



RIGHTS AND RESOURCES INITIATIVE

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## Request for Proposals

# System Design for Protection and Rapid Response to Threats Against Land and Environmental Defenders

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The Rights and Resources Initiative is requesting proposals for consulting services beginning **October 9, 2026**.

If interested in providing services to our organization, please review this request and submit a proposal by **September 25, 2026**.

### About RRI:

The Rights and Resources Initiative (RRI) is a global coalition of over 200 organizations dedicated to advancing the forest, land, and resource rights of Indigenous Peoples, Afro-descendant Peoples, local communities, and the women within these groups. RRI leverages the power of its global coalition to amplify the voices of local peoples and proactively engage governments, multilateral institutions, and private sector actors to adopt institutional and market reforms that support the realization of rights. Its members capitalize on each other's strengths, expertise, and geographic reach to achieve solutions more effectively and efficiently. By advancing a strategic understanding of the global threats and opportunities resulting from insecure land and resource rights, RRI develops and promotes rights-based approaches to business and development and catalyzes effective solutions to scale rural tenure reform and enhance sustainable resource governance.

### Background

Latin America remains the most dangerous region in the world for those who defend land, territories, forests, natural resources, and the environment. According to the most recent reports from Global Witness, between 2012 and 2024, at least 2,253 land and environmental defenders were killed or went missing worldwide, and more than seven out of every ten cases occurred in Latin America and the Caribbean. In 2023 alone, 196 killings of defenders were recorded globally, of which 166 occurred in Latin America; while in 2024, the region accounted for more than 80% of the documented cases of killings and disappearances. Colombia, Brazil, Mexico, Honduras, and Guatemala consistently rank among the most affected countries. This violence is closely linked to conflicts over land, extractive industries, agro-industrial expansion, deforestation, infrastructure, and illegal economies, and Indigenous peoples, Afro-descendant communities, and local communities are among the groups most affected, reflecting the deep structural inequalities that characterize these conflicts.

While the murders of human rights defenders constitute the most extreme manifestation of violence, various studies have shown that these are often preceded by a sequence of attacks and violations that unfold over time. Stigmatization and defamation campaigns, acts of intimidation, surveillance, harassment, criminalization, threats, and other forms of non-lethal violence often form a trajectory of risk that can progressively escalate into more serious attacks. In this regard, reports such as *\*The Hidden Iceberg\**, spearheaded by the ALLIED alliance, have highlighted the importance of documenting and analyzing these forms of violence, which often remain invisible but serve as early warning signs of risk. Strengthening the capacity to identify, record, and respond promptly to these incidents from their earliest stages is essential to preventing escalations of violence, activating appropriate protective measures, and reducing the likelihood that attacks will result in irreparable harm. From this perspective, early warning systems represent a key tool to complement existing protection mechanisms, as they enable the early detection of risks and the timely mobilization of responses commensurate with the nature and severity of each situation.

In light of this situation, regional organizations, social movements, indigenous peoples, Afro-descendant communities, and local communities have developed multiple strategies for individual and collective protection. These include community-based surveillance and self-protection mechanisms, solidarity networks, systems for documenting and monitoring cases, legal support, national and international advocacy, precautionary measures, state protection programs, and so on. However, significant challenges remain in identifying situations of risk in a timely manner, activating rapid responses, and efficiently coordinating the various actors who can provide support. In many cases, organizations facing threats lack up-to-date information on institutions, human rights organizations, international mechanisms, emergency funds, or other resources available to respond to a critical situation. Furthermore, response times are often limited by the fragmentation of information, the lack of common protocols, and the absence of systems that allow alerts to be channeled securely and tailored according to the level of risk and the specific needs of each case.

