



## BUSINESS INCENTIVE POLICY Discussion Paper

### BACKGROUND

The Business Incentive Policy (BIP) was first adopted in 1984. It was originally intended to provide NWT owned and operated business with financial compensation for the higher cost of operating in the north. This compensation was intended to:

- ◆ level the playing field so that northern business could effectively compete with southern business,
- ◆ support the cost of employing and developing northern resident business management, administrative, and technical staff, and to
- ◆ support the cost of using northern business support services and suppliers

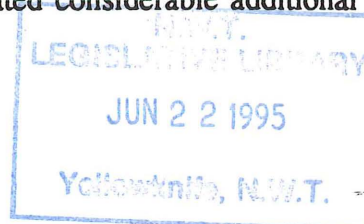
The effect of the policy was a 70% northern and 30% southern split in contract awards in the construction, maintenance, and service sectors. By 1989, two concerns were emerging:

1. Businesses in Level 1 communities were competing effectively with southern business but there was no growth in the market share of northern business. In addition businesses in Level 2 and 3 communities were still at a disadvantage relative to both southern and northern (Level 1) businesses.
2. Northern businesses did not necessarily operate to the benefit of other northern business or the northern labour force, that is, northern business often imported southern labour and ordered material from southern suppliers.

To address the first issue of improving north/south competitiveness, the basic bid adjustment was raised from 10% to 15% and an additional adjustment was developed to provide a "preference" for local companies. The effect of this change was a rapid increase in both northern and "local" contract awards relative to southern awards, raising the proportion of northern/local awards to around 85%. In the past few years, the number of northern/local awards has increased to 95% and the proportion of local has increased. This latest increase has resulted mainly from the use of "special approaches" in the award of contracts.

To address the second issue of real northern benefit, bidders were asked to provide substantially more information at the time of tender closing to substantiate the "northern" and "local" content of their bids, including the content of their subcontractors and suppliers. This content included material supply, labour, accommodation, freight, and overheads associated with the contract. The requirement for additional information has created considerable additional work for both the

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bidder and the contract authority. The results of this change were not satisfactory. First, contract awards were much slower as tender offices of all the contracting authorities were faced with complex investigations to determine the lowest BIP adjusted bid. Second, the increased expectations about each northern content promise increased the need to police whether the promises were met during the execution of the contract. This again was onerous for both the contractor and the contract authority. And third, despite the new procedure, complaints from communities and businesses about BIP infractions persisted. Perceived infractions included:

- ◆ companies being registered were storefronts for other businesses
- ◆ promises to employ local labour were not met

The GNWT was then swamped with requests to research and review the facts, and make rulings on whether the operations of businesses in specific circumstances were consistent with the "spirit and intent" of the policy. These attempts to enforce northern and local benefit had resulted, then, in accusations that the policy had become administratively cumbersome, bureaucratic, vulnerable to political influence, and ineffective in advancing the GNWT goals of promoting northern and local business development and employment.

### **BIP REVIEW**

The GNWT mounted an interdepartmental review of the policy in June 1993. In August of 1994, Cabinet directed that the public be consulted to identify issues and problems related to the current policy and make suggestions for possible changes. The consultations, beginning in December 1994 and completed in February 1995, included meetings facilitated by independent consultants and over 300 written submissions (See Appendix A).

The major concerns were:

1. The current policy is not properly monitored to ensure it is operating as it should
2. Local and Northern business definitions should be changed to:
  - ◆ recognize the real benefit the company brings to the northern economy, and
  - ◆ prevent storefront operations from benefiting from the policy
3. Penalties for non-compliance with the policy should provide an effective deterrent and be consistently applied
4. The current policy tries to achieve too many objectives
5. The policy and its administration are too complex for business
6. Restrictive bidding should be imposed to protect existing northern business
7. The grandfather provisions of the policy should be abolished
8. Job creation and training should be a key goal of the GNWT, but business should not be asked to take business risks to achieve this objective
9. The focus of the BIP should be promoting northern business participation in GNWT contracts

10. The contract award process was not transparent to public scrutiny and therefore vulnerable to political influence
11. Public consultation regarding proposed changes to the policy should precede Cabinet adoption

The independent facilitators identified five trends in the public's objectives for a revised BIP.

1. Provide support to local, regional and NWT business which enables them to compete successfully
2. Provide job opportunities for local, regional and NWT residents
3. Promote ownership, control, administration and management of NWT businesses by NWT residents
4. Develop job skills of local, regional and NWT workers
5. Minimize leakage of government expenditure outside the GNWT

Policy operational criteria were also identified:

- ◆ Accountable to government and business
- ◆ Easy to administer and operate
- ◆ Clear and objective procedures and rules
- ◆ Ongoing user education

The Steering Committee has reviewed these recommendations in light of GNWT objectives and experience with various past attempts to correct problems in the policy. The following departments are represented on the Steering Committee:

- ◆ Transportation
- ◆ Economic Development and Tourism
- ◆ NWT Housing Corporation
- ◆ Financial Management Board Secretariat
- ◆ Public Works and Services

### **CONTEXT: ECONOMIC DEVELOPMENT STRATEGY**

The BIP must be seen in the larger context of economic development and the reality of current market mechanisms. The BIP imposes price escalation on the consumer (GNWT and GNWT-funded boards/agencies/corporations) to subsidize the higher costs associated with a range of GNWT objectives:

- ◆ local/northern service business development
- ◆ local/northern manufacturing sector development
- ◆ local/northern employment and training

The policy focuses on using the GNWT's buying power to achieve these objectives. But there are some weaknesses:

- ◆ Although GNWT consumers support the goals, they also resent the use of program appropriations to achieve non-program objectives, especially since they have no control over how much money specific BIP initiatives will cost their own increasingly restrained budgets
- ◆ The GNWT is no longer the major consumer in the North. Municipal and private sector spending are not controlled by the BIP. Companies that contract with the GNWT because of a price subsidy can not necessarily sell to other NWT buyers who are not willing to buy at the higher price. As the GNWT's buying power reduces relative to other consumers the operation of the policy will serve to create businesses that work only for the territorial government and will result in two sets of prices.

There are a number of other ways that the GNWT can achieve its objectives.

1. Leverage GNWT financial resources through "supply side" initiatives.

Rather than subsidizing price, the GNWT is increasingly supporting specific businesses by subsidizing their higher operating (input) costs directly. Initiatives include:

- 1.1 NWT Development corporation investments in targeted industries with the potential for proportionately high impacts on northern business development, employment and training.
- 1.2 Business Credit Corporation grants and loans targeted at supporting the start-up and overhead costs of small business.
- 1.3 Building and Learning Strategy (and the NWT adult education and apprenticeship system in general) that provides additional funding to train northern workers, recognizing that all business will hire any available skilled local workers in the performance of contracts simply because this will always be cheaper than importing labour.
- 1.4 Income Reform strategies which remove the disincentives to employment

All of these "supply side" initiatives serve to reduce the cost of business inputs resulting in a lower final price. The consumer does not see the cost of supporting northern and local content. The effect is that goods and services can be purchased by all northern and southern consumers in a competitive environment on the basis of price alone.

2. Use other contract strategies that are more effective in accomplishing specific goals than the BIP mechanism of consumer price adjustment.

There are many examples of existing contract strategies which are more effective than the BIP in ensuring that the desired results are achieved. For example:

- 2.1 to ensure that certain local people are hired or trained in connection with the contract; specify that requirement in the contract
- 2.2 to ensure that certain northern manufactured products are used in the performance of the work, specify or "nominate" those products in the contract
- 2.3 to ensure that only regional contractors bid on a certain contract, invite only those prequalified contractors to bid, or alternatively, require the GNWT contract authorities to manage the selection of subcontractors and suppliers (construction management, for instance)
- 2.4 to ensure that a new business receives a specific contract (to ensure sufficient product volume to establish a manufacturing plant, for instance) negotiate the contract
- 2.5 to ensure that local governments develop organizational capability to manage contracting to the benefit of the community, delegate contract authority through various contribution agreements, or devolve both accountability and program responsibility/authority through community transfer agreements

There are many other things that the consumer can do to influence the use of NWT resources. The principle here is if you know what you want to see happen, ask for it directly. Do not rely on a bid adjustment mechanism to come up with "the right answer". These can be grouped:

- ◆ Contract Conditions: specify what you want done
- ◆ Contract Scope: Tailor the tasks around the existing capability
- ◆ Contract Award: Target the businesses you want to work with
- ◆ Contract form: Apportion the risk relative to the businesses sophistication

These are presented in more detail in Appendix B.

