



Te Pae Aronui

Ministry of Education RFP Evaluation Recommendation Report

2026 Contributing Primary School Lunches

MOE 30205

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Prepared by:	9(2)(a)
Title:	Procurement Specialist
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Approvals

Recommendation Endorsement

The scoring member(s) of the Evaluation Panel (EP)

Endorse the EP recommendation(s).

Name	Title	Signature	Date
9(2)(a)	Lead Advisor of Sustainability & Evaluation Te Pae Aronui	9(2)(a)	29/09/2025
	Service Delivery Manager - Special Projects		29/09/2025
	Senior Advisor - Māori Engagement Ka Ora, Ka Ako		29/09/2025
	Regional Liaison Lead – School Transport		29/09/2025
	Financial Programme Manager – TPA Special Projects		30/09/2025
	Commercial Manager, Special Projects		29/09/2025
	9(2)(g)(i)		

Endorsement of the Evaluation Panel Recommendation

Chair of the Evaluation Panel

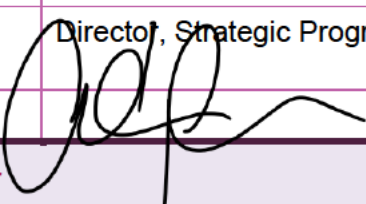
Endorsement:	The evaluation has been carried out as planned and the scoring of proposals accurately reflects the Evaluation Panel's conclusions.
Name	9(2)(a)
Title	Principal Procurement Specialist



Signature	9(2)(a)	Date	30/09/2025
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Acceptance of the Recommendation and Authority to Proceed

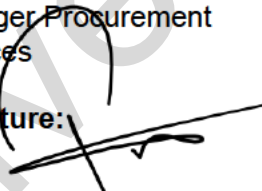
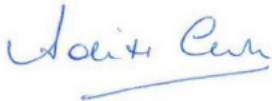
Programme Owner

Approval:	Accept the Evaluation Panel's recommendation(s) and proceed		
Name	Andrew Gibson		
Title	Director, Strategic Programmes, Te Pae Aronui		
Signature		Date	23/09/2025

Business Owner

Approval:	Accept the Evaluation Panel's recommendation(s) and proceed		
Name	Lynda Pura-Watson		
Title	General Manager, Ākonga and Community Outcomes		
Signature		Date	03/10/2025

Procurement

Procurement Manager	Pru Popple Manager Procurement Services Signature: 	Date	03/10/2025
Chief Procurement Officer	Aditi Cook Chief Procurement Officer Signature: 	Date	19/09/2025



The Summary

Procurement Title	Healthy School Lunches Alternative Provision Model – 2026 Contributing Primary Schools
ProcurEd No	MOE30205
Procurement Process	Single stage open RFP
Contract Type	Services Agreement
RC Charge	3-7101-2517-6303-368
Report Purpose	The purpose of this report is to recommend a shortlist of respondents for negotiations.
The Background	The Ministry's Ka Ora, Ka Ako Healthy School Lunches is one of the biggest food programmes in New Zealand. The Ka Ora, Ka Ako Healthy School Lunches programme aims to reduce food insecurity by providing access to a nutritious lunch in school every day. Around a million lunches are provided each week to ~240,000 students in 1013 schools and kura. This procurement is for the provision of lunches to circa 196 external model contributing primary schools for the 2026 school year. The approved Procurement Plan is at Procurement Plan - School Lunches - 2026 Contributing Primary Schools - 17 July 25.docx. This plan was subsequently amended to expand on the role of the Governance Board and evaluation team membership. The approved amendment is at Addendum 1 - Procurement Plan - School Lunches - 2026 Contributing Primary Schools.docx
Provider clarifications to form negotiation recommendation	Following moderation, and to establish a recommendation for negotiations, the following providers were contacted to provide written or verbal clarifications in Teams meetings: Teams meetings were conducted with: • Montana Group • KDJ Catering Ltd • The Y Gisborne 9(2)(b)(ii) Written clarifications were sought from: 9(2)(b)(ii) • E2 Santos & Appresso Catering 9(2)(b)(ii)



