



**Te Tāhuhu o
te Mātauranga**
Ministry of Education

PROCUREMENT PLAN

Healthy School Lunches Alternative Provision
Model – 2026 Contributing Primary Schools

MOE30205

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1. Procurement Summary

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.

In 2024 the Government announced change to the Ka Ora, Ka Ako | Healthy School Lunches Programme. The announced changes included an Alternative Provision Model (APM), which contributing primary schools would join for the 2026 school year. Under the changes the approved funding for external model schools is \$3 per lunch per learner.

This procurement plan outlines the procurement approach for the provision of lunches to circa 196 external model contributing primary schools for the 2026 school year.

The Ministry has considered a range of procurement options for the 2026 supply of lunches to contributing primary schools and is undertaking an open procurement process for supply options at the Cabinet approved \$3 per lunch price point.

An open Request for Proposals (RFP) process is being undertaken to formally request supply options.

The 2026 budget for the supply of lunches to external model contributing primary schools is \$29M, which excludes any distribution funding for certain schools and waste collection (additional pick up on Friday). Any costs associate with schools or school resourcing are also excluded.

2. Approvals

Business Endorsements

Name	Position/Title	Signature	Date
Andrew Gibson	Director Special Projects	<i>Andrew Gibson</i>	18/07/2025
Lynda Pura-Watson	General Manager – Ākonga and Community Delivery	<i>Lynda Pura-Watson</i>	21/07/2025
Sean Teddy	Hautū – Te Pae Aronui		/07/2025

Budgets

Financial Year	Financial Year	Amount	Funding Type
FY25/26	Year 1	\$14.5M GST excl	Opex
FY26/27	Year 2	\$14.5M GST excl	Opex

Cost Code Details

Non- Departmental: 3-7101-2517-6303-368	Departmental (1) / Non department (3) RC Code/Cost Centre: (4 digit) Expense code: (4 digit) Activity code: (4 digit, default 9999) Service code: (3 digit, default 999)
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Procurement Approvals

Name	Position/Title	Signature	Date
Aditi Cook	Chief Procurement Officer	<i>Aditi Cook</i>	17/07/2025

3. Requirements & Objectives

Background

The Ministry's Ka Ora, Ka Ako | Healthy School Lunches programme currently supports ~240,000 children and young people caused by food insecurity. On 8 May 2024 the Government announced a change for Ka Ora, Ka Ako | Healthy School Lunches Programme as part of Budget 2024 (refer to [Changing the Provision Model for the Ka Ora Ka Ako Healthy School](#) & CAB-24-MIN-0131.01)

This introduced an alternative provision model for Year 7+ learners (Alternative Provision Model), from Term 1 2025, that:

- Enabled the Government to provide lunches at lower cost than the previous model;
- Could operate alongside existing or supplementary programmes such as the current 0-6 provision model, Kick start breakfast programme, KidsCan and Fruit in Schools.

A further Cabinet decision on 30 September 2024:

- Added Year 0-6 learners from composite, full primary and secondary schools into the APM for the 2025-26 school years
- Approved contributing primary schools joining the APM in 2026.

Scope and Scale of this Procurement

We are now undertaking a procurement process to transition contributing primary schools into the alternative provision model for 2026.

In Scope	Out of Scope
Lunches delivered to external model contributing primary schools: 1. Year 0-6 learners across circa 196 schools 2. School Lunches (hot and cold options that meet nutritional standards) 3. Standard special diet lunches – vegetarian, vegan, GF, DF, halal, etc 4. Ordering system for schools to place orders 5. Distribution to school 6. Packaging (sustainable) 7. Waste management (rubbish/surplus removal management)	1. Iwi/hapu supported contributing primary schools/kura 2. Internal model contributing primary schools, including head and receiving schools 3. Year 0-6 students attending specialist schools 4. In-school distribution of lunches

The indicative volumes by region for the in-scope schools and ākonga, using 2025 roll data, are as the table below.

Region	Number of External model Contributing Primary Schools	2025 School Roll
Northland /Tai Tokerau	12	2,571
Auckland Central and East / Tāmaki Herenga Manawa	5	1,338
Auckland North and West /Tāmaki Herenga Tāngata	11	3,369

Auckland South and South-west / Tāmaki Herenga Waka	31	13,137
Waikato	13	3,917
Bay of Plenty/Waiariki	24	6,345
Hawke's Bay/Tairāwhiti	19	4,054
Taranaki/Whanganui/Manawatū	20	4,208
Wellington	19	3,301
Nelson/Marlborough/West Coast	3	634
Canterbury/Chatham Islands	18	4,108
Otago/Southland	21	2,456
Grand Total	196	49,438

Note: Eleven (11) current in-scope schools with a combined roll of circa 3,300 students may move to out-of-scope. These schools are identified in the RFP Response Form.

