



## **FSK RESTAURANT OPERATIONALIZATION DOCUMENT AND TOR FOR THE CONSULTANT**

### **Preamble**

Since the genesis of FSK back in 1981, the founding members envisioned an organization that would be self-sustaining in regard to provision of services to the primary client; the smallholder farmers. Though the organization developed partnerships with development partners who provided funds for the operations of FSK, the founders saw an organization that would continue providing services to small holder farmers even in situations where financial support of development partners was not readily available.

First, the services provided would generate some income driven from a revolving fund for crops with a markup to take care of inflation and fund accumulation. It was also to achieve this through a cattle and goat breeding scheme wherein the very first female offspring of the initial breeding stock and subsequent succeeding stocks are passed to neighboring farmers within target communities at a minimal fee. The accumulation of these funds opened room for subsequent investment options such as stock market as significant sources of funds for capital development.

With time other ventures were creatively explored so that, every project provided some income within the operations by ensuring efficiency and prudent discussion with partners on the need to empower FSK to become a self- sustaining organization.

Relevant budget templates were developed on a participatory basis to ensure input from both FSK staff and Board of directors, ultimately creating ownership by the entire family of FSK.

As an ongoing endeavor to tap resources from all the operations, a restaurant investment was identified as a possible investment venture that would not only provide income but also one that would provide the completion of the value chains under the FSK's new extension service paradigm shift - Value extension service (VES) This is a culmination of many years of search for

the most optimal and practical model that would ensure smallholder farmers are progressively empowered to graduate from subsistence farming to business oriented farming and eventually embracing entrepreneurship approach. Accordingly, the business model undertaken would be one that would maximize risk taken cushioned by FSK's capital injection for both facility construction and equipping of the same. A possibility of either rolling out the first operation capital for a specified period of time or provision of collateral needed by banks to roll out such funds for specified period of time. These details are provided elsewhere.

**Objective of the proposed restaurant business model:**

1. To help in the sustainability efforts of FSK
2. To provide market for farmers' produce from farmers engaged in FSK programs
3. To unlock the agriculture sector and provide jobs especially for youth. (Hence the proposed business model)
4. Show case a model for social entrepreneurship hence opening a door for FSK to fund raise on the same, with the aim of replicating the model in other parts where FSK is operating and eventually extend to several parts of the country.
5. Provide training ground for students from institutions of higher learning
6. Create a prototype restaurant in all areas including structures and finishing, menu, business model and organizational culture and systems.

**Objective of the consultancy**

The objective is to most optimally (technically, legally, and operationally) identify and recruit a suitable operator for FSK's restaurant at FSK Centre at Olive inn, Kiamunyi, Nakuru town.

The restaurant is anticipated to adopt the 'Hybrid Business Model' that FSK Board of Directors have proposed. This indicates that FSK would not only own the hotel, but also participate in its management through a partnership with the investor(s) who would run and manage the hotel. FSK shall however not be involved in the day-to-day running of the restaurant. Management by FSK implies that it would sit in the board of directors of the restaurant and be a small investor in the same. The key motivation for the proposed business model is:

- (i) FSK will contribute in maintaining of best standards/practices at the facility
- (ii) FSK stakeholders and communities will have an opportunity to market their products e.g., food stuffs through the restaurant.

Thus, it is anticipated that the 'winning tenderer/operator' will demonstrate that he/she has a team of qualified and competent personnel, particularly youth, who will be involved in the running of the establishment as per the 'Hybrid Business Model'.

Notably, the tenderer/operator must deliberately and emphatically indicate how he/she/they shall run the restaurant with a keen eye for youth employment and allow FSK to co-own the business as the small partner in a joint venture model.

### **Scope of Work and Expected Outputs of the consultancy**

The following is the scope of work and expected outputs/deliverables:

1. Operate in close cooperation, consultation and collaboration with the FSK select committee of the board to deliver the assignment.
2. Review, analyze and add value to all necessary documents/Information provided by FSK necessary to fully develop/enhance Terms of Reference (TOR's) draft document and other instruments needed in the recruitment of the restaurant operator.
3. Collect, review and analyze all the necessary documents to fully understand the administrative and legal framework for the recruitment of a restaurant operator within the laws of Kenya.
4. Synthesize robust and irreproachable documents and instruments for the tendering process.
5. Present comprehensive report providing all details of the operator identification and recruitment process, the lessons and the outcome to FSK board plenary for verification and consideration
6. Lead FSK team to advertise, tender, review, and identify most suitable tenderer for the FSK restaurant business.