	• Star Fresh (formerly Kāpura) 9(2)(b)(ii) • Ka Pai Kai 9(2)(b)(ii) All suppliers bar 9(2)(b)(ii) submitted their responses back to the Ministry within the specified timeframes. Follow up meetings were also conducted with 9(2)(b)(ii) and Appresso to further clarify the written clarifications provided. Following the clarification sessions, a recommendation for negotiation has been confirmed and approval is sought in this report. Early discussions did not include the bid from Mammoth Brands or USCA for evaluation and clarifications. They are included for completeness, as they may be needed for coverage and form part of the recommendation to progress to negotiations.
Budget	It is confirmed that the Budget of \$29M is available, as outlined in the Procurement Plan. The approval has been granted for a maximum expenditure of \$29M over the 2026 calendar year.
Benchmark Pricing	The price per lunch has been set at \$3, in accordance with CAB-24-MIN-0131.01

The Procurement

Tender Dates			
	Tender publish date	Date	22/07/2025
	Tender submission deadline	Date	21/08/2025
	Evaluation panel briefing date	Date	22/08/2025
	Final evaluation meeting date	Date	2/09/2025
The procurement timeline detailed in the Procurement Plan was adhered to with the exception the moderation process started early on 28 August 2025. As one evaluator was not able to attend the evaluator briefing. It was recorded and they confirmed they viewed the recording before they commenced their individual evaluation.			
Contract Information	Contract start date	Date	15 October 2025
	Contract end date	Date	24 December 2026



	Contract Type	Services Agreement
	Initial term of the contract	1 Year
	Is there an option to extend	No
	Ministry Contract Manager	Wendy Galvin, Commercial Manager, Special Projects

The Recommendation of the Evaluation Panel

Recommended Shortlist for negotiation

As per the procurement plan, there was always a concern that the requisite coverage may not be met especially with the \$3, hence alternative proposals were also invited. This approach gives the team the ability to work with suppliers (compliant and non-compliant) to secure provision of services for the programme.

The Evaluation Panel recommends the following evaluated suppliers are shortlisted for negotiations:

- KDJ Catering Limited
- Montana Group
- Star Fresh (former Kāpura)

9(2)(b)(ii)

- Ka Pai Kai

9(2)(b)(ii)

- E2 Santos & Appresso Catering

9(2)(b)(ii)

Suppliers who have been shortlisted for negotiation have high potential in being able to contribute to national coverage.

*It is noted that following the final moderation to determine the list above, 9(2)(b)(ii) withdrew their proposal from further consideration.

The following suppliers who were evaluated are not recommended to be shortlisted for negotiations:

9(2)(b)(ii)	
The Y Gisborne	9(2)(b)(ii)
9(2)(b)(ii)	



Mammoth Brands (consortium Pita Pit, tuckr & Subway) and USCA have not been evaluated, so the panel cannot provide a recommendation.

However, it is noted by the panel that they may be needed for coverage and as such may be brought into direct negotiation if there is rationale to support their use across areas that cannot be covered by other providers as specified as an option in the procurement plan.

Engagement Risks

The risks identified during the procurement planning process have been reviewed. These risks have either been closed or mitigations remain in place to manage their probability or impact. The residual risks associated with the sourcing phase of this procurement process are:

Risk	Treatment	Rating (post treatment)
Identifying best provider/s for coverage gaps	Clarifications undertaken to better understand viability and coverage. Approval to direct source/negotiate pricing and/or bespoke solutions with suppliers in areas where no solution is available/offered.	High
9(2)(b)(ii)		High
Regional providers concerned that they are not fairly being considered against larger providers offering national solutions	Thorough evaluation process with rationale undertaken to select the best supplier for the region. Proactive and informative communication of decisions.	High
Fairness of utilising direct negotiation rationale to select suppliers.	Agreed in the procurement plan and clearly outlined in the RFP. Will be fairly and robustly applied as/when needed with the appropriate sign-off.	High



Proposals Received

Tender Responses

Twenty-nine (29) proposals were received. One supplier failed to lodge any proposal documents on GETS.

The full completed Tender Compliance and Due Diligence document is filed here - [Precondition assessment.xlsx](#)

Ten compliant proposals were received:

9(2)(b)(ii)

- E2 Santos & Appresso Catering Limited

9(2)(b)(ii)

- KDJ Catering Limited

- Montana Group

9(2)(b)(ii)

- The Y Gisborne

9(2)(b)(ii)

Note that Star Fresh (formerly Kāpura) were initially considered compliant however was re-assessed as non-conforming following detailed evaluation.

Late proposals

One late proposal, Mahia Café, was received 15 minutes after the RFP closing time and within the 30 minute late close window set on GETS. Email approval to accept this late proposal was granted by the Procurement Services Manager.