Requirements

High-level requirements include:

1. Achieve a lunch price of \$3 per in-scope learner
2. Timeliness: Can be operational within the required timeframe.
3. Full Solution Delivery: Includes meal preparation, packaging, logistics, delivery, waste disposal
4. Sustainable practices, including sustainable packaging
5. Adaptable Ordering System: Enables each school to order on a regular basis, and with the ability to make changes (for example teacher only days or outings)
6. Adherence to food safety, nutritional standards, and school lunch times
7. Provision of data and reporting
8. School relationship management.

Detailed requirements are:

Service scope	Comprehensive Solution	Solution includes meal preparation, packaging, logistics, and delivery.
Service Capability	Menu Quality	Meals meet Programme Nutrition Standards High appeal of menu offerings to ākonga. Be able to meet common special diet needs such as common allergens and preferences, e.g. dairy free, vegetarian, halal etc
	Cost Efficiency	Ability to deliver a lunch price of \$3 per learner including food, labour, packaging and delivery of meals to schools, and waste minimisation, management and removal.
	Waste Minimisation	Have strategies in place to reduce waste and surplus lunches. Manage rubbish and waste removal, including a solution for same day removal at end of term,

		Fridays and the day prior to public holidays, or have an agreed plan for waste removal for these times. Provide guidance to schools on storage requirements for food products to maintain food safety. Have a plan to maintain waste levels below 7%.
	Sustainability	Sustainable practices are in place to minimise environmental impact, Sustainable packaging practices are in place Ethical labour practices (policies and measures in place) to prevent modern slavery or worker exploitation within the supply chain.
	Ordering System	Availability of a secure, easy to use ordering system for schools that: • Makes it easy for schools to: • find /select offered menus. • Enter roll information (including changes) • Advise special diet requirements • Advise of events such as teacher only days, sports days etc • Provides appropriate reporting for the Ministry and schools • Meets requirements for the Privacy Act • Provides appropriate controls over product ordering to ensure schools are ordering an appropriate volume, and to manage the budget • support the use of tohutō (macrons) in te reo Māori
Capacity and Scale	Meals production/delivery	Production and delivery capacity to meet the total roll of schools nominated by the supplier in their RFP Response Capacity to provide larger cohorts of contributing primary schools (Desirable)
	Scalability	Flexibility to scale production up or down based on order quantities.
Compliance & Safety	Regulatory Compliance	Adherence to food safety and health regulations. Holds a verified Food Control Plan for the proposed kitchen. Adherence to all legal and regulatory requirements, including: • Children's Act 2014 • Health and Safety at Work Act 2015 • Privacy Act 2020 • Food Safety Act 2014 • New Zealand Government Supplier Code of Conduct
Cultural & Community Focus	Supports the Ministry's obligations as a partner to the Treaty of Waitangi	Supports the Ministry's obligations as a partner to the Treaty of Waitangi, including providing solutions and support for schools in a way that is culturally appropriate for schools, including kaupapa Māori kura.

Governance	Monitoring and Reporting	Ability to provide daily reporting of delivery performance Regular monitoring and reporting of key performance indicators (KPIs) such as timeliness and completeness of delivered lunches, , waste and surplus levels, and customer satisfaction. Compliance with nutritional standards and menu quality Regular review meetings to assess performance, address issues, and implement improvements. Reporting on compliance with budget and contract performance
Service Continuity	Risk Management	Regular risk assessments to identify potential issues in supply chain, food safety, and operational processes. Development of mitigation strategies and contingency plans (BCP). Procedures for handling emergencies, such as foodborne illness outbreaks or supply chain disruptions. Communication plans
Relationship Management	Stakeholder engagement	Open communication channels Transparency in reporting performance.
Customer Satisfaction	Feedback and Reviews	Mechanism/process for collecting/responding customer/school feedback/satisfaction.

School profiles and Lunch product requirements

Contributing primary schools in the programme range significantly in size and capabilities, from less than 10 to approximately 1,000 ākonga. They also vary in facilities, including storage, refrigeration, and food preparation capabilities. Therefore, the lunch products and storage requirements need to be broad to meet the diverse needs of all participating schools.

The lunch products offered need to be varied, appealing, consider seasonality, align with nutritional guidance and dietary needs, including common allergies, intolerances, and religious/ethical requirements. The ability for product innovation and adaptation based on feedback from ākonga and schools is encouraged. It is expected that suppliers will gather and respond to feedback throughout the contract term to ensure the solution remains fit for purpose.

To help potential suppliers and reduce complexity, the Ministry has produced a library of menus that suppliers can choose from in addition to their own offerings. These menus have been tested to ensure they meet budgetary and nutritional expectations.

3.1.1 School locations and Delivery Requirements

Contributing primary schools are located throughout New Zealand. Schools range from large and urban to small and isolated.

