



**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

PREPARED BY

AUDIT AND EVALUATION DIRECTORATE

MARCH 2025



Agence spatiale  
canadienne

Canadian Space  
Agency

**Canada**<sup>ca</sup>

**Audit of the Contract Award Process and of Contract Management**

July 2025

Ce document est aussi disponible en français sous le titre *Audit des pratiques en matière d'octroi et de gestion des marchés*.

© His Majesty the King Head of Canada, represented by the Minister of Innovation, Science and Economic Development Canada, 2025.

No de cat. ST99-93/2025F-PDF (PDF file, French)

ISBN : 978-0-660-78004-7

No de cat. ST99-93/2025E-PDF (PDF file, English)

ISBN : 978-0-660-78003-0

<https://www.asc-csa.gc.ca/eng/terms.asp>

**Acknowledgments**

This audit was made possible through the contribution and collaboration of many people. We wish to thank everyone who participated in interviews and data collection, responded to inquiries, and provided information and feedback.

**Table des matières**

Abbreviations and acronyms ..... 3

Introduction ..... 4

Opinion..... 4

Statement of Conformance ..... 4

Summary of findings ..... 5

Background ..... 7

Objective ..... 8

Scope..... 8

Approach and methodology ..... 8

Audit criteria ..... 8

Findings and recommendations..... 8

Authority and approval..... 8

Roles and responsibilities..... 10

Governance and monitoring ..... 11

Estimation of contract costs..... 12

Data entry 12

Proactive disclosure and data integrity ..... 13

Documenting procurement files ..... 14

Conclusion..... 14

Appendix A – Summary of findings and recommendations ..... 15

Appendix B – Action Plan ..... 18

Appendix C - Expected results ..... 22

## Abbreviations and acronyms

Abbreviations or acronyms	Definition
CSA	Canadian Space Agency
FAA	<i>Financial Administration Act</i>
OCG	Office of the Comptroller General
OAG	Office of the Auditor General
PSPC	Public Services and Procurement Canada
SSC	Shared Services Canada
TB	Treasury Board

## **Introduction**

The mandate of the Canadian Space Agency (CSA) is to promote the peaceful use and development of space, to advance the knowledge of space through science and to ensure that space science and technology provide social and economic benefits for Canadians. To achieve this, the CSA provides the space community with numerous types of opportunities, including contracts. The procurement of goods and services is therefore a critical process for the achievement of the CSA's activities and requires knowledge of the space sector and specialized skills on the part of those involved.

To ensure responsible management of the resources entrusted to it throughout their life cycle, the CSA must comply with the *Financial Administration Act (FAA)*, the *Government Contracts Regulations* and Treasury Board's (TB's) *Directive on the Management of Procurement*. These instruments describe contract award and management requirements in relation to procurement activities. The CSA has established internal procedures and a framework for contract awards with the aim of ensuring their implementation.

The purpose of this assurance engagement was to determine whether the CSA's contract award and contract management practices comply with the FAA, the *Government Contracts Regulations* and TB's *Directive on the Management of Procurement*. It was carried out from April 2024 to December 2024.

## **Opinion**

In our opinion, the CSA has established contract award and contract management practices that enable it to meet its objectives and comply with the laws, regulations and directives issued by the CSA and the central agencies. However, areas for improvement have been identified and recommendations have been made.

## **Statement of Conformance**

As Chief Audit Executive, I believe that sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the opinion provided and contained in this report. The opinion is based on a comparison of the conditions as they existed at the time against pre-established audit criteria that were agreed upon with management. The opinion applies only to the entity examined. Evidence was gathered in accordance with TB's Policy, Directives and Standards on Internal Audit. The procedures followed are in accordance with the Global Internal Audit Standards of the Institute of Internal Auditors.

## Summary of findings

The audit has found that the contract award and contract management practices are in place to ensure that the CSA complies with the FAA, the *Government Contracts Regulations* and the *Directive on the Management of Procurement*.

