



THE KAIZEN COMPANY

RFP Issuance Due Date: April 23, 2024

Questions Due Date: April 30, 2024, Amman Time, Midnight

Proposal Submission Due Date: May 24, 2024, GMT+2, Midnight

Anticipated Start Date: September 9,10,11, 2024

SUBJECT: Request for Proposals (RFP) No. 0041 - Conference and Expo Management

THE KAIZEN COMPANY is seeking proposals from local 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 local qualified organizations to submit a proposal for providing event management, logistics, and AV equipment for the Conference and Expo outlined more fully in Sections III and IV.

The service provider is expected to coordinate with Bidaya Marketing Communications Company who will be providing a considerable part of the services and equipment required for the Conference as part of USAID’s support to the Conference.

THE KAIZEN COMPANY intends to issue a fixed-price subcontract to vendors who demonstrate that they have the capacity to deliver quality technical assistance and are the most responsive to the requirements of the RFP. In order to ensure transparency and cost reasonability, vendors submitting proposals are required to provide detailed breakdowns of line-item costs, supported by either catalogue pricing or redacted invoices demonstrating comparable services rendered. This documentation will assist in evaluating the competitiveness and appropriateness of proposed pricing structures.

The remainder of this RFP provides additional information that will allow a service provider 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 mmahmoud@jordanmela.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: <https://www.thekaizencompany.com/opportunities/partners/> . Service providers are encouraged to check this website periodically.

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

Sincerely,

Camille Gockowski, Chief of Party
The Kaizen Company
USAID/Jordan Monitoring, Evaluation, and Learning Activity

Table of Contents

SUBJECT: Request for Proposals (RFP) No. 0041 - Conference and Expo Management	1
Table of Contents	3
Statement of Work (SOW)	4
I. Background	4
II. Deliverables	5
III. Duration and Location	8
Submission Information	8
IV. Submission Information	8
V. Evaluation Criteria.....	11
VI. General Terms and Conditions	12

Statement of Work (SOW)

I. Background

The USAID Monitoring, Evaluation, and Learning Activity (MELA) plans to conduct the USAID/Jordan 2024 Annual Monitoring, Evaluation, and Learning (MEL) Conference and Exhibition in Amman on September 10 – 11, 2024. Given it is MELA's final year of implementation, the Conference will also serve as MELA's Closing Ceremony, highlighting accomplishments over MELA's five years of implementation.

Driven by USAID's renewed commitment to localization, adapting policies and program practices that foster greater inclusivity and locally sustained change; the theme for this year's conference is **Pathways to Localization**, with the sub-theme being *MELA's support to the MEL and CLA Ecosystem*.

MELA anticipates the 2024 MEL Conference to be attended by 180-200 participants. Stakeholders to be invited include USAID/Jordan Mission Staff; USAID Implementing Partners (IPs); Government of Jordan (GOJ) partners, and other local MEL stakeholders and professionals.

The plan below describes how MELA would like to manage the Conference. The plan below is not intended to detail the services required by the service provider, but rather an explanation to what the Conference will look like:

MELA is looking for a local service provider for event management tasks related to the Annual MEL Conference and Exhibition/ MELA's Closing Ceremony mentioned above, including the exhibition, logistics, and audio-visual aspects of the Conference with creative and interactive out of the box ideas. The service provider is expected to carry out the following tasks to achieve the stated outputs for each of the following:

- Exhibition displays that allow for innovative ways to showcase MELA's story and learning products (i.e., infographics, videos, photos, success stories, maps, statistics ...etc.) divided by MELA's four service categories. The MELA Story displays would be designed to be featured in a section of a ballroom. Service providers are expected to provide innovative ideas that serve the purpose in an unconventional way. Service providers are encouraged to propose more than one creative and interactive idea and submit the cost proposal for each style separately.
- Exhibition displays that allow for innovative ideas to showcase exhibiting IP's learning products (i.e., infographic, photos, success stories, maps, statistics ...etc.). The IP learning products would be featured at the hallways/foyer area of the floor in which the Conference will be held. Service providers are encouraged to propose more than one creative and interactive idea and submit the cost proposal for each style separately. The proposed approaches for displaying IP's learning products need to factor in the ability to easily dismantle each display after the Conference and allow the IP to take the display with them and re-establish it in their offices.
- Audience Real-Time Voting: System, which includes:
 - Software to allow the audience to vote according to their preferences and record comments on what they are watching, considering different scenarios. (i.e., best learning product, best exhibition display, best presentation, best panelist, best facilitator, ...etc.). In addition, this setup would include a screen that displays the results of the voting to the audience, in real-time.