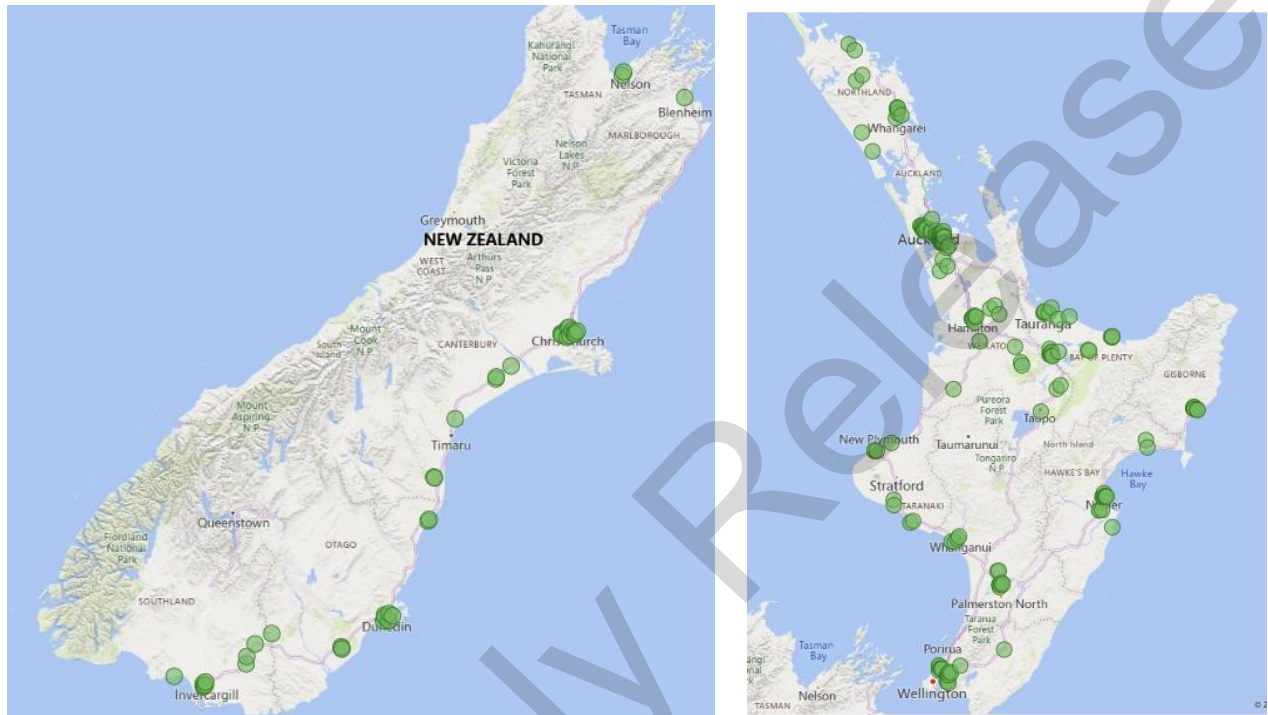


Figure 1: Location of Ka Ora, Ka Ako Contributing Primary Schools

Implementation

3.1.2 Implementation Timeline

Suppliers must stand-up their ordering systems and allow contributing primary schools to place provisional lunch orders at the beginning of December 2025 (for lunch supply from the commencement of Term 1 2026)

Suppliers must be able to deliver ordered lunches from the commencement of Term 1 2026.

3.1.3 Other Considerations

Suppliers must have verified Food Control Plans (FCP) before they can provide lunch services.

Suppliers must confirm that they have processes in place to manage the risk of modern slavery and worker exploitation in their supply chain.

Suppliers should consider how they can minimise the environmental impact of providing food, for example minimising packaging via bulk purchases, using recyclable packaging, optimising delivery to schools, usage and collection of pallets and plastic wrap, using packaging that aligns with the Ministry's guidance.

Contract term

The proposed contract term is 14 months, from 1 November 2025 – 24 December 2026, with school lunch supply commencing Day 1 of Term 1, 2026.

Budget and pricing

The budget for this procurement allocates \$3 per ākonga per day for in-scope learners, with a total estimated budget of \$29M for the 2026 school year.

The budget does not include any provision for CPI or other price adjustment or:

- Delivery costs for small or rural/isolated schools
- Payments to schools to fund in-school distribution costs

Any requirement for consideration of funding associated with delivery costs or in-school distribution will be identified in the recommendation report following evaluation of proposal.

4. Key Analysis Findings

The Supply Market

4.1.1 Market overview

Collectively, the market has capability, capacity and geographic coverage to provide school lunches to contributing primary schools and is currently doing so. The School Lunch Collective (SLC) currently supplies schools in all regions. Additionally, all regions have schools which are supplied by medium/large suppliers, including Pita Pit, Subway, Montana, FED, LaValla, Ka Pai Kai, USCA, Kāpura and Kaans, who are all known to have capacity to supply other schools if required. Most of these suppliers have previously supplied clusters of schools under the school lunches programme.

