

INTERNATIONAL SCHOOL OF LUSAKA

# ISL Coffee Shop Concession

## TENDER BID PACK

Tender Reference: ISL/CS/2026/001

Issuing Authority	International School of Lusaka (ISL)
Tender Reference	ISL/CS/2026/001
Tender Title	Coffee Shop Concession — Hot Beverages & Light Refreshments
Issue Date	15th April 2026
Closing Date	15th May 2026 — 12:00 hrs (noon) CAT
Submission Method	Sealed envelope or email to bids@isl.sch.zm
Contact Person	ISL Administration Office   0211 252291
Site Visit	Strongly recommended — by appointment only

### IMPORTANT NOTICE

This document is issued in confidence solely for the purpose of inviting bids from interested parties. Recipients must not disclose its contents to third parties without the prior written consent of ISL. ISL reserves the right to accept or reject any bid, in whole or in part, without assigning any reason.

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## Part A — Introduction & Background

### A1. About the International School of Lusaka

The International School of Lusaka (ISL) is a leading international school in Zambia, providing quality education to a diverse community of students. The school is accredited and follows a recognised international curriculum, serving students, families, and staff who expect high standards of service and wellbeing within the campus environment.

ISL is committed to providing a safe, inclusive, and supportive environment. All concessionaires operating on campus are required to uphold these values and comply with all school policies.

### A2. Purpose of this Tender

ISL is seeking a qualified and experienced operator to manage a coffee shop concession within a dedicated on-campus space. The selected operator will provide hot beverages, pre-prepared food and refreshments to students, staff, parents, and visitors during school operating hours.

The concession is being offered on a formal, contractual basis with agreed commercial terms. ISL wishes to enter into a concession agreement with an operator who demonstrates strong capability, a clear concept, and a commitment to quality and food safety.

### A3. Objectives

- To provide convenient, high-quality beverage and light refreshment services to the ISL community
- To ensure a professional, hygienic, and well-managed food service operation on campus
- To generate fair commercial return, either through a fixed concession fee, revenue share, or a combination of both
- To appoint an operator who aligns with ISL's values of quality, inclusivity, and community service

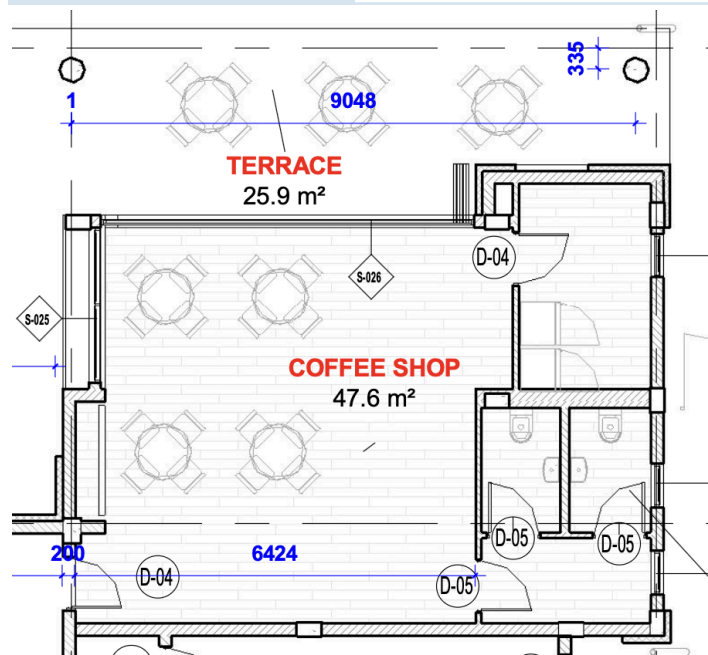
**⚠ This opportunity is NOT open to individuals or companies currently under investigation for food safety violations or in breach of Zambian business regulatory requirements.**

## Part B — Scope of Concession & Premises

### B1. Premises Description

The coffee shop space is located within the ISL campus and is available for immediate fit-out and operation. The following facilities are included within the demised area:

<b>Total Floor Area</b>	Approximately 48 m <sup>2</sup>
<b>Kitchenette</b>	3 m × 2 m (6 m <sup>2</sup> ) — fitted preparation area
<b>Toilet Facilities</b>	Two dedicated WCs — one male, one female
<b>Seating Area</b>	Indoor seating within the main floor area
<b>Utilities</b>	Electricity and water connections available
<b>Access</b>	Direct access from main campus circulation route