As stated before, the use of these consumer (demand-side) mechanisms, which includes the BIP, became less effective as the consumer has less influence in the market place. This means that the GNWT must increasingly move towards "supply side" strategies in the long-term so that it can leverage its investment to the benefit of all northern buyers.

Although the preference is to strengthen "supply side" initiatives in the long-run, there is a recognition that there will continue to be the need for "demand-side" initiatives in the short-run. Contract authorities, with the support and participation of program funding authorities, will need to coordinate their contract strategies to the benefit of individual communities and regions, recognizing their capabilities and aspirations. At that same time, the BIP can provide some general incentives for business and some general guidelines for contract authorities in competitive contract awards.

Recognizing the limitations of the BIP, the Steering Committee reviewed the principle objectives of the policy, considered options to address the issues raised during the consultation, and proposes the following as a potential solution.

### PRINCIPLES

1. NWT business and labour should benefit from GNWT spending to the greatest extent possible
2. The GNWT should ensure that people of the NWT achieve self-sufficiency and self respect through work
3. The GNWT should promote excellent NWT products and services at a fair and affordable price.
4. Healthy economic development should support the mobility of NWT business and labour into the national economy

### ISSUES

The detailed findings of the public consultation and the internal GNWT review of the BIP cluster around four major issues:

1. Business Incentives  
Ensure that compensation is available to NWT business for the higher cost of NWT operation
2. Labour Incentives  
Ensure that local and northern labour are used in the performance of GNWT contracts
3. Local Business Preference  
Ensure that businesses which operate regularly in a community to the benefit of its residents receive a preference in competitive tendering
4. Complexity  
Simplify the process and make the policy more effective in supporting with specific business circumstances

These are discussed in detail in the following sections.

## 1. BUSINESS INCENTIVES

The higher cost of NWT operation can be attributed to several cost areas, which need to be understood separately.

### 1.1 Ownership

One cost of business, paid by the consumer, is profit. Profit benefits the north to the extent that it is reinvested in the north. The decision on the use of profit belongs to the business owners. It is assumed that northern resident owners will be more inclined to invest in the north; the economic environment they know best. It is important therefore to recognize the benefit of ownership.

Options: Ownership can either be:

- ◆ a criteria for receiving benefits under the policy
- ◆ a factor that receives a specific bid adjustment

The issue of ownership is contentious. The current policy requires 51% northern ownership as a criteria to receive any benefits under the BIP. It is very simple, however, for companies to create legal shells that meet the 51% criteria, but are merely fronts for southern business. Since ownership is a pre-condition for the substantial benefits under the policy, it is well worth buying legal assistance to get around the intent of the policy.

It is recommended, therefore, that businesses receive a bid adjustment of approximately 2.5% where the business is 100% owned by Northerners. This will not stop legal circumvention, but make it more difficult, and reduce the benefit of "beating the system". On the positive side, it will recognize the re-investment potential of full-northern ownership, while not frustrating the economic benefits of the northern operations of outside businesses.

### 1.2 Business Overheads

Business overheads are related to three factors:

- ◆ Specific business sector; the overhead cost of operating an air-charter business are very different than running a retail business or drywall contracting firm
- ◆ Specific location; the cost of office space and utilities, local labour, etc will be higher in some northern communities than others
- ◆ % of business operations that are done in the NWT; the principle business operations include;

- ◆ resident manager with administrative and/or management responsibilities and authorities
- ◆ operating presence accessible to the public
- ◆ corporate policy and decision making

Options: Business overheads can either be:

- ◆ a criteria for receiving benefits under the policy
- ◆ a factor that receives a specific bid adjustment

The current policy requires that a majority of business functions be conducted in the NWT before the business qualifies as a "northern" business and receives the 15% bid adjustment benefit under the BIP. It goes further to require that a majority of business functions are conducted in a specific community before the business qualifies as a "local" business and receives the 20% bid adjustment benefit under the BIP. The operational functions have been difficult to objectively define and monitor, leading to many disputes over "spirit and intent" in the business qualification process. The fundamental problem seems to have been the "on-off" nature of the rulings; you are either "in" or "out". It does not recognize those who have some, but not the majority of their business functions in the north, and provides no incentive for businesses to increase their overhead functions once they have achieved the minimum requirement.

It is recommended therefore, that the overhead functions be recognized through a bid adjustment, based on objective criteria, such as:

Sector: Revenue Canada sector O/H calculations  
 Location: Cost of living indexes by community  
 Overhead: a sliding scale of major business factors

It is further recommended that this overhead factor be determined at the time of business registration, published annually, and reviewed annually.

Manufacturing, and the need to capitalize manufacturing capability poses additional considerations. The primary support instrument of the GNWT should be targeted business support at the front end, not at the consumer end. Where the GNWT has selected a manufacturing industry and a product line because of the exceptional value it adds to the NWT economy, the product can simply be required (nominated) in the contract with "no substitutions allowed" or provided for use by the contractor as "GNWT supplied material". This is targeted, simple and effective.

Where there is a competitive base of NWT manufacturers for a product line, however, it would be appropriate to encourage competition and provide for this under the BIP. For discussion purposes, competitive NWT manufactured goods would be called "rated goods". This could be supported through bid adjustment for "rated goods" when the



contractor selects these goods because it is in his economic interest to use them. The bid adjustment would be based on all the overhead factors listed above.

1.3 Administrative Considerations:

At the time of business registration, businesses would be assigned an operational factor based on business sector, location, and proportion of business functions done in northern locations. At the time of tender, it is intended that each business would calculate its own bid adjustment based on the published business factor of its suppliers, subcontractors and its own forces based simply on the value of the work performed by each business. The actual and adjusted bid would be disclosed at tender closing. There are options on the amount of information that would be disclosed.

- ◆ bottom line only
- ◆ breakdown by subcontractor, supplier and own forces

The business sector should be consulted on how much of this information they consider proprietary and how much disclosure they feel is required to ensure objectivity in the operation of the BIP adjustment at the tender closing.

It should be recognized that southern owned and operated businesses or northern joint ventures with southern partners could be registered under the policy. Their bid adjustment would, however, only recognize the benefits accruing to the north based on the extent of their business presence in the NWT. Although this adjustment would be minor, it would also encourage the infusion of new capital and investment into the north so that the government would not need to be the only source of investment and support for new NWT business opportunities.

2. Labour Incentives

It is well recognized that it is desirable to ensure that all capable and available labour is hired first from the local community and region, then from the NWT, and finally from the south. It is also recognized that business will usually do exactly this if it can find qualified people who are available at the time the contract is to be done. The reason is simple: it will always be cheaper to employ people closer to the job than to import them, so long as the wage rates are realistic. Even if contracts were awarded on the basis of price alone, most contractors would employ local/NWT labour where it was qualified and available.

The development of a qualified and available work force is generally a "supply side" issue which can best be handled through programs like the Building and Learning Strategy, Adult Education and the Apprenticeship Program, and Income Reform. There are certain options that can be done at the "demand" end of the purchasing transaction to help ensure that local labour does get used.

- ◆ Provide a bid adjustment on the basis of local/northern labour promised in the bid

- ◆ Specify a minimum requirement for local/northern labour in the contract
- ◆ Provide a cash bonus for local/northern labour used on the job.

The current policy uses a bid adjustment procedure. This requires the contractor to speculate on how much labour is available to him, and to fulfil that promise. It requires the contract authority to monitor the contractor's success and to apply penalties if performance is below expectations. There are several difficulties with this:

1. The availability of the workforce depends on the total of all contracts to be done in a community at a specific time, and this is not known to the contractor during tendering
2. The bid evaluation process is very complicated because labour projections for each contractor and subcontractor must be individually promised and then analyzed for reasonableness.
3. The monitoring and reporting procedures are onerous for both the contractor and the contract authority.
4. The application of "penalties" (damage claims) always requires an examination of the circumstances that led to the under-performance. This requires judgement and the application of "penalties" could easily appear inconsistent.
5. "Penalties" don't satisfy the unemployed labour that still didn't get a job. "Penalties" don't satisfy the contractor who lost the contract award because a competitor promised more labour than he could or did deliver.

