions, inspire and encourage diverse perspectives that inform decisions.

Our Destination: 2031 Outcomes

Policymakers and implementors

Governments are supporting and implementing policies, laws and frameworks that encourage financiers, businesses and workers to deliver just industry transitions.

Financial Institutions

Financial institutions are changing their investment and engagement practices, using their money and influence to drive and deliver just industry transitions.

Businesses

Businesses are motivated and changing and adopting models and innovations to deliver just industry transitions.

Workers & Communities

Workers and communities are engaged, influencing and advocating for policies, laws, and frameworks to deliver just industry transitions.

Just Transition

Greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind.

02 Defining Expected Outcomes

- Your proposal is your opportunity to share how your vision for change connects to Laudes' mission and theory of change of a just transition: what you are trying to shift, who it will affect, and how your organisation can make it happen.
- There are three layers of support to guide you through this process:
 - The proposal has a short explanation of each section.
 - This guide has examples of strong responses on key sections.
 - Your Laudes programme manager is available to answer any questions you have.

Defining your outcomes

We define outcomes as changes (positive or negative) in system dynamics, using the six conditions of systems change put forward by FSG (Kania, Kramer, and Senge, 2018). Use this section to help you draft and revise the expected outcomes and outcome signals in your proposal.

These questions can serve as a guide when writing your outcomes:

<p><i>WHO?</i></p> <p>The primary actor or group</p>	<p><i>WHAT?</i></p> <p>The specific change in behaviour, practice, capacity, relationships, or conditions</p>	<p><i>WHERE/ ON WHAT ISSUE?</i></p> <p>The place, sector, or climate issue</p>
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Here are two examples of a weak outcome:

<p>✗ <i>TOO VAGUE</i></p> <p><u>Strengthen circular solutions</u> for managing unsellable second-hand clothing in Ghana's largest resale markets.</p> <p><i>How will you know when "circular solutions" have been "strengthened"?</i></p>	<p>✗ <i>TOO FOCUSED ON OUTPUT</i></p> <p>Kantamanto Market trader associations in Ghana <u>launch a pilot programme</u> to sort and recover unsellable second-hand garments.</p> <p><i>What change is expected as a result?</i></p>
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Here is how you can strengthen this outcome:

<p>✓ <i>WHO?</i></p>	<p>✓ <i>WHAT?</i></p>	<p>✓ <i>WHERE/ON WHAT ISSUE?</i></p>
<p>Kantamanto Market trader associations</p>	<p>redirect unsellable second-hand garments from landfill through a new sorting and recovery system, increasing reuse and recycling within the market</p>	<p>in the second-hand market in Ghana</p>

Kantamanto Market trader associations in Ghana redirect unsellable second-hand garments from landfill through a new sorting and recovery system, increasing reuse and recycling within the market.

02 Defining Expected Outcomes

Use the SMART framework to help you define outcomes:

The SMART Framework	
Specific	Clearly describe what changed, for whom, and why it matters.
Measurable	Check that the described progress or change is easy to observe or assess as outcome signals. <i>(Guidance for outcome signals included below).</i>
Achievable	Tell us about meaningful progress that could realistically happen within the project or initiative time period.
Realistic	Describe changes that meaningfully contribute to your broader goals or strategy.
Time-bound	Just transitions take time, and systems work often contributes to change gradually. Focus on progress achieved within the project or initiative time period, even if wider impacts are still emerging.

Sharing your outcome signals

To support your expected outcomes, we also ask you to share some outcome signals.

Outcome signals are observable signs that progress toward an outcome is happening. They help illustrate how change is emerging, especially in systems work where impacts may take time. For example:

- Changes in policies, practices, or processes
- New forms of collaboration or stakeholder engagement
- Public commitments or shifts in narratives
- Adoption of new approaches, standards, or tools
- Increased participation, coordination, or awareness
- Early evidence of implementation or behaviour change

Here is an example of a strong expected outcome and its anticipated outcome signals:

Expected Outcome	Outcome Signals
Apparel brands sourcing from Bangladesh improve purchasing practices to support living wages for suppliers and workers.	<ul style="list-style-type: none">• Brands revise supplier contracts or payment terms• Worker representatives engaged in dialogue processes• Public commitments reference living wages or responsible purchasing practices

03 Your Organisational Resilience

How we think about organisational resilience

Organisational resilience is a partner’s capabilities and capacities to respond and adapt to challenges and change, both within and beyond their control. It means having the people, resources, and support needed to lead and grow in an evolving context.