Most of the 67 incumbent contributing primary school suppliers are expected to be interested in continuing to supply their current schools in 2026, however many, and particularly smaller providers are not likely to be able to supply at the \$3 price point. It is probable SLC will offer a solution to supply most contributing primary schools.

The September 2024 procurement process identified the \$3 per lunch pricing was not viable for nearly all suppliers. Some suppliers have informally advised pricing of \$4.50 - \$5.90 for year 0-6 lunches is needed for their models to be viable. 9(2)(b)(ii)

The proposed 12-month contract term, which will align expiry with the December 2026 expiry of all other agreements in the programme, is unlikely to be of sufficient duration to incentivise suppliers to offer any innovation or value add, e.g. menu item development.

4.1.2 Broader Outcomes

The primary broader outcomes focus is on:

- waste minimisation and sustainability (packaging and distribution)
- Modern slavery and worker exploitation risk in the supply chain.

5. Procurement Strategy

What procurement method are you planning to use?

We will run a single stage Request for Proposal (RFP) process for lunch providers to offer a solution to supply one or more contributing primary schools.

Recognising the \$3 price cap is likely to limit responses, the RFP will allow suppliers to offer non-compliant proposals for supply of lunches at a higher tendered price. The RFP will be clear:

- non-compliant proposals will only be considered for supply to schools where there are coverage gaps (i.e. no viable \$3 solution is available)
- the Ministry is not obligated to evaluate or consider non-compliant proposals.

This approach allows the Ministry to consider those responses if no / insufficient compliant responses are received.

Lunch suppliers will be invited to submit proposals to supply single or multiple contributing primary schools.

Proposed Timeline

The indicative timeline is provided below.

Action	Indicative date
Pre-procurement	
Procurement Plan approved	14 July 2025
Request for Proposal (RFP)	
RFP Issued	22 July 2025
Supplier briefing/s	28 July 2025
Supplier notification of intent to respond	30 July 2025
Last date for supplier questions	13 August 2025
Last date for agency to answer questions	18 August 2025
RFP closing date	10am Thursday 21 August 2025
Evaluation	
Panel confidentiality and conflict of interest declarations completed	8 August 2025
Precondition assessment	22-23 August 2025
Individual evaluation	25-29 August 2025
Evaluation panel meets	Week of 1 September 2025
Respondent clarification discussions (if required)	Week of 1 September 2025
Post-evaluation	
Recommendation to Shortlist drafted	Week of 8 September 2025
Recommendation to Shortlist approved	Week of 8 September 2025
Negotiations	15 September – 1 October 2025
Recommendation to Award drafted	Week of 29 September 2025
Recommendation to Award approved	Week of 13 October 2025
Advise bidders of outcome	Week of 20 October 2025
Contract issue/execution	Complete by 27 October 2025
Debrief unsuccessful suppliers	mid November 2025
Contract award notice published on GETS	November 2025
Contract start date	1 January 2026

Evaluation Approach, Criteria and Method

The RFP evaluation model is weighted attribute.

Price is not weighted as this is a fixed fee model. Should insufficient responses at the \$3 capped price be received and alternative proposals are considered, these will be evaluated on a narrative value for money basis, i.e. price will not be weighted.

5.1.1 Mandatory Requirements

Before they are considered for full evaluation each supplier must meet the following mandatory requirements:

- They confirm they have the ability to deliver a lunch to the schools they have applied to supply at the target price cap of \$3 per student per day (including ingredients and distribution elements) for the 1-year term of the contract (and with no CPI or other cost adjustment over the term)
- They confirm they have the ability for schools to place provisional lunch orders at the beginning of December 2025 (for lunches to be supplied at the commencement of Term 1, 2026)
- They confirm they have processes in place to avoid modern slavery (this will be validated with shortlisted suppliers)

Mandatory requirements will be assessed on a Pass/Fail basis. If required, clarification the requirement is met should be undertaken with the Respondent.

Where a supplier does not meet a mandatory requirement, the supplier will be set aside from further consideration.

The nominated assessors undertaking the mandatory requirement assessment should ensure consistency in the assessment and treatment of any responses where it is unclear the requirement has been met.

Following completion of mandatory requirement assessment, responses that meet the requirements should be taken forward for full evaluation of their responses.

5.1.2 Individual Evaluation

Evaluation team members will be provided with an Excel based evaluation worksheet to record their scoring and comments on each response.

Evaluation and scoring will be undertaken individually and without consultation or discussion with other evaluation team members. Evaluators should record comments to support their scoring.

If there are any questions of clarification relating to a response or to the scoring process these are to be directed to the Evaluation Chair. Where appropriate, the Evaluation Chair may seek clarification from the respondent, giving due regard to probity and maintaining fairness.

Following completion of individual evaluations scores will be aggregated in the evaluation workbook for moderation.

5.1.3 Moderation

In preparation for the initial moderation meeting evaluator scoring will be reviewed and scores with a wide variance (more than 2) across evaluators will be automatically flagged for moderation. Eg.

