
	STANDARD CHECKLIST	Document ID	TNCL-FIN-CHK-0001
		Document Owner	Finance Manager
	P2P CHECKLIST GUIDELINES AND MINIMUM T&Cs	Revision	00
		Approval Date	2 nd June 2026


P2P CHECKLIST GUIDELINES AND MINIMUM T&Cs

This document states our checklist for the whole procurement-to-pay process. It should be read in conjunction with the **Tembo Nickel Code of Conduct**, which applies to all of our employees, officers and directors, and to our partners and suppliers when they are working with us or on our behalf.


Area	Requirement
Purchase Request (PR)	Use the PR template
	Needs to be completed by the Contract Owner (the person making the request and in need of the goods and services) and signed by the Contract Owner and Sponsor (the department head, responsible GM or ExCo member).
	Purchase Request to cover the detailed scope of work (services) and high-level product specifications. The PR is not a substitute for detailed drawings and datasheets.
	It is important to mention if the purchase was included in the approved budget and the expected costs, as that drives the evaluation, contract review and contract authorization process under Tembo Nickel (TNCL) policies, including the DoA.
	Include the scope of work, product specifications, and when the product/service is needed. It is recommended to submit the evaluation matrix together with the PR.
Request for Proposal (RFP)	Use the RFP template
	Create a list of potential vendors and their contact details
	Research their capabilities and reputation online, and start initial reference checks
	Ensure the adjudication/evaluation group has reviewed the RFP before it goes out.
	For contracts above USD100k, the Finance Department needs to be informed and review the RFP before it is shared with the Mining Commission and eventually the suppliers.
	For contracts below USD100k, the Finance Department needs to be informed and review the RFP before it is shared with prospective suppliers.

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	Ensure the evaluation matrix, i.e. the valuation criteria and the weighting, have been discussed and agreed upon by the evaluation group before the RFP goes out.
	Make the vendor aware of the TNCL's Minimum Supplier Requirements.
	TNCL - Self-Certification Form – Bidding Stage completed.
	Sponsor to familiarize themselves with specific policies applicable (IT, PEP, etc.)
	Provide appropriate attachments and addendums (drawings, datasheets, etc.)
	Set clear timelines and responsibilities during the process.
Recommendation for Contract Award (RFA) and Contract Award	Have sufficient quotes been received to generate value for Tembo Nickel?
	Was the confidentiality of the process maintained?
	Are written records of this procurement process, including responses exchanged, kept securely?
	Has an Evaluation Scoring Matrix been prepared and used for the purchase decision?
	Are there adequate reasons for rejection or the acceptance of the proposed supplier?
	Have the decisions been communicated to all bidders?
	Were the reasons for rejection included in correspondence to unsuccessful bidders?
	Was the RFP process successfully used to get a better deal for Lifezone?
	Was the contract awarded after financial and legal review?
	Did the evaluation team have sufficient time and access to all relevant materials?
	Were the makeup of the evaluation team and the discussions documented?
	The evaluation team included members independent of the owner/sponsor team (procurement, finance or legal)?
	The contract signed in line with the DoA?
It is confirmed that board approval was not necessary for entering into the contract.	

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Purchase Orders	No work to commence with any external party without an approved PO
	Every contract or PO must have a nominated contract owner in TNCL.
	PO captured in the accounting system.
	The form must be approved by an authorised signatory within the DOA limits of the person signing the PO.
Key contract terms & conditions	All Contracts that exceed \$5,000 shall be in writing.
	Tembo Nickel should be able to terminate contracts with 30-days' notice.
	Needs to include a detailed description of the scope of work or specifications of products.
	At least monthly invoicing.
	Out-of-pocket expenses need written pre-approval by Tembo Nickel.
	Is Tembo Nickel's Intellectual Property (IP) protected?
	Is there a Confidentiality (NDA) agreement in place before company details are shared?
	Arbitration & Jurisdiction: shall incorporate dispute management and alternative dispute resolution provisions to minimize the chance of disputes getting out of hand and leading to legal action.
	Due-Diligence Questionnaire On board new vendors/suppliers completed.
Sanction and PEP checks before negotiations commence, including key shareholders and key management personnel.	
Payment terms	Payment of invoices within 30 days or more from receipt of the invoice by Finance.
	The invoice must be received by Accounts Payable via the Accounts Payable email and not by the department requesting.
	Suppliers are required to put the purchase order number on their invoices.
Received Goods / Services	Inspect / Confirm the delivered goods or services provided.
	Notify the supplier of issues relating to goods.
	Receive the supplier's invoice.

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	Conduct two-way matching (comparing the PO with the PO-based invoice).
Accounts payable	Conduct three-way matching (matching the PO and invoice to the packing slip or receipts).
	All paperwork is approved at each stage, the invoice is approved by the budget holder and within DOA levels.
	Verify bank payment account information by callback.
	Is there sufficient segregation of duties on the approver and processor of the invoice for payment?
	Make online payments only.