Te Tāhuhu o te Mātauranga
Ministry of Education

Procurement Policy

Ngā kupu e Whakataki | Introduction / overview

Policy family	Where does this administrative policy belong?	This document forms the Ministry's overall Procurement Policy.
High level scope / organisational scope	Which parts of the Ministry / roles does this policy apply to?	This policy applies to: • All staff[1].
Key terms	What's key to know here?	• Procurement – the end-to-end process of acquiring, delivering and disposing of goods, services and construction works. Refer to the Definitions section. • Contract management – the process of managing supplier relationships, performance and risk after a contract is awarded. Refer to the Definitions section.
Policy topics covered	What policy topic/s are covered in here?	This administrative policy covers: • Procurement. • Contract management. • Supplier Relationship Management.
Policy owner	Who is the owner of this policy?	The owner of this policy is: • Integrity Champion.

Ngā mātāpono | Organisational principles

The Procurement Policy (the Policy or policy) aligns with Te Tāhuhu o te Mātauranga / the Ministry of Education (the Ministry's or the Ministry) following mātāpono and guides the behaviours we want:

- **Manaakitanga –** We empower people to do their best by being respectful, inclusive and generous.
- **Whanaungatanga** – We foster authentic connections, by working together and with others to get the best results.
- **Kaitiakitanga** – We are responsible for the quality, integrity, and sustainability of education.
- **Kotahitanga** – We are united in shaping excellent and equitable outcomes for education.

Ko te Whakarāpopototanga | Brief summary / background

This policy provides a structure for how the Ministry procures goods, services and works, and manages ongoing contracts and its suppliers, vendors and/or third party providers. It reflects mandatory government standards and follows procurement good practice principles.

[1] Permanent and temporary employees, consultants, contractors, agents and other persons who are involved in procurement and contract management activities.

Effective procurement and contract management contributes to achieving the Ministry's purpose: 'We shape an education system that delivers equitable and excellent outcomes'. By conducting fair, transparent and efficient procurement and contract management practices, we deliver value for New Zealand's learners and communities.

Ko te Whāinga | Purpose

The purpose of the Procurement Policy is to set out how the Ministry carries out its procurement and contract management activities.

It defines how we plan for, source and manage procurement activities and manage our contracts[2]. Ministry staff who buy goods, services or works, or manage a contract, need to apply this policy.

This policy supports the Ministry's commitment to comply with the Government Procurement Framework, and its objectives to drive good procurement practices in the public sector.

The policy also aligns to the Ministry's integrity expectations by setting out what's needed to ensure we are trustworthy, respectful, accountable, impartial, and responsive in our procurement and contract management work.

Ko ngā Kaupapahere Paerewa | Policy standards / principles

The following policy standards / principles apply to this policy:

- **Being transparent and accountable.** Our procurement and contract management work meets government, legislative and central agency expectations of transparency, accountability, and impartiality including:
    - Conducting procurement and contract management activities in accordance with the six Principles of Government Procurement, the Government Procurement Rules and the Government Procurement Charter (these make up the Government Procurement Framework).
    - Decisions adhere with relevant legislation and the Ministry's Delegations Policy and Sensitive Expenditure Policy.
    - Our procurement and contract management practises meet standards set in the Ministry's frameworks, procedures and guidelines (see 'Related resources / guidance material' section below).
- **Demonstrating value for money / our stewardship role.** Our procurement and contract management activities are focused on getting the best results from our spending, including sustainable value for money over the lifetime of the goods / services / works we buy, ensuring transparency, fairness, and value-for-money in line with public sector obligations.
- **Upholding integrity** – our procurement and contract management activities are conducted openly and are able to withstand scrutiny to meet the following public sector requirements:
    - The expectations of the Office of the Auditor General (OAG) on how we buy goods, services and works, as set out in the OAG's Integrity Framework.
    - Our conduct is ethical and promotes public value in all procurement and contract management activities.
- **Crown's obligations under te Tiriti o Waitangi/the Treaty of Waitangi.** We recognise the Crown's obligations under te Tiriti o Waitangi/the Treaty of Waitangi and the Education and Training Act 2020 through all procurement and contract management activity.
    - We act honourably and in good faith to uphold confirmed partnership commitments with iwi and to build enduring relationships with Māori.
    - We will continue to build our capability to engage effectively with Māori and to increase our understanding Māori perspectives.

[2] Not including engaging contractors, temporary staff and consultants. See the Contractors, Temps and Consultants Policy.

