REFERENCES


Bendor-Samuel, P. 2001e. What to do if you can’t find the right supplier. *BPO Outsourcing Journal*, December. 4 pp.


Dobbins, J; Jones, S; Crane, k; Rathmell, A; Steel, B; Teltschik, R and Timilsina, A. 2005. The UN’s Role in Nations-Building: from the Congo to Iraq. The RAND Corporation, Santa Monica CA.


Grossman, G and Helpman E, 2003. Outsourcing in a Global Economy. Princeton University and Harvard University, Tel Aviv University and CIAR


Harland, C, Knight, H. Lamming, R and Walker, H. (2005). Outsourcing: assessing the risks and benefits for organizations, sectors and nations. Centre for Research in Strategic Purchasing and Supply (CRiSPS), School of Management, University of Bath, Bath, UK and School of Management, University of Southampton,


M2 Presswire, 2003. UN Fifth Committee reviews proposals to increase profitability of revenue-producing activities by United Nations; Non-payment of assessed dues also considered; Exemptions suggested for 10 member states said to face financial hardships. M2 Communication Ltd. 9 pp. New York: United Nations.


## APPENDICES

<table>
<thead>
<tr>
<th>APPENDIX</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A: Third Party Service Provider Survey Questions</td>
<td>382</td>
</tr>
<tr>
<td>Appendix B: Private Sector Manufacturing Companies Survey Questions</td>
<td>394</td>
</tr>
<tr>
<td>Appendix C: Peacekeeping Operations Survey Questions</td>
<td>413</td>
</tr>
<tr>
<td>Appendix D: Fisher’s Exact Rest Results on 74 consolidated Questions</td>
<td>426</td>
</tr>
</tbody>
</table>
Appendix A

Third Party Service Provider Questionnaire

1. Financial Information: Kindly provide electronic copy of your company’s?
   Annual Report for 2005

2. Select the core competences of your company. (Select all that apply)
   a. ☐ Integrity
   b. ☐ Professionalism
   c. ☐ Respect for diversity
   d. ☐ Effective communication
   e. ☐ Teamwork
   f. ☐ Good leadership
   g. ☐ Monitor progress against milestone and deadlines
   h. ☐ Clear role definition
   i. ☐ Delegation of appropriate responsibilities
   j. ☐ Accountability
   k. ☐ Decision making authority
   l. ☐ Prioritization of work
   m. ☐ Planning and organization
   n. ☐ Openness to share information
   o. ☐ Development of clear goals consistent with agreed strategies
   p. ☐ Interpersonal relationship/skills
   q. ☐ Others, please specify____________________________

3. What is the total staff strength of your company (including casual and temporal staff)? ______

4. What is the number of employees?
   In Information technology ______
   In Logistics related fields ______
   On site at client location ______
5. Describe your company’s organizational structure? (Select all that apply)
   a. [ ] Traditional
   b. [ ] Matrix
   c. [ ] Mixed matrix
   d. [ ] Project Oriented
   e. [ ] Others, please specify____________________________

a. Kindly provide a Brief History of your company.
   (Electronic copy of your company’s profile and the annual report for 2004 and 2005 would suffice)

b. What service(s) do your presently outsource?
   a. [ ] Customer Service
   b. [ ] Freight bill payment
   c. [ ] Freight consolidation/distribution
   d. [ ] Selected manufacturing activities
   e. [ ] Advertising and communications
   f. [ ] Traffic management/fleet operations and management
   g. [ ] Website Development and Maintenance
   h. [ ] Application Development
   i. [ ] Application Maintenance
   j. [ ] WANs
   k. [ ] LANs
   l. [ ] IT training
   m. [ ] Desktop Management
   n. [ ] Disaster Recovery
   o. [ ] Data/Call Centre
   p. [ ] Product assembly
   q. [ ] Order Fulfillment
   r. [ ] Parts Packaging and accessories
   s. [ ] Packaging for retail item
   t. [ ] Selected manufacturing activities
   u. [ ] Engineering services and engineering maintenance
   v. [ ] Communication and communication maintenance
   w. [ ] Transportation and fleet maintenance
   x. [ ] Information reporting
   y. [ ] Assets/inventory management
z. Property management
   aa. Warehousing
   bb. Facilities / camp management
   cc. Inbound Transportation
   dd. Outbound Transportation
   ee. Engineering and related services
   ff. Medical Services
   gg. Aviation maintenance
   hh. Aviation management
   ii. Heavy and specialized maintenance activities
   ji. Security Services
   kk. Fire safety
   ll. Specialised item that your company does not have the expertise
   mm. Others, please specify____________________________

