



Quality Council for Trades & Occupations

[www.qcto.org.za](http://www.qcto.org.za)

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### INVITATION TO TENDER

**FOR APPOINTMENT OF A REPUTABLE AND CAPABLE PANEL OF SERVICE PROVIDERS FOR THE PROVISION OF OUTSOURCED CATERING SERVICES FOR THE QUALITY COUNCIL FOR TRADE AND OCCUPATIONS FOR A PERIOD OF THIRTY - SIX (36) MONTHS.**

**TENDER NO: QCTO 13/2023**

Closing Date	Address for Submission
<b>Date: 14 December 2023</b> <b>Time: 11:00</b>	Quality Council for Trade and Occupations Tender Box @ Reception 256 Glyn Street Hatfield Pretoria 0083

**Late Submissions will not be considered**

<b>Bidder's Name</b>		
<b>Address</b>		
<b>Contact person</b>		
<b>Contact numbers</b>	(w)	(cell)
<b>Email address</b>		

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## 1. INTRODUCTION

The QCTO is a Schedule 3A Public Entity that was established in accordance with the Skills Development Act, No. 97 of 1998 (as amended) and the National Qualifications Framework Act, No. 67 of 2008 (as amended) and came into operation on 1 April 2010. The main functions of the QCTO amongst others are to develop standards for occupational qualifications including trades and skills programs, accredit skills development providers, and assessment centres, assessments, quality assurance and issue certificates to qualifying learners. Therefore, the QCTO is responsible for standards generation and maintenance; quality assurance of occupational full and part qualifications registered on the National Qualifications Framework (NQF) and the Occupational Qualifications Sub-Framework (OQSF) policy, including skills programmes. The QCTO has approximately 120 staff members and QCTO external stakeholders, is situated in Hatfield, Pretoria. More information can be obtained from <https://www.qcto.org.za/>.

Prospective Service Providers who are interested in rendering catering services at the Quality Council for Trades and Occupations (QCTO) as specified herein, and in accordance with the in accordance with the General Conditions of the offer, as well as the specifications are requested to complete this tender document, together with all the standard bidding documents in full. **It is compulsory for bidders to attend the virtual briefing session.**

### Briefing Session Information

Compulsory Virtual Briefing session

Date: 29 November 2023

Time: 11:00am – 12:00am

Link: To receive the link, kindly email [tenders@qcto.org.za](mailto:tenders@qcto.org.za) before 24 November 2023. The link will be sent by the end of business on 28 November 2023.

## 1.1. TENDER SUBMISSION AND COMPLIANCE

Prior to submission, the tenderers must check that all pages are properly numbered, and all required documents are signed and initialled. QCTO will hold the duly authorised signatory liable on behalf of the tenderer.

**NB: Please create an index page for ease of reference. Paginate your proposal submission by using numbered file dividers or a similar system.**

**Bidders must adhere to the below list for submission**

**Each page should be initialed with black ink**

I/We have attached to this document:	Tick if submitted		Office use
<ul style="list-style-type: none"> <li>• Four hard copies of the technical bid document including the duly completed terms of references document (initialled by authorised signatories)</li> </ul>	Yes	No	
<ul style="list-style-type: none"> <li>• Submission one tender pricing together with the completed SBD 3.3 (Separately sealed in an envelope labelled <b>PRICING</b>).</li> </ul>	Yes	No	
<ul style="list-style-type: none"> <li>• One (1) USB Submission of the technical bid document including the duly completed terms of references document (initialled by authorised signatories)</li> </ul>	Yes	No	
<ul style="list-style-type: none"> <li>• Duly Completed Standard Bidding Documents (SBD 1, SBD 4, SBD 6,1)</li> </ul>	Yes	No	
<ul style="list-style-type: none"> <li>• Proof of Briefing session attendance (Screenshot of session)</li> </ul>	Yes	No	
<ul style="list-style-type: none"> <li>• Proof of your current accreditation/ affiliation to recognized hospitality association e.g. South African Chefs Association (SACA) or similar</li> </ul>	Yes	No	

## 1.2. PRICING

- 1.2.1. The tenderer must submit details regarding the tender price for the services on the pricing schedule provided in SBD 3.3. The completed form/s must be submitted together with the pricing proposal.
- 1.2.2. Bidders are required to indicate their rates (costs) inclusive of all applicable taxes.
- 1.2.3. It is a requirement of this tender that the tender price is based on a fixed price.
- 1.2.4. The price proposal must include VAT (if applicable).
- 1.2.5. All other cost increases will be negotiated, not exceeding the actual inflation rate (CPI).
- 1.2.6. QCTO will not provide upfront payments.

