



REQUEST FOR PROPOSAL (RfP)
C40-MMC consultancy:
Climate Induced Migration & Inclusive Climate Action in Cities
Knowledge & Capacity Building

C40 Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

May 15th, 2020

1. C40 Cities Climate Leadership Group



The C40 Cities Climate Leadership Group connects more than 90 of the world's greatest cities, representing 650+ million people and one quarter of the global economy. Created and led by cities, C40 is focused on tackling climate change and driving urban action that reduces greenhouse gas emissions and climate risks, while increasing the health, wellbeing and economic opportunities of urban citizens.

The current chair of the C40 is Mayor of Los Angeles Eric Garcetti; three-term Mayor of New York City Michael R.

Bloomberg serves as President of the Board. C40 is governed by a Steering Committee made up of C40 member city mayors, elected by their peers to represent the geographic diversity of the network. Currently, the C40 Steering Committee includes the mayors of Accra, Bogota, Boston, Buenos Aires, Copenhagen, Dhaka, Dubai, Hong Kong, London, Los Angeles, Milan, Seoul and Tokyo.

C40's work is made possible by our three strategic funders: Bloomberg Philanthropies, Children's Investment Fund Foundation (CIFF), and Realdania.

C40 positions cities as a leading force for climate action around the world. We define and amplify their call to national governments for greater support and autonomy in creating a sustainable future. Working across multiple sectors and initiative areas, C40 convenes networks of cities providing a suite of services in support of their efforts, including: direct technical assistance; facilitating of peer-to-peer exchange; and research, knowledge management and communications.

As a climate organisation of the world's greatest cities, C40 supports its members to move on to a low carbon development pathway, adapt to climate change, curb GHG emissions, and engage in partnerships among themselves and with global organisations, national governments, the private sector and civil society.

C40 Cities Climate Leadership Group, Inc. is a U.S. not-for-profit 501(c)(3) registered organisation, working with the world's megacities to tackle climate change. With offices in London and New York, and people working across the globe, C40 has about 220 staff members. Around a half are UK based, around a tenth are US based, the remainder cover roughly another 15 countries. C40 is continuing to expand with plans to register entities in other countries this year. C40 Inc. in the U.S. would remain as the party entering into contracts and handling most financial transactions for all its global affiliates.



The Mayors Migration Council

The [Mayors Migration Council](#) (MMC) is a new mayor-led initiative to help cities have their voices and interests reflected in regional and international deliberations on migration, refugee protection, and inclusion. Our mission is to ensure that global responses to migration and refugee issues (i.e. policy frameworks, financing, technical support) are relevant to the challenges experienced in cities and are supportive of — and enable — local-level policy solutions. We provide mayors and local government officials with targeted advisory and support services to 1) get cities formal access to regional and international policy deliberations, 2) build cities’ diplomatic and advocacy abilities so they can effectively shape decisions, 3) unlock and direct resource flows to cities so they can deliver better outcomes on the ground, and 4) help cities implement local solutions concerning migrants and refugees efficiently and at scale. The goal is to catalyze smarter, bolder global action on migration that will benefit newcomers as well as the communities that receive them.

The MMC is guided by a Leadership Board, which includes the mayors of Amman, Bristol, Freetown, Kampala, Los Angeles, Milan, Montreal, Sao Paulo, and Zürich, as well as the former mayor of Athens. It is supported by the Government of Switzerland and the Open Society Foundations and has a strategic partnership with C40.



2. Summary and Background of the Project

Summary of the project

C40 is currently accepting proposals from both individuals and organisations to support the development of a practical body of knowledge that will drive forward the work of the partnership between C40's Inclusive Climate Action (ICA) program and the Mayors Migration Council. The practical knowledge that will result from this consultancy will enable the C40-MMC partnership to support cities in understanding the nexus between climate-induced migration and inclusive climate action, as well as advocate for—and ultimately deliver—policy responses that reflect the interdependence of these two issues.

The project aims to build on an initial scoping exercise led by C40 and the MMC to begin to articulate the nexus between climate change and migration in cities and identify key messages that can support cities in the process of understanding, talking about and addressing climate-induced migration and inclusive climate action. Using the findings of this existing research, as well as new research and interviews, the project will adapt C40's ICA technical assistance model to create a capacity building module for cities to support them in efforts to frame how climate migration and inclusive climate action intersect and develop inclusive climate action interventions that do not negatively impact (or leave out) migrant and refugee communities.