- **Showing economic benefit to New Zealand.** Our procurement and contract management activities consider how economic benefits can be provided to New Zealand and to local economic outcomes (to meet the requirements of Rule 8).

Ko ngā Tauākī Kaupapahere | Policy statements

All temporary and permanent employees, consultants, contractors, agents and other persons who are involved in procurement and contract management activities need to comply with the following statements.

When we buy goods / services / works, we will:

Transparency / probity

- Treat potential and existing suppliers impartially, with equality and fairness.
- Take a proportionate, fit-for-purpose approach to each procurement and contract management activity, considering value, risk and complexity for the Ministry.
- Make sure contracts are awarded to suppliers, vendors and/or third party providers using robust and merit-based decision-making tools that focus on delivering public value and economic benefit.
- Be able to transparently account for all procurement decisions and provide open feedback on them.
- Not seek or receive personal gain when carrying out procurement and / or contract management work.
- Follow the Ministry's Gifts Policy and ensure that gifts or events are not accepted during procurement and contract management activities.
- Maintain confidentiality of Commercial In Confidence information according to the Ministry's Information Privacy and Security Policy.

Conflicts of Interest

- Check during each relevant stage of procurement and contract management, that any Conflicts of Interest are identified, declared and appropriately managed according to the Ministry's Conflict of Interest Policy.
- Ensure suppliers are aware that it is their responsibility to identify and record any perceived or actual conflicts when responding to procurement opportunities, as noted in our tender documentation.

Policy thresholds

- Note that this policy should be read in conjunction with the Delegations Policy.

Note that purchases with a whole-of-life cost[3] of $2,500 up to $50,000 (excluding GST) can be raised as requests [in Fusion].

- Additional purchases (to those initially costing $2,500 up to $50,000 excluding GST) that increase the whole-of-life cost value to over $50,000, should be referred to Procurement for further advice and guidance.

Be aware that all procurement activities with a whole-of-life cost of more than $50,000 (excluding GST) need to have an executed contract that has been approved in accordance with the Ministry's Delegations Policy.

- All procurement activities over $50,000 (excluding GST) must have the appropriate procurement plan endorsed by Procurement in place prior to any sourcing activity, supplier engagement, or commitment of expenditure.

Business Group management

- Check that all procurement activities have the appropriate level of senior leadership and technical expertise oversight in place for the scope and scale involved.
- Check that the financial delegations for contracts are applied correctly.
- Identify, and treat, wherever possible, risks associated with each procurement.

Supplier management

- Manage all suppliers we work with (from selection and onboarding to exiting) in ways that:
  - Build strong relationships through cultural awareness and responsive engagements.
  - Take a deliberate approach to engaging our suppliers according to the Ministry's Supplier Relationship Management Framework.
  - Manage supplier performance to ensure we receive the goods, services and/or works we need.

[3] See definitions for an explanation of this term.

- Acknowledge our existing relationship agreements, MOUs and accords, Ministerial priorities and public service obligations.
- Foster initiatives with suppliers to enable continuous improvement, reduce costs and/or innovate.
- Ensure that suppliers know that it is their responsibility to declare any new Conflicts of Interest should they arise and that the Ministry manages them in a timely, appropriate and transparent way.

Contract management

- Check that for all contracts:
  - Appropriate contract management practices and procedures have been followed according to the Ministry's Contract Management Framework.
  - All contract parties understand and fulfil their contractual obligations.
  - There is an appropriate contract management plan (to meet the requirements of Rule 35).
  - That an assigned Ministry contract manager or owner exists.
  - The procurement and contract records and documentation (procurement plan, contract management plan etc) is kept in Ariba, according to the Ministry's Records Management Policy.

Ko ngā Inenga Whai Huatanga | Measure of effectiveness / policy implementation

Measuring policy effectiveness

The Chief Procurement Officer will assess the effectiveness of this policy based on the following measures of success:

- **Showing economic benefit to New Zealand:** Our procurement and contract management activities will consider how economic benefits can be provided to New Zealand and to local economic outcomes (to meet the requirements of Rule 8). Specifically:
  - Procurements over $100,000 value – we take demonstrated ability to deliver economic benefits to New Zealand as a part of the contract delivery into account when awarding contracts for these types of procurements.
  - Procurements of $100,00 value and under – we award contracts to New Zealand business who meet our requirements (unless there is valid reason for not doing this).
- **Achieving good procurement practices:**
  - Procurement plans are documented and recorded according to the Ministry's requirements and templates[4].
  - Procurement activities, including renewals and variations, are undertaken in line with procurement practices set in Government Procurement Rules.
  - Contract management plans and reporting is in place for all contracts and are right sized based on the contract value, complexity, risk and duration.
  - Expiry of contracts is actively monitored and reported to relevant Business Groups in a timely manner to determine if renewals or extensions are required.
  - The Government Procurement Charter, Principles of Government Procurement, and economic benefits have been considered and included within appropriate procurement plans.
  - Suppliers are delivering the intended objectives of contracts with positive and effective relationships in place where required by, and in line, with the Supplier Relationship Management Framework.

