

Rev. March 15, 2021

Operational Requirement: Market Research

1. About this document

This Operational Requirement provides guidance on conducting market research, as per **GAM 2.6 Procurement Policy s.2(2)**.

2. Definitions

In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy.

YFNPP means GAM 2.6 Procurement Policy section 11 Yukon First Nations Procurement Policy.

3. When do I use market research?

During procurement planning Procurement Authorities (PAs) need to gauge the availability of goods or services in the marketplace. Especially when contemplating Limited Tendering, and for purposes of furthering the objectives of the YFNPP, knowledge of the Supplier market is an important element of ensuring best procurement value.

4. How do I conduct market research?

Market research conducted by Government is either informal or formal:

4.1 Informal market research:

When the contemplated procurement is low value and/or low complexity, the effort and expense of formal market research may not be justified.

Informal market research includes:

- In-house knowledge, including peers in other departments
- Previous experience, including responses to past procurements
- Networking with peers from other jurisdictions
- Internet research

- Professional and/or industry organizations
- Business directories
- YG Supplier Directory
- Yukon First Nation Business Registry
- Yukon First Nations governments

4.2 Formal market research:

When the contemplated procurement is high value, complex, unique or innovative, a formal process may be appropriate.

Tools to help obtain information from Suppliers are:

- a Request for Information (RFI) to help define the PA's requirements, or
- a Request for Expression of Interest (RFEI) to gauge the availability and capability of suppliers.

Any formal market research document issued by a PA must clearly indicate that there are no commitments with respect to future procurements, that no quotes, bids or proposals are requested, and that respondents to market research requests will receive no advantage in any future procurements related to the market research.

Any formal market research document issued by a PA should caution potential respondents to such requests not to submit confidential and/or proprietary information in their response.

Formal market research must be publicly posted for a suitable period of time to allow Suppliers to prepare and submit quality Responses, but in no event will the posting be less than 14 calendar days unless a shorter period is approved by the Directors of the PA and Procurement Support Centre.

4.2.1. Request for Information (RFI)

A RFI is a publicly posted, formal process for gathering information from Suppliers to help PAs:

- determine the feasibility of their project/objective.

- gather information about new technologies, capabilities, processes, or innovations.
- obtain industry information to help develop requirements.
- get high-level “ball park” cost information to assist with budgeting and feasibility.
- solicit suggestions from Suppliers regarding potential alternative solutions that would meet requirements.
- refine the procurement strategy, project structure, cost estimate and requirements definition.
- collect information to help decide whether to proceed with the procurement strategy and requirements as initially planned.

4.2.2 Request for Expression of Interest (RFEI)

A RFEI is a publicly posted, formal process for gathering capability and interest from Suppliers that:

- Publicizes the PA’s requirements to the market prior to procurement.
- Request responses to gauge whether there are enough capable and interested Suppliers in the market at the moment for a successful competitive procurement.
- RFEIs may request a high level description of supplier’s abilities to provide what the PA needs. This could include an invitation to forward marketing materials.
- RFEIs may ask for an indication that, based on the information provided, the Supplier would be interested in responding to a future procurement solicitation, if one is issued.

5. Roles and responsibilities

a. Procurement Authority

- PAs will use market research templates provided by the Procurement Support Centre.

- Formal market research requests will be publicly advertised through the Procurement Support Centre.
- PAs will receive responses to market research requests.
- The RFI and RFEI should clearly state that information submitted by interested Suppliers may be used by the PA in the subsequent procurement.
- If the PA suspects that information submitted may be proprietary, it should not be used in a subsequent procurement, without seeking procurement and/or legal advice.

b. Procurement Support Centre

- Provide formal market research templates.
- Post formal market research notices as required and appropriate.
- Forward posted notices to all Yukon First Nations governments which have indicated an interest in receiving procurement related notifications.

Approved by: _____

Deputy Ministers Review Committee

Date Approved: _____



Rev. March 15, 2021

Operational Requirement: Prequalification Lists

1. About this document

This Operational Requirement informs Procurement Authorities about prequalification of Suppliers as part of a procurement process as per **GAM 2.6 Procurement Policy s. 7(2) and 11 YFNPP (7.12)**.

