



RIGHTS AND RESOURCES INITIATIVE

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## Request for Proposals

# Mapping Collective Economic Initiatives of Indigenous Peoples, local communities, and Afro- Descendant Peoples Across the RRI Coalition

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The Rights and Resources Initiative is requesting proposals for consulting services beginning **May 11, 2026**.

If interested in providing services, please review this request and submit a proposal by **April 28, 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, local communities, and Afro-descendant Peoples, with special attention to the women and youth 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, enhance sustainable resource governance, and achieve prosperous self-determined livelihoods.

## Executive Summary

RRI seeks a consultant or consulting team to conduct a mapping analysis of collective economic models within its global coalition of Indigenous Peoples, local communities, and Afro-descendant Peoples (IPs, LCs, and ADPs). The primary objective is to systematically identify and characterize community-led economic and livelihoods initiatives operated or supported by Coalition Partners, capturing baseline information in a structured database that enables high-level strategic analysis. This exercise will generate a snapshot of the landscape of collective economies across the RRI Coalition—documenting typologies, geographic distribution, and basic operational characteristics, alongside high-level estimates of relevant market context. The resulting analysis will help quantify the scale and significance of RRI’s economic development pipeline, providing a credible, data-backed foundation for engaging institutional donors interested in supporting community-led economies and livelihoods.

## Background

Over the past two decades, IPs, LCs, and ADPs have secured legal recognition to hundreds of millions of hectares of land and forest globally. International climate and biodiversity frameworks increasingly recognize these communities as central actors in climate mitigation, biodiversity conservation, and sustainable development. Yet experience shows that secure tenure, while necessary, does not automatically translate to durable economic and ecological outcomes. Inversely, financially secure communities are best positioned to defend their territories, resist destructive pressures, invest in governance institutions, and sustain ecosystems over time.

Even where legal recognition has expanded, many communities remain economically marginalized due to structural barriers, including restrictive regulatory environments, limited access to appropriate finance, weak technical and business development support, exclusion from conservation and climate finance mechanisms, and continued exposure to extractive pressures. Therefore, the next frontier of tenure rights is economic: ensuring that communities can exercise those rights to achieve durable, self-determined prosperity.

In response, RRI’s Rights and Livelihoods (R&L) Program seeks to **catalyze and scale community-led economic models grounded in secure collective tenure rights, strong territorial governance institutions, cultural continuity, environmental stewardship, and economic self-determination.**

### *What RRI Means by Collective Economic Models*

Within RRI’s framework, **collective livelihoods** represent the intersectional foundation of community well-being, encompassing cultural sovereignty, territorial governance, economic autonomy, environmental stewardship, and intergenerational knowledge systems.

**Collective economies** refer to the systems—governed collectively by IPs, LCs, and ADPs—through which resources are produced, distributed, exchanged, and used to sustain livelihoods, manage territories, and generate collective social, cultural, environmental, and economic value.

**Collective economic models** are the specific mechanisms, vehicles, or configurations through which these systems operate. One such model is the **collective enterprise**: a community-owned and governed business that produces goods or services for market exchange and generates revenue *while reinforcing collective livelihoods.*

However, collective economic models also include non-enterprise and non-market-based initiatives that sustain and strengthen community economies (subsistence farming, barter economies, etc.).

What unites these models is their role in advancing self-determined economic priorities while strengthening cultural, territorial, environmental, food, and financial sovereignty and security. Even where not explicitly conservation-focused, they are often inherently nature-positive, reinforcing territorial legitimacy and reducing the risk of displacement by less effective stewards.

## Project Overview

### *Purpose*

The purpose of this project is to map and analyze collective economic initiatives across the RRI Coalition, producing a consolidated, structured database and high-level analysis that estimates the scale, resource needs, and potential social, environmental, and economic impact of collective economies within the network. This represents the initial phase of a multi-stage process, with the first step focused on establishing a robust analytical foundation for future expansion and deeper analysis.

This work will generate a data-backed pipeline of funding opportunities that RRI can use to engage climate and conservation donors—particularly those interested in supporting community-led economies and livelihoods—and mobilize resources for more communities within the RRI Coalition.

### *Objectives*

#### **1. Characterize Typologies of Collective Economic Models**

Develop a clear typology of collective economic models based on sector and business/operating model, including high-level estimates of relevant market size and growth trends.

