

## Country case: Early engagement in Canada

### Description

The Public Works and Government Services (PWGSC) in Canada encourages in its Supply Manual early engagement between client departments and potential suppliers to ensure that public tenders meet market capabilities.

Client departments are invited to engage with PWGSC contracting officers early in the process. This engagement may focus on different topics and may include various levels of engagement. It may be long before a signed requisition is received within PWGSC.

The early engagement with industry may also take many forms, such as issuing Letters of Interest (LOIs), Requests for Information (RFIs), one-on-one consultations with suppliers, the holding of industry days, etc. By engaging clients and suppliers through early and ongoing consultation and dialogue, contracting officers are better situated to identify the various complexities and risks associated with a client's requirement, enabling the development of mitigation strategies. Acquiring the knowledge of the requirement and its related complexities and risk better positions all stakeholders for a successful procurement that meets the client's needs.

Various tools are available to facilitate this early engagement. Some are listed below:

- the **Acquisitions Program Policy Suite**, which provides policy instruments on topics such as engagement and communications, governance, socio-economic objectives, risk management, etc.
- the **Procurement Library**, which includes the Complexity Assessment tools as well as copies of Risk Assessments for Complexity Levels 1 through 3 inclusive
- the **Procurement Nuggets**, which provide quick references on various procurement issues.

Source: OECD (2015), [Effective Delivery of Large Infrastructure Projects: The Case of the New International Airport of Mexico City](#), OECD Publishing, Paris.

Public Procurement  
Principle: **Participation,  
Efficiency**

Procurement Stage:  
**Pre-tendering**

Audience: **Policy Maker,  
Procuring Entity, Private  
Sector**