Request for Proposals

Path to Scale Dashboard Management & Analysis

Database management, monitoring, and analysis of global donor funding for Indigenous Peoples', local communities', and Afro-Descendant Peoples' tenure rights and forest guardianship in tropical forested countries

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The **Rights and Resources Initiative – RRI (D/B/A Rights and Resources Group – RRG)**, a 501(c)3 tax-exempt organization headquartered in Washington D.C., is requesting proposals for consulting services beginning February 5, 2025.

If interested in providing services to our organization, please review this request and submit a proposal by Sunday, February 26, 2025.

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Project Description

We are seeking a specialized consultant to manage the [Path to Scale Funding Dashboard](#) and deliver analytical products over a 3-year term (2025-2027). The Path to Scale Dashboard is a public database providing access to all available funding data on projects supporting Indigenous Peoples', local communities', and Afro-descendant Peoples' (IPs, LCs, and ADPs) tenure rights and forest guardianship since 2011. The dashboard is updated twice a year, coinciding with the development and launch of the annual State of Funding for Tenure Rights and Forest Guardianship report—an analysis of funding trends identifying key insights, opportunities, and recommendations for donors, practitioners, and communities to coordinate activities, address critical funding gaps, and better advocate for direct funding that reaches rightsholder organizations and their allies on the ground.

The consultant will provide technical, operational, and analytical services and expertise to:
1) *Maintain, update, and develop/optimize the Path to Scale Funding Dashboard; and*
2) *Develop the annual "State of Funding" report, delivering up-to-date analysis and novel recommendations and insights for funders, practitioners, communities, and their allies to coordinate collective action and improve the IP, LC, and ADP funding ecosystem.*

Introduction

Since 2022, [Rainforest Foundation Norway](#) (RFN) and [Rights and Resources Initiative](#) (RRI) have collaborated on efforts to monitor international donor funding for the tenure rights and forest guardianship of Indigenous Peoples, local communities, and Afro-descendant Peoples (IPs, LCs, and ADPs). This collaboration was catalyzed through the [Path to Scale](#) initiative—a network of donors, implementers, NGOs, and rightsholder leaders (in which RFN and RRI participate) collaborating to scale-up global ambition to legally recognize the land and resource rights of IPs, LCs, and ADPs (particularly, women therein) at least to a level necessary to achieve the 2030 global climate and biodiversity targets. As a result, many RFN-RRI collaborative work products are also branded under the Path to Scale, as these resources contribute to the network's mission and [targets](#).

The RFN-RRI collaboration resulted in a funding dataset to develop innovative, actionable analysis and insights to increase and improve "[fit for purpose](#)" financial support for rightsholder communities—namely, [Funding with Purpose](#) (2022) and the [State of Funding for Tenure Rights and Forest Guardianship](#) (2024). Additionally, RFN and RRI collaborated to launch the Path to Scale Funding Dashboard (2024), which made this funding dataset publicly accessible so stakeholders could independently analyze trends, coordinate activities, and better advocate for more and more direct funding for IP, LC, and ADP tenure rights and forest guardianship.

RFN and RRI will continue this collaboration through 2027 and are requesting proposals to manage the Path to Scale Dashboard and develop data-driven publications to advance our advocacy agenda.

The Path to Scale Funding Dashboard

Context

The tenure rights of Indigenous Peoples, local communities, and Afro-descendant Peoples (IPs, LCs, and ADPs) are inextricably linked to the health and resilience of key ecosystems and carbon stores. Yet, efforts to strengthen them receive only a fraction of total donor funding for climate and conservation solutions.[1] In recent years, recognition of this fact in the international donor community has led to increased commitments and pledges to fund IP, LC, and ADP tenure rights and forest guardianship, while organizations representing or supporting these groups have also ramped up innovation to develop new rightsholder-led funding mechanisms.

Still, more needs to be done to improve donor coordination and fill critical funding gaps. In April 2024, RFN and RRI launched the Path to Scale Funding Dashboard—an innovative tracking tool that opens access to all publicly available funding data on IP, LC, and ADP tenure rights and forest guardianship projects since 2011—to increase transparency and facilitate the coordination needed to address geographic and thematic funding gaps more inclusively, collaboratively, and effectively.