2. Definitions

*In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy. **Recurring Requirements** means a Procurement Authority's (PA) requirement for the same or similar goods or services on a repeat basis for a predetermined period of time. Each second-stage procurement must be for the same or similar work for which Suppliers were pre-qualified.*

YFNPP means GAM 2.6 Procurement Policy section 11 Yukon First Nation Procurement Policy.

3. When do I use a Prequalification List?

Prequalification lists are used to shortlist Suppliers for Government Procurement of Goods or Services, based on minimum required Supplier qualifications to deliver those goods or services.

A prequalification list is created from a Request for Qualifications (RFQ). Suppliers whose responses meet the conditions of the RFQ are placed on a Prequalification List. This list is then used for a second stage procurement for the final product.

4. How do I use a Prequalification List?

Prequalification is stage one of a two-stage procurement process. Stage one shortlists potential Suppliers for participation in the second-stage procurement for performance/delivery of the PA's requirements.

There are two types of Prequalification Lists:

1. Prequalification lists for single projects
2. Prequalification lists for Recurring Requirements (i.e. future competitions)

4.1 Prequalification lists for single projects:

Characteristics of single project Prequalification Lists include the following.

- Applies to a single project, one-time use.
- Considerable project-specific detail in the Request for Qualifications (RFQ) document.
- Price information is neither requested nor evaluated in the prequalification stage of the procurement.
- All qualified Respondents must be invited to respond to the second-stage procurement.
- Valid until completion of the second-stage procurement and award of a contract, or cancelled.

4.2 Prequalification lists for Recurring Requirements:

Characteristics of Prequalification Lists for Recurring Requirements include the following.

- Applies to multiple projects of the same type (e.g. exterior school painting, consulting work).
- General description of the work to be performed only. Project details are included in the second-stage procurement.
- All departments will have access to Recurring Requirements Prequalification Lists.
- Price information is neither requested nor evaluated in the prequalification stage of the procurement.
- Valid for up to three years with PA approval; three to five years with Minister approval; longer than five years, with Management Board approval.
- As per the “Multi-use List” requirements of the Canada-European Union Comprehensive and Economic Trade Agreement (CETA) the PA will:
 - Allow Suppliers to apply for inclusion on the list at any time.
 - Add all such suppliers who qualify – based on the original evaluation criteria – within a reasonably short time while the Prequalification List is in effect.

Second-stage procurement for Recurring Requirements:

- If the Prequalification List allows, contracts within the current applicable direct award threshold may be awarded to suppliers on a Prequalification List by way of direct award.
- If the Prequalification List allows, contracts under the current applicable open tender threshold may be awarded to suppliers on a Prequalification List by way of invitational tender to a limited number of suppliers on the list (minimum two suppliers). **Refer to YFNPP s.11(7.5)(b)(ii) & (iv) for required Yukon First Nations business participation.**
- If the contract to be awarded is above the current applicable open tendering threshold, or if the Prequalification List does not include the provisions for awarding direct or invitational contracts, as stated above, all Suppliers on a Prequalification List must be invited to participate in the second-stage tender.
- Second stage procurements above the Open Tendering threshold as per the **Policy s.3(3)** issued to a Prequalified List will be received and processed by the Procurement Support Centre, except where approved by the Procurement Support Centre prior to issuing the tender. For more information, see the **Operational Requirement: Receipt of Responses.**

5. YFNPP provisions

Evaluation criteria

- During stage one, PAs will generally consider Supplier experience working with Yukon First Nations governments, people and businesses.
- YFNPP Participation Measures will apply to the second-stage Procurement for performance/delivery of the requirements.

Information sessions

Department of Highways and Public Works (HPW) will offer information sessions to Yukon First Nations Businesses as per GAM 2.6 Procurement Policy s.11 FNPP 11(7.12) "Prequalification Source List". HPW will conduct these information sessions in coordination with information sessions required in GAM 2.6 Procurement Policy s.11 FNPP 11(7.11) "Standing Offer Arrangements".