- Evaluator scores 6,5,7,6 – no automatic moderation
- Evaluator scores 5, 8, 7, 8 - flagged for moderation

The Evaluation Chair may identify other scores for moderation based on evaluator comments.

The Evaluation Chair will check all criteria, even when the evaluator scores are similar, to confirm that adequate comments have been captured to support the overall average scores. The Evaluation Chair may identify other scores for moderation based on evaluator comments.

Moderated scores will be based on the average of the individual evaluator scores. Individual evaluators may adjust their own scores during the moderation discussion. The evaluation team may agree to manually adjust an average score during moderation.

Where, following moderation, a response scores 4 or less for any criteria [Significant Reservations - Barely convincing]. it may be recommended to be set aside from further consideration. This recommendation should be endorsed by the Business Lead and Chief Procurement Officer before actioning.

At the completion of the moderation scoring the evaluation team will determine:

- The highest scoring RFPs
- Any schools/locations where there are no viable supplier options
- Any schools where the responses of the highest scoring respondents are conditional on being awarded multiple schools

Based on the above considerations the evaluation team will provisionally shortlist the suppliers who scored the highest for each school. A maximum of two providers will be provisionally shortlisted for each school unless there is clear rationale to include additional providers.

The evaluation panel will also consider the combination of suppliers needed to maximise coverage across contributing primary schools.

Where, in order to maximise coverage, higher scoring respondents for a school are not shortlisted the rationale should be clearly documented. For example, if a lower scoring supplier offers a multi-school solution that is conditional on being awarded all schools they have applied to supply, and that supplier's capacity is required to achieve a supply solution across schools that would otherwise not have a solution available, this supplier may be shortlisted ahead of other higher scoring proposals which had not offered as broad a multi-school capacity.

Following the moderation steps above, the evaluation team will review the scoring and coverage of the provisionally shortlisted suppliers to identify the recommended shortlist for negotiations. The rationale for the shortlist recommendation should be clearly documented.

Where there is no supplier shortlisted for a school, this will be identified in the Evaluation report, with a recommended direct source solution.

Evaluation criteria

Criteria	Weighting
Criteria 1 - Understanding their solution	60%
– Viability (includes service transition/establishment)	– 25%
– Menu quality & nutrition	– 15%
– Waste minimization	– 10%
– Stakeholder engagement	– 5%
– Ordering system	– 5%
Criteria 2 – Understanding their capacity	40%
– Coverage	– 20%
– Facilities and Resources	– 10%
– Compliance and Health & safety	– 10%

Criteria 3 – Ability to collaborate and be transparent	P/F
– Reporting	– P/F
– Open book	– P/F

Evaluators will score proposals using the following rating scale:

Rating	Definition/Criterion
10 – Outstanding	Highly convincing and credible. Response demonstrates superior capability, capacity, and experience relevant to, or understanding of, the requirements of the evaluation criterion. Comprehensively documented with all claims fully substantiated
9 – Excellent	Highly convincing and credible. Response demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Documentation provides complete details. All claims adequately demonstrated and substantiated.
8 – Very Good	Response complies, is convincing and credible. Response demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Some minor lack of substantiation, but the Respondent's overall claim is supported
7 – Good	Response complies, is convincing and credible. Response demonstrates excellent capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion. Minor uncertainties and shortcomings in the Respondent's claims or documentation.
6 – Acceptable	Response complies and is credible but not completely convincing. Response demonstrates adequate capability, capacity and experience, relevant to, or understanding of, the requirement of the evaluation criterion.
5 – Reservations	Response has minor omissions. Credible but barely convincing. Response demonstrated only a small marginal capability, capacity and experience relevant to, or understanding of, the requirements of the evaluation criterion.
4 – Significant Reservations	Significant Reservations - Barely convincing. Response has shortcomings and deficiencies in demonstrating the Respondent's capability, capacity, and experience relevant to, or understanding of, the requirement of the evaluation criterion.
3 – Poor	Unconvincing. Response has significant flaws in demonstrating the Respondent's capability, capacity and experience relevant to, or understanding of, the requirement of the evaluation criterion.
2 – Very Poor	Unconvincing. Response significant flawed and fundamental details are lacking. Minimal information has been provided to demonstrate the Respondent's capability, capacity and experience relevant to, or understanding of, the requirement of the evaluation criterion.
1 – Inadequate	Response is totally unconvincing and requirements have not been met. Response has inadequate information to demonstrate the Respondent's capability, capacity and experience relevant to, or understanding of, the requirement of the evaluation criterion.
0 – Not Acceptable	Respondent was not evaluated as it did not provide any requested information and/or contravened nominated restrictions.