**NB: FAILURE TO PROVIDE THE PRICING PROPOSAL WILL INVALIDATE THE BID AND RESULT IN IMMEDIATE DISQUALIFICATION OF THE PROPOSAL.**

## 1.3. PARTNERSHIPS AND LEGAL ENTITIES

In the case of the tenderer being in a partnership, close corporation or a company, a certificate reflecting the names, identity numbers and addresses of the partners, members or directors (as the case may be) must be submitted with the tender.

## 1.4. CONSORTIUMS AND JOINT VENTURES

- 1.4.1. If the tendering unit emanates from a joint venture or collaborative partnership or consortium (including a newly formed company), which does not have a joint track record of at least three (3) years, the individual entities that make up the tendering unit should each provide all the mandatory requirements. Should all the requirements in respect of the tendering unit or the individual entities, as the case may be, not be met, the tendering unit will be disqualified.
- 1.4.2. It is recognised that tenderers may wish to form consortia to provide the services.
- 1.4.3. In response to this invitation to tender, a consortium shall comply with the following requirements: -

- 1.4.3.1. A copy of the agreement entered into by the consortium members shall be submitted with the tender. It shall be signed so as to be legally binding on all consortium members.
- 1.4.3.2. The tender document shall be signed so as to be legally binding on all consortium members;
- 1.4.3.3. One of the members shall be nominated by the others as authorised to be the lead member and this authorisation shall be included in the agreement entered into between the consortium members;
- 1.4.3.4. The lead member shall be the only authorised party to make legal statements, communicate with QCTO and receive instructions for and on behalf of any or all the members of the consortium;

## 1.5. ACCEPTANCE OF PROPOSAL

QCTO does not bind itself to accept either the lowest or any other tender and reserves the right to accept the tender that it deems to be in the best interest of the organization. QCTO reserves the right to accept the offer in full or in part.

**QCTO reserves the right to cancel the tender based on the following:**

- 1.5.1.No acceptable proposal is received;
- 1.5.2.The items are no longer required;
- 1.5.3.There are material errors in the tender invitation documents;
- 1.5.4.The tender price is certified as being exorbitant;
- 1.5.5.The tenders were not advertised on the E-tenders website;
- 1.5.6.Funds are no longer available;
- 1.5.7.Deviation from the task directive;
- 1.5.8.Requirements of the bid were not clearly stated hence prices cannot be compared relative to the requirements;
- 1.5.9.The incorrect preference point system used.

## 2. AIM OF BID

The aim of this bid is for QCTO to appoint a suitably qualified and experienced panel of catering service providers. The objective of this process is to appoint a panel of service providers to deliver quality and healthy food as per request. The Service Providers that QCTO will contract for the services must as far as practical make use of equipment which supports the preservation of the environment, and must comply with all the regulations of the Republic of South Africa.

## 3. BACKGROUND

The Quality Council for Trades and Occupations (QCTO) is a Quality Council established in 2010 in terms of the Skills Development Act, No. 97 of 1998 (as amended) and the National Qualifications Framework Act, No. 67 of 2008 (as amended). Its role is to oversee the design, implementation, assessment and certification of occupational qualifications, including trades, on the Occupational Qualifications Sub-Framework (OQSF). The QCTO also offers guidance to skills development providers who must be accredited by the QCTO to offer occupational qualifications.

In summary, the QCTO is responsible for:

Establishment and management of the Occupational Qualification Sub-Framework (OQSF);

- Occupational Qualifications and skills programmes development and maintenance;
- Accreditation of Skills Development Providers;
- Accreditation of Assessment Centres;
- Assessment;
- Certification;
- Research and Knowledge Development; and
- Stakeholder Management and Advocacy.

## 4. SCOPE OF SERVICES

The scope of services for the appointed service providers is to provide appropriate and value-added catering services, prepared offsite, to the QCTO.

