



Independent Review Panel for Defence Acquisition (IRPDA) - Mr. Larry Murray (Chair)

PANEL MEMBERS

- **Mr. Larry Murray (Chair)** - former Vice Chief of the Defence Staff and acting Chief of the Defence Staff; former Deputy Minister of Veterans Affairs, and Fisheries & Oceans.
- **Mr. Martin Gagné** - former Group President for CAE; former Royal Canadian Air Force officer.
- **Mr. Philippe Lagassé** - Associate Professor & William and Jeanie Barton Chair in International Affairs, Norman Paterson School of International Affairs; independent reviewer of the 2012-14 evaluation of options to replace CF-18s.
- **Ms. Margaret Purdy** - former Associate Deputy Minister of National Defence; former member of the Minister's Advisory Panel for the Defence Policy Review.
- **Ms. Christine Tovee** - aerospace engineer; former VP and Chief Technology Officer for Airbus Group.

MANDATE

To help validate the requirements for major military procurements by providing independent, third-party advice to the Minister and Deputy Minister before project approval.

Criteria for IRPDA engagement:

- Projects of \$100M or more;
- Projects with significant risk or complexity;
- Projects identified for Treasury Board approval;
- Projects identified for independent challenge by the Minister or Deputy Minister.

The Panel generally reviews each project twice – after project identification and after options analysis. Formal advice is submitted to the Minister after the second engagement.

KEY FACTS

- **Executive Director:** Ms. Jennifer Foster
- **Total Employees:** 5 Governor-in-Council appointed Panel members, and 8 full-time employees in the support office
- **Budget:** \$1.67M (\$1.478M salary & \$195K Operations & Maintenance)
- **Primary location(s):** 60 Moodie Dr. (Carling Campus), Ottawa
- **Schedule:** Since June 2015, the Panel meets monthly (previously in Ottawa, and virtually since the COVID-19 pandemic), reviewing 3-4 projects at each meeting
- **70 project reviews initiated** (including special reviews for the Canadian Coast Guard)
- **47 pieces of independent advice** submitted
- **147 stakeholders engagements** as part of those reviews.

KEY PARTNERS

Internal:

- Project Sponsors (i.e., Royal Canadian Air Force, Royal Canadian Navy, Canadian Army, Canadian Special Operations Forces Command, etc.)
- Project Implementers (i.e., Assistant Deputy Minister for Materiel, Assistant Deputy Minister for Infrastructure & Environment, etc.)
- Chief of Force Development

External:

- Canadian Coast Guard;
- Treasury Board - While it is beyond the mandate of the Panel to deliver advice directly to Treasury Board, it is within the MND's discretion to forward a copy of the advice for any project.

TOP ISSUES

Forthcoming Advice

The Minister of National Defence can expect to soon receive formal written advice from the Panel on the following major procurement projects:

[REDACTED]

Forward Agenda

- The Terms of Reference for the Panel are sufficiently flexible to allow meaningful and timely engagement on priority projects, including under compressed timelines.
- The Panel carefully synchronizes its agenda with Departmental priorities, to deliver reliable and timely advice to the Minister.
- The Panel continues to consider its review process to ensure it is best supporting senior decision-making.

Agile Approaches to Procurement

- In the Panel's view, the traditional lengthy approach to defence procurement is increasingly ill-suited to a world of quickly evolving/complex technologies.
- The Panel is reassured to see that the Department is exploring various ways to procure complex capabilities in a more agile and flexible way.
- The Panel will continue to support innovative approaches in this area.

High-Level Mandatory Requirements

- High-level mandatory requirements are central to the Panel's review process.
- High-level mandatory requirements should define the core capability elements that a procurement project must address; should be clear, specific and measurable; and should serve as the measures of success for a project.
- However, the use of high-level mandatory requirements remains inconsistent, and the Panel is working with the Department on this issue.

Capability-Based Planning

- The Panel has been a consistent proponent of using capability-based options in procurement decision-making.
- The Panel assesses that capability-based options better highlight risks and trade-offs, provide more space for innovative solutions, and lead to more informed decision-making than procurement-based options (buy, lease, etc.).