It is recommended that the current labour bid adjustment procedure be **abandoned**. Instead, the contract authority should specify a minimum and realistic level of local and NWT labour to be provided in the contract and provide a **cash bonus** as an incentive for the contractor to exceed those minimums. The minimum would be set for each contract by all contract authorities working with the community to set targets based on:

- ◆ Historic labour requirements for specific contract types
- ◆ Historic labour levels in that community in the past
- ◆ An analysis of the availability of skilled labour in the community/region and NWT at the time of contract award
- ◆ The availability of a local employment referral centre to help contractors fill their labour needs (for community-based contracts only)
- ◆ Note: The involvement of the community might be replaced by regional organizations in some regional contracts (eg. highways)

The advantages of this approach would be:

1. Contractors would be more willing to provide employment records, especially since there would be reasonable opportunity of a cash bonus.
2. The community's expectation on reasonable level's of employment would be informed
3. The community would help the contractor achieve employment targets

### 3. RECOGNIZING "LOCAL" BUSINESS

The mobility of small business is quite restricted in the NWT, especially in small communities. When a contract is awarded through a competitive process for work in a specific community, the businesses that regularly operate in that community feel they should have a preference over outside contractors. There is general support for this because it is recognized that these companies can provide valuable services to the residents of their own communities, but that preferred access to GNWT contracts is often needed to sustain these businesses. It was determined that the BIP should support these "local" companies when government contracts were located in their communities. There are several options to recognize these firms:

- ◆ Provide a bid adjustment (preference) to local companies on local contracts
- ◆ Restrict bidding to local companies for work up to a certain value where there is local competition

The current policy gives "local" firms special recognition. The BIP has a 6-month operational requirement for businesses receiving "local" status for a specific tender. The benefit is a 5% bid discount for contracts done within the community. There have been several problems:

- ◆ long-term local residents cannot get "local" status to work on local jobs if they start a new company within 6 months of the contract tender
- ◆ new businesses are set up in anticipation of a big local contract for no other reason than to qualify for "local preference", and given the strength of their non-local support, can be in a position to win the work at the expense of ongoing local businesses

Increasing the 6-month business operational residency requirement would clearly be counterproductive for the long-term resident. Creating a restrictive bidding environment invites non-competitive pricing strategies which do not benefit the consumer or the long-term viability, growth or service ethic of the local business.

It is recommended that the local "preference" be retained, but that the definition and registration of local business recognize the need for business to truly operate in the community in an on-going way, and facilitate new enterprise by long-term local residents.

To make this designation sensitive to the real business functions, it should be determined by the respective Regional BIP Qualification Committee. It should be recognized that this is the only provision of the policy which provides a "preference". All other provisions are designed to help level the playing field between bidders.

#### 4. BIP ADMINISTRATIVE FAIRNESS & SIMPLICITY

Three operational areas were criticized

- ◆ Business registration: Granting northern/local business designations
- ◆ Bid Adjustment Procedures: Determining the amount of bid discount
- ◆ Contract Performance: Getting the northern/local content expected

Business and the public found it difficult to understand how these processes reached the conclusions they did. It was hard to understand how a "poor corporate citizen" got local preference, or why "storefront" operations were registered. It was hard to understand how a third low bidder in a competition among Northern businesses would get the best adjusted BIP price. It was hard to understand how completing 10 pages of northern content information with a bid was time well spent by business. It was hard to demonstrate that all the administrative processes improved northern content achieved.

##### 4.1 Business Registration

There are several options to objectify the northern business designation process:

- ◆ Broaden public representation on the Regional Qualification Committees which evaluate and approve applications for registration under the policy to include community and business associations.
- ◆ Establish legislated Boards which administer the BIP registration functions

The current policy allows regional qualification committees to designate northern and local businesses. Revocations of status can only be done at the HQ level. Only business can appeal these rulings which then must be raised to the Preference Advisory Committee and the Senior Management Preference Committee. The process is bureaucratic and the outcomes appear arbitrary.

The establishment of legislated Qualification Boards creates extra expense. Since the BIP is a policy instrument intended to focus GNWT spending on achieving GNWT objectives, there was committee consensus that this should not be delegated to an independent Board. Simplifying administrative processes and increasing their responsiveness to local circumstances is a goal which can and should be achievable by government organizations.

It is recommended, therefore, that Regional Qualification Committees which include the Regional Director be given the authority to register and revoke businesses, and that the

appeals be directed immediately to the Advisory Committee, regardless of the source of the appeal.

#### 4.2 Bid Adjustment Procedures

With bids based on published business-specific factors, completed by the bidder and disclosed at tender closing, the bid adjustment process should be simpler and more fair. The registration process that assigns the business bid adjustment factor will be more comprehensive, but will be conducted by Regional Committees who live closer to the businesses and have access to a more common sense appreciation of real business activity.

#### 4.3 Contract Performance

There are several options for increasing the satisfaction that the Northern and local benefit intentions of specific contracts are achieved.

- ◆ Increase contract monitoring
- ◆ Publish local/northern performance results
- ◆ Penalties of suspension and removal from the business registry

The current policy requires monitoring and financial penalties as well as the potential for removal from the list of Northern contractors and suppliers. Both are onerous to administer. Penalties must be administered with discretion in consideration of the factors beyond the contractor's control that affected contract performance. This requires judgement, and therefore the application of penalties is perceived to be inconsistent.

The northern content expectations are an integral part of GNWT contracts. It is essential that the contract authority monitor the contract to ensure that the contract requirements are met. However, government resources in this area are limited. It is recommended that communities could be enlisted to assist with the responsibility of monitoring the use of Northern and Local labour, but the contract authority would remain accountable and would need to exercise this delegation with discretion. Monitoring, cumbersome as it is, remains the only way to ensure that the GNWT gets what it pays for. The additional publication of contractor performance results could bring the onus of public pressure to bear on the contractor in achieving maximum results, and give recognition to the high achievers.

### 5. LAND CLAIMS

As required under the various land claims agreements, invitations to consult were made to the land claims organizations. The Nunavut Tungavik Incorporated (NTI) and the Inuvialuit Regional Corporation (IRC) responded. These discussions have not reached the stage where there is mutual agreement on the GNWT's obligations in respect to implementing the contracting and procurement provisions of the respective Agreements, and if or how these are to be addressed within the Business Incentive Policy.

and if or how these are to be addressed within the Business Incentive Policy.

These discussions are on-going and GNWT obligations will be reflected in the new policy.

## **CONCLUSIONS**

This discussion paper outlines the key issues and provides the cornerstone of a new policy.

### **Business Incentives**

- ◆ Bid adjustment for ownership
- ◆ Bid adjustment to compensate for higher northern overhead costs related to business sector, community location, and % of business functions done in the NWT
- ◆ Bid adjustment for northern manufactured goods when a competitive base of NWT manufactured products is available.

### **Labour Incentives**

- ◆ Minimum labour content as a contract requirement
- ◆ Cash bonus for labour content that exceeds the minimum

### **Local Business**

- ◆ Bid adjustment providing a preference for local business bidding on contracts to be done in their own community

### **Administrative Simplicity and Fairness**

- ◆ Delegate further authority to regional qualification committees and increase the sensitivity to local circumstances
- ◆ Contractors complete and submit BIP adjusted bids based on prepublished business specific BIP ratings and the value of the contract only
- ◆ Increase the disclosure of bid information

These measures should improve the BIP registration and bid adjustment procedures available to business which operate in the NWT, improve the utilization of NWT and local labour, and significantly reduce the leakage of government expenditures. These policy recommendations coupled with the informed use of other government programs and contracting approaches can achieve GNWT objectives simply and directly. The introduction of restrictive bidding should not be required and this will preserve the acceptance of the BIP under the terms of the Canada Internal Trade Agreement.

Workshops will be held in each Regional Centre by senior representatives of the Department of Public Works and Services. These regional meetings will be publicly advertised and held during the summer of 1995.

## **The Consultation Process**

As a part of the review of the government's Business Incentive Policy, the Cabinet directed the Department of Public Works and Services to conduct a public consultation to determine how the policy could be improved. The department was directed to obtain input on the existing policy from the general public, business community, MLAs and other interest groups across the Northwest Territories to determine the problems and issues concerning the existing policy and to obtain suggestions on how the policy could be improved.

The consultation process was planned to proceed in two phases; initiation and community meetings.

### ***Phase I - Initiation:***

The consultation was initiated by the distribution of a pamphlet, announcing the commencement of the consultation and encouraging the public to participate through the submission of a brief or letter, by calling a toll-free number and registering their concerns or by arranging a public or private meeting in their community. The pamphlet was distributed to every business registered under the BIP, each Chamber of Commerce, including the NWT Chamber of Commerce, the NWT Construction Association, each community government, every band council, aboriginal and land claims organization, all boards and agencies funded by the GNWT, Housing Associations and Authorities, and every labour organization. The pamphlet was also be sent to all MLA's with a covering letter from the Minister, outlining the process and soliciting their input during the process.

