



Request for Proposals (RFP)

To: Interested Organizations
From: Institute of International Education, Inc. (IIE)
Subject: Request for Proposals to Host 2025-2026 Humphrey Fellowship Program Enhancement Workshop

RFP Issue Date: September 4, 2025
RFP Closing Date: October 20, 2025
RFP Closing Time: 5:00 pm Eastern Standard Time (Washington, DC)
Performance Period: February 2026 – July 2026

Enclosed is a Request for Proposal (RFP). The U.S. Department of State has asked IIE to invite qualified U.S. organizations, including academic and professional institutions, to submit a proposal to host a **2025-2026 Humphrey Fellowship Program Enhancement Workshop**. The award will result in a **Cost-Reimbursable Contract Agreement** that serves the Humphrey Fellowship Program.

Organizations are encouraged to read this RFP in its entirety (including any and all attachments), paying specific attention to the instructions and requirements included herein. Issuance of this solicitation does not, in any way, obligate the Institute of International Education (IIE) to award a contract, nor will IIE pay for any costs incurred in the preparation and submission of a proposal. The agreement resulting from this RFP will be provided to the organization whose offer most comprehensively addresses the cost, functionality, and other factors as specified in this RFP.

The required services are described in **“Section 1: Background and Purpose.”** IIE encourages your organization to indicate its interest in this RFP by submitting a proposal according to the instructions in **“Proposal Preparation Instructions.”** Proposals will be evaluated based on the **“Evaluation Criteria.”**

All proposals are due by the dates and times stated above. Any proposal received after the required time and date specified for receipt shall be considered late and non-responsive. Late proposals will not be evaluated.

Questions: Any questions are to be submitted **in writing** via email to the email address listed below no later than **Friday, September 19, 2025**. No questions will be entertained if they are received by means other than the specified email address. No oral answers will be provided. Answers to questions IIE deems relevant to this RFP will be published on **Friday, September 26, 2025** on IIE’s website under Solicitations for Goods and Services (<https://www.iie.org/get-involved/procurement-subaward-and-consultant-opportunities/solicitations-for-goods-and-services/>).

Humphrey Fellowship Program Enhancement Workshops

Institute of International Education, Inc.
Email: HHHWorkshops@iie.org

Proposal Submission: Proposals, including any attachments (limited to 6MB), should be sent electronically in PDF format to: HHHWorkshops@iie.org. Please send proposals as one complete PDF file. IIE will not accept proposals received by fax.

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SECTION 1: BACKGROUND AND PURPOSE

The Hubert H. Humphrey Fellowship Program, a Fulbright Exchange, is sponsored by the U.S. Department of State with funding provided by the U.S. Government and administered by the Institute of International Education.

The Hubert H. Humphrey Fellowship Program enhances leadership among international professionals who collaborate to address local and global challenges and foster change for our collective good.

Through academic study and professional development with U.S. counterparts, this growing global network shares best practices and builds expertise in fields of critical importance to advance societal and institutional capacity, promote human rights and freedoms, ensure sustainable environments, and develop thriving communities. Nearly 7,000 foreign leaders representing 163 countries have participated in the Humphrey Fellowship Program since the program began in 1978. Approximately 120 Fellowships are awarded annually.

Purpose of Request for Proposal

The purpose of this Request for Proposal (“RFP”) is to invite qualified organizations, including academic and professional institutions, to submit a proposal ***to design and facilitate a short-term Enhancement Workshop for a small group of the 2025-2026 cohort of Humphrey Fellows***. Previous Enhancement Workshops have covered critical professional skills like strategic negotiation, crisis management, and design thinking as well as global issues such food security, generative AI, and economic empowerment.

Enhancement Workshops offer Humphrey Fellows opportunities to:

- Explore critical topics related to U.S. foreign policy priorities
- Discuss major challenges facing the developing world and their home contexts
- Gain practical professional skills in key thematic areas and develop leadership competencies
- Broaden regional knowledge of the U.S.
- Expand professional networking with American peers and policymakers
- Interact with Fellows in other professional fields and from other campuses

The following organizations are eligible to apply for this opportunity:

- academic institutions, including two and four-year colleges and universities;
- non-profit organizations;
- for-profit organizations, including corporations and individual consultancies;
- state and local government institutions

The Enhancement Workshop must be able to accommodate approximately 30-40 Fellows and should be held between March and early April 2026.

Please see additional details in Attachment A.

IIE intends to fund **up to four Enhancement Workshops with budget requests of \$30,000 maximum per workshop**.

