



Procurement Policy

Policy owner:	Group General Manager Strategy, Capability and Performance
Policy reviewed by:	The Audit and Risk Committee on 20 October 2025 and the Board on 21 October 2025
Policy approved by:	The Board on 21 October 2025 on the recommendation of the Audit and Risk Committee
Policy amendments approved by:	Group General Manager Strategy, Capability and Performance on 26 June 2026
Next review date:	31 October 2028, with any amendments to be considered by the Audit and Risk Committee and approved by the Board
Distribution:	Available on Ipu and BoardPro

Change History

Version 1.0	New document	21 October 2025
Version 1.1	Updated references to the new Conflict of Interest Policy	18 March 2026
Version 1.2	Clarified the requirement to check for and use applicable Government contract arrangements before applying the procurement thresholds in <i>Table 1</i> .	26 June 2026

Purpose

As a taxpayer funded entity Education New Zealand Manapou ki te Ao (ENZ) must be seen to be an impartial organisation whose activities and transactions meet the standards of probity expected by the public and government.

All procurement activity undertaken by ENZ must be fair and transparent. It must contribute to ENZ's business outcomes and public value, and, where practicable, it is expected that ENZ supports local businesses and communities.

This policy sets out the expectation of any person acting on behalf of ENZ when:

- Procuring assets, goods or services
- Engaging a contractor or consultant
- Managing a supplier contract and relationship.

Scope

This policy covers all Procurement activities of ENZ for both operating and capital expenditure.

This policy does not apply to the following activities:



- Employing staff (except the engagement of contractors and consultants)
- Disposal and sales of assets by tender
- Investments, loans and guarantees
- Grants or scholarships
- Purchase card transactions
- Gifts, donations, and/or koha
- Statutory appointments
- Ministerial appointments
- Government inter-agency purchases.

This policy applies to:

This policy applies to all employees, Board members, contractors and consultants who engage in procurement activities or manage a supplier contract and relationship on behalf of ENZ.

Ngā Manapou

We weave Ngā Manapou into how we work. Our Ngā Manapou guide how we work, fostering a culture of *aroha* where we value and respect the beliefs, perspectives, and cultures of all ENZ staff. This culture of *aroha* is underpinned by four values:

- Manaakitanga
- Be one
- Kaitiakitanga
- Be Bold.

We keep these values at the front of mind in everything we do including our procurement practices.

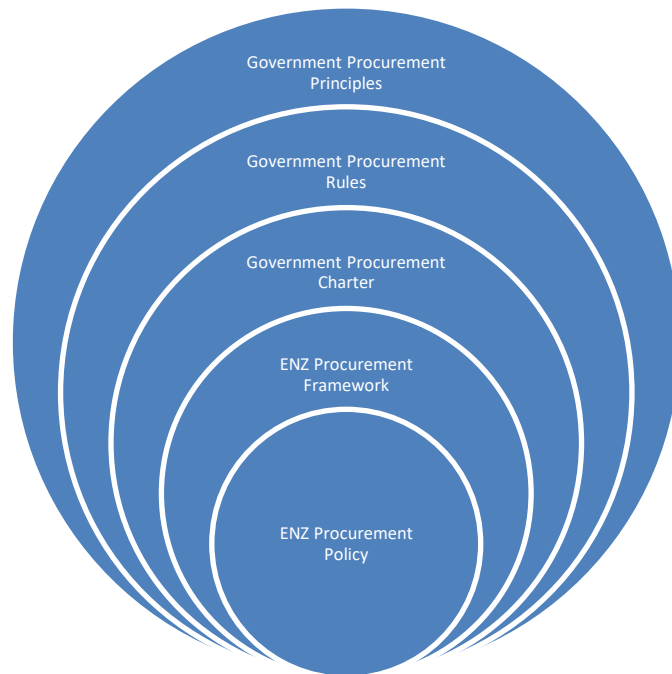
The way we procure goods and services will depend on the value (including Economic benefit Public Value and Whole of Life Costs), complexity and risk involved. The Procurement Thresholds in **Table 1** (below) set the general procurement approach.

ENZ is a mandated agency under the Government Procurement Rules – Responsible Expenditure of Public Funds 2025 (The Rules). This means that ENZ **must** apply the Rules, the Government Procurement Charter and the six Principles of Government Procurement to all Procurement activities, irrespective of value. The Procurement Principles are:

- 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.



This policy ladders up to a wider Government Procurement Framework set by the Minister of Economic Growth and endorsed by Cabinet as follows:



Playing by the Rules

Our decisions and practices must always be able to withstand public scrutiny. Throughout our procurement activities we must:

- Clearly record our planning, processes and decisions so they can be easily audited
- Identify risks and get the right person to manage them
- Act lawfully, ethically and responsibly
- Appropriately safeguard the mana, intellectual property, and commercial confidentiality of ENZ's supplier
- Report any suspected or identified fraud or corruption
- Declare, document and manage any actual or potential conflicts of interest
- Update the Gifts and Entertainment Register for any supplier offered gifts
- Not meet with, or accept any gift, hospitality or benefit from, any supplier during a go-to-market exercise.