8. How do you target clients (Select all that apply)
   a. Base on internal targeted research
   b. Based on geographical location
   c. Based on commodity
   d. Others, please specify____________________________

9. What factors influence your decision to participate in a Request for Proposal/Request for Quotation (Select all that apply)
   a. Size
   b. Core competence
   c. Location
   d. Complexity
   e. Ability to influence change
   f. Sole source issues
   g. Financial gains

10. What are your goals and objectives for outsourcing? (Select all that apply)
    a. Performance Improvement
    b. Labour Issues
    c. Cost Reduction
    d. Competitive Issues
11. Are outside experts involved in your company’s decision to outsource? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   
   ☐ ☐ ☐ ☐ ☐

12. What benchmarks/models do you use to establish goals? (select all that apply)
   a. ☐ Professional knowledge and experience
   b. ☐ Internal driven decision
   c. ☐ Industry standard
   d. ☐ Current literature
   e. ☐ Technical research studies
   f. ☐ Customer survey
   g. ☐ Industry trade information
   h. ☐ University research
   i. ☐ Competitive situations
   j. ☐ Company experience
   k. ☐ Other internally outsourced operations
   l. ☐ Others, please specify____________________________

13. What are your risks of outsourcing? (Select all that apply)
   a. ☐ Loss of control
   b. ☐ Failure
   c. ☐ Product quality
   d. ☐ Delivery
   e. ☐ Performance
   f. ☐ Inaccurate data
   g. ☐ Getting it wrong
   h. ☐ Insufficient research
   i. ☐ Costs
   j. ☐ Flexibility
   k. ☐ Need for improvement
   l. ☐ Others, please specify____________________________

14. What results do you expect from outsourcing? (Select all that apply)
   a. ☐ Lower costs
   b. ☐ Improved services
   c. ☐ Specific key performance indicators
d. □ More time for other services

15. What barriers impeded your outsourcing decision? (Select all that apply)
   a. □ Government regulations
   b. □ Labour agreements
   c. □ Quality constraints
   d. □ Control of output
   e. □ Current workload
   f. □ Outsourcing expertise
   g. □ Insufficient volumes to operates
   h. □ Poor economy
   i. □ Technology limitation
   j. □ Lack of mature international network
   k. □ Project size/scope/control
   l. □ Others, please specify____________________________

16. Would you retain your client’s existing carriers and subcontractors in new processes? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1 2 3 4 5
   □ □ □ □ □

17. Do you perform an initial assessment of current operations before you embarked on the process? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1 2 3 4 5
   □ □ □ □ □

18. How is (17) above carried out? (Select all that apply)
   a. □ Quality measurement programmes
   b. □ Evaluated electronic information capabilities
   c. □ Comparison of two different assessments
   d. □ Others, please specify____________________________

19. How is outsourcing performance internally evaluated by your company? (Select all that apply)
   a. □ Performance measures
   b. □ Cross functional teams
c. □ By end users- based on product quality