This issue has been identified and prioritized by members of the RRI Coalition in Latin America, who have highlighted the need to strengthen collective protection mechanisms and improve the capacity to respond to high-risk situations affecting defenders of land, territory, and the environment. In response to this demand, the 2026–2030 Regional Strategy for Latin America incorporated this issue as a priority area of work. Specifically, under Objective 1 (“Strengthen the defense of territories and the protection of defenders, with community-based protection and oversight mechanisms, from a perspective of data sovereignty and gender justice”), it provides for the development of a regional system aimed at complementing and strengthening existing

protection mechanisms, facilitating the early identification of risks, coordination among key actors, and the timely activation of responses to threats, attacks, or rights violations.

## Terms of Reference

### *Objective*

To develop the foundational design of a **Regional Early Warning and Rapid Response System for defenders of land, territory, and the environment in Latin America**, which contributes to the early identification of risk situations, the timely activation of protection mechanisms, and efficient coordination among territorial organizations, support networks, specialized organizations, public institutions, international mechanisms, and other relevant actors for the protection of defenders.

The system should strengthen and complement existing protection mechanisms, promoting timely and tailored responses to threats, attacks, or rights violations from the perspectives of collective protection, data sovereignty, gender justice, and do-no-harm principles.

### *Consultancy Scope*

The consulting team must develop the conceptual, institutional, operational, and technological foundations of a **Regional Early Warning and Rapid Response System** for defenders of land, territory, and the environment in Latin America.

The system must enable defenders, territorial organizations, and other authorized entities to **safely report** risks, threats, attacks, or rights violations through an **accessible tool**. Based on these reports, the system must facilitate **risk assessment, case classification, the activation of rapid response protocols, and the coordination of actors** capable of providing support according to the nature, severity, and context of each situation.

The system's function will be to facilitate the identification, analysis, and routing of alerts; activate the corresponding procedures and protocols; coordinate with actors capable of providing the required responses; and follow up on cases until their resolution. It will not be responsible for directly implementing territorial, legal, psychosocial, security, or other protective measures that may be required in each case; the implementation of such measures will fall to the competent or specialized actors who are part of or coordinate with the response network. In this regard, the activation of the System does not guarantee that a specific measure will be implemented, as this will depend on the capacities, competencies, and availability of those actors. However, the System must allow for monitoring of the activated responses, recording the measures actually adopted—or any gaps in care—and tracking the evolution of the case in accordance with previously established criteria.

Furthermore, the System is not intended to replace individual or community protection mechanisms, existing public mechanisms, or the functions of organizations specializing in the protection of human rights defenders, but rather to complement them and strengthen their coordination. Nor is it primarily conceived as a mechanism for documentation, reporting, or raising public awareness, although these functions may form part of certain

courses of action when they contribute to protection and the conditions of safety, informed consent, and action without harm established by the System are met.

### ***Consultant Activities***

The consultancy begins with a **mapping of mechanisms, initiatives, organizations, and relevant actors involved in the protection** of human rights defenders. This exercise should identify existing capacities, types of support offered, eligibility criteria, geographic coverage, limitations, and opportunities for coordination. Additionally, the consultancy should **review and analyze existing systems, methodologies, and tools** relevant to the initiative's design, including experiences developed by RRI coalition members and partner organizations. Particular attention should be paid to the documentation and monitoring systems promoted by the **ALLIED** alliance to identify opportunities for interoperability, harmonization of indicators, and the use of existing information. The consultancy should identify opportunities for the system's collected information to contribute—where appropriate and under adequate security and consent criteria—to **broader processes of documentation, analysis, and advocacy**.