We have observed the following:

- 100% of the contracts audited are compliant with the certification authority (section 34 of the FAA), 74% of the contracts audited are compliant with the commitment authority (section 32 of the FAA) and 78% of the contracts audited are compliant with the transaction authority (section 41 of the FAA).
- The roles and responsibilities of stakeholders are documented in the CSA's contracting framework and in its Requisition Guide.
  - Nevertheless, the contracting framework has not been updated since the *Directive on the Management of Procurement* came into force in 2021.
  - Certain ambiguities were noted with respect to understanding the roles and responsibilities of the CSA's and PSPC's procurement officers as well as those of managers responsible for the awarding and management of contracts.
- Cost estimates were accurate for 94% of the audited contracts.
- Procurement monitoring and governance mechanisms have been implemented.
- 76% of data entries in the CSA's financial system are accurate.
- Proactive disclosure of contracts valued over \$10,000 and positive or negative contract amendments valued over \$10,000 on the Open Government website is compliant for 92% of the contracts disclosed.
- The documentation of contracts is complete, accurate and up to date for 65% of the files examined. However, for 35% of the files examined, certain documents were missing, namely:
  - Two Requisition for Goods and Services forms.
  - Nine copies of the contract signed by both parties.

The observations led us to make the following recommendations:

- Clarify and communicate the roles and responsibilities of the various stakeholders in the contract award and contract management process, particularly those of PSPC officers and the CSA's project authority (section 32 FAA) and procurement officer (section 41 FAA).
- Continue efforts to develop tools for proactively disclosing accurate and complete information about contracts.
- Raise awareness among procurement officers about the importance of having accurate, complete and up-to-date files in order to facilitate the monitoring of contract files.

---

**Katherine Ludwig**

Chief Audit Executive

Audit team members:

Johanna Gailer, Jérémy Poulin and Audrey Provencher-Côté

## Background

The procurement of goods and services is an important aspect of the activities of the Canadian Space Agency (CSA). Space programs require specific and complex processes for awarding and managing contracts, which in turn require stakeholders to have specialized knowledge of the space sector.

The CSA is subject to the *Financial Administration Act* (FAA), the *Government Contracts Regulations* and Treasury Board’s *Directive on the Management of Procurement*. These instruments describe management and monitoring requirements in relation to procurement activities. The CSA has established internal procedures and a framework for contract awards with the aim of ensuring their implementation. To implement this framework, the CSA relies on a team of 17 employees from the Procurement and Contracting and Material Management Division. They are responsible for advising CSA employees about procurement management and awarding CSA contracts.

The CSA awards goods contracts up to \$25,000; beyond that amount, goods contracts are awarded by Public Services and Procurement Canada (PSPC), which is the federal government’s central purchaser. The CSA also awards service and construction contracts up to \$3,750,000; PSPC awards contracts above that amount. Moreover, since 2024, research and development (R&D) contracts have been awarded by the CSA. Also, some IT licence contracts are awarded by Shared Services Canada (SSC), which is the common service provider for the Government of Canada for certain goods and services in the information technology field.

The CSA awarded 430 contracts in 2023–2024 for a value of \$48.7M:

<b>Procurement Method</b>	<b>Quantity</b>	<b>Percentage</b>
Competitive contracts	212	49%
Non-competitive contracts	218	51%
<b>Contracting Authority</b>	<b>Quantity</b>	<b>Percentage</b>
Contracts awarded by the CSA	208	49%
Contracts awarded by Public Service and Procurement Canada (PSPC)	147	34%
Contracts awarded by SSC	75	17%

The CSA is currently managing 689 goods, services and construction services contracts.

## **Objective**

The audit project aimed to determine whether the contract award and contract management practices enable the CSA to comply with applicable laws, regulations and directives.

## **Scope**

The audit covered contracts awarded at the CSA between April 1, 2021, and March 31, 2024.

## **Approach and methodology**

The audit criteria were established according to management best practices and the requirements of the applicable laws, regulations and policies. The criteria and sub-criteria were discussed with the audited entity ahead of time. The audit involved various processes, including interviews and the examination of documents.

We examined 31 contracts awarded between 2021–2022 and 2023–2024. The sample selection criteria were based on various factors, including the following:

- Contracting authorities;
- Categories of contracts;
- Procurement methods;
- Contract values; and
- Contracts with several amendments.

The sample was selected at random, taking into account the selection criteria mentioned above.

## **Audit criteria**

1. Contracts are awarded in compliance with the applicable laws, policies and directives.
  - 1.1. There is a procurement process in place to enable the CSA to award contracts in accordance with the requirements.
  - 1.2. Contracts valued at more than \$10,000 are proactively disclosed in a timely manner.
2. There is effective management throughout the life cycle of the contracts.
  - 2.1. Governance and monitoring mechanisms are in place to support procurement management.
  - 2.2. Contract award and contract management files are documented and the relevant data on the contracts is available.

