

REQUEST FOR PROPOSALS (RFP)

To: Offerors
From: Institute of International Education, Inc. (IIE)
Subject: Ford Global Fellowship Gathering – Jordan 2026

RFP Issue Date: January 26, 2026
RFP Closing Date: February 23, 2026
RFP Closing Time: 9:00 AM Eastern Standard Time (EST)
Performance Period: March 30, 2026 – December 31, 2026
RFP Number: 012626/DO

Enclosed is a Request for Proposals (RFP). IIE invites qualified firms and organizations (“Offerors”) to submit a best-value proposal for the requested services. The Contract resulting from this award will be a **Subcontractor Agreement under non-USG Funded Awards** serving the below mentioned program.

Offerors 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 any costs incurred in the preparation and submission of a proposal. The agreement resulting from this RFP will be provided to the most responsive Offeror(s) whose Offer will be the most advantageous to IIE in terms of cost, functionality, and other factors as specified in this RFP.

The required services are described in the **“Statement of Work” in Attachment A**. IIE encourages your organization to indicate its interest in this RFP by submitting a proposal according to the instructions in **“Proposal Preparation Instruction”**. 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 AND EXPRESSION OF INTEREST

Any questions and expressions of interest are to be submitted in writing to Sophia Yang at the email address fgf@iie.org no later than February 2, 2026 at 9:00 AM Eastern Standard Time (EST). 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 February 5, 2026 by 5:00pm EST on IIE’s website under **Solicitations for Goods and Services** at: <https://www.iie.org/get-involved/procurement-subaward-and-consultant-opportunities/solicitations-for-goods-and-services/> as well as sent via email to all offerors who submitted an expression of interest.

PROPOSAL SUBMISSION

Proposals, including any attachments (limited to 6MB), should be sent electronically to: fgf@iie.org. Be sure to include in the subject line: **PROPOSAL: FGF Gatherings Jordan 2026**. IIE will not accept proposals received by fax.

TABLE OF CONTENTS

SECTION 1: BACKGROUND AND PURPOSE	3
SECTION 2: RFP CONDITIONS	3
SECTION 3: PROPOSAL PREPARATION INSTRUCTIONS	4
SECTION 4: TERMS OF PAYMENT	5
SECTION 5: EVALUATION OF PROPOSALS	5
ATTACHMENT A: STATEMENT OF WORK	7
ATTACHMENT B: COST PROPOSAL INSTRUCTIONS	13

SECTION 1: BACKGROUND AND PURPOSE

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

Background: The Ford Global Fellowship

Launched in 2020, the Ford Global Fellowship (“FGF”) is the Ford Foundation’s flagship global fellowship that aims to connect and support the next generation of leaders from around the world. As part of the fellowship, Fellows participate in multi-day gatherings in different locations around the world and cohort connection activities during their Fellowship period.

The Ford Foundation’s hope is for the fellowship to serve as a catalyst for the Fellows to accelerate the impact of their work, individually and collectively. For more information on the Ford Global Fellowship, please visit the [Fellowship’s website](#). IIE serves as an implementing collaborator for FGF.

Purpose of Request for Proposals

The purpose of this Request for Proposal (“RFP”) is to invite qualified professional organizations and companies to submit a proposal to serve as a local implementation collaborator in Amman, Jordan for the Ford Global Fellowship Gatherings (“the Gatherings”) that will take place from November 12 – 21, 2026 and take on key aspects of in-country logistics for a delegation of Fellows, FGF Program Team members, and representatives from the Ford Foundation’s regional office in the Middle East and North Africa, all of whom will co-design and collaborate on creating a dynamic program. The Gatherings will give Fellows an opportunity to actively co-design their learning spaces and pathways for inquiry into their own experiences, needs, practices and struggles as leaders.

The scope of work is outlined more fully in Attachment A (Statement of Work).

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 Offeror 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 by the Offeror 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 Offeror solely for the purposes of the Offeror preparing and submitting

a Proposal. Each Offeror shall keep the RFP and its contents confidential and shall return the RFP (without keeping copies) to IIE if the Offeror 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 Offeror 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 successful Offeror, at IIE's discretion. State Universities and Agencies should not expect or ask IIE to modify its Terms and Conditions to incorporate any State Regulations or Statutes.

SECTION 3: PROPOSAL PREPARATION INSTRUCTIONS

Proposals are expected to be comprehensive and include the information set forth below.