Background: Institute of International Education

The Institute of International Education (“IIE” or the “Institute”) is a New York not-for-profit corporation that is among the world’s largest and most experienced international education and training organizations. Founded in 1919, IIE promotes educational exchange around the world through a wealth of programs and services including Fellowship and Scholarship Management, Higher Education Institutional Development, Emergency Student and Scholar Assistance, and Leadership Development.

For more than 100 years, IIE has promoted educational exchange around the world. The Institute currently implements more than 200 programs benefiting 40,000 participants from 183 countries. Foremost among these programs is the world-renowned Fulbright Program, which IIE has had the honor to administer on behalf of the U.S. Department of State since the program’s inception in 1946. In addition to the U.S. Department of State, program sponsors include: World Bank; major philanthropic foundations; private and public corporations; foreign governments; and individuals.

IIE has offices around the world, including offices in the United States (New York City global headquarters, Washington D.C., Chicago, Houston and San Francisco) and in other countries (China, Ethiopia, India, Indonesia, Mexico, Thailand, Ukraine, and Vietnam).

SECTION 2: RFP CONDITIONS

IIE reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any potential Applicant or other party.
- Accept other than the lowest price offered.
- Award a contract on the basis of initial offers received, without discussions or requests for best and final offers.
- Award more than one contract.

Nothing in this RFP is, or should be relied on as a promise or representation by IIE. IIE does not make any representation or warranty as to the completeness of this RFP or have any liability for any representations (express or implied) contained in, or omissions from, this RFP. This RFP and any replies to any written notifications are transmitted to the Applicant solely for the purposes of the Applicant preparing and submitting a Proposal. Each Applicant organization shall keep the RFP and its contents confidential and shall return the RFP (without keeping copies) to IIE if the organization elects not to submit a proposal, or upon being requested to do so by IIE.

Any information or materials submitted in response to this RFP and/or as a proposal (whether successful or unsuccessful) shall become the property of IIE and will not be returned.

In submitting a proposal, you must agree that your offer shall remain firm for a period of no less than **120** days from the RFP closing date.

Failure to follow the specifications and requirements provided in this RFP may result in disqualification.

The successful organization(s) will be obligated to enter into an agreement containing the same or substantially similar terms and conditions found at: <https://www.iie.org/Work-With-Us/Subawards-Procurements/Solicitations-for-Goods-and-Services>. The terms and conditions may be changed, added

to, deleted or modified by IIE prior to awarding the agreement. Other terms and conditions may be negotiated between IIE and the selected organization.

SECTION 3: PROPOSAL PREPARATION INSTRUCTIONS

Proposals are expected to be comprehensive and include the information set forth below. Applicants are also invited to send any additional information or supplemental material they believe will aid IIE in properly evaluating their service offerings. Please be sure to respond to each of the elements requested and frame your answers in direct response to the information being sought.

Include only your own work, with no text copied from sources outside of your organization, unless those sources are adequately cited and credited. In order to be qualified for this RFP, all Applicants are requested to provide the following information, and format their proposal as follows:

1. A cover sheet with the name of your organization, including any participating departments, offices, or partner organizations in the case of joint proposals; address; e-mail address(es) and telephone number(s); and the name of proposed program coordinator. If a non-profit, for-profit, state or local government or independent consultancy, include department/division name(s), name of department Executive(s) that will be involved, and field of proposal. If an institution of higher education, include names of any academic departments or schools that will be involved, name of Dean(s), and academic field(s) of proposal.
2. A *narrative* not to exceed 5 double-spaced pages. Your narrative should provide a plan to implement the program as described in Attachment A including the following points:
 - a) Description of organization;
 - b) Participating departments, offices, schools, and/or external organizations. In the case of joint proposals, include description of partner organization and delineate how responsibilities will be shared;
 - c) Proposed workshop agenda with session topics and potential speakers included;
 - d) Name and qualifications of the proposed administrative planning and support team; and
 - e) Evidence of the organization's previous experience implementing similar programs.
3. A *budget submission* using the provided template and budget narrative
4. *Appendices* may include:
 - a) A letter of endorsement and financial approval from an authorized official within the organization. For colleges and universities, dean or other university official whose division proposes to host a group of Humphrey Fellows;
 - b) Biographical sketches (not to exceed two pages for each individual) of key personnel in the program (e.g. coordinator, assistant coordinator), indicating scholarly and non-scholarly activities relevant to the Humphrey Fellowship Program

SECTION 4: TERMS OF PAYMENT

Payment terms for the award shall be approximately net thirty (30) days after satisfactory completion of each deliverable or milestone agreed upon and established in the resulting agreement. Payment shall be made by the Institute of International Education ("IIE") via check or electronic funds transfer/bank wire. The final payment terms in the contract will control, not this RFP. No advance payments will be provided.