### 4.1. The scope of services includes but is not limited to:

- 4.1.1. Prepare meals offsite and deliver them to the QCTO;
- 4.1.2. The meals must be prepared in a hygienic environment, good quality products must be used;
- 4.1.3. Services must make provision for the diversity of the organisation by providing meals for different religious and ethnic groups, as well as specific dietary requirements;
- 4.1.4. Cutlery and crockery supplied should be of the same set;
- 4.1.5. Crockery must be in good condition with no cracks, chips or stains;
- 4.1.6. The preferred bidders must provide 2ply serviettes or napkins;
- 4.1.7. Provision of condiments;
- 4.1.8. The preferred bidders must provide sufficient staff to set up the dining area and serve meals;
- 4.1.9. The preferred bidders must ensure that tablecloths do not have any stains and are properly washed irrespective of the colour;
- 4.1.10. Remove catering equipment and clean/tidy up the venue at the end of functions/meetings (QCTO does not provide facilities for washing dishes);
- 4.1.11. The cost to cater must be agreed upon between the Service Provider and the QCTO (by quotation and purchase order) prior to delivery.

### 4.2. Preparation and Standards

- 4.2.1. The meals and beverages served must be of high quality and prepared in a clean and hygienic manner in accordance with all health and safety regulations and relevant municipal by-laws.
- 4.2.2. Service providers must apply healthy options like salads and offer variety to cater for all dietary preferences, including but not limited to religions, culture, and vegetarianism etc.
- 4.2.3. QCTO shall not be responsible or liable for any loss or damage to the Service Provider's consumables and equipment during the period when the service is delivered to QCTO's under any circumstances.

### **4.3. Description of service and extent of work**

#### **4.3.1. Conducting catering assignments:**

The catering services should be conducted in compliance with the Occupational Health Safety Standards and municipal by-laws.

#### **4.3.2. Timing of assignments:**

The final responsibility of approving the catering service menus and the number of people for that event resides with the QCTO.

#### **4.3.3. Quality assurance reviews of the work:**

The Catering Service provider shall ensure that all catering services conform to the relevant standards for the Occupational Health Safety standards (OHS).

#### **4.3.4. Competence requirements of the catering services:**

The Service Provider should meet the following competency requirements:

- a) Food and beverage certificate; and
- b) Be well versed with the best practices of the catering service industry.

#### **4.3.5. Monitoring the performance of catering services:**

The appointed panel of caterers will need to work closely with QCTO Supply Chain Management staff to ensure that all approved catering menus, price and agreed quality of service remain at acceptable levels.]

Throughout the period of the contract, the performance of the service provider will be reviewed annually.

#### **4.3.6. Engagement Model:**

- a) A panel of catering service providers will be appointed with an option to review and replace within a period of thirty-six months;
- b) Catering service required will be on a rotation basis; and
- c) QCTO reserves the right to remove a panel member due to consistent poor performance or any other serious breach.

#### **4.3.7. Minimum services levels and applicable penalties**

Service description Target and Penalties.

#### **4.3.8. Time management 100% adherence to the time frames as per QCTO's request:**

- a) Arriving at the venue 1 -15 minutes late, 10% deduction of catering service fee.
- b) Arriving at the venue 15 – 30 minutes late, 15% deduction of catering service fee.
- c) Arriving at the venue 30 minutes late, 20% deduction of catering service fee.

#### **4.3.9. Remove catering equipment and clean/tidy up of the venue:**

- a) 100% removal of catering equipment and clean/tidy up of the venue.
- b) Catering staff should cover hair. If not covered, 15 % of catering service fee will be deducted.
- c) Catering staff should wear apron/overall. If not covered, 15 % deduction of catering service fee will be deducted.

#### **4.3.10. Provision of cutlery and crockery**

- a) Non-provision of cutlery and crockery as requested by the client, 15% deduction of catering service fee;
- b) Non-Provision of Table linen as requested by the client, 15% deduction of catering service fee;
- c) Non-adherence to the Menu or food specification as per QCTO's request, 15% deduction of catering service fee;
- d) Provision of unclean of catering equipment, 18% deduction of catering service fee;
- e) Provision of unclean cutlery and crockery; 18% of catering service fee; and
- f) Provision of unclean of table linen, 18% deduction of the catering service fee.

## 5. SPECIFICATIONS

Catering service include – to provide own crockery and cutlery for tea and lunch  
All meals must be accompanied by Serviettes.

