Request for Proposal

Consultancy Services for Stakeholder Mapping on Municipal Funding and Financing Ecosystem

Posted: February 20, 2026
Due: March 20, 2026, no later than 5PM EST

1. Project Overview

1.1 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 leadership, city diplomacy, city practice, and narrative change 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 financial, knowledge, and technical resources they need to accelerate and scale local solutions.

1.2 Project Summary

The MMC invites proposals from qualified individuals, consultant teams, firms, and organizations to conduct an external and independent stakeholder mapping and analysis of the sub-national and/or municipal funding to financing ecosystem related to migration and displacement.

The findings from this mapping exercise will inform strategic planning for the MMC Municipal Finance Strategy 2027-2029 phase and shape the MMC's approach to unlocking technical and financial resources for city-led migration portfolios and projects.

The mapping will also generate data-driven insights into the most productive pathways for MMC to engage in and advocate for municipal finance for the purpose of migration in global and regional platforms, while aiming to demonstrate the bankability potential of migration projects at the local level. The analysis of the mapping will also be published in the revised and subsequent edition to MMC's publication "Brief on Municipal Finance for Migrants and Refugees: The State of Play".

1.3 Project Background

With challenging backdrops such as increasing urban migration and displacement due to climate change and global conflicts, rising national anti-immigration policies, and a widening municipal finance gap, the demand for MMC's work is growing, making it more critical and urgent than ever to deepen its impact and expand its reach. To respond to emerging needs of the urban migration development ecosystem, the field of municipal finance has become one of the organization's strategic priorities and avenue through which greater funding flows for urban migration may be unlocked.

During its start-up phase, MMC created the Global Cities Fund for Migrants and Refugees (GCF) to channel financial and technical resources directly to city governments. To date, the GCF has mobilized $28 million—exceeding its initial $25 million target—and supported 26 cities across 22 countries to implement high-impact projects in health, climate migration, early childhood development, housing solutions, economic inclusion, and more. Looking ahead, the MMC plans to expand the GCF to support more cities in underrepresented regions, increase financial and technical assistance to city partners, and introduce new capacity-building programs to maximize local impact, sustainability and access to finance.

The MMC is currently drafting its Municipal Finance Strategy (MFS) 2027 — 2029 to guide how it can best increase cities' access to and influence over financial flows related to migration and displacement. A mapping of stakeholders within the subnational and/or municipal funding to financing ecosystem is required to determine the organization's strategic positioning and core offerings within the overall development finance ecosystem, particularly in response to the increasing needs of urban migrants and refugees.

2. Project Tasks and Deliverables

2.1 Tasks:

- **Task 1: Stakeholder consultations:** Consult with relevant key stakeholders from Multilateral and Bilateral Donors, Philanthropic and Impact Investment Funds, Multilateral Development Banks, National Development Banks, Private Sector, UN Agencies, Non-Governmental Organizations, City Networks, Local and National Government Authorities, etc., that play an active role within the sub-national and municipal funding to financing ecosystem.

- **Task 2: Data collection and analysis:** Conduct a baseline analysis, leveraging both quantitative and qualitative data, pertinent to scoping the scale of the ecosystem, while estimating the market size and outlook for growth trajectory of the municipal finance space in general and particularly for the purpose of migration. This may include desk research or other data-gathering tools appropriate to validate key stakeholder consultation findings.

- **Task 3: Mapping of City Funders and Financiers:** Create an ecosystem map that positions stakeholders on a spectrum of a) supply and demand side of the ecosystem to b) providing grant (funding) to non-grant (financing) facilities deployed as domestic or international sources of capital. The map would be supported by an updated list of funding and financing products/services the key actors offer directly to or indirectly to cities. For each actor, the list should specify other key pre-qualifications for cities to access the stated windows of support.

- **Task 4: Reporting and recommendations:** Develop a 10-page final report that delivers the state of the field analysis of the Municipal Finance ecosystem, specifically identifying gaps in the funding and financing space for migration projects. The report would include the specified maps and list of resources as appendices and conclude with actionable recommendations for MMC to further investigate as its role in adding value to the ecosystem by unlocking greater resources for cities.

2.2 Deliverables

1. **Mapping process plan:** A detailed plan outlining the methodology, data collection tools, and project timeline for the mapping exercise.

2. **Preliminary findings presentation:** Presentation of initial findings to MMC's leadership for feedback, highlighting key opportunities and areas for strategic focus for MMC's Municipal Finance portfolio.

3. **Final report with indicative sections as follows:**
    - An executive summary (a high-level summary of findings and recommendations),
    - The state of the field analysis (identifying gaps and opportunities for funding and financing within the ecosystem),
    - Strategic recommendations (actionable insights for the MMC's MSF 2027-2029 phase)
    - Annexes (relevant maps, resource list, survey findings, and raw data as applicable).

3. Timeline

The project is tentatively slated to take place over a three-month period from April to June 2026. 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
April 2, 2026	Fully execute contract and onboard consultant
April 13, 2026	Finalize mapping process plan, including methodology and workplan
May 11, 2026	Desktop research, stakeholder interviews, and other data collection methods
May 22, 2026	Presentation of preliminary findings to MMC's leadership
June 15, 2026	Submit draft maps and report
June 30, 2026	Submit final 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 City Finance Lead with oversight from the MMC's Executive Director and liaise with other MMC staff to ensure quality and consistency with MMC publications and strategies.

4. Budget

Consultant(s) should aim to submit a detailed budget proposal following the below format.

Task/Deliverable	Total Cost $ (per task)	Days (per task)

Consultant	Role	Day rate ($)	Total No. days

5. Section V. Proposal Guidelines and Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals should be submitted to shossain@mayorsmigrationcouncil.org and ssaliba@mayorsmigrationcouncil.org **no later than 5:00PM EST March 20, 2026**. The subject line should include "MMC Municipal Finance Stakeholder Mapping 2026."

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 (e.g., municipal access to finance, urban migration and displacement, international humanitarian/development ecosystem, etc.). Examples of previous work are welcome.
- CV/qualifications of the individual or team who would be working on the contract.
- References from similar clients.

Date	Activity
February 20, 2026	Request for proposals issued
March 20, 2026 (no later than 5:00 PM EST)	Due date for proposal to the MMC
March 23-27, 2026	Evaluation of written response and interviews
March 30-31, 2026	Selection made, prep call with consultant, contracting begins
April 2, 2026	Project kickoff

6. 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.

6.1 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 financial, knowledge, and technical resources they need to accelerate and scale local solutions.

Our coalition includes mayors of all city sizes, geographic locations, and migration contexts. Our core city partners are organized in 3 tiers of engagement:

- Leadership Cities — cities with mayors serving on the MMC Leadership Board, acting as our primary ambassadors and guiding our programmatic strategy.
- Action Cities — cities that actively participate in MMC core programs, such as Mayoral Task Forces or the Global Cities Fund for Migrants and Refugees.
- Coalition Cities — cities that engage in MMC activities, such as diplomatic events, advocacy campaigns, technical sessions, or research initiatives.

The MMC is not a fee-based membership network to ensure that all cities, regardless of size or resources, can engage. Any city across the world can join our growing coalition by actively participating in MMC programs and demonstrating a strong commitment to supporting migrants and displaced people.

Created by mayors for mayors, we are a nimble team of political advisors and urban practitioners led by a Leadership Board of global mayors. Our work is made possible by philanthropic and government funders. We are managed as a sponsored project of Rockefeller Philanthropy Advisors.

6.2 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.

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.

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 2024 Impact Report.