Conflicts of interest and confidentiality

All employees, contractors and consultants involved in any procurement activity are required to declare any personal interests that may affect, or could be perceived to affect, their impartiality in any aspect of their work.

- A disclosure of interest declaration must be completed by all parties involved in any tender or procurement process, including the commission of work via a Purchase Order



- If there is a conflict or potential conflict, this must be declared and reviewed by the appropriate delegated authority, in line with the Conflict of Interest Policy
- If the conflict of interest cannot be mitigated, then the person that the conflict relates to may be released from participating in the procurement process.

Refer to the [Conflict of Interest Policy](#) for more information.

Confidential information must be treated with respect and must not be used for personal benefit. ENZ is responsible for safeguarding sensitive supplier-related data. Any information deemed confidential should be managed, stored, and if necessary, shared in a secure and appropriate manner.

Refer to the [Privacy Policy](#) for more information.

Delegated authority

Only the person with the delegated authority can approve the procurement of goods, service, or works and sign any corresponding contracts. Refer to the [Delegations for People and Operations](#).

Procurement

The way we procure goods, services and works will vary depending on the value and risk involved. ENZ will plan its procurements proportionate to the value, risk, and complexity involved. We will seek to understand the supply market before going to market and may engage suppliers early in the process to explore innovative approaches and improve competition.

Where appropriate, ENZ may publish advance notices or forward procurement opportunities on the Government Electronic Tender Service (GETS) to help increase supplier awareness and access. For secondary procurements using an existing panel contract, a GETS notice is not required regardless of the value, as the initial competitive process has already been undertaken to establish the panel. Secondary procurements are no longer treated as exemptions however, all procurement approaches should be adequately documented.

ENZ will ensure its procurement practices are fair, inclusive, and accessible to a diverse range of suppliers. We will not discriminate on the basis of location (within New Zealand), size, or prior government experience, and will make reasonable efforts to ensure tender documents and processes are clear, concise, and accessible to all potential suppliers.

Before applying the procurement thresholds below, staff must first determine whether an applicable AoG, Marketplace, or other Government contract arrangement exists that can meet ENZ's requirements. Where an applicable arrangement exists, it will be the starting point for the procurement approach.

PROCUREMENT VALUE	PROCESS	PROCUREMENT PLAN	GO TO MARKET DOCUMENTS	CONTRACT
under \$20,000	Go direct to the Supplier	Not required	One quote from one supplier	Purchase Order
\$20,001 to \$50,000	Minimum two (2) quotes OR direct to a supplier from	Not required	Quotes from at least 2	Yes – Government Contract



	AoG panel (secondary procurement)		suppliers or AoG Panel	
\$50,001 to \$99,999	Minimum of three written quotes or 2 quotes from AoG Panel	Required	Quotes	Yes – Government Contract
\$100,000 or more	Open tender via GETS unless exemption to do otherwise (no GETS notice required for secondary procurement)	Required	RFx documents e.g., RFQ/RFI/RFP uploaded to GETS	Yes – Government Contract

Table 1: Procurement thresholds

ENZ must use an applicable Government contract arrangement, such as AoG, Marketplace, panel, or other approved contract, where that arrangement can meet the requirement. This check must be completed before applying the procurement thresholds in *Table 1*.

When procuring goods, services, or works, ENZ must also consider the following:

- If undertaking an openly advertised procurement, follow good procurement practice and give suppliers a full and fair opportunity to compete
- Where feasible, it is expected that preference is given to New Zealand-based suppliers or those that contribute to local economic development, provided they meet ENZ's requirements and deliver good public value
- Choose suppliers that have demonstrated their ability to meet our requirements and offer the best public value and economic benefit to ENZ over the lifetime of the contract
- Have an approved Purchase Order and/or contract in place before the supplier starts delivering the goods, services or works
- Not split the total value of purchases into smaller amounts to circumvent this policy
- Procurement decisions should balance cost, quality, and whole-of-life value with potential benefits to the local economy and New Zealand suppliers.

Economic benefit to New Zealand

In line with *Rule 8: Economic benefit to New Zealand*, ENZ will actively consider how its procurement activity can support the country's economic, social, and environmental wellbeing.

All procurement covered by Rule 8 will include an evaluation criterion for Economic Benefit to New Zealand, with a minimum weighting of 10%. This criterion should assess how a supplier's proposal contributes to New Zealand's economy, including:

- Use of suppliers and subcontractors based in New Zealand
- Opportunities for small and medium enterprises (SMEs), Māori and Pasifika businesses, and social enterprises



- Job creation, skills development, and investment in innovation

ENZ will seek to balance this criterion with other evaluation factors such as quality, capability, and value for money.

