



Ministry for
Pacific Peoples

Te Manatū mō ngā Iwi ō te Moana-nui-ā-Kiwa

Ministry for Pacific Peoples

Procurement Policy

Corporate Policy

Deputy Secretary, Corporate & Support Services

June 2026

Document

This document contains policy relating to Procurement at the Ministry for Pacific Peoples (the Ministry).

Version History

VERSION	DATE	AUTHOR	KEY CHANGES
1.0	September 2023		
2.0	June 2026	Director, Finance & Procurement	Policy Review and Update

Note: Do not make unauthorised electronic copies or new versions (drafts) of this corporate policy. Contact the Director, People and Capability to have new drafts initiated and recorded in the appropriate manner.

Status

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NEXT REVIEW	30 June 2028

Signoff

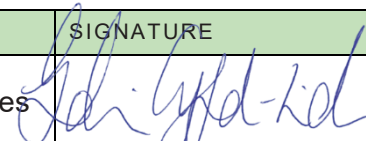
NAME	POSITION	SIGNATURE	DATE
Gerardine Clifford-Lidstone	Secretary for Pacific Peoples		30 June 2026

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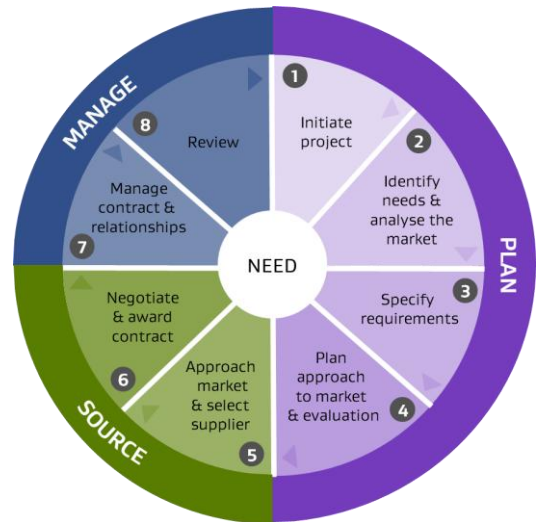
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1. Policy Statement

The Ministry for Pacific Peoples (the **Ministry**) will undertake procurement in a manner that supports the responsible expenditure of public funds and the delivery of public value.

Procurement is not solely about obtaining the lowest price. It is about securing the right goods, services and works, through fair, transparent and proportionate processes, to achieve quality outcomes for the Ministry and the Pacific communities we serve. In doing so, the Ministry will consider whole-of-life value, risk, service quality, supplier capability, innovation, and relevant economic, social, cultural and environmental benefits to New Zealand.

The Ministry will **plan**, **source** and **manage** procurement in a way that is lawful, ethical, well-documented and able to stand up to parliamentary, audit and public scrutiny.



2. Our procurement context

Effective procurement helps the Ministry deliver services and initiatives on time, within budget and to the required standard. It reduces commercial risk, encourages innovation, improves service delivery and supports better use of public resources.

The Ministry’s procurement activity must support its wider mandate as the Crown’s principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in New Zealand.

The Ministry works across government to coordinate and leverage investment in Pacific priorities and is guided by Pacific values in the way it designs, delivers and commissions work.

Procurement supports the Ministry’s work where goods, services or works are sourced externally to help deliver policy advice, targeted interventions, data and insights, partnerships, and initiatives that protect and promote Pacific languages, cultures and identities.

3. Purpose

This policy sets out the principles, requirements and expectations that govern procurement at the Ministry. It is supported by the Ministry’s procurement procedures, templates and guidance, which describe the operational processes to be followed when planning procurements, approaching the market, evaluating suppliers, entering contracts and managing delivery.

This policy is intended to ensure that the Ministry’s procurement activity is consistent with the **Government Procurement Principles**, the **Government Procurement Charter**, the **New Zealand Government Procurement Rules (5th Edition)**, and the Ministry’s internal financial, delegations and conduct frameworks.

4. Scope

This policy applies to all Ministry employees, whether permanent or fixed-term, and to contractors, consultants and secondees engaged by the Ministry who are involved in procurement activity.

This policy applies to the planning, sourcing, contracting and management of goods, services and works procured by the Ministry. Procurement includes the full lifecycle of activity from identifying need and planning the approach, through to market engagement, contract award, contract management, renewal, expiry and lessons learned.