d. □ By end users- based on performance

e. □ By end users- based on cost

f. □ By end users- based on product quality, performance and cost

g. □ Fill rate

h. □ On time delivery

i. □ Subjective “responsiveness” measurement

j. □ Contract terms

k. □ Gain and pain sharing

l. □ Key performance indicators

m. □ Multiply internal scorecards and measures

n. □ Rigid metrics written into the contract

o. □ Others, please specify____________________________

20. Is outsourcing data readily available? (Select one)

(1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

1 2 3 4 5

□ □ □ □ □

21. If answer to (20) above is in the negative, how was it defined? (Select all that apply)

a. □ It was an intense project

b. □ Claims and return information were missing

c. □ Some unknown and left for Providers to define

d. □ There was continuous dialogue the implementation

e. □ Establish reporting standards

f. □ Understanding of data

g. □ Overlaying of source data

h. □ Links service providers electronically

i. □ New measure were introduced

j. □ Others, please specify____________________________

22. If the information comes from multiple sources how do you reconcile it? (Select all that apply)

a. □ Internal process

b. □ Electronically

c. □ Manually

d. □ Supplier

e. □ Vendors
f. Customers

g. Service provider feedback

h. Review session

i. Comparison of Service provider data and order entry system

j. Project managers

k. An understanding of data sources and reason for its use

l. Use of best industry practices to identify and reconcile

m. Others, please specify____________________________

23. How do you analyze performance? (Select all that apply)

a. Predictive

b. Exceptions

c. Tolerance

d. Trend analysis

e. Comparison to specification expectation

f. Comparison of performance versus cost

g. Comparison of performance versus time

h. Comparisons of competitive bids

i. Monitoring more than analysis

j. Independent measures

k. Comparison to industrial standards

l. Performance measured against plan/goal

m. Current performance versus history

n. Others, please specify____________________________

24. How is outsourcing data collected? (Select all that apply)

a. Internal process

b. Owners

c. Manager

d. Customer

e. Service providers

f. Analysts

g. Project Manager

h. Team

i. Steering committee

j. Top management of Provider

k. Top management of manufacturers
l. □ Others, please specify____________________________

25. Where did the company get the outsourcing data? (Select all that apply)
   a. □ Internally within the company
   b. □ Vendors/Suppliers
   c. □ Software and programmes
   d. □ associates familiar with the work
   e. □ Across internal systems
   f. □ Outsource Provider retains confidential information
   g. □ Jointly owned by owner and Provider
   h. □ External experts/ Consultants
   i. □ Internal tasks force within the company
   j. □ Others, please specify____________________________

26. How do you presently select service providers, subcontractors and carriers? (Select all that apply).
   a. □ Review process
   b. □ Asset or non asset Provider
   c. □ Sole source decision
   d. □ Survey of industry trade information
   e. □ Site visit
   f. □ Consideration given to suitable candidates
   g. □ Reference
   h. □ Industry reputation
   i. □ Prequalification scan
   j. □ Personal experience
   k. □ Interviews
   l. □ Quality programme factors
   m. □ Request for proposal
   n. □ Others, please specify____________________________

27. Rank the factors that influence your Provider selection? (1= lowest, 5=highest)
   1  2  3  4  5
   a. □ □ □ □ □ Cost
   b. □ □ □ □ □ Financial stability
   c. □ □ □ □ □ Quality
   d. □ □ □ □ □ Operational excellence
   e. □ □ □ □ □ Information technology
f.  ☐ ☐ ☐ ☐ ☐ Physical equipment and capabilities (site visit?)
g.  ☐ ☐ ☐ ☐ ☐ Reputation/references
h.  ☐ ☐ ☐ ☐ ☐ Strategic direction
i.  ☐ ☐ ☐ ☐ ☐ Business qualifications
j.  ☐ ☐ ☐ ☐ ☐ Management depth and strength
k.  ☐ ☐ ☐ ☐ ☐ Chemistry and Compatibility

28. How are expectations defined? (Select all that apply)
   a.  ☐ Through statement of expectation
   b.  ☐ Core Service provider programmes
   c.  ☐ Performance standards in contract
   d.  ☐ Procedures
   e.  ☐ Contract
   f.  ☐ Policies
   g.  ☐ By manufacturer
   h.  ☐ Negotiated scope of work
   i.  ☐ Key performance indicators
   j.  ☐ Others, please specify____________________________

29. How are policies and procedures established?
   a.  ☐ Uniquely
   b.  ☐ Very defined
   c.  ☐ By the manufacturer
   d.  ☐ Integrating customer and Provider minimum standards
   e.  ☐ Mutually defined policies
   f.  ☐ Jointly developed policies
   g.  ☐ Developed for specific project
   h.  ☐ Policies set up to reflect clients interest based on Provider standards
   i.  ☐ Tailored to specific project with respect to industry data and trends
   j.  ☐ Others, please specify____________________________