During this phase, six regional facilitators were retained under service contracts, following a proposal call process, to consult with individuals, businesses, and organizations in the regions and conduct community meetings.

#### **Regional Facilitators - BIP Consultation Process**

Baffin Region	Nunavut Consulting	Richard Clarke
Keewatin Region	Schultz Consulting	Sharon Schultz
Kitikmeot Region	Muskox Program Development	W. Zarchikoff
Inuvik Region	Chris Hopkins & Associates	Chris Hopkins
Ft. Smith Region	Office Works	Suzanne Armstrong
Yellowknife Region	Prestige Planning	Darlene Mandeville

An initial meeting was held with the facilitators to brief them on the BIP and the consultation process.

The Department of Public Works and Services set up a toll-free dedicated number in order to provide information, receive comments and arrange community meetings. All calls requesting community meetings were referred to the appropriate regional facilitator for follow-up.

## **Phase II - Community Meetings**

When there was sufficient interest expressed in holding a public meeting in the community, the regional facilitator assisted as necessary with the arrangements for the meeting including timing, meeting room arrangements and agenda. In many cases local councils and organizations arranged the community meetings. Costs, such as the meeting room, equipment rentals, and advertising were paid by DPW&S.

In some cases, the facilitators contacted business leaders and other community members by phone to discuss and record their concerns and recommendations.

The agenda form and content were determined by the community and the facilitator. Departmental staff did not attend the community meetings as the department did not want to be seen as setting the agenda or driving the process. All concerns and opinions expressed at the meetings were recorded by the facilitator.

Some organizations, businesses and councils preferred to meet individually with the facilitator in a community. This was done when a meeting was planned in the community. When a meeting was not planned facilitators often interviewed by phone, recording the concerns and suggestions in the same manner as in the public meetings.

After each meeting, the facilitator prepared a written report to the department outlining the issues discussed and any emerging ideas or themes.

As community meetings proceeded and issues and ideas began to flow in, brief newsletters were prepared which outlined the meeting proceedings, emerging issues, and suggestions for change. Three newsletters were prepared during the second phase of the consultation and were distributed to everyone on the original mailing list plus anyone else who requested to be placed on the mailing list.

The second newsletter contained a questionnaire which sought the opinions of readers on a number of general issues as well as some specific issues and suggestions which had been discussed at community meetings. The newsletters and questionnaires were produced and distributed in English and Inuktitut. Over 300 completed questionnaires were returned to the department.

<b>Communities in Which BIP Consultation Meetings Were Held</b>		
Iqaluit	Arviat	Tuktoyaktuk
Pond Inlet	Baker Lake	Ft. Smith
Pangnirtung	Rankin Inlet	Hay River
Cambridge Bay	Inuvik	Ft. Simpson
Coppermine	Ft. McPherson	Yellowknife
Gjoa Haven	Norman Wells	

During this phase of the consultation departmental staff also met with Nunavut Tungavik to discuss the BIP.



At the conclusion of the community meetings, the six facilitators met with departmental staff and the consultant retained to assist with the policy development, to summarize the issues and concerns heard at the community meetings and through individual meetings and phone conversations with business and community leaders.

The following sections of this report summarize the issues and concerns expressed throughout the consultation process and outline the major objectives which the NWT public believes a Business Incentive Policy should achieve. We discussed many issues and considered many options. Suggestions concerning the formulation of a new BIP were varied and consensus was not always achieved. Business interests often varied from those of the general community population. Similarly, regions or communities often differed in their assessments of the major issues and solutions. These differences are important in the formulation of a new policy and have been reflected in this report, rather than simply reporting the majority opinion.

### **Business Incentive Policy Issues:**

Facilitators ranked the issues which were brought forward during the consultation phase of the review based on the degree of importance placed on them during the consultations and their frequency.

#### **Most Important Issues:**

##### **The current policy is not properly monitored to ensure it is operating as it should.**

The current policy provisions for monitoring have not been adequately carried out to ensure the policy is operating as it should. The monitoring of registered businesses to ensure they continue to meet the eligibility criteria was cited as one area of weakness, especially for businesses with local status. There was a perception that not all Northern or Local businesses would continue to qualify as such if the premises and operation of the business were checked periodically. The most problematic area, however was the lack of contract monitoring to ensure the Northern and Local Content levels were being achieved. There was a strong perception that contractors who failed to meet their Northern or Local labour requirements were not being noticed or held accountable by the contract authority. The monitoring of subcontractor Local and Northern Content was noted as an area where the monitoring was particularly weak.

Participants complained that the monitoring of Northern and Local Content relied too heavily on self-reporting by the contractor. They noted that it was difficult for the contract authority, who was often based in the regional centre rather than in the community, to determine whether the reporting was accurate. Several communities suggested the decentralization of the monitoring process or the delegation of monitoring to the municipality or other local body would improve the effectiveness of the process.

It was also suggested that there should be more effective monitoring to ensure the consistent application of the policy by all departments and agencies. There was a perception that some departments and a significant number of funded agencies were not following the policy correctly or at all. This was seen as especially important when the contract authority was an organization, board, agency or municipality which is funded by the GNWT.

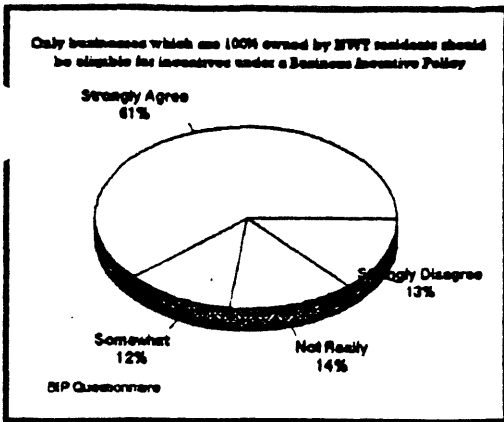


figure 1

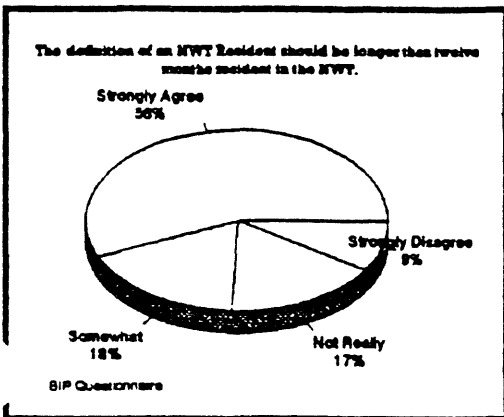


figure 2

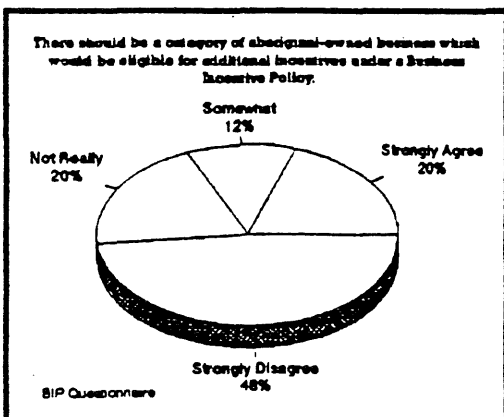


figure 3

## Local and Northern Business Definitions

Local and Northern businesses are defined under the current policy using two basic criteria; the ownership of the business and the operation of the business. There was strong agreement that the policy should continue to use operational criteria in these definitions and a number of suggestions that the criteria should be strengthened. There was a perception that some registered Local and Northern businesses were only "storefronts" for non-Northern businesses which should not be considered for registration. It was suggested that in order to be considered Local or Northern, a business should have a certain percentage of their assets located in the community or in the NWT and they should have the ability to undertake work on a year-round basis. It was also suggested that the business be required to operate for a minimum length of time in the community or in the NWT before being qualified as a Local or Northern business. There were also suggestions that the head office of the company should be located in the community to be considered Local and in the NWT to be considered Northern.

Most participants felt that the ownership criteria to determine Local and Northern businesses should be retained and many suggested the criteria should be increased from the current level of 51% ownership by NWT residents. (figure 1) One reason given to support raising the ownership criteria from the current 51% was that it would be an effective method of reducing storefronting by non-Northern businesses.

Underlying the criteria for ownership is the definition of a resident. The majority of participants suggested that the residency requirement be increased from the current 1- year requirement. (figure 2)

The continued requirement for a Local Business incentive was questioned by a significant number of participants in the regional centres. In contrast, support for the continuation of a Local preference mechanism was predominant in the smaller communities.

