



Request for Proposal

External Five-Year Evaluation of Mayors Migration Council (2020-2024)

Posted: November 4, 2024

Due: December 10, 2024 no later than 5PM EST

Section I. Project Overview

About the Mayors Migration Council

The [Mayors Migration Council](#) (MMC) is a mayor-led coalition that accelerates ambitious global action on migration and displacement 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. We also connect city governments to the knowledge, technical, and financial resources that they need to accelerate and scale local solutions.

Project Summary

The MMC invites proposals from qualified individuals, consultant teams, firms, and organizations to conduct an external five-year evaluation of the MMC's work from 2020 through 2024. This evaluation will assess the outcomes achieved during the MMC's first business cycle against the goals outlined in its Monitoring & Evaluation (M&E) framework.

The evaluation will also generate data-driven insights to demonstrate the effectiveness of the MMC model, inform strategic planning for the MMC's 2025-2030 phase, and shape the MMC's approach to tracking and measuring impact over the next business cycle.



Project Background

In 2020, the MMC established a robust M&E framework to capture measurable outputs and outcomes across the MMC's core programs and supporting functions. In 2022, an external evaluator refined this framework and conducted an organizational baseline assessment, covering data from 2020 to 2022, which now serves as a benchmark for the upcoming five-year evaluation.

To maintain accountability and consistent impact measurement throughout the 2020-2024 period, the MMC has routinely collected data for the M&E framework through internal databases, desk research, quarterly dashboards, and an annual city questionnaire. Specific programs, such as the Global Cities Fund for Migrants and Refugees (GCF), enhance this data collection with midterm and final project reports from city grantees and external-facing progress reports. Additionally, the MMC publishes annual impact reports that share stories capturing the breadth and depth of our programming.

Section II. Project Tasks and Deliverables

Tasks

- **Comprehensive document review:** Review the MMC's foundational documents, M&E framework, baseline assessment, quarterly data reports, annual city surveys, and program-specific reports (e.g., Global Cities Fund midterm and final reports) to understand the MMC's strategic objectives and outcomes.
- **Data collection and analysis:** Conduct a mixed-methods evaluation, leveraging both quantitative and qualitative data. This may include desk research, stakeholder consultations through surveys or focus groups, or other data-gathering tools designed to validate the MMC's outcomes across its core areas of focus.
- **Outcome benchmarking:** Where relevant, benchmark the MMC's outcomes against similar organizations or initiatives to provide context on the MMC's impact within the urban migration sector.
- **Reporting and recommendations:** Develop a comprehensive final report that delivers an objective analysis of the MMC's achievements and provides actionable recommendations for refining strategy and M&E practices for the next business cycle.



Deliverables

1. **Evaluation plan:** A detailed plan outlining the methodology, data collection tools, and project timeline.
2. **Preliminary findings presentation:** Presentation of initial findings to MMC leadership for feedback, highlighting key outcomes and areas for strategic focus.
3. **Final evaluation report:** Holistic, MMC-wide evaluation that includes:
 - an executive summary (a high-level summary of findings and recommendations),
 - an outcome analysis (detailed assessment of the MMC’s progress across core areas),
 - strategic recommendations (actionable insights for the MMC’s M&E framework and the 2025-2030 cycle, including proposed adjustments in areas with lower impact) and
 - annexes (relevant data tables, survey findings, and raw data as needed).
4. **Presentation of findings:** A final presentation to MMC’s leadership and selected stakeholders, summarizing findings and key recommendations.

Section III. Timeline

The project is tentatively slated to take place over a six-month period from January to June 2025. 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.

Tentative Timeline	Project Milestones
December	Fully execute contract and onboard consultant
January	Finalize evaluation plan, including methodology and workplan
January-March	Document review, desktop research, stakeholder interviews, and other data collection methods
April	Presentation of preliminary findings to MMC
May	Submit draft evaluation report
June	Submit final evaluation report, including external summary and presentation to MMC leadership



The above timeline is suggested, noting that consultant(s) should specify any additional milestones and timing considerations in their proposals.

The consultant(s) will be expected to join regularly scheduled check-ins with the MMC. The consultant will report to the MMC’s Knowledge and Impact Manager with oversight from the MMC’s Executive Director and liaise with other MMC staff to ensure quality and consistency with MMC publications and strategies.

Section IV. Budget

Consultant(s) should aim to submit a detailed budget proposal covering the items below.

Task/Deliverable	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.