- o The use of Mentimeter or similar presentation tool that allows presenters to engage and gather real-time feedback from the audience using their smart phones. The tool would also allow presenters to create interactive slides such as polls, quizzes, word clouds, Q&A sessions, and more.
- o Conference Registration Setup that includes:
 - o An effective registration area that facilitates the staff’s effort to keep an accurate record of Conference participants in a timely manner. The setup includes a backdrop, desks, and filing system for badges.
 - o An effective registration software and hardware (tablets) that allows for pre-registered participants to confirm attendance/sign in, as well as for on-site registration and printing of badges.
- o A video to showcase at the opening of the Conference to set the tone for the event and tell MELA’s story over the five years of implementation in an engaging, impactful manner.
- o TV screens for displaying the videos that we have created over the life of MELA.
- o A “social media wall” (software and screen) to display real-time content from attendees who post to social media platforms, including LinkedIn, Facebook, Instagram, X (Twitter), to increase engagement of the audience with designated hashtags.

The Conference and Exhibition will take place at the Four Seasons Amman. For the purpose of this solicitation, MELA anticipates having the vendor provide design services in one of the ballrooms to showcase MELA’s journey and using the foyer area to showcase exhibiting IP’s learning products .The Conference will consist of a main hall and a number of breakout rooms to be determined. The Exhibition will include a display that showcases the work that MELA has done over the last five years, along with displays for USAID/Jordan Implementing Partners to showcase their localization work. The proposed format of IP contribution is posters/infographics; service providers are encouraged to propose environmentally friendly displays that can ideally be disassembled and reused.

Both participants and speakers will attend the actual Conference and Exhibition. The registration desk will be located in the foyer area outside the main hall. Prior to the Conference date, participants will register online and choose the breakout sessions they want to attend. MELA will provide the vendor with the registration data one week prior to the event in an Excel sheet format. The vendor would migrate the information into the registration software for MELA to retrieve at the Conference upon speaker/participant arrival.

II. Deliverables

Deliverable	Description	Period of Performance	Location

<p>1-</p>	<p>Installation and dismantling of Exhibition:</p> <p>a- Service providers are expected to provide innovative ideas to showcase MELA’s journey over the five years of implementation, highlighting MELA’s achievements and learning products (i.e., infographics, videos, photos, success stories, maps, statistics ...etc.) divided by service category with a sense of intersectionality, as many achievements flow through MELA’s service categories. The MELA Story displays would be designed to be featured in a section of a ballroom. Service providers are encouraged to propose more than one creative and interactive ideas and submit the cost proposal for each style separately. Service providers are encouraged to propose environmentally friendly options that can ideally be disassembled and reused.</p> <p>b- Service providers are expected to provide innovative ideas to showcase exhibiting IP’s learning products (i.e., infographic, photos, success stories, maps, statistics ...etc.). Service providers are encouraged to propose more than one innovative and interactive idea and submit cost proposals for each style separately. Service providers are encouraged to propose environmentally friendly options that can ideally be disassembled and reused. The IP learning products would be featured at the hallways/foyer area of the floor in which the Conference will be held.</p>	<p>September 9-10-11, 2024</p>	<p>Ballroom A-Four Seasons Amman and Foyer Area</p>
<p>2-</p>	<p>Audience Real-Time Voting: System, which includes:</p> <p>a- A software to allow the audience to vote according to their preferences</p>	<p>August 28, 2024</p>	<p>Foyer Area/ Main Hall</p>

	<p>and record comments on what they are watching, considering different scenarios. (i.e., best learning product, best exhibition display, best presentation, best panelist, best facilitator, ...etc.). In addition, this setup would include a screen that displays the results of the voting to the audience, in real-time.</p> <p>b- A mentimeter; an interactive presentation tool that allows presenters to engage and gather real-time feedback from the audience using their smart phones. The tool would also allow presenters to create interactive slides such as polls, quizzes, word clouds, Q&A sessions, and more.</p>		
3-	<p>Conference Registration Setup that includes:</p> <p>a- An effective registration area that facilitates the staff's effort to keep an accurate record of Conference participants in a timely manner. The setup includes a backdrop, desks, and filing system for badges.</p> <p>b- An effective registration software and hardware (tablets) that allows for pre-registered participants to confirm attendance/sign in, as well as for on-site registration and printing of badges.</p>	<p>The area setup: September 9-10-11, 2024</p> <p>The software: August 28, 2024</p>	Foyer Area
4-	A video for the opening of the Conference to set the tone for the event and tell MELA's story over the five years of implementation in an engaging, impactful manner.	August 28, 2024	Main Hall
5-	TV screens for displaying the videos that MELA has created over the life of the activity.	September 10-11, 2024	Foyer Area and/or Expo Area
6-	A "social media wall" (software and screen) to display real-time content from attendees who post to social media platforms, including LinkedIn, Facebook, Instagram, X	September 10-11, 2024	Foyer Area

	(Twitter), to increase engagement of the audience with designated hashtags.		
--	---	--	--

III. Duration and Location

Duration: The anticipated duration of this assignment is from May 5, 2024 to September 11, 2024.