Purpose

The purpose of the Path to Scale Dashboard is to enable donors, rightsholders, and their allies to leverage historical data on donor funding to support the more localized, context-specific analysis required to scale up IP, LC, and ADP tenure rights and forest guardianship funding, and to ensure more resources are directly reaching rightsholder organizations on the ground.

Up to this point, publicly available data on funding flows have been complex, fragmented, and inaccessible.[2] The dashboard makes data available through a user-friendly online platform, allowing donors and other stakeholders to analyze, filter, and export historical data, understand current funding flows, and identify key opportunities to scale up funding for IPs, LCs, and ADPs.

Intended uses of the Path to Scale Funding Dashboard

Funders	• Identify gaps and opportunities in the IP, LC, and ADP funding landscape • Learn how peers are fulfilling pledges, localization commitments, and accelerating direct funding pathways • Find potential collaborators funding similar projects, themes, and/or geographies
Rightsholders and Allies	• Hold donors accountable for follow-through on their public commitments • Inform project and advocacy strategy and formulation • Find potential strategic partnerships locally and/or globally

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[1] Rainforest Foundation Norway. 2021. Falling Short: Donor funding for Indigenous Peoples and local communities to secure tenure rights and manage forests in tropical countries (2011-2020).

[2] As there are legitimate reasons that some donors may obscure data (e.g., sensitive relationships and contexts, grantee reprisal by local and national governments, risks to environmental and land defenders), we have provided access to only previously publicly available data.

Methodology

The Path to Scale Funding Dashboard builds on data aggregated to produce Falling Short (RFN, 2021), Funding with Purpose (RFN and RRI, 2022), and Forging Resilient Pathways (Indufor North America and Ford Foundation, 2023), which have all attempted to quantify and describe trends in international donor funding to support IP, LC, and ADP tenure rights and forest guardianship. The data is collected from publicly available sources including donor-reported microdata, grant databases, and the International Aid Transparency Initiative (IATA). Additional commentary is provided where data and information gaps exist. **The full methodology, codebook, and reporting sources are available online here: https://dashboard.pathtoscale.org/methodology**.

The dashboard analysis employs a detailed, multi-step process to accurately review the dataset, which comprises over a million activities reported by donors. The unit of analysis is an 'activity,' aligning with IATI's definition. Reporting organizations self-define activities, which may encompass multiple projects or workstreams under a single activity.

First, activity descriptions, titles, and associated documents are parsed for relevant keywords. Activities containing approved thematic and ecosystem keywords are then analyzed by a series of large language models (LLMs), which determine the semantic meaning of keywords in context. Following this automated review, a consultant team manually inspects a subset of activities (over fifteen thousand activity candidates) that have been approved by the LLMs, and a sample that meets specific relevance criteria (i.e., activities by known donors or those containing significant keywords). For projects with disbursements exceeding $5 million, the available budget documentation is also reviewed. Information including project level notes, LLM review findings, and generated summaries are available at an activity level in the dashboard.

Scope

The Path to Scale Funding Dashboard dataset is specific to international donor funding for IP, LC, and ADP tenure, rights, conservation, climate, and development in Low- and Middle-Income Countries (LMICs). Although research continues to focus on tropical forest areas, activities on topics ranging from institutional strengthening of Indigenous Peoples Organizations (IPOs) to land rights mapping outside of tropical forests are included in the dataset. While we have historically used the term "IP and LC tenure and forest management," to describe the research scope, we are now using "IP, LC, and ADP tenure rights and forest guardianship" given the vital role of Afro-descendant Peoples (ADPs) in Latin America and the Caribbean. The dataset has expanded to encompass activities funding ADPs, and in the future, will continue to expand data to non-forested landscapes such as drylands, rangelands, and grasslands as these are critical for conserving biodiversity and are also managed by collective rightsholders.

