



THE KAIZEN COMPANY

RFP Issuance Date: January 16, 2020

Proposal Submission Due Date: February 12, 2020, 12am (Nairobi time)

Question Due Date: January 29, 2020, 12am (Nairobi time)

Anticipated Start Date: March 2, 2020

**SUBJECT: Request for Proposals (RFP) No. RFP/KZN/RIGO-SS/RFP-0004
Services to Supply a Budget Management System for the Intergovernmental
Authority on Development (IGAD)**

The Kaizen Company is seeking proposals from qualified organizations interested in providing the services described in the attached Request for Proposals (RFP).

The purpose of this Request for Proposal (“RFP”) is to invite qualified organizations to submit a proposal for providing services to supply a budget management system for the Intergovernmental Authority on Development (IGAD) outlined more fully in Sections III and IV.

The Kaizen Company intends to issue a fixed-price subcontract to suitable vendors who demonstrate that they have the capacity to deliver quality technical assistance and are the most responsive to the requirements of the RFP.

The remainder of this RFP provides additional information that will allow an offeror to understand the scope of the effort and develop a proposal in the format desired by The Kaizen Company.

Issuance of this Request for Proposal (RFP) does not constitute an award commitment on the part of The Kaizen Company. The Kaizen Company reserves the right to reject any offer received in response to this request. The Kaizen Company shall not be liable for any costs incurred by Offeror in the preparation and submission of proposal.

The information presented in this RFP is furnished solely for the purpose of assisting the offeror in making its own evaluation of the Scope of Work and does not purport to be all-inclusive or to contain all the information you may require. This RFP is not an offer by The Kaizen Company to contract, but rather an attempt to establish a common framework for The Kaizen Company to evaluate potential suppliers. The offeror should make its own investigations, projections and conclusions to verify independently the information contained in this RFP, and to obtain any additional information that it may require, prior to submitting a proposal.

All questions, comments, requests for clarifications must be sent in writing to operations@rigo-ssa.com no later than the date and time indicated above. Questions will not be entertained after this date.

If substantive questions are received which affect the response to the solicitation or if changes are made to the closing date and time as well as other aspects of the RFP, this solicitation will be amended. Any amendments to this solicitation will be issued and posted on the Kaizen procurement opportunities website. The worldwide web address is www.thekaizencompany.com. Offerors are encouraged to check this website periodically.

Thank you for your interest and we look forward to your participation.

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Statement of Work (SOW)

I. Background

The United States Agency for International Development (USAID) has long been a steady and reliable partner in Africa's economic integration efforts. For nearly two decades, USAID has provided support to Regional Intergovernmental Organizations (RIGOs), including the Common Market for Eastern and Southern Africa (COMESA) in Lusaka, Zambia, the East African Community (EAC) in Arusha, Tanzania, and the Intergovernmental Authority on Development (IGAD) in Djibouti, Djibouti.

The United States Agency for International Development (USAID) is funding a 5-year system strengthening activity for three Regional Intergovernmental Organizations (RIGOs) in East Africa: The Common Market for Eastern and Southern Africa (COMESA); the East African Community (EAC), and the Intergovernmental Authority on Development (IGAD).

The aim of the RIGO System Strengthening activity is to achieve a demonstrable, evidence-based improvement in the organizational systems of COMESA, EAC, and IGAD; subsequently, the goal is to provide a measurable increase in each RIGO's efficient and sustainable organizational performance. USAID has contracted The Kaizen Company¹ to work with the three RIGOs to achieve the improvements. This is done through the assessment of RIGOs capacities and developed in a solution package.

This particular assignment is to assist the IGAD.

IGAD ORGANIZATIONAL BACKGROUND

The Intergovernmental Authority on Development (IGAD) whose members are Djibouti, Ethiopia, Eritrea, Kenya, Somalia, South Sudan, Sudan and Uganda was established in 1986, in response to the recurrent droughts of the 1970s and 1980s. In 1996, the mandate of IGAD was expanded to encompass food security and environmental protection; economic co-operation; and political and humanitarian affairs. The intention of the expanded mandate of the organization was to act as a vehicle through which the region's resources and energies would be collectively mobilized and channeled to address robust and sustainable socio-economic development. At the operational level, IGAD's expanded mandate is globally articulated and translated into action by the overall Regional Strategy and accompanied by six elaborated thematic sectoral strategies which are implemented through annual operational plans. The IGAD Operational Plan (IOP) provides a coherent framework aimed at guiding IGAD's priority initiatives in pursuit of its mandate and in moving forward as the premier Regional Economic Community (REC) for achieving peace and sustainable development in the region. Therefore, the need for an efficient preparation and effective implementation and monitoring of IGAD's operational plan is crucial for IGAD to effectively deliver on its mandate. For that reason, IGAD intends to identify and implement a comprehensive planning and budget management system.

