



RIGHTS AND RESOURCES INITIATIVE

Request for Proposals

Characterization of the relationship between IP, ADP and LC women's collective enterprises and the market: Roadmap development

The Rights and Resources Initiative is requesting proposals for consulting services beginning **December 2025**.

If interested in providing services to our organization, please review this request and submit a proposal by **December 5, 2025**.

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

For Indigenous Peoples and Afro-descendant Peoples, the economy is crucial in addressing the challenges they face in various regions (OECD, 2019). In fact, several authors highlight the close relationship between successful economic development, self-government, and self-determination (Nelson, R. 2019, Cornell & Kalt 2010, Anderson, 1999), which are the three pillars for the full exercise of rights.

From the perspective of the IP, ADP, and LC women's organizations of the RRI Coalition, indigenous or community-based economic systems are understood as those based on solidarity, redistribution, shared responsibility, and sustainability of nature, in which people's well-being and quality of life are central concerns.

Unlike traditional economic activities in a community, an enterprise involves "discovering the new while changing, adapting, and preserving the best of the old" (Kao et al., 2002, cited by Anderson, 2008). In other words, it is an activity that maintains the philosophy of Good Living in a new context.

RRI has conducted an analysis of women's rights in community tenure systems, [Power and Potential](#), the first edition of which was published in 2017. The comparative analysis examines national laws and regulations on women's rights to community forests in Latin America, Asia, and Africa. This study concludes that national laws and regulations on rural women's rights to inheritance, community membership, community-level governance, and community dispute resolution are systematically unfair and seriously violate international law requirements and related standards.

Since 2018, RRI has promoted the full exercise of the collective and territorial rights of IPs, ADPs, and LCs by raising the need for a greater understanding and strengthening of their own local economic systems. In 2019, it conducted a study to document and classify cases of IP, ADP, and LC enterprises in eight countries: Peru, Brazil, Colombia, Ecuador, Mexico, Panama, Guatemala, and Honduras. These initiatives, led by Indigenous, Afro-descendant, and community women, contributed to generating evidence of the validity and sovereignty of their own economic models. The analysis examines how these indigenous economic systems can strengthen the territorial rights of IPs, ADPs, and LCs, with a special focus on women in these groups, and was designed in [two stages](#): the first consisted of a [regional mapping](#) of women-led economic enterprises and initiatives. These collective women-led enterprises had four common characteristics: i) they were solidarity-based and redistributive enterprises; ii) they were sustainable, which was achieved through a combination of diversification of the goods and services they offered and the fact that they had received some form of external support, mainly from NGOs, in the form of financing, technical assistance, and market linkage; iii) they asserted their ethnic identity; iv) they emerged in response to a need for change, to address situations of rights violations. The second stage, conducted in 2020, involved an in-depth examination of the favorable conditions and the impact of these systems on women and their communities. This phase focused on the common characteristics of fifteen enterprises in the same eight countries initially selected: Brazil, Colombia, Ecuador, Guatemala, Honduras, Mexico, Panama, and Peru. In addition, the effects of the pandemic on women-led enterprises were analyzed, revealing that all were affected by the restrictions imposed. The study highlighted four main conclusions: i) Access to land allowed women entrepreneurs to produce for their subsistence during the pandemic; ii) Restrictions impacted the supply of goods and services; iii) In some cases, NGOs provided support for the basic maintenance of the enterprises and their members; iv) The use of social media increased, although low internet connectivity and a lack of digital skills remain a challenge.

In line with the need to highlight the relevance of these forms of self-sustaining economies for the self-governance of these groups, a [study](#) was conducted in 2023 on "Contributions of indigenous women's collectives in [Peru](#) and [Colombia](#) to their economies, territorial governance strategies, and resilience to the impacts of climate change and COVID-19¹." The study highlighted how indigenous women's enterprises have coped with the pandemic and strengthened their local economies through solidarity-based and redistributive approaches. In addition, they have promoted economic development, environmental conservation, and gender equality by encouraging their participation in decision-making. However, they still require support in training, market access, and fair prices to ensure their sustainability. The main difficulty identified by these enterprises was marketing, so it is recommended that their capacities in negotiation, communication, and establishing commercial relationships be strengthened.

