



RIGHTS AND RESOURCES INITIATIVE

Request for Proposals

Lead Consultant for African Land Institutions Network for Community Rights (ALIN) Impact Study

The Rights and Resources Initiative is requesting proposals for consulting services beginning **October 1, 2026**.

If interested in providing services to our organization, please review this request and submit a proposal by **September 1, 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 (IP), Afro-descendant Peoples (ADP), local communities (LC), 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

Progress observed in the recognition of community land and forest tenure rights in Africa

African governments and regional institutions are increasingly recognizing the security of land rights of local communities and Indigenous Peoples as one of the drivers of social

peace, economic development and environmental sustainability. To this end, the Framework and Guidelines on Land Policy in Africa (F&G) was developed jointly and in a participatory manner by the African Union Commission (AUC), the Economic Commission for Africa (ECA), and the African Development Bank (AfDB) through the Land Policy Initiative (now widely known as African Land Policy Center, ALPC). The F&G was adopted in July 2009 to support and guide land reform processes in Africa. It complemented the AU Declaration on land in which the African leadership reaffirmed its commitment to secure the land rights of many African people which were marginalized by the colonial domination. Other objectives of this AU agenda on land include improving agricultural productivity and livelihoods across the continent, promoting sustainable urban development, and consolidating peace and security. The adoption of the AU agenda on land and the preparation of its implementation strategy, as well as the efforts coordinated by FAO at global level to support the development and adoption of the VGGTs (Voluntary Guidelines on the responsible governance of tenure of land, fisheries, and forests in the context of national food security) contributed during the last decade, to the development of progressive national land policy and legislation across the continent.

The new generation of national land policies and laws recognized the legitimate customary land and forest tenure rights of local communities, promoted the use of fast and affordable land certification procedures for documenting and securing land rights and encouraged the recourse to alternative land dispute resolution mechanisms through local traditional authorities. Among others, we can cite:

- the adoption in 1998 of the Rural Land Law in Côte d'Ivoire;
- the 1999 Land Act n° 4 and Village Land Act n°5 in Tanzania;
- the adoption in 2009 of rural land law in Burkina Faso;
- the adoption in 2016 of the Community Land Act (CLA) in Kenya;
- the adoption in 2018 of the Land and Domain Code in Togo;
- the adoption in 2020 of the Land Rights Act in Liberia
- the promulgation in December 2019 in Cameroon, of a General Code of Regional and Local Authorities;
- the 2022 Customary Land Rights Act in Sierra Leone;
- the promulgation in the Democratic Republic of Congo, of the law on the rights of Indigenous Peoples and adoption of the National Land Policy, in 2022;

It is also important to highlight important initiatives such as the launch in August 2019 of the roadmap for the development of the law on the specific status of community lands in Madagascar; the establishment of the Commission on Historical Land Injustices in Kenya under the 2010 Kenya constitution; the publication in 2019 of the report of the "Presidential advisory panel on land reform and agriculture" in South Africa.

All these policy developments and many others in Mozambique, Mali, Uganda, etc. have created an enabling environment for thousands of communities to benefit from secured land rights through the implementation of innovative land registration approaches and the issuance of land certificates at local level. Such noticeable progresses in land reform across Africa would not have been possible without the guidance provided by the AU agenda on land, the political will of African Governments and the commitment of African national land institutions in moving their national land agenda forward.

These recent national policies and laws provide key opportunities to consolidate the consensus of national land institutions around the need to recognize and strengthen the land and forest rights of the majority of African

people and communities, including women and the youth. Such successes are paving the way for more future progressive land reforms in countries such as, Cameroon, Gambia, Senegal, Guinea and more, which are still in the process of developing or revising their national land policy and legislation.

Challenges in implementing the new progressive policy and legislation

However, despite progress achieved, most of the adopted positive policies and laws have yet to be implemented on the ground. There are various reasons for the poor implementation of land policies and legislations in Africa: lack of technical capacity of national institutions to manage change in the land sector; poor budget allocation to the land reform agenda; too heavy dependency on financial resources from foreign donors; weak or outdated institutional setting in the land sector and inter-institutional competition over land management responsibilities; lack of clear implementation strategy and roadmap, etc. In certain specific national contexts, there is a lack of clarity and consensus on the legal definition of the concept of local community. The limited opportunities for periodic exchange of experiences and regular peer-to-peer learning between national land institutions in African countries should not be underestimated. To address such constraints, partners such as the World Bank developed land projects, providing significant resources to African national land institutions in support of land policy development and implementation, with specific attention to securing community land rights.