## **Findings and recommendations**

### **Authority and approval**

Federal ministers have a duty to comply with the FAA to ensure sound financial management of public funds. In the context of the procurement process, the FAA is applied through three authorities that are delegated to designated positions in federal departments:

## AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT

---

- First, employees occupying positions involving delegated commitment authorities (section 32 of the FAA) are authorized to confirm that sufficient funds are available to cover the costs before a contract is awarded.
- Procurement officers have transaction authority (section 41 of the FAA). More specifically, this authority allows departments to enter into contracts by having contracts approved by a procurement officer.
- Finally, employees who occupy a position with a delegated certification authority (section 34 of the FAA) are authorized to certify that the contract has been properly performed; that the services have been rendered or the goods received; that the price, quantities and quality respect the terms of the contract; and thus certify the eligibility for payment of an invoice received as part of the contract.

It is important for departments to comply with the FAA in order to respect budgetary rules and avoid unplanned deficits. Moreover, not complying with the FAA could demonstrate poor management of public funds and lead to a loss of public confidence.

### Section 32 – commitment authority

We observed in examining the 31 contracts that for 23 contracts, the power to commit funds was exercised in accordance with section 32 of the FAA. For those 23 contracts, the Requisition for Goods and Services form had been signed by an authorized person before the contract was approved. However, we noted that for five contracts, the Requisition for Goods and Services form had been signed by an employee without delegated authority to commit funds, and for three contracts, the Requisition for Goods and Services form was not in the contract file.

### Section 41 – transaction authority

We also examined 18 contracts for which the CSA had the power to execute. The other 13 contracts in the sample were approved by PSPC and SSC. Accordingly, we were unable to audit the approval of these contracts. For 14 contracts and amendments examined, we found that they had been approved by a procurement officer with the power to execute (section 41 of the FAA). However, we observed that three contracts were approved by an employee who lacked the appropriate delegation level, and for one contract, the copy of the contract on file was not approved.

We also noted that 30 contracts had been approved before the start of the work or the receipt of the goods. However, for one contract, the contract began before the date the contract was signed, but a clause to this effect was included in the contract. It is important that both parties sign the contract before the start of the work because in the case of a misunderstanding, it could otherwise be difficult to demonstrate agreement between the parties on the terms of the contract with respect to the execution of the work or the receipt of the goods.

### Section 34 – certification authority

We have observed that for most of the contracts audited, the power of certification complied with the FAA requirements. To be more specific, the 31 invoices examined had been signed in a timely manner by an individual with the correct delegation level. Furthermore, all of the supporting documents were attached to the invoice at the time of certification.

### Conclusion

In conclusion, when we examined compliance with the certification power (section 34 of the FAA), we found that the CSA was 100% compliant. Despite this, areas for improvement were identified with respect to sections 32 and 41 of the FAA. For 26% of the 32 items examined, the commitment of funds had not been signed by an authorized person, and for 32% of the contracts audited, section 41 had not been signed by an authorized person.

### Roles and responsibilities

The *Directive on the Management of Procurement* provides that contracting authorities must ensure that the roles and responsibilities of stakeholders involved throughout the procurement process are well defined and clearly communicated. It is important for the CSA to comply with this requirement to ensure that stakeholders involved in the procurement process have a good understanding of their roles and responsibilities, so that they can perform their tasks effectively and efficiently, thereby enabling the CSA to have a process for awarding and managing contracts that meets the requirements of the Government of Canada.

During the audit's examination phase, we were able to observe that at the CSA, the roles and responsibilities of the various stakeholders are defined in documents such as the CSA's contracting framework and its Requisition Guide. These documents list the responsibilities of the Procurement and Contracting and Material Management Division as well as the roles of managers, project leads and technical authorities. Moreover, they mention the importance of respecting the contracting process and the delegations of authority. These documents are available on the CSA's intranet site, making them easily accessible to employees. However, we found that the most recent update of the contracting framework dates back to 2020, before the Government of Canada's *Directive on the Management of Procurement* came into effect in May 2021. We note some differences between the new Directive and the CSA's contracting framework, such as the reference to the former Procurement Directive. In addition, the framework is silent on proactive disclosure for Indigenous contracts.