#### **2. Map Collective Economic Initiatives across the RRI Coalition**

Identify and catalog a broad, representative inventory of collective economic initiatives across the RRI Coalition, capturing standardized information in a structured database to enable characterization, comparison, and analysis.

#### **3. Capture Geospatial Data**

Collect GIS points or polygons, where available, to support spatial analysis and enable future overlay with conservation, biodiversity, and land tenure datasets.

#### **4. Quantify the RRI Economic Development Pipeline**

Aggregate and analyze mapped data to quantify the scale, characteristics, and potential impact of collective economic initiatives across the Coalition, forming a credible pipeline of funding opportunities.

#### **5. Estimate the Scale of Need and Opportunity for Economic Support**

Extrapolate from mapped initiatives to estimate the total resource requirements to support all collective economies across the Coalition, as well as the potential social, environmental, economic, and financial value of expanded support.

## ***Desired Outcomes***

- Preliminary evidence base to inform RRI's 2026–2030 **strategic planning**.
- A durable **analytical foundation** enabling RRI to systematically expand the collective economy database and associated analysis over time, strengthening long-term strategic planning and resource mobilization
- A credible, donor-facing narrative demonstrating that RRI has a **substantial and diversified pipeline** of collective economic initiatives that could benefit from expanded financial support.

## ***Parameters***

- **Target Audience**

The primary audience for this analysis is *philanthropies and institutional donors* interested in supporting community-led economies. The secondary audience is *private capital providers*—particularly companies and investors with sustainability, climate, conservation, and livelihoods commitments—whose engagement could catalyze future blended finance opportunities. The tertiary audience is rightsholder organizations within the RRI Coalition, who can use the findings to strengthen advocacy and support peer learning.

- **Scope of Economic Models**

The analysis focuses exclusively on collective economic initiatives owned, governed, or supported by [RRI Coalition Partners](#), comprising more than 200 rightsholder organizations. The priority will be mapping collective enterprises—due to their prevalence, importance, and data availability—though non-enterprise economic models are also in scope.

- **Geographic Scope**

The RRI Coalition spans Latin America, Africa, and Asia. Consultants should propose a geographic scope that balances representativeness with feasibility, given the available budget. The preferred approach is a Coalition-wide outreach strategy that prioritizes the three major tropical forest basins—the Amazon, Congo, and Southeast Asia (Indonesia/Borneo-Mekong)—with an emphasis on the following countries:

- Brazil
- Democratic Republic of the Congo (DRC)
- Indonesia

These countries should serve as the initial priority for data collection and analysis. As feasible, the scope may expand to include additional countries within these basins, as well as other key geographies where the Coalition has active networks, emerging enterprise portfolios, or opportunities for learning and exchange, including:

- Asia: Nepal
- Latin America: Ecuador, Peru, Mexico
- Africa: Cameroon, Kenya, Tanzania, Uganda (including pastoralist landscapes)

## Terms of Reference

Consultants are expected to **propose a scope of work** that balances ambition with feasibility, clearly articulating trade-offs within the available budget of **USD 30,000**.

### *Consultant Activities*

By the conclusion of this assignment, the consultant will deliver a **structured mapping and high-level analysis of collective economic initiatives** within the RRI Coalition. The objective is to generate a credible, data-driven understanding of the scale, diversity, and potential of these initiatives, and to support RRI's engagement with donors and partners. Illustrative examples of indicators, typologies, and analytical approaches are provided in [Annex 1](#) for reference. The scope of work should include the following core components:

### 1. Typology of Collective Economic Models

#### *1.1 Classification Framework & Market Context*

**Develop a clear and practical typology of collective economic models across the RRI Coalition.** This typology will provide the analytical structure to classify and compare similar initiatives across regions and sectors, support peer learning within the Coalition, and segment the broader landscape into coherent categories that enable RRI to characterize, quantify, and communicate the scale and scope of its pipeline.

While the level of detail should remain proportional to available data and budget, the typology should aim to:

- Categorize initiatives by sector and business/operating model
- Include both enterprise and non-enterprise models, where feasible
- Provide high-level estimates of market size and growth trends, where relevant

### 2. Mapping of Collective Economic Initiatives

#### *2.1 Coalition Database*

**Compile a broad inventory of collective economic initiatives within the RRI Coalition** (as many as feasible), captured in a structured database to support high-level analysis. The Coalition database will serve as the foundational dataset for this analysis, enabling RRI to systematically identify, organize, and assess collective economic initiatives across the network. It will support comparative analysis across geographies and models, provide the basis for quantifying the scale of the RRI pipeline, and create a durable resource that can be expanded and used for future analysis, strategic planning, and resource mobilization.

