



Request for Proposals (RFP)

**Measurement, Evaluation, and Learning Partner: The
Rockefeller Foundation US Program's Jobs Initiative**

May 1, 2026



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Purpose and Objective

The Rockefeller Foundation (the Foundation/RF/we/our/us) is soliciting proposals from vendors qualified to provide advanced monitoring, evaluation, and learning (MEL) services, including quantitative impact modeling, labor market analysis, and data infrastructure support to assess and guide the Foundation's job creation strategy across sectors and geographies.

Overview

RFP Manager:	Victoria Ansarah
RFP Email:	procurement@rockfound.org
RFP Deadline:	May 14, 2026
Location of Work:	Reporting to 420 Fifth Avenue, New York, NY 10018
Project Start Date:	May 2026 (12 month initial term with potential to extend for another 6 months)

Background

The Foundation is seeking a technically rigorous MEL partner to support its Big Bet on American Jobs, a strategy led by the U.S. Program team (USP) to connect 1.6 million workers to good jobs across 250 distressed U.S. communities in sectors including health, childcare, clean energy, AI, and food systems. As the Foundation works toward this ambitious 5-year goal, the MEL partner will strengthen the analytical backbone of the strategy by providing robust labor market modeling, scenario analysis, and impact measurement. The engagement will focus on a targeted set of near-term needs to assess progress over an initial three-year horizon, prioritizing job impact modeling and scenario analysis, refinement of the Theory of Change, development of a MEL plan, and learning and strategic advisory support to support decision-making and communication with leadership and the Board. This work will complement ongoing efforts and is designed to bring technical depth, flexibility, and strategic insight as the strategy evolves.

Our Mission

Our mission, promoting the well-being of humanity throughout the world, remains unchanged since 1913. Today, that mission requires us to work with partners across sectors and political lines to deliver results for Americans and people across the world.

Our Vision

In 1913, John D. Rockefeller established a foundation to use science and technology to solve humanity's toughest problems at their roots, rather than alleviate their symptoms with charity. More than a century later, we come to work each day with the same



ambitious mindset: we can solve today's big problems like climate change, not just settle for small improvements.

Today, we are data-driven experts willing to take risks and the long view on the big bets and partnerships needed to scale revolutionary solutions. We remain optimistic about the future — even at a pessimistic, divisive time — because we have seen it's possible for individuals, parties, and institutions to work, learn, and transform the world together.

What We Believe

<https://www.rockefellerfoundation.org/about-us/mission-and-vision/>

We believe that many of the greatest challenges of our time are solvable.

We believe that connectivity powers change.

We believe our history is our greatest resource.

We believe that impact is more achievable when our team engages actively alongside grantees and partners.

We believe we should leverage all of our assets for good.

We believe in the power of data and evidence to inform what we do, and how we do it.

We believe that timing is everything.

We believe that our work should reduce disparities.

Our Work

The Rockefeller Foundation uses grantmaking and other tools to deliver results for people, especially those often left behind, in the United States and around the world. Our current work aims to take new technology or ideas — or novel ways to apply existing ones — to help improve public health, create nutritious and sustainable food systems, connect people to electricity, and enable meaningful economic opportunity.

Scope of Work

The Foundation seeks a highly technical MEL partner to provide support for its American jobs strategy. The partner will serve as an analytically focused advisor, supporting modeling, quantitative analysis, and scenario planning; refinement of the Theory of Change; development of a MEL plan; learning, sensemaking, and strategic advisory support; and advisory design. The scope below outlines the core services, expected deliverables, and key qualifications.

Services Requested

The selected partner will be expected to provide:

1. Modeling, Quantitative Analysis, and Scenario Planning

- Conduct labor market and economic analysis and scenario modeling to test assumptions, assess alternative investment or policy conditions, and understand implications for projected job outcomes.
- Develop credible job impact models estimating job creation associated with USP investments across priority sectors and geographies.
- Produce prospective, decision-oriented modeling outputs that inform strategic tradeoffs and support leadership and Board-level discussions.