Importance of the Conference of national land institutions as a unique platform for experience sharing and peer learning amongst African land institutions

It was in an attempt to address the challenge related to limited opportunities of African governments to learn from each other about securing community land rights, that the Rights and Resources Initiative (RRI) and the African Land Policy Centre (ALPC) in collaboration with the government of the Republic of Ghana initiated in 2017 the first regional conference of national land institutions in Accra, Ghana. This initial meeting brought together about 100 senior officials from 13 African countries, civil society representatives, and international organizations and provided an opportunity to fill information and experience sharing gaps amongst national land institutions around protecting and securing community customary land rights. A second regional conference of national land institutions was jointly convened in May 2019 in Antananarivo, Madagascar, by RRI and the Government of Madagascar, in partnership with the International Land Coalition (ILC). During this second meeting in Antananarivo participants decided to establish and launch the “African Land Institutions Network for Community Rights” (ALIN). In addition to serving as a community of practice through which members can continue sharing information, foster dialogue and build capacity, ALIN was also conceptualized as an accountability mechanism for measuring progress achieved by member countries in securing community land rights. Therefore, the Conference became an adequate response to the call by the African Union to “convene periodic regional platforms to facilitate experience sharing, lessons learnt and dissemination of best practices in land policy formulation, implementation and monitoring based on member states experiences” and to “undertake measures for the establishment of mechanisms for progress tracking and periodic reporting by Member States on progress achieved” (AU Declaration on land issues and challenges in Africa, July 2009).

The third edition of the conference was held in Lomé, Togo in October 2021 while the fourth conference took place in Arusha, Tanzania in 2023. These editions reinforced the objectives of ALIN by providing a space for learning, experience sharing, and progress assessment across the continent.

The fifth regional conference, which took place from October 14-16, 2025, in Freetown, Sierra Leone, was a direct response to the African Union's call to Regional Economic Communities to “convene periodic regional platforms to facilitate experience sharing, lessons learnt and dissemination of best practices”. With support of continental and Regional African institutions, the 2025 Conference provided again the opportunity for African national land institutions to review key developments that occurred in the field of land and forest tenure rights.

Terms of Reference

Consultant Activities

RRI seeks to engage a consultant to lead the development of a report documenting the achievements, impacts, and lessons of the ALIN Conference in advance of its 10th anniversary in 2027. The consultant will undertake the following activities:

1. **Reviewing and analyzing all core materials**, including ALIN Conference reports (2017–2025), declarations, country roadmaps and action plans, meeting outcomes, presentations, participant feedback, governance documents, and other relevant records from previous convenings.
2. **Preparing an annotated outline for the ALIN impact report**, including the proposed structure, key themes, analytical framework, methodology, and priority areas for assessing the network's contributions to strengthening land governance and community rights across Africa.
3. **Documenting the evolution of the ALIN network** from its inception to the present, highlighting major milestones, achievements, challenges, and contributions to national, regional, and continental land governance processes.
4. **Reviewing country roadmaps, action plans, and commitments** developed through ALIN processes and assessing the extent to which these have been implemented, including factors that have enabled or constrained progress.
5. **Assessing the outcomes and impacts of ALIN on member institutions and countries**, with particular attention to:
 1. Changes in land-related laws, policies, and institutional practices;
 2. Community lands secured or recognized through reforms and programs;
 3. Strengthened collaboration among land institutions, civil society organizations, and other stakeholders;
 4. Capacity development of land administration institutions through peer learning and knowledge exchange; and
 5. Improvements in governance and support for community land rights.
6. **Evaluating ALIN's influence/impact at multiple levels**, including impacts on national land institutions, regional land governance initiatives, and benefits realized by Indigenous Peoples, local communities, and other rights holders.

7. **Conducting key informant interviews and stakeholder consultations** with ALIN members, government representatives, land governance experts, partner organizations, and community stakeholders to gather perspectives on the network's achievements, effectiveness, and future priorities.
8. **Engaging representatives of some regional institutions**, including the Economic Community of Central African States (ECCAS), African Development Bank (AfDB), African Land Policy Centre (ALPC/UNECA), and the Network of Excellence on Land Governance in Africa (NELGA), to assess ALIN's contributions to broader land governance agendas and regional cooperation.
9. **Assessing ALIN's governance structure and country ownership mechanisms**, including opportunities to strengthen leadership, participation, representation, accountability, and sustainability.
10. **Facilitating reflection on ALIN's future direction and developing recommendations for its next phase of growth and impact**, including identifying emerging opportunities, challenges, and strategic priorities to strengthen the network's relevance, effectiveness, and long-term sustainability; assessing options for governance reforms, coordination mechanisms, peer-learning approaches, partnership strategies, and country-led initiatives; and proposing actionable recommendations to enhance leadership, country ownership, collaboration, and ALIN's overall contribution to land governance and community rights across Africa.
11. **Preparing a final report that synthesizes findings, impacts, achievements, lessons learned, and strategic recommendations**, while highlighting ALIN's contribution to strengthening land governance institutions and advancing community land rights across Africa over the past decade.