The issue of a separate aboriginal category of business was discussed at many of the community meetings. The majority of participants did not think this category was required in a new policy. (figure 3)

**Penalties for non-compliance with the policy are not consistently applied and when applied, are rarely effective.**

As noted previously, there was a strong perception that many violations of the policy went unnoticed, making the application of penalties inconsistent. There was also a perception that the penalties that were applied, did little to discourage contractors from violating the policy in the future. It was felt that the penalties for failure to meet Local Labour Content did little to offset the advantage a bidder receives from the 20% bid reduction on the unrealized content. Many felt the sanctions and penalties for failure to achieve content should be stronger and perhaps linked to continued BIP status as well as monetary penalties.

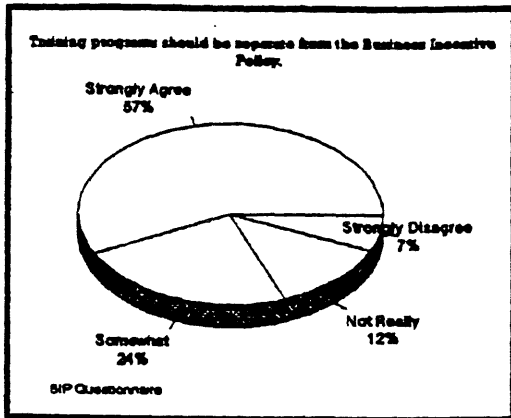


figure 4

(figure 4) Many noted that contractors are not trainers and are not well equipped to deal with training in the performance of a contract. A similar concern was raised by many about job creation incentives. Many felt a separate program for creating job opportunities would be more effective than trying to incorporate incentives in a Business Incentive Policy.

It was noted that different levels of communities and different types of businesses have different expectations and requirements from a Business Incentive Policy. It was suggested that perhaps there should be separate policies or approaches for larger, regional centers and smaller communities.

It was also noted that different types of businesses have different requirements for incentives under a Business Incentive Policy. It was suggested that separate policies or approaches should be considered to meet these differing needs.

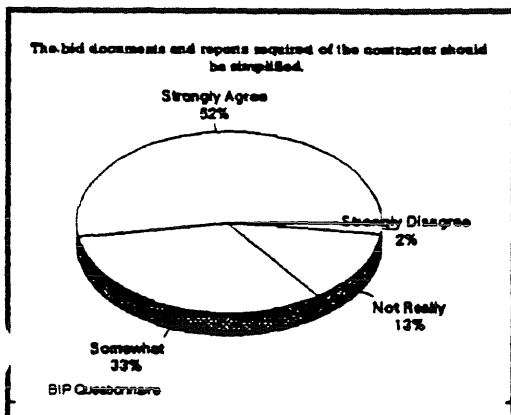


figure 5

**The current policy tries to achieve too many objectives**

Early versions of the Business Incentive Policy were designed primarily to foster the development of Northern Business. Later policies added components related to inventory for suppliers, manufacturing objectives, used of commercial room and board, etc. The latest Interpretive Bulletins have placed additional emphasis on the use of Northern labour and the use of Northern subcontractors and suppliers. There is a perception that the policy is trying to handle too many objectives.

Many participants in the consultation process said that initiatives such as training and job creation were important but should be developed as separate, but coordinated initiatives.

**The policy and operation of the policy are too complex.**

In part, because the current policy tries to cover too many objectives, the policy is seen to be far too complex. Many participants observed that the policy was not only too complex for businesses, but had also become too complex for the GNWT; creating confusion and uncertainty among administrators about the interpretation and application of the policy. Many noted that the amount of paperwork required in bid forms to document Northern Content was excessive. (figure 5)

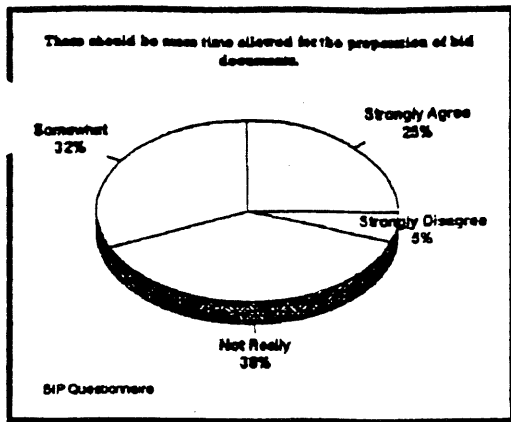


figure 6

The requirement to detail the use of Northern and Local Content by subcontractors was viewed as almost impossible to meet. The same complaints were heard regarding the reporting of labour utilized on the project. The complexity of the bidding and reporting process was seen to be particularly onerous to contractors whose first language was not English. Participants noted that it was difficult to obtain help from the government to complete tender forms due to the possible conflict of interest. Many expressed the need for additional time to prepare tenders and reports due to the complexity. (figure 6 ) Ironically, many pointed out that the additional information required on the bid documents and reports has done little to increase the effectiveness of the policy or eliminate loopholes. In some instances, the increased complexity was seen to disadvantage small business.

**There is a need to educate and inform users and administrators on the BIP and contract opportunities**

A significant number of participants reported that there was little support given to users of the policy to ensure that they understood how the policy operates and how to maximize the benefits which should accrue to Northern and Local businesses. The increasing complexity of the policy has exacerbated this situation and many users expressed frustration with the complexity and detail of bid forms and reports. It was suggested that a new policy be much more simple and that a step-by-step users manual be developed to guide bidders through the process. It was also recommended that personnel be made available to help users with and to answer general questions from the public. It was suggested that BIP administrators at all levels should be well informed and able to interpret the policy accurately for users.

Contractors frequently complained that they were not aware of contract opportunities available to them. Newspapers often reach smaller communities late, allowing insufficient time to prepare tender documents. It was suggested that a more timely system of posting tenders and upcoming tenders be initiated. It was also suggested that the government should try to be more proactive in the identification of local and NWT contract opportunities and ensure that local and NWT contractors are notified of these opportunities well in advance of the tender closing.

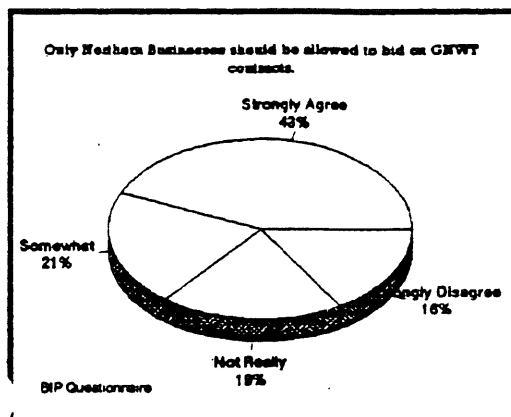


figure 7

**The ability of non-Northern contractors to bid on GNWT contracts**

As noted previously, most participants suggested that the criteria to qualify as a Northern Business should be enforced and many felt they should be strengthened. A significant number of participants felt that the policy should restrict the eligibility to bid on GNWT contracts to businesses which met the Northern Business criteria. (figure 7) There were also suggestions that bidding provisions for small contracts should be different from the provisions for larger contracts.

It was suggested by some that the policy should benefit smaller businesses to a greater degree than larger ones, which were presumably in a better position to meet competition from all quarters. Some noted that the restriction of bidding was contradictory to the interprovincial free trade provisions but most felt that the North required some form of protection or incentive to ensure that northern contractors were able to compete with non-Northern businesses which enjoyed lower overhead costs.

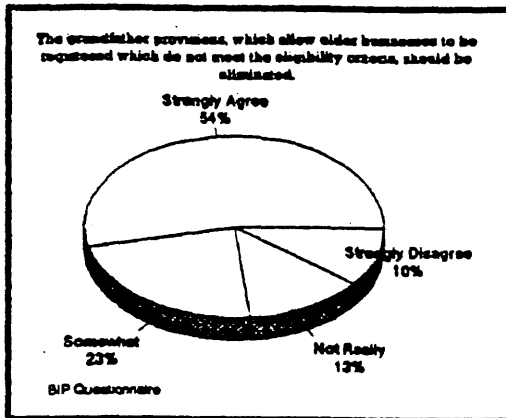


figure 8

### The grandfather provisions of the policy should be changed

The majority of the participants recommended that the current provisions in the policy which allow long established businesses to qualify as Northern contractors, without conforming to the strict criteria for Northern Business registration, be abolished or significantly altered. (figure 8) There were a few suggestions that businesses which do not strictly meet the criteria could be considered but the circumstances should be markedly different from the existing policy. The majority of participants felt that the grandfather provisions should simply be abolished.