Outcomes

Launched concomitantly with the dashboard was the inaugural State of Funding for Tenure Rights and Forest Guardianship report—an annual analysis of donor funding for IPs, LCs, and ADPs in

tropical forested countries. The "State of Funding" report uses the Path to Scale Dashboard to analyze key funding trends since 2011, particularly the time following the COP26 IPLC Forest Tenure Joint Donor Statement (also referred as IPLC Forest Tenure Pledge) made by the Forest Tenure Funders Group (FTFG) in 2021.

In the near term, this level of analysis and monitoring has become increasingly important as the FTFG considers a renewed IPLC Forest Tenure Pledge at COP30 in Brazil. The FTFG will rely on the data/performance from the COP26 pledge to inform their new principles and targets, while communities are keen to monitor existing and new pledge disbursements to hold funders accountable to fulfilling these commitments.

Terms of Reference

The consultant will be responsible for the following activities. While the scope of this proposal is three years (2025-2027), please note that the Terms of Reference (TOR) will be reevaluated and mutually agreed upon each calendar year based on performance and available budget.

Component 1: Maintain, update, and develop the Path to Scale Funding Dashboard

Activities

1. Perform recurring maintenance of the dashboard and underlying functions, including database, analytics, and hosting. Maintain server and site uptime, ensure limited to no downtime, track and respond to upstream outages (e.g., cloud providers, database hosts), and provide uptime data and updates through a monitoring page for incidents.

2. Expand the dataset by including data (i.e., activities) from ecosystems beyond tropical forests (to be defined, but limited to the tropics), and add functionality to filter/analyze funding by ecosystem in the dashboard.

3. Optimize methods and techniques for categorizing funding activities by key sub-groups/themes, such as women, Afro-descendant Peoples, and youth.

4. Conduct biannual updates to data, through:
   - Conducting weekly downloads and ingestion of IATI data from the registry to prevent errors from upstream data providers.
   - Monitoring data availability by IATI IDs and purging activities when donors take data offline, ensuring continuity.
   - Identifying new relevant activities and update existing approved activities based on new financing data, descriptions, and implementing organizations.
   - Consolidating and updating implementing organization names.
   - Updating missing data identified by external users.

- Provide updates to RRI/RFN on new activities and notable trends and conduct keyword-specific reviews to ensure filter accuracy for future analysis.

5. Develop a simple procedure for donors to provide the required information when their data is not public.

6. Advance the application of AI tools to automate dashboard maintenance and data updates as much as possible.

7. Suggest and potentially implement improvements to the dashboard to increase functionality and user-friendliness.

8. Support RRI/RFN in responding to queries from media, researchers, and other interested parties by providing detailed explanations. Collate responses for a FAQ page. Support RRI/RFN staff in calculating statistics or other limited requests.

Timing

- April/May: Biannual data update #1
- August: Biannual data update #2
- Other deliverables are continuous throughout the year

Component 2: Lead the development of an annual publication

Activities

1. Lead in the development of an annual State of Funding Report, including:
   - Analyze key data points and trends based on an updated dataset for the Path to Scale Funding Dashboard and a broader contextual understanding of the funding landscape and share with RRI and RFN with sufficient explanation.
   - As directed, expand the funding dataset beyond tropical forests and/or incorporate deeper analysis around core P2S themes and focal areas. Additional analytical priorities include, but are not limited to, the status/trends of funding focused on gender, ADPs, youth, the COP26 Forest Tenure Pledge, direct/locally led finance (e.g., flows from IP/LC-led financing mechanisms), and the progress of similar/aligned non-FTFG pledges.
   - Deliver first draft based on a pre-defined outline agreed with RRI and RFN.
   - Provide two full revisions of the draft that incorporates feedback from RRI and RFN.
   - Draft report summary document, and revise based on feedback from RRI and RFN.

Timing

- September: Publish State of Funding report (following second data update)
  - Timing in subsequent years may vary but report will be published before the fall to inform advocacy efforts at key global forums (e.g., Climate Week NYC, UN COPs).