Further guidance regarding scoring of individual criterion is as follows:

- Criteria 2 - Coverage sub-criteria - higher scores should be allocated to solutions that can supply multiple schools. Refer to the evaluator guidance at Appendix 1 for scoring.
- Evaluation team members are not to use half marks e.g. 5½.
- Scoring should be supported by comments justifying the score. Follow up questions and concerns should also be recorded.
- Evaluators can use existing knowledge to confirm or challenge (via a clarification question) the written responses, but they can't base their moderated evaluation scores on existing knowledge that isn't included as part of the Response.
- Where a Respondent is offering benefits beyond those asked for in the RFP, Evaluators should consider the value of those benefits against the Programme objectives using the following definitions.
 - Enduring Benefit – The RFP response identifies a tangible benefit that will have a lasting and wide-reaching impact on the Ka Ora, Ka Ako Programme beyond the expected life of the initial contract term for the Alternative Provision Model.
 - Value Add – The RFP response identifies value to the Ministry in terms of efficiencies or process improvements that will lead to resource and cost savings across the Alternative Provision Model.

Due diligence

Due diligence will be undertaken where required to validate shortlisted respondents capabilities, capacity, track record and financial viability.

Due diligence may comprise:

- Reference checks
- Presentations, interview and site visits
- Credit checks

The type of due diligence required will be determined following shortlisting. Different checks may be required of different respondents, i.e. respondents who are well known to the Ministry may not require reference checks.

Following Due Diligence checks the evaluation team will be reconvened if any issues or concerns were identified. The evaluation team will consider the due diligence findings and may revise moderation scoring and recommendations.

Shortlist/Preferred Supplier(s) Recommendation / Negotiation

Following the RFP evaluation negotiation is planned to be undertaken with shortlisted suppliers.

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.

Consideration of Non-Compliant Responses

Any non-compliant responses will only be considered following evaluation of compliant responses and confirmation there are coverage gaps. Non-compliant responses will only be considered as supply solutions for those coverage gaps.

If there are multiple non-compliant responses offering a solution for the same coverage gaps they will be evaluated using the published weightings/evaluation criteria. Pricing of non-compliant responses will be evaluated using a narrative value-for-money assessment, i.e. price will not be weighted).

To support a structured approach to the consideration of value for money the evaluation team will consider the following questions:

- Is there a material difference between prices provided by respondents?
- Are the top ranked respondents also the lowest cost submissions, thereby strengthening their rankings?
- Does the pricing information show evidence of pricing reflecting a quality of service differences between respondents? i.e. Are you confident that you are getting a like-for-like comparison, or is clarification required?
- Is there a particular item or items that have made pricing inflated that could be addressed during negotiations in order to ensure the Ministry receives the best value-for-money from the procurement?
- Are any of the Respondent's assertions around pricing invalid?
- What is the overall value for money ranking of each Proposal?

RFP Evaluation Team

The mandatory requirement assessment will be undertaken by:

9(2)(a)	Evaluation Chair
Procurement representative	Pre-condition assessor

The RFP evaluation team is:

Name	Role	Areas of expertise
9(2)(a)	Evaluation Chair (non-scoring)	Procurement
	Probity Auditor	External Probity
	Evaluation Team Member	Finance
	Evaluation Team Member	Operational, existing programme, health, nutrition
	Evaluation Team Member	Supply & Logistics SME
	Evaluation Team Member	Sustainability & Waste SME
	Evaluation Team Member	Commercial

6. Contract

Contract Details

Individual contracts will be negotiated and put in place with selected lunch providers.

Lunch provider contracts are required to be put in place as soon as practicable following completion of negotiations, with a target commencement date of mid-October 2025, to allow sufficient time for kitchen establishment activities to be undertaken in time for a commencement of service on the 1st day of term 1, 2026. Supplier contracts will be based on the current form of provider agreement used in the Ka Ora, Ka Ako programme.

The end date for all contracts is 24 December 2026, to align with approved funding.

Contracts will contain clear performance measures and KPI related to the key deliverables under each contract. These will be aligned with the performance measures and KPI in the main APM contract with SLC.

Estimated Value

The total estimated value of all contracts for the 2026 supply of lunches to contributing primary schools is \$29M.

The contract value for each lunch supplier will be calculated based on the number of learners within each school awarded. Contract value will be calculated based on \$3 per learner per school day and 191 school days per annum.

Payment will be based on the number of lunches ordered and supplied, plus any contractually agreed delivery costs.

Contract delivery

The responsibility for managing delivery under the contract and supplier relationship management will pass to Director of Strategic Programmes on the signing of the contract.

Exit Strategy

Our responsibility is to deliver the goods and services up to the end of the contract term December 2026. Our strategy to exit the contract will be developed as required after the future direction of the school lunch programme is known.