30. Did you use your existing policies? (Select one)
(1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

   1  2  3  4  5
   ☐ ☐ ☐ ☐ ☐
31. Were unique policies developed to manage your business? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1  2  3  4  5
   [ ] [ ] [ ] [ ] [ ]

32. How do you measure service provider performance? (select all that apply)
   a. [ ] Delivery performance
   b. [ ] Metrics and phases
   c. [ ] Quality
   d. [ ] Minimum standards of Provider
   e. [ ] Based on five area of performance
   f. [ ] Performance
   g. [ ] Communication
   h. [ ] Detailed performance measures
   i. [ ] Reviews
   j. [ ] Electronically
   k. [ ] Cost
   l. [ ] On schedule
   m. [ ] Accurate information
   n. [ ] Report is collected by Provider
   o. [ ] Performance is measured by manufacturing company
   p. [ ] Others, please specify____________________________

33. How often is the Provider’s/subcontractors/carrier performance measured?
   a. [ ] Daily
   b. [ ] Daily cost reviews
   c. [ ] Weekly
   d. [ ] Weekly during implementation
   e. [ ] Monthly
   f. [ ] Monthly for projects
   g. [ ] Quarterly
   h. [ ] Quarterly for control purposes
   i. [ ] Quarterly with annul review
   j. [ ] Annually
   k. [ ] Project dependent
   l. [ ] Event dependent
   m. [ ] Depends on aspects of performance being measured
n. ☐ Exception areas measured more frequently
o. ☐ Continuous monitoring
p. ☐ Non specific
q. ☐ Others, please specify____________________________

34. Who provides the data for measurement?
   a. ☐ Suppliers
   b. ☐ Vendors
   c. ☐ Service providers
   d. ☐ On-site personnel
   e. ☐ Manufacturer
   f. ☐ Project team
   g. ☐ Service provider provides data and self diagnosis
   h. ☐ Provider reconciles
   i. ☐ Others, please specify____________________________

35. Are there friction points? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   
   1 2 3 4 5
   ☐ ☐ ☐ ☐ ☐

36. If answer to (42) above is in the affirmative, when does the friction occur? During:(Select all that apply)
   a. ☐ Changes
   b. ☐ Price issues
   c. ☐ New measurement
   d. ☐ During performance review
   e. ☐ Back order process
   f. ☐ Integration of staffing and human resources
   g. ☐ Others, please specify____________________________

37. How do you manage exceptions?
   a. ☐ Cooperatively
   b. ☐ Crisis management
   c. ☐ As a team
   d. ☐ Collaboratively
   e. ☐ Daily
f. □ Quickly

g. □ Immediate identification on website

h. □ Shop floor empowerment

i. □ Through a CRM system

j. □ Empower managers

k. □ Others, please specify____________________________

38. Would your company consider an outsourcing arrangement with the UN?
(1=Definitely, 2=Probably, 3=Not sure, 4= Probably not, 5= Definitely not)

1 2 3 4 5

□ □ □ □ □

39. What recommendations regarding outsourcing would you have for the UN? (Select all that apply)

a. □ Consider you goals carefully

b. □ Define deliverable

c. □ Carefully defined goals with measurable deliverables are essential

d. □ Identify key people within the organization

e. □ Communication is essential

f. □ Maintain ongoing dialogue

g. □ Never work as originally intended

h. □ Relationship is critical

i. □ Others, please specify____________________________
Appendix B

Private Sector Manufacturing Companies Survey Questions

1. Financial Information: Kindly provide a copy of your company’s?
   Annual Report for 2005

2. What is/are the core competence(s) of your firm? (Select all that apply)
   a. □ Integrity
   b. □ Professionalism
   c. □ Respect for diversity
   d. □ Effective communication
   e. □ Teamwork
   f. □ Good leadership
   g. □ Monitor progress against milestone and deadlines
   h. □ Clear role definition
   i. □ Delegation of appropriate responsibilities
   j. □ Accountability
   k. □ Decision making authority
   l. □ Prioritization of work
   m. □ Planning and organization
   n. □ Openness to share information
   o. □ Development of clear goals consistent with agreed strategies
   p. □ Interpersonal relationship/skills
   q. □ Others, please specify____________________________

3. What is the staff strength of your firm? (including casual/temporary staff) ______
   a. What is the number of employees in information technology? ______
   b. What is the number of employees in logistics related fields? ______

4. Describe your firm’s organizational structure? (Select all that apply)
   a. □ Traditional
   b. □ Matrix
   c. □ Mixed matrix
   d. □ Project Oriented
   e. □ Others, please specify____________________________
5. Kindly provide a Brief History of your company.