Eligibility Criteria

Required Qualifications and Experience

- Proven experience in maintaining and developing complex dashboards or data analysis platforms.
- Familiarity with international funding mechanisms, particularly those involving Indigenous Peoples, local communities, and Afro-descendant Peoples.
- Strong technical expertise in data ingestion pipelines, IATI data standards, APIs, and web scraping.
- Demonstrated ability to analyze funding data, identify trends, and produce data-driven insights and publications.
- Strong writing and analytical skills for producing professional publications and reports.
- Experience working with stakeholders in this sector (donors, implementers, NGOs, and rightsholder leaders) and providing technical support to non-technical users.

Legal and Regulatory Compliance Requirements

- Must comply with data privacy and protection laws applicable to the jurisdictions in which the bidder operates and where the data is sourced, as well as comply with RFN and RRI data privacy and security policies.
- Must have valid legal registration and certifications to perform services in compliance with international and local regulations, including declaration and payment of tax in accordance with national legislation.
- Evidence of financial stability and capacity to undertake the project.

Agreement Terms & Conditions

- *The agreement will retain the consultant for a three-year term (2025–2027), implemented via annual consulting contracts to be reviewed and renewed each calendar year, contingent on mutual satisfaction and available budget.*
  - The annual renewal process enables RFN, RRI, and the consultant to evaluate performance, reassess project objectives, and adapt the TOR, as necessary.
  - The agreement will include an opt-out clause that the consultant can exercise at the end of each annual contract, if desired.
- Annual budget is expected to be in the range of US$50,000 to US$80.000.
- The service provider will be required to sign a non-disclosure agreement (NDA). All project-related information and data must remain confidential. Service providers may not use, disclose, or reproduce proprietary data without prior written consent from RFN and RRI.

Proposal Guidelines

Please develop a **3-year proposal** (2025-2027), breaking out **budget and activities by year**, assuming an estimated annual budget of up to **US$80,000** (eighty thousand). A consultant will be selected in March with the tentative project start date of March 31, 2025.

Proposal Requirements

Proposals should be no more than 7 pages (excluding supporting documents) and must include:

1. Executive Summary: Overview of main points from the proposal, e.g., estimated cost, summary of approach, and key qualifications.

2. Consultant Background: Introduction of consultant/consulting organization and summary of relevant experience and suitability for this project.

3. Elaboration of Qualifications: Detail relevant projects/accomplishments, skills, networks, etc., that specifically contribute to the delivery of this project, including rationale for why these attributes differentiate your business/proposal from others.

4. Technical Proposal: Detail your methodology/strategy, approach, and annual work plans for each component of the terms of reference, including proposed activities and additional services or deliverables that would contribute to our agenda.

5. Financial Proposal: Provide annual cost breakdown by task and deliverable, including staff rates, overhead, and any additional costs (e.g., AI fees). Estimates based on consultant rates and time commitment should note the projected level of effort for each activity/deliverable. Total cost must include all expenses associated with achieving project objectives.

6. Timeline: Detail your proposed activity and deliverable schedule. Consultants are encouraged to prepare a deliverable-based work plan, as the selected proposal will be translated into a deliverable-based payment schedule.

7. References: Include name, contact details, and website URLs (if applicable) for three previous clients or colleagues from past similar projects.

8. Considerations: Please highlight any relevant terms and conditions for working with you.

9. Supporting Documentation: Required documents to be submitted with proposal include:
   a. Proof of legal registration
   b. Proof of tax/VAT requirements
   c. Financial statements for the past two years
   d. Evidence of qualifications (e.g., CVs of key personnel, portfolio of past work)
   e. Relevant certifications (e.g., compliance with data standards, ISO certifications)

Submission Deadline

Please submit proposal in .docx or .pdf format to **torbjorn@rainforest.no** and **tderr@rightsandresources.org** no later than end of day (EST) **February 26, 2025**. The email subject line should read: "RFP Submission – Path to Scale Dashboard Management & Analysis."

Selection Process

Evaluation Criteria

In general, RFN and RRI will evaluate proposals based on responsiveness to the proposal requirements; relevant experience, expertise, and performance; samples of past work and references (if applicable); and the quoted cost of the project. Specific criteria include:

- Understanding of Scope (20%): Demonstrated understanding of project objectives, requirements, and skills/expertise required to deliver.

- Proposed Methodology and Approach (20%): Technical proposal demonstrates clarity, feasibility, quality, and innovation.