7. Stakeholders

Role	Name	Position/Title	Group
Procurement Lead	Andrew McLean	Procurement Specialist	Procurement
Business Lead	Andrew Gibson	Director of Strategic Programmes	Ākonga and Community Delivery
Business Owner	Lynda Pura Watson	General Manager, Ākonga and Community Outcomes	Te Pae Aronui
Contract Owner (if different from Business Owner)	Andrew Gibson	Director of Strategic Programmes	Ākonga and Community Delivery
Probity Auditor	9(2)(a)	Probity Auditor	McHale Group
Ka Ora, Ka Ako Governance Board	Sean Teddy (Chair)	Deputy Secretary	Te Pae Aronui

Communications

The Ministry will manage communication with internal stakeholders under the programme communication plan.

The Ministry will communicate with external stakeholders via Minister's press releases, GETS notices and supplier briefings.

8. Probity Check

Conflict of Interest

All personnel involved in the procurement process must submit a completed Conflict of Interest and Confidentiality Agreement upon commencement of their involvement. All involved personnel are required to immediately report any actual or perceived Conflict of Interest that arises at any time during the procurement process (including once participating Suppliers have been identified).

For each Conflict of Interest identified, a Conflict Management Plan must be approved by the Procurement Lead (or the Procurement Lead's manager for any Conflict of Interest relating to the Procurement Lead).

Where personnel have already completed a Conflict of Interest and Confidentiality Declaration these should be reviewed and updated once details of respondents are known and before the evaluation process commences.

Probity risk summary and recommendation

This procurement is high value and high profile and will likely attract significant public and political interest.

McHale Group will be engaged to provide live probity over the RFP process.

Health and safety

In delivering the services the suppliers will be required to transport goods to suppliers' schools by road. Suppliers should have robust health and safety practices in place to manage this and other risks of providing the services.

There is a risk to the health of ākonga if they eat an ingredient they are allergic to. While much of this risk will sit with schools to manage, lunch providers are required to ensure that products are clearly labelled and ingredients are clearly listed on their ordering portals and delivered lunches. This requirement will be clearly detailed in the selected provider contracts.

Children's Act 2014

Delivery drivers are likely to be on site at schools, however any contact with ākonga would be incidental and they would not be in (sole) charge of ākonga. Therefore, they are unlikely to be children's workers under the Children's Act. However any personnel going onto a school site should undergo a police check.

Protective Security Requirements (PSR)

The key PSR requirement for this procurement relates to collection and storage of allergen and special diet information on the suppliers portal. Requirements related to the security and

management of the confidentiality of this information will be assessed as part of the negotiation stage with selected lunch providers.

Privacy Assurance

The Ministry has a Third-Party Providers Privacy Risk and Assurance Framework, to assess risks with third-party providers, and how to mitigate them.

There is an accompanying Excel tool, the Third-Party Privacy Assurance Tool, to calculate the risk level under the Framework for this procurement. This tool will be used to support the consideration of:

- Privacy related contract conditions
- Contract monitoring requirements to ensure the supplier is managing privacy appropriately
- Supplier reporting to show the supplier is managing privacy appropriately

Privacy risk for this procurement has not been assessed in detail yet. As noted in the PSR section, student allergen information will need to be captured and securely managed. The lunch supplier is likely to need access to school email addresses, phone numbers and addresses to be able to set schools up in the ordering portal and deliver the services. This is unlikely to be high risk from a privacy perspective.

Modern slavery and worker exploitation risks

We will request copies of policies and processes from shortlisted providers to ensure the adequacy of the processes they have in place to reduce the likelihood of modern slavery and worker exploitation in their supply chains.

9.Key Risks

The following key risks have been identified.

Risk	Treatment	Rating (post treatment)
Coverage gaps due to no/ insufficient compliant RFP responses received (including inability to meet \$3 price point)	RFP messaging, supplier briefings and design all encourage suppliers to respond Direct negotiation with providers who can provide lunches at the budget level. Approval to direct source/negotiate pricing and/or bespoke solutions with suppliers in areas where no solution is available/offered. Option for suppliers to submit non-compliant proposals at a tendered price	H
Due to no / insufficient compliant responses and the Ministry being unable to negotiate a \$3 solution with any provider the forecast APM savings are not achieved	RFP messaging, supplier briefings and design all encourage suppliers to respond Direct negotiation with providers who can provide lunches at the budget level.	H
Coverage gaps with no solutions proposed for small and isolated schools	Direct negotiation with providers who can provide lunches	H
Contracts not awarded in time to allow suppliers to fully stand-up their solutions by start of Term 1 2026	Tight management of approved procurement timeline, including early scheduling of resources required to support / undertake procurement process activities, e.g. evaluation, moderation, contract development. Take care with RFP language to allow flexibility in timing and changes if required. Be proactive in continuity planning if contract is not able to be awarded in expected timeframe. Review provider implementation plans during RFP evaluation to determine viability to stand up their solutions	H
Office of Auditor General review of 2024 procurement is not released until after RFP phase and identifies issues	Seek independent assurance throughout the procurement process. Continue with open, transparent, and robust process.	M