We have also observed that procurement officers sometimes have a mistaken understanding of their responsibilities. For example, we have observed that for eight contracts, the procurement officer had signed the section referring to section 32 of the *Financial Administration Act* (FAA) of the Requisition for Goods and Services form. That said, signing this section allows for funds to be committed before a contract is awarded, and it should be signed by the employee occupying the position which has the delegated authority to commit the funds.

We have also observed that the roles and responsibilities of the CSA's procurement officers versus those of PSPC's procurement officers when PSPC is awarding a contract for the CSA are not always well understood. For example, we have observed that two contracts were issued by PSPC, without the funds having been committed by the CSA, the CSA's procurement officers having been informed or the contracts' having been entered into the Department's financial system. Consequently, when the contractor's invoice was received by the CSA, there were no funds available with which to make the payment.

In addition, during interviews with the various stakeholders involved in the contract award and contract management process, we observed that the roles and responsibilities of stakeholders involved in the contract award and contract management process are not always well understood and are sometimes

ambiguous. In particular, we noted that for two contracts, the stakeholders worked directly with PSPC procurement officers without informing the CSA's procurement officers that contracts would be awarded. As a result, as mentioned in the previous paragraph, the contracts were not recorded in the CSA's financial system in a timely manner.

### Conclusion

On the whole, we observed that the roles and responsibilities of stakeholders should be clarified. More specifically, the procurement procedures manual should be updated to reflect the practices of the new *Directive on the Management of Procurement* and clearly identify the roles and responsibilities of the CSA, PSPC, procurement officers and project managers.

### Recommendations

We recommend that the CSA's Service Management and Administration Directorate clarify and communicate the roles and responsibilities of the various stakeholders in the contract award and contract management process and more specifically those of PSPC, the project authority (section 32 of the FAA) and the CSA's procurement officer (section 41 of the FAA).

### Governance and monitoring

The *Directive on the Management of Procurement* states that effective governance and oversight mechanisms should be in place to support the management of procurement. Implementing governance and monitoring mechanisms is important because it ensures transparency in decision making and actions related to the procurement process and ensures that the expected results are achieved.

We found that the CSA has implemented governance and oversight mechanisms. Since 2022, the CSA has a procurement management committee that meets monthly to discuss, make decisions and implement measures regarding the activities of the Procurement and Contracting and Material Management Division. We also found that a Contract Review Committee has been in place since 2020 and is responsible for reviewing and approving contracts that meet certain criteria listed in the committee's terms of reference, which were updated in 2023. The committee's decisions are documented in a form attached to the contract file. These two committees are made up of employees from the CSA's Procurement and Contracting and Material Management Division.

Moreover, all contracts valued at more than \$5M must be approved by the CSA's Integrated Investment Review Board (IIRB), whose mandate is "to provide the sound stewardship necessary to ensure that CSA's investments achieve value for money and generate the expected investment results."<sup>1</sup>

### Conclusion

In short, the CSA has governance and oversight mechanisms in place that enable it to make decisions and take action with respect to the procurement process in a transparent manner and to achieve its expected results.

---

<sup>1</sup> [Investment Governance and Monitoring Framework \(IGMF\)](#).

**Estimation of contract costs**

The *Directive on the Management of Procurement* states that contract cost estimates must be established and valid. Failing to comply with this requirement could result in cost overruns for the Department.

We examined the evolution of costs for 31 contracts. For 29 contracts, the estimated costs corresponded to the total costs of the contract. However, we found for two contracts, the total costs were greater than the initial contract value. For one contract with an initial value of \$120,000, option years were exercised for a cost of \$382,211. The total cost of the project was \$502,211. However, the amounts for the option years were not mentioned in the original contract. For the other contract, which had an estimated value of \$287,435, a review of task authorizations and a change in the Statement of Work resulted in an increase of the value of the contract to \$574,872. The total cost of the project was \$862,307.

**Conclusion**

We found that the cost estimates for CSA contracts were compliant for 94% of the contracts examined. Nevertheless, we observed that for 6% of the contracts audited, the total costs exceeded the estimated amounts.

**Data entry**

The *Directive on the Management of Procurement* states that the contracting authorities are responsible for ensuring that the data on contracts entered in the financial system is accurate. Not having accurate data in the financial system could result in the publication of incorrect information during the proactive disclosure of contracts.

We therefore examined the integrity and completeness of the data (value, award date, etc.) relating to the 31 contracts recorded in the department’s financial system. The goal was to ensure that the data in the department’s financial system was accurate and matched the contract data.