The consultant will:

- Propose a data collection approach and mapping framework, including a standardized set of indicators
- Identify and characterize initiatives across the Coalition (per mapping framework)
- Prioritize collective enterprises as the primary entry point, including non-enterprise models where feasible
- If available, collect financial documents (e.g., income statements, balance sheets, cash flow statements)

## ***2.2 Geospatial Integration***

**Compile GIS points or polygons to geographically map collective economic initiatives.** The Coalition database should include basic location data, while spatial datasets and associated metadata should be compiled and structured separately to ensure interoperability with external platforms. This will enable future overlay with conservation, biodiversity, and land tenure datasets to identify strategic overlaps.

## **3. Strategic Analysis**

### ***3.1 RRI Collective Economies Pipeline***

**Conduct a consolidated analysis translating mapped initiatives into a clear and comprehensive understanding of collective economic activity across the Coalition.** The analysis should aggregate and interpret mapping results to illustrate the scale, distribution, characteristics, and significance of the Coalition's collective economic initiatives. It will enable RRI to quantify and communicate a credible pipeline of funding opportunities, identify patterns and gaps, and provide an evidence base for strategic engagement with donors and partners. This includes demonstrating the diversity, readiness, and investability of initiatives, as well as their potential pathways for support and growth.

The consultant will:

- Quantify the scale, scope, and characteristics of collective economic activity (grounded in verified, mapped initiatives)
- Illustrate a tangible pipeline of funding opportunities
- Identify patterns, trends, gaps, and areas of opportunity

### ***3.2 Estimated Need for Economic Support***

**Conduct a donor-facing analysis to demonstrate the scale of need and opportunity for supporting collective economies across the RRI Coalition.** This component will extrapolate from the mapped dataset to estimate the broader universe of collective economic initiatives beyond those captured in this exercise. While the RRI pipeline analysis (3.1) quantifies verified initiatives in the database, this analysis will project the additional scale represented by unmapped enterprises and economic initiatives.

The results will enable RRI to estimate and articulate both the magnitude of the **resource gap** and the coinciding **investment opportunity**, strengthening its ability to engage donors and partners by demonstrating not only what exists today, but what could likely be supported and scaled with additional resources.

In summary, the consultant will aim to:

- Use mapped sample to estimate the broader universe of collective economic initiatives across the Coalition
- Apply reasonable assumptions and conservative ranges to project:
  - The scale of resources required to support these initiatives (funding need)
  - The potential social, environmental, economic, and financial value of such support
- Leverage market size and growth estimates from the typology, where relevant

## Key Considerations

- **Scope Discipline:** Prioritize breadth of mapping (scale) and key variables, focusing on collective enterprises and expanding to non-enterprise economic models where feasible. Additional depth should only be pursued where it supports core analytical objectives without compromising coverage.
- **Geographic Focus:** Prioritize key countries (Indonesia, Brazil, DRC), with expansion as feasible to other forest basin countries and secondary geographies.
- **Methodological Flexibility:** The consultant is expected to define the most appropriate analytical approach given budget, data availability, and project constraints.
- **Coalition Engagement:** Engagement with RRI partners will be essential for identifying, validating, and contextualizing data on collective economic initiatives.
- **Strategic Positioning:** Outputs should support RRI’s role as a pipeline builder and enabler—identifying collective economic initiatives and linking them with direct, fit-for-purpose financing.

## Consultant Deliverables

Deliverable	Description	Deadline
<b>Typology of Collective Economic Models</b>	A defined typology categorizing mapped economic models by sector and business model, with indicative market value and growth estimates	Sep 30, 2026
<b>Mapping of Collective Economic Initiatives</b>	A consolidated database of mapped enterprises and other economic initiatives with agreed baseline indicators, as well as GIS points or polygons	
<b>Final Report &amp; Strategic Analysis</b>	A consolidated report analyzing database findings and extrapolating results to demonstrate the scale and potential of RRI’s collective economic initiatives	

## Timeline

The RFP and deliverable timeline are outlined below. Proposals must also recommend a timeline based on the proposed scope of work, which may conclude earlier or later than the tentative end date of September 30, 2026.