This supplier had contacted the Ministry the day before and requested an extension due to personal circumstances. This request was declined and the supplier advised they would try and meet the closing time.

The Evaluation Process

Conflict of Interest

No conflicts of interest were declared or reported.

It is confirmed that the outcome of the evaluation was not influenced by any conflicts of interest.

Pre-conditions and Non-conforming proposals

1. Pre-conditions did apply to this procurement.
2. The Ministry accepted non-conforming proposals on this procurement, with respondents permitted to submit proposals above the published target price of \$3 per lunch.

Non-conforming proposals were received from the following Respondents:



	9(2)(b)(ii)
	Star Group (Kāpura) 9(2)(b)(ii)
	9(2)(b)(ii)
	Ka Pai Kai Aotearoa Limited 9(2)(b)(ii)
	9(2)(b)(ii)
	University of Canterbury Students' Association 9(2)(b)(ii)
	9(2)(b)(ii)
	The Food Company 9(2)(b)(ii)
	Mammoth Brands (Pita Pit, tuckr, Subway) 9(2)(b)(ii)
	Café Mahia 9(2)(b)(ii)
Evaluation Methodology	The evaluation model that was used is weighted attribute in accordance with the approved Procurement Plan. The evaluation was undertaken in two stages with compliant proposals evaluated first. Proposal coverage was then mapped against schools to identify schools with no supply option. Non-conforming responses were then assessed to identify the lowest priced responses that would provide the required coverage. These responses were then evaluated. The coverage mapping is here - Coverage assessment.xlsx
Compliant Proposal Evaluation	Stage 1 of the Evaluation:
	The evaluation was undertaken in two stages with compliant proposals evaluated and moderated first. The compliant proposals were scored and ranked as follows:
	Montana Group 9(2)(b)(ii)
	KDJ Catering Limited



The Y Gisborne

9(2)(b)(ii)

9(2)(b)(ii)

E2 Santos & Appresso Catering Limited

9(2)(b)(ii)

9(2)(b)(ii)

Star Fresh was assessed as part of the compliant response evaluation but was determined to be non-conforming because additional labour brought the price above the cap.

Proposal coverage was reviewed against schools to identify the number of responses by school and identify schools with no supply option.

Following evaluation, the following suppliers were recommended to proceed to clarification:

Montana Group

9(2)(b)
(ii)

KDJ Catering Limited

The Y Gisborne

9(2)(b)(ii)

E2 Santos & Appresso Catering Limited

9(2)(b)(ii)

9(2)(b)(ii)

Responses not shortlisted

Following assessment of the compliant response coverage by school, 9(2)(b)(ii) were set aside from further consideration based on:

- their low score and significant deficiencies in their proposal and
- a higher scoring compliant response was received for the schools they were proposing to supply.

9(2)(b)(ii) were low scoring proposals with deficiencies; however, they were the only compliant proposals offering coverage to a small number of Southland schools, and which are likely to be difficult to supply. They were therefore included in the clarifications.

Non-conforming Proposal Evaluation

Stage 2 of the Evaluation:

The following non-conforming responses were evaluated as they were the lowest priced responses required to complete supply to all schools. In considering these four non-compliant bids for clarifications, it was



noted that there was still potential that other non-compliant bids would need to be further considered.

Star Fresh (Kāpura)

9(2)(b)(ii)

Ka Pai Kai Aotearoa
Limited
9(2)(b)(ii)

All four suppliers were contacted to provide clarifications.

Under the scoring of 'coverage' suppliers receive higher scores for offering to supply more schools. In the moderation non-conforming suppliers were scored on the coverage they offered against coverage required by the Ministry. E.g. If the Ministry only needed coverage for 29 schools the suppliers were only scored as offering this coverage, even if they offered more. This inconsistency was identified after moderation was completed and corrected. The change made no difference to the evaluation outcome but was important to correct the consistent application of the coverage scoring. The appropriateness of this change was confirmed with the Probity Auditor.

Clarification Stage

Clarifications:

The evaluation panel identified clarifications were required with all moderated suppliers in the evaluation stages before determining a shortlist for negotiations. All suppliers were asked questions across common topics:

- **Viability** - detailed breakdown of \$3 meal model, increase allowances, minimum lunch numbers, changes proposed.
- **Menu and Nutrition** – breakdown of sample menu, nutritional standards and offering (hot or cold or mixed).
- **Capacity** – potential coverage of additional regions and associated costs.
- **Waste Minimisation** – confirmation of inclusion in price and operational details.