This policy does **not** apply to:

- the recruitment and employment of permanent or fixed-term employees, which are managed by the Ministry's People & Capability team, and
- non-procurement activities such as unconditional grants, scholarships, and other funding arrangements that are not the purchase of goods, services or works.

Any departure from this policy, or from the Ministry's procurement guidance & procedures where they reflect mandatory legal or government requirements, must be approved in advance by the appropriate delegated authority and, where required by the significance of the matter, by the Chief Executive.

5. Procurement principles

The Ministry will apply the **6 Principles of Government Procurement** to all procurement activity:

- Plan and manage for great results
- Be proportionate and right-size the procurement
- Be fair to all suppliers
- Get the right supplier
- Get the best deal for everyone
- Play by the rules

These principles apply to all procurement activity regardless of value. They require the Ministry to make balanced procurement decisions, act with integrity, use processes that are appropriate to the procurement, and achieve public value through procurement practice that is lawful, ethical, transparent and defensible, and must reflect its obligations as a good employer where decisions may affect its staff.

6. Pacific public value and community outcome

The Ministry has a distinctive role in improving outcomes for Pacific peoples in Aotearoa New Zealand. Where relevant to the procurement, the Ministry will identify and pursue public value that supports Pacific communities and contributes to the Ministry's strategic purpose. This may include culturally competent service delivery, improved access and participation for Pacific communities, stronger community partnerships, innovation, workforce development, and sustainable local capability.

In doing so, the Ministry will remain fair to all suppliers and comply with applicable trade obligations and procurement rules. The Ministry will not use procurement in a way that unlawfully discriminates between suppliers, but it may design procurements to achieve relevant public value and community outcomes where those are connected to the procurement and assessed transparently.

7. Procurement objectives

The Ministry's procurement objectives are to:

- **Maximise public value** from expenditure by achieving sustainable value for money across the full life of the goods, services or works being procured, including total cost, quality, fitness for purpose, risk and service performance.
- **Improve performance and delivery outcomes** through fair, transparent and effective management of suppliers and service providers.
- **Support economic benefits to New Zealand** through procurement that is relevant, proportionate and measurable, including capability development, innovation, community outcomes and sustainable domestic participation.
- **Enable better outcomes for Pacific peoples and communities** where relevant to the procurement, including through culturally informed design, delivery and contract management.

8. Governance and accountability

This policy will be reviewed at least every two years, or earlier where required to reflect changes in legislation, the Government Procurement Rules, government policy, organisational structure, or Ministry practice.

The **Deputy Secretary, Corporate & Support Services** is the policy owner and is responsible for ensuring that this policy remains current, fit for purpose, and aligned with external and internal requirements.

The **Director, Finance & Procurement** is responsible for maintaining the Ministry's supporting procurement procedures, templates and guidance, and for providing specialist advice on procurement practice.

All Ministry staff who initiate, influence, approve or manage procurement are responsible for complying with this policy and the associated procedures.

Directors and people leaders are responsible for ensuring procurement activity in their areas is appropriately planned, approved, conducted and managed, and that specialist procurement advice is sought where required.

9. Planning procurement

Before approaching the market, the Ministry must clearly define the business need, desired outcomes, scope, risks, budget, delegated approvals, and proposed procurement approach. Planning must be proportionate to the value, risk, complexity and duration of the procurement. Procurements covered by the Rules are expected to be supported by a robust business case or procurement plan that is right-sized to the procurement.

When planning procurement, the Ministry will:

- define the need and focus on outcomes rather than locking in a solution too early,
- understand the market and consider whether collaborative contracts, common capability contracts, all-of-government arrangements, or existing Ministry arrangements can meet the requirement and deliver public value,
- identify risks, dependencies, conflicts of interest and probity requirements,
- ensure that the procurement approach is fair, defensible and proportionate to the value, complexity and risk involved,
- consider impacts on its workforce capability, capacity and sustainability,
- ensure funding and delegated approvals are in place before approaching the market, and
- plan contract management from the outset, including governance, performance measures and reporting requirements.

For procurements above the government value thresholds, the Ministry must consider and specify the economic benefits it is seeking and include those benefits as part of the evaluation of public value. Rule 8 requires agencies to seek economic benefits to New Zealand for above-threshold procurements and to include a minimum weighting of 10 percent for evaluation purposes.