### The BIP as a development tool for the workforce and Northern business.

Job creation was one of the major objectives which individual community residents and community organizations supported. Among business leaders, however, the objective was not rated as high. The results of the questionnaire indicated mixed opinions as to whether job creation should be a major objective of the policy. This is no doubt related to the apprehension many contractors expressed concerning their ability to hire and retain Local and Northern Workers during the performance of a contract. Many businesses expressed concern that it was difficult to retain northern workers due to the welfare system in place in the NWT and the prevailing expectations of higher wage rates than those offered by the contractor. Contractors complained that all of the responsibility for hiring and retaining local workers was placed on them and that penalties for failing to achieve local labour participation were imposed on them despite their best efforts to hire locally. Several municipalities said that they were in a good position to refer workers able and willing to work on a project to the contractor and wanted to play a role in that area. They pointed out that special projects which had utilized a local labour referral system in conjunction with a project in the community had worked well.

Many contractors also opposed combining training programs in the BIP because they felt that the performance of the contract could be jeopardized and that they did not possess the expertise to handle these programs. Most agreed that training the local labour force was very important but many thought that training should be achieved through programs other than the Business Incentive Policy.

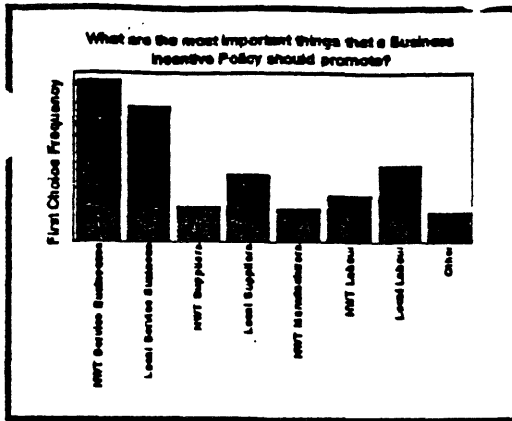


figure 9

The promotion of NWT service businesses was the objective most often stated as the most important BIP objective. (figure 9) There was little expression of the need for the policy to assist businesses in the development of management, administrative or other skills. Generally, participants believed that a Business Incentive Policy should provide opportunities and incentives to Northern businesses to participate in GNWT contracts rather than provide incentives to promote the development of business and management skills. It was noted that the policy has done a good job in the past of developing Northern Business and similar policy provisions will be sufficient to continue their development. Some suggested that incentives to promote the participation of Northern business in GNWT contracts is primarily required for smaller community businesses rather than larger businesses in regional or major centres.

### Interdepartmental and coordination issues

It was frequently noted that the various departments of government, responsible for the implementation of the BIP, were not operating in a consistent or coordinated manner. Different contract authorities often operate the BIP differently in terms of what they consider local businesses for a specific project, or whether they even apply the BIP. Programs such as training initiatives, rental housing, and social assistance should be coordinated with the BIP to help achieve common objectives but are often perceived to work against each other.

For example, it was suggested that some flexibility and coordination in the scheduling of work and completion deadlines would allow training programs, done in conjunction with projects, to work more effectively.

### Political influence

The operation of the Business Incentive Policy is perceived to be frequently tainted by political influence. The criteria for eligibility are often seen to be interpreted to allow businesses to register who do not really conform. The assessment of tenders is seen to be a secretive process which can not be properly scrutinized by the bidders or the public. It was suggested that a revised BIP contain clear and concise criteria for eligibility and the analysis of bids and that the award process must provide for the scrutiny of the bid analysis by the public.

### Policy Development Process

At several meeting, participants expressed their concern that government officials were not in attendance to hear the issues firsthand. At most of the meetings, participants expressed their desire to see some form of draft policy or position paper and have the ability to make comments prior to the review and adoption of any new policy by the Cabinet

## **Secondary Issues**

### **The eligibility of government funded businesses.**

A few participants questioned whether businesses which received funding from the GNWT should be eligible for any benefits under the Business Incentive Policy. They argued that it would be unfair for GNWT funded businesses to receive benefits under the BIP when they were already receiving assistance from the GNWT.

### **Applicability to proposal calls**

It was noted that the current policy could have very little effect on proposal calls since price was not always the prime determining factor in deciding who received the contract. It was generally felt that the BIP should be equally effective in the promotion of Northern business when proposal calls were used.

### **Consistency with land claims provisions**

It was noted that the lands claims agreements contained provisions pertaining to contracting and the development of preference policy and that any new policy development in this area must respect the provisions of these agreements.

## **Major Objectives Identified Through the Consultation Process**

Facilitators identified five major objectives which they felt the public expressed during the community meetings. As well they identified five criteria which should guide the development of a revised Business Incentive Policy.

### **Objectives:**

**The policy should provide support to local, regional and NWT businesses which enables them to compete successfully.**

The policy should provide some level of support or protection for NWT businesses which would allow them to compete successfully among themselves and with non-Northern businesses for GNWT contracts. The policy should offer protection or support to local businesses, especially smaller ones, when bidding on contracts within the community or region, but should not restrict the ability of any NWT business to broaden their market base within the NWT.

**The policy should help provide job opportunities for local, regional and NWT residents.**

The policy should promote the use of local labour whenever possible. If the local labour force is unable to provide the requisite labour required for a project, all potential regional or NWT labour should be utilized before any non-Northern labour is imported.

**The policy should promote the ownership, control, administration and management of NWT businesses by NWT residents.**

The incentives should only be available to businesses which are primarily owned, controlled, managed and administered by NWT residents. The management and administration of a local business should be performed primarily by local residents.

**The policy should help develop the skills of local, regional and the NWT workforce to enable residents to acquire jobs.**

The policy should allow for the development of the Northern workforce through apprenticeship, training and general skill development. The policy need not contain provisions specifically for the development of the workforce but must be coordinated with other programs which promote training and development.

**The policy should minimize the leakage of government expenditures outside of the NWT.**

The policy should ensure that government expenditures will, to the extent possible, accrue to businesses which will, in turn, buy goods, services, and labour within the NWT.

**Criteria:**

**The policy must operate in a manner which is accountable both to government and to business.**

**The operation of the policy should be easy to administer and transparent.**

**The operation of the policy should rely on clear guidelines and procedures and be free from political interference and influence.**

**There should be an effective communications strategy to ensure that users, administrators, the public and other government departments understand the policy and are able to access information pertaining to the policy and its operation.**



**Results from the BIP Questionnaire**

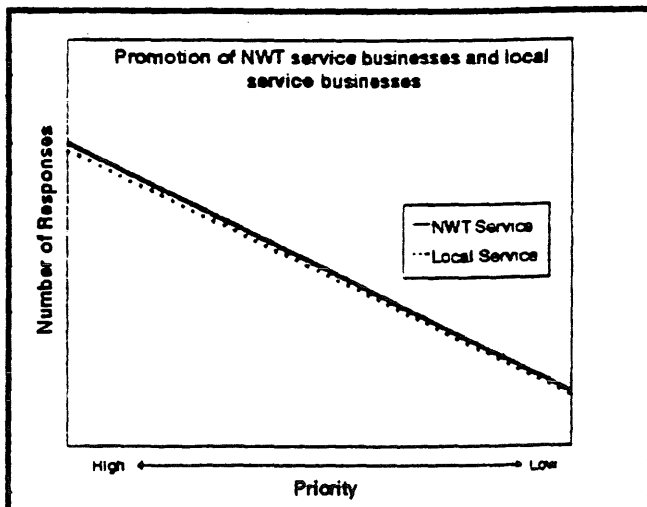
A questionnaire was included with the second mailing of the BIP newsletter, *Community Update*. To date 316 questionnaires have been returned to the department. The following results have been tabulated from this sample.