6. Roles and responsibilities

a. Procurement Authority (PA)



- Use open tendering to establish any Prequalification Lists.
- Use the Request for Qualification (RFQ) template to establish any Prequalification Lists. (For RFQ content requirements, see the **Operational Requirements: Content in Tenders, Evaluation Criteria and Process**).
- PAs may not restrict eligibility to qualify for inclusion in a Prequalification List to only one Supplier. If only one Supplier responds or qualifies, the RFQ must be cancelled, except where approved by the relevant department ADM.

b. Procurement Support Centre

- Provide templates, guidance and advice for tendering Requests for Qualifications.
- Organize and facilitate at least two annual in-person information sessions to Yukon First Nations businesses in accordance with section 11(7.12).

Approved by: _____
Deputy Minister Review Committee

Date Approved: _____



Rev. March 15, 2021

Operational Requirement: Standing Offer Arrangements

1. About this document

This Operational Requirement provides guidance on the use of Standing Offer Arrangements (SOA) as described in **GAM 2.6 Procurement Policy s.11 YFNPP 7(1)**.

2. Definitions

In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy.

Call-up means the process to initiate work under a SOA culminating in contract award against the SOA.

YFNPP means GAM 2.6 Procurement Policy section 11 Yukon First Nations Procurement Policy.

3. When do I use a SOA?

SOAs are meant for repetitive procurement of the same low value goods and services, over a period of time where the total required quantity is uncertain.

SOAs are used to establish lists of qualified Suppliers, as well as terms and pricing for goods or services which can be accessed as the need arises.

SOAs are intended to create efficiencies by consolidating volumes and standardizing requirements across government.

4. How do I use a SOA?

Procurement Authorities (PA) are responsible for determining whether a SOA is already in place that would satisfy their requirement prior to undertaking a Procurement.

If the appropriate existing SOA is managed by another department or branch, the manager of the SOA (or "originating PA") must be contacted to inform them of the intention to use the SOA.

4.1 Establishing SOAs

If a PA has identified an opportunity to use a SOA, and none which satisfies the requirements that already exist, the PA may establish a new SOA.

SOAs may be established for a single or multiple Suppliers of the same goods and/or services.

In addition to the standard requirements for tenders (as described in **Operational Requirement: Content in Tenders**), a SOA tender must include:

- language that the SOA may be used by all Yukon government departments;
- a requirement that the price bid includes provisions for the pricing of any travel associated with the work required under the SOA;
- an estimate of the amount of work or goods required for the period of the SOA;
- the duration of the SOA will be in accordance with GAM 2.6 Procurement Policy s. 2(3) "Contract Length":

A PA should not include limits on either the grand total of all SOA contracts or individual contract amounts.

When establishing SOAs, PAs should consider the anticipated demand. Suppliers participating in SOAs have an expectation of some business activity flowing from their participation. The number of SOAs established should reflect the amount of work estimated to be available, so that Suppliers with SOAs have a reasonable opportunity to receive contracts.

Originating PAs should share a draft of the SOA with other departments that might use the list so that non-originating PAs can contribute to the scope of work in such SOAs prior to tendering.

All SOA tenders must be approved by Procurement Support Centre prior to tendering.

SOA(s) must be awarded as described in the **Operational Requirement: Contract Award**.

A PA wishing to use a SOA must ensure that their good(s) or service requirements match the scope of work of the SOA.

A Call-up is issued against the SOA as per the Call-up method prescribed in the SOA, each time goods or services are required.

- Following the Call-up procedure, a separate contract is issued against the SOA, each time a Call-up is issued.