### 5.1. Meal Requirements

#### 5.1.1. Standard Meal

- a) Protein (choice of 2);
- b) Starch (choice of 2) (pap/Rice/Wraps/Bread Rolls/dumpling);
- c) Gravy;
- d) one Vegetable and one salad;
- e) Halaal Meal (Choice of 2);
- f) Vegetarian Meal; and
- g) X1 Soft Drink/juice.

#### 5.1.2. Lasagna Meal:

- a) Lasagne portions;
- b) Bread Roll with butter;
- c) . Salad; and
- d) X1 Soft Drink/Juice

#### 5.1.3. Executive Meal:

- a) X2 Starch (Pap/Rice/Samp/wrap/Rolls);
- b) Gravy;
- c) X2 Vegetables;
- d) X2 salads;
- e) Desert;
- f) Protein (choice of 2); and
- g) X1 Soft Drink/Juice

#### 5.1.4. Finger Lunch Platter (6 items per Person) \_

- a) Finger lunch Platter – Meat option
- b) Finger Lunch Platter – Sandwich/ Wrap option

- c) Finger Lunch Platter – Vegetarian option
- d) Finger Lunch Platter - Nuts, Biltong, Crackers & Spread, cheese
- e) Finger Lunch Platter – Pastries / Meat Option
- f) Finger Lunch – Sweets Platter

**5.1.5. Drinks options can be selected from:**

- a) Fruit Juice – 1 Litre for 4 people or can /bottled juice
- b) Fizzy cold drinks – Variety including diet drinks

**5.1.6. Morning Tea – Standard**

- a) Tea, variety of 2
- b) Premium Coffee- variety of 2
- c) Sweetener
- d) Sugar-White & Brown
- e) Milk – Powder & Fresh

**5.1.7. Standard - Option of 2 of the following – 2 Items per person**

- a) Scones
- b) Croissants
- c) Muffins
- d) Yogurt/Fruit salad
- e) Fruits sticks

**5.1.8. Morning Tea- Executive**

- a) Tea, variety of 2
- b) Premium Coffee- variety of 2 or option of 1 and filter coffee
- c) Sweetener
- d) Sugar-White & Brown
- e) Milk-Powder & Fresh
- f) Small bowls of sweets (Endear mints and Sparkles)

**5.1.9. Option of 3 of the following – 3 Items Per Person**

- a) Scones
- b) Croissants

- c) Muffins
- d) Yogurt/Fruits salad
- e) Fruits Sticks

## 6. PROJECT TIMELINES

The service provider must ensure that projects are completed within thirty -six (36) months in line with the signed SLA. Although the total duration shall be thirty (36) months, the QCTO shall review the bidder's performance at the end of every six (06) months and reserves the right to terminate the contract due to non-performance.

## 7. SERVICE LEVEL AGREEMENT

The successful bidders will be expected to enter into a service level agreement with the QCTO. The bidder will be required to provide a valid accreditation/affiliation to a recognised hospitality association and Certificate of acceptability for food premises through out the duration of the contract.

The contract shall be for a maximum duration of 36 months subject to an annual appraisal and confirmation of compliance with the bid requirements. Renewal for the next year shall be subject to satisfactory performance in the preceding year.

The service providers on the panel will be engaged on a rotational basis, based on the desired deliverables (as and when required) to confirm actual costs per brief or scope of work.

The service providers on the panel will be enrolled on the QCTO Supplier Development programme.

## 8. EVALUATION CRITERIA

QCTO may request additional information, clarification, or verification regarding any information contained in or omitted from a tenderer's proposal. This information will be requested in writing, and the bidder must provide the requested information within forty-eight (48) hours after the request has been made; otherwise, the bidder may be disqualified.

QCTO may conduct due diligence on any tenderer, which may include interviewing customer references or other activities to verify a tenderer's other information and capabilities (Including visiting the tenderer's various premises and/or sites to verify certain stated information or assumptions). In these instances, the tenderers will be obliged to provide QCTO with all necessary access, assistance and/or information which QCTO may reasonably request and to respond within the given time frame set by QCTO.

The 80/20 principle will be applied in terms of the Preferential Procurement Policy Framework Act.

### 8.1. STAGE 1: MANDATORY REQUIREMENTS

During this stage, proposals will be reviewed to determine compliance with all mandatory requirements and such documents must be signed by a duly authorized representative. Failure to meet or submit any or all the above mandatory requirements will lead to bidder being disqualified.

