**Procurement phases during an emergency**

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| **Reference**  | This appendix is based on the government document *Quick Guide: Emergency Procurement*. This is available at <http://www.business.govt.nz/procurement>, by searching ‘emergency procurement’.  |

1. Phase 1 – Immediate response (reactive procurement)

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| **When applies** | The immediate phase of reactive procurement:* only applies if the emergency:
	+ results in the destruction of response resources or infrastructure, OR
	+ has a greater magnitude than resource planning catered for.
* occurs:
	+ in the first hours or days of a response (usually12-48 hours)
	+ when ECCs/EOCs are still mobilising, and
	+ communications are degraded or unworkable.
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| **Expectations** | Logistics personnel are not required to follow normal procurement procedures; however, they are required to demonstrate sound reasoning and good judgement. |
| **Government guidance** | Government guidance for reactive procurement is:* obtain the necessary goods or services direct from suppliers
* keep a record of what has been purchased
* no written contract is required
* ask suppliers to invoice after the situation has stabilised (in phase 2)
* act within existing delegated authority, where possible
* if there is no existing delegated authority and no time to obtain an approval, then exercise good judgement and be prepared to justify the nature and extent of the procurement in the circumstances, and
* if a purchase involves a major expense, it is recommended, at the very least, that a verbal approval from an officer with sufficient delegated financial authority is obtained before making the commitment. This must be recorded in the Operations Log or similar document, along with the reasons for the purchase.
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1. Phase 2 – Disaster relief (emergency procurement)

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| **When applies** | The disaster relief phase of emergency procurement:* begins when:
	+ ECCs/EOCs are staffed to an operational level, and communications are working at a basic level.
	+ the need to react immediately changes to a need to respond urgently
* continues:
	+ for weeks (possibly)
	+ until the response has ended, OR
	+ until response is transitioning into recovery, at a time determined by the Logistics Manager.
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| **Government guidance**  | Government guidance for emergency procurement is:* identify, specify, and prioritise the immediate procurement required to bring relief
* consider the operating environment and conditions ‘on the ground’
* if possible, find out what other government agencies and NGOs are doing, and where practicable, collaborate
* purchase directly from the most convenient suppliers. Consider price, but overriding consideration must be the immediate provision of relief
* always obtain financial approval prior to the purchase. Where appropriate, ECCs/EOCs could make a blanket approval to cover this stage of the emergency response during their pre-event planning
* consider options for sourcing, including contracts already in place. Consider using another agency’s suppliers (e.g. Police, Health) where they have been appointed through a competitive process if that supports immediate delivery
* when there are no existing contracts, identify quotes that can be achieved quickly and suppliers who can deliver immediately. Verbal or email quotes are sufficient. When a quote is verbal, make a record of the conversation in the Operations Log and/or EMIS
* check what assurance suppliers can give to delivering immediately, to the right location, the right quantity and quality, at the right price
* advise suppliers that the purchase is being made as an emergency procurement to provide immediate relief and that a more competitive process will be used for any medium to long term solution
* when possible, consider alternative contract solutions, such as short term lease of equipment rather than purchasing. This may allow time to source a longer term solution through a more competitive process
* confirm your agreement with the supplier in writing – an email is sufficient. You need include only the basics: what is being delivered, to what specification, when, where, by whom, the price and any other charges, for example freight and insurance.
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1. Phase 3 – Post-disaster recovery (accelerated procurement)

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| **When applies** | The accelerated procurement phase applies:* when the emergency situation has stabilised, and the recovery is transitioning towards reconstruction and remediation
* to resources that still require an accelerated procurement process, particularly for lifelines utilities and housing, and
* when more flexibility and speed than a BAU process is required, but with a greater level of competition, governance, and accountability than the emergency process.

In many cases, the purchase of resources should return to BAU procedures and practices. |
| **Government guidance** | Government guidance for accelerated procurement is:* clarify that the situation meets the criteria for treatment as an ‘emergency’ and that a flexible approach to procurement can be fully justified
* identify, specify, and prioritise the accelerated procurement activities that will bring relief
* consider the operating environment and conditions ‘on the ground’
* find out what other government agencies and NGOs are doing and, where possible, collaborate
* consider your duty of care to suppliers and take appropriate measures to ensure their safety, and
* seek invoices or estimates, ensure delivery notes come with resources and payments are documented.
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