

Request for Qualifications
Health, Safety and Hygiene SoPs development support and training for Retail Bakery company

TechnoServe invites you to participate in this competitive solicitation for proposals related to Health, Safety and Hygiene Standard Operating Procedures (SoPs) development support and training for Retail Bakery company based in Tanzania. The work will be conducted closely with the ZEBU Africa Food Security Fund (AFSF) Technical Assistance Facility (TAF) team based in Johannesburg, South Africa.

Position Location: The project will be completed in Dar es Salaam and Mbeya, Tanzania

Anticipated start date: 20 March 2023

Estimated Duration: The timing of the project is March - October 2023

Budget: \$5 000

I. About TechnoServe

TechnoServe is the implementing agency for the AFSF TAF. The AFSF is a second-generation fund managed by Zebu Investment Partners (ZIP) and targets high-growth Small, Medium Enterprises (SMEs) across the food value chain in Africa. Africa's food requirements are expected to double in the next 30 years with a food import bill estimated to reach USD 50 –70 billion per annum. Food value chains remain weak and under developed, while agriculture is the main form of economic activity for most people on the continent. Private investment in the agriculture sector is critical for Africa's food security and growth. The AFSF will target deal sizes of USD 2–8 million, with the goal of investing in a minimum of 10-12 agribusiness SMEs over the next 8 years. This segment of SMEs often faces challenges related to business skills, weak accounting and management systems, poor visibility and/or limited bandwidth to take advantage of market opportunities. And yet, SMEs are able to pivot and scale quickly, when the right resources are provided.

TechnoServe works alongside ZIP to implement the AFSF TAF alongside the AFSF. This is a \$1.9m grant-based facility tasked with supporting the capacity building of AFSF portfolio companies and deepening the development impact of the AFSF investments. The facility is tasked with providing TA to AFSF portfolio companies that receive investment through the AFSF, promoting new opportunities for smallholder farmers, farmer business groups, rural communities and enhancing local economic development. This will be achieved by linking private equity investments to economic opportunities for smallholder farmers (including women and youth) and micro-enterprises; promoting uptake by AFSF investee companies of inclusive business models thereby increasing beneficiary incomes and thus enhancing economic access to food. Moreover, the TAF will support AFSF investee companies with their growth objectives by providing them with expertise and support that drive best practice and innovation.

The AFSF TAF is able to support projects in and around portfolio companies under the following components:

Inclusive Business Technical Assistance

Inclusive business TA supports investee companies to plan and pilot new business models that improve commercial and broader community (or development) impact often demonstrating the business case for smallholder sourcing and supporting SMEs to integrate more farmers into their supply chains and micro-retailers into their distribution chains.

Core Business Support

The Core Business TA is intended to enable AFSF portfolio companies to attract and take full advantage of capital investments from the AFSF, realising their potential as high-growth companies, creating jobs and contributing to the agricultural and economic development of Africa.

Ecosystem Development Technical Assistance

Ecosystem Development projects will seek to strengthen market systems around AFSF portfolio companies and will be measured by quantitative indicators such as finance mobilised as well as qualitative indicators for market development such as policy change, industry influence and stakeholder learning. This component will serve as an important knowledge sharing conduit emphasizing key thematic and common areas/issues identified through the scoping, design and execution of TA.

II. Background

AFSF TAF is working with this AFSF portfolio company to implement training interventions to enhance operating standards, and the quality of its products and service. These interventions are expected to support capacity building and improvement in productivity of the operations, service and production teams. We believe through targeted training across the group, the Company will be in the position to increase its operational and financial performance

Supported by the TAF, the Company has taken the first step towards addressing its skills gaps by carrying out a skills audit to ascertain its skills inventory and determine the gaps that need to be addressed. The audit found that in addition to the Company having insufficient store supervision staff, especially during night shifts and in the restaurants the staff lacked the required skills to provide best practice Health, Safety and Hygiene training to the retail store staff exposed the Company to health and safety risks and inconsistent product service and quality across the network. In general, the staff lacked training and SOPs to assist them in daily operations.

Following the audit, to close some of the product and service quality and consistency gaps identified and improve productivity, the TAF would like to implement a Health, Safety and Hygiene SoPs development support and training program to staff in the Company's 2 hubs and all 22 retail stores across Dar es Salaam and Mbeya.

III. Duties and Responsibilities

1. **Health, Safety and Hygiene baseline assessment:** Conduct an initial assessment to understand the bakery group's current health and safety and hygiene practices and identify areas for improvement.
2. **SOPs development:** Develop health and safety and hygiene standard operating procedures (SOPs) for the retail bakery group based on industry best practices, regulatory

requirements, and the specific needs of the bakery group. The SOPs should cover all aspects of health and safety and hygiene, including personal hygiene, food handling, equipment cleaning and maintenance, waste disposal, pre-open and pre-close Safety Checks, cross-contamination prevention, etc.