The candidate will deliver:

1. **A thorough review and analysis of previously conducted research, interviews, and message development carried out by C40 with city staff.** This body of work will serve to inform the development of technical assistance and messaging resources and strengthen capacity within C40 and the MMC to respond to cities' needs, particularly with respect to addressing the impacts of climate induced migration in an inclusive way.
2. **A thorough review and evaluation of the ICA program's existing technical assistance tools and methods** (found in the [C40 resource library](#)) for delivering inclusive climate action with cities. This will include identifying knowledge gaps and key areas to address and complement with tools, methods and practical examples to ensure the resources will support cities in the practical application of the preliminary research and key messages.
3. **A set of 5 – 10 additional interviews with relevant experts in the field.** A list of relevant experts can be shared by the MMC. The design for these interviews should be developed by the consultant/consultancy and reviewed by C40 & the MMC. They will then need to be carried out, transcribed and analysed.
4. **A deep-dive technical assistance workshop/training module** for C40 and the MMC to deliver to

city officials and to be used/tailored across C40 programmes where relevant. The design and development of this module should demonstrate that it has been well informed by deliverables 1-3. This module will also include two extractable components: (1) a section on best practices in advocating and influencing policy conversations around inclusive city action on climate migration; and (2) 3 – 5 mini case studies that support the module and can also be extracted and inserted into other knowledge products when necessary. The module should follow a similar structure to the resources used by C40, which draws on the 3 key pillars of ICA: ‘inclusive processes’, ‘inclusive policy’ and ‘inclusive and equitable impacts. For more insight into these, please explore the resources in the [Inclusive Climate Action in the CAP resource centre](#).

5. **2-3 module training of trainers (ToT) activities** (recorded and accessible for internal use by C40 & MMC staff) to learn and understand how the module should be delivered to cities. A delivery manual/ delivery notes should accompany these ToT activities to guide staff in the delivery of the training module to cities in the future.
6. **A reporting note** that includes recommendations on how to further use and disseminate key advocacy messages and the module for greater reach and influence in city-leadership on climate and migration advocacy.

The delivery and deliverables should be informed by feedback and advice provided by C40 and MMC.

Background of the project

Climate change is unfair: it has been caused by the privileged few but will hit the majority first and hardest. The benefits of climate action are also not shared fairly - better off people have typically been more capable of benefiting from subsidies for renewable energy and home energy efficiency, while the experience of recent extreme weather events is that the poorest communities are left without homes and jobs, long after the rest of the economy has recovered. In this context, no climate strategy will succeed unless all voices are heard, and people are engaged. To be effective, the collective response to climate change needs to be inclusive, fair and equitable – especially in a post-COVID-19 world.

The Inclusive Climate Action (ICA) Program

Inspired by leading mayors and cutting-edge urban practices across the world, the C40-ICA program offers cities a customised roadmap with hands-on support, collaborative trainings and assessments, best practice exchange, thought leadership guidance and innovative partnerships to plan, build consensus for and deliver bold climate action that is equitable and beneficial for all. It aims at supporting mayors in involving groups that go beyond those “usual suspects” who are already environmentally aware, active and involved, in order to bring forth equitable policy solutions.

This initiative aims at providing support to cities in the following ways:



- Providing bespoke technical assistance to city officials via C40's Climate Action Planning Program, embedding inclusivity and equity in the climate strategies of C40 member cities
- Enhancing best practice peer-to-peer exchange and networking among city officials and mayors
- Providing a communication and events platform for mayors to demonstrate thought leadership and build a global movement on inclusive climate action

It provides technical support, training and peer-to-peer exchange based on three pillars that define ICA:

- Inclusivity of process: Engagement of a wide range of communities and stakeholders, especially hard-to-reach groups
- Inclusivity of policy: Fairness and accessibility in the design and delivery of urban climate strategies and services
- Inclusive and equitable impact: equitable distribution of the wider benefits of climate action

The Mayors Migration Council's Climate Migration Task Force

Climate change, combined with other trends, is likely to result in increased human mobility this century. Already today, the majority of migrants and refugees settle in urban areas, making city governments the first responders to their needs and giving them an increasingly important role in facilitating the peaceful living together of diverse communities. In the coming years, cities will face increasing pressures both from direct climate impacts and from climate-induced movements. Mayors will have a critical role in helping their cities cope with these major challenges, and harness opportunities to think innovatively about how local policy sits uniquely at the intersection of resilience and inclusion.