**Results of the contract data analysis**

<b>Types of data</b>	<b>Accurate</b>	<b>Inaccurate</b>
Dates (Award, start and end)	58%	42%
Categories (goods, services and construction)	94%	6%
Values	77%	23%

### Conclusion

We found that the error rate varied based on the type of information entered into the CSA's financial system, which could result in the disclosure of contract data containing errors.

### Proactive disclosure and data integrity

Proactive disclosure is a requirement of the *Directive on the Management of Procurement*. The Directive stipulates that information on contracts valued over \$10,000 and on positive and negative amendments valued over \$10,000 must be proactively published. The Directive also states that the data included in the proactive publication of contract reports must be materially accurate and complete. Failing to comply with the Directive may demonstrate a lack of transparency towards the Canadian population regarding the use of public funds.

To examine this requirement, we performed two analyses of contract data disclosed between April 1, 2019, and March 31, 2024. We performed an initial data analysis in April 2024. It revealed that 840 contracts out of 1,370 were disclosed accurately. However, 296 of the contracts disclosed contained inaccuracies, and 234 contracts were not disclosed on the Open Government website. This translates into a 39% error rate.

Next, we shared the results of the data analysis with the CSA's Procurement and Contracting and Material Management Division to keep them informed of the findings. Then, data on contracts valued over \$10,000 and contract amendments valued over \$10,000 or at \$10,000 and under, from January 2017 to May 2024, were published again in June 2024.

Following this update, we performed a second data analysis in June 2024. This one revealed that the CSA had improved with respect to accuracy of disclosed information. This time the error rate obtained was 8%. More specifically, out of 1,472 contracts disclosed, 111 contained errors relating to their value, category or date of award. We also found that five contracts were not disclosed. Consultations are ongoing within the CSA to bring this error rate down.

### Conclusion

The CSA discloses its contracts valued over \$10,000 and contract amendments valued over \$10,000 or at \$10,000 and under on the Open Government website. However, we have observed that publications are sometimes erroneous and that some contracts are not disclosed, despite the efforts made in 2024 to remedy publication errors.

### Recommendation

We recommend the CSA's Service Management and Administration Directorate to make the procurement officers more aware of the importance of capturing accurate and complete data and pursue their efforts to develop tools for proactively disclosing accurate and complete information about contracts.

### Documenting procurement files

One of the requirements of the *Directive on the Management of Procurement* is that the procurement records be accurate, comprehensive and up to date to facilitate management oversight and audit. It specifies that at least the following documents, but not limited to, should be found in the files:

- A copy of the duly executed contract or contractual arrangement;
- The rationale for the procurement strategy options and the identification of decision-makers involved;
- A record of assessments and evaluations, decisions, approvals and dates;
- Justification for using limited tendering and for using a non-competitive process.

Compliance with these requirements is important to facilitate oversight of contract management, to ensure transparency and due diligence and to show that the CSA is making sound procurement decisions.

Our examination of the 31 contract awards and contract management files revealed that 20 files were accurate, complete, up to date and saved in the department's document management system. However, we observed that 11 files (35%) were incomplete. We found that the Requisition for Goods and Services forms for awarding or amending contracts were not attached to the files of two contracts, and that for nine contracts awarded, the CSA did not have the copy of the contract signed by both parties, namely, the procurement officer and the contractor, in its files.

### Conclusion

Examining the documentation led us to note that each contract had files in the department's document management system. However, we observed that for 35% of the files, the Requisition for Goods and Services forms were missing, and copies signed by both parties were not in the files.

### Recommendation

We recommend that the CSA's Service Management and Administration Directorate raise awareness among the procurement officers about the importance of having accurate, complete and up-to-date files to facilitate the monitoring of contract files.

## Conclusion

The audit aimed to determine whether the contract award and management practices enable the CSA to comply with the applicable laws, regulations and directives. We found that the CSA has implemented contract award and contract management practices that allow it to comply with the FAA, the *Government Contracts Regulations* and the *Directive on the Management of Procurement*.

We have nevertheless noted areas with potential for improvement, with respect to roles and responsibilities, proactive disclosure and ensuring that files contain the proper documentation.