Include only your own work and 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 Offerors are requested to provide the following information, and format their proposal as follows:

1. Basic information (one page)

- Legal name, registered address, and "Remit to" mailing address, if different from registered address
- Name of authorized representative for this RFP, with telephone number(s), and e-mail address
- General information about your organization and the services it offers

2. Qualifications and Capabilities (one page)

- Brief description of the organization and its experience organizing and managing events, particularly those involving delegations of international groups
- Years of relevant experience

3. Past Performance and Experience

Document and summarize your proven track record of successfully implementing similar activities. Using the table format provided below, please list the relevant events you implemented within the past 3 years, a brief description of how each is relevant to the scope of the RFP, and the contact details for each previous client. You may also include recommendation/appreciation letters and certificates.

#	(a) Name of Organization/Company	(b) Name of event	(c) Location(s) of event	(d) Synopsis of the activity and relevance	(e) Performance period (date and duration)	(f) Number of event participants	(g) Name & Contact Info (E-mail)

			to this RFP			<u>and</u> phone)
1						
2						
3						
(...)						

4. Implementation of the “Statement of Work”

Please make sure your proposal addresses each of the services stated in Attachment A that you are able to provide and has detailed information on your logistical plan for each of the items. Please include proposed project timeline and milestones, in chronological order.

Please include examples of the potential third party vendors you would engage related to the services requested in Attachment A.

5. Cost Proposal

- Submit a detailed cost proposal in **Jordanian Dinar (JOD)**, in the recommended format indicated in Attachment B.
- Include any additional cost items that you wish to propose
- Total cost proposed

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

Item	Requirement	Points Available
Implementation and Logistics	<p>Assessment of the offeror’s capacity to effectively support the implementation of the Gatherings.</p> <p>Assessment of proposed logistical arrangements (e.g. transportation, meal venues, hotels, etc.).</p> <p>Greater points will be awarded to proposals that include detailed logistical plans demonstrating a thorough understanding of the scope of work and the event participants, including specific examples of third-party vendors that would be engaged during the Gatherings (e.g. hotels, transportation companies, venues, etc.)</p>	10 points

Cost Proposal	Overall costs proposed should be realistic for the work to be performed, reflect a correct understanding of the project requirements, and are consistent with the Offeror's technical proposal.	10 points
Staffing	<p>Assessment of staffing plan for the event and experience of the individuals included. Please include the list of the proposed staff who would work on this project, along with their qualifications, roles and responsibilities.</p> <p>Greater points will be awarded to proposals that include staff with more relevant qualifications and experience in managing works similar to those stated in this RFP.</p>	5 points
Total		25 points

Offerors who obtain initial high scores, based on the criteria above, will be contacted by IIE the week of March 2, 2026 to set up virtual meetings on Zoom with a team of IIE and Ford Foundation representatives between March 5-9, 2026. The final selection is expected to take place by March 13, 2026.

ATTACHMENT A: STATEMENT OF WORK

The selected organization will serve as a local implementation collaborator (“collaborator”) in Amman, Jordan from November 12 – 21, 2026, and will be responsible for key aspects of in-country logistics for the FGF Gatherings. The FGF Gatherings will have two components: a Cohort 6 Gathering (November 15-17) and an All-Fellows Gathering (November 18-20). Additional details on both components are provided in the following section.

The collaborator will work closely with IIE in the lead up to the event and throughout its duration. An expected group of approximately 150 participants from different parts of the world, including Fellows, FGF program team members, guests, and Ford Foundation representatives, will participate in the Gatherings. In addition to the services listed below, the collaborator will also support IIE by providing insight into the local environment, including any relevant security considerations.

The FGF Gatherings are multi-day experiential learning opportunities for FGF Fellows that will allow them to deepen their leadership perspectives and skills, and examine their work within a global community. Fellows, FGF program team members, and representatives from the Ford Foundation’s regional office in the Middle East and North Africa will actively co-design and collaborate to create dynamic learning spaces during the Gatherings that will help Fellows create pathways for inquiry into their own experiences, needs, practices and struggles as leaders. As such, the Gatherings will include highly interactive sessions that will allow Fellows to connect with one another and Ford Foundation representatives; participate in excursions that provide place-based learning experiences within Amman’s communities; and have time to safely explore the city (*please see sample schedule below*).

IIE seeks a collaborator that has experience and interest in contributing to dynamic, creative, and innovative large-scale events that create expansive experiences for participants. The ideal collaborator will have demonstrated competence with complex, multi-organization relationships; will follow strategic direction provided by IIE and the Ford Foundation; will be flexible and responsive to evolving needs; and will exhibit cultural competencies that support the FGF program’s vision.

