



REQUEST FOR PROPOSAL (RfP) Research and analysis support to inform the MMC's municipal finance strategy and the future of the Global Cities Fund for Migrants and Refugees

Posted: March 19, 2024

Due: April 16, 2024

1. About the Mayors Migration Council

The [Mayors Migration Council](#) (MMC) is a mayor-led coalition that accelerates ambitious global action on migration and displacement. With most of the world's migrants and displaced people living in cities, our mission is to use the power of city diplomacy and city practice to create a world where urban migrants, displaced people, and receiving communities can thrive.

To achieve our mission, we provide mayors with advocacy, coordination, and communications support to influence policy decisions at the national and international level, and connect city governments to the knowledge, technical, and financial resources they need to accelerate and scale local solutions.

Created by mayors for mayors, we are a nimble team of political advisors and urban practitioners guided by a Leadership Board of global city leaders, including the Mayors of Amman, Dhaka North, Freetown, Kampala, Milan, Montevideo, Montréal, San Antonio, and Zürich. As a Sponsored Project of Rockefeller Philanthropy Advisors, our work is made possible by government and philanthropic funders, such as the Conrad N. Hilton Foundation, the IKEA Foundation, the Open Society Foundations, the Robert Bosch Stiftung, and the Swiss Agency for Development and Cooperation.

2. About the Project

Summary

Unlocking funding and financing to city governments is an integral part of the MMC's mission to improve the lives of urban migrants and displaced people. In line with this goal, and as part of the development of our 2025-2030 business plan, the MMC is inviting proposals from individuals and organizations to provide insightful research and analysis that will shape the evolution of the MMC's municipal finance strategy and the Global Cities Fund for Migrants and Refugees (GCF), the MMC's own instrument to direct international resources to cities.

Specifically, the project will be broken down into the following components:

1. **Municipal Finance for Migrants and Refugees.** Drawing on the MMC's work to date, external research, and stakeholder consultations, the consultant will develop a brief assessing the current municipal finance landscape for migration and displacement, identifying actionable opportunities for MMC continued engagement in this space.
2. **Global Cities Fund for Migrants and Refugees.** Using insights from the GCF's pilot phase and comparable funding models, the consultant will develop a playbook detailing the fund's future direction, including operational and fundraising strategies to guide the fund's growth.



This document will be complemented by an external-facing prospectus to effectively communicate the fund's vision, impact, operational approach, and partnership opportunities to engage prospect funders, partners, and city grantees.

Background

One in every five international migrants lives in just 20 cities, and 70 percent of the world's displaced people seek refuge in urban areas. As the climate crisis and protracted conflicts continue to push more people from their homes, this trend is only going to increase. Yet while mayors are stepping up as problem solvers, they face systemic barriers to the finance they need to deliver solutions at scale. In 2022, only 1.2 percent of the billions of dollars spent on international humanitarian assistance – or \$485 million – was sent directly to local actors, including cities.

While there are a few examples of international mechanisms that are directly accessible to city governments, such as the International Municipal Investment Fund, or that focus on migration and displacement, such as the UN Start-Up Fund for Safe, Orderly and Regular Migration (Migration MPTF), mechanisms that are both accessible to city governments and focused on migrants and refugees are rarer.

The MMC created the [Global Cities Fund for Migrants and Refugees](#) (GCF) to both model behavior for international organizations and donors *and* address the unmet needs of cities as they support migrants, refugees, and internally displaced people in the face of pressing challenges, from global pandemics to the climate crisis. By directly funding cities to implement projects of their own design, the GCF builds precedents of fiscal feasibility in city governments that are often disregarded by donors with low risk tolerance.

In addition to direct financial support, the MMC and its Strategic Partners¹ provide city grantees with customized technical, advocacy, fundraising, communications, and networking support to accelerate, institutionalize, and/or scale local impact beyond the duration of the grant.

Beginning in 2021 as an experiment to support five cities in the face of the pandemic, the GCF has become a multimillion-dollar fund supported by five donors with a pipeline of 28 city grantees delivering solutions on health, economic inclusion, climate migration, early childhood development, and more. In successfully delivering their projects, GCF cities are building their own case for more direct funding. To date, 90 percent of GCF city graduates have used our seed funding as proof of concept to unlock additional funding to continue or expand their projects, nearly doubling our initial investment.

To drive momentum and transformative change, the MMC set a vision for the Global Cities Fund for Migrants and Refugees to reach \$50 million – starting with \$25 million by 2025 – so it can

¹ The C40 Cities Climate Leadership Group, Metropolis, United Cities and Local Governments, the UN Human Settlements Programme, the UN Migration Agency, and the UN Refugee Agency.



support more cities and deepen its impact through multi-year grants and more predictable funding rounds, with the aim to model behavior for larger philanthropic funders, multilateral donors, and the corporate sector.

In parallel, over the past few years, the MMC has also worked to build knowledge on the broader municipal finance landscape and tactically engage in opportunities to unlock international resources for cities by influencing external multilateral funds. For example, the MMC issued the brief [Municipal Finance for Migrants and Refugees](#) offering concrete recommendations to unlock financing for more inclusive cities and played an active role as a member of the Steering Committee of the Migration MPTF, ensuring 75 percent of funded projects entered into implementation agreements with local governments.