¹ The Kaizen Company is an incubator for innovative, scalable solutions that address emerging market challenges and opportunities. Our proven solutions catalyze locally driven organizational and institutional performance improvements and establish communities of practice that facilitate peer-to-peer learning and the achievement of shared goals

INTRODUCTION TO THE ASSIGNMENT

Currently IGAD uses excel spreadsheets for the preparation, implementation and monitoring of its budget execution and performance. This has been found to be inefficient as it exposes the organization to error and inconsistencies which impedes effective oversight and management of the implementation of IGAD's programs and projects. Therefore, IGAD intends to acquire a comprehensive planning and budget management system (BMS) to assist the organization in the preparation, implementation, and monitoring of approved budgets that are linked to the overall regional strategy of the organization. The BMS system should be synchronized with IGAD's planning and budgeting cycle and should be integrated with the core accounting software of IGAD.

TECHNICAL INFRASTRUCTURE

The following are the major system capabilities in terms of availability, target deployment environment(s), device accessibility, and/or technical capability required:

<i>Planning and Budgeting</i>
a) Ability to allow users (such Project Managers/Budget Holders) to populate data using the pre-designed Project Management Template (detailed work-plan template/IOP)
b) Ability to provide hierarchical approval of work plans on workflow based system (from Project Managers, Directors, Executive Secretary)
c) Ability to set timelines for approval based on the system workflow
d) Ability to accommodate supplementary budgets
e) Ability to set budget ceilings
f) Ability to capture Budget Formulation and integrate with Accounting system for real-time execution, monitoring and control
g) Ability to rollback budget transactions if necessary
h) Ability to freeze budget once cycle completed
i) Ability to connect budgetary commitments to the actual ledger
j) Ability to budget by outcomes/outputs and activities/sub-activities
k) Ability to have calendar of planning process
l) Ability to display location of the project/program
m) Ability to allocate or re-allocate funds as per the approval processes
n) Ability to show source and status of funding (JFA, EU,WB, AfDB, etc.), the implementer/s, (Division, SIs, Program etc.)
o) Ability to provide an automatic coding for pillars, program areas, project, outputs, activities etc.
p) Ability to notify authorized users on system workflows milestone progress, funds availability, spending trends etc.
q) Ability to provide timeline (start and end date of the program/project, activity)
r) Ability to have pre-set fields based on chart of accounts and budget lines (DSA, ticketing, training and staff costs/categories etc.)
s) Ability to import information from existing planning tools - mostly in Excel spreadsheets
t) Ability to provide for blocking or rejection of disbursements against exhausted budget lines

Monitoring and Evaluation

- a) Ability of the system to allow users to update progress of activities with mandatory explanations
- b) Ability to define indicators based on strategic plan and link these priorities to IOPs
- c) Ability to provide notifications during the reporting periods
- d) Ability to display indicator based dashboards
- e) Ability to monitor/track the procurement plans

Audit

- a) Provide system audit trails and error logs
- b) Enable online archiving of over several years (minimum 5 years)
- c) Ability to log un-successful / successful access attempts
- d) Ability to provide appropriate security for user creation / modification
- e) Ability to log for any changes to table information that may contain rates and information, which is used by the system in any way--before, after, change, date, and by whom
- f) Ability to provide appropriate security for user creation / modification

Technology

- a) Ability to enable centralized configuration management
- b) Ability to support multifactor authentication
- c) Ability to retrieve on-line data in real time and should not deteriorate with increase in number of transactions/users/accounts
- d) Ability to alert administrators when the system becomes inoperable or offline
- e) Ability to enable administrators to track changes as per the various hierarchy levels of data, track database downloads, and changes by users
- f) Ability to support SSL
- g) Ability to be access the system via the cloud
- h) Ability to be scalable to multiple locations
- i) Ability to perform system clean-ups and application backups as per document retention policies
- j) Ability for the system to provide for full operation in offline mode (for branches) when there are communications failures
- k) Ability to support real-time database update of transactions
- l) Ability to support load sharing/balancing
- m) Data retrieval from the system should be online real time and should not deteriorate with increase in number of transactions/users/accounts
- n) Ability to support user-level access control - role management
- o) Ability to support menu manager where all users access the application using menus and not commands

Database

- a) Ability to support database Inter-operability
- b) Ability to support database replication in a distributed environment
- c) Ability to have interoperability between various relational databases (RDBMS) such as Oracle, MS SQL, MySQL, POSGRES

Document and Workflow Management

- a) Ability for the workflow system to escalate the action to a supervisor and enforce the chain of command, using defined business rules
- b) Ability to attach and reference electronic copies of documents associated with inputs
- c) Ability to define user workflows and to amend existing ones
- d) Ability to provide workflow action and event tracking, with user definable actions that can be mandatory or optional
- e) Ability to provide a workflow engine

Help and Documentation

- a) Provision of online documentation, help, work procedures, search facilities and how to videos

Integration with other Systems

- a) Ability to integrate with Gmail, word processing and spreadsheet tools (Office Automation tools) and instant messaging
- b) Ability to provide in-built data migration and validation tools
- c) Ability for the established BMS to be interlinked with the Accounting System (Sun System) for automatic budget execution and automatic budget updates
- d) Provide a well-documented API for future integrations

Usability and User Interface

- a) Ability to support IGAD official languages - English and French
- b) Ability to be accessed by use of a web browser AND a user-friendly graphical user interface (GUI)
- c) Ability to create user defined fields and parameters
- d) Ability to generate document numbers sequentially and without duplication
- e) Ability to inform users of pending transactions in their queue when logging off
- f) Ability to perform data validation checks during data entry
- g) Ability to support image compression e.g. JPEG, GIF, or other formats
- h) Ability to support IGAD currencies: USD, Euro.