   (Electronic copy of your company’s profile and the annual report for 2004 and 2005 would suffice).

6. What service(s) do you outsource presently outsource?
   a. ☐ Customer Service
   b. ☐ Freight bill payment
   c. ☐ Freight consolidation/distribution
   d. ☐ Selected manufacturing activities
   e. ☐ Advertising and communications
   f. ☐ Traffic management/fleet operations and management
   g. ☐ Website Development and Maintenance
   h. ☐ Application Development
   i. ☐ Application Maintenance
   j. ☐ WANs
   k. ☐ LANs
   l. ☐ IT training
   m. ☐ Desktop Management
   n. ☐ Disaster Recovery
   o. ☐ Data/ Call Centre
   p. ☐ Product assembly
   q. ☐ Order Fulfillment
   r. ☐ Parts Packaging and accessories
   s. ☐ Packaging for retail item
   t. ☐ Selected manufacturing activities
   u. ☐ Engineering services and engineering maintenance
   v. ☐ Communication and communication maintenance
   w. ☐ Transportation and fleet maintenance
   x. ☐ Information reporting
   y. ☐ Assets/ inventory management
   z. ☐ Property management
   aa. ☐ Warehousing
   bb. ☐ Facilities / camp management
   cc. ☐ Inbound Transportation
   dd. ☐ Outbound Transportation
ee. □ Engineering and related services
ff. □ Medical Services
gg. □ Product Assembly
hh. □ Parts Packaging and accessories
ii. □ Packaging for retail items
jj. □ Selected manufacturing activities
kk. □ Advertising and communication
ll. □ Aviation maintenance
mm. □ Aviation management
nn. □ Heavy and specialized maintenance activities
oo. □ Security Services
pp. □ Fire safety
qq. □ Specialised item that your company does not have the expertise
rr. □ Others, please specify___________________

7. What problem(s) will outsourcing resolve? (Select all that apply)
   a. □ Large capital expense
   b. □ High labour costs
   c. □ Costly up to date technology
   d. □ Better control
   e. □ High capital expenditure and labour costs
   f. □ Capacity
   g. □ Performance deficiencies
   h. □ Staffing
   i. □ Lack of experience
   j. □ High cost of continuous updating of technology
   k. □ Others, please specify___________________

c. What concerns do you have about outsourcing? (Select all that apply)
   a. □ Selection of the right provider
   b. □ Lack of control
   c. □ Knowledge transfer
   d. □ Process and control management
   e. □ Exposure
   f. □ Control and effectiveness
   g. □ Others, please specify___________________
9. What factors influence your decision to outsource? (Select all that apply)
   a. [ ] Customer perceptions
   b. [ ] Loss of internal expertise in functional area
   c. [ ] Financial issues
   d. [ ] Cost
   e. [ ] Work load
   f. [ ] Knowledge
   g. [ ] Time
   h. [ ] Equipment
   i. [ ] Expenditure
   j. [ ] Competitive threats
   k. [ ] Others, please specify____________________________

10. What are your goals and objectives for outsourcing? (Select all that apply).
    a. [ ] Cost reduction
    b. [ ] Labour issues
    c. [ ] Competitive pressures
    d. [ ] Maintain product and service quality
    e. [ ] Maintain competitive position by reducing cost and labour expense
    f. [ ] Improved knowledge
    g. [ ] Enhanced technology
    h. [ ] Risk sharing
    i. [ ] Multi clientele opportunity
    j. [ ] Others, please specify____________________________

11. Do you understand what you were outsourcing well enough to incorporate that function into your business? (Select one)
    (1=Definitely, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