SECTION 5: EVALUATION OF PROPOSALS

Criteria	Requirement	Maximum Length	Points Available
1) Qualifications and Capabilities	Demonstration of qualifications, expertise, and capacity to complete the scope of work. Staffing plan for the activity and a general overview of the expertise of the individuals included.	1 page	30 points
2) Experience and References	Demonstrated past experience implementing a similar scope of work.	1 page	15 points
3) Implementation of the Scope of Work	Proposed approach to completing the scope of work, including project timeline, relevance of proposed topic for Humphrey Fellows, and proposed workshop agenda.	3 pages	30 points
4) Cost Proposal & Budget	Budget and narrative should include appropriate, reasonable and allowable costs in order for the work to be performed, reflect a correct understanding of the project requirements, and be consistent with the Applicant's technical proposal.	1 page budget, 1 page narrative, 1 page summary	25 points

Please Note: IIE reserves the right not to evaluate a non-responsive proposal. The issuance of this solicitation does not in any way obligate IIE to award a contract. Applicants are responsible for all costs incurred for the preparation and submission of their proposals. IIE reserves the right to reject any and all applications.

SECTION 6: ANNUAL RENEWAL

Annual Renewal: Selection(s) may be renewed annually, at IIE's sole discretion, for up to five years before re-competition. IIE reserves the right to exercise any one of the following options:

- Accept the updated proposal if changes are reasonable and within the scope of the original selection;
- Negotiate any updates/changes; or,
- Decide not to renew.

ATTACHMENT A: PROGRAM DESCRIPTION

Overview of the Hubert H. Humphrey Fellowship Program

The Hubert H. Humphrey Program, a Fulbright exchange, supports approximately 120 international professionals who spend an academic year in multi-thematic cohorts on 11 U.S. campuses, participating in graduate-level study and professional experiences with U.S. counterparts. During the ten-month, non-degree program, Fellows gain skills needed to stabilize communities, advance U.S. foreign policy interests, and build a stronger, more prosperous world. Nominated by U.S. Embassies or Fulbright Commissions, Humphrey Fellows are selected through a competitive review process based on their potential for leadership, commitment to public service and professional expertise.

Through their academic and professional experiences, Fellows gain knowledge about the United States, deepen their professional expertise in fields of strategic importance to the U.S., and expand their networks to include U.S. counterparts. Fellowship alumni serve as critical interlocutors for U.S. embassies overseas, helping to achieve U.S. foreign policy goals and advance bilateral relationships.

Who is a Humphrey Fellow?

Humphrey Fellows are exceptional ambassadors from their countries who have demonstrated leadership and strong potential for further excellence, as well as a commitment to public service, whether in the public, private, or non-profit sector. Selected each year from a pool of over 5,000 initial online applicants from more than 130 countries worldwide, Fellows have undergone two competitive review processes before arriving on their host campus. The first review is conducted at the U.S. Embassy level in their home country and the second one in Washington, D.C. by independent reviewers who are experts in the program's fields of study. Humphrey Fellows have at least five years of professional work experience in addition to a bachelor's degree (or equivalent) or higher-level degree.

In addition to what Humphrey Fellows gain from their year at the host university, they have much to offer the academic and wider communities. They are eager to impart their diverse experiences to their American counterparts and to build and sustain friendships and working relationships, both personal and professional. Through professional collaborations with U.S. host organizations, Fellows have developed and coordinated training programs; conducted impact and market assessments; and contributed to joint research in their fields of expertise, among other professional collaborations. Fellows also participate in volunteer activities to "give back" to their American host communities, such as giving presentations about their home countries or professional fields to students and community groups, starting scholarships at local schools, helping build houses with Habitat for Humanity, and other similar activities.

Additionally, long-term evaluation of the program has shown that 61% of program alumni work in government in some capacity; 46% have developed national policies, created national programs, served as national trainers, and advised government officials on legislation in their home countries; and more than 80% have introduced new best practices and innovative management methods into their organizations back home.

During the Humphrey Fellowship Program year, Fellows may choose to participate in thematic Enhancement Workshops. Thematic workshops have a broad focus on a critical global issue; these workshops expand not only the Fellows' expertise around the chosen topic, but also help develop their leadership skills through content-rich exercises and discussions.

Purpose of this Solicitation

The purpose of this solicitation is to invite qualified organizations, including academic and professional institutions, to submit a proposal ***to design and facilitate a short-term Enhancement Workshop for a small group of the 2025-2026 academic year cohort of Humphrey Fellows.***

Eligibility

The following organizations are eligible to apply for this opportunity:

- academic institutions, including two and four-year colleges and universities;
- non-profit organizations;
- for-profit organizations, including corporations and individual consultancies;
- state and local government institutions.