SYSTEM INTERFACES

The requirements herein envisage an end-to-end system that is based on modern architecture and which can be easily integrated to the following (not conclusive) systems:

- Accounting System (Sun Systems);
- HR system (Sage 300);
- Procurement System (Sun Systems);
- Audit System (Idea Software);
- Mail (Google); and
- Productivity (Microsoft Office 2016).

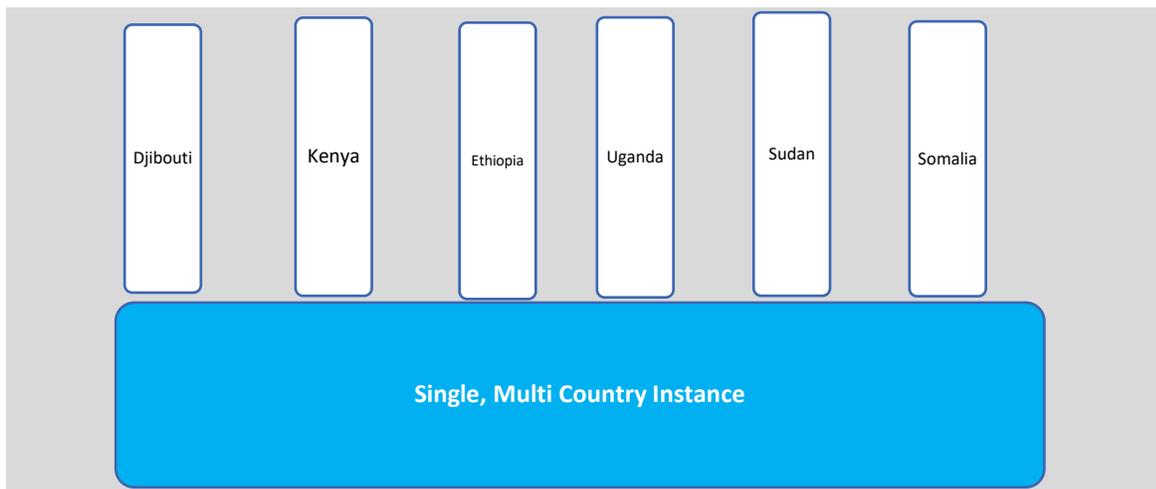
SYSTEM USE CHARACTERISTICS

IGAD currently has operations in Djibouti (HQ), Kenya, Ethiopia, Sudan, Uganda and Somalia. There are an estimated 300 users of the proposed system. The user base can be grouped as follows:

- Super Users / Champions – 10
- IT Technical User – 10
- Regular Users - 280

COMPANY/ENTITY VIEW OF PROPOSED ARCHITECTURE

The proposed BMS will be implemented in a single instance multi-country scenario for the 6 countries. The system will be cloud based and accessible through an existing wide area network connectivity.



UNDERLYING INFRASTRUCTURE

IGAD anticipates to obtain a BMS that is cloud-based. It is preferable that the entire stack of the BMS, including infrastructure, is cloud-based. IGAD will therefore access this solution on an OPEX/Subscription model as opposed to having a locally hosted solution.

Vendors will be required to provide a complete proposal that covers the BMS Solution as well as sizing for underlying networks, servers, and storage devices required to provide optimal operation of the proposed BMS Solution. Considerations for end-to-end systems security must also be included.

SYSTEM ACCEPTANCE CRITERIA

The BMS system will be accepted upon successful fulfilment of the following criteria:

- All the agreed technical and functional requirements have been implemented.
- All criteria for user acceptance have been met.
- All conditions for go-live readiness have been met (including implementation, training, change management, data migration, testing and arrangements for ongoing maintenance and support).

TRAINING REQUIREMENTS

Training is a key component of our delivery. While there will be hands-on 'on the job' training throughout the implementation lifecycle, 'classroom' type training for the various user categories will be required.

The training and implementation approach will be to identify Super Users and functional users in each of the specific areas. The Super Users will be provided with intensive formal and informal training to allow them to effectively participate in the implementation as well as roll out any further training to end-users.

Training will address two key areas:

1. The overall functionality and use of the system at a user level. This type of training will address issues like how to access the system and carry out the day-to-day duties expected in the complaints resolution and tracking module.
2. Understanding of system set-ups and how to modify them for each module. This training will assist a User to manage and administrate the area of the system that they use so as to cope with changes in the organization. For example, new users have to be set up in the system and given security access rights only to the areas they need to access. Business policies can change and the system will need to be modified for such changes. Managers may need new types of reports and these will need to be configured.