A group of FGF team members will be in Amman, Jordan to participate in an advance trip, which will include a co-design retreat with FGF Fellows and Ford Foundation representatives, from March 29 – April 3, 2026. The collaborator should be prepared to participate in the advance trip activities and sessions, and support with some logistical coordination during the event. Please indicate in your proposal if you are *not* able to participate during that week.

SERVICES

IIE is seeking a collaborator that can provide the services listed below. In your proposal, please indicate and address which services your organization is able to provide.

- 1) Arranging ground transportation for approximately 150 participants, including three wheelchair users, according to the program schedule.

- 2) Arranging transportation to and from the airport for approximately 150, participants, including three wheelchair users, based on individuals' flight itineraries.
- 3) Providing up to four on-site logistical staff from November 13-21, 2026 to actively manage on-site logistics during all FGF activities. Staff should have experience with large event implementation and should be ready to provide support with the implementation of various event tasks, which may include coordinating logistics in case of an emergency. Up to four IIE staff are expected to be on-site to support the implementation. The on-site work would entail working closely with IIE to manage on-site logistics. If selected, IIE will work with the selected organization to determine staffing needs for the event. Please include in your proposal information about the experience of your staff proposed to support the implementation of the Gathering. Proposed staff should be comfortable speaking English to ensure one common language across the implementation team since clear communication on site will be critical.
- 4) Handling financials/payments and contracting with third parties including, but not limited to, transportation vendors, restaurants, photographers, interpreters, venues, etc.
- 5) Identifying an on-call medical professional or ambulance service available during the FGF events to serve as the first responder for any medical issues that may arise. The collaborator should also identify a few health centers near the group hotel where participants can go if a medical issue occurs.
- 6) Contracting with a local hotel* to accommodate all participants, including three wheelchair users, and host event activities.
- 7) Contracting photography and videography services to document aspects of the FGF activities. Providers will need to be pre-approved by the Ford Office of Communications (OC) and be able to follow OC protocols.
- 8) Contracting with local suppliers that can facilitate creating a welcoming and multi-faceted built environment – including set design - in the hotel meeting space. The built environment will likely include decorations (plants, room dividers, cushions, center pieces), additional soft furniture (bean bags, sofas, comfortable chairs), and scribing surfaces (boards, easels).
- 9) Receiving, storing, and delivering materials to the event hotel,* in advance of the Gatherings.
- 10) Procuring materials, including event swag items, as needed.
- 11) Printing documents in advance of and during the Gatherings, as needed.
- 12) Sourcing venues for group meals, based on requests from the sponsor.
- 13) Proposing and contracting with local performance groups that can participate during FGF activities, according to the agenda.

- 14) Liaising and contracting with organizations, companies, or places that allow Fellows to explore firsthand initiatives to fight inequality in Amman, as requested by sponsor.
- 15) Contracting with language interpretation suppliers, if requested, who can provide simultaneous interpretation services (Arabic/English, Arabic/Spanish and Arabic/Portuguese) during FGF sessions and activities.
- 16) Assisting with event closeout tasks, including, but not limited to, packing and shipping any leftover event materials.

**The event hotel has not been chosen yet. IIE, in consultation with Ford Foundation, is expected to select a hotel by May 2026. The collaborator will then be responsible for contracting with the selected hotel.*

2026 ANTICIPATED EVENT DATES

Thursday, November 12 and Friday, November 13 – FGF program team arrives in Amman, Jordan.

Saturday, November 14 – Sunday, November 15 – Approximately 40 FGF participants arrive in Amman, Jordan.

Sunday, November 15 – Tuesday, November 17 – Cohort 6 Gathering programming takes place.

Tuesday, November 17 – Approximately 100 additional FGF participants arrive in Amman, Jordan to join the All-Fellows Gathering.

Wednesday, November 18 – Friday, November 20 - All-Fellows Gathering programming takes place with all participants, including those from the Cohort 6 Gathering.

Friday, November 20 – All-Fellows Gathering programming concludes.

Saturday, November 21 – Participants depart from Amman, Jordan.