I/We have attached to this document:	Tick if submitted		Office use
• Proof of company/closed corporation registration and a copy of CM/CK certificates	Yes	No	
• Copies of the identity documents of those with equity/shares	Yes	No	
• Completion of the Standard Bidding Documents (SBD 1, SBD 3.3, SBD 4, SBD 6.1)	Yes	No	
• CSD Registration (National Treasury)	Yes	No	
• Letter of Good standing (COIDA) issued by Department of Labour	Yes	No	
• Certificate of acceptability for food premises. / Health and safety certificate of acceptability	Yes	No	

**Note:** Failure to meet all the above mandatory requirements will lead to bidder being disqualified.

## 8.2. STAGE 2: FUNCTIONALITY

Only bidders that qualified during the Mandatory Evaluation will be evaluated on functionality. At this stage, the evaluation process will be based on the service provider's responses in respect of their proposals against specifications and quality.

**Qualifying proposal will be evaluated on the following:**

No	Evaluation Criteria	Guideline	Scoring	Points
1	Capacity and experience	<p>The bidder must have experience in rendering outsourced catering services at corporate/government institutions.</p> <p>The bidder must attach reference letters not older than five (5) years from date of bid to qualify for the indicated points.</p> <p>The reference letter must bear the letterhead of the organisation where the professional catering services were provided.</p> <p>QCTO reserves the right to contact these organisations, without prior notice to the bidder.</p>	<ul style="list-style-type: none"> <li>• More than 6 references provided = 40 points</li> <li>• 6 References provided = 30 points</li> <li>• 4 References provided = 20 points</li> <li>• 3 Reference provided = 10 points</li> <li>• 0 reference provided = 0 points</li> </ul>	40 Points
2	Menu Planning	<p>Compile and present Menus to ensure variety to cater for QCTO functions.</p> <p>The bidder must provide 3 different menus with pricing .</p> <p>Different Lunch and breakfast options</p> <p>Menus to include one special needs eg. Vegetarian, or gluten free</p> <ul style="list-style-type: none"> <li>• 10 guests,</li> <li>• 50 guests</li> <li>• 100 guest,.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Menus submitted with options for lunch and breakfast = 20 points</li> <li>• 2 menus submitted with options for lunch and breakfast = 15 points</li> <li>• 1 menu submitted with options for lunch and breakfast = 10 points</li> <li>• No Menus submitted = 0 points</li> </ul>	20
3	<p>Experience of the key personnel</p> <p>For uniformity; CVs <b>must</b> be on the provided</p>	<p>Curriculum Vitae (CVs) of one key personnel responsible for the preparation of food</p>	<ul style="list-style-type: none"> <li>• CV with more than five years = 20 points</li> <li>• CV with four to five years' experience = 15 points</li> <li>• CV with three to four years' experience = 10 points</li> </ul>	20

No	Evaluation Criteria	Guideline	Scoring	Points
	compulsory CV template	NB: The Curriculum Vitae (CVs) of the personnel with the longest experience will be used for allocation of points	<ul style="list-style-type: none"> <li>CV with one to two years' experience = 5 points</li> <li>CV with less than one-year experience = 0 point</li> </ul>	
4	Local Business Development	Bidders must attach Utility Bill or Lease Agreement	<ul style="list-style-type: none"> <li>Local Business in Tshwane (Attach Utility Bill or Lease Agreement) = 20 Points</li> <li>Business outside of Tshwane but within Gauteng (Attach Utility Bill or Lease Agreement) = 10 Points</li> <li>Business outside of Gauteng = 0 Points</li> </ul>	20
	Total			100

Each criterion shall be assessed and scored on the evaluation sheet using the above points.

**Threshold:** Bidders who score less than 70 out of 100 points on functionality, will not be considered for the next stage (**SITE VISIT**).