To support our partners in building organisational resilience, we focus on **three key areas**:

PEOPLE	ORGANISATIONS	ECOSYSTEM
The individuals and the behaviours, skills, and actions that help them to navigate and adapt to adversity	The internal processes that support strategic planning, resource management, and continuous improvement - ensuring organisations can anticipate, absorb, and recover from disruption	The external forces shaping a partner’s environment and their ability to connect, collaborate, and stay aligned with peers and other actors

Choosing your resilience components

We invite you to choose to 2-4 resilience components that resonate with your organisation's needs, priorities or ambitions and make a self-assessment. The partner resilience rubric can be accessed in the partner portal.

When choosing components, consider the following lenses:

Strategic importance	Which areas, if strengthened, would most support your mission, strategy, or effectiveness?
Organisational risk	Which gaps/weaknesses could undermine sustainability, credibility, wellbeing, or safety if unaddressed?
Feasibility	What is realistic given your time, staffing, and resources? What can be done internally, and where might external support be useful?

03 Your Organisational Resilience

Consider the following example scenario:

Your organisation works with informal textile workers in a politically-sensitive environment, advocating for stronger labour rights. Your advocacy has been effective and your organisation is growing.

You have a board, but they are not very involved. **Most decisions are currently made by a small group of senior staff.**

You **collect useful data from workers to support your advocacy work and sometimes share this data externally.**

You also track activities such as the number of workers reached and trainings delivered. Teams regularly share updates and insights, but **changes to plans or priorities tend to be limited, teams and leadership believe that maintaining focus is important for small organisations.**

Here are a few suggested components for selection based on the example above:

Lens

Component

Strategic Importance

Strength of governance

As your organisation grows, having clearer shared decision-making processes and stronger alignment around strategic direction may become increasingly important.

Feasibility

Strength & Effectiveness of MEL

You are already collecting and reporting useful information about your activities. Strengthening how this information feeds into reflection, learning, and decision-making could help your organisation adapt and improve over time.

Organisational Risk

Safety and Security

Because your work involves sensitive issues and vulnerable groups, it may be helpful to review how data is collected, stored, and shared to help protect workers, staff, and the organisation.



Medium-scoring components maybe be a more strategic choice

There is no need to begin with the components where you feel you may score the lowest. Medium-scoring components can often be the most strategic and achievable starting point.

Assessing your starting point

Imagine you select the Safety and Security component from the previous example. Here’s one way you could answer the self-assessment questions using the ratings for that component.

Safety and Security Ratings

Harmful	Unconductive	Partly Conductive	Conductive & Supportive	Thrivable
Safety and security are neglected; staff, partners, and data are exposed to significant risks. No clear processes or infrastructure maintenance exist.	Basic measures are in place but inconsistent or outdated. Digital systems are vulnerable, and physical security is minimal. Maintenance is reactive rather than planned.	Security processes exist and generally protect staff and data, but gaps remain and maintenance is occasional. Innovation is not considered.	Safety and security are well managed, with clear processes and regular maintenance. Infrastructure supports organisational needs but is only moderately innovative.	Digital and physical systems are robust, proactive, and integrated into all operations. Infrastructure is functional, innovative, and aligned with organisational values.

*All component ratings are listed in the partner resilience rubric in your partner portal

Component: Safety and Security

- 1 Harmful
 2 Unconductive
 3 Partly Conductive
 4 Conductive & Supportive
 5 Thrivable

PLEASE EXPLAIN WHY

We have some processes in place to help keep staff and information safe, especially in our advocacy work. At the same time, we know there is more we could do to strengthen how we manage security and protect sensitive data as the organisation grows.

What’s next

We appreciate the time, thought, and care that goes into this work. As we review submissions, your reflections on organisational resilience may help inform future conversations about your priorities and the types of support that could be most useful. Our goal is to better understand your context, approach, and ambitions so we can assess alignment and engage thoughtfully and effectively.

We look forward to learning more through your proposal..