EXAMPLE SCHEDULE

Below is an example of what the schedule for the Gatherings may look like. Please note that these activities are not yet confirmed, and everything is subject to change. ***More specific details will be made available in June 2026.***

Date	Time	Activity
------	------	----------

Thursday, November 12	Throughout the day	FGF Program Team arrives in Amman, Jordan. Airport transportation to hotel needed for FGF team members.
Friday, November 13	Throughout the day	Additional members of the FGF Program Team arrive in Amman, Jordan. On-site assistance may be needed with event set-up (transportation of materials, staff meetings, registration set-up, etc.). Airport transportation to hotel needed for FGF team members.
Saturday, November 14	Throughout the day	Early arrival day for participants (Cohort 6 Fellows and Ford representatives) in Amman, Jordan. Airport transportation to hotel needed for participants. Participant registration during designated times.
Sunday, November 15	Morning Afternoon Evening	Arrival day for participants (Cohort 6 Fellows and Ford representatives) in Amman, Jordan. Lunch on own. Lunch per-diem provided for participants (Fellows and their accessibility companions). Participant registration during designated times. Welcome dinner at hotel.
Monday, November 16	Morning Afternoon Evening	Sessions at hotel. Catered lunch at hotel. Place-based learning experience (off-site experience). Anticipated needs: <ul style="list-style-type: none"> - Arranging ground transportation to bring the full group to off-site experience and dinner, and back to hotel. - Sourcing a venue for group dinner (near the proposed off-site experience, based on the agenda). Group dinner.

Tuesday, November 17	Throughout the day Morning Afternoon Evening	<p>Arrival day for additional FGF participants (Alumni, their accessibility companions, and additional Ford representatives) in Amman, Jordan.</p> <p>Place-based learning experience (off-site experience). Anticipated needs:</p> <ul style="list-style-type: none"> - Arranging ground transportation to bring the full group to off-site experience and back to hotel. <p>Catered lunch at hotel.</p> <p>Sessions at hotel.</p> <p>Group dinner. Anticipated needs:</p> <ul style="list-style-type: none"> - Sourcing a venue for group dinner. - Arranging ground transportation to bring the full group to dinner venue and back to hotel.
Wednesday, November 18	Morning Afternoon Evening	<p>Sessions at hotel.</p> <p>Catered lunch at hotel.</p> <p>Place-based learning experiences (off-site experiences). Anticipated needs:</p> <ul style="list-style-type: none"> - Arranging ground transportation to bring participants to different off-site experiences and dinner, and back to hotel. - Sourcing a venue for group dinner. <p>Group dinner.</p>
Thursday, November 19	Morning Afternoon Evening	<p>Place-based learning experiences (off-site experiences). Anticipated needs:</p> <ul style="list-style-type: none"> - Arranging ground transportation to bring participants to different off-site experiences and back to hotel. <p>Catered lunch at hotel.</p> <p>Sessions at hotel.</p> <p>Free evening for participants. Dinner per-diem provided for participants (Fellows and their accessibility companions).</p>
Friday, November 20	Morning	Sessions at hotel.

	Afternoon	Catered lunch at hotel.
	Evening	<p>Closing Session.</p> <p>Celebratory dinner. Anticipated needs:</p> <ul style="list-style-type: none"> - Sourcing a venue for group dinner. - Sourcing a live musical performance - Arranging ground transportation to bring the full group to dinner venue and back to hotel.
Saturday, November 21	Throughout the day	Airport transportation needed for participants based on flight itineraries.

ATTACHMENT B: COST PROPOSAL INSTRUCTIONS

Submit a detailed budget (in Excel spreadsheet) for the services described in your proposal, including transportation services, on-site logistical staff, group meals, and any taxes, fees and gratuity. The estimated participant numbers provided below for budget purposes include Fellows, their accessibility companions, Ford representatives, FGF program team, and additional vendors accompanying the group (e.g. local staff, photo/video providers, interpreters). This is why the estimated numbers vary depending on the activity. The itemized list should include expense for the services you are addressing in your proposal, including:

Airport Transportation

- to the event hotel in Amman, Jordan on Thursday, November 12 for approximately 5 FGF team members and on Friday, November 13 for approximately 5 FGF team members (*dependent upon travel itineraries*).
- to the event hotel in Amman, Jordan on Saturday, November 14 for approximately 25 participants; on Sunday, November 15 for approximately 15 participants; and on Tuesday, November 17 for approximately 100 participants (*dependent upon participants' travel itineraries*).
- from the event hotel in Amman, Jordan on Saturday, November 21 for approximately 150 participants (*dependent upon participants' travel itineraries*).