The consultancy must develop and compare **different scenarios for the system's operation**, enabling RRI to evaluate and select the alternative that best aligns with its administrative and financial capacities, as well as with the political nature, structure, and objectives of the RRI Coalition. For each scenario, the main operational, institutional, and financial requirements must be identified, along with their advantages, limitations, and risks. The scenarios must consider, among other things, the following elements:

- i. **System scope and level of action.** Various possibilities regarding the scale and response pathways that the System could activate must be analyzed, considering two options: a) an international dimension, focused on activating global networks, international emergency funds, and United Nations mechanisms or other relevant international mechanisms; b) a national dimension complementary to the former, which provides for coordination with existing public or civil society protection networks, organizations, and mechanisms in the countries. It should be noted that the organizations of the RRI Coalition place special value on mechanisms that can be activated at the international level.
- ii. **Operational model and distribution of responsibilities between RRI and other actors.** The consultancy must analyze different operational models for the System, including, among others: a) **direct operation by RRI**, in which RRI assumes primary responsibility for the coordination and operation of the System's various components, while other partners participate primarily in addressing or responding to cases when they are activated; b) **shared operation**, in which RRI and one or more organizations or networks with regional and/or global reach distribute responsibilities among themselves for the operation of the System's various components; and c) **operation by a third party**, in which a specialized organization assumes primary responsibility for the System's operation, while RRI provides technical, political, and/or financial support and facilitates access to the System for Coalition members.
- iii. **Degree of the System's involvement in responding to cases.** The consulting study must analyze various possible levels of the System's involvement once an alert has been received and assessed. These may range from a model focused on **receiving, analyzing, and classifying the alert; activating or referring it**

**to the relevant actors; and following up on the case**, to models that involve a more active role in **coordinating responses** or, where appropriate, the **direct management of certain support mechanisms**, such as the RRI Emergency Fund. The scenarios must clearly specify the extent of the System's responsibility and which actions fall to the organizations, mechanisms, and institutions that make up the response network.

These dimensions should not be understood as mutually exclusive alternatives. The consulting team may propose **different combinations and variations** and must conduct a comparative analysis of their feasibility, implications, and requirements, formulating recommendations that enable RRI to make an informed decision regarding the most appropriate configuration of the System.

Only after the scenarios have been presented to the Monitoring Committee and RRI has selected one to proceed with will the system design continue, identifying all its components and the coordination framework for its operation. The consulting team must address the comprehensive design of the **rapid-response protocols** for the system. These protocols must define activation criteria, risk levels, responsible actors, response times, coordination mechanisms, and possible support measures. Responses may include, among others, the activation of local organizational networks, support from human rights organizations, legal assistance, psychosocial support, digital security support, the activation of emergency funds, coordination with state protection mechanisms, advocacy with international human rights bodies, and other relevant measures as appropriate.

Furthermore, the consulting team must develop a proposal for the creation and operation of an **Emergency Fund** or another mechanism for urgent access to funds provided by RRI for Latin America, designed as one of the system's response mechanisms. This proposal must analyze alternatives for administrative and financial management, identify potential entities capable of managing and transferring resources swiftly and securely, and define its objectives, eligibility criteria, support modalities, application and approval procedures, disbursement mechanisms, accountability, and governance structure.

The consultancy must promote **dialogue and partnership-building processes to form a response network** that contributes to the system's effective functioning. Given that these partnerships constitute a strategic component of the initiative, the work must be carried out in close coordination with the RRI team, which will actively participate in institutional engagement and agreement-building processes.

Similarly, the feasibility and advisability of establishing coordination mechanisms with initiatives aimed at **raising public awareness of the issue as an advocacy strategy** must be analyzed, including the "Monitor" platform, led by the Latin American Platform of Land and Territory Defenders. Within this framework, the consultancy must develop **criteria, protocols, and safeguards** to determine when public disclosure of a case can contribute to the protection of human rights defenders and when, conversely, it could increase existing risks. These criteria must be developed from a perspective of risk management, do no harm, informed consent, and data protection.

Finally, once the conceptual, operational, and institutional components of the System have been defined and validated, the consultancy must conduct an **analysis of the potential tools and technology needed** to implement the System, including criteria such as effectiveness, efficiency (including costs), cultural relevance, monitoring, scope, and security, and taking into account all stages of the System: from the registration of alerts to the implementation of a response.