Formally launched on the side-lines of the international conference that adopted the Global Compact for Safe, Orderly and Regular Migration, the MMC has a founding partnership with C40, built on the desire to build momentum around the action that cities are taking to address climate-induced migration and promote inclusive climate action that leaves no person behind. This partnership is championed by mayors who participate in both organizations, including Los Angeles Mayor Garcetti who is both an MMC Leadership Board mayor and C40 Chair and sees this as an opportunity to bring cities' international climate and migration policy agendas together.

The MMC's Climate Migration Task Force is designed to:

- Coordinate and streamline cities' diplomatic activities to promote conducive national and international policy frameworks that are proactive in facilitating 'safe, regular and orderly' movements of people in the face of climate change impacts.
- Support city-to-city partnerships and collective action to help cities develop their own set of global standards and put them into practice, in the absence of national or international action.



- Highlight concrete recommendations and best practices on integrating inclusive climate with integration/inclusion policies in cities. This includes concrete ways in which the Green New Deal could more explicitly incorporate a migration lens.
- Explore joint and targeted approaches towards climate and migration related funding instruments and streams.

3. Proposal Guidelines & Requirements

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted **until 18.00 EST Monday, June 5th, 2020**. Any proposals received after this date and time will not be accepted and will be returned to the sender.

All proposals should not exceed **5 pages** (excluding CV's and reference projects) and should clearly outline:

- The overall approach and the methodology for all actions and proposed deliverables outlined in the table included in the “Project scope” session below;
- The table already includes a tentative timeline of implementation and the suggested input provided by C40 staff and the MMC. If the contractor advises differently, its proposal should include comments and suggestions on any alternative proposed working partnership with C40-MMC. In this case, the proposal should include details of key roles and responsibilities, reporting, change requests, escalation of issues, sign-off of work stages, and acceptance criteria;
- A team structure including staff member roles and responsibilities (where applicable highlighting any sub-consultants) who would be working on the mission, including job titles and brief CVs (maximum 3 pages);
- Total price and an indicative breakdown per task, including the estimated hours per assigned staff member and per task;
- Any required background work or set up;
- Description of expertise in undertaking similar missions with success: a maximum of 10 reference projects completed within the last 5 years. Reference projects should be relevant to the tasks included in this RFP and demonstrate skills and understanding of some or all of the following:
 - Subject matter knowledge: Inclusivity and equity (processes, policies and impact), broad knowledge of climate change adaptation/mitigation; migration flows; climate-induced migration/refugees; IDPs; displacement; relocation; transitional solutions and their implication for city planning and city policies/programmes/actions; city level policymaking or planning
 - Stakeholders knowledge: Migrants/ Refugees/ IDP/ Climate induced migration international organisations landscape; cities networks and cities stakeholders (including city governments, community groups, migrant constituencies, NGOs, environmental justice organisations, etc.);
 - Training and remote/virtual training design and co-design techniques; delivery of high-quality training to technical and non-technical audiences;
 - Project management: a short description of the approach to project management and communication, and where appropriate refer to examples of how similar projects may have been previously managed (Max 250 words).
- The proposal should include details on how a risk assessment would be completed and what that would include.



- Respondents are also required to set out any risks and assumptions made in planning this work. Where risks are identified appropriate management and mitigation strategies should also be outlined.
- A line for copy editing and any additional design work needed on the module and module delivery

If the organisation submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal (*eg. the expert group*). Additionally, all costs included in proposals must be all-inclusive, to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted.

All fees and costs must be itemized and include an explanation.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RfP. All contractual terms and conditions will be subject to review by C40 legal department and will include scope, budget, schedule and other necessary items pertaining to the project.



4. Project Purpose and Description

The deliverables expected from this consultancy will strengthen the knowledge and capacity building resources of C40 and the MMC to support cities in putting key messaging into practice, including, through the delivery of inclusive climate action that does not negatively impact (or leave out) migrant and refugee communities.