### B2. Permitted Activities

The selected operator is authorised to conduct the following activities within the demised premises:

- Preparation and sale of hot beverages — including coffee, tea, hot chocolate, and infusions
- Sale of cold beverages — including bottled water, juices, smoothies, and chilled drinks
- Sale of pre-prepared, ready-to-eat food items — including sandwiches, wraps, pastries, baked goods, snacks, and light meals
- Warming of pre-prepared food items using appropriate non-cooking equipment
- Sale of packaged confectionery and snack items in line with ISL's healthy eating guidelines

**CRITICAL OPERATIONAL CONSTRAINT — NO COOKING PERMITTED**

The premises are NOT equipped with gas supply or induction cooking appliances. No on-site cooking of raw food is permitted. All food items must be sourced as pre-prepared, pre-packaged, or ready-to-eat products from approved suppliers. Food warming is permitted using microwaves, hot holding display units, or similar non-cooking equipment. Bidders must demonstrate how they will sustain a high-quality, consistent food offering within this constraint.

**B3. Prohibited Activities**

- Cooking raw meat, fish, or poultry on the premises
- Use of open flames, deep fryers, induction hobs, or commercial cooking ranges
- Sale of alcohol or tobacco products
- Sale of any items not declared in the approved menu submitted with the bid
- Sub-letting or assigning the concession to any third party without ISL's prior written consent
- Advertising or promotional activity inconsistent with ISL's brand guidelines

**B4. Operating Hours**

The operator is expected to trade during the following indicative hours, subject to agreement with ISL management:

- Monday to Friday: 07:00 – 16:30 (term time only)
- Saturday: As agreed for special school events
- School holidays: Closed, unless agreed in advance

ISL reserves the right to adjust permitted operating hours based on school schedule and operational requirements. The operator must remain flexible to cater for special events and parent days.

**B5. Concession Period**

The initial concession period will be twelve (12) months from the agreed commencement date, with an option to renew for a further twelve (12) months subject to satisfactory performance review. ISL reserves the right to terminate the agreement with thirty (30) days written notice in the event of material breach.

# Part C — Bidder Requirements

## C1. Eligibility Criteria

To be considered for this tender, all bidders must satisfy the following minimum eligibility requirements at the time of submission:

- Be a legally registered business or sole trader in Zambia, with valid PACRA or equivalent registration documentation
- Hold a valid food handling/food business operating licence
- Possess relevant experience in food and beverage service — a minimum of three (3) years of operating experience is preferred
- Have no outstanding tax obligations or regulatory penalties
- Be able to provide at least three (3) verifiable references from a previous food & beverage operation

## C2. Required Submissions

Each bid must include ALL of the following. Incomplete bids will be disqualified:

### C2.1 — Business & Profile Documentation

- Completed Bid Submission Form (Annex I)
- Certificate of incorporation / business registration (PACRA or equivalent)
- Valid national ID or passport of the applicant / director(s)
- Company profile or personal biography (maximum 2 pages)
- Evidence of prior food & beverage operations (photos, references, contracts)

### C2.2 — Concept & Menu

- A written menu concept outlining proposed products and pricing
- Description of food sourcing strategy — confirming that all food will be pre-prepared and traceable
- A written sample daily menu with at least 10 items across beverages and food categories
- Details of how the operator intends to accommodate dietary requirements (vegetarian, halal, allergies)

### C2.3 — Operational Plan

- Proposed staffing structure and number of employees
- Intended daily operating schedule and opening hours
- Plan for waste management and cleaning routines
- Equipment list — including all warming, display, and preparation equipment proposed for the space

### C2.4 — Financial Proposal

- Completed Financial Proposal Template (Annex II)
- Proposed monthly concession fee payable to ISL, OR a revenue share percentage, OR a hybrid proposal
- Estimated monthly revenue projections for the first 12 months
- Confirmation that all financial obligations (ZRA, NHIMA, NAPSA) will be met

### C2.5 — Compliance & Safety

- Copy of food handler certificates for all proposed staff

- Description of food safety management systems and procedures
- Proposed HACCP or food safety plan, even if simplified
- Public liability insurance certificate

**⚠ Bids that do not include all required documentation listed above will be declared non-compliant and will not be evaluated. No supplementary documents will be accepted after the submission deadline.**

## Part D — Bid Submission Instructions

### D1. How to Submit

Bids may be submitted via one of the following methods:

#### Option A — Physical Submission

Place your complete bid in a sealed envelope, clearly labelled as shown below, and deliver it to the ISL Administration Office no later than the closing date and time.