### ***Cross-cutting approaches to consider***

The consultancy should be based on the recognition that attacks against human rights defenders tend to unfold as **progressive processes of escalation**. Consequently, the system should be designed not only to record serious incidents that have already occurred, but also to identify and address risk situations at an early stage, including non-lethal forms of violence such as stigmatization, defamation, harassment, surveillance, criminalization, and threats, among others. To this end, it must incorporate **indicators and criteria** that enable the systematic documentation of these incidents and the generation of early warnings to facilitate preventive action.

While many alerts will be associated with risks that directly affect specific human rights defenders, the design must recognize that these attacks often occur within the context of broader organizational, community, and territorial processes. Consequently, the system must adopt a collective protection approach, recognizing the interdependence between protecting human rights defenders and protecting the communities, organizations, and causes they represent.

**Information security** must be a cross-cutting component of the design. The consultancy must propose standards, protocols, and political and technological mechanisms that ensure the protection of sensitive data, the differentiated management of access levels, the traceability of decisions related to the use of information, and respect for the principles of data sovereignty of indigenous peoples, Afro-descendant peoples, local communities, and participating organizations.

The system's design must incorporate a **gender justice approach** across all aspects, taking into account the risks, patterns of violence, barriers to access, and differentiated protection needs faced by women defenders and other particularly vulnerable populations. Furthermore, it must identify mechanisms to record, analyze, and appropriately respond to these differences across the processes of case documentation, risk assessment, and response activation.

### ***Consultant Deliverables***

#### **Deliverable 1. Regional assessment and mapping of relevant actors, mechanisms, and initiatives**

Develop a regional assessment that analyzes the needs, opportunities, and challenges of establishing a Regional Early Warning and Rapid Response System for defenders of land, territory, and the environment. Central to this exercise will be an analysis of recent changes in government, the specific situation of cross-border territories, and the new configuration of political forces in the region, considering their potential impact on the exercise of rights and the situation of land defenders. This deliverable must include a mapping of support networks, human rights organizations, public protection mechanisms, international mechanisms (including those linked to the United Nations), emergency funds, and other relevant actors capable of providing support in risk situations. For the national-level mapping, at least 7 countries will be selected based on criteria previously agreed upon with RRI. Finally, the mapping must include a review of existing systems, methodologies, and initiatives developed by RRI member organizations, identifying best practices, existing capacities, gaps, opportunities for coordination, and potential strategic alliances to ensure the system's effective operation.

## **Deliverable 2. Comparative Analysis Document of Scenarios for the System's Configuration and Operation**

Prepare a comparative analysis of different scenarios for the configuration and operation of the Regional Early Warning and Rapid Response System, based on the findings of the diagnostic assessment and mapping conducted in Deliverable 1. The scenarios must consider, at a minimum, the following dimensions: **(i) the scope and level of action of the System; (ii) the operational model and distribution of responsibilities among RRI and other actors; and (iii) the degree of the System's involvement in responding to incidents**, in accordance with the provisions of the scope section of these Terms of Reference.

For each scenario, the following must be analyzed: its institutional, operational, technical, and financial requirements; the capacities and resources necessary for its implementation and sustainability; the roles and responsibilities that RRI and other actors would assume; and its main advantages, limitations, and risks.

The deliverable must present a systematic comparison of the scenarios and provide well-reasoned recommendations on the alternatives that are most viable and consistent with the nature, objectives, and capabilities of RRI and its Coalition. **This analysis will serve as the basis for RRI to determine the scenario—or combination of elements from different scenarios—on which the subsequent deliverables of the consulting project will be developed.**

## **Deliverable 3. Conceptual, Methodological, and Operational Design of the Regional Early Warning and Rapid Response System**

Comprehensive design of the System, based on the scenario or configuration selected by RRI following Deliverable 2, establishing its vision, objectives, scope, guiding principles, stakeholders, governance structure, and general operating model.

