Organizational Background

The Climate Heritage Network (CHN) is a voluntary, mutual support network of government agencies, NGOs, universities, businesses, and other organizations committed to tackling climate change and achieving the ambitions of the Paris Agreement. Mobilized in 2018 during the Global Climate Action Summit and launched in 2019, the Climate Heritage Network works to re-orient climate policy, planning, and action at all levels to account for dimensions of culture - from arts to heritage. The Climate Heritage Network Steering Committee is the governing body of the Climate Heritage Network, with responsibility for determining and overseeing its strategic direction. The Steering Committee is comprised of regional Co-Chairs elected by CHN Members in their respective regions and up to 15 additional representatives selected by the Co-Chairs from among nominated candidates seconded by CHN Members.

Project Overview and Goals

CHN seeks a consultant to amplify the impact of our international network as we empower people to imagine and realize low carbon, just, climate resilient futures through culture from the arts to heritage. In its first 5 years, the CHN succeeded in bringing together thousands of people across the globe to make climate policy people-centred through coordination and cooperation among our members. The CHN was founded by leaders of culture-based climate action, and in the intervening five years, its membership has grown to include a broad representation of diverse scales, dimensions of culture, and types of climate action. This existing network of relationships creates a strong platform from which to move forward. CHN work has been recognized at international level in forums such as the UNFCCC, IPCC, COPs, UNESCO and the G20. With the support of fiscal sponsors and one heroic part time contract employee, the organization persevered, fundraising through voluntary member dues, in kind donations, and grants from several generous private foundations. In 2024, CHN received a substantial grant from the Mellon Foundation for the Imagining Futures project. This work aims to unlock the power of cultural heritage to drive transformative climate action, both to urgently bolster a system of climate change response that is struggling to deliver on the ambitions of the Paris Agreement and to enhance the capacity of local communities to safeguard their own cultures and heritage.

In the past, the CHN's informal governance (i.e. the CHN is not an incorporated legal entity) structure has at times inhibited the financial sustainability of the Network and its projects. Currently, the CHN relies on a voluntary membership dues structure in which the CHN's hundreds of member organizations are encouraged to voluntarily pay dues. A schedule of recommended dues based on organization size has been set by the CHN Steering Committee. This approach has proved inadequate. Two related issues have arisen: (a) complications in securing third-party grants and other funding, and (b) difficulty in securing and collecting membership dues. A portion of the Mellon Grant supports an Organizational Development Consultant to undertake a facilitated planning process that looks at different organisation and governance structures (including incorporating the CHN as a legal entity) and corresponding membership dues and member services arrangements in order to maximize financial and institutional sustainability. A key component of this will be the

development of a membership dues structure and membership services program, including potentially membership dues, for the CHN. This new dues structure is expected to provide the primary path to financial sustainability as the 30-month Mellon grant comes to an end. The Coordinator of the North America Secretariat will have primary responsibility for coordinating the work of the Consultant in consultation with the Africa Region Coordinator and the existing CHN governance structure.

Scope of Work

Phase 1: Assessment of Current Structure

Evaluate the current organizational structure, including governance, leadership, roles, and responsibilities. Within this, we are interested in exploring whether to shift from our current fiscal sponsor model to become an independent entity.

- Conduct a detailed examination of the CHN's structure, functions and process
    - Assess organizational structure as it pertains to leadership's ability to realize the organizational vision
    - Assess functional assignments and staffing levels required to support organizational priorities
    - Review current organizational priorities
    - Evaluate the degree to which effort and allocation of resources align with the stated organizational priorities
- Operations and Processes: Review key operational processes, workflows, and procedures to identify areas for improvement and efficiency.
- Financial Management: Review financial practices, budgeting processes, and resource allocation strategies.

Deliverables: Blueprint Outlining Organization Strategies and Recommendations to Enhance Structure, Workflows, and Processes

Phase 2: Organizational Improvement Preparation, Action and Strategic Plans, and Rollout

After agreement on organizational improvement priorities/strategies, support CHN in creating an Action Plan (2-5 years) and Strategic Plan (5-10 years) and prepare the organization for proposed enhancements and change processes.

- Timeline of plan production – including measurable goals, execution, and targeted outcomes for identified blueprint/roadmap priorities.
- Project management plan, communication, and change management strategies for the implementation phase must be identified and scaled to the organization.

- Training, education, collaborations, and/or forums focusing on staff skills, capabilities, experiences, and feedback/needs to identify wins/successes and address concerns/feedback for continued success.
- Mechanisms and tools for continuous quality improvement.

Deliverables: Action Plan (2-5 years) and Strategic Plan (5-10 years)

Timeline and Budget

RFP: August 14 – September 19, 2025

Review applications: September 20-30, 2025

Phase 1: October – March 2026

While CHN welcomes all proposals with reasonable cost ranges, we anticipate that the Phase 1 budget will be between $15,000 and $20,000. Please include a proposed budget reflecting the timeline for phase 1. Please also include a proposed budget and timeline for Phase 2.

Submissions

Please direct proposals and other correspondence, including any questions, to Jenny Hay at secretariat@climateheritage.org.

Selection Criteria

Proposed approach and methods: 30%

Proposed timeline and budget: 40%

Experience and expertise: 30%