that were not addressed in this procurement.	When OAG report is available, work with them to adjust/learn from recommendations.	
Suppliers approach media regarding procurement process and media portray process as a failure.	Prepare proactive communications to explain rationale for approach, highlighting external audit. Proactive released all procurement documents on announcement to direct media and other parties directly to the detail.	H
Media portray procurement process as unfair to smaller providers	Prepare proactive communications and proactive releases to explain rationale for approach Potential interim probity reports included in proactive releases	H
Schools wanting to drop out or change models in the programme. They assume problems and poor food quality from transition to new model.	Operational Policies in progress to include actions and process for schools wanting to change models.	H
Due to some current suppliers winding down before the end of the year due to staffing contracts and leases on premises expiring there is a risk to: - ongoing supply to some contributing primary schools during 2025. - supply of other schools they support, e.g. specialist schools, in 2025 and 2026.	Understand the extent and work with all suppliers and schools to find solution for students to continue receiving a lunch every school day for remainder of 2025 (and 2026 if needed).	H
Limited time to transition to the new supplier/s from award of Services Agreement to start of term 1, 2026.	Gain support from principals from start of the process and keep them invested in the outcome. Use insights and learnings from 2025 to minimise as many challenges as possible.	M
As contributing primary schools have less flexibility in scheduling of their lunch-times there is a risk suppliers will not have as much flexibility in their delivery distribution	Work with schools to understand lunch breaks – include detail in RFP - include other details such as known special dietaries etc Include questions in RFP regarding how they will manage school communication regarding delivery issues and details of their delivery BCP.	M
Due to the likelihood of contributing primary schools requiring in-school distribution and/or extra school support there is a risk of additional funding being required to support in-school operation.	Provide guidance to schools on the recommended in-school lunch model (same model as full primary schools) Include projection on potential costs in the Evaluation recommendation report once the form of the recommended provider solutions are known	M

Evaluator Guidance

Meal providers

Criteria 1 - Understanding their solution	60%
– Viability (includes service transition/establishment)	– 25%
– Menu quality & nutrition	– 15%
– Waste minimization	– 10%
– Stakeholder engagement	– 5%
– Ordering system	– 5%

Evaluator guidance

- a. Viability, with specific consideration of the \$3 per learner price cap
 - i. They have a viable meal delivery solution that will meet the needs of the programme
 - ii. Is there any evidence they have completed analysis or modelling to validate their proposed solution is commercially viable? Higher scoring responses will provide detail and evidence of the viability of their solution.
 - iii. Consider their proposed approach and plan to transition or establish their solution by the start of Term 1, 2026
 - iv. Consider their delivery plan, with reference to school lunchtimes
 - v. Consider their BCP, including delivery BCP
- b. Menu quality, and nutrition;
 - i. The menu submitted is aligned with the nutritional standards and includes the types of lunches that are popular with learners.
 - ii. Higher scoring responses will provide additional detail showing how their menu aligns with the nutritional standards and evidence the types of lunches they are proposing are popular with learners
- c. Waste minimization.
 - i. Approach to how they will minimise waste. Higher scoring responses will provide an evidence-based approach that includes a forward looking and proactive approach to waste minimisation
 - ii. Detail their waste management plan, including daily collection and arrangements for end of term and the day before public holidays
- d. Stakeholder engagement
 - i. Responses will identify how they propose to engage and manage the relationship with the Ministry and schools in the delivery of their solution.

- ii. Higher scoring responses will have a clear structured approach that includes feedback loops and the ability to evolve their stakeholder engagement model and approach when needed.

e. Ordering system

i. The ordering system for schools:

- Is appropriate for the size and number of schools the supplier has proposed to supply
- is easy for schools to amend/update order requirements, including special diet requirements
- is easy for school to provide feedback on what's working well/not working well, waste/surplus levels, etc.

Criteria 2 – Understanding their capacity	40%
– coverage	– 20%
– Facilities and Resources	– 10%
– Compliance and Health & safety	– 10%

a. Coverage

- i. One school – score 6
- ii. Ability to supply all schools – score 10
- iii. Other offers scored on a pro-rata basis

b. Facilities and Resources

- i. Consider the facilities and resources the supplier either has available or proposes to have available to deliver their solution. Consider any inherent risk or benefits associated with stated capacity (facilities and resources).

c. Compliance and Health & Safety

- i. Consider their acknowledgement and any demonstrated understanding of the regulatory compliance and health and safety requirements, including FCP. Whether they have currently have an FCP for their proposed kitchen(s). If not, do they have a plan to obtain one in time for the commencement of services.

Criteria 3 – Ability to collaborate and be transparent	P/F
– Reporting	– P/F
– Open book	– P/F

a. Reporting

- i. Consider their acknowledgement and any demonstrated understanding of reporting that will be required to support the programme and how that reporting will/can be provided. Consider any ability/offer to provide any additional reporting that will support the programme delivery/management.

b. Open book

- i. Consider the suppliers openness to working with the Ministry in an open and transparent manner, including transparency on input costs, mark ups and margins and service level performance.