The design must incorporate the principles of collective protection, data sovereignty, gender justice, informed consent, and do no harm. It must also define the general mechanisms and channels for coordination among the RRI Coalition's territorial organizations, support networks, specialized organizations, public institutions, and international mechanisms that may participate in responding to alerts and protecting human rights defenders. This deliverable must also identify the general characteristics and functional requirements that the future technological tool must have to support the System's operation.

## **Deliverable 4. Design of the System's early warning, risk analysis, and rapid response protocols.**

Develop the procedures, methodologies, and tools necessary for the system's operational functioning. This deliverable must include criteria for recording alerts, indicators for documenting incidents and rights violations, methodologies for risk assessment and classification, alert levels, escalation protocols, and procedures for activating responses. The protocols must adopt an intersectional approach, considering the distinct impacts on and responses for women and youth. Furthermore, they must define possible courses of action based on the level of risk and the characteristics of each case, including mechanisms for organizational support, legal assistance, psychosocial support, digital security, activation of emergency funds, international advocacy, actions to raise awareness and collective advocacy, and other relevant measures. The design must address both situations affecting individual defenders and those involving groups, communities, or organizations. Finally, the

design must include a system to monitor the entire process until the case is considered closed (i.e., the end of the risk situation).

#### **Deliverable 5. Implementation and report of the Institutional Coordination Strategy**

The scope and level of effort required for this deliverable will depend on the scenario selected by RRI following completion and acceptance of Deliverable 2. At a minimum, the Consultant will implement the elements of the strategy that involve international-level actors to ensure the effective operation of the system. Depending on the selected scenario, RRI may also authorize implementation activities involving national-level or other actors.

This deliverable must include consultation processes, meetings, preliminary agreements, and coordination mechanisms with local organizations, human rights organizations, protection mechanisms, emergency funds, public institutions, international organizations, and other relevant actors. The document must identify potential agreements, commitments, responsibilities, communication channels, and participation modalities for the various actors in the system, as well as recommendations for the long-term sustainability of these partnerships. This process must be carried out in close coordination with the RRI team, which will actively participate in identifying and building institutional partnerships.

For purposes of the technical and cost proposals (see Submission Requirements below), applicants must provide separate approaches and prices for:

1. **Core implementation:** Implementation involving international-level actors.
2. **Optional national-level implementation:** The additional activities required to engage national-level actors.

Optional components will be performed only if authorized in writing by RRI following approval of Deliverable 2. RRI does not guarantee that it will authorize or purchase any optional component.

#### **Deliverable 6. Proposal for the Operation of an Emergency Fund for Rapid Response**

Develop a proposal for the creation and operation of an Emergency Fund aimed at supporting rapid responses to situations of risk, threats, or violations of the rights of defenders of land, territory, and the environment. The deliverable must include an analysis of alternatives for the administrative and financial management of the fund, identifying potential organizations or mechanisms capable of managing resources and making disbursements in a timely, secure, and transparent manner. It must also define the fund's objectives, eligibility criteria, types of support eligible for funding, application and approval procedures, response times, monitoring and accountability mechanisms, and its governance structure and coordination with the Regional Early Warning and Rapid Response System.

#### **Deliverable 7. Strategy for Governance, Security, and Data Interoperability**

Prepare a document that presents a comprehensive framework for managing information generated by the system. This deliverable must define protocols and standards for the collection, storage, analysis, access, exchange, and protection of sensitive data, ensuring the confidentiality and security of human rights defenders and participating organizations. It must also establish criteria for decision-making regarding the use and

potential dissemination of information, incorporating principles of informed consent, risk analysis, and “do no harm.” The deliverable must include concrete proposals for interoperability with relevant initiatives, including the documentation systems promoted by ALLIED and visibility platforms such as Monitor, and identify the benefits, risks, procedures, and conditions under which information may be shared or used for analysis, advocacy, or public visibility.