2. Theory of Change

- Based on the scenario planning above, refine and operationalize the Theory of Change from demonstration to scale, explicitly linking strategy choices to civic innovation and systems-level outcomes.
- Clarify key causal pathways, assumptions, and decision points embedded in the strategy.
- Facilitate shared understanding across teams of *how* current investments connect to longer-term outcomes.

3. MEL Plan

- Develop a clear, coherent impact framework that articulates how strategy is expected to contribute to desired outcomes.
- Translate strategic priorities into measurable outcomes and leading indicators.
- Support distinctions between direct impact, contribution, and scaled or ecosystem-level effects, including implications for attribution and credibility.
- Develop a comprehensive MEL plan aligned to the refined Theory of Change to include:
 - Monitoring indicators
 - Clarifying what data will be sourced from grantees versus secondary sources.
 - Design data infrastructure to support ongoing tracking and analysis

- Support aggregation of indicators across grantees to enable portfolio-level insights
- Develop Evaluation and strategic learning questions
- Develop dashboards to support real-time sensemaking and strategic use (not just reporting).

4. Learning, Sensemaking, and Strategic Advisory

- Embed learning and sensemaking, supporting interpretation of emerging data, including baseline data from the Community Listening Pilot, and implications for strategy. This may include engaging with community partners, as appropriate, to inform learning.
- Design and facilitate structured conversations with RF’s Strategic Learning & Impact (SL&I) and USP teams to surface insights, assess risks, and refine course as the strategy evolves.
- Provide ongoing, analytically grounded recommendations to support adaptive decision-making.

5. Advisory Design

- Provide design support to help USP assess the role, structure, and composition of a potential measurement, learning, and advisory committee.
- Identify and propose criteria and profiles for potential committee members, drawing on the partner’s analytic, sectoral, and systems expertise.

Deliverables

The following table illustrates sample deliverables. Prospective partners may advise on form and timing, and final deliverables will be agreed upon in concert with the MEL partner.

Q2 2026	<ul style="list-style-type: none"> ● June 12: Short report for Board including a data collection plan, methodology and assumptions underlying the 1.6 million jobs goal, and framing materials to support Board discussion ● Detailed workplan
Q3 2026	<ul style="list-style-type: none"> ● MEL plan, including initial jobs impact framework and assumptions, outcomes and leading indicators, implications for attribution, and data infrastructure ● Quarterly Report on progress, challenges, lessons learned
Q4 2026	<ul style="list-style-type: none"> ● Quarterly Report on progress, challenges, lessons learned
Q1 2027	<ul style="list-style-type: none"> ● Integration plan for Community Listening Pilot baseline data ● Quarterly Report on progress, challenges, lessons learned
Q2 2027	<ul style="list-style-type: none"> ● Final Report

**Key Qualifications:**

The ideal partner will demonstrate:

- Strong quantitative and analytical capabilities, including economic and labor market modeling.
- Experience building or advising on data infrastructure, analytics systems, and dashboards.
- Deep expertise in strategy measurement, impact evaluation, and contribution analysis.
- Ability to work across multiple US geographies and sectors, including health, childcare, clean energy, AI, and food systems.
- Experience supporting complex, multi-stakeholder initiatives and communicating with senior leadership.
- Comfort operating in evolving strategic environments.

The Foundation will only consider single-vendor proposals (ie: no partnerships, collectives, or subcontracting). The anticipated engagement may begin with an initial 12 month contract, with the possibility of extension based on performance and evolving needs.



The RFP Process

Supplier Partnerships

In support of its core commitment to expanding opportunity and access, the Foundation actively seeks partnerships with a wide range of suppliers of goods and services. This includes, but is not limited to, businesses of various sizes, ownership structures, and backgrounds.

As part of its procurement process, the Foundation may request information from potential suppliers regarding their ownership and organizational values. This helps the Foundation identify partners whose practices align with its commitment to responsible business operations and who are best equipped to deliver high-quality, competitively priced goods and services.