The sought project outcomes are:

- Strengthen C40-MMC knowledge and capacity to mainstream migration flows narratives into the climate agendas of cities mainly via C40; and climate action into mayoral engagement on migration and refugees, mainly via the MMC.
- Strengthen the capacity and position of C40 and the MMC to deliver politically - and practically - applicable and relevant knowledge that supports policy-makers and technical city-staff in addressing the challenges of the causes and impact of climate-induced migration on their cities, especially in light of the COVID-19 recovery.
- Strengthen the knowledge of C40 and the MMC to showcase cities that are already leading in delivering inclusive climate action that demonstrates a deep understanding of the needs, priorities and capacities of their migrant populations; as well as leading on urban policies and practices that mitigate and address climate-induced migration; within global and regional fora and influence the climate diplomatic sphere.

5. Project Scope

The key tasks and deliverables as part of this project are outlined in the table below. Where applicable, we have provided the role of C40 in facilitating the various tasks and deliverables as part of this process.

Deliverables	Description	C40/MMC Support	Timeframe
<p>1. Review and analysis of ICA's existing technical assistance tools and methods with a 'migration' lens</p>	<p>Review and analysis of the MMC's background papers and ICA's existing technical assistance tools and methods (found in the C40 resource library) with a 'migration' lens for delivering inclusive climate action with cities.</p> <p>This can be delivered with a set of summary slides that highlight what existing tools/methods could be revised/ adjusted with a 'Migration' layer & any additional tools/methods that the consultant feels would fill a gap in the existing resource library to build C40's knowledge and capacity to deliver technical assistance to cities particularly interested in addressing the impacts of climate induced migration within their cities in an inclusive way.</p>	<p>C40 can provide guidance to the resource library where the tools to be reviewed are. MMC to share background papers.</p>	<p>July 10th 2020</p>
<p>2. Review and analysis of interviews already developed by the C40-MMC partnership</p>	<p>A thorough review of an initial set of interviews already developed by the C40-MMC partnership with city staff to highlight key areas that can should inform the development of technical assistance resources and strengthen capacity within C40, MMC and cities to respond to their needs particularly with respect to addressing the impacts of climate induced migration within their cities in an inclusive way.</p> <p>This can be delivered in a 2-pager with the main findings & suggested additional interviews with experts if needed to complement this gathered knowledge and ensure its practical application with cities.</p>	<p>C40 staff will provide interview outputs</p>	<p>July 10th 2020</p>

<p>3. Documented and accessible transcription and analysis of 5 – 10 additional interviewed experts</p>	<p>A set of 5 – 10 additional interviews with relevant experts in the field. The design for these interviews should be developed by the consultant/consultancy and reviewed by C40 & MMC. They will then need to be carried out, transcribed and analysed.</p> <p>The transcription and analysis should be documented in an easy-to read accessible format that C40 & MMC can later draw on for further work. The analysis will inform the two final deliverables (4 & 5).</p>	<p>C40 & MMC staff can support in providing contacts where possible and background to experts already interviewed</p>	<p>July 30th 2020</p>
<p>4. A deep-dive technical assistance workshop/training module</p>	<p>A deep-dive technical assistance workshop/training module for city officials to be used/tailored across C40 programmes. The design and development of this module should demonstrate that it has been well informed by deliverables 1-3.</p> <p>This C40-MMC branded module slide-deck will include:</p> <p>(a) a series of initial introductory slides with key messages, highlighting their importance, and best practices in advocating and disseminating. The main audience for this initial section are: policy-level and Mayoral audiences as well as regional and national audiences. These initial slides should be extractable also as a leaflet.</p> <p>(b) practical guidelines on delivering integrated and inclusive climate and migration action directed at a more technical city audience; these should be structured to resonate with the existing technical assistance approach that ICA uses in its resources (3 ICA pillars).</p> <p>(c) a set of mini case studies built from cities to demonstrate best practices and accompany the module but that can also be extracted and inserted into other knowledge products when necessary.</p>	<p>C40 & MMC will provide guidance on structure & general feedback to development</p>	<p>1st Draft August 14th 2020</p> <p>2nd Draft August 28th 2020</p> <p>Final Reviewed & Visually Clean Version Sept 30th 2020</p>