Based on these findings, in 2025, the RRI Regional Coalition in Latin America identified the need to further understand the strategies employed by these collective enterprises to engage with the market and generate more sustainable livelihoods. To address this, RRI planned two activities: first, a study, "Characterization of the relationship between the economies of IP, ADP, and LC women and the market," and second, an in-person exchange to further strengthen women's enterprises. The study included an analysis of the interaction between the 26 enterprises led by IP, ADP, and LC women in 10 Latin American countries and the market, identifying strengths and limitations in two categories of enterprises: consolidated and emerging. The exchange is scheduled to take place in 2026.

Terms of Reference

Given the importance of advancing the strengthening of IP, ADP, and LC women's economies, RRI is seeking a consultant to develop and support RRI in carrying out a roadmap for 2026. This roadmap will enable RRI to implement the actions identified in the study, "Characterization of the relationship between the economies of IP, ADP, and LC women and the market"² and focus on defining the products and activities to be implemented in 2026.

Consultant Activities

Part 1

1. Define the agenda, content, dates, location, methodology, and costs of the exchange, mentoring, and training proposed by the above-mentioned study in a participatory manner and ensure that it is useful for established and emerging enterprises. The exchange is seen as an opportunity to inaugurate a mentoring space between RRI organizations and seek to learn from the enterprises that have made the most progress to date. The exchange should also serve as a training space, drawing on lessons learned from others to establish action plans for the 26 ventures studied.

¹ The consultancy documented four case studies in **Peru**: Maroti Shobo Artisans Association (Shipibo-Konibo people of Ucayali), Bosque de las Nuwas (Awajún people of San Martín), Ashaninka Women Entrepreneurs Association Iroperanto Koya (Ashaninka People of Pasco), and Women's Coffee and Quinoa Association (Quechua People of LTambayeque), and four case studies in **Colombia**: ENREDARTE CON IDENTIDAD (Association of Artisans of Cauca), ASOARKA (Association of Kankuama Indigenous Artisans(os) Kankuamas, Sierra Nevada de Santa Marta), KALEME (Foundation Association of Artisans, Guajira) and Enraizando Nuestros Saberes Ancestrales (Riosucio, Caldas)

² The initial contract will include Part 1. Part 2 is subject to funding availability in RRI's 2026 budget (approval scheduled for Jan 2026).

2. Define what the mentoring space mentioned in the study consists of and how it operates among the organizations of the RRI coalition and others. This should include the list of actors, methodology, dates, and operation of the mentoring.
3. Define what the Solidarity Marketing Platform would consist of, indicating: necessary technology and information, costs, implementation dates, responsible parties, roles, and channels for its execution. This Platform, as presented in the study "Characterization of the relationship between the economies of IP, ADP, and LC women and the market," seeks to create a digital space self-managed by women, such as the "Tejiendo Redes" initiative, which allows for: (1) multilingual catalogs with products, narratives, and videos of the entrepreneurs; (2) spaces for direct contact with ethical consumers and allied fairs; (3) an internal module for bartering, solidarity sales, and learning among producers; and (4) mechanisms for protection against symbolic extractivism and cultural appropriation. This platform can be coordinated with traveling intercultural fairs, organized by local organizations and RRI, as a place to share the roots of businesses without losing their identity.
4. Define specific actions for the group of consolidated enterprises and for the group of emerging enterprises that could be implemented as a network within the Coalition to be presented to CLARIFI. Recognizing that emerging enterprises require increased investment in capacity building, the goal is for the group to develop a self-defined approach to strengthening the enterprise, enabling them to learn from one another. This idea would be presented to CLARIFI for possible funding. For established enterprises, a scaling strategy would be sought, preferably as a group, which would be self-defined and presented to CLARIFI for consideration of possible funding for activities.
5. Define an internal RRI monitoring mechanism for the 26 women's enterprises and others that may be generated or studied over time. The aim is for the consultants to propose a document to RRI with more details on how this monitoring platform would work.