For lower-value procurements, consideration of economic benefit and support for local suppliers will still be encouraged, however, the 10% weighting requirement does not apply.

Emergency procurement

ENZ recognises that in an emergency, we may need to depart from usual procurement processes in order to respond effectively. Emergency situations can include:

- Natural or man-made disasters, such as earthquakes, cyclones, tsunamis, volcanic eruptions, flooding, fires, or contamination
- Failures of critical infrastructure or equipment: such as failure of a prison security system or critical hospital infrastructure
- Critical health or environmental emergencies: such as a pandemic or food safety incident
- Political emergencies: such as a war, coup, or civil insurrection in New Zealand or countries where the New Zealand government offers support
- Critical security emergencies: such as a terrorist attack, serious crime or major cyber security emergency
- Unanticipated events that make it impossible for an agency to perform a statutory or critical function in the necessary timeframe.

In emergency situations, ENZ will continue to follow best procurement practices, including:

- Documenting our emergency procurements during the event, or as soon as possible afterwards
- Acting within existing delegated authority, where possible
- If there is no existing delegated authority, and no time to obtain an approval, exercising good judgement and being prepared to justify procurement decisions after the event
- If a procurement involves a major expense, obtaining verbal approval, at the very least, from an officer with sufficient delegated financial authority – followed up in writing – before making a commitment.

Contract management

To get the best from our suppliers we must:

- Set clear performance measures then monitor and manage the contract against these targets
- Work collaboratively with suppliers to identify and implement improvements for mutual benefit
- Treat all suppliers fairly and with respect
- Be consistent, transparent, fair and accountable in the way we work.

The Delegated Authority holder is accountable for managing their contracts and suppliers. This includes ensuring that all relevant stakeholders are involved and updated on any changes and specific requirements of the contracts throughout its lifecycle, including operational delivery, risk management, and performance monitoring.



ENZ will capture and apply lessons learned from completed procurements to improve future planning, sourcing, and contract management activities. This continuous-improvement approach supports better public value and strengthens ENZ's procurement capability over time.



Definitions

AoG (All-of-Government)	Contracts or panels established by the Ministry of Business, Innovation and Employment (MBIE) that enable approved government agencies to purchase common goods and services.
Conflict of Interest	A situation where a person's personal interests, relationships, or obligations could compromise, or be perceived to compromise, their impartiality or integrity in performing their ENZ duties.
Contractor / Consultant	An individual or organisation engaged by ENZ to provide specialist services or advice under a contract for services (not employment).
Delegated Authority	The formal power granted to a person to make decisions or approve expenditure on behalf of ENZ, as outlined in the <i>Delegations for People and Operations</i> .
Emergency Procurement	A procurement process that departs from standard practice due to an unforeseen event or circumstance requiring an immediate response to protect people, property, or the continuity of ENZ operations.
GETS (Government Electronic Tender System)	The New Zealand Government's online portal for publishing and managing open procurement opportunities.
Government Procurement Rules (the Rules)	A set of mandatory rules issued by the Ministry of Business, Innovation and Employment (MBIE) that guide how government agencies plan, source, and manage procurement.
Panel Contract	A standing arrangement with one or more suppliers to provide goods or services as required over a defined period, usually through secondary procurement.
Procurement	The process of acquiring goods, services, or works from an external supplier, from identifying the need through to contract management and closure.
Public Value	The overall benefit to New Zealanders derived from a procurement activity, considering quality, cost, risk, sustainability, and broader outcomes.
Purchase Order (PO)	A formal document issued by ENZ authorising a supplier to provide goods, services, or works in accordance with agreed terms.
RFx	A collective term for formal procurement documents used to seek supplier proposals, such as Requests for Information (RFI), Requests for Quotes (RFQ), and Requests for Proposals (RFP).



Supplier	An individual or organisation that provides goods, services, or works to ENZ under contract or purchase order
Whole-of-Life Cost	The total cost of ownership over the life of a product or service, including acquisition, operation, maintenance, and disposal.

Related procurement documents

In addition to the documents referenced throughout this policy, the following documents and policies (which are non-exhaustive) apply to this policy, and this policy shall (as far as reasonably practicable) be interpreted consistently with them.

- [Procurement fraud and corruption risk guidance](#) from the Serious Fraud Office
- [Getting it right: Managing conflicts of interest in procurement](#) from the Office of the Auditor-General
- [Quick Guide to Emergency Procurement](#) from the Ministry of Business, Innovation and Employment
- [Government Procurement Rules](#)
- [Principles of Government Procurement](#)
- [Government Procurement Charter | New Zealand Government Procurement](#)