The Chief Procurement Officer will monitor compliance with this policy as follows:

- Quarterly review a sample of procurement activity to determine that procurement plans and other relevant procurement records have been documented in Ariba.
- Quarterly monitoring and reporting to Hautū offices on the number of relevant contracts that are due to expire within the next six months.

[4] Lite procurement plans are predominantly used for low-risk procurements under $100,000 or procurement from a panel of suppliers. Long procurement plans are used for procurements of $100,000 or above, or high-risk work.

Risks, implications or consequences

The risks, implications or consequences if this policy is not met or adhered to are:

- Being seen or found to not be complying with Government Procurement Framework expectations and practices, the Office of the Auditor General Integrity Framework or the Public Service Commission's Code of Conduct for the Public Sector and procurement expectations.
- The Ministry (its Chief Executive and potentially Ministers) having reputational damage, loss of public trust, potential legal action (judicial review), financial penalties and attracting scrutiny from Parliament, central agencies, the Serious Fraud Office, the media, Select Committees and through parliamentary questions.
- Increased exposure to fraud and corruption, including employee fraud, supplier fraud, and collusion on procurement activities.
- The Ministry's second line management functions not meeting risk, compliance and oversight obligations and expectations, with a corresponding result that this policy is not adhered to.

If the standards set out in this policy are not met, you may be considered in breach. If your conduct is considered unacceptable it is likely that disciplinary action will be taken.

- Any action that is taken will be conducted in a fair, impartial, consistent and prompt manner in line with the relevant policies and guidelines.

Ko ngā Haepapa | Roles and responsibilities

The Ministry expects the following roles to implement this policy:

Title	Responsibility
Business Group management: manage risks in day-to-day operations (first line management)	
All Ministry staff whose work involves: • **Procurement or** • **Contract management**[5]	All Ministry staff[1] need to comply with this Procurement Policy and its associated frameworks, procedures and guidelines as applicable to their role. All staff undertaking procurement and / or contract management need to complete any required procurement management training specified for their roles, before beginning this work for the Ministry. This includes completing necessary training before accessing applicable systems (e.g. Ariba).
Managers / People Leaders	Responsible for checking that their staff (who are involved in procurement and / or contract management) understand and apply this Procurement Policy, and its associated frameworks and guidelines to their work. Monitor decisions made by staff carrying out procurement and contract management activities, to ensure they meet the policy standards and principles given above.
Business (Policy) Owners and specialist functions: provide risk, compliance and oversight functionality and set policies (second line management)	
Procurement	Responsible and accountable for providing fit-for-purpose policies, frameworks, guidelines and tools (systems, processes / procedures) to support procurement and / or contract management work in the Ministry in line with legislative and government requirements, expectations and obligations. They are also responsible for: • Providing specialist procurement, commercial, contract management and supplier management advice, guidance and services.

[5] Sourcing, negotiating and / or managing the Ministry's contracts for services or goods, and supplier / vendor management work.

Title	Responsibility
	• This includes supporting the Ministry's Business Groups with their procurement and contract management work, and stewarding and overseeing good practice. • Maintaining and updating this policy, its associated frameworks, procedures, guidelines and other supporting resource material (templates etc) to remain fit for purpose and continue to meet requirements. • Monitoring staff compliance with this policy, including its relevant policy standards and principles, associated frameworks, procedures and guidelines. • Developing and maintaining procurement and contract management training materials and awareness campaigns for Ministry staff. • Providing insights, analysis and trends on the Ministry's procurement and contract management activities, including advising governance groups on contract management practices and results.
Buyers Desk	Responsible for supporting staff purchasing goods or services of low whole-of-life cost (under $50,000), through the Ministry's Fusion system. They provide guidance and specialist one-to-one advice on making purchases.
Chief Procurement Officer	Overall responsibility for the Ministry's procurement and contract management practices. They are also responsible for leading and championing procurement and contract management activities that meet legislative and government requirements, expectations and obligations.
Management	
Hautū | Deputy Secretaries	Individual Hautū are responsible for assuring that staff within their Business Group are aware of and comply with this policy and its associated frameworks, procedures and guidelines.