#### **Deliverable 8. Evaluation of Potential Tools/Mechanisms for the System’s Operation**

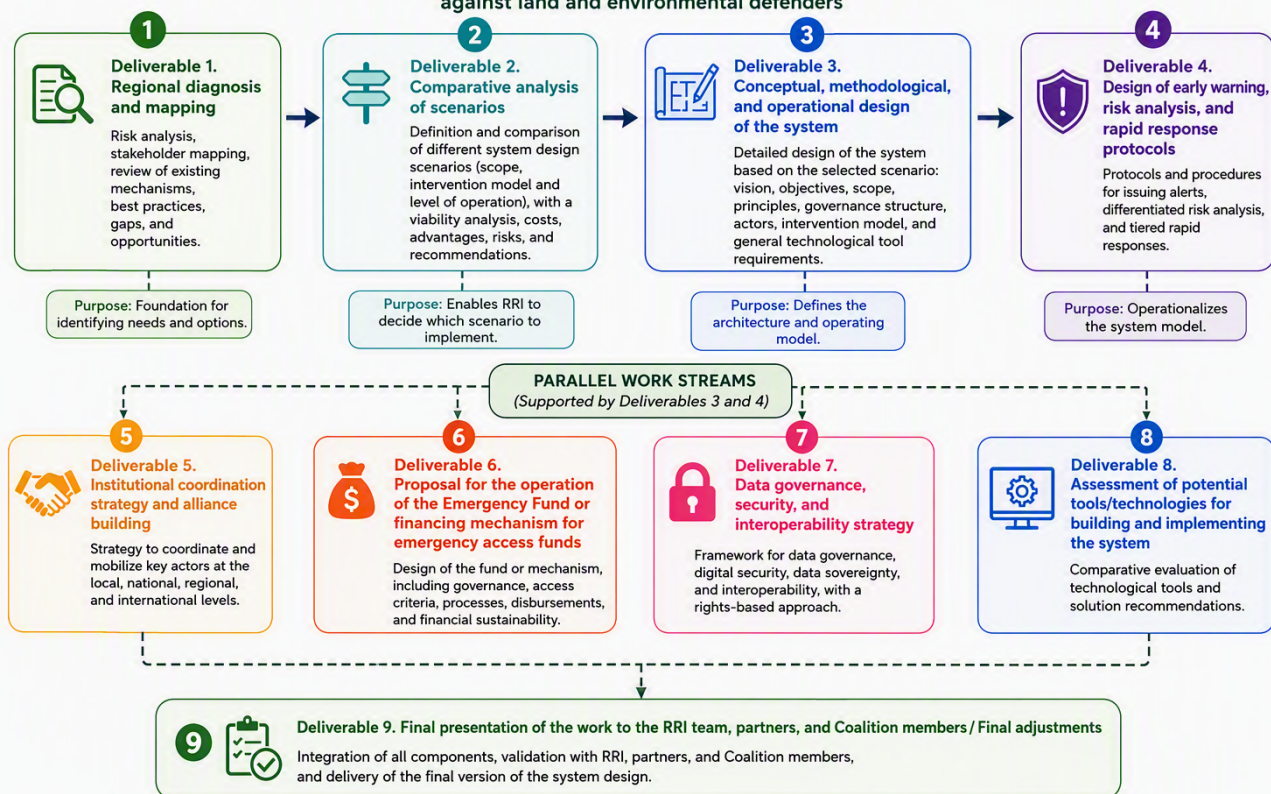
Identify and evaluate potential mechanisms and tools for implementing the system as a whole, in terms of their effectiveness, efficiency (including costs), cultural relevance, monitoring, scope, and security, taking into account all stages of the System: from the registration of alerts to the implementation of a response and case closure. One option to consider is a mobile digital tool (app) for defenders to access, with an online platform for monitoring and oversight by all stakeholders. In developing this document, interviews should be conducted with specialists from various fields (security, digital technologies, protection of defenders and human rights, etc.), as well as with members of the RRI Coalition. The deliverable will include, at the end, a comparative table with the assessments of each case, based on the evaluation criteria.