4.2 Call-ups

Where more than one SOA is to be established, the tender document must include the Call-up method to be used. The three Call-up methods are:

- **Ranking Basis:** Call-ups will be issued to the overall lowest-priced or highest-ranked Supplier first in all instances. If the overall lowest-priced or highest-ranked Supplier is unable to deliver the requirements, the PA will issue a Call-up to the next overall lowest-priced or highest-ranked Supplier, and so on, until a contract award is made.
- **Rotational Basis:** Call-ups are issued so that each Supplier will receive a “turn” for any upcoming work. In order to assure some level of fiscal responsibility, rotational Call-ups may only be awarded on a rotational basis to those Suppliers which are ranked within 10% of the total points of the highest-ranked if value-driven or lowest-priced Supplier if price-driven.
- **Proportional Basis:** Call-ups are issued on a proportional basis such that the highest-ranked Supplier receives the largest predetermined portion of the work; the second highest-ranked Supplier receives the second largest predetermined portion of the work, etc. A clear advantage in terms of distribution of expected business volume should be given to the highest-ranked Supplier (for example, at least 20 percent or more than the next highest-ranked Supplier) and the same for the others. Depending on the number of Suppliers with SOAs, it may only be practical to offer this proportional work advantage to the highest ranked Suppliers. For example, PAs may want to limit proportional work allocations to only those Suppliers who are ranked within 10% of the total points of highest ranked or lowest priced Respondent, with any remaining work going to any other Suppliers according to their ranking.

4.3 The Call-up procedure

When a PA wishes to initiate work under a SOA, they will issue a written Call-up to an eligible Supplier.

- Suppliers are expected to respond to a Call-up within the timeframe set out in the Call-up. Failure to respond will be considered to mean that the Supplier is unable to perform the work for that specific Call-up.

- Call-ups for work must describe the details of the goods or services to be delivered or performed, in accordance with the terms of the SOA.
- Supplier Call-up responses must provide sufficiently detailed confirmation of their ability to deliver or perform.
- If the Called-up Supplier(s) is not able to deliver the required good(s) or service(s), the PA will issue a Call-up to the next eligible Supplier until the requirements are fulfilled. In the event of a single SOA, the PA may procure the requirements by other means.

4.4 Issuing a contract and Change Orders

- Once the Call-up procedure is complete, the PA will issue a contract, or contracts, against the SOA for the required goods or services, as described in the **Operational Requirement: Contract Award**.
- A separate contract must be entered into each time a new purchase of good(s) or services is required.
- Change orders to existing contracts are allowed, if necessary, for example, to deal with unforeseen circumstances during performance of the work. For more information, see the **Operational Requirement: Change Orders Approval Process and RACOs**.

4.5 Contract completion dates

- PAs must not issue a contract against a SOA which has a completion date beyond the expiry of the SOA.
- A contract with a completion date prior to the expiry of the SOA may be extended beyond the expiry only in the event of an unanticipated event which necessitates a contract extension. Such an extension must be part of an unanticipated change order, which must be approved by an immediate supervisor and placed on the procurement file.

4.6 Information sessions

As per GAM 2.6 Procurement Policy s.11 YFNPP (7.11) "Standing Offer Arrangements", Government will invite Yukon First Nation businesses to attend at least one annual information session regarding existing SOAs and the request for Standing Offer Arrangement (RSO) process.

In addition, PAs may host additional information sessions depending on demand and resources, and/or if specific RSO opportunities arise which Yukon First Nation businesses should be specifically informed about in order to increase their competitiveness.

5. Roles and responsibilities

a. Originating Procurement Authority

- Determine that a SOA is needed.
- Communicate to departments the intent to tender a SOA, invite participation, and determine corporate volume requirements.
- Develop the SOA tender document.
- Award the SOA(s).
- Administer the SOA(s).
- Coordinate any contemplated optional SOA information sessions with the Procurement Support Centre.

b. Non-originating Procurement Authority

- Contact originating PA to request access to SOA.
- Issue Call-ups for the SOA(s).
- Issue the contracts for the SOA(s).
- Coordinate any contemplated optional SOA information sessions with the Procurement Support Centre.

c. Procurement Support Centre

- Organize and facilitate at least one annual in-person information session to Yukon First Nations businesses in accordance with section 11(7.11).
- Assist PAs in organizing and facilitating optional additional SOA information sessions.
- Support sharing draft SOA(s) to all departments.
- Review and approve SOA tender documents.
- Facilitate a list of current SOA(s).
- For purposes of YFNPP 11(7.11)(d) collect data to measure the impact of information sessions.