Training will be provided to the following groups of users:

- Super Users / Champions
- IT Technical System Administrator
- End Users

II. Objectives

OBJECTIVE OF THE ASSIGNMENT

The aim of this assignment is:

- Planning
 - The system will help IGAD in ensuring a more systematic, coordinated, and properly controlled budget allocation process.
 - The system will reduce the amount of time spent and the risk of errors in budget preparation process especially in budget consolidation as most of the processes would be done in the system. This will also increase the budget credibility.
 - The system will assist in ensuring prioritization at the planning stage.
- Budget Control
 - The system will provide IGAD with a wide range of instant budget reports, thereby supporting accelerated and informed management decision making.
 - The system will help in tracking spending at the lowest level of budget.

- The system will reduce the amount of time spent in preparing budget and performance reports.

III. Deliverables

The Consulting Firm is expected to fully implement an operational budget management system for IGAD.

IV. Duration and Location

Duration:

The consultancy is expected to take six (6) calendar months from inception to completion. The anticipated period is from March to August 2020.

Locations:

The primary location is Djibouti, Djibouti with possibility for meetings in Nairobi, Kenya.

V. Submission Information

This section contains general and specific requirements for submitting the technical and cost proposals. Please ensure completed forms, along with a copy of your legal registration, are included with the technical proposal otherwise your proposal will be rejected.

1. This RFP is issued as a public notice to ensure that all interested, qualified and eligible organizations legally registered for business in Kenya or East Africa have a fair opportunity to submit proposals. Qualified international firms should have local and/or international experts available to provide these services.
2. The Offeror is requested to submit a proposal directly responsive to the terms, conditions and clauses of this RFP. The overall proposal shall consist of two (2) physically separated parts: Technical Proposal and Cost Proposal.
Alternative proposals will not be considered. Proposals not conforming to this solicitation may be categorized as unacceptable and eliminated from further consideration.

Offerors are allowed to submit one proposal. If an Offeror participates in more than one proposal, all proposals involving the Offeror will be rejected.
3. Proposals shall be written in English. Cost proposals shall be presented in US Dollars.
4. Proposals must remain valid for a minimum of **120 (one hundred twenty) days**. The Offeror may submit its proposal by the following means:

Electronically – Internet email with up to two (2) attachments per email compatible with MS WORD, Excel and Adobe Acrobat in a MS Windows environment to: operations@rigo-ssa.com

5. The person signing the Offeror’s proposal must have the authority to commit the Offeror to all the provisions of the Offeror’s proposal.
6. The Offeror should submit its best proposal initially as The Kaizen Company intends to evaluate proposals and make an award without discussions. However, The Kaizen Company reserves the right to conduct discussions should it deem it necessary.
7. Proposals must be clearly and concisely written and must describe and define the Offeror’s understanding and compliance with the requirements contained in the STATEMENT OF WORK. All pages must be sequentially numbered and identified with the name of the Offeror and the RFP number.

PART A: TECHNICAL PROPOSAL

The technical proposal shall be straightforward and concise, outlining in sequence, how the Offeror intends to carry out the technical requirements under each main activity. No contractual price information is to be included in the Offeror’s implementation work plan in order that it will be evaluated strictly on its technical merit.

Detailed information should be presented only when required by specific RFP instructions. Items such as graphs, charts and tables may be used as appropriate but will be considered part of the page limitation. Key personnel resumes, bio-data sheets, references and dividers are not included in the page limitation. No material may be incorporated in the proposal by reference, attachment, appendix, etc. to circumvent the page limitation.

1. Organizational Information:

- Organization’s legal name
- Contact name and position or title
- Organization’s E-mail address, physical address and telephone number
- Copy of legal registration for business in Kenya, East Africa, the United States or other USAID Geographic Codes 937.

2. Technical Approach: Please prepare the technical proposal using the following guidance and exclude any generic or irrelevant promotional information from your proposal.

Section	Comments
Cover Letter	Submission cover letter
Executive Summary	Not exceeding three pages in total
Compliance with Vendor Evaluation Criteria	One Page Summary– Maximum length Showing a reference to sections within the proposal that cover the evaluation criteria
Company Profile	One Page – Maximum length
Proposed BMS Solution	Ten Pages – Maximum length