    1 2 3 4 5
    [ ] [ ] [ ] [ ] [ ]

12. Are outside experts involved in the decision to outsource? (Select one)
    (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

    1 2 3 4 5
    [ ] [ ] [ ] [ ] [ ]
13. What are the risks of outsourcing? (Select all that apply)
   a. ☐ Loss of control
   b. ☐ Failure
   c. ☐ Product quality
   d. ☐ Delivery
   e. ☐ Performance
   f. ☐ Costs
   g. ☐ Flexibility
   h. ☐ Need for improvement
   i. ☐ Others, please specify __________________________

14. What results do you expect from outsourcing? Select all that apply
   a. ☐ Improved metrics
   b. ☐ Improve technology
   c. ☐ Improved process
   d. ☐ Improved control
   e. ☐ Improved information capabilities
   f. ☐ Lower cost
   g. ☐ Improved performance
   h. ☐ Improved product quality
   i. ☐ More time for other services
   j. ☐ Improved delivery
   k. ☐ Network Optimization
   l. ☐ Others, please specify __________________________

15. What barriers may impede your outsourcing decision? (Select all that apply)
   a. ☐ Internal organizational issues
   b. ☐ Provider’s inability to share financial information
   c. ☐ Provider selection
   d. ☐ Control
   e. ☐ Quality
   f. ☐ Human resources
   g. ☐ Government regulations
   h. ☐ Labour issues/agreements
   i. ☐ Outsourcing expertise
   j. ☐ Poor economy
   k. ☐ Poor project definition
1. □ Others, please specify____________________________

16. How was outsourcing introduced in your firm? (Select all that apply)
   a. □ Immediate with no transition
   b. □ Gradual/transitional
   c. □ Historic experience- Project specific
   d. □ By functional area
   e. □ Company wide
   f. □ Areas where resources and outside skill were required to achieve result
   g. □ Others, please specify____________________________

17. What type of leadership is required to implement the outsourcing program? (Select all that apply)
   a. □ Top down
   b. □ Structured approach by functional areas
   c. □ Democratic
   d. □ Autocratic
   e. □ Laissez-faire
   f. □ Senior leadership/top management
   g. □ Reference
   h. □ Others, please specify____________________________

18. Are providers included in the planning process? (Select one)
    (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
    □  □  □  □  □

19. Do you perform an initial assessment of current operations before you embark on the process?
    (Select one)
    (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
    □  □  □  □  □

20. What benchmarks/models do you use to establish goals? (Select all that apply)
    a. □ Professional knowledge and experience
    b. □ Internal driven decisions
    c. □ Industry standards
    d. □ Current literature
21. How is outsourcing performance internally evaluated by your company? (Select all that apply)
   a. □ Performance measures
   b. □ Cross functional teams
   c. □ By end users- based on product quality
   d. □ By end users- based on performance
   e. □ By end users- based on cost
   f. □ By end users- based on product quality, performance and cost
   g. □ Fill rate
   h. □ On time delivery
   i. □ Subjective “responsiveness” measurement
   j. □ Contract terms
   k. □ Gain and pain sharing
   l. □ Key performance indicators
   m. □ Multiply internal scorecards and measures
   n. □ Rigid metrics written into the contract
   o. □ Others, please specify____________________________

22. What information do you need to begin the outsourcing process? (Select all that apply)
   a. □ Good scope of work of the process
   b. □ Competitive quotes
   c. □ Competitive bidding
   d. □ Good measures of performance
   e. □ Good understanding of the process
   f. □ Cost
   g. □ Good project definition
   h. □ Well defined project expectations
   i. □ Others, please specify____________________________
23. Where did the company get the outsourcing information? (Select all that apply)
   a.  [ ] Individual ideas within the firm the firm
   b.  [ ] Vendors/Suppliers
   c.  [ ] Software and programmes
   d.  [ ] Associates familiar with the work
   e.  [ ] Across internal systems
   f.  [ ] External experts/ Consultants
   g.  [ ] Internal tasks force within the firm
   h.  [ ] Others, please specify____________________________

24. Is outsourcing data readily available? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1 2 3 4 5
   [ ] [ ] [ ] [ ]

