



The complexity and risk process in Canada



Public Procurement Principle: **Risk management**



Procurement Stage: **Tendering**



Audience: **Procuring entity, Policy makers**

Description

In 2014 Canada updated its complexity and risk assessment process, a project that involved extensive stakeholder engagement. The project scope covered three areas:

- Revising the structure for classifying procurement complexity
- Aligning delegations of authority for complex procurement
- Implementing the requirement for procurements within the Acquisitions Programme (AP) to undergo risk assessment regardless of the complexity level.

Following completion of the project, authorities' procurement approvals are based on the risks associated with a requirement, not just the value. Furthermore, risks are identified earlier in the procurement life cycle, analysed, and formally documented for all complexity levels, including those requiring Treasury Board approval.

The revised process has resulted in greater guidance support earlier in the process. Procurement Officers are better equipped to work with the client to mitigate medium to high risks before they become an issue. Increased delegated authority for contract entry and associated amendments provides the opportunity to improve throughput times and service level standards.

Source: OECD (2019), [Reforming Public Procurement: Progress in Implementing the 2015 OECD Recommendation](#), OECD Publishing, Paris