Communities, Partners, and Impact

The Rockefeller Foundation believes that when trying to promote the well-being of everyone we must be able to work with anyone. We are at our best when the talented people of RF work and thrive in a dynamic and welcoming environment that brings out the best in our team members, grantees and partners.

To that end, our Communities, Partners, and Impact team is working to help:

1. Build a Rockefeller Foundation community that welcomes, celebrates, and engages staff across all regions.
2. Ask “who is at the table” for our convenings, programs, initiatives — and engage with a broad set of partners to support our efforts.
3. Advance impact and opportunity, especially for vulnerable communities.

Sustainability

The Foundation is committed to procuring sustainable, ethical and responsibly sourced materials, goods and services. We seek to partner with suppliers who maintain practices that align with these values and practices. We are also dedicated to decreasing our emissions across our operations, targeting Net Zero operations by 2040. This vision for a sustainable future extends to every link in our value chain, including our suppliers. We aim to collaborate with suppliers who share this commitment and uphold practices in line with these values and, at the same time, are best positioned to provide high quality, competitively priced goods and services.

Accessibility

The Foundation is committed to ensuring that our RFP process is accessible, and we may be able to offer some adjustments to enable interested vendors to better participate in the process. For support during the RFP process, contact the listed RFP Manager.

The Proposal

- Maximum length:** 10 pages total (excluding cover page) submitted as a single PDF file
- Required format:** Use the section headers exactly as listed below
- Appendices:** Not permitted unless explicitly requested
- Submission:** Via email to procurement@rockfound.org using subject line:
“RFP 00101 proposal [applicant name]”

1. Executive Summary (1 page max)

- One-paragraph understanding of the Foundation’s USP job creation strategy and MEL needs
- Clear statement of what makes your approach distinct (not general MEL strengths)
- Summary of first 90 days outcomes if selected

2. Approach to Core Scope of Work (5 pages max)

Please describe your approach to the following:

2.1 Modeling, Quantitative Analysis & Scenario Planning

- Types of models you would use for job impact estimation
- How assumptions will be tested and updated

2.2 Theory of Change Refinement

- How you would operationalize TOC
- How TOC links to modeling and indicators

2.3 MEL Plan & Data Infrastructure

- Proposed structure of a MEL framework (components only)
- How indicators distinguish direct impact vs contribution vs scaled effects
- High-level data architecture approach (grantee + secondary data)

2.4 Learning, Sensemaking & Strategic Advisory

- How learning will be embedded throughout (not just reports)
- How insights would be surfaced for leadership and Board use

2.5 Advisory Design (Committee Support)

- How you would assess whether an advisory committee is warranted
- Criteria you would recommend for member profiles

3. Team Structure & Seniority (1 page max)

- Core team roles (not full bios)
- Approximate seniority mix (e.g., Partner / Principal / Manager / Analyst)
- Identification of day-to-day lead and senior escalation point

4. Pricing Summary (1 page max)

- Overall pricing model (e.g., T&M with ceiling, fixed by phase)
- Estimated 12-month cost range
- Major cost drivers and assumptions
- Include rate chart with Core Team clearly identified with hourly/daily rates

5. Relevant Experience & References (2 pages max)

- 3 comparable engagements:
 - Client type
 - Problem addressed
 - Analytic complexity
 - Outcomes enabled
- 2 references (name, org, role only)

Evaluation Criteria

Evaluation Criteria	Needed to receive full score
Strategic Fit & Understanding	Demonstrated understanding of the Foundation’s USP job creation strategy, decision context, and how MEL will be used to inform leadership and Board choices.
Analytical Rigor & Technical Credibility	Soundness and appropriateness of proposed modeling, assumptions discipline, and MEL frameworks relative to the scope of work.
Prioritization & Practicality	Evidence of clear prioritization, feasibility under real-world constraints, and focus on what matters most in the first 12 months.
Executive & Board Usefulness	Quality and usefulness of proposed outputs for senior decision-makers, including clarity, relevance, and actionability.
Team Strength & Governance	Appropriateness of team structure, senior leadership access, clarity of roles, and accountability for delivery.
Pricing & Value for Money	Coherence of pricing approach, alignment of costs to scope and value, and transparency of key assumptions.