Approved by: _____

Deputy Ministers Review Committee



Date Approved: _____

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Rev. March 15, 2021

Operational Requirement: Supplier Debriefing

1. About this document

This Operational Requirement provides guidance on the requirement to debrief Respondents to government procurements upon completion of the evaluation process as required by **GAM 2.6 Procurement Policy s.13(5)(b)** and **11 YFNPP (7.11)(c)** and **(7.12)(f)**.

2. Definitions

In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy.

Respondent means a Person who submits a response to a Procurement.

YFNPP means GAM 2.6 Procurement Policy section 11 Yukon First Nations Procurement Policy.

3. When do I debrief Respondents?

Every time a competitive procurement is tendered, debriefs of Responses must be offered to all Respondents after tender closing.

4. How do I debrief Respondents?

- After contract award, or cancellation of a tender call, Procurement Authorities (PAs) are responsible to notify all Respondents to a competition of the outcome of the competition.
- Along with notification of the competition outcome, debriefs must also be offered to all Respondents, including the successful Respondent(s) at that time.
 - When Open Tendering, notifications to Respondents about the outcome of the competition, as well as offers for debriefs are posted on the online tendering platform.
 - When Invitational Tendering, notifications to Respondents about the competition outcome as well as offers for debriefs are provided by the PAs using the same notification methods they used for the procurement.
- The debrief should be conducted as soon as reasonably possible and practical.

4.1 Conducting the debrief

- The PA responsible for the Procurement must conduct the debrief. If the parties agree, the debrief may be done in writing, in person or both.
- Legal representation on the part of either party is not permitted.
- There will be no formal minute recorders present, and electronic recording devices are also not permitted in a debrief. Note-taking by the parties is permissible.

4.2 What may be discussed in the debrief:

- Discussions are to focus only on debriefing the Respondent's own Response, and how it relates to the procurement/evaluation requirements.
- Unsuccessful Respondents must be informed why their Response was not successful.
- If appropriate, the PA may take the opportunity to provide suggestions to the Respondent(s) of how to improve their Responses in future.
- For procurements above the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) threshold only, Respondents must also be informed of the relative advantages of the successful Response (how/where the successful response best addressed the requirements of the solicitation, not a comparison of the successful Response to any other Response).

4.3 What may not be discussed in the debrief:

- The contents of any competing Responses, whether the information is considered proprietary or not.
- The evaluation or individual criterion scoring of competing Responses.
- The names of individual evaluation team members, or any reference or discussion of individual evaluator's evaluation of Responses.
- Competing responses may not be compared to one another during a debrief.
- The PA will not provide any advice to Respondent(s) which could in any way be construed as legal advice.

PAs should be aware of what private or proprietary information should be protected, under current law. If there are any questions, PAs should contact the Yukon government ATIPP office.

For more guidance about what and when information can be released throughout a procurement process, see **Operational Requirement: Release of Information**.

4.4 YFNPP: Request for Standing Offer (RSO) and Prequalification Source List (RFQ)

- In addition to the requirements of GAM 2.6 s13(5) (Award Notification and Debriefing) and this Operational Requirement, when a competitive RSO or RFQ is tendered (not the subsequent second stage procurement or call-up), PAs must offer and conduct de-briefs to all unsuccessful Yukon First Nation business Respondents in accordance with GAM 2.6 Procurement Policy s. 11 YFNPP,(7.11) “Standing Offer Arrangements and (7.12) “Prequalification Source List”.
- During debriefs, PAs will have available – and provide where appropriate - current information on Yukon First Nation business development programs and resources to help address any Response deficiencies identified during the Response evaluation and debrief.
- If appropriate, PAs will invite to debriefs, representatives from organizations which offer such programs, eg. YG department of Economic Development, or provide contact information for such representatives.