3. **Training needs analysis:** Conduct a training needs analysis to identify the training needs of the bakery group's staff in relation to health and safety and hygiene. This analysis will help determine the specific training curricula required based on the SoPs developed
4. **Training program development:** Develop the training curricula and materials for the bakery group's staff based on the training needs analysis and the new SoPs. These training programs should be tailored to the specific roles of the staff members and cover topics such as personal hygiene, food handling, equipment cleaning and maintenance, and waste disposal.
5. **Training delivery:** Deliver the training program to the bakery group's staff through a combination of classroom training, practical demonstrations, and hands-on training. The training should be delivered in a manner that is engaging and interactive, to ensure that the staff members retain the information and can apply it in their work.
6. **Assessment and feedback:**
 - a. Assess the effectiveness of the training program through surveys and physical checks, and provide feedback to the bakery group's management. This feedback will help to identify any areas for improvement and ensure that the training program is meeting the needs of the staff.
 - b. Develop certification criteria that will be used to determine completion, for those that pass each of the tests and module.
 - c. Design company-wide certificates to be adopted and issued to staff after successful completion of the training
7. **Monitoring and review:**
 - a. Monitor the bakery group's health and safety and hygiene practices on an ongoing basis during the program to ensure that the SOPs are being followed and that the staff members are applying the knowledge and skills gained through the training.
 - b. Develop and maintain a training program dashboard with information and useful statistics e.g. staff details, gender split, number of stores trained, etc.

All the above activities form the major and critical parts of the scope. Candidate selection and performance will be judged on capability to implement and successful achievement of these.

IV. Deliverables

Activity	Deliverable	Anticipated due date
Health, Safety and Hygiene baseline assessment	Baseline Skills Assessment report based on staff surveys and hub and store assessments	30 March 2023

SoPs development	Comprehensive Health, Safety and Hygiene SoPs for the Retail Bakery	8 May 2023
	+	
	Approval of SoPs by management and the Steering Committee	
Facilitation of training	Training Registers (signed by participants)	Ongoing from 15 May 2023 – 30 September 2023
Assessment and evaluation	Post training surveys	Ongoing monthly from 30 May 2023 – 30 October 2023
	+	
	30 Customer surveys on HSH	
	+	
	Certifications of completion	
Project management of TA project	Training program dashboard	From 30 March – 30 September 2023
	+	
	Submission and approval of weekly project progress reports	
Project completion and assessment of results and learnings	Comprehensive Project Completion Report, including thorough assessment of post-training results and learnings	30 October 2023

V. Expected Impact:

Business impact: In addition to the current revenue generating initiatives, skills enhancement at the Company will have a positive impact on top-line growth and profitability going forward through improved yields and productivity that will increase the quantity and quality of the food.

The KPIs of the working this training project will be the following:

1. *25% reduction in Health, Safety and Hygiene related incidents across the network*
2. *90% customer satisfaction Health, Safety and Hygiene related surveys*
3. *Reference training materials and tools*

VI. Skills Required

- Experienced Consultant/Agency with expertise and a successful track record in supporting commercial retail bakery operations and management with Health, Safety and Hygiene SoP development and training
- At least 8-10 years of relevant experience required.
- Advanced degree/qualification/certifications in retail operations management, health and safety and or other relevant field preferred, training certifications advantageous
- Strong stakeholder engagement and communication skills required.
- Demonstrated leadership skills, teamwork and relationship building.
- Proven expert analytical and quantitative skills.
- Excellent written and verbal communication and interpersonal skills.
- Strong computer skills, including MS Word, PowerPoint, and Excel.
- Ability to work independently, flexibly, and responsively.
- Ability to adapt to changing working conditions.
- Ability to prioritise and meet deadlines.

VII. Instructions

Interested candidates should submit their CV, with cover letter; budget and a workplan which captures their indicative approach to implementing the required assignment. Travel to Dar es Salaam and or Mbeya, Tanzania is expected.

TechnoServe reserves the right to award the contract to the submission that is deemed to be in the best interest of TechnoServe and the Donors. The winning submissions will be notified in writing. Those who were not selected may or may not be notified, at the sole discretion of TechnoServe.

Submission deadline: 14 March 2023

Questions regarding this request may be addressed to Wadzanai Nyambayo (wnyambayo@tns.org) and must be received no later than 10 March 2023.

TERMS AND CONDITIONS

1. The Request for Qualifications is not and shall not be considered an offer by TechnoServe.
2. All responses must be received on or before the date and time indicated on the RFQ. All late responses will be rejected.
3. All unresponsive responses will be rejected.
4. All awards will be subject to TNS contractual terms and conditions and contingent on the availability of donor funding.

5. TNS reserves the right to accept or reject any submission or cancel the solicitation process at any time, and shall have no liability to the proposing party submitting for such rejection or cancellation of the request for qualifications.

6. TNS reserves the right to accept all or part of the submission when award is provided.

7. All information provided by TNS in this RFQ is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.

8. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.

9. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.