### **Expected Deliverables /Outputs**

- Finalized documents and instruments for use in tendering process.
- Report of the recruitment process.
- Report of the winning tenderer and all pertinent evidence.

### **Methodology**

The consultant will strictly follow the Methodology/work plan and the time schedule agreed with FSK in undertaking the contract assignment. See annexure 1 further below.

- a) An appropriate methodology will have to be determined by the consultant in consultations with the FSK board of directors;
- b) The consultant will undertake collection of all the required data/information from various sources, including local and national Government departments, Ministries and other relevant sources;
- c) The FSK board of directors or its appointee shall facilitate in collection of the data/information with required official letters and contact with focal person(s) wherever required;
- d) The consultant will undertake review, assessment and judgment of the data/information in close consultation with FSK board of directors or its appointee;
- e) The consultant will facilitate tendering process as per the agreed work schedule;

### **Duration of the Work**

- a) The duration of contract shall be for a maximum of two working months between 1<sup>st</sup> March 2021 and 30<sup>th</sup> April 2021.
- b) The consultant will work closely with the FSK board of directors' or its appointee and will routinely submit and share the progress of activities as agreed.

**Duty Station**

- a) The consultant will undertake the consultancy at FSK head office, situated in FSK Centre, Nakuru County, Olive Inn, Kiamunyi, off Nakuru-Kabarak highway.
- b) The consultant is expected to use own resources including computer and other equipment required for the task except in situations where explicit access is provided by FSK board of directors or its appointee.

**Required expertise and qualifications**

- Evidence of registration as a business recruitment and consultancy firm.
- At least 5-7 years of demonstrable prior work experience in providing similar consultancy.
- Case studies of successfully tendered and recruited businesses

**Scope of financial Proposal and Schedule of Payments**

- The payments will be made in installments based upon outputs/deliverables specified in the TOR (under payment schedule) and upon certification of satisfactory work as per methodology/work plan endorsed by FSK board of directors.

**Payment Schedule**

- 20% on signing the contract and submission of finalized documents and instruments for use in tendering process (in English).
- 60% on completion of the identification of suitable tenderer/ restaurant operator and submission of report of the recruitment process (in English) to FSK board of directors or its appointee.
- 20% after together with FSK board of directors or its appointee, the consultant installs a suitable operator for FSK restaurant

**Criteria for Selection of the Best Offer**

The evaluation of the consultant will be based on Combined Scoring method (see table below) – where the qualifications is given 60% weightage and financial offer with be given 40% weightage. Only consultant meeting a minimum of 50 points under technical evaluation would be considered for the financial evaluation.

Criteria	Weight (%)	Max. Point
<b>Technical (60%)</b>		
- Evidence of registration as a business recruitment and consultancy firm	20	20
- Evidence of at least 5-7 years of demonstrable prior work experience in providing similar consultancy.	20	20
- Evidence of case studies of successfully tendered and recruited businesses	20	20

<b>Financial (40%)</b>		
Lowest Total cost of consultancy relative to other bidders	40	40

**Documents**

While submitting the Technical Proposal for consultancy, the applicant shall, in particular, ensure to attach the following:

- a) Profile of the consultant (max 1 page) explaining why they are the most suitable for the work.
- b) Relevant Experience (max 2 page).
- c) Detailed methodology and conceptual framework in tandem with expected deliverables and timelines, team composition, man days required (3-5 pages).
- d) Recent CV

The financial proposal shall specify a total lump sum amount (including a breakdown of costs for fee, travel and number of working days). Payments will be made in installments based upon key outputs/deliveries (mentioned under payment schedule above).

**Annexes**

Annexure 1: Process/How to submit the Bid

Interested eligible bidders may submit their proposal in a sealed envelope (only technical and financial proposal) to: The Executive Director, Farming Systems Kenya. P.O Box 2816-20100, Nakuru or drop the same to FSK Offices at FSK Centre, first floor Wing A at Olive Inn, Kiamunyi, Nakuru. One can also email the document to: admin@farmingsystemskenya.org

The proposal must explicitly detail the individual costs for carrying out the assignment as well as the consolidated cost along with documents to support qualification and experience. Language of bid:

The bid, as well as all correspondence and documents relating to the bid shall be written in English language. Supporting documents and printed literature furnished by the Bidder may be in another language provided they are accompanied by an accurate translation of the relevant passages in the English language

Currency of bid:

All financial quotes should be in Kenya Shillings (KES) only.