Consultant Deliverables

The deliverables of this assignment are listed below:

1. **Annotated outline of the report** including bullet points describing key arguments and evidence needs.
2. **Draft revised report** incorporating all structural, analytical, and content updates.
3. **Final revised report** reflecting RRI's consolidated feedback and ready for publication processes.

Proposed Overall Project Timeline

October 1, 2026, to January 31, 2027

Eligibility Criteria

Minimum Qualifications

- At least 10 years of demonstrated professional experience in community-based natural resource management, or land and territorial rights with Indigenous Peoples, Afro-descendant communities, and/or local communities.
- Proven experience working within a coalition environment and/or in direct collaboration with Indigenous Peoples, Afro-descendant groups, and local community organizations.

- Strong track record in qualitative research, including desk research, in-depth analytical writing, focus group discussions, key informant interviews and stakeholder consultations
- Demonstrated knowledge of land governance institutions and systems in Africa, including their roles, mandates, challenges, and contributions to securing community and Indigenous Peoples' land rights.
- Strong understanding of land tenure, community land rights, customary land governance, and policy reform processes at national and regional levels across Africa.
- Experience working with multi-stakeholder networks, coalitions, or regional platforms, including engagement with government land institutions, civil society organizations, Indigenous Peoples' organizations, local communities, development partners, and research institutions.
- Strong written and verbal proficiency in English. Excellent English writing skills are required, including the ability to draft clear, well-structured, and professional technical reports suitable for diverse stakeholders.

Preferred Qualifications

- Proficiency in French. Consultants with working or fluent French language skills are encouraged to indicate their level of proficiency in their proposal.

Key Contract Terms

Contract Type

This will be a firm fixed price/deliverable-based contract, with a budget value of \$8,000 - \$10,000.

Consultants may propose the structure of the deliverable payment based on the total value of their submitted budget.

All other projected costs/expenses must be included in the consultant proposal. No travel or fieldwork is anticipated under this contract. The 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.

Submission Requirements

Proposals in response to this RFP must include the following:

1. **Technical Proposal (maximum 5 pages):** Detail your methodology/strategy and approach for completion of activities and deliverables listed in this RFP.

- 2. Workplan in Gantt format (1 page):** 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.
- 3. CV for lead consultant (no longer than 3 pages).**
- 4. Summary of Similar Projects (maximum 2 pages):** Summary of 3-5 prior similar projects that the consultant has conducted in the past.
- 5. A budget proposal (in Excel format)** that includes a fixed price in USD for each deliverable and the total proposed contract price supported by a cost breakdown of professional fees (hourly rates of team members and estimated level of effort), any administrative or other reimbursable ancillary and costs, etc.
- 6. 3 professional references:** Provide name, title and email address of 3 professional references.

Please submit your proposal and required documents by email to: Patrick Kipalu (pkipalu@rightsandresources.org) and Ayobami Egunyomi (aegunyomi@rightsandresources.org) with the subject line **“Lead Consultant for African Land Institutions Network for Community Rights (ALIN) Impact Study”**

The deadline for submission is 5:00pm EST on Tuesday, September 1, 2026

Evaluation Criteria

Proposals will be evaluated and scored based on the following weighted parameters:

- 1. Proposed Technical Approach & Methodology (40%)**
 - Clarity, feasibility, and innovativeness of the proposed methodology/strategy.
 - Appropriateness of the approach for achieving the specified deliverables.
 - Quality, coherence, and level of detail in the proposed workplan (Gantt chart).
 - Demonstrated understanding of the scope, objectives, and context of the assignment.
- 2. Relevant Work Experience / Past Performance (25%)**
 - Demonstrated track record in successfully completing projects of similar scope, scale, and complexity.
 - Relevance of prior assignments to the subject matter of this RFP.
 - Strength and diversity of past clients, sectors, or regions served.
- 3. Qualification (10%)**
 - Expertise, qualifications, and experience of the consultant.
 - Alignment of professional backgrounds with the technical requirements of the assignment.
 - Strength and clarity of roles/responsibilities as demonstrated in the submitted CVs.
- 4. Cost Proposal (25%)**
 - Cost-reasonableness and value for money.
 - Transparency and clarity of budget line items (professional fees, travel, administrative, and ancillary costs).
 - Alignment of budget with proposed workplan and deliverables.
- 5. References (Pass/Fail)**
 - Contact information for at least three professional references must be provided.

- References may be contacted to verify past performance and client satisfaction.

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.