Implementation Approach (Including preparation, configuration, training, data migration, go-live rehearsal, go-live, post-go live support)	Ten Pages – Maximum length
Project Management Approach	Five Pages – Maximum length
Proposed Team and Summary CVs. Clearly identifying positions of the key team leaders and essential personnel proposed to perform the requirements of this scope of work, activities & tasks and deliverables. The narrative will include the percentage of staff time of principals and managers on this activity, clearly describe education, experience and professional credentials and biodata forms will be completed and attached for the proposed personnel Mandatory: Copies of education and professional certificates of each team member to be included in the appendix.	Four Pages – Maximum length
Citations of Relevant Experience (include contact person’s name and contact information. World Bank format of citations is preferred) <i>References from a minimum of two (2) clients worked with in the past two years on activities similar to this scope of work</i>	Five Pages – Maximum length (One page per citation. Additional material to be included in appendix and cross-referenced appropriately)
Proposed Support and Service Management Approach. Including proposed SLAs	Three Pages – Maximum length
Implementation Timetable – starts from contract signature date to post-go live support.	Three Pages – Maximum length
Detailed Technical and Functional Requirements	As per requirements list. Please submit MS Excel File of this. Please use the embedded Excel Template for this purpose. Please submit soft copy of completed Excel document.
Appendices	Of reasonable length in terms of number of pages, but not to exceed 30 pages. Examples of items to go here: typical legal contract, Mandatory Documents E.g. Certificate of Incorporation, Tax Compliance, Manufacturer’s Authorization, academic certificates of teams. Please cross reference these as appropriate.

3. **Capability Statement:** A narrative – not to exceed three (3) pages – that explains the Firm’s capability to perform the scope of work, activities & tasks and deliverables. The Offeror will demonstrate it has the necessary organizational systems and procedures (e.g., personnel policies, travel policies, project management, equipment, supplies and personnel) in place to successfully comply with the contract requirements and to accomplish the expected results. It will demonstrate it has the in-house resources, e.g. personnel, to provide the required services. A description of relevant personnel training and qualifications, including CVs for key individuals, where applicable. CVs are not included in the 3-page length limit.

4. **Summary:** Please provide narrative responses to the prompts provided in this section.

Topic	Vendor Response
General Requirements	
Please provide a summary about the proposed delivery team structure	
Please provide a proposed project governance model, including escalation matrix. Please include names and contact information of persons included in the governance model and escalation matrix.	
Please list, in sufficient detail, the proposed service level objectives and associated metrics – after go-live.	
Please list, in sufficient detail, the proposed penalties or service credits associated with the implementation project.	
Please list, in sufficient detail, the penalties and service credits that will be associated with the proposed service level objectives and associated metrics – after go-live.	
Please provide as an addendum, a sample of your typical legal contract for services (including licensing, implementation, training and ongoing support)	
Please describe the model to be used in implementing the solution e.g. onsite only, onsite + remote, or remote only	
Please describe in sufficient detail, the proposed service and support model post go-live. Please include details relating to L1, L2, L3 support, training, new features, customization, upgrades, support in the event of a disaster.	
Please describe in sufficient detail, the minimum specifications of underlying networks, servers and storage as well as end use devices, required for effective operation of your BMS Solution. Please provide a bill of quantities for this purpose, as an addendum.	
Please comment on your approach and tools for data preparation, cleansing, transformation and migration.	
Please comment specifically on your proposed solutions multi-company capability	
Overview of the Proposed Solution	
Is your proposed solution and associated costs relating to an on premise or cloud deployment?	
Summarize the system/suites/modules that you propose will meet the needs of IGAD (see detailed system requirements).	
Software version number of proposed solution and date of release.	
Identify version upgrades and/or product announcements anticipated for 2017 and beyond, and anticipated date(s) of release.	
Language(s) used in the development of applications(s).	
What Report Writing tools are standard and included with your solution?	

What business intelligence tools are standard and included with your solution?	
What business intelligence tools are recommended at an additional cost to your solution?	
What other software is required/recommended that must be licensed independently to offer a complete solution based on IGAD specific system requirements?	
Provide a list of the recommended hardware/operating system requirements (user side)	
Integration Capabilities	
Identify and discuss interfacing and import/export mechanisms that facilitate integration between external systems. See additional information in the section with a commentary on integration, above.	
Technical Support	
Discuss the levels of technical support offered.	
Location(s) of the Technical Support Center, which will provide service for IGAD.	
Hours which Technical Support is available (in East Africa Time Zone)	
Identify guaranteed response time to respond to a question/issue.	
Describe problem escalation procedures.	
What initial support is included with the software license?	
What is typically involved in a version upgrade?	
How often are upgrades released?	
How are customizations handled with major and minor software releases?	
Are software upgrades included in the annual maintenance fee?	
Documentation	
Discuss the availability of application software documentation.	
Does your proposed solution provide field-sensitive help windows for input fields?	
Are logical Data Models and Entity Relationship Diagrams either supplied with product documentation or available for purchase?	
Does your proposed solution provide quick reference documentation for day-to-day users?	
Training	
Identify recommended course(s) and number days of training for application support staff (technical support, security administration, development tools and report writer tools).	
Identify recommended course(s) and number days of training for day-to-day system users (application usage and BI tools). Divide the recommended training based on system suites/modules and business functions required by IGAD.	