Location: The Four Seasons Hotel - Amman

Submission Information

IV. 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 may 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 Jordan 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 **JOD**.
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: mmahmoud@jordanmela.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 THE KAIZEN COMPANY 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 Jordan

2. **Technical Approach:** In a narrative – of no more than 10 pages – the Offeror will demonstrate its understanding, ability and overall approach to performing the requirements described in the Scope of Work, Activities & Tasks and Deliverables. Any visualization or diagram can be added as an annex at the end of the proposal and will not be counted from the 10 pages technical approach.

3. **Capability Statement:** A narrative – not to exceed two (2) 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. **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 Jordan.

5. **References:** References from a minimum of two (2) clients worked with in the past two years on activities similar to this scope of work. Include the contact information: company or organization, name, phone number and email.

6. **Personnel/Staffing:** Not to exceed two (2) pages, the Offeror will identify, in summary format of 2-3 sentences, the names, anticipated 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. CVs (not to exceed two (2) pages) that clearly describe education, experience and professional credentials and biodata forms will be completed and attached for the proposed personnel. These pages do not count toward the page limitation for this section.

No cost information shall be included in the technical volume.

PART B: COST PROPOSAL

The Offeror will propose costs it believes are **allowable** (per Part 31 of the FAR), **realistic** and **reasonable** for the work in accordance with the Offeror's technical approach. The Offeror shall provide a detailed, itemized budget based on cost elements described below.

The detailed cost proposal will include the following:

- a. Proposed staff, rates and number of days needed to accomplish the work
- b. Transportation and logistics costs
- c. Related materials and supplies
- d. Indirect costs, if any
- e. Fixed fee/profit

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 cost proposal must align with the technical volume in order to be deemed realistic or reasonable.

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, realism, and allowability.

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

Offers including budget information determined to be unreasonable, unrealistic, unallowable, 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.

Guidelines:

1. Cost proposals from Offerors shall be presented in JOD.
2. Offer must be exclusive 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.
8. Indirect Costs – indirect costs must be supported with one of the following:
 - a. A Negotiated Indirect Cost Rate Agreement (NICRA) with the US Government.
 - b. Audited financial statements, balance sheets and profit and loss statements, for the last two complete years, and the current year-to-date financial statements (or such lesser period of time if the Offeror is a newly- formed organization). The profit and loss statements should include detail of the total cost of goods and services sold, including a listing of the various indirect administrative costs, and be supplemented by information on the prime Contractor’s customary indirect cost allocation method, together with supporting computations of the basis for the indirect cost rate(s) proposed. The most recent two fiscal year pool and base cost compositions along with derived rates, the bases of allocation of these rates and an independent certified audit by a certified accounting firm of these rates; or
 - c. A direct cost allocation methodology for direct billing indirect costs

V. 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 Jordan – Offeror shall provide a copy of its registration document with the technical proposal.	YES/NO
2.	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

3	Must have a National Tax Number (NTN) and General Sales Tax (GST) registration.	YES/NO
4	Must be willing to accept Tax Exemption Certificate and bill the client only for services exclusive of GST and other taxes.	YES/NO

Once offerors are deemed to have met the above requirements, their technical volumes will be evaluated based on based on the following weighted categories. Only technical offers whose proposals meet the minimum required score will have their cost proposals opened and evaluated by Kaizen.

Award will be made to the offeror who represents the best value to Kaizen. Offers will be evaluated using a trade-off method.

1. Technical factors are considered significantly more important than cost factors. If Kaizen determines that competing Technical Proposals are essentially equal, cost/price factors may become the determining factor in source selection. Further, Kaizen may award to a higher priced Offeror if a determination is made that the higher technical evaluation of that Offeror merits the additional cost and results in the best value for the US government. Kaizen may also award to other than the highest technically rated Offeror with a lower price. Kaizen may choose to make no award.

Criteria Technical Proposal (implementation work plan)	Technical Proposal Percentage 100% (maximum)
Technical Approach	45%
Capability Statement	20%
Past Performance	20%
References	15%
Cost Price Proposal Criteria	
Cost data will be evaluated based on cost reasonableness, allowability and realism based on the following considerations: <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? Cost proposals will not be scored but will instead be evaluated on allowability, reasonableness, and realism. Cost proposals that are deemed not allowable, reasonable, and realistic will not be considered.	

VI. General Terms and Conditions

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. TERMS AND CONDITIONS

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

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. OFFER VERIFICATION

THE KAIZEN COMPANY may contact Offerors to confirm contact person, address, bid amount and that the bid was submitted for this solicitation.

14. FALSE STATEMENTS IN OFFER

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

15. 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.

16. 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.

17. 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>

18. 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.