Some suppliers were also asked for detail about consortium arrangements, implementation, resourcing and facilities.

The clarifications provided confidence overall but also highlighted significant gaps and reservations across the proposals from The Y (Gisborne) and 9(2)(b)(ii)

The summaries of all clarification discussions and meetings are at Appendix 1.



Following the collation of the clarifications, the evaluation panel re-convened to discuss the clarification points and what impact this would have on their positioning in the moderation.

The panel were then given opportunity to reconsider the average 0-10 score to confirm if the positioning was appropriate. This method was used to align to prior scoring positions taken to ensure consistency and ease of coming up with a final position. While this differs from representing the final weighted scores as above, it provides clear direction about which proposals are strongest for negotiations.

The final scores 0-10 are:

Montana Group	9(2)(b)(ii)	
KDJ Catering Limited		
The Y Gisborne		
9(2)(b)(ii)		
E2 Santos & Appresso Catering Limited	9(2)(b)(ii)	
9(2)(b)(ii)		
Star Fresh (Kāpura)	9(2)(b)(ii)	
Ka Pai Kai Aotearoa Limited		
9(2)(b)(ii)		

Utilising direct negotiation for Mammoth Brands and USCA

Mammoth Brands and USCA supplied non-compliant bids which have not yet been evaluated by the panel.

It was known at the time of moderation that further non-compliant bids may need to be considered at a later stage. The areas that they are being considered for have limited coverage so there is sufficient rationale to consider them further and ensure that there is competition in areas where coverage is not assured by a compliant supplier and multiple non-compliant suppliers are being considered.

The approved Procurement Plan identified that where sufficient coverage (i.e. supply to most/all schools) is not available across the



individual shortlisted suppliers and a single supplier offers significant coverage (i.e. supply to most/all schools) on their own, the Ministry may select that supplier for contract negotiations. If exercised, approval of this approach will require appropriate supporting rationale and the approval of the Chief Procurement Officer and the General Manager – Ākonga and Community Delivery.

In looking at the scoring positions and the regional coverage requirements, the suppliers shortlisted for negotiation are:

9(2)(b)(ii)

- Mammoth Brands considering for Tai Tokerau, Hawkes Bay/ Tairāwhiti, South Island
- Appresso considering for Central Auckland
- KDJ Catering Limited considering for Taranaki/Whanganui/Manawatu
- Montana Group considering for South Auckland and Waikato
- Star Fresh (formerly Kāpura) considering for Wellington
- Ka Pai Kai considering for Bay of Plenty

9(2)(b)(ii)

- USCA considering for Christchurch City

The result of ongoing clarifications means that this list could still change. Potential supplier coverage is included at Appendix 2.

Post-clarification moderation sheet is included at Appendix 3.

Probity Audit

The Probity Auditor has verbally advised they have not identified any probity concerns at this stage of the procurement process.

Conflicts of Interest

By submitting, endorsing, or approving this Recommendation Report, the Procurement Lead, Procurement Reviewer(s), Procurement Manager, Procurement Owner, and Business Lead or Sponsor confirm that they have no conflicts of interest to declare. Should any conflicts exist, they have submitted an updated Conflict of Interest declaration outlining any potential conflicts.

APPENDICES:

Appendix 1: Meetings and written clarifications

Purpose:	Request for Clarification – RFP Submission Review (Online)
With:	KDJ Catering
Attendees:	9(2)(a)
Date:	15/09/2025, 9:00-10:00am
Areas of discussion	9(2)(b)(ii) - Detailed costings discussed in meeting and broken down into 4 distinct school areas – have been aggressive with costs because they still need to make a profit, can't operate on a loss. - Included is number of people to serve, time required, wage cost, kitchen operational costs, kitchen labour, negotiated packaging pricing, fuel and vehicle maintenance. No capital works are required. - Calculated on 80% of school roll - approx. 3365 lunches. This is their minimum number to make a profit. - They intend to continue doing whanau style which works well for their schools and is most cost-effective option. - Have considered where they can find efficiencies such as staggered mealtimes, utilising parents/PTA as servers. Viability without the three tagged schools: - Have loosely modelled the costs without the three schools that were tagged as potentially not being in scope which is approx. 900 students. - Milson would be the most important due to the size of the roll, the other two would have a marginal difference to the bottom line. Capacity, potential to scale up: - They could scale up in Palmerston North as their external contracts give access to large commercial kitchens where they pay a very reasonable fee for use. From at least one of these kitchens, they could produce 12,000 lunches. - Expanding back into Palmerston North could be done for very little capital cost and give them expansion opportunities within the programme in the region. - Further than PN, they could increase capacity but financially couldn't estimate without knowing which school locations and roll numbers. Delivery in expanded regions: 9(2)(b)(ii) Kitchens are always working two days ahead so there is always food to draw on.