**Appendix A – Summary of findings and recommendations**

Audit Criteria	Audit sub criteria	Summary of Findings	Recommendations
<p>Contracts are awarded in compliance with the applicable laws, policies and directives</p>	<p>There is a procurement process in place to enable the CSA to award contracts in accordance with the requirements.</p>	<p>The review of compliance with the certification authority (section 34 of the FAA) found that the CSA was 100% compliant. Despite this, opportunities for improvement were noted with respect to sections 32 and 41 of the FAA. For 26% of the section 32 examined, the commitment of funds had not been signed by an authorized holder and for 32% of the contracts audited, section 41 had not been signed by an authorized holder.</p> <p>We found that the roles and responsibilities of stakeholders are defined but need to be clarified. Specifically, the procurement procedures manual should be updated to reflect the practices of the new <i>Directive on the Management of Procurement</i> and to clearly identify the roles and responsibilities of the CSA, PSPC, procurement officers and project managers.</p>	<p>We recommend that the CSA’s Service Management and Administration Directorate clarify and communicate the roles and responsibilities of the various stakeholders in the contract award and contract management process and more specifically those of PSPC, the project authority (section 32 of the FAA) and the CSA’s procurement officer (section 41 of the FAA).</p>
	<p>Contracts valued at more than \$10,000 are proactively</p>	<p>We observed that the error rate varies depending on the type of</p>	<p>We recommend the CSA’s Service Management and Administration</p>

**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

	disclosed in a timely manner.	<p>information entered into the CSA's financial system, which may result in the disclosure of contract data with errors.</p> <p>The CSA discloses its contracts valued at more than \$10,000 and contract amendments of over or under \$10,000 on the Open Government website. However, we have observed that publications are sometimes erroneous and that some contracts are not disclosed, despite the efforts that were put forward in 2024 to compensate for publication errors.</p>	<p>Directorate to make the procurement officers more aware of the importance of capturing accurate and complete data and pursue their efforts to develop tools for proactively disclosing accurate and complete information about contracts.</p>
There is effective management throughout the life cycle of the contracts.	Contract award and contract management files are documented and the relevant data on the contracts is available.	The document review observed that each contract had files in the departmental document management system. Nevertheless, we observed that for 35% of the files, forms for requesting goods and services were missing and copies signed by both parties were not on file.	We recommend that the CSA's Service Management and Administration Directorate raise awareness among the procurement officers about the importance of having accurate, complete and up-to-date files to facilitate the monitoring of contract files.
	Governance and monitoring mechanisms are in place to support procurement management.	We observed that the CSA has governance and oversight mechanisms in place that allow it to make decisions and take actions regarding the procurement process in a transparent manner and to achieve expected results.	N/A

**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

---

		<p>We found that the cost estimate for contracts at the CSA was compliant for 94% of the contracts reviewed. Nevertheless, we observed that for 6% of the contracts audited, the total costs exceeded the estimated amounts.</p>	
--	--	--	--

Appendix B – Action Plan

Recommendations	Responsibility		Management Response	Action Plan	
	Organization	Function		Action plan details	Date completed
We recommend that the CSA’s Service Management and Administration Directorate clarify and communicate the roles and responsibilities of the various stakeholders in the contract award and contract management process and more specifically those of PSPC, the project authority (section 32 of the FAA) and the CSA’s procurement officer (section 41 of the FAA).	Service Management and Administration Directorate	Procurement and Contracting & Material Management Division	Recommendation accepted	<p><b>A.1.1 – Documentation of roles and responsibilities</b></p> <p><b>Description:</b> Document accurately the roles and responsibilities of the stakeholders (PSPC, project authority, procurement officer) based on the applicable legislative provisions (FAA) and internal policies.</p> <p><b>A.1.2 – Validation and alignment</b></p> <p><b>Description:</b> Submit the document to the Directorate for validation and alignment with the CSA’s policies and procurement management framework.</p> <p><b>A.1.3 – Awareness and communication</b></p> <p><b>Description:</b> Organize information sessions and publish internal directives explaining the roles and responsibilities of stakeholders.</p> <p><b>A.1-4 – Updating of processes</b></p>	September 30, 2025