<b>Envelope Label</b>	"CONFIDENTIAL — ISL Coffee Shop Tender — ISL/CS/2026/001"
<b>Deliver To</b>	ISL Administration Office, International School of Lusaka Campus
<b>Attention</b>	The Tender Committee — Coffee Shop Concession

#### Option B — Email Submission

Email your complete bid as PDF attachments (or a single consolidated PDF) to the address below. The email subject line must read exactly:

<b>Email Address</b>	bids@isl.sch.zm
<b>Email Subject</b>	"BID: ISL/CS/2026/001 — Coffee Shop Concession — [Your Name/Company]"
<b>Max File Size</b>	25 MB per email. Send multiple emails if required, clearly numbered.

### D2. Key Dates

<b>Tender Issue Date</b>	15 April 2026
<b>Site Visit Period</b>	TBC — By appointment (contact 0211 252291)
<b>Deadline for Clarifications</b>	30th April 2026 — 17:00 hrs CAT
<b>Clarification Responses</b>	30th April 2026
<b>Bid Submission Deadline</b>	15th May 2026 — 12:00 hrs (noon) CAT
<b>Evaluation Period</b>	Two weeks
<b>Notification of Outcome</b>	June 2026
<b>Expected Commencement</b>	1st August 2026

⚠ **Late submissions will NOT be accepted under any circumstances, whether submitted physically or by email. Bidders are advised to allow sufficient time for delivery.**

### D3. Clarifications & Queries

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Any questions or requests for clarification regarding this tender must be submitted in writing by email to bids@isl.sch.zm, referencing the tender number ISL/CS/2026/001. Verbal queries will not be accepted. All questions and anonymised responses will be shared with all registered bidders.

### D4. Site Visits

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Prospective bidders are strongly encouraged to arrange a site visit to view the premises before submitting their bid. Site visits are by appointment only and must be scheduled by emailing bids@isl.sch.zm or calling 0211 252291. Visitors must comply with all ISL campus access and safeguarding requirements, including providing valid identification at the gate.

### D5. Bid Validity

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Submitted bids must remain valid and binding for a minimum of ninety (90) days from the closing date. ISL reserves the right to extend this period by mutual written agreement with shortlisted bidders.

### D6. Costs of Bidding

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All costs incurred in the preparation and submission of a bid are entirely the bidder's responsibility. ISL will not reimburse any costs associated with the bidding process under any circumstances.

### D7. Confidentiality

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All bid submissions will be treated as confidential. ISL will not disclose bid contents to other bidders or third parties, except as required for the evaluation process or as required by law.

## Part E – Evaluation Criteria & Scoring

### E1. Evaluation Process Overview

All compliant bids will be evaluated by an ISL Tender Evaluation Committee comprising a minimum of three (3) members, which will include representatives from school administration, finance, and operations. The evaluation will be conducted in two stages:

- Stage 1 — Compliance Check: Bids will first be reviewed to confirm all mandatory documents have been submitted. Non-compliant bids will be eliminated at this stage.
- Stage 2 — Scored Evaluation: Compliant bids will be scored against the criteria below. Shortlisted bidders may be invited for a presentation or interview.

Each evaluator will score independently. Final scores will be averaged across all evaluators. ISL reserves the right to seek clarification from any bidder during the evaluation process.

### E2. Evaluation Criteria & Weighting

Criterion	What Evaluators Look For	Weight	Max Score
<b>1. Relevant Experience &amp; Track Record</b>	Depth and relevance of food & beverage experience; references; previous operation quality	<b>20%</b>	<b>20</b>
<b>2. Menu Concept &amp; Food Quality</b>	Quality, variety, and innovation of proposed menu; sourcing strategy; dietary inclusivity; pricing appropriateness for school community	<b>25%</b>	<b>25</b>
<b>3. Financial Proposal &amp; Value</b>	Competitiveness of concession fee or revenue share; financial projections; evidence of commercial viability; overall value to ISL	<b>20%</b>	<b>20</b>
<b>4. Operational &amp; Staffing Plan</b>	Credibility and detail of operating plan; staffing levels; proposed hours; waste and cleaning management; equipment list	<b>15%</b>	<b>15</b>
<b>5. Compliance &amp; Food Safety</b>	Validity and completeness of food safety certifications; HACCP plan quality; insurance; regulatory compliance	<b>10%</b>	<b>10</b>
<b>6. Community Fit &amp; Presentation</b>	Overall professionalism of submission; alignment with ISL values; clarity of communication; attitude to school environment	<b>10%</b>	<b>10</b>