	9(2)(b)(ii) waste and surplus: - They work with schools on pickup logistics. All leftover food is collected and taken back. Some schools do a double service to account for kids being hungry at different mealtimes, so they have low volumes of waste in general with the meals. Service component: - Intend to continue the service component. Individually packed meals are too costly and using labour for servers is more cost effective. - It does require more relationship building with the schools but this is manageable. Also means they have a lot more upfront engagement with students so they can hear feedback and track wastage more efficiently. Onboarding new schools: - In picking up new schools, they would reach out to them possibly with support of the Ministry and arrange a visit the schools to do a needs assessment to ascertain serving area or classroom delivery and how can best meet their needs. - Can tailor requirements and sign it off with each school. Have found that schools are willing to work with the supplier when the students are enjoying the food. Do they perform physical audits on their school suppliers: - For suppliers in the Food in School programme, no. These are largest reputable organisations, so they trust their producer statements. - Across other areas of the business for smaller regional suppliers, they would do visits etc. As they don't buy directly from pickers, there is lower risk in migrant exploitation coming into the supply chain.
Areas of clarification for supplier	Requested likelihood of the tender being awarded regionally – advised of the effort and time needed to run the tender and the commitment to exploring region options before considering a national provider.
Risks, concerns or considerations	- Consideration of the three tagged schools and whether that would impact their viability if they did or didn't supply for them. - Ways to support them to reach their minimum viable number of lunches with or without these schools. Use of the PN kitchen – re-heating and cooking?



Purpose:	Request for Clarification – RFP Submission Review (Online)
With:	Montana Group
Attendees:	9(2)(a) [Redacted]
Date:	12/09/2025, 9:00-10:00am
Areas of discussion	9(2)(b)(ii) 9(2)(b)(ii) [Redacted] - Have factored increases to food and labour, negotiated fixed pricing with suppliers and have looked for efficiencies such as bringing everything under one brand. Meal Quality and Nutrition: - Chefs are thinking of ways to pack nutrition into the meals in different ways that will still appeal to kids and reduce the price point (protein supplemented with lentils in lasagne). - Will be doing hot meals only across both regions for the price and nutrition. - Waikato schools will also be shifting from whanau style serving to individually packaged meals. They will find this a change and will need communications planning. Capacity: - Capacity has been carefully considered so as not to overcommit and to leverage strong local relationships already forged with schools and suppliers. - Could likely add some more schools in Central/East Auckland for a total of 19,000 lunches. - Other regions (Bay of Plenty etc) are out of the question for this price and term. The risks (no dedicated kitchen, increased production cycle, additional heating and freezing requirements) outweigh the potential benefits. Business Continuity: - Two dedicated facilities plus access to 10-15 other kitchens in Auckland ensures good levels of contingency. Changes: - Schools will have a central single drop-off point rather than packing to classroom. - Removing in-school teams. Waste: - No change, all factored in already.
Areas of clarification for supplier	- Is in-school support removed? Is there opportunity for their staff to be employed directly by the school? - Request for timeframes for decisions.
Risks, concerns or considerations	- Consider the potential other schools that could be brought into the clusters they can serve. - Consider the communications that will need to occur with their Waikato schools with the transition to hot individual meals. - Wider programme considerations regarding cold meals.



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	Star Fresh (Kāpura)
Responses to questions	Viability • Attached MOE spreadsheet. • 9(2)(b)(ii) All workings are based on 100% of the school roll engagement however if necessary have allowed 90% of roll engagement (Not Preferred). Changes include schools having responsibility of school liaison tasks (will provide training), no snacks provided, streamline of staffing and vehicle requirements, reduction of overhead costs, more focused procurement contracts. Menu Quality and Nutrition • Intend to serve cold lunches on a request basis only. Have found that there is significantly more engagement and less wastage when serving hot meals compared to cold. But acknowledge cold lunches may be needed for day trips or sports days etc. Waste Minimisation • More than half of the schools tendered for will not have any packaging waste except for the trays that lunches are served out of. These are fully recyclable and are currently picked up weekly. • Do have the ability to do a daily pick-up if required and will work with the school for the best solution. Note that this is a far less sustainable option given the increased use of vehicles and labour. • Run a reporting sheet which schools fill out for reporting to the Ministry on a Weekly or Monthly basis. Implementation • Provided an implementation table and plan. Capacity • Can in theory serve any school in New Zealand, however because the programme is only for an extension of one year, we are unable to invest further capex.
Risks, concerns or considerations	• Waste processes would need to be looked at. • May still be suitable for gaps.