**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

				<p><b>Description:</b> Review and update the contract award and contract management processes to reflect the clarified roles and responsibilities.</p>	
				<p><b>A.1.5 – Integration of new practices into IT systems</b></p> <p><b>Description:</b> Work with the IT team to integrate required fields into the management tools to ensure compliance with the responsibilities defined and the electronic signature.</p>	Decembre 31, 2025
<p><b>Indicators of Achievement</b></p> <ul style="list-style-type: none"> <li>▪ An official document of roles and responsibilities validated and approved by the department management and administration</li> <li>▪ Number of participants at information sessions</li> <li>▪ Publication of internal guidelines</li> <li>▪ Updated processes integrated into management systems</li> <li>▪ Mandatory input fields implemented in IT tools</li> </ul>					
We recommend the CSA’s Service Management and Administration Directorate to make the procurement officers more aware of the importance of capturing accurate and complete data and pursue their efforts to develop tools for proactively disclosing accurate	Service Management and Administration Directorate	Procurement and Contracting & Material Management Division	Recommendation accepted	<p><b>A.2.1 – Development and offer of training to employees involved in contract awards and contract management</b></p> <p><b>Description:</b> <b>A)</b> Develop training modules based on the importance of accurate and complete data capture; and <b>B)</b> Organize regular sessions for all employees involved.</p>	March 31, 2026

**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

and complete information about contracts.				<p><b>A.2.2 – Quality assurance (compliance monitoring by Procurement team)</b></p> <p><b>Description:</b> <b>A)</b> Perform regular checks throughout the year.  <b>B)</b> Identify and correct anomalies and input errors to ensure that the information in the contract files reflects the information entered in the SAP system and the reports published on the Open Government website for proactive disclosure (made available to the public).</p> <p>Raise awareness among all the stakeholders involved about the importance of entering accurate and complete data into the system. Training will be offered to all stakeholders.</p>	December 31, 2025
				<p><b>A.2.3</b> The Procurement team (Quality Assurance) will monitor compliance throughout the year to ensure that data is entered accurately in SAP.</p>	Ongoing

**Indicators of Achievement**

- Training participation rate (number of employees trained vs. total employees)
- Improvement of the quality of the data entered (comparison of the number of errors detected during compliance checks before and after trainings)
- Meeting process update deadlines
- Satisfaction of contracting stakeholders (customer satisfaction surveys)

**AUDIT OF THE CONTRACT AWARD PROCESS AND OF CONTRACT MANAGEMENT**

<p>We recommend that the CSA’s Service Management and Administration Directorate raise awareness among the procurement officers about the importance of having accurate, complete and up-to-date files to facilitate the monitoring of contract files.</p>	<p>Service Management and Administration Directorate</p>	<p>Procurement and Contracting &amp; Material Management Division</p>	<p>Recommendation accepted</p>	<p><b>A-3.1 – Development of a list of controls</b></p> <p><b>Description:</b> The Procurement team will develop a <b>list of standardized controls</b> to document procurement records exhaustively.</p>	<p>June 30, 2025</p>
				<p><b>A-3.2 – Collaboration with IT and information management</b></p> <p><b>Description:</b> The Procurement team will work with <b>Information Technology and Information Management</b> to define and integrate <b>required fields</b> into the SAP management system, thereby guaranteeing that all of the required documentation is included.</p>	<p>March 31, 2026</p>
				<p><b>A-3.3 – Ongoing compliance monitoring</b></p> <p><b>Description:</b> The Procurement team (Quality Assurance) will perform <b>regular compliance checks</b> throughout the year to ensure that procurement records are <b>complete and up to date</b>.</p>	<p>Ongoing</p>
<p><b>Indicators of Achievement</b></p> <ul style="list-style-type: none"> <li>▪ Approved checklist used systematically to document procurement files.</li> <li>▪ Successful integration of contract management fields.</li> <li>▪ Number of compliance checks carried out and gradual improvement of the files thanks to the recommended adjustments.</li> </ul>					

## Appendix C - Expected results

In determining whether contracts are awarded and managed in compliance with the FAA, the *Government Contracts Regulations* and the Treasury Board's *Directive on the Management of Procurement*, we expected to find the following:

- The commitment authority (section 32 of the FAA) is exercised by an authorized person and is obtained before a contract is approved.
- The authority to transact and award a contract (section 41 of the FAA) is exercised by an authorized person in a timely manner.
- The authority to certify a payment (section 34 of the FAA) is exercised by an authorized person before an invoice is paid.
- The roles and responsibilities of stakeholders involved throughout the procurement process are well defined and clearly communicated.
- The cost estimate has been drawn up and is valid.
- The contract data entered in the departmental financial system is accurate.
- Contracts valued over \$10,000, as well as contract amendments valued over \$10,000 or at \$10,000 or under are disclosed in a timely manner on the Open Government Portal, and the information disclosed is accurate.
- Procurement records are accurate and complete, and kept up to date to facilitate monitoring.