



THE KAIZEN COMPANY

RFP Issuance Due Date: April 1, 2024

Questions Due Date: April 4, 2024

Proposal Submission Due Date: April 15, 2024

Anticipated Start Date: April 18, 2024

SUBJECT: Request for Proposals (RFP) No RFP/KZN/LAA – 008 Organizational Transformation Activity Support

KAIZEN, A TETRA TECH 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 organizational transformation support services, outlined more fully in Section III.

THE KAIZEN COMPANY intends to issue an indefinite delivery/indefinite quantity subcontract (IDIQ) to a suitable vendor who demonstrates that has the capacity to deliver quality technical assistance and is 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 fanuel.teklegiorgis@learningproject-analytics.com , with EthiopiaLAA@tetrattechinc.onmicrosoft.com in cc 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 <http://www.thekaizencompany.com>. Offerors are encouraged to check this website periodically.

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

Sincerely,

Anna Koontz, Program Manager

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Statement of Work (SOW)

I. Background

Ethiopia Learning Analytics Activity (LAA) is an activity designed to bolster the capacity of USAID/Ethiopia to work towards a Mission-wide systematic and intentional approach to learning. The Activity will improve data management and help the Mission to make timely decisions in program design and implementation. The Activity will enable wider collective impact of USAID and other partners - thereby better meeting the Development Objectives outlined in the Mission's Country Development & Cooperation Strategy (CDCS). This is a five-year Activity that ends in April 2028.

II. Objectives

The Activity is seeking **qualified Ethiopian companies** to provide surge support to LAA's organizational development workstream within the USAID/Ethiopia Mission. We are looking for vendors who can provide expertise and guidance in developing strategies and implementing initiatives that promote effective collaboration, facilitate knowledge sharing, and support adaptive decision-making processes. The selected vendor will play a critical role in helping us achieve our objectives by offering innovative solutions and tailored support to drive organizational transformation and enhance capacity for learning and innovation.

III. Activities and Tasks

As part of LAA's support to the USAID/Ethiopia Mission, LAA provides regular, on-demand organizational development support to offices within the Mission. LAA is also implementing several long-term organizational development/organizational transformation initiatives with the Mission. The Activity is seeking support with these activities and tasks from a qualified company. Illustrative examples of upcoming support initiatives include:

1. Enhance Peer Learning on Activity Flexibility:

- Support the USAID/Ethiopia Program Office in facilitating peer learning sessions among Technical Offices aimed at integrating flexibility into activities. Collaborate with the USAID/Ethiopia's Learning Team to determine the most effective approach, whether it be through workshops or other methods.

2. Enhance Mission Knowledge Management Processes:

- Revamp the storage and retrieval procedures for knowledge assets to streamline operations. Develop and deploy user-friendly tools, while also providing ongoing training and support to optimize knowledge management outcomes within the Mission.

3. Organizational Health Framework Adoption:

- Working with Kaizen, co-design process and establishment of a communications and measurement framework aim to develop a clear and user-friendly structure that informs and guides Organizational Transformation interventions. This framework will incorporate an underlying approach and definition detailing how outcomes can be captured effectively for Monitoring, Evaluation, and Learning (MEL) purposes within the Learning Project.

4. Development of Systems, Capabilities, and Standards for Performance Measurement:

- Promote evidence-based decision making and efficient resource allocation by developing robust systems such as knowledge management platforms and dashboards.

5. Establishment of a Multi-stakeholder Community of Practice:

- Assist in development of a platform for enhanced multistakeholder collaboration, community of practice, serving as a hub for shared learning and programmatic innovation.

6. Mission Staff Capacity Strengthening Program Implementation:

- Assist with rollout of a Mission Staff Capacity Strengthening Program, including the creation of an implementation/work plan, identification of pilot programs for immediate deployment, and coordination of training sessions.
- Collect and analyze feedback from stakeholders, facilitating continuous program enhancement and adaptation. Ongoing monitoring, evaluation, and reporting of the Mission Staff Capacity Strengthening Program.

7. Enhance Performance Measurement and Management Systems within the GOE:

- Evaluate national performance measurement systems to identify areas for improvement within the Government of Ethiopia (GOE). Address gaps through targeted interventions, including data quality assessments and training in data quality enhancement techniques. Collaborate with implementing partners (IPs) to bolster government counterpart capacities in performance measurement and management.