5. Roles and responsibilities

a. Procurement Authority

- Provide timely notifications relating to the Procurement to Respondents.
- Organize and manage debriefs.
- Keep adequate records of debriefs (e.g. agendas, list of attendees, participant notes).
- Do not provide legal advice, nor discuss or disclose any legal advice which may have been sought or received.
- Work with the Procurement Support Centre to manage debriefs appropriately.
- When compliance decisions are unclear, get support from the Procurement Support Centre before conducting debriefs.
- Fulfill YFNPP debriefing obligations.

- Will work with the Procurement Support Centre, and Economic Development to ensure Yukon First Nations businesses are apprised of available business development programs during debriefs.

b. Procurement Support Centre

- Work closely with the PA to prepare for debriefs, as required.
- Provide information, education and advice as to the conduct of debriefs.

c. Economic Development

- Create, maintain and provide to Procurement Support Centre, a current listing of available programs and resources that help Yukon First Nations businesses increase their competitiveness.

Approved by: _____

Deputy Minister Review Committee

Date Approved: _____



Rev. March 15, 2021

Operational Requirement: Direct Award Contracts

1. About this document

This Operational Requirement provides guidance on non-competitive Direct Award contracting as described in **GAM 2.6 Procurement Policy s.6(3) and 11 YFNPP (7.5)**.

Procurement Authorities (PAs) will recognize the importance of economic benefits to Yukoners by seeking to procure goods and services from Yukon and First Nation businesses wherever possible, keeping in mind reasonable price and product availability in Yukon, and the requirements of the Procurement Policy.

2. Definitions

In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy.

Value-for-money means the most advantageous combination of cost, quality, technical utility and sustainability to meet Government requirements.

YFNPP means Yukon First Nations Procurement Policy, section 11 of GAM 2.6 Procurement Policy.

3. When might I Direct Award contracts?

A Procurement Authority (PA) may Direct Award a contract **below the competitive tender threshold** (see GAM 2.6 s. 3(3) “Tendering Thresholds” when the contemplated Procurement is the best value alternative to competitive procurement. For example:

- When advancing any of the objectives described in GAM 2.6 Procurement Policy s.11 YFNPP 11(7.5) “Direct Award Contracts and Invitational Tenders”.
- When the cost of engaging in a competition is not commensurate with the cost of the requirements.
- When competition is impractical.
- When the price quoted/negotiated is reasonable and competitive.

4. How do I arrive at a Direct Award contract?

- Choose Yukon Businesses and First Nations Suppliers when possible and practical, keeping in mind reasonable prices and product availability in Yukon.
- Conduct appropriate market research to ensure that:
 - a Direct Award will yield equal or better Value-for-money than competing the requirements; and
 - other potential Suppliers in the market are not unreasonably denied an opportunity to compete for the requirements.
 - New entrants into the market are identified and provided opportunities when possible.
- Utilize the [Government of Yukon Supplier Directory](#) and other available community or First Nation business registries which are, or may become, available.
- Review [Operational Requirement: Market Research](#) for more information about conducting market research.

5. Direct Award contracts above the threshold

Refer to GAM 2.6 Procurement Policy s5 “Request for Analysis of Procurement” for the process to follow if a Direct Award contract above the threshold is needed or desired.

6. Roles and responsibilities

a. Procurement Authority

- Ensure that all aspects of a Direct Award procurement, including Supplier communications, are comprehensively documented in writing for audit purposes, as per the **Policy s.14(3)(a)**. Phone conversations must be written down and logged.
- Ensure that Direct Award decisions are made free from conflict of interest, bias or favouritism to any specific Supplier(s). This includes chronic repeat contracting.
- If the possibility/probability exists that change orders may propel the contract value above the Direct Award threshold, choose a more competitive solicitation method, as appropriate.

- Obtain written authorization from the DM or delegate for contracts with non-Yukon businesses above \$5,000 and the competitive tender thresholds. See GAM 2.6 Procurement Policy s6 “Exceptions to open tendering”, s6(3)(e).

b. Procurement Support Centre

- Provide advice to the PA.