Identify recommended course(s) and number days of training for casual users.	
Identify recommended course(s) and number days of training for executives.	
Provide recommended alternatives for the administration of training to day-to-day users, casual users and executives.	
Describe any training materials offered	
User Group	
Is there a user group(s) for the proposed system in Kenya?	
<i>Respond to the following section only if a vendor user group exists</i>	
How long has the group been in formal existence? Months/years	
Is there a membership fee?	
If “yes” then give amount of fee per year in the commercial section	
Give the number of currently active members	
What percentage of system enhancements / bug identification results due to the user group meetings?	
How are priorities assigned to the general improvements agreed in the user group meetings?	
What is the vendor policy for priority / chargeability of enhancements specific to one client and / or general to all clients?	
What percentage of improvements has so far been done to system during last 3 years that can be attributed to user group feedback?	

5. **Past Performance:** Not to exceed two (2) pages, the Offeror will submit a list of current and past similar work and assignments completed in the past five years that were similar in size, scope and complexity – preferably in areas listed in the SOW – with particular attention paid to those performed in Kenya/East Africa.

6. **References:** References from a minimum of three (3) clients worked with in the past two years, including at least two (2) from the IGAD industry. Include the contact information: company or organization, name, phone number and email. Each client reference must include the following:
 - a. Organization name and address
 - b. Contact name, title, and phone number
 - c. System name and version number
 - d. Applications/modules installed
 - e. Installation dates
 - f. USD value of contract

PART B: COST PROPOSAL

The Offeror will propose costs it believes are **realistic** and **reasonable** for the work in accordance with the Offeror’s technical approach. The Offeror shall provide a complete budget based on cost elements described below.

Section	Comments
<p>Summary of Costs. This should show the Total Cost of Ownership (TCO) for four years. Note: TCO will be made up of:</p> <ul style="list-style-type: none"> - Initial License Purchase – Estimated 200 Users - Implementation costs - Training costs - On-Going Application Maintenance Support <u>per year, for four years</u> - On-Going Annual License Maintenance <u>per year, for four years</u> - <u>Other Costs</u> 	<p>One Page – Please see mandatory summary format below.</p>
<p>Breakdown of Total Price (Professional Fees + Disbursements and Reimbursable Costs + Miscellaneous) Per Activity.</p>	<p>Initial License Purchase – Estimated 200 users Implementation costs Training costs On-Going Application Maintenance Support <u>per year, for four years</u> On-Going Annual License Maintenance <u>per year, for four years</u></p>
<p>Breakdown of Professional Fees Per Activity.</p>	<p>Initial License Purchase – Estimated 200 users Implementation costs Training costs On-Going Application Maintenance Support <u>per year, for four years</u> On-Going Annual License Maintenance <u>per year, for four years</u></p>
<p>Breakdown of Disbursements and Reimbursable Costs Per Activity</p>	<p>Initial License Purchase – Estimated 200 users Implementation costs Training costs On-Going Application Maintenance Support <u>per year, for four years</u> On-Going Annual License Maintenance <u>per year, for four years</u></p>
<p>Breakdown of Miscellaneous Costs Per Activity</p>	<p>Initial License Purchase – Estimated 200 users Implementation costs Training costs On-Going Application Maintenance Support <u>per year, for four years</u> On-Going Annual License Maintenance <u>per year, for four years</u></p>

Provide in the Budget Narrative section a concise description and justification for each line item cost. Be sure to include data and/or methodologies to support cost estimates.

The Budget Narrative shall be presented in such a way as to be easily referenced from the budget and should provide sufficient information so that The Kaizen Company may review the proposed budget for reasonableness.

All projected costs must be in accordance with the organization’s standard practices and policies.

Offers including budget information determined to be unreasonable, incomplete and/or unnecessary for the completion of the proposed project or based on a methodology that is not adequately supported may be deemed unacceptable.

Summary Format for Financial Proposal

Please provide a summary of your financial proposal using this format.

Description	Y1	Y2	Y3	Y4	Total
Disbursements and Reimbursable Costs					
Miscellaneous Costs					
Ongoing Application License and Maintenance Support					
Professional Fees - Implementation Costs					
Application Licensing					
Total					

Guidelines:

1. Cost proposals from Offerors shall be presented in USD
2. Offer must be inclusive of any applicable taxes such as VAT/GST or other.
3. If the Offeror proposes a fringe benefit rate on salaries, it must be supported by an established written policy. Please provide a detailed explanation in the budget narrative.
4. For employee salaries – List employee name (when identified), functional position and duration of assignment (in terms of person days) and daily rate. The daily rate is derived by dividing base annual salary exclusive of fringe benefits, incentives, bonuses, overtime, allowances and differentials by 260 days.
5. Travel and transportation – Provide the number of trips, origin and destination of trips, estimated airfares and other costs such as taxi fees.
6. Per diem – Offerors will budget per diem associated with travel and transportation in accordance with their established written policy that shall not exceed the U.S. Department of State Standardized Regulations for per diem, which may be accessed electronically at the following internet address: http://aoprals.state.gov/web920/per_diem.asp.
7. Other direct costs – Itemize and provide complete details of other direct costs including unit prices that may be incurred.