#### **Deliverable 9. Final Presentation of the Work to the RRI Team, Partners, and Coalition Members / Final Adjustments**

Consolidate and present the complete proposal for the System, to gather final comments from the Monitoring Committee, regional members, and other RRI partners, and make the requested adjustments to the document.

## DELIVERABLE SEQUENCE

Design of a system for protection and rapid response to threats against land and environmental defenders



### Monitoring Committee

The Monitoring Committee (MC) will be responsible for reviewing and providing input to the consultancy deliverables. Given that the findings of each deliverable will determine the design of the next phase and the characteristics of the other deliverables, the MC's role will be central to the final configuration of the System. The committee will consist of a representative from RRI's operations department, a representative from RRI's senior management, a representative from CLARIFI, the Director for Latin America, and two RRI members who are part of the RRI Defenders Working Group in Latin America and have proven experience in the subject matter. The RRI facilitator for Latin America will coordinate the committee.

### Proposed Timeline

The consultancy will last 10 months from the date the contract is signed.

| Deliverables                                                                                   | Month due |
|------------------------------------------------------------------------------------------------|-----------|
| Deliverable 1. Regional assessment and mapping of relevant actors, mechanisms, and initiatives | Month 2   |

|                                                                                                                                                                |          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Deliverable 2. Document providing a comparative analysis of scenarios for the configuration and operation of the System                                        | Month 3  |
| Deliverable 3. Conceptual, methodological, and operational design of the Regional Early Warning and Rapid Response System                                      | Month 3  |
| Deliverable 4. Design of early warning, risk analysis, and rapid response protocols                                                                            | Month 5  |
| Deliverable 5. Report on the design and implementation of a strategy for institutional coordination and partnership building to support the system's operation | Month 7  |
| Deliverable 6. Proposal for the operation of the Emergency Fund or another mechanism for accessing emergency funds for Latin America                           | Month 8  |
| Deliverable 7. Strategy for governance, security, and data interoperability                                                                                    | Month 8  |
| Deliverable 8. Evaluation of potential tools/technologies for setting up and implementing the system                                                           | Month 9  |
| Deliverable 9. Final presentation of the work to the RRI team, partners, and Coalition members / Final Adjustments                                             | Month 10 |

## Eligibility Criteria

The consulting team must consider that the tasks involve different areas of expertise and specialization, and, therefore, a team will be required to adequately address each deliverable. The eligibility criteria may thus be met by different individuals, although the team must be led by a consultant who will bear ultimate responsibility for the work performed.

### *Minimum Qualifications*

- A minimum of ten (10) years of experience in issues related to **the protection of human rights defenders**, including financial protection mechanisms, with a focus on territorial rights, indigenous peoples, Afro-descendant peoples, and local communities.
- Ten (10) years of demonstrated experience in the design, implementation, or strengthening of protection mechanisms, strategies, protocols, or systems for human rights defenders, social organizations, or communities at risk.
- Demonstrated experience of ten (10) years in risk analysis, reporting and documenting human rights violations, and monitoring, early warning, or rapid response systems.
- Ten (10) years of demonstrated experience in building partnerships with social organizations, public agencies, human rights organizations, and/or international organizations.
- Ten (10) years of proven experience in governance and data protection, digital security, data sovereignty, information management systems, case documentation, or digital tools related to human rights, the protection of human rights defenders, or risk management.
- Fluency in Spanish and English.

## Key Contract Terms

### *Contract Type*

This will be a deliverable-based contract.

All projected costs/expenses must be included in the consultant's proposal. Consultant is responsible for ensuring that they have all required insurance, certifications, and/or licenses, and that they meet all legal requirements to provide services in the location where the work is being performed.

### ***Equipment and Supplies***

Unless stated otherwise in the proposal, the consultant is responsible for providing all equipment, software, and/or supplies required to perform the services.

### ***Budget***

The anticipated budget for this project is up to US\$35,000.