Date	Description
<b>April 14, 2026</b>	Request for proposal issuance
<b>April 28, 2026</b>	Deadline for proposal submission (end of day ET)
<b>May 5, 2026</b>	Selection of vendor
<b>May 11, 2026</b>	Project start date
<b>September 30, 2026</b>	Submission of Final Deliverables

## Approach & Methodology

Submissions must outline the proposed approach to completing the assignment, balancing ambition with feasibility and briefly explaining key scoping decisions and trade-offs. This should include:

- Methodology for mapping and characterizing collective economic initiatives
- Data collection strategy
- Geographic and analytical scope

Because the scope is exclusive to the RRI Coalition, engagement with Coalition Partners will be essential for identifying and documenting initiatives (RRI will help facilitate introductions). Consultants may also propose subcontracting local research partners to support data collection, including all associated costs in their proposal.

## Eligibility Criteria

RRI seeks a consultant or consulting team with expertise in structured data collection and interdisciplinary analysis, with a strong foundation in enterprise mapping and analysis. The consultant must demonstrate the ability to coordinate multi-country research and translate initiative-level data into clear strategic insights.

### *Minimum Qualifications*

Proposals must clearly demonstrate that the consultant meets **all** the following requirements:

- **Mapping Analysis:** Demonstrated experience conducting micro, small, and medium enterprise (MSME) mapping, enterprise characterization, portfolio inventories, and market research.
- **Data Collection:** Demonstrated ability to conduct or coordinate primary research, including stakeholder consultations, surveys, and/or management of local partners.
- **Data Management:** Demonstrated capacity to design, build, aggregate, and manage structured multi-country datasets and databases, including familiarity with geospatial data (GIS points or polygons).
- **Data Integration:** Experience with cross-cutting social, environmental, economic, and financial analysis.
- **Strategic Outputs:** Proven ability to translate complex data into clear and actionable insights.
- **Project Delivery:** Proven track record of delivering similar projects on time and within budget.
- **Language:** Proficiency in English (spoken and written).

### *Preferred Qualifications*

The following qualifications are not mandatory but will strengthen proposals:

- Experience working with Indigenous Peoples, local communities, or Afro-Descendant Peoples.
- Familiarity with non-enterprise livelihood systems or community-based economic models.
- Experience engaging donor community on local livelihoods, enterprises, or economic development.
- Experience developing investment pipelines for private or blended capital providers.
- Familiarity with tenure, environmental, and economic policy frameworks in relevant geographies.
- Working knowledge of Spanish, French, Bahasa Indonesia, Portuguese, or other relevant languages.

## 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\$30,000**.

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

## Submission Requirements

Proposals should **not exceed 7 pages** and must include the following elements:

1. Executive Summary: Provide short overview of proposal, including approach, workplan, and total cost (1 page).
2. Consultant Background: Briefly introduce the consultant or consulting team, highlighting relevant expertise and experience (1-2 pages). CVs may be included in an annex.
3. Relevant Qualifications: Describe specific projects, accomplishments, skills, technologies, and networks that directly support delivery of this assignment (1-2 pages).
4. Technical Proposal: Outline the proposed approach to delivering the assignment, including scope, analytical approach, methodology, and data collection strategy (3-5 pages).
5. Workplan: Present a detailed workplan and timeline, including key activities, milestones, and deliverables required to complete the assignment (2-3 pages).
6. Pricing: Provide the total cost to deliver the proposed scope of work. Budgets should follow a cost-per-deliverable model, supported by consultant rates and level-of-effort estimates (1 page).
7. Work Samples or References: Provide references (name, contact details, and website URLs) and/or include relevant work samples (1 page). Work samples should be provided via hyperlinks or annex.
8. Considerations: Highlight any relevant terms or conditions for working with you (<1 page).

Please submit your proposal and required documents by email to Tim Derr at [tderr@rightsandresources.org](mailto:tderr@rightsandresources.org) with the subject line “RRI Proposal – Mapping Collective Economic Initiatives.”

The deadline for submission is 5:00pm ET on April 28, 2026.

## Evaluation Criteria

Proposals will be scored based on the following parameters to assess value for money:

- **Understanding of Scope (15%):** Demonstrated understanding of project objectives, requirements, and skills/expertise required to deliver.
- **Experience and Expertise (20%):** Relevant past work, team qualifications, and track record of success aligned with project scope.
- **Technical Proposal (20%):** Proposed scope, approach, and methodology is structured, logical, and tailored to the project’s goals.
- **Workplan (20%):** Activity plan and timeline demonstrate clarity, feasibility, and a strong understanding of the inputs/actions required to deliver.
- **Cost (25%):** Total cost to deliver the scope of work.