**Question 1 -**

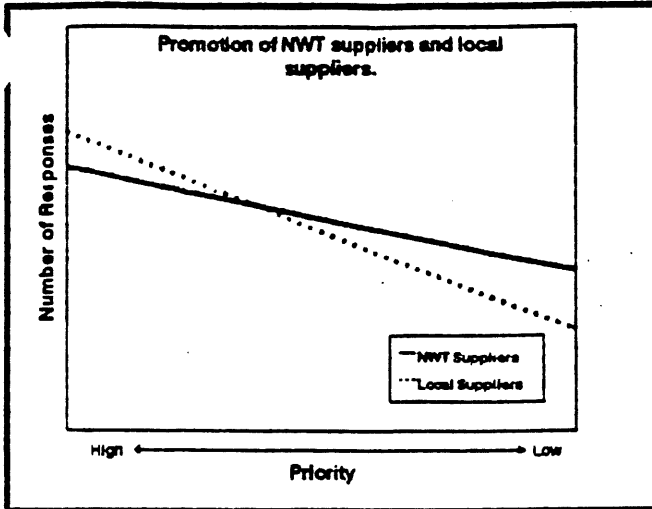
**What are the most important things that a Business Incentive Policy should achieve, in order of preference (number 1,2,3, etc)**

- Promote NWT service businesses such as construction, transportation and consulting.
- Promote local service businesses
- Promote NWT suppliers
- Promote local suppliers
- Promote NWT manufacturers
- Promote use of NWT labour
- Promote use of local labour
- Other

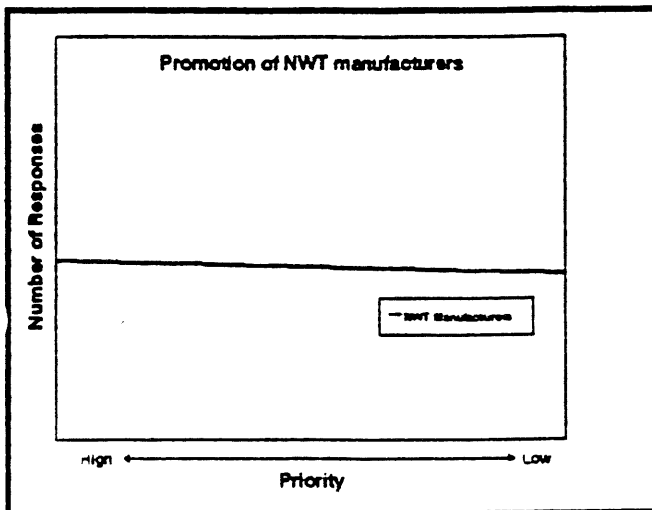
Question 1 was analyzed by graphing the number of times each item was selected as first, second, third, etc., The slope of each line indicates generally, the importance of the item.



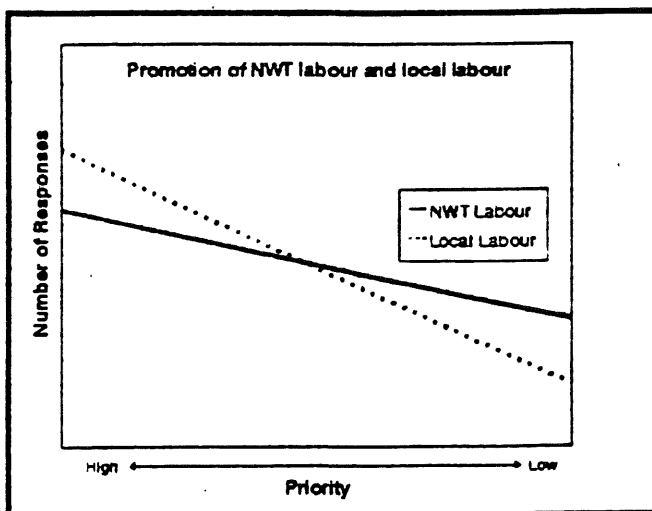
*The slope of these lines indicate that a significant number of respondents chose these two items as important and that there was little difference between the two items.*



*The slopes of these lines indicate that there is less support for suppliers than for service businesses and that support for local suppliers is greater than that for NWT suppliers*



*The slope of this line indicates that there was not a strong preference for the promotion of manufacturing among respondents. Nearly as many respondents ranked this objective first as those who ranked it last.*



*The slopes of these lines indicate that the use of NWT and Local labour were both ranked high by most respondents but the promotion of local labour was ranked higher than the promotion of NWT labour as an objective.*

**Question2-**

**These are some of the suggestions made at the community meetings to date. What do you think about them?**

Check a box:

Only Northern Businesses should be allowed to bid on GNWT contracts	Strongly Agree	43%
	Somewhat	21%
	Not Really	19%
	Strongly Disagree	16%

Check a box:

Training programs should be separate from the Business Incentive Policy	Strongly Agree	57%
	Somewhat	24%
	Not Really	12%
	Strongly Disagree	7%

Check a box:

Only businesses which are 100% owned by NWT residents should be eligible for incentives under a Business Incentive Policy.	Strongly Agree	61%
	Somewhat	12%
	Not Really	14%
	Strongly Disagree	13%

Check a box:

All imported labour should be required to use commercial room and board if available and adequate.	Strongly Agree	25%
	Somewhat	32%
	Not Really	38%
	Strongly Disagree	5%

Check a box:

The definition of a NWT Resident should be longer than twelve months resident in the NWT.	Strongly Agree	56%
	Somewhat	18%
	Not Really	17%
	Strongly Disagree	9%

Check a box:

The bid documents and reports required of the contractor should be simplified.	Strongly Agree	52%
	Somewhat	33%
	Not Really	13%
	Strongly Disagree	2%

Check a box:

The definition of a Local Resident should be longer than six months resident in the community.	Strongly Agree	65%
	Somewhat	14%
	Not Really	12%
	Strongly Disagree	9%

Check a box:

There should be more time allowed for the preparation of bid documents.	Strongly Agree	25%
	Somewhat	32%
	Not Really	38%
	Strongly Disagree	5%

Check a box:

There should be a category of aboriginal-owned business which would be eligible for additional incentives under a Business Incentive Policy.	Strongly Agree	20%
	Somewhat	12%
	Not Really	20%
	Strongly Disagree	48%

Check a box:

The grandfather provisions, which allow older businesses to be registered which do not meet the eligibility criteria, should be eliminated.	Strongly Agree	54%
	Somewhat	23%
	Not Really	13%
	Strongly Disagree	10%

**Question 3-**

The following approaches for a revised Business Incentive Policy have been discussed at community meetings to date.

What do you think about the following options?

Get rid of the BIP.

Check a box:	
Good Idea	14%
Could Be OK	13%
Not Very Good	34%
Terrible Idea	39%

Negotiate more contracts to ensure northern businesses are used and local labour hired.

Check a box:	
Good Idea	42%
Could Be OK	27%
Not Very Good	11%
Terrible Idea	19%

Use a cash bonus system to compensate businesses based on the amount of northern content they use in the performance of the contract.

Check a box:	
Good Idea	29%
Could Be OK	30%
Not Very Good	18%
Terrible Idea	23%

Retain the current bid adjustment system with some changes.

Check a box:	
Good Idea	29%
Could Be OK	30%
Not Very Good	18%
Terrible Idea	23%

## Who are you?

You do not have to indicate your name or business name on this questionnaire but we would appreciate knowing the following information, which will assist us in the analysis of the returned questionnaires.

Do you own or operate a business ?.....	90%
If yes, is it a service business such as a construction company, transportation company, consulting company, etc?.....	71%
Is the business a supplier of goods?.....	50%
Is the business registered under the current BIP?.....	74%
Do you represent an organization?.....	27%
Community government?.....	7%
Native organization?.....	13%
Business organization?.....	32%
Other?.....	12%

DPWS PROJECT IMPLEMENTATION TOOL BOX

# CHART 1: DPWS TOOLS TO MEET GNWT OBJECTIVES

## GNWT OBJECTIVES

	L/N TRAINING	L/N EMPLOYMENT	MUNICIPAL DEVELOPMENT	N. BUSINESS DEVELOPMENT	L. BUSINESS DEVELOPMENT	LOW CAPITAL OR LIFETIME COSTS	EMERGENCIES	LOW FINANCIAL RISK	LOW GNWT ADMIN. COST
<b>GNWT POLICY AND STRATEGY</b>									
• BUILDING AND LEARNING STRATEGY	✓	✓							
• BIP				✓	✓				
<b>DPWS DIRECTIVE/PROCEDURE</b>									
• TENDER ADVERTISEMENT					✓				
• COMMERCIAL ROOM AND BOARD					✓				
• SELECTION OF A/E CONSULTANTS			✓						
<b>CONTRACT CONDITIONS</b>									
• CONTRACT SECURITY				✓				✓	
• PAYMENT PROCEDURES				✓	✓				
• MONITOR L/N WORKFORCE		✓							
• DESIGN STANDARDS AND GUIDELINES		✓				✓		✓	
<b>CONTRACT SCOPE</b>									
• MULTIPLE PRIME CONTRACTS	✓	✓			✓		✓		
• DESIGN/TENDER/CONSTRUCT				✓	✓	✓		✓	
• DESIGN/BUILD				✓			✓		
• DESIGN/BUILD/OPERATE					✓				
• RESTRICT IMPORT LABOUR		✓							
• NOMINATED SUB-TRADES/SUPPLIER		✓			✓				
• NOMINATED MANUFACTURER		✓		✓					
<b>CONTRACT AWARD</b>									
• PUBLIC TENDER				✓		✓			✓
• INVITATIONAL TENDER					✓		✓	✓	
• MUNICIPAL CONTRACT AUTHORITY		✓	✓						
• SOLE SOURCE AWARD					✓		✓		
• NEGOTIATED CONTRACT	✓	✓			✓				
• PROPOSAL CALL	✓	✓		✓					
<b>CONTRACT FORM</b>									
• STIPULATED PRICE								✓	✓
• UNIT PRICE									✓
• COST PLUS	✓	✓			✓				
• CONSTRUCTION MANAGEMENT	✓	✓		✓	✓				
• LEASE					✓			✓	
• STANDING OFFER AGREEMENTS				✓	✓	✓	✓	✓	✓





