Cost reasonableness and comparison will be used to evaluate proposals. We encourage submissions to reflect value for money.

## **Submission Requirements**

Proposals must include:

1. CV of the consultant or consulting team, including contact information.
2. A technical proposal outlining the consultant's or consulting team's relevant experience and primary approach to the work and deliverables, including consultant team roles and responsibilities and work schedule based on the above timeline (maximum 4 pages).
3. Budget proposal, based on the below cost template, showing the proposed fee for each deliverable, the hourly rate and estimated hours used to calculate that fee, and the proposed deliverable-based payment schedule. Estimated hours are requested for cost-comparison purposes and will not convert the agreement into a time-based contract.
4. One or two comparable work samples or project descriptions.

| Component                                                                                                                 | Pricing basis | Estimated hours | Hourly rate | Proposed price |
|---------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|-------------|----------------|
| Deliverable 1. Regional assessment and mapping of relevant actors, mechanisms, and initiatives                            | Fixed fee     |                 |             | \$             |
| Deliverable 2. Document providing a comparative analysis of scenarios for the configuration and operation of the System   | Fixed fee     |                 |             | \$             |
| Deliverable 3. Conceptual, methodological, and operational design of the Regional Early Warning and Rapid Response System | Fixed fee     |                 |             | \$             |
| Deliverable 4. Design of early warning, risk analysis, and rapid response protocols                                       | Fixed fee     |                 |             | \$             |
| Deliverable 5A: Core international implementation                                                                         | Fixed fee     |                 |             | \$             |

|                                                                                                                                      |                                          |  |  |    |
|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--|--|----|
| Deliverable 5B: National implementation                                                                                              | Fixed fee per country or defined package |  |  | \$ |
| Deliverable 6. Proposal for the operation of the Emergency Fund or another mechanism for accessing emergency funds for Latin America | Fixed fee                                |  |  | \$ |
| Deliverable 7. Strategy for governance, security, and data interoperability                                                          | Fixed fee                                |  |  | \$ |
| Deliverable 8. Evaluation of potential tools/technologies for setting up and implementing the system                                 | Fixed fee                                |  |  | \$ |
| Deliverable 9. Final presentation of the work to the RRI team, partners, and Coalition members / Final Adjustments                   | Fixed fee                                |  |  | \$ |
| <b>Total cost (including the maximum potential Deliverable 5 cost)</b>                                                               |                                          |  |  | \$ |

Please submit your proposal and required documents by email to: [fperez@rightsandresources.org](mailto:fperez@rightsandresources.org) with the subject line “Defenders protection system consultancy.”

**The deadline for submission is 5:00pm ET on September 25, 2026.**

## Evaluation Criteria

Proposals will be scored based on the following parameters:

- Proposed approach (25%)
- Understanding of the sector (20%)
- Consultant work history and experience (20%)
- Timeline or availability (10%)
- Costs (25%)

## Ethical Behavior

RRI is committed to maintaining the highest standards of integrity, transparency, and ethical conduct in the procurement process. We expect all vendors and consultants to adhere to ethical business practices and comply with applicable laws and regulations. Any attempt to influence the procurement process through unethical means, including but not limited to fraud, bribery, or conflicts of interest, will result in immediate disqualification.

RRI’s procurement processes are fair and open and allow all vendors/consultants equal opportunity to win our business. If any individual or organization becomes aware of potential violations of ethical standards related to this procurement process, we encourage prompt reporting to our hotline at [www.lighthouse-services.com/rightsandresources](http://www.lighthouse-services.com/rightsandresources). By submitting a proposal, the bidder acknowledges this commitment and

agrees to conduct all interactions with RRI in an ethical and transparent manner.

## Use of Artificial Intelligence

The use of artificial intelligence (AI) tools is permitted to support the development of the consulting work, provided that their use is subject to rigorous review, verification, and quality control by the consultant. Deliverables must reflect substantive analysis and original work; documents generated entirely by AI tools will not be accepted.