For more background reading, please see:

- [MMC's Municipal Finance webpage](#)
- [Municipal Finance for Migrants and Refugees: The State of Play](#)
- [Global Cities Fund for Migrants and Refugees: 2023 Progress Report](#)

3. Project Deliverables

The MMC is accepting proposals from individuals, consultant teams, companies, and other organizations to produce the following deliverables:

- **Develop an internal-facing Municipal Finance Research brief** assessing the current state of the play of municipal finance and funding for migrant and refugee reception and inclusion. The research brief should 1) map the landscape of actors working on municipal finance and of existing advocacy positions in this space; 2) demonstrate a thorough review of existing sources/promising practices around funding and financing urban inclusion; 3) assess the legal, political, and practical roadblocks that currently prevent cities from accessing direct funding or financing for their migrant and/or displaced communities; 4) highlight how the MMC is currently addressing these roadblocks, including through targeted advocacy in multilateral fora and by building precedents of fiscal feasibility through the GCF; 5) identify promising entry points to existing external sources of funding (e.g., multilateral funding envelopes) and innovative financing approaches for further exploration (e.g., bonds, performance or results-based financing, etc.); and 6) scope actionable opportunities for the MMC vis-à-vis other partners and players in the field to address these roadblocks and deliver impact at scale. The final product will elevate both globally relevant findings and regionally specific trends, acknowledging the highly contextual nature of municipal finance and migration/displacement patterns. Although it should focus primarily on migration- or displacement-related funding or financing modalities, the analysis should consider alternative entry points and inspiring practices from other sectors (e.g., climate, economic development) that could be adopted or adapted to urban migration or displacement contexts.

- **Develop a GCF Playbook** detailing the fund’s future direction, including operational and fundraising strategies to guide growth. Key components should cover 1) an executive summary of the fund’s vision, mission, and long-term objectives, aligning with broader MMC goals; 2) insights from the GCF’s pilot phase, highlighting successes, challenges, and key takeaways to inform future strategies; 3) an evaluation of similar funding models and initiatives, identifying gaps, opportunities, and competitive advantages; 4) an operational framework outlining high-level guidance (or scenarios) for fund management, governance structures, operational processes, and compliance mechanisms, including ideas for future exploration; 5) recommended approaches for resource mobilization, including potential funding sources, partnership models, and donor engagement tactics; 6) description of priority areas or sectors, reflecting the needs of migrants and refugees and potential for impact; 7) initial thinking on metrics and monitoring, evaluation and learning processes to assess performance, impact, and sustainability of funded initiatives; and 8) strategies for building and maintaining relationships with city governments, financial institutions, NGOs, and other key partners beyond the grant timeframe.
- **Develop an external-facing GCF prospectus** providing an overview of the GCF, its key features and impact, and outlining the ways in which potential partners can support the GCF. This external-facing prospectus will be used as a tangible document to be shared with potential partners. The prospectus for the Global Cities Fund for Migrants and Refugees should effectively communicate the essence and ambitions of the fund to potential funders, partners, and cities. Components should include, but are not limited to 1) a concise overview of the fund, highlighting its mission, vision, and the unique value; 2) achievements and impacts from the pilot phase, showcasing tangible results and testimonials to build credibility and trust; 3) clear articulation of the fund’s goals and the strategic approach to achieving them, including key focus areas and intended outcomes; 4) high-level description of how the fund operates; 5) a compelling call to action with information on how potential funders, partners, and cities can engage with the fund. This prospectus should be visually appealing, easy to read, and persuasive, making a strong case for investment and partnership in the GCF.

All deliverables should be produced through desk research and stakeholder consultations, including input from the MMC team.

4. Project Timeline

The project is tentatively set to take place over a 14-week period **beginning May 1, 2024, through July 31**. An indicative timeline of key tasks and deliverables is outlined in the table below. The consultant is expected to provide their own suggested timeline with interim steps in line with their proposed methodology.

Date	Milestone
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Week of April 29	Complete onboarding of consultant and finalization of work plan
May 13 - 31	Data collection, research, stakeholder consultations, and drafting
June 3	Draft Municipal Finance Research Brief / Draft GCF Playbook due
June 3 - 14	Feedback and iteration
June 17	Final Research Brief / Draft GCF Playbook due
June 17 - July 5	Content development for GCF Prospectus
July 8	Draft GCF Prospectus due
July 8 - 19	Feedback and iteration
July 22	Final GCF Prospectus due
July 31	Project close

The consultant will be expected to join regularly scheduled check-ins with the MMC. The consultant will report to the MMC's City Practice Lead and liaise with other MMC staff to ensure quality and consistency with MMC publications and strategies.

5. Project Budget

The MMC will consider the most cost-effective proposals. Costs should be listed for each of the following items in accordance with the template below:

Task	Total Cost \$ (per task)	Days (per task)

Consultant	Role	Day rate \$	Total No. days

- All taxes should be stated and included in submitted quotes.
- Please note that the contracting entity is Rockefeller Philanthropy Advisors, Inc.
- Costs should be presented in USD.

6. Proposal Guidelines & Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals should be submitted to contact@mayorsmigrationcouncil.org (CC:



helenyu@mayorsmigrationcouncil.org and ssaliba@mayorsmigrationcouncil.org) **no later than 5:00PM EST April 16, 2024**. The subject line should include “MMC MuniFi RfP Proposal.”

Proposals should not exceed five pages (excluding CV’s and reference projects) and should clearly outline:

- Project management methodology, workplan, and budget.
- Description of expertise in undertaking similar assignments with success, as well as demonstrate skills and knowledge of the subject matter (municipal access to finance, urban migration and displacement, international humanitarian/development ecosystem, etc.).
- CV/Qualifications of the individual or team who would be working on the contract.
- References from similar clients.

Activity	Date
Request for Proposals sent out	March 19
Due date for proposal to the MMC	April 15 (no later than 5:00 PM EST)
Evaluation of written response and interviews	Week of April 16
Selection decision made	April 22
Contracting period	Week of April 22
Project starts	May 1