Hotel

- Lodging

Dates	Room Type	Quantity
Thursday, November 12	Single-occupancy	5
Friday, November 13	Single-occupancy	10
Saturday, November 14	Single-occupancy	35
Sunday, November 15 – Monday, November 16	Single-occupancy	50
Tuesday, November 17 – Friday, November 20	Single-occupancy	150

-Meeting Rooms

Dates	Room Type	Quantity	Capacity
Friday, Nov 13 – Saturday, Nov 14	Meeting room	1	20
Sunday, Nov 15	Meeting rooms	2	20 each
Sunday, Nov 15	Meeting room (main session)	1	65
Sunday, Nov 15	Dinner space	1	55
Monday, Nov 16	Meeting room	1	20
Monday, Nov 16	Meeting room (main session)	1	65
Monday, Nov 16	Lunch room	1	55
Tuesday, Nov 17	Meeting rooms	2	20 each
Tuesday, Nov 17	Meeting room (main session)	1	65
Tuesday, Nov 17	Lunch room	1	55
Tuesday, Nov 17	Meeting room	1	170
Wednesday, Nov 18 – Friday, Nov 20	Meeting room	1	20
Wednesday, Nov 18 – Friday, Nov 20	Meeting room (main session)	1	170

Wednesday, Nov 18 – Friday, Nov 20	Lunch room	1	160
------------------------------------	------------	---	-----

-Food & Beverage Needs

<i>Breakfast included with lodging rate. Dates</i>	Service Type	Quantity	Capacity
Sunday, Nov 15	Dinner	1	55
Nov 16–17	Coffee break	1 per day	55
Nov 16–17	Lunch	1 per day	55
Nov 18–19	Lunch	1 per day	155
Nov 18–19	Coffee break	1 per day	155
Friday, Nov 20	Lunch	1	155
Friday, Nov 20	Coffee breaks	2	155

Venue and Catering Costs (outside of hotel)

- Monday, November 16: Group dinner for 55 participants
- Tuesday, November 17: Group dinner for 55 participants
- Wednesday, November 18: Group dinner for 155 participants
- Friday, November 20: Closing celebratory dinner for 155 participants

Ground transportation (based on sample agenda)

- Monday, November 16 – Tuesday, November 17: Ground transportation for 55 people.
- Wednesday, November 18 – Thursday, November 19: Ground transportation for three groups of 50 participants traveling simultaneously to three separate locations.
- Friday, November 20: Ground transportation for 155 participants to closing dinner venue.

FGF Gathering – Jordan 2026

Facilitating the Creation of the “Built Environment”

See “Built Environment” example photos from previous Gatherings at the end of this document.

- Renting soft furniture to enhance the built environment in the hotel’s main-session meeting rooms (Sunday, November 15 – Friday, November 20)
- Procuring scribing surfaces (e.g. whiteboards, honeycomb boards) and other graphic facilitation materials (e.g. easels, posterboard, paint pens, etc.), based on specific requests from FGF’s graphics/sensemaking team members
- Obtaining decorations. Examples include plants, room dividers, cushions, centerpieces for hotel (Sunday, November 15 – Friday, November 20).

Estimations from previous gatherings for materials related to the built environment range from \$7,000 USD to \$9,000 USD.

Language Interpretation Services

- Monday, November 16 and Tuesday, November 17: An average of 8 hours of interpretation per day for Arabic/English (two interpreters).
- Wednesday, November 17 – Friday, November 17: An average of 8 hours of interpretation per day for Arabic/English, Arabic/Spanish, and Arabic Portuguese (3 pairs of interpreters per language)

Photography Services

- one photographer for an average of 40 hours from Monday through Friday.

Videography Services

- a small team (3 people) for an average of 40 hours from Monday through Friday.

Live Entertainment/Performance

- approximately 2.5 hours for entertainment (e.g., live music, band, DJ) during the closing celebratory dinner.

Printing and Shipping Expenses

Per-Diem Money

- For budget purposes for this RFP, we suggest an estimated \$15,000 USD for per-diem distribution to participants.

Labor/Administrative Costs

- for two on-site logistical staff from March 29 – April 3, 2026 for participation during the advance trip activities with an average of 10 hours per day.
- for four on-site logistical staff from November 13–21, 2026 with an average of 10 hours per day.

FGF Gathering – Jordan 2026

Page **16** of 20

Service/Administrative Fee

- for the planning and execution of the Gathering implementation tasks, as outlined in the preceding pages of this proposal. While the selection will take place in March, outside of the advance trip, we expect that focused planning for the Gathering will start in May 2026.

Contingency Budget

- add the equivalent of 10% of the total budget to account for miscellaneous requests shared by IIE and FGF team members.

Budget Template

A budget template is included as part of the application package. You may list additional cost line items, but it is recommended that you follow the major categories listed in the template, breaking down all "lump sum" items as much as reasonably possible. **Please submit your budget via Excel spreadsheet.**

Built Environment Examples