Approved by: _____
Deputy Minister Review Committee

Date Approved: _____

DRAFT



Rev. March 15, 2021

Operational Requirement: Project Unbundling

1. About this document

This Operational Requirement provides guidance on unbundling projects, as per **GAM 2.6 Procurement Policy s.11 YFNPP (7.10)**. Unbundling is a YFNPP commitment, however may also serve the rural community objectives of GAM 2.6 s.10(2)

2. Definitions

In addition to the specific definitions in this Operational Requirement, capitalized words are defined in GAM 2.6 Procurement Policy.

Unbundling means breaking one large project into multiple smaller projects to increase opportunities for Yukon businesses (especially Yukon First Nations and rural community businesses) to compete for government procurements.

YFNPP means GAM 2.6 Procurement Policy section 11 Yukon First Nations Procurement Policy.

3. When do I Unbundle projects?

During procurement planning Procurement Authorities (PAs) will analyze their project to identify potential opportunities to separate some aspects of the overall work into smaller opportunities suitable for Yukon First Nations businesses to compete for (see “Project Unbundling Planning Process” flowchart for details).

Project Unbundling is not necessarily a function of project size or value, but rather an analysis of how the project can provide opportunities to Yukon First Nations businesses to participate in the project. Choosing to unbundle is part of procurement planning and needs to balance a variety of factors, including risk management, contract management and timing.

* Note: Unbundling must not be confused with “contract splitting”, which is the deliberate attempt to evade procurement thresholds (see GAM 2.6 Procurement Policy s.3(2)(d), nor may Unbundling be used as a pretext for contract splitting.

4. How do I unbundle projects?



The project Unbundling process involves:

4.1 Project Analysis:

Early in the project planning phase, PAs will consider whether portions or phases of the overall project can be delivered or performed by Yukon First Nations businesses. This planning analysis should, at minimum consider:

- Is it possible to separate project requirements into a set of smaller requirements?
- Is it possible to carve out portions, or phases of the overall project eg. site preparation, certain sub-trades, delivery, transportation, ancillary services (design work, communications, media relations) etc.

4.2 Project Unbundling market analysis:

If the project plan has identified potential project Unbundling opportunities, the PA needs to determine whether there are Suppliers or potential Suppliers in the project market which can take advantage of Unbundled procurement opportunities. (see **Operational Requirement “market Research”**).

Unbundled opportunities should, whenever possible be structured so that the size – and corresponding procurement method chosen – provide maximum opportunities for Yukon First Nations businesses to participate.

4.3 Project Unbundling risk/benefits analysis

If the project plan has identified both Unbundling opportunities and Suppliers to compete for those opportunities PAs must analyse the impact Unbundling might have on the success of the overall project and the potential benefits to Yukon First Nations businesses receiving contracts for the Unbundled work. Some project considerations, among others are:

- What impact, if any will Unbundling have on the project budget?
- Will there be negative or positive impacts on the project schedule?
- Will there be overall project coordination issues?
- Does YG have sufficient supervisory and administrative capacity to administer an Unbundled project?
- Will there be overall project responsibility and warranty impacts?



- Can Project specific impacts of Unbundling be effectively mitigated?
- Do the potential benefits of Unbundling (local Supplier capacity building, money in the community, Supplier sustainability, community self-reliance) outweigh any added costs of Unbundling (also see **Operational Requirement “Social and Sustainable Procurement”**)?

5. Roles and responsibilities

a. Procurement Authority

- Include an Unbundling analysis in their project planning process.
- Document the Unbundling analysis and ensure its presence in the project procurement file.
- Will add Unbundling data into the YFNPP data collection database

b. Procurement Support Centre

- Provide guidance, advice and tools to assist PAs in their Unbundling efforts.
- Maintain and provide PA access to a YFNPP data collection database.

Approved by: _____

Deputy Ministers Review Committee

Date Approved: _____