### *Scoring Methodology*

- Proposals will be scored out of 100 points based on the above criteria.
- The contract will be awarded to the bidder with the highest score.

## 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.

## Annex 1: Illustrative Indicators and Analytical Approaches

This annex provides **indicative examples** of potential indicators and analytical approaches. These are not prescriptive. Consultants are expected to propose a refined scope based on feasibility, data access, and budget.

### 1. Typology of Collective Economic Models (illustrative categories)

Enterprise Models	Non-Enterprise Models
<ul style="list-style-type: none"> <li>• Community forestry enterprises</li> <li>• Agroforestry and agricultural cooperatives</li> <li>• Non-timber forest product enterprises</li> <li>• Fisheries and livestock systems</li> <li>• Handicrafts and cultural goods</li> <li>• Ecotourism initiatives</li> <li>• Environmental service or restoration enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Subsistence and provisioning systems (agriculture, fishing, hunting)</li> <li>• Reciprocity and informal exchange systems (barter networks, labor-sharing systems)</li> <li>• Commons-based resource governance (community forestry, grazing systems)</li> <li>• Collective benefit-sharing mechanisms (REDD+, PES)</li> <li>• Multi-activity livelihood systems</li> </ul>

### 2. Mapping of Collective Economic Initiatives (illustrative indicators)

Initiative/Enterprise Level <i>Economic characteristics</i>	Community Level <i>Governance and livelihoods characteristics</i>	Landscape Level <i>Environmental characteristics</i>
<ul style="list-style-type: none"> <li>• Initiative/Enterprise Name</li> <li>• Location (GPS, if available)</li> <li>• Typology/Sector</li> <li>• Primary product/service</li> <li>• Link to land/resources (direct, indirect)</li> <li>• Women- or Youth-Led</li> <li>• Number of Employees/Laborers</li> <li>• Years in Operation / Stage of Development (early, growth, mature)</li> <li>• Annual Revenue (if available)</li> <li>• Annual Costs (if available)</li> <li>• Annual Net Profit/Surplus (if available)</li> <li>• Needs &amp; Constraints <ul style="list-style-type: none"> <li>○ Capacity/technical skills gaps</li> <li>○ Access to capital</li> <li>○ Access to markets</li> <li>○ Regulatory barriers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Community Name/Jurisdiction</li> <li>• IP, LC, ADP Group(s)</li> <li>• Population</li> <li>• Hectares Managed</li> <li>• Status of Tenure Recognition</li> <li>• Status of Governance Systems <ul style="list-style-type: none"> <li>○ Territorial/life/land use planning</li> </ul> </li> <li>• Status of Food System/Security</li> <li>• Primary Livelihood Activities (beyond enterprise, if feasible)</li> <li>• Economic Goals <ul style="list-style-type: none"> <li>○ Growth v. stability</li> <li>○ Revenue v. non-monetary</li> <li>○ Access to technical support, markets, or investment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Ecosystem Type</li> <li>• Conservation Status</li> <li>• Carbon Relevance / Storage Potential</li> <li>• Biodiversity Significance</li> <li>• Deforestation / degradation pressure</li> </ul>

Indicators aligned with key policy frameworks (e.g., Global Biodiversity Framework, REDD+) are also encouraged.

### **3. Strategic Analysis (illustrative analytical approaches)**

#### ***3.1 Quantifying RRI Collective Economies Pipeline***

- Total number of mapped enterprises/initiatives (by region, typology)
- Total and average number of employees/community members involved
- Total and average number of hectares represented (by ecosystem, region)
- Total and average annual revenues/costs (by typology, region)
- Total and average capital needs (by typology, region)
- Identification of trends, gaps, and areas of opportunity

#### ***3.2 Quantifying Estimated Need for Economic Support***

- Estimating resource needs based on the total number of initiatives and average capital requirements
- Estimating economic impact based on enterprise revenues and sectoral market growth trends
- Estimating social impact based on gender and youth participation/ownership metrics
- Estimating environmental impact based on hectares managed and associated ecosystem characteristics
- Estimating potential financial returns under simplified growth and investment scenarios