Ko ngā Whakamāramatanga | Definitions

Name	Definition
All Staff	All temporary and permanent employees, consultants, contractors, agents and other persons who are involved in procurement and contract management activities.
Ariba	The system for recording all contracts excluding contractor contracts. Contractor contracts are recorded in Contractor Central.
Consultant	A person who typically works on behalf of an external organisation on a specific deliverable that the Ministry would not normally provide.
Contract Management	Contract management means the systematic management of a contract from award / execution through implementation, delivery, performance monitoring, changes / variations, renewals or transition, and close-out. It ensures the supplier and the Ministry meet their obligations, risks are managed, performance and benefits are realised, value is optimised over the contract term, and records and financial controls are maintained.
Contract Management Plan	A Contract Management Plan is a formal document that sets out how a contract will be managed throughout the life of the contract to ensure successful delivery of agreed outcomes. It provides clarity on governance, roles, responsibilities, performance monitoring, asset management, due diligence etc.

Name	Definition
Contractor	A self-employed individual, or an individual provided by an agency, who is engaged to carry out tasks or a specific service for the Ministry under a 'contract for service'.
Employee	An individual employed by the Ministry under an employment agreement, as either a permanent, fixed term or temporary employee.
Fusion	The system for purchasing goods or services with a whole-of-life cost of up to $50,000.
MOE or the Ministry	Ministry of Education.
OAG	Office of the Auditor General.
Procurement	Procurement means all the processes around buying the goods, services and/or works we use to run the Ministry and deliver our outcomes. It includes the end-to-end strategic and operational processes of planning, sourcing, contracting, and managing suppliers to deliver public value. It spans from defining the need and market approach through to contract award, and into contract and supplier performance, ensuring outcomes are achieved in a fair and transparent manner. Procurement considers whole-of-life costs, quality, risk, and economic benefit across goods, services and/or works.
Procurement Plan	A plan to document the need for specific goods, services or works and the outcome the Ministry wants to achieve. It usually includes an approach, indicative costs, specification of requirements, indicative timeline, evaluation approach and an explanation of the economic benefits sought, along with internal approvals.
PSC	Public Service Commission | Te Kawa Mataaho.
Supplier Management	Supplier management is the process of managing all interactions with suppliers from selection and onboarding to performance monitoring and relationship building, to maximise value, minimise risk and ensure alignment with the Ministry's outcomes.
Temporary	An individual hired for short periods of time to backfill someone when an employee is taking leave or there is a spike in work volumes that needs temporary additional resourcing.
The Rules	Government Procurement Rules set by the Ministry of Business Innovation and Employment.
Whole-of-Life Cost	The total cost of engaging a service over its full duration and impact period. This includes not only the initial contract price but also all associated costs required to deliver, manage, and sustain the intended outcomes.

Ko ngā Rauemi e pā ana | Related resources / guidance material

The relevant policies, frameworks, procedures, guidelines and external requirements which impact or shape this policy are:

Legislation

- Public Finance Act 1989
- Public Records Act 2005
- Public Audit Act 2001
- Official Information Act 1982
- Education and Training Act 2020

Requirements

- Government Procurement Principles
- Government Procurement Charter
- Government Procurement Rules
- OAG Procurement Guidance for Public Entities
- PSC The Code of Conduct for the Public Sector
- PSC Procurement and Contract Management Expectations
- PSC Conflicts of Interest Model Standards

Policies

- MOE Delegations Policy (which includes people and financial delegations)
- MOE Conflict of Interest Policy
- MOE Gifts Policy
- MOE Enterprise Risk Management Policy
- MOE Sensitive Expenditure Policy

Frameworks

- MOE Speak Up Framework
- MOE Contract Management Framework
- MOE Supplier Relationship Management Framework

Ko te Whakahaere Tuhinga | Document review and control

Key document information	
Title	Procurement Policy
Date	12 May 2026
Key contact	Manager, Procurement Excellence or Chief Advisor, Procurement MOE.procurement@education.govt.nz
Approver / owner	Integrity Champion
Review date[6]	12 May 2028 (unless a review is needed sooner)

Reference	Date	Description of change
V1.0	**12 May 2026**	Establishment of Policy document in line with new Ministry Integrity Policy templates and Government Procurement Rules update

[6] Unless specifically outlined in the policy, this will usually be every two - three calendar years from the date the policy is signed off or last reviewed.