Part 2

The specific activities and timeline of part 2 will be based on the outcomes of part 1 activities. They will include the work plan for the implementation of the roadmap, including the exchange, mentoring, Solidarity Marketing Platform, and monitoring mechanism.

Consultant Deliverables

Part 1

1. A document defining the agenda, dates, methodology, costs of the exchange space, mentoring, and training proposed in the study, with a description of what mentoring between RRI organizations consists of. The document should also contain information on the training that will be provided in the exchange and what remains to be covered. It is expected that the exchange will utilize a space at a fair or event where entrepreneurs can showcase their products, so consultants are expected to suggest suitable locations and dates.
2. A document defining what the mentoring space mentioned in the study consists of and how it operates between Coalition organizations (and other organizations), including a list of actors, methodology, dates, and operational details.
3. A document detailing the components of the Solidarity Marketing Platform, including necessary technology and information, costs, implementation dates, responsible parties, roles, and channels for its execution.

4. Two concept notes are to be submitted to CLARIFI, proposing specific actions for the group of consolidated organizations and the group of emerging organizations, tailored to their respective needs.
5. A document defining RRI's internal monitoring mechanism for the 26 women's enterprises and others that may be generated or studied over time. The document should show the tool to be used, e.g., a computer application.

Proposed Timeline

The Part 1 activities will be carried out during a three (3) month consultancy.

	Deliverables	Proposed Delivery date
1.	A document defining the agenda, dates, methodology, costs of the exchange space, mentoring, and training proposed in the study, with a description of what mentoring between RRI organizations consists of. The document should also contain information on the training that will be provided in the exchange and what remains to be covered.	December 31, 2025
2.	A document defining what the mentoring space mentioned in the study consists of and how it operates between Coalition organizations (and other organizations), including a list of actors, methodology, dates, and operational details.	December 31, 2025
3.	A document detailing the components of the Solidarity Marketing Platform, including necessary technology and information, costs, implementation dates, responsible parties, roles, and channels for its execution.	December 31, 2025
4.	Two concept notes are to be submitted to CLARIFI, proposing specific actions for the group of consolidated enterprises and the group of emerging enterprises, tailored to their respective needs.	January 31, 2026
5.	A document defining RRI's internal monitoring mechanism for the 26 women's enterprises and others that may be generated or studied over time.	February 28, 2026

Eligibility Criteria

Minimum Qualifications

- At least 5 years of experience and knowledge of economic ventures by women from Indigenous Peoples, Afro-descendants, and Local Communities.
- Experience working with IP, ADP, or LC women in Latin America.
- Expertise in social sciences, economics, or related fields.

Preferred Qualifications

- Fluency in Portuguese (for engagement with enterprises in Brazil).
- Expertise in economics, with a focus on gender and ethnicity preferred.

Key Contract Terms

Contract Type

This will be a deliverable-based contract.

All other 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.

RRI reserves the right to expand the scope of work and/or contract value by up to 20%, subject to continued satisfactory performance, budget availability, and mutual agreement. Any such expansion will be related to the original services and will not materially alter the nature of the contract.

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 Part 1 is up to US\$10,000.

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

Submission Requirements

Proposal for Part 1 of this project must include:

1. Written proposal (maximum 5 pages) explaining Consultant's specific process for completion of activities and deliverables listed in this RFP.
2. CV/Resume of lead consultant(s).
3. Annexes, including CVs for relevant team members (each no longer than 2 pages), and any other relevant information.
4. Financial proposal/budget detailing the Consultant's *total fixed price* in U.S. dollars for all activities.

Please submit your proposal and required documents by email to: fperez@rightsandresources.org with the subject line "Continuation to Women's enterprise interactions with the market."

The deadline for submission is 5:00 pm ET on December 5, 2025.

Evaluation Criteria

Proposals will be scored based on the following parameters:

- Proposed approach (35%)
- Understanding of the sector (20%)
- Consultant work history and experience (20%)
- 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. By submitting a proposal, the bidder acknowledges this commitment and agrees to conduct all interactions with RRI in an ethical and transparent manner.