### 8.3. STAGE 2 B: SITE VISIT

The second stage of functional evaluation is based on site visit, which will be evaluated using the following criteria and points:

	Criteria	Points
1.	<p><b>Ability/capacity</b></p> <p>Ability/capacity of the company to render the service: Give a tour of the premises and explain the catering equipment to be used.</p> <p>Hygiene / Quality of Service - ensure facilities where food is prepared and served always meet the recommended hygiene standard.</p> <p>Describe how you ensure that food preparation and serving areas meet hygiene standards.</p> <p>Provide quality catering services for QCTO functions/meetings. Indicate how quality of service is maintained.</p>	30 Points
2.	<p><b>Presentation of food</b></p> <ul style="list-style-type: none"> <li>• Packaging</li> <li>• Transport</li> </ul>	40 Points
3.	<p><b>Tasting of food</b></p> <p>Food to be prepared by the proposed team.</p> <p>Bidder to prepare at least one plate of food from the lunch menus proposed in the bid document for tasting</p>	30 Points
	<b>Total points</b>	<b>max.100</b>

Each criterion shall be assessed and scored on the evaluation sheet using the above points.

**Threshold:** Bidders who score less than **70** out of 100 points on the site visit will not be considered for Price and Specific Goals and will be disqualified for this project.

Service providers who score a minimum qualifying threshold score of 70 Points or more will be automatically categorized as technically acceptable and will be included on the respective panel. A bid will be disqualified if it fails to meet the minimum threshold for functionality (**site visit**) as per the bid invitation

## 9. TENDER VALIDITY PERIOD

The validity period for this tender is 180 days.

## 10. ENQUIRIES

Any technical enquiries regarding the terms of reference shall be directed in writing to:

Ms. Nkele Chauke

Email: [Chauke.N@qcto.org.za](mailto:Chauke.N@qcto.org.za)

Contact persons for SCM and administrative related issues:

Mr. Lekhotla Motloung

Email: [tenders@qcto.org.za](mailto:tenders@qcto.org.za)

**ANNEXURE A : PRICING**

**PRICING TEMPLATE: PANEL OF SERVICE PROVIDERS FOR THE PROVISION OF OUTSOURCED CATERING SERVICES FOR QCTO FOR A PERIOD OF THIRTY - SIX (36) MONTHS**

NOTE: All requirements (items and quantities) listed below and included in the price schedule template for completion must be adhered to for costing and evaluation purposes. Please do not create your own template, complete Schedule as indicated below.

<b>STANDARD MEAL</b>	<b>COST P/P (Inc VAT)</b>
Protein/Meat (Beef stew)	R
Protein/Meat (Grilled chicken quarters)	
Starch (Rice)	R
Starch (Pap)	
Gravy	R
One Vegetable (Pumpkin)	R
One salad (Green Salad)	R
One Soft Drink/juice	R
<b>Total Cost Per Meal (Inc VAT if applicable)</b>	R

<b>VEGETARIAN MEAL</b>	<b>COST P/P (Inc VAT)</b>
Vegetarian Meal	R
<b>Total Cost Per Meal (Inc VAT if applicable)</b>	R

<b>HALAAL MEAL</b>	<b>COST P/P (Inc VAT)</b>
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<b>Halaal Meal</b>	R
<b>Total Cost Per Meal (Inc VAT if applicable)</b>	R

<b>DIABETIC MEAL</b>	<b>COST P/P (Inc VAT)</b>
<b>Diabetic Meal</b>	R
<b>Total Cost Per Meal (Inc VAT if applicable)</b>	R

<b>GLUTEN FREE MEAL</b>	<b>COST P/P (Inc VAT)</b>
<b>Gluten Free Meal</b>	R
<b>Total Cost Per Meal (Inc VAT if applicable)</b>	R

<b>TOTAL COST</b>	
<b>Standard + Vegetarian + Hallal +Diabetic + Gluten free</b>	R
<b>Total Cost (Inc VAT if applicable)</b>	R

### Compulsory CV template for Uniformity

**Bidders must clearly indicate the Proposed Role in the CV template.**

Proposed role	
First name and Surname	
Date of birth	
Nationality	
Professional Membership	
Present position	
Years with the bidder's organisation or Company	

### Education

<b>Institution</b>	<b>Duration (Date from - Date to)</b>	<b>Qualification Obtained (e.g., Degree(s) or Diploma(s))</b>  <i>(Start from the most recent, Copies of each qualification to be included in the CV pack)</i>

**Professional Experience (Relevant to the Proposed Role)**

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

Date (From – To)	
Organisation	
Location	
Position	
Description of duties (listed)	

**References (relevant to the Proposed Role)**

Name	Organisation	Contact details