Criterion	What Evaluators Look For	Weight	Max Score
<b>TOTAL</b>		<b>100%</b>	<b>100</b>

### E3. Scoring Rubric — General Guidance

Evaluators will use the following rubric as a guide when assigning scores for each criterion. Scores of 0 are reserved for complete failure to address a criterion.

Score 1–2(Poor)	Score 3–4(Below Average)	Score 5–6(Average)	Score 7–8(Good)	Score 9–10(Excellent)
No relevant experience; no references provided	Minimal experience; weak references; limited evidence	Some relevant experience; references provided; adequate evidence	Good experience in F&B; strong references; clear evidence of quality	Extensive proven F&B experience; outstanding references; demonstrable track record
Menu is vague or non-existent; no sourcing plan	Menu lacks variety; sourcing unclear; dietary needs not addressed	Reasonable menu; basic sourcing plan; some dietary options noted	Well-developed menu; clear sourcing; most dietary needs addressed; good pricing	Innovative, varied menu; robust sourcing strategy; excellent dietary coverage; well-priced
No financial offer made; projections absent	Very low concession fee; unrealistic projections; poor commercial case	Reasonable offer; basic projections; adequate commercial rationale	Competitive offer; well-structured financials; credible projections	Highly competitive offer; detailed and realistic financials; excellent value to ISL
No operational plan submitted	Vague plan; understaffed; hours incomplete; no cleaning plan	Basic plan; staffing identified; hours stated; cleaning mentioned	Detailed plan; adequate staffing; clear hours; waste & cleaning addressed	Comprehensive plan; full team structure; flexible hours; thorough waste & hygiene management
No food safety documentation; no intent to comply	Partial documentation; no HACCP plan; gaps in compliance	Core certifications present; basic food safety approach described	Full certifications; clear HACCP plan; insurance confirmed	All certifications current; detailed HACCP; full insurance; above-minimum compliance
Submission poorly presented; values misaligned	Limited presentation quality; minimal community awareness	Adequate presentation; some awareness of school context	Professional submission; good understanding of school community	Highly professional; clearly tailored to ISL; strong community-service ethos

### E4. Award Decision

The contract will be awarded to the bidder achieving the highest total weighted score, subject to satisfactory completion of due diligence checks. ISL reserves the right to:

- Award to the second-ranked bidder if the highest-scored bidder fails due diligence
- Negotiate final commercial terms with the preferred bidder before contract execution
- Decline to award the concession if no bid meets the minimum acceptable standard of 60 out of 100
- Cancel the tender process at any time without liability

All bidders will be notified of the outcome in writing. Unsuccessful bidders may request a debrief within 14 days of notification.

## Part F — Terms & Conditions

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### F1. General Conditions

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- By submitting a bid, the bidder accepts all terms and conditions set out in this document.
- ISL is not bound to accept the lowest or any bid received.
- Submission of a bid does not create any contractual relationship between the bidder and ISL until a formal written concession agreement has been executed by both parties.
- Any attempt to contact or influence ISL board members, evaluation committee members, or staff in relation to this tender may result in immediate disqualification.

### F2. Concession Agreement

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The successful bidder will be required to enter into a formal Concession Agreement with ISL prior to commencement. The agreement will cover, inter alia:

- Scope of permitted activities and products
- Concession fee or revenue share structure and payment schedule
- Term, renewal, and termination provisions
- Performance standards and Key Performance Indicators (KPIs)
- Insurance and liability obligations
- Compliance with ISL campus policies — including safeguarding, health & safety, and behaviour codes
- Menu approval process — any changes to the approved menu require prior written consent from ISL

### F3. Financial Obligations

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The concessionaire is solely responsible for all costs associated with operating the concession, including but not limited to:

- Purchase of all food, beverages, packaging, and consumables
- Staff salaries, NHIMA, NAPSA, and all statutory employment obligations
- Payment of ZRA taxes, including income tax and VAT where applicable
- Procurement and maintenance of all equipment brought onto the premises
- Utility costs — a fair use contribution toward electricity and water may be levied by ISL

### F4. Campus Policies & Safeguarding

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All staff employed by the concessionaire who work on the ISL campus must:

- Undergo and pass an ISL background / safeguarding check before commencing work
- Attend a campus induction covering child safeguarding, access procedures, and emergency protocols
- Wear clearly identifiable uniforms or ID badges at all times while on campus
- Never be alone with a student in a closed space

Failure to comply with ISL's safeguarding policy will result in immediate removal from campus and may trigger termination of the concession agreement.

### F5. Health, Safety & Hygiene

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- The concessionaire must maintain the highest standards of food hygiene and cleanliness at all times.

- ISL management or its appointed representative may carry out unannounced hygiene inspections at any time during operating hours.
- All food handling staff must hold current food handler certificates and undergo regular refresher training.
- The concessionaire must comply with all applicable Zambian food safety regulations and standards.

## **F6. Intellectual Property & Branding**

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The concessionaire may operate under their own brand. However, any signage, menus, or promotional materials displayed on campus must be approved by ISL in writing before display. The ISL name, logo, or branding may not be used by the concessionaire in any external marketing without prior written consent.

## **F7. Dispute Resolution**

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Any disputes arising from or related to the concession agreement shall be resolved first through good-faith negotiation between the parties. If unresolved within 30 days, disputes shall be referred to mediation under Zambian law before any other legal proceedings are initiated.

## **F8. Governing Law**

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This tender and any resulting agreement shall be governed by and construed in accordance with the laws of the Republic of Zambia.

# Annex I — Bid Submission Form

Complete all sections in full. This form must be signed and submitted as part of your bid. Incomplete forms will render the bid non-compliant.

## Section 1 — Bidder Details

FULL LEGAL NAME OF BUSINESS / APPLICANT

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TRADING NAME (IF DIFFERENT)

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PACRA REGISTRATION NUMBER

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BUSINESS ADDRESS

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CONTACT NAME & TITLE

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PHONE NUMBER

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EMAIL ADDRESS

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WEBSITE / SOCIAL MEDIA (IF APPLICABLE)

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## Section 2 — Experience & Background

HOW MANY YEARS HAVE YOU OPERATED IN THE FOOD & BEVERAGE INDUSTRY?

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NAME AND BRIEF DESCRIPTION OF PREVIOUS OR CURRENT F&B OPERATIONS (LIST UP TO 3):

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REFERENCE 1 — NAME, ORGANISATION, CONTACT NUMBER

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REFERENCE 2 — NAME, ORGANISATION, CONTACT NUMBER

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### Section 3 — Concept Statement

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IN 2–3 SENTENCES, DESCRIBE YOUR PROPOSED COFFEE SHOP CONCEPT FOR ISL:

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WHAT MAKES YOUR OFFERING UNIQUE AND SUITABLE FOR A SCHOOL ENVIRONMENT?

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### Section 4 — Financial Offer

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MONTHLY CONCESSION FEE OFFERED (ZMW): \_\_\_\_\_ OR

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PROPOSED REVENUE SHARE (%): \_\_\_\_\_ OR

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HYBRID PROPOSAL (DESCRIBE): \_\_\_\_\_

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### Section 5 — Declaration

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I / We, the undersigned, declare that:

- The information provided in this bid is accurate and complete to the best of my/our knowledge.
- I/We have read, understood, and accept all terms and conditions set out in this Tender Bid Pack.
- I/We confirm that the business is legally registered and in good standing in Zambia.
- I/We understand that ISL is not obligated to award this concession to any bidder.
- I/We confirm that no attempt has been made or will be made to influence the evaluation process improperly.

**AUTHORISED SIGNATORY NAME**

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**SIGNATURE**

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**DESIGNATION / TITLE**

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**DATE**

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**COMPANY STAMP (IF APPLICABLE)**

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## Annex II – Financial Proposal Template

Complete this template in full and include it with your bid submission. All figures should be in Zambian Kwacha (ZMW). Use realistic, defensible estimates based on your experience.