1. ፊደርላል ፕላን ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡
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3. ለራስ ለራስ የሚሰጠው ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡

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- ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡
- ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡

ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡ ለራስ ለራስ የሚሰጠው ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡

- ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡
- ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡

ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡ ለራስ ለራስ የሚሰጠው ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡

ለጋራ ገቢ ለማግኘት ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡ ለራስ ለራስ የሚሰጠው ስራ ለማድረግ ለሚያስፈልገው የሥራ ጊዜ ለማስጨመር ማድረግ፡፡



ክፍል-ጋራው በየአካባቢው ለሚኖሩ ሰዎች ለማሳደግ ለሚችሉ ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

ርዕዮተኛዎች፣ ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

4.2 ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች  
ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

4.3 ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች  
ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

- ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።
- ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።
- ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

5. ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች  
ግንባታ ለማድረግ ለሚያስፈልጉት ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል። ለሰው ሕይወት ለሚቀጥል ሁኔታዎች ላይ ማሳሰቢያ ማድረግ ይገባል።

















ለዲሞክራሲያዊ ጥያቄ ለማሟላት የሚያስፈልገውን ስልጠና እና ሌሎችም ተግባራት ለማከናወን ለሚገባው ሰነድ ለመስጠት ያስፈልጋል።

በሌሎች አገሮች ውስጥ ለሚከናወኑ ስልጠናዎች ላይ ለማሳካት ለሚገባው ሰነድ ለመስጠት ያስፈልጋል። ለዚህም ስልጠና ለማድረግ ለሚገባው ሰነድ ለመስጠት ያስፈልጋል።

በሌሎች አገሮች ውስጥ ለሚከናወኑ ስልጠናዎች ላይ ለማሳካት ለሚገባው ሰነድ ለመስጠት ያስፈልጋል። ለዚህም ስልጠና ለማድረግ ለሚገባው ሰነድ ለመስጠት ያስፈልጋል።









ለጠቅላይ ሚኒስትሩና ለብሔራዊ ጥበቃ ሚኒስትሩ ይቀርባል።

በኮሎን ከገደብ ለመጣት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል።

ማህበራዊ ጥቅም ላይ ላይ ላይ ላይ

የሥራ ስልጠና በሥራ ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል።

የሥራ ስልጠና ለማህበራዊ ጥቅም ላይ ላይ ላይ

የሥራ ስልጠና በሥራ ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል።

የሥራ ስልጠና ለማህበራዊ ጥቅም ላይ ላይ ላይ

የሥራ ስልጠና በሥራ ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል።

የሥራ ስልጠና ለማህበራዊ ጥቅም ላይ ላይ ላይ

የሥራ ስልጠና በሥራ ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል። ለአዲስ የሥራ ስልጠና ለማግኘት የሚችሉትን ሰዎች ለማሟላት ስልጠና ይሰጣል።

ለጠቅላይ ሚኒስትር ጽ/ቤት የሚገባውን የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ይደረጋል

በሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

ጋራ ጥያቄዎች፡

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።

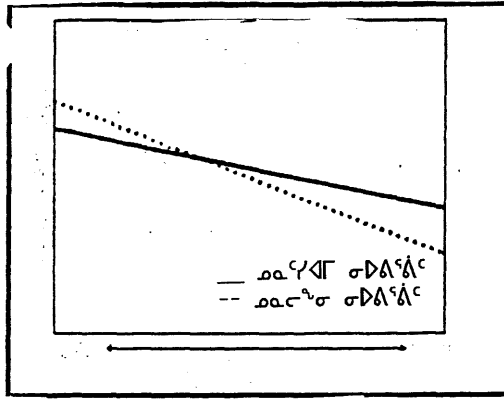
የሥነ ምግባር ምርመራና የጥገና ስልጠና ለማድረግ ለሚገቡት ሰዎች ስልጠና ለማድረግ ይደረጋል።





ክፍለ-ጊዜያዊ ምርመራ ለግብር ማረጋገጫ ማድረግ

ፍርድ ቤቅ  
 ግብር ማረጋገጫ



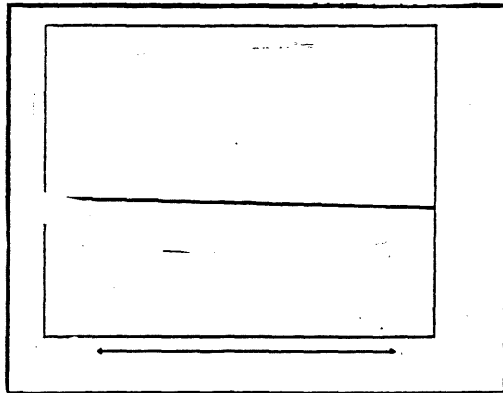
የግብር ምርመራ      የግብር ምርመራ

የግብር ምርመራ ማድረግ

የግብር ምርመራ ማድረግ ለግብር ማረጋገጫ  
 ክፍለ-ጊዜያዊ ምርመራ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ

ክፍለ-ጊዜያዊ ምርመራ ለግብር ማረጋገጫ ማድረግ

ፍርድ ቤቅ  
 ግብር ማረጋገጫ



የግብር ምርመራ      የግብር ምርመራ

የግብር ምርመራ ማድረግ

የግብር ምርመራ ማድረግ ለግብር ማረጋገጫ  
 ክፍለ-ጊዜያዊ ምርመራ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ  
 ማረጋገጫ ማድረግ ለግብር ማረጋገጫ ማድረግ











CHART 1: DPWS

መረጃ ለማግኘት ለሚያስፈልጉት ጋንታዎች

ለሲቪል ስርዓት ለሚደረግበት ጋንታዎች ለማግኘት ለሚያስፈልጉት መረጃ

ሰጠው የሆኑት ሁሉም ጋንታዎች ለሚደረግበት ስርዓት ለማግኘት ለሚያስፈልጉት መረጃ

መረጃ ለማግኘት ለሚያስፈልጉት ጋንታዎች	L/N-ወ/ወ/ሮ ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት	L/N-ወ/ወ/ሮ ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት	ወ/ሮ ለሚያስፈልጉት
መረጃ ለማግኘት ለሚያስፈልጉት ጋንታዎች									
አዲስ አበባ ለሚያስፈልጉት	✓	✓							
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓	✓				
በሰጠው የሆኑት ሁሉም ጋንታዎች ለሚደረግበት ስርዓት ለማግኘት ለሚያስፈልጉት መረጃ									
ጋንታዎች ለሚያስፈልጉት ለሚያስፈልጉት					✓				
የወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት					✓				
መረጃ ለማግኘት ለሚያስፈልጉት ለሚያስፈልጉት				✓					
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓					
ጋንታዎች ለሚያስፈልጉት ለሚያስፈልጉት									
ጋንታዎች ለሚያስፈልጉት ለሚያስፈልጉት				✓				✓	
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓	✓				
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት		✓							
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት		✓				✓		✓	
ጋንታዎች ለሚያስፈልጉት ለሚያስፈልጉት									
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓					✓		
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓	✓	✓		✓	
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓					
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት		✓							
መረጃ ለማግኘት ለሚያስፈልጉት ለሚያስፈልጉት		✓	✓						
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት					✓		✓		
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓			✓				
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓		✓					
ጋንታዎች ለሚያስፈልጉት ለሚያስፈልጉት									
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት								✓	✓
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት									✓
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓							
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓		✓	✓				
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት	✓	✓		✓	✓				
ወ/ሮ ለሚያስፈልጉት ለሚያስፈልጉት				✓	✓	✓	✓	✓	✓