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	9(2)(b)(ii)
Responses to questions	

Risks, concerns or considerations	
Follow up meeting with 9(2)(b)(ii) - Request for Clarification – RFP Submission Review (Online)	
Attendees:	9(2)(a)
Date:	17/09/2025, 12:30-1:30pm
Areas of discussion	9(2)(b)(ii)
Areas of clarification for supplier	
Risks, concerns or considerations	



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	Ka Pai Kai
Responses to questions	Viability • Attached MOE cost snapshot. • Quarterly fixed pricing for kai has been agreed to with suppliers – standard over the past 5 years. Living wage adjustments have been factored into budget from Sept 2026 – December 2026. • KPKA have other forms of revenue that support financial outcomes and as a larger organisation can re-allocate salaries across other areas of the organisation. • Minimum is 3730 paid lunches with a budget modelled on 85% of full roll. • No changes are proposed so they can maintain BAU to cook and delivery fresh daily, reduce double handling when using a cook, chill, reheat method. Menu Quality and Nutrition • Colour coded in attached recipes. • Nutritional standards are maintained per our attached recipes. No snacks are offered; this does not affect nutritional standards. Waste Minimisation • Waste will be collected daily from schools within the fixed meal price. Currently collect all rubbish generated by the programme from schools and return this to their kitchens to be disposed of. Other methods may be discussed with individual schools as part of service agreement discussions. Capacity • 9(2)(b)(ii)
Risks, concerns or considerations	• Minimal changes? Mainly appears to be menu side. • Increasing retail arm of the business.



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	9(2)(b)(ii) 9(2)(b)(ii)
Responses to questions	
Risks, concerns or considerations	



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	E2 & Appresso
Responses to questions	Viability: • Have provided completed costing spreadsheet. • Includes locked in supplier prices, buffers for food variability (3-5%), living wage increases (6-7%), meal freight (4%). • Leverage other areas of the business, substitute produce where needed, manage staff productivity. • Minimum lunch number to be viable is 1000 lunches daily to realise production and kitchen efficiencies, leverage buying power and spread administration overheads. Plan to consolidate orders across multiple schools within geographic clusters, to ensure consistent volumes through load balancing. Production can easily adapt based on forecasted attendance, pre-orders, or seasonal shifts. • For 1,000 meals/day, logistics model operates with 1–2 delivery vans, that use software based on real-time traffic and geography to organise deliveries in geographic clusters, minimising travel time and ensuring early arrival. • Schools are grouped to align delivery windows between 10:30am–13:30am, depending on kitchen/storage access and required service times. A specific on-site protocol is in place for delivery, handover and temperature control. • Contingency is in place with backup vehicles, driver capacity, live tracking and communication. Menu Quality and Nutrition: • Have provided a sample menu. Waste Minimisation: • Currently provide this service across several schools and will maintain the same level of support under the 2026 programme 9(2)(b)(ii). • Daily collections in sync with the delivery and pick-up of insulated food containers and trays. All waste goes back to the facility. Will continue working directly with each school to ensure their bins and waste handling areas are managed efficiently Ordering system: • Menu pre-approval per term for compliance, transparency and expectation setting. • Weekly roll confirmations from schools with updates every Thursday for week following. • Schools will have a dedicated liaison person in the office to work with. • Will operate a change management protocol so that adhoc changes are managed within cut-off periods except for emergency or urgent child welfare needs. Implementation: • 2026 provision from Appresso will be independent from the LIFE Community provision. Are not relying on LIFE Community or any other third-party organisations. All logistics, production, staffing, and compliance will be handled directly by Appresso under their brand and governance. • Currently operate multiple fully equipped production sites across a diverse portfolio across Auckland so comfortable with scaling up from 1000 to 20,000 meals per day. Capacity: • 9(2)(b)(ii). Before confirming, would need to understand the location of the schools in order to have a better logistical understanding.