U.S. federal government entities are not eligible to apply.

Joint proposals between eligible organizations are permitted, particularly in cases where entities wish to leverage complementary resources. All joint proposals must designate **one** official entity as the lead administrator of the contract and must delineate how responsibilities will be shared. Academic institutions hosting the 2025-2026 academic year Humphrey Fellowship Program may not apply as sole Applicants nor serve as lead administrators on joint proposals.

Roles and Responsibilities Overview

The recipient organization will design a **3 to 5 day in-person workshop** for approximately 30-40 Humphrey Fellows that is *thematically centered* on one critical global topic. Proposals must clearly state the thematic topic the workshop will address.

Enhancement Workshop Design Parameters

Content

Enhancement Workshops assist Fellows in developing policy expertise and relevant skills critical for success in the 21st-century global workforce. Selected Enhancement Workshops will cover themes or develop skills in alignment with the foreign policy priorities of the U.S. Department of State and the current administration. Previous Enhancement Workshops have covered critical professional skills like strategic negotiation, crisis management, and design thinking, and explored global issues such as food security, generative AI, and economic empowerment.

The content of thematically focused workshops should develop and strengthen the participants' understanding of the topical area. Proposals should build on the Applicant's own skills and expertise and need not deliver an overview of the entire topical area. Content should be accessible to a group of participants with multidisciplinary expertise. Please reference the Humphrey Fellowship website for information on Fellows' impact areas and fields of study at <https://www.humphreyfellowship.org>.

Potential thematic workshop topics might include:

- Economic Prosperity, to include global issues related to economic partnerships and investments (global, public, private), international trade, resource management, workforce readiness, and/or industry training and skills-building;
- Emerging Technology and Digital Policy, to include themes related to technology and/or artificial intelligence governance, digital diplomacy, cybersecurity, research and development, supply chain and manufacturing, risk management and/or international cooperation;
- Safe Communities, to include content on public administration, civic engagement, innovative policy-making, crisis management and/or community policing.

Applicants may propose an Enhancement Workshop around a theme other than those listed above. If an alternate topic is proposed, the Applicant should explain how the topic addresses a theme of critical importance to the U.S. Government.

Workshop Sessions

Sessions should be designed with the following questions in mind:

- How will the workshop build upon and broaden the participants' existing knowledge of the topic area?
- How will the workshop connect participants with other professionals confronting similar challenges?
- What skills and approaches will Fellows learn to help them confront the issues explored in the workshop?

Applicants should identify appropriate and balanced speakers, in addition to the main facilitator, who will add specialized content to the course.

Sessions should include content relevant for the developing world. Please include interactive presentations, case studies and activities that elicit discussions about both local and global concerns. This will enable Fellows to frequently engage with each other and the presenters.

Workshop Implementation

In consultation with IIE, Applicants will be expected to:

- Create, publish, and print relevant workshop materials prior to the start of the event. All costs should be included in the proposed budget.
- Assist in the development of a social media strategy highlighting the workshop.
- Secure meeting spaces for all workshops. Applicants must be willing and able to shift workshops to a hybrid or fully virtual format if necessary.
- Arrange and secure all meals in accordance with participant dietary restrictions.

- Create and submit detailed pre/final draft program agendas to IIE no later than **three weeks** prior to the workshop start date.
- Publish and distribute all relevant workshop material (including final agenda and participant list) to participants prior to arrival or during a workshop pre-departure session.
- Facilitate Fellow arrivals and departures from workshop venue, including sharing recommendations for transportation and lodging.
- Manage all event logistics, such as checking A/V, room setup, and meals prior to sessions and assisting with room breakdown.
- Arrange for a group photograph at an appropriate location and for candid photographs throughout the workshops.
- Facilitate and monitor all workshop sessions.
- Conduct a final evaluation of the workshop.
- Distribute certificates of participation to all workshop participants at the closing session.
- Submit final program report to IIE by June 30, 2026. At a minimum, the program report should include: the final workshop agenda, a list of speakers, and an overview of the workshop and evaluation results. The final invoice and certified financial report must be sent to IIE by July 31, 2026.

ATTACHMENT B: COST PROPOSAL/BUDGET TEMPLATE

Guidelines for the Budget and Budget Narrative

Applicants may propose budgets up to \$30,000.00 per workshop. The budget should be based on 30 participants.

IMPORTANT NOTE: This budget represents how much it would cost your organization to implement a workshop as described in Attachment A. IIE provides Fellows with a regular maintenance stipend for living costs and an allowance for professional activities to cover travel and hotel costs associated with attending an Enhancement Workshop. Those costs should **not** be included in your budget.