	<p>The structure and content should ensure that the understanding and knowledge emerging from the scoping analysis and further knowledge products are disseminated not only at a political advocacy level but also that they are translated into more pragmatic, practical and applicable knowledge for the design, delivery and impact measurement of climate action going forward.</p> <p>The consultant should anticipate 2 rounds of revision before the final deliverable is accepted.</p>		
5. 2-3 module dissemination activities	<p>This will be delivered with C40 & MMC internal staff; the delivery method to accompany them should also be included in this deliverable. The activities should be recorded and accessible for future use.</p>		September 2020
6. Reporting note	<p>A reporting note at the end of the missions including a suggestion for how to facilitate 'train-the-trainers' webinars with C40 staff to train them to adapt the module to their needs and deliver it to C40 cities and recommendations about next steps in facilitating the dissemination of this module.</p>		Sept 30 th 2020



6. RfP and Project Timeline

RfP Timeline:

RFP to be shared no later than **May 15th**, 2020

All proposals in response for this RfP are due no later than **18.00 EST June 5th**, 2020.

Evaluation of proposals will be conducted **from June 5th, 2020, to June 12th, 2020**. If additional information or discussions are needed with any bidders during this two week window, the bidder(s) will be notified.

Second stage presentations may be required, if so the presentations will be held between **June 5th and June 16th**, 2020.

The selection decision for the winning bidder will be made no later than **June 17th**, 2020.

Notifications to bidders who were not selected will be completed by **June 19th**, 2020.

Activity	Date
Request for Proposals sent out	May 15 th , 2020
Written responses submitted to C40	18.00 EST June 5 th , 2020
Evaluation of written response	June 5 th , 2020, to June 12 th , 2020
Presentation on submission	June 5 th and June 16 th , 2020
Selection decision made	June 17 th , 2020
All bidders notified of outcome	June 19 th , 2020

Project Timeline:

The project initiation phase must be completed by **July 3rd**, 2020

Project planning phase must be completed by **July 10th**, 2020

Project implementation phase is expected to be completed by **September 18th**, 2020

The project is due to run until **September 30th**, 2020

7. Project Budget

The available budget for this project is **35 000 US** dollars inclusive of any taxes and expenses where applicable. Therefore, all proposals must include proposed costs to complete the tasks described in the project “Project scope” section above.

Costs should be stated as one-time or non-recurring costs or monthly recurring costs. Pricing should be listed for each of the following items in accordance with the template below:

Task	Total Cost \$ (Per Task)	Staff Days (Per Task)

Staff Member	Role	Date rate \$	Total No. days
<i>Ex. Ms Clara Smith</i>	<i>Project Leader</i>	<i>\$100</i>	<i>5</i>

8. Bidder Qualifications

As mentioned in the proposal guidelines, bidders should provide the following items as part of their proposal for consideration:

- Description of expertise in undertaking similar missions with success: a maximum of 10 reference projects completed within the last 5 years (see details above)
- List of the staff who would be working on the contract and job titles
- References from other similar clients
- Project management methodology
- Communications strategy for how you will work with C40
- Communications/engagement strategy with the experts group

9. Proposal Evaluation Criteria

C40 will evaluate all proposals based on the following criteria:

- Overall proposal suitability: ability to meet the scope and requirements included in this RfP
- Organisational experience: bidders should demonstrate at least 5 years of experience in undertaking similar missions with success, as well as demonstrate skills and understanding of the subject matter knowledge: Inclusivity and equity (processes, policies and impact), broad knowledge of climate change adaptation/mitigation; migration flows; climate-induced migration/refugees; IDPs; displacement; relocation; transitional solutions and their implication for city



planning and city policies/programmes/actions; Stakeholders knowledge: Migrants/ Refugees/ IDP/ Climate induced migration international organisations landscape; cities networks and cities stakeholders (including community groups, migrant constituencies, NGOs, environmental justice organisations, etc.); Training and remote training design and co-design techniques; delivery of high-quality training to technical and non-technical audiences;

- Value and cost: total price and an indicative breakdown per task, including the estimated hours per assigned staff member and per task;
- Expertise (technical, experience etc): please provide elements to support (CV, and reference projects)

Proposals will be evaluated against the following criteria (example table below):

Robustness of the project delivery proposal	40%
Staff Expertise and organisational experience (climate change, gender, cities, inclusivity, training)	30%
References from other clients, including not-for-profit clients, and methodology suggested	30%
TOTAL	100%

Each bidder must submit 1 copy of their proposal to the email address below by than **18.00 EST June 5th, 2020**

Luisa Miranda Morel,
C40 Inclusive Climate Action (ICA) Diplomacy
& City Engagement Manager
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