Risks, concerns or considerations	• Further discussion in person to understand dependencies on LIFE and other business relationships.
Follow up meeting with Appresso	
Purpose:	Request for Clarification – RFP Submission (Online)
With:	Appresso
Attendees:	9(2)(a)
Date:	17/09/2025, 1:30-2:30pm
Areas of discussion	• 9(2)(b)(ii) • Strong assurance of experience, capability and financial viability of Appresso going forward. • Confirmation of menu consistency and packaging – no concerns. • Implementation into schools has been well considered alongside BCP – no concerns.
Areas of clarification for supplier	• Understanding of what success in the programme looks like and desire to improve.
Risks, concerns or considerations	Nil



Purpose:	Request for Clarification – RFP Submission (Email)
Respondent:	9(2)(b)(ii)
Responses to questions	
Risks, concerns or considerations	



Purpose:	Request for Clarification – RFP Submission Review (Online)	
With:	9(2)(b)(ii)	
Attendees:	9(2)(a)	
Date:	12/09/2025, 10:30-12:00pm	
Areas of discussion	9(2)(b)(ii)	



	9(2)(b)(ii)
Areas of clarification for supplier	
Risks, concerns or considerations	

Appendix 2: Potential Coverage by Supplier

Education Region	Territorial Authority	No. Schools	Max Current Roll	% of Total Roll	Supplier Proposed Coverage			
				% of				
ALL		196	49,389		9(2)(b)(ii)	Variable price		
Tai Tokerau - All		12	2,571	5.21%				
Tai Tokerau	Far North District	4	532	20.69%		9(2)(b)(ii)		
						Mammoth Brands		
Tai Tokerau	Kaipara District	2	256	9.96%		Mammoth Brands		
Tai Tokerau	Whangarei District	6	1783	69.35%		Mammoth Brands		
Tāmaki Herenga Manawa - All		5	1,326	2.68%				
Tāmaki Herenga Manawa	Auckland	5	1326	100%	Appresso			
Tāmaki Herenga Tāngata - All		11	3,369	6.82%				
Tāmaki Herenga Tāngata	Auckland	11	3369	100%	Appresso			
Tāmaki Herenga Waka		31	13,139	26.60%				
Tāmaki Herenga Waka	Auckland	29	12856	97.85%	Montana Group			
Tāmaki Herenga Waka	Waikato District	2	283	2.15%	Montana Group			
Waikato - All		13	3,918	7.93%				
Waikato	Hamilton City	6	2948	75.24%	Montana Group			
Waikato	Matamata-Piako District	3	343	8.75%	Montana Group			
Waikato	South Waikato District	1	219	5.59%	Montana Group			
Waikato	Waipa District	1	280	7.15%	Montana Group			
Waikato	Waitomo District	1	128	3.27%	Montana Group			
Bay of Plenty/Wairariki - All		24	6,320	12.79%				
Bay of Plenty/Wairariki	Kawerau District	2	493	7.80%		Ka Pai Kai Aotearoa Ltd		
Bay of Plenty/Wairariki	Rotorua District	11	2509	39.70%		Ka Pai Kai Aotearoa Ltd		
Bay of Plenty/Wairariki	Taupo District	1	239	3.78%		Ka Pai Kai Aotearoa Ltd		
Bay of Plenty/Wairariki	Tauranga City	5	1727	27.33%		Ka Pai Kai Aotearoa Ltd		
Bay of Plenty/Wairariki	Western Bay of Plenty District	2	339	5.36%		Ka Pai Kai Aotearoa Ltd		

