

White paper

# Risk and Resilience in Public Procurement

Preparing for Economic and Supply-Chain  
Uncertainty — Strategies to Safeguard Contracts  
During Volatile Markets



# Executive summary

Public procurement in Canada and Quebec faces growing volatility: economic downturns, inflation, material shortages, global logistics interruptions, and supplier fragility. These forces threaten project schedules, budgets, and public-service delivery. This white paper outlines practical legal, commercial, and operational strategies public buyers can use to strengthen contract resilience and manage procurement risk — from pre-procurement risk assessment through contract close-out and supplier relationship management. It draws on Canadian and Quebec guidance, audits, and sector studies to ground recommendations in current practice and regulatory expectations.

## Why resilience matters now

Recent events — pandemic aftershocks, geopolitical disruption, and logistic bottlenecks — exposed the limits of “just-in-time” sourcing and lean supply chains for public buyers. Interruptions to supply or price shocks can quickly translate into procurement non-performance, budget overruns, and public risk. In Canada, the Government’s procurement guidance and buyer tools require early procurement risk assessment and proportional controls to address these risks. Quebec’s procurement policy environment also emphasizes sound contract governance and risk controls, including guidance on contract-management risks and integrity. Strengthening resilience is therefore not only good practice — it’s aligned with oversight expectations.

## A resilience framework for public procurement

A practical resilience framework covers five stages:

### Scan & Assess

Map market, supplier, and contract risks before sourcing.

## Design & Procure

Build procurement strategy, selection criteria, and contract architecture to share risk and preserve value.

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## Contracting

Include clear, practical clauses (force majeure, price adjustment, indexation, termination with continuity planning, performance milestones, relief procedures).

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## Manage & Monitor

Continuous supplier monitoring, contingency triggers, inventory or dual-sourcing plans.

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## Audit & Learn

Post-event reviews and feed lessons into category strategies and templates.

# Key legal & commercial tools to safeguard contracts

Below are concrete clauses and commercial mechanisms that public buyers and their legal teams should consider. Each can be adapted to the complexity and criticality of the procurement.

## Robust risk-allocation clauses

### Tailored force majeure / relief clauses:

avoid boilerplate. Specify notice duties, mitigation expectations, and timeframes for relief. Include escalation steps and interim obligations to continue essential services. (Cite: procurement reviews stress need for clear contract governance.)

### Harder-to-abuse price-adjustment mechanisms:

indexation formulas, commodity pass-throughs with caps, or triggered price reviews tied to verifiable indices protect both parties from extreme volatility while retaining fairness.



## Performance staging and modular contracting

Avoid boilerplate. Specify notice duties, mitigation expectations, and timeframes for relief. Include escalation steps and interim obligations to continue essential services. (Cite: procurement reviews stress need for clear contract governance.)

## Contract continuity planning

Require suppliers to submit continuity plans (sub-tier mapping, alternate sources, inventory buffers) for critical supplies or services. Assess supplier resilience during evaluation. Science and innovation guidance recommends assessing supplier risk profiles as part of procurement due diligence.

## Supplier diversity & multi-sourcing

Where feasible, design procurements to enable multiple qualified suppliers, regional sourcing, or consortia. Multi-sourcing lowers single-point failure risk without violating procurement fairness if tendered correctly. Quebec strategy documents emphasize leveraging local capacity where appropriate.

## Contingent financing and contract remedies

Include clauses setting out interim payment obligations for supplier mitigation costs when continuity of public service is at stake, and define proportionate remedies (liquidated damages vs. specific performance) that reflect public interest. Ensure remedies are enforceable under applicable provincial/federal rules.



# Operational best practices

Legal clauses must be backed by procurement operations:

## Stock & Logistics Options

For high-criticality items, maintain strategic stockpiles, near-shoring options, or bonded inventory arrangements (depending on cost and shelf life). Parliamentary recommendations on supply chain resiliency encourage reducing over-reliance on lengthy international chains.

## Tier-1 and Sub-tier Visibility

Require suppliers to disclose critical sub-suppliers and key sourcing countries for items that carry systemic risk. This improves contingency planning and helps buyers spot common exposure.



## Governance, accountability, and oversight

Deputy heads and senior procurement officials are accountable for risk management under the Treasury Board risk and procurement frameworks. Documented risk governance — PRA, approval levels, contingency budgets, and audit trails — reduces legal and political exposure. Recent audits and oversight reports repeatedly emphasize that weak governance and outdated guidance increase procurement risk.