10. Market engagement and sourcing

The Ministry will engage with the market in a way that is fair, transparent and proportionate, and that gives suppliers a reasonable opportunity to respond. Wherever possible, the Ministry will use open competitive procurement processes to support public value, promote fair competition and identify capable suppliers.

Where appropriate, the Ministry may undertake early market engagement to improve its understanding of supplier capability, market conditions, innovation opportunities and delivery models. Any such engagement

must be conducted transparently and must not advantage one supplier over another or compromise the fairness of a later procurement process.

The Ministry will use all-of-government contracts, common capability contracts, and established Ministry arrangements where these are fit for purpose and represent public value. Where these arrangements do not meet the Ministry's needs, an alternative sourcing approach may be used in accordance with this policy and the Ministry's procedures.

Openly advertised opportunities that meet the relevant thresholds must be listed on **GETS**, the Government Electronic Tender Service, unless a valid exemption or opt-out applies. GETS is the government's platform for openly advertising contract opportunities and supporting open, fair competition.

Where procurement involves engaging individuals or services that may substitute employee roles, People & Capability must be consulted to ensure alignment with People strategy, organisational structure and employment obligations.

11. Evaluation and award

Suppliers must be assessed against criteria that are relevant, proportionate and disclosed in the procurement documents. The Ministry will award contracts to the supplier that best delivers the required outcomes and public value, considering quality, cost, capability, capacity, risk, delivery approach, cultural competence where relevant, and any specified economic benefits.

The Ministry will treat all suppliers fairly, protect commercially sensitive information, maintain appropriate records of evaluation and decision-making, promptly inform suppliers of procurement outcomes, and offer debriefs to unsuccessful suppliers where required or appropriate.

The Ministry will ensure that no supplier begins delivering goods, services or works until an appropriate agreement, purchase order or other approved procurement instrument is in place, unless an approved exception applies.

Where required, the Ministry will publish a contract award notice on GETS within the applicable timeframe and include the information required under Rule 32.

12. Contracting and contract management

The Ministry must maintain a systematic approach for identifying and managing its contracts. At a minimum, contract records must enable the Ministry to identify what contracts it has, who owns and manages them, where they are stored, when they start and end, and the amount spent under them.

The Ministry must also have a right-sized contract management plan for contracts, taking into account the contract's value, complexity, risk and duration. Contract management plans must include clear governance arrangements, appropriate performance measures, monitoring provisions and record-keeping expectations.

Contract management at the Ministry will focus on:

- delivery against agreed outcomes and service levels,
- supplier performance and relationship management,
- management of risks, issues, variations, disputes and dependencies,
- monitoring and reporting of any agreed economic benefits or broader public value commitments,
- invoice and payment performance, and
- orderly renewal, expiry, transition or close-out.

The Ministry will keep records of contract management activities and conduct sufficient monitoring to ensure that commitments made in contracts are delivered and reported on.

13. Supplier conduct and supplier relationships

The Ministry expects suppliers to act lawfully, ethically and responsibly, demonstrate good employment practices, and to comply with contractual obligations, employment standards, health and safety requirements, privacy obligations, and other applicable standards. The Ministry will incorporate the **Supplier Code of Conduct** into procurement and contract management activity, including in new contracts, renewals and tender documents where appropriate.

The Ministry will manage supplier relationships in a professional, fair and respectful manner. It will communicate clearly, give suppliers sufficient time to respond where possible, protect confidential information, provide debriefs where appropriate, and seek to resolve issues early and constructively.

The Ministry will pay suppliers promptly in accordance with the Government Procurement Rules. Rule 36 requires agencies to pay **95 percent of domestic trade invoices within 5 business days** and **95 percent of other domestic trade invoices within 10 business days**, and to require their suppliers to provide subcontractors on government contracts with no less favourable payment terms than those received from the agency.

14. Probity, conflicts of interest, records and transparency

All procurement activity must be conducted so that decisions can withstand scrutiny by Ministers, auditors, suppliers and the public. The Ministry must therefore maintain high standards of integrity, manage actual, potential and perceived conflicts of interest, keep appropriate records, and ensure decisions are lawful, reasoned and evidence-based.

The Ministry will document key planning decisions, approvals, market approach decisions, evaluations, contract awards, contract management activity and any use of exemptions, opt-outs, direct sourcing or emergency procurement.

Procurement records must be maintained in accordance with the Ministry's record-keeping obligations and internal information management requirements.

15. Thresholds and procurement methods

The Ministry will use procurement approaches that are proportionate to the value, risk and complexity of the procurement and that are capable of achieving public value.