Bay of Plenty/Waiariki	Whakatane District	3	1013	16.03%		Ka Pai Kai Aotearoa Ltd			
Hawke's Bay/Tairāwhiti - All		19	4,054	8.21%					
Hawke's Bay/Tairāwhiti	Gisborne District	6	1417	34.95%		Mammoth Brands	9(2)(b)(ii)		
Hawke's Bay/Tairāwhiti	Hastings District	4	636	15.69%		Mammoth Brands			
Hawke's Bay/Tairāwhiti	Napier City	7	1596	39.37%		Mammoth Brands			
Hawke's Bay/Tairāwhiti	Wairoa District	2	405	9.99%		Mammoth Brands			
Taranaki/Whanganui/ Manawatū		20	4,207	8.52%					
Taranaki/Whanganui/Manawatū	Manawatu District	1	541	13%	KDJ Catering				
Taranaki/Whanganui/Manawatū	Manawatu District	1	373	8.870%	9(2)(b)(ii)				
Taranaki/Whanganui/Manawatū	New Plymouth	4	727	17.28%	KDJ Catering				
Taranaki/Whanganui/Manawatū	Palmerston North City	4	985	23.41%	KDJ Catering				
	Palmerston North City	2	577	13.72%	9(2)(b)(ii)				
Taranaki/Whanganui/Manawatū	South Taranaki District	4	358	8.51%	KDJ Catering				
Taranaki/Whanganui/Manawatū	Whanganui District	4	646	15.36%	KDJ Catering				
Wellington - All		19	3,291	6.66%					
Wellington	Lower Hutt City	10	2079	63.17%		Star Fresh (Formally Kāpura)			
Wellington	Masterton District	1	243	7.38%		Star Fresh (Formally Kāpura)			
Wellington	Porirua City	6	711	21.60%		Star Fresh (Formally Kāpura)			
Wellington	Upper Hutt City	1	139	4.22%		Star Fresh (Formally Kāpura)			
Wellington	Wellington City	1	119	3.61%		Star Fresh (Formally Kāpura)			
Nelson/Marlborough/West Coast -All		3	634	1.28%					
Nelson/Marlborough/West Coast	Marlborough District	1	168	26.50%		Mammoth Brands	9(2)(b)(ii)		
Nelson/Marlborough/West Coast	Nelson City	2	466	73.50%		Mammoth Brands			

Canterbury/Chatham Islands - All		18	4,104	8.31%				
Canterbury/Chatham Islands	Ashburton District	3	514	12.52%		Mammoth Brands	9(2)(b)(ii)	
Canterbury/Chatham Islands	Christchurch City	12	3145	76.63%	9(2)(b)(ii)	Mammoth Brands		UCSA
Canterbury/Chatham Islands	Timaru District	1	223	5.43%		Mammoth Brands		
Canterbury/Chatham Islands	Waimate District	2	222	5.41%		Mammoth Brands		
Otago/Southland - All		21	2,456	4.97%				
Otago/Southland	Clutha District	4	211	8.59%		Mammoth Brands		
Otago/Southland	Dunedin City	6	401	16.32%	9(2)(b)(ii)	Mammoth Brands		
Otago/Southland	Gore District	2	169	6.88%		Mammoth Brands		
Otago/Southland	Invercargill City	5	1133	46.13%		Mammoth Brands		
Otago/Southland	Southland District	1	140	5.70%		Mammoth Brands		
Otago/Southland	Southland District	1	24	0.97%		Mammoth Brands		
Otago/Southland	Waitaki District	2	378	15.39%		Mammoth Brands		

Appendix 3: Post Clarification Moderation Sheet

Supplier	Consensus Adjustment (Mod 2)	Overall Average Score (0-10) (Mod 1)	Description to criteria	9(2)(a)					
Compliant									
9(2)(b)(ii)									
Appresso	6.83	6.13	Acceptable	7 – Good Clarification notes on viability appear good	7 – Good Following clarification assurance on capacity and capability was good.	No Change Clarification notes on viability appear good	7 - Good	7 - Good	Unavailable
9(2)(b)(ii)									
KDJ Catering	7.94	7.69	Good/ Very Good	8- Very Good	8- Very Good Following clarification assurance on capacity and capability was good.	No Change	8- Very Good	8 - Very Good	Unavailable
Montana Group	8.45	8.45	Very Good	No change	No Change	No Change	No change	No change	Unavailable
9(2)(b)(ii)									
The Y Gisborne	5.56	7.82	Good/ Very Good	5 - Reservations Compliant bid no longer achievable, however could be suitable as non-compliant bid given they already provide to the schools	5 - Reservations Following Clarification and that they cannot sustainably provide to the 9(2)(b)(ii) this would not support a compliant bid, However note their proven ability to provide the lunches but would be at a non compliant price point so would need to be considered / assessed as such against other bids	No Change This suppliers bid does not achievable, however could be suitable for a non-compliant bid.	5- Reservations	5 - Reservations	Unavailable

9(2)(b)(ii)

Non-compliant									
Star Fresh	6.78	6.78	Acceptable/ Good	No change	No Change	No Change	No change	No change	Unavailable
Ka Pai Kai	6.69	6.69	Acceptable / good	No change	No Change	No Change	No change	No change	Unavailable

9(2)(b)(ii)