Key RFP Activity Dates

Key Activity	Target Date*
Issue RFP	May 1, 2026
Proposals due to procurement@rockfound.org using subject line: "RFP 00101 proposal [applicant name]"	May 14, 2026
Evaluation of Proposals and Identification of Shortlist	May 15, 2026
Interviews	May 19-21, 2026
Finalist Selection Announcement	May 25, 2026

*dates are subject to change, applicants will be notified of any changes

Interviews

The vendor will be invited to interview virtually with the Foundation. The Foundation will inform the vendors of the arrangements for any such interview.



Terms and Conditions

Reservation of Rights

The Foundation reserves the right to negotiate any proposals and to reject any or all proposals submitted if it is deemed to be in the best interest of the Foundation.

The Foundation reserves the right to check the accuracy of all information and to request official supporting documents. Applicants who provide inaccurate information can always be excluded from the RFP process.

The Foundation reserves the right to modify or cancel the RFP after issuance. Such modification shall be considered an amendment hereto and will be provided to all prospective applicants via email. The Foundation will contact each respondent with any such modifications of the RFP prior to the award of the RFP.

Confidentiality

The Foundation reserves the right to require any respondent to enter into a non-disclosure agreement.

Costs and Ownership

The RFP does not obligate the Foundation to pay for any costs of any kind that may be incurred by the applicant or any third parties, in connection with your response. The Foundation will not reimburse for any such costs. All responses and supporting documentation shall become the property of the Foundation, subject to claims of confidentiality, non-disclosure, and copyright, in respect of the response and supporting documentation. The Foundation reserves the right to discuss your response to the RFP with its affiliates, consultants, or agents (including its attorneys and/or financial advisors) to assist in analyzing the responses.

Intellectual Property

Applicants should not use any intellectual property of the Foundation including, but not limited to, all logos, registered trademarks, or trade names of the Foundation, at any time without the prior written approval of the Foundation, as appropriate.

Responses

All accepted responses shall become the property of the Foundation and will not be returned.



Binding Offer

Responses constitute a complete and binding offer for a period of 180 days from submission. By submitting a response to the RFP, you agree that as a potential vendor you are fully capable and willing to provide the services in your response and that you will comply with all applicable Federal, state, and local laws, regulations, rules, and/or ordinances.

Governing Law

This RFP and your response to it shall be governed by the laws of the State of New York.

No Liability

The Foundation shall not be liable to any respondent, person, or entity for any losses, expenses, costs, claims, or damages of any kind:

Arising out of, by reason of, or attributable to, prospective vendors responding to this RFP; or

As a result of the use of any information, error, or omission contained in this RFP document or any information provided during the RFP process.

The Foundation assumes no obligation, no responsibility and no liability for costs incurred by vendors responding to this RFP prior to the issuance of a contract.

Privacy

Personal information collected from any respondent is subject to the Foundation's privacy policy, available at <https://www.rockefellerfoundation.org/privacy-policy/> and will be used by the Foundation in accordance with its privacy policy. For international respondents, please be aware that the information submitted is collected in the United States of America. In addition to being subject to the Foundation's privacy policy, the collection, storage, and use of a respondent's personal data will be subject to U.S. laws and regulations, which may be different from the laws and regulations of other countries. By participating in this RFP, the respondent consents to this collection, storage, and use.

Conflicts of Interest

A vendor shall be required to disclose any conflicts of interest with The Rockefeller Foundation, including its affiliates, staff and trustees, in its proposal and will continue to monitor and disclose any conflicts of interest if awarded the proposal during the term of the rewarded contract. Vendor will ensure there is no conflict of interest before providing any services if awarded.



Entire RFP

This RFP, any addenda to it, amendments hereto, and any attached schedules, constitute the entire RFP. This RFP supersedes all prior oral or written agreements. This RFP does not constitute a binding contract and only the contract issued in award of the RFP between the parties are considered legally binding.