- Experience and Expertise (20%): Relevant past work, team qualifications, and track record of success aligned with project scope.

- Support, Collaboration and Responsiveness (20%): Capacity to provide technical and operational support, including availability, cooperation, and responsiveness to RRI and RFN needs, queries, and requests.

- Cost Competitiveness (20%): Reasonableness and competitiveness of the financial proposal in relation to the scope of work and deliverables.

Scoring Methodology

- Proposals will be scored out of 100 points based on the above criteria.

- A minimum threshold of 60 points is required to qualify for financial evaluation.

- The contract will be awarded to the bidder with the highest score.

RFN and RRI reserves the right to award the contract to the vendor that represents the best value to our organizations and networks.

RFP Timeline

The timeline for the RFP is as follows:

Date	Description
Feb 5, 2025	*Request for proposal issuance*
Feb 16, 2025	*Deadline for proposal questions (email to contacts below)*
Feb 19, 2025	*Responses to proposal questions posted*
Feb 26, 2025	***Deadline for proposal submission (end of day EST)***
Mar 6-11, 2025	*Interviews with proposal finalists*
Mar 14, 2025	***Selection of vendor***
Mar 31, 2025	*Project start date*
Dec 31, 2025	*Year 1 project end date*

Contact Information

Questions regarding this RFP should be directed to the following individuals:

- Torbjørn Gjefsen, RFN | torbjorn@rainforest.no
- Bryson Ogden, RRI | bogden@rightsandresources.org
- Tim Derr, RRI | tderr@rightsandresources.org

About the Rights and Resources Initiative

The Rights and Resources Initiative is a global Coalition of 21 Partners and more than 150 rightsholders organizations and their allies dedicated to advancing the forestland and resource rights of Indigenous Peoples, Afro-descendant Peoples, local communities, and the women within these communities. Members capitalize on each other's strengths, expertise, and geographic reach to achieve solutions more effectively and efficiently. 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 their rights and self-determined development. 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.

RRI is coordinated by the Rights and Resources Group, a non-profit organization based in Washington, D.C. For more information, please visit www.rightsandresources.org.

About Rainforest Foundation Norway

Rainforest Foundation Norway (RFN) is a leading organization in the field of rights-based rainforest protection. RFN is working for a world where the environment is protected, and human rights are fulfilled. RFN collaborates with its partners to support 1) Indigenous and forest peoples in securing land rights, 2) prevent policy and business interests from contributing to the destruction of the rainforests, 3) consolidate policies and practices that serve to protect the rainforests and its inhabitants, and 4) engage in advocacy in key international processes concerning rainforest issues.

For more information, please visit https://www.regnskog.no/en/.

About the Path to Scale

The Path to Scale (P2S) is a multistakeholder network committed to supporting international efforts to secure the tenure rights and forest guardianship of Indigenous Peoples, local communities, and Afro-descendant Peoples. The Path to Scale initiative was catalyzed by RRI, who co-chairs the network with the International Land and Forest Tenure Facility. The P2S network includes 70+ organizations (of which RFN is key partner) comprising leaders from the donor community, financial mechanisms, development partners, intermediary organizations, civil society organizations, and IP, LC, and ADP networks. The network has set targets to mobilize $10 billion of new funding by 2030 to support the recognition of at least 400 million additional hectares of tropical forest for IPs, LCs, and ADPs. At the global level, participants coordinate to share best practice, discuss funding challenges, identify actionable solutions, and demonstrate leadership. To this end, Path to Scale participants collaborate to develop and update guidance for funders and practitioners to implement fit for purpose practices and policies. At the country level, participants utilize resources like the Path to Scale Dashboard and periodic network convenings to identify concrete opportunities to partner and strategically deploy resources, improving the efficiency and effectiveness of community-led initiatives. Path to Scale initiatives at the global and national levels are unique in that they are multi-stakeholder in nature, jointly developed by and at the direction of donors, civil society, and IP, LC, and ADP leaders. For more information, please visit https://www.pathtoscale.org/.

The views presented here are not necessarily shared by the organizations that have generously supported this work and participate in the Path to Scale network.