Please submit a detailed budget in the budget template provided by IIE. The budget submission must be in Excel. Guidelines on how to allocate costs in each budget category are below. Additional guidance is also included in the subaward budget template.

A detailed Budget Narrative that explains how costs (including cost share) were calculated for each line item is also required.

Notes on Specific Items of Cost

IIE must account for costs at the participant level to accurately calculate tax withholding for all participant support costs (PSC). As a result, you will need to budget costs at the participant (Humphrey Fellows column) and non-participant (General Program column) level. ***You must also report these costs to IIE accordingly as PSC or Non-PSC with your invoice(s). This detailed breakdown can also be submitted as a separate supporting document for invoices that are submitted, if necessary.***

Salaries – Identify staffing requirements by name and position/title. A concise description of each person's duties must be included in the narrative. Please also include the percentage of Level of Effort (LOE) that will be spent on the Humphrey Program. Please also explain the LOE in the budget narrative. Compensation for graduate students should also be included in this category. Salary costs should be listed in the General Program Costs column.

Fringe Benefits – Fringe benefits must be listed separately from salaries. Please specify the rate being used for each employee. Fringe benefit application must be consistent with the university's most recent fully executed Negotiated Indirect Cost Rate Agreement. These costs should be listed in the General Program Costs column.

Travel and Transportation – All ground transportation, lodging, and meals (related to travel) must be included in this category. Please specify to which activity the travel costs apply in the budget. Costs for Fellows should be included in the Humphrey Fellows column and costs for all other travelers should be included in the General Program Costs column. Group meals that are not related to travel for a specific trip should be included in the Other Direct Costs section.

Supplies – Supplies for university staff/faculty or for general programmatic use should be listed in the General Program Costs column. Supplies that are purchased specifically for the Fellows' use, and that will not be used again in future years, should be included in the Humphrey Fellows column.

Other Direct Costs – Most expenses will be included in this category. Please see guidelines for specific items of cost below.

Speakers'/Presenters' Fees – Please specify any fees or honoraria that you plan to provide to guest speakers in this line item. Compensation for university faculty should only be included in the Salaries category. These costs should be included in the General Program Costs column.

Group Meals and Refreshments – Meals and refreshments for all programmatic activities should be included in this line item. You should provide specific amounts for each activity. Please also specify your estimated headcount for each event and allocate accordingly in the General Program Costs (for all non-Fellow attendees) and Humphrey Fellows columns.

Cultural Activities – Cultural activities should be clearly noted in the budget narrative and will require approval from IIE. You will need to include a rationale for the programmatic purpose of these activities in the narrative. Please note that "entertainment" costs, as defined in the Uniform Administrative Guidance, are an unallowable expense. As there can sometimes be confusion between what is considered entertainment and what is considered a cultural activity, if you are an academic institution, please consult with your university's Office of Sponsored Projects to seek clarification on the university's policy for cultural activities. The Fellows' portion of these costs should be included in the Humphrey Fellows column. Whenever possible, Fellows should use their stipend to cover the costs of cultural activities. Costs for non-Fellows to participate should be included in the General Program Costs column.

Facility and Equipment Rentals – This line should include A/V and other rental costs associated with using outside facilities. You should provide specific amounts for each activity either in the budget or in the budget narrative. These costs belong in the General Program Costs column as a non-participant support cost.

Indirect Costs – Please specify the base and the rate being used. Indirect cost application must be consistent with the university's most recent fully executed Negotiated Indirect Cost Rate Agreement. These costs should be listed in the General Program Costs column. Please also include a link to where the budgeted NICRA rates are listed on your university's website.

Cost Share and In-Kind Contributions

The amount identified of in-kind and cost share must be reasonable, allowable, and allocable to the program. For auditing purposes, the amount must be tracked and supporting documentation should be available upon request. An explanation of cost share expenses must be included in the budget narrative. If you are an academic institution, any tuition, fees, and indirect costs that are cost shared must be verified; please provide a copy of your university's NICRA as well as a link in the budget narrative to where your university lists estimated 2025-2026 tuition and fee rates.

Detailed Budget Narrative

In addition to a detailed budget template, please submit a budget narrative that corresponds with the budget submission. This must include an explanation/justification for each line item in the budget, as well as the source and description of all cost-share offered, if applicable. For faster review, it is

recommended that the budget narrative be presented in the order of the detailed budget. Salaries must include a clarification of the roles and responsibilities of each staff person who will charge time worked to this award. Please also see the Sample Budget Narrative tab in the Subaward Budget Template for additional clarification.