Section V. Proposal Guidelines and Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals should be submitted to contact@mayorsmigrationcouncil.org (CC: eworden@mayorsmigrationcouncil.org and ssaliba@mayorsmigrationcouncil.org) no later than 5:00PM EST December 10, 2024. The subject line should include “MMC 2020-2024 Evaluation Proposal.”



Proposals should not exceed 10 pages (excluding CVs and reference projects) and should clearly outline:

- Proposed Scope of Work, including key activities and deliverables.
- Project management methodology, workplan, and budget by deliverable.
- Description of expertise in undertaking similar assignments with success, as well as demonstrated skills and knowledge of the subject matter (municipal access to finance, urban migration and displacement, international humanitarian/development ecosystem, etc.). Examples are welcome.
- CV/qualifications of the individual or team who would be working on the contract.
- References from similar clients.

Activity	Date
Request for proposals issued	November 4, 2024
Due date for proposal to the MMC	December 10, 2024 (no later than 5:00 PM EST)
Evaluation of written response and interviews	December 11-16, 2024
Selection made, prep call with consultant, contracting begins	December 17-20, 2024
Project kickoff	January 6, 2025



Appendix I: The MMC's Delivery Model

Most displaced people live in urban areas. As of 2015, nearly [one in five](#) of all migrants live in the world's top 20 largest cities, a figure that is likely an underestimate given the rapid urbanization. Further, nearly [three in five IDPs](#) reside in urban areas. As the climate crisis and conflicts continue to push more people from their homes, this trend is only going to increase.

About the MMC

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.

Our coalition, comprising mayors of diverse cities worldwide, operates on an inclusive, dynamic model that connects different MMC program offerings to meet the demands of our city government partners. With three tiers of engagement—Leadership, Action, and Coalition cities—our approach welcomes any city, regardless of size or location, to participate in MMC programs, demonstrating their commitment to supporting migrants and displaced people.

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, Bogotá, Freetown, Kampala, Milan, Montréal, San Antonio, and Zürich. We are managed as a Sponsored Project of Rockefeller Philanthropy Advisors and operate with the institutional support of the Conrad N. Hilton Foundation, the IKEA Foundation, the Open Society Foundations, the Robert Bosch Stiftung, and the Swiss Agency for Development and Cooperation, in addition to other funders.



Achievements to Date

The MMC was founded in 2018 by visionary city leaders during the negotiations of the UN Global Compacts for Migration and on Refugees with a clear mandate: to help cities get a seat at the policymaking table and turn these landmark agreements into reality.

In just five years, the seed planted by our ten founding mayors has created a movement of over 250 mayors and 25 partners worldwide, who have positioned themselves as influential players in emerging policy frontiers—from inclusive pandemic response to climate migration.

Together, our coalition has not only secured greater access to diplomatic processes like the UN International Migration Review Forum or the UN Global Refugee Forum, but also influenced more than 70 global and national policy positions, from the UNFCCC’s loss and damage agreement, to USAID’s support to Latin American cities.

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With this seat at the table, mayors showed up with an unprecedented number of commitments, bringing over 120 city pledges to the Global Compacts, along with \$80 million in financial commitments for city solutions—from supporting refugee children in Amman, to creating green jobs for refugees in Kampala, to providing humanitarian and legal aid to asylum seekers in San Antonio or building local-national coordination systems in Zürich.

Together, we have also unlocked over \$33 million in international funding for cities, both by influencing multilateral funds, such as the UN Migration Multi-Partner Trust Fund and the EU Lives in Dignity Grant Facility, and by creating our own, the Global Cities Fund for Migrants and Refugees, which quickly channels funding to city governments often disregarded by traditional donors, enabling mayors to address urgent needs while building a case for further investment.

Started as an experiment to quickly deliver funding to cities during the Covid-19 pandemic, the Global Cities Fund now supports 28 cities delivering high-need, high-impact solutions on health, housing, economic inclusion, climate migration, early childhood development, and more—from transitional housing for Venezuelan families in Medellín to microenterprises for migrant youth in Freetown. To date, 90 percent of grantees have



leveraged this seed funding to attract more resources, doubling the MMC's initial investment and expanding critical programs.

During this first “proof of concept” phase, the MMC has not only demonstrated the viability and impact of its model but also revealed the scale of the challenges that still persist and the potential benefits of addressing them at scale.

For more background on the MMC’s delivery model and impact to date, please refer to the [MMC 2020-2022 Impact Report](#) and [MMC 2023 Impact Report](#).