Quebec's contract-management guides and the Autorité des marchés publics provide local expectations for controls, accountability, and transparency — integrate those requirements into templates and training.

# Crisis playbook: short checklist for a procurement disruption

When a shock occurs, act fast and methodically:

## Activate governance

Invoke contract escalation and PRA-triggered approval routes.

## Document decisions

Approval memos, legal advice, cost estimates — audits will look for this.

## Communicate

Internal stakeholders and, where appropriate, public transparency about impacts and mitigation steps.

## Immediate continuity check

Is public service at risk? If yes, prioritize temporary measures (alternate suppliers, interim contracts).

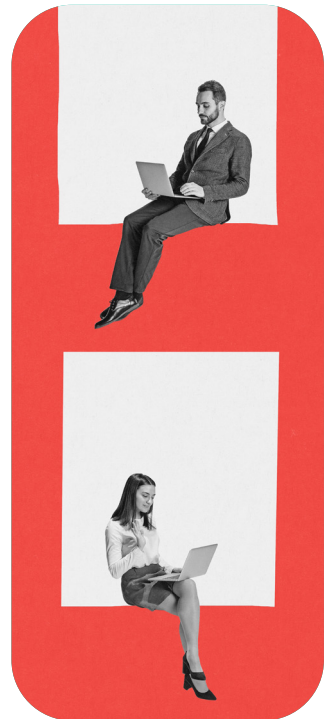
## Engage supplier with evidence:

Request mitigation plan, delivery schedule, and proof of sub-supplier disruptions. Use contract notice processes.

## Embedding resilience: people, process, technology

### Training

Upskill procurement and legal teams on PRA, contract drafting for volatility, and supplier risk analytics.





### Templates

Maintain clause libraries (indexed price-adjustments, staged contracts, continuity requirements). Templates speed response and keep fairness.

### Digital Tools

Deploy supplier-monitoring dashboards, contract repositories, and early-warning indicators (financial ratios, delivery KPIs). Evidence from departmental audits shows technology reduces oversight gaps.

## Recommendations for Quebec and Canadian public buyers

**Mandate PRA documentation** for medium/high-risk procurements and link approval levels to PRA outcomes.

**Require continuity plans** in RFPs for critical categories and evaluate them during bidder selection.

**Adopt multi-sourcing where feasible** and maintain a rapid procurement framework for emergency call-offs.

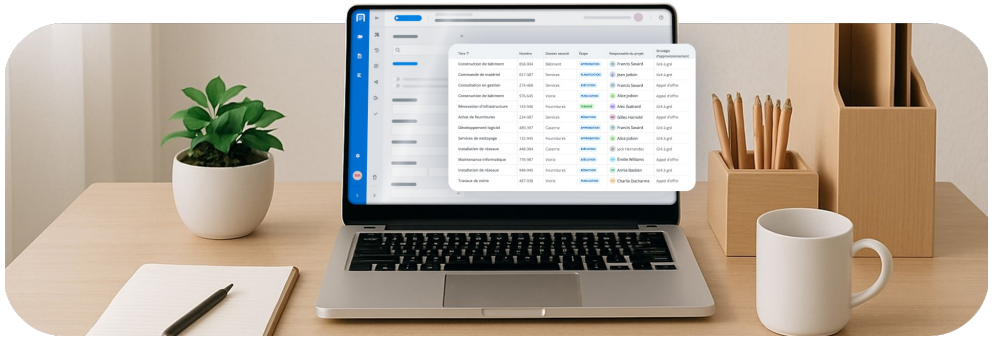
**Standardize resilient contract clauses** across departments and develop a shared clause library for indexation, mitigation, and relief mechanisms.

**Invest in supplier intelligence tools** and public-sector category management to reduce single-point dependencies.



# How Legalflo can help

Legalflo is positioned to help your teams implement resilient contracting faster: clause libraries, model RFPs and contract templates tailored for Canadian and Quebec frameworks, PRA-aligned workflows, and training materials that mirror Treasury Board and Quebec guidance. Using legal templates and PRA integration reduces drafting time and improves audit readiness — letting procurement leaders focus on strategic sourcing and supplier resilience.



## Conclusion

Volatile markets are a new baseline for public procurement practice. Legal drafting alone won't make procurement resilient: resilience requires integrated risk assessment, operational readiness, supplier transparency, and governance. By adopting PRA-based design, continuity planning, staged contracting, and supplier monitoring — and by embedding these into templates, training, and digital tools — Canadian and Quebec public buyers can better safeguard contracts and public services during economic and supply-chain uncertainty.





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