VI. Evaluation Criteria

The Kaizen Company will select the offeror whose proposal represents the best overall value to The Kaizen Company in terms of the selection criteria specified below. Offerors who do not follow the instructions in this RFP may be disqualified from consideration.

Offers must first meet the mandatory requirements before their technical and cost proposals will be reviewed. Those bids not meeting the mandatory requirements will be automatically rejected.

The mandatory requirements are:

	Mandatory Requirements	Meets Requirement
1.	Legally registered to do business in Country of domicile – Offeror shall provide a copy of its registration document with the technical proposal.	YES/NO
3.	Pass The Kaizen Company’s Responsibility Determination. The Kaizen Company will check to make sure that final offer is not listed under terrorism list of U.S. Treasury Department, United Nations and that it is not listed as an excluded party under the System for Award Management www.sam.gov	YES/NO
4.	The detailed cost proposal follows the prescribed format.	YES/NO

The evaluation criteria described below will be applied when evaluating the vendor proposal (technical and financial proposals) in its entirety:

Area	Sub-area	% Scores
Technical (70%)	Technical Proposal	45%
	Vendor Demos	15%
	Site visits	10%
Financial (30%)	Financial Proposal	30%
Total		100%

The evaluation criteria described below will be applied when evaluating the **technical proposal** (45% of total) in its entirety:

Functional requirements (RfP)	% Score
Total Score of Business Unit Requirements	55%
Technical & General Requirements	5%
Implementation timetable	5%
Proposed Team/ CVs	20%
Vendor’s experience in similar assignments	15%
Total	100% (45% of total)

The evaluation criteria described below will be applied when evaluating the **financial proposal** (30% of total) in its entirety:

Financial Proposal Criteria	Percentage 30% (maximum)

<p>Cost data will be evaluated based on cost reasonableness, allowability and realism based on the following considerations:</p> <ul style="list-style-type: none"> - Are proposed costs realistic for the work to be performed under the award? - Do the costs reflect a clear understanding of the work requirements? - Are the costs consistent with the various elements of the Offeror's technical proposal? - An all-inclusive day rate for each team member (professional and administrative) 	<p>30%</p>
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VII. General Terms and Conditions

1. Must have a tax identification number and registration in the operating country.
2. Must be willing to accept Tax Exemption Certificate and bill the client only for services exclusive of taxes.
3. Any proposal received in response to this solicitation will be reviewed **strictly** as submitted and in accordance with Section VIII, Evaluation Criteria.
4. EXECUTIVE ORDER 13224 ON TERRORIST FINANCING

Offerors are informed that THE KAIZEN COMPANY complies with U.S. Sanctions and Embargo Laws and Regulations including Executive Order 13224 on Terrorist Financing, which effectively prohibit transactions with persons or entities that commit, threaten to commit or support terrorism. Any person or entity that participates in this bidding process, either as a prime or sub to the prime, must certify as part of the bid that he or it is not on the U.S. Department of Treasury Office of Foreign Assets Control (OFAC) Specially Designated Nationals (SDN) List and is eligible to participate. THE KAIZEN COMPANY shall disqualify any bid received from a person or entity that is found to be on the List or otherwise ineligible.

Firms or individuals that are included on the System for Award Management (www.sam.gov) shall not be eligible for financing and shall not be used to provide any commodities or services contemplated by this RFP.

5. MISSION ORDER NO. 300.6 ON VETTING PROCEDURES

Offerors are informed that The Kaizen Company complies with Mission Order No. 300.6 on Vetting Procedures. Following are the key elements:

- Any proposed US or non-US Contractor or Subcontractor of a USAID award of a contract, grant, Contract, subcontract or any instrument acting as any of the same in excess of \$25,000 will be subject to vetting.
- By submitting the proposals in response to this RFP, the offeror agrees to provide necessary information required for compliance with *Mission Order No. 300.6 on Vetting Procedures*.

6. TERMS AND CONDITIONS

Offerors are responsible for review of the terms and conditions described.

7. CONTRACT MECHANISM

The Kaizen Company is anticipated to award a **fixed-price** contract to the Offeror whose proposal will be evaluated based on the evaluation criteria described previously. Based on the merits of the offers received, The Kaizen Company reserves the right to award more than one subcontract.

8. WITHDRAWALS OF PROPOSALS

Offerors may withdraw proposals by written notice via email received at any time before award. Proposals may be withdrawn in person by a vendor or his/her authorized representative if the representative's identity is made known and if the representative signs a receipt for the proposal before award.

9. RIGHT TO SELECT/REJECT

The Kaizen Company reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. The Kaizen Company also reserves the right to reject any or all proposals received without explanation.

10. DUE DILIGENCE PROCESS

Any selected firm may be required to complete a Financial Pre-Award Risk Assessment in order for The Kaizen Company to ascertain that the organization has the capacity to perform successfully under the terms and conditions of the proposed award. As part of the Pre-Award Risk Assessment process, the firm will also be requested to submit a financial audit report from the previous fiscal year. In addition, payroll records and other financial information may be requested to support budgeted costs.