IV. Deliverables

Deliverables for each Task Order will vary depending on the needs of USAID and the demands of the COR and assignment. Illustrative deliverables may include the following, but will vary depending on the scope of each Task Order engagement:

- 1- Learning sessions/workshops focused on sharing best practices and lessons learned in adapting activities. Sharing a summary report of workshops conducted or alternative methods utilized, including feedback and outcomes.

- 2- Knowledge sharing platform or hub for enhanced multistakeholder collaboration, to exchange ideas, resources, and innovative approaches to enhance activity flexibility. Submitting a brief report highlighting improvements in knowledge management processes and operational efficiency.
- 3- Handbook or guide outlining strategies and techniques for fostering a culture of peer learning and adaptability within the organization.
- 4- Standard operating procedures and guidelines for collecting, analyzing, and reporting performance data.
- 5- Roadmap for adopting and implementing the selected framework, incorporating key milestones, timelines, and responsible parties.
- 6- Mission Staff Capacity Strengthening Program, including the creation of an implementation/work plan.

V. Duration and Location

Duration: The duration of this contract will be 6 months, with the option for renewal based on performance and mutual agreement.

Location: The location of services will be **Addis Ababa, Ethiopia** with regular communication via email, and virtual meetings.

Submission Information

VI. 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 Ethiopia have a fair opportunity to submit proposals. Qualified international firms should have local 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 **Ethiopian Birr**.
4. Proposals must remain valid for a minimum of **120 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:
fanuel.teklegiorgis@learningproject-analytics.com, with
EthiopiaLAA@tetrattechinc.onmicrosoft.com in cc. The person signing the Offeror’s proposal must have the authority to commit the Offeror to all the provisions of the Offeror’s proposal.
5. 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.
6. 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.

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 not 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 Ethiopia

2. Technical Approach: In a narrative – not to exceed four (4) pages – the Offeror will demonstrate its understanding, ability, and overall approach to performing the requirements described in the Scope of Work, Activities and Deliverables.

3. Capability Statement: A narrative – not to exceed two (2) pages – that explains the Firm’s capability to perform the scope of work, activities and deliverables. The Offeror will demonstrate it has the necessary capabilities 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 samples 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.
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 daily rates for the proposed staff. The daily rate is derived by dividing base annual salary exclusive of fringe benefits, incentives, bonuses, overtime, allowances and differentials by 260 days.

The Offeror should provide an accompanying Budget Narrative including a concise description and justification for the daily rates. Include data and/or methodologies to support cost estimates. Offerors should detail any indirect rates, if any, in their cost proposal and provide a policy/explanation for each of these rates. 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.

Guidelines:

1. Cost proposals from Offerors shall be presented in Ethiopian Birr.

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.

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.

VII. 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 Ethiopia – 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 legal registration in the country of operation	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.

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.

Technical Proposal Criteria	Technical Proposal Percentage 100% (maximum)
Strategy and Methodology: The proposal will be evaluated based on the presentation of a detailed plan to enhance organizational development processes, highlighting past performance in similar projects and outlining quality assurance measures to ensure the effectiveness of knowledge dissemination and utilization. (50%)	
Personnel and Staffing: The proposal will be evaluated on the extent to which proposed personnel have the correct profile to carry out the required work. (25%)	
Past Performance: The proposal should demonstrate the offeror’s past performance and history with similar size and scope of assignments. (25%)	

VIII. General Terms and Conditions

2. Any proposal received in response to this solicitation will be reviewed **strictly** as submitted and in accordance with Section VIII, Evaluation Criteria.
3. 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's (www.sam.gov) list of exclusions shall not be eligible for financing and shall not be used to provide any commodities or services contemplated by this RFP.

4. TERMS AND CONDITIONS

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

5. CONTRACT MECHANISM

THE KAIZEN COMPANY is anticipated to award an indefinite delivery/indefinite quantity subcontract (IDIQ) 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.

6. 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.

7. 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.

8. 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.

9. 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.

10. 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.

11. 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.

12. OFFER VERIFICATION

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

13. FALSE STATEMENTS IN OFFER

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

14. 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.

15. 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.

16. 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>

17. 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.