### Section A – Concession Offer to ISL

<b>Option 1 – Fixed Monthly Fee</b>	ZMW _____ per month, payable by the ____ of each month
<b>Option 2 – Revenue Share</b>	_____ % of gross monthly revenue
<b>Option 3 – Hybrid Offer</b>	ZMW _____ base fee PLUS _____ % above ZMW _____ monthly revenue
<b>Preferred Option</b>	Please circle or highlight: Option 1 / Option 2 / Option 3

### Section B – Projected Monthly Revenue (Year 1)

Month	Beverages (ZMW)	Food (ZMW)	Other (ZMW)	Total Revenue (ZMW)	Concession Payable (ZMW)
Jan					
Feb					
Mar					
Apr					
May					
Jun					
Jul					
Aug					
Sep					
Oct					
Nov					
Dec					
TOTAL					

### Section C – Estimated Operating Costs (Monthly)

<b>Stock / Ingredients (ZMW)</b>	
<b>Staff Salaries &amp; Benefits (ZMW)</b>	
<b>Packaging &amp; Consumables (ZMW)</b>	
<b>Equipment Maintenance (ZMW)</b>	
<b>Other Costs — specify (ZMW)</b>	
<b>TOTAL Estimated Monthly Costs (ZMW)</b>	
<b>Estimated Monthly Net Profit (ZMW)</b>	Revenue minus costs minus concession fee

## Section D — Start-up Investment

**ESTIMATED TOTAL INVESTMENT IN EQUIPMENT, FIT-OUT, AND INITIAL STOCK (ZMW):**

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**HOW DO YOU INTEND TO FUND THIS INVESTMENT?**

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## Annex III – Evaluation Score Sheet

For use by ISL Tender Evaluation Committee members only. Each evaluator completes their column independently. Final scores are averaged. This document is strictly confidential.

<b>Bidder Name</b>	
<b>Tender Reference</b>	ISL/CS/2026/001
<b>Evaluation Date</b>	
<b>Evaluator Names</b>	1. _____ 2. _____ 3. _____

Evaluation Criterion	Evaluator 1	Evaluator 2	Evaluator 3	Average	Notes
1. Relevant Experience & Track Record					
2. Menu Concept & Food Quality					
3. Financial Proposal & Value					
4. Operational & Staffing Plan					
5. Compliance & Food Safety					
6. Community Fit & Presentation					
<b>TOTAL SCORE (out of 100)</b>					

### Evaluator Notes & Observations

**KEY STRENGTHS OBSERVED:**

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**KEY CONCERNS OR WEAKNESSES:**

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**RECOMMENDATION (SHORTLIST / DO NOT SHORTLIST / REFER FOR CLARIFICATION):**

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Evaluator 1 Signature

Evaluator 2 Signature

Evaluator 3 Signature

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

## Annex IV — Submission Checklist

Use this checklist to confirm that your bid is complete before submission. Tick each item once included. A signed copy of this checklist must accompany your bid submission.

#	Required Document / Item	Included? (✓/✗)
1	Completed Bid Submission Form (Annex I) — signed and dated	
2	Completed Financial Proposal Template (Annex II)	
3	Signed copy of this Submission Checklist (Annex IV)	
4	PACRA business registration certificate (certified copy)	
5	Valid national ID or passport of applicant / director(s)	
6	Company profile or personal biography (max 2 pages)	
7	Evidence of prior F&B operations (photos, references, supporting documents)	
8	Minimum two (2) written references from previous F&B operations	
9	Written menu concept with proposed products and pricing	
10	Sample daily menu (minimum 10 items)	
11	Food sourcing strategy — confirming pre-prepared food approach	
12	Dietary requirements accommodation plan (vegetarian, halal, allergens)	
13	Staffing plan and organisational structure	
14	Proposed operating hours and daily schedule	
15	Equipment list — all equipment proposed for the space	
16	Waste management and cleaning routine description	
17	Food handler certificates for proposed staff (or commitment to obtain)	
18	Food safety management description and HACCP plan (simplified acceptable)	

#	Required Document / Item	Included? (✓/✗)
19	Public liability insurance certificate (or commitment to obtain)	
20	Any additional supporting information (optional — clearly labelled)	

**BIDDER CONFIRMATION**

I/We confirm that this checklist has been completed accurately and that all ticked items are included in full within this bid submission. I/We understand that any unticked mandatory item may result in disqualification.

AUTHORISED SIGNATORY NAME

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SIGNATURE

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COMPANY NAME

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DATE OF SUBMISSION

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