11. CLIENT PRIOR APPROVAL

Based on the amount of the final award and the type of contractual mechanism, the selected Offeror may be subject to funding agency approval before a subcontract can be awarded. Therefore, organizations are reminded that there may be delays for this process to be completed. In addition, should such approval not be given, this subcontract cannot be awarded.

12. DISCLAIMER

This RFP represents only a definition of requirements. It is merely an invitation for submission of proposals and does not legally obligate The Kaizen Company to accept any of the submitted proposals in whole or in part, nor is The Kaizen Company obligated to select the lowest priced proposal. The Kaizen Company reserves the right to negotiate with any or all firms, but with

respect to price, costs and/or scope of services. The Kaizen Company has no contractual obligations with any firms based upon issuance of this RFP. It is not an offer to contract. Only the execution of a written contract shall obligate The Kaizen Company in accordance with the terms and conditions contained in such contract.

13. REQUEST FOR PROPOSAL FIRM GUARANTEE

All information submitted in connection with this RFP will be valid for 120 (one hundred twenty) days from the RFP due date. This includes, but is not limited to, cost, pricing, terms and conditions, service levels and all other information. If your firm is awarded the contract, all information in the RFP and negotiation process is contractually binding.

14. OFFER VERIFICATION

The Kaizen Company may contact Offerors to confirm contact person, address, bid amount and that the bid was submitted for this solicitation.

15. FALSE STATEMENTS IN OFFER

Offerors must provide full, accurate and complete information as required by this solicitation and its attachments.

16. CONFLICT OF INTEREST

Offerors must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award in or outside of the country of performance.

Failure to provide full and open disclosure may result in The Kaizen Company having to reevaluate selection of a potential vendor.

17. RESERVED RIGHTS

All RFP responses become the property of The Kaizen Company, and The Kaizen Company reserves the right in its sole discretion to:

- Disqualify any offer based on Offeror failure to follow solicitation instructions.
- Waive any deviations by vendors from the requirements of this solicitation that in The Kaizen Company's opinion are considered not to be material defects requiring rejection or disqualification, or where such a waiver will promote increased competition.
- Extend the time for submission of all RFP responses after notification to all vendors.
- Terminate or modify the RFP process at any time and reissue the RFP to whomever The Kaizen Company deems appropriate.
- Issue an award based on the initial evaluation of Offerors without discussion.
- Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.
- Not compensate Offerors for preparation of their response to this RFP.

- Not guarantee that The Kaizen Company will award a subcontract based upon the issuing of this RFP.
- Award a subcontract to more than one Offeror for specific parts of the activities in the RFP.

18. BRANDING POLICY AND STRATEGY

Branding Strategy Implementation and Marking under this contract must comply with the “USAID Graphics Standards Manual” available at <http://www.usaid.gov/branding> and any successor branding policy as detailed in the Automated Directive System (ADS) Chapter 320.

Anticipated Elements of Marking Plan: Deliverables to be marked include products, equipment and inputs delivered; places where activities are carried out; external public communications, studies, reports, publications and informative and promotional products; and workshops, conferences, learning events, and any such events. Disclaimers will be used in the case of materials whose publication USAID is funding but not fully supporting in its contents and should read: This study/report/Web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of (name of organization) and do not necessarily reflect the views of USAID or the United States Government.

Branding and Marking Requirements: Contractors must adhere to USAID ADS 320, which contains policy directives and required procedures on branding and marking USAID-funded programs, projects, activities, public communications, and commodities with the USAID “Standard Graphic Identity” (or “USAID Identity.”) The use of the USAID Graphic Standards Manual is compulsory for all contractors producing communications and program materials funded by USAID. Contractors can download a copy on the USAID Web site. More information can be found online at <http://www.usaid.gov/branding/acquisition-awards>

19. USAID DISABILITY POLICY (December 2004)

The Offeror will ensure compliance with USAID Disability Policy (December 2004). Following are the elements:

- a) The objectives of the USAID Disability Policy are (1) to enhance the attainment of United States foreign assistance program goals by promoting the participation and equalization of opportunities of individuals with disabilities in USAID policy, country and sector strategies, activity designs and implementation; (2) to increase awareness of issues of people with disabilities both within USAID programs and in host countries; (3) to engage other U.S. government agencies, host country counterparts, governments, implementing organizations and other donors in fostering a climate of nondiscrimination against people with disabilities; and (4) to support international advocacy for people with disabilities. The full text of the policy paper can be found at the following website: <http://www.usaid.gov/about/disability/DISABPOL.FIN.html>

USAID through Kaizen via service providers, therefore, requires that the service provider not discriminate against people with disabilities in the implementation of USAID programs and that it

makes every effort to comply with the objectives of the USAID Disability Policy in performing the contract. To that end and within the scope of this contract, the service provider's actions must demonstrate a comprehensive and consistent approach for including men, women and children with disabilities.