Period of validity of bids:

Bids shall remain valid for the period of 60 days after the date of bid submission. A bid valid for a shorter period shall be rejected by FSK board of directors.

Format and signing of bid:

The Bidder shall prepare one original and one copy of the bid, clearly marking each one as "ORIGINAL BID" and "COPY OF BID," as appropriate. In the event of any discrepancy between them, the original shall govern.

The original and all copies of the bid shall be typed or written in indelible ink and shall be signed by the Bidder or a person or persons duly authorized to bind the Bidder to the Contract. Any interlineations, erasures, or overwriting to correct errors made by the Bidder should be initialed by the person or persons signing the bid, otherwise FSK board of directors will invalidate the bid.

Sealing and Marking of bids:

The bidder is expected to submit the proposal both in electronically and hard copies. Electronically (only the technical and financial proposal) with subject: Identification and Recruitment of Suitable Operator for FSK's Restaurant to Executive Director at admin@farmingsystemskenya.org

Hard copy (technical and financial proposal including annexures): The bidder shall enclose the original and a copy of the bid in separate sealed envelopes, duly marking the envelopes as "ORIGINAL" and "COPY." The envelopes containing the original and copy shall then be enclosed in another envelope

The inner and outer envelopes shall:

- bear the name and address of the Bidder;
- be addressed to FSK Executive Director at the address given below:

The Executive Director, Farming Systems Kenya. P.O Box 2816-20100, Nakuru or drop the same to FSK Offices at FSK Centre, first floor Wing A at Olive Inn, Kiamunyi, Nakuru. One can also email the document to: admin@farmingsystemskenya.org

- bear the specific identification number and title i.e., FSK/Restaurant/Consultancy/ Identification and Recruitment of Suitable Operator for FSK's Restaurant

If the outer envelope is not sealed and marked "FSK", board of Directors will assume no responsibility for the misplacement or premature opening of the bid.

Deadline for Submission of Bids:

Bids must be received by FSK board of directors at the address specified above no later than 2<sup>nd</sup> March 2021 at 5:00pm

Late bids will be rejected without further communication from FSK board of directors.

Modification and withdrawal of Bids:

The Bidder may modify or withdraw its bid after submission, provided that written notice of the modification, or withdrawal of the bids duly signed by an authorized representative, is received by the FSK board of directors prior to the deadline prescribed above for submission of bids.

Communication to successful Bidder

Only successful consultant will be contacted by FSK board of Directors

## Annex 1

 <b>Farming Systems Kenya (FSK)</b>		
<b>Proposed timeline for Operationalization of FSK Restaurant</b>		
<b>Activity</b>	<b>Responsible</b>	<b>Project Dateline</b>
Development of draft terms for (i) Consultant and (ii) Restaurant Operator	<i>Ad hoc committee</i> – FSK Restaurant operationalization	Dec. 23 <sup>rd</sup> 2020 – January 15 <sup>th</sup> 2021
Review and adoption of proposed terms for (i) consultant and (ii) restaurant Operator	FSK board of Directors	January 15 <sup>th</sup> – February 5 <sup>th</sup> 2021
Floating bids for Consultant	FSK Executive Director	February 22 <sup>nd</sup> -March 2 <sup>nd</sup> 2021
Opening of bid and identification of consultant	FSK board of Directors	March 5 <sup>th</sup> 2021
Communication to and meeting with successful consultant	<i>Ad hoc committee</i> – FSK Restaurant operationalization	March 8 <sup>th</sup> – March 19 <sup>th</sup> 2021
Floating and closing of bids for Restaurant Operator	Consultant & appointed FSK representative	19 <sup>th</sup> March- 2 <sup>nd</sup> April 2021
Opening of bid and identification of successful tenderer/operator	Consultant & appointed FSK representative	6 <sup>th</sup> April 2021
Presentation of tender outcome/results to FSK board of Directors	Consultant & appointed FSK representative	April 9 <sup>th</sup> 2021
Communication to successful tenderer/operator	Consultant & appointed FSK representative	19 <sup>th</sup> April 2021
Inception/operator installation and orientation workshop	Consultant, FSK Board of Directors and FSK management	23 <sup>rd</sup> April 2021
Closing of consultancy	Consultant & appointed FSK representative	30 <sup>th</sup> April 2021