For procurements below the government value thresholds, the Ministry will apply a sourcing approach that is right-sized to the procurement and can demonstrate public value. Unless there is good reason not to, procurements below the thresholds are expected to be awarded to New Zealand businesses that are capable and have capacity to deliver the contract.

For procurements at or above the government value thresholds, currently **NZ\$100,000 (GST exclusive) for goods and services**, measured on a whole-of-life basis, the Ministry must apply the Rules and will ordinarily use open advertising unless a valid opt-out, exemption or other lawful exception applies.

Internal operating thresholds:

NZD SPEND (EXCL GST)	WHAT TO DO
Up to \$50K	Direct sourcing allowed, where procurement is low risk, the supplier is suitable, and public value can be demonstrated.
\$50K to \$100K	Seek at least three written quotes, or use another competitive method proportionate to the procurement, unless an approved exception applies.
\$100K +	For goods and services; use open advertising via GETS unless a valid opt-out, exemption or other lawful exception applies.

16. Exceptions, opt-outs and exemptions

Where the Rules allow an **opt-out** or an **exemption from open advertising**, the Ministry may use that pathway only where the relevant facts and circumstances are met, the decision is properly evidenced and documented, and the Ministry can demonstrate that the approach will still achieve public value.

The Ministry must not use an opt-out or exemption to avoid competition, protect domestic suppliers unlawfully, or discriminate against any supplier. Where an opt-out or exemption is used, the Ministry must meet the documentation and approval requirements in the Rules and publish a contract award notice where required.

17. Emergency procurement

The Ministry recognises that in a genuine emergency it may need to depart from standard procurement processes in order to protect life, property, service continuity or the public interest. Emergency procurement must still be lawful, proportionate, properly authorised wherever possible, and documented as soon as practicable.

Where time does not allow the usual approvals to be obtained in advance, staff must use sound judgement, act within delegated authority where possible, seek verbal approval from an appropriate authority if necessary, and record the rationale, decisions, commitments and approvals retrospectively as soon as practicable.

Urgent situations created by poor planning do not constitute an emergency for the purposes of an exemption from open advertising.

18. Roles and responsibilities

Chief Executive: The Chief Executive is accountable for the Ministry's overall system of internal control and for ensuring that the Ministry's procurement framework supports lawful, prudent and effective expenditure of public funds.

Deputy Secretary, Corporate & Support Services: The Deputy Secretary, Corporate & Support Services, is the policy owner and is responsible for procurement governance, oversight and assurance that the Ministry has appropriate procurement systems, controls and guidance in place.

Director Finance & Procurement / Procurement function: The Director Finance & Procurement, supported by the procurement function, is responsible for maintaining procurement procedures, templates and guidance; providing advice to business groups; leading or supporting higher-value, higher-risk or more complex procurements; and maintaining procurement and contract management systems.

Directors and managers: Directors and managers are responsible for identifying procurement needs, ensuring procurement is planned early, confirming available budget, obtaining delegated approvals, engaging Procurement where required, and ensuring contracts in their areas are actively managed.

Contract managers: Contract managers are responsible for day-to-day contract and supplier management, monitoring performance, managing issues and variations, maintaining records, and ensuring agreed outcomes and any public value commitments are delivered and reported where relevant.

All staff: All staff involved in procurement are responsible for complying with this policy and associated procedures, declaring conflicts of interest, maintaining appropriate records, and seeking advice where procurement obligations are unclear.

19. Related documents and legislative framework

This policy should be read alongside the Ministry's:

- procurement procedures and guidance
- delegated financial authority policy
- business expenditure policy
- code of conduct
- gifts and hospitality policy
- health and safety policy, and
- travel policy, where relevant.

Relevant legislation and government framework documents include:

- Public Finance Act 1989
- Public Service Act 2020
- Public Records Act 2005
- Privacy Act 2020
- Official Information Act 1982
- Commerce Act 1986
- Health and Safety at Work Act 2015
- the Government Procurement Principles
- the Government Procurement Charter, and
- the Government Procurement Rules

20. Policy owner

The owner of this policy is the Deputy Secretary, Corporate & Support Services.

Operational responsibility for procurement guidance, support and implementation sits with the Ministry's Finance & Procurement function.

For further information about this policy or Ministry procurement practice, staff should contact the Principal Advisor, Procurement at procurement@mpp.govt.nz .