25. If (23) above is in the negative, what was missing and how was it identified? (Select all that apply)
   a.  [ ] Unknown and defined by Providers
   b.  [ ] Through continuous dialogue during implementation Through a rigorous process
   c.  [ ] During manual collections
   d.  [ ] During reviews
   e.  [ ] Claims and return information were missing
   f.  [ ] Through the introduction of new measures
   g.  [ ] Others, please specify____________________________

26. What information system/program do you use to manage the outsourcing data? (Select all that apply)
   a.  [ ] Providers
   b.  [ ] Single programmes
   c.  [ ] Multiple internal programmes
   d.  [ ] Gap analysis
   e.  [ ] Gant charts
   f.  [ ] Six-Sigma
   g.  [ ] Quality measurement
   h.  [ ] Others, please specify____________________________
27. How is outsourcing data collected? (Select all that apply)
   a. ☐ By Supplier
   b. ☐ By Vendors
   c. ☐ Internally within the firm
   d. ☐ Electronically
   e. ☐ Manually
   f. ☐ By customers
   g. ☐ By Project managers
   h. ☐ Others, please specify____________________________

28. Who evaluates information collected? (Select all that apply)
   a. ☐ Manager
   b. ☐ Providers
   c. ☐ Internal process within the firm
   d. ☐ Owners
   e. ☐ Analysts
   f. ☐ Project Manager
   g. ☐ Team
   h. ☐ Steering committee
   i. ☐ Top management of provider
   j. ☐ Top management of manufacturers
   k. ☐ Others, please specify____________________________

29. How is outsourcing data analyzed? (Select all that apply)
   a. ☐ Predictive
   b. ☐ Exceptions
   c. ☐ Tolerance
   d. ☐ Trend analysis
   e. ☐ Comparison to specification
   f. ☐ Comparisons of competitive bids
   g. ☐ Monitoring more than analysis
   h. ☐ Comparison to industrial standards
   i. ☐ Performance measured against plan/goal
   j. ☐ Current performance measured against historical performance
   k. ☐ Others, please specify____________________________
30. Has the data collection process changed since the commencement of the outsourcing arrangement? (Select all that apply)
   a. ☐ Movement to single system
   b. ☐ Supply of data electronically
   c. ☐ Improvement in electronic collection and analysis
   d. ☐ More information and data received from vendors electronically
   e. ☐ More electronic integration
   f. ☐ No change
   g. ☐ Others, please specify_____________________________

31. How would your company do it differently? (Select all that apply)
   a. ☐ Make outsourcing decision earlier
   b. ☐ Careful evaluation and comparison of variable cost drivers
   c. ☐ Tighter project definition
   d. ☐ More up front planning
   e. ☐ Closer working relationship with vendors
   f. ☐ Regular review meetings
   g. ☐ Streamline measurement process
   h. ☐ Define success criteria
   i. ☐ Recognition of importance of relationship building with provider(s)
   j. ☐ Others, please specify_____________________________

32. How do you presently select providers/subcontractors/carriers? (Select all that apply).
   a. ☐ Review process
   b. ☐ Asset or non asset provider
   c. ☐ Sole source decision
   d. ☐ Survey of industry trade information
   e. ☐ Site visit
   f. ☐ Reference
   g. ☐ Industry reputation
   h. ☐ Prequalification scan
   i. ☐ Personal experience
   j. ☐ Interviews
   k. ☐ Request for proposal
   l. ☐ Others, please specify_____________________________
33. Who participate in the development of the outsourcing plans and programmes? (Select all that apply)
a.  □ Project manager  
b.  □ Vice president  
c.  □ Top management  
d.  □ Outside consultants  
e.  □ Internal taskforce  
f.  □ Cross functional internal team  
g.  □ Director  
h.  □ Vendor  
i.  □ Cross functional management team  
j.  □ Others, please specify____________________________

34. What factors are included in the Request for Proposal? (Select all that apply)
a.  □ Size  
b.  □ Reputation  
c.  □ Price  
d.  □ Delivery  
e.  □ Schedule  
f.  □ Expertise  
g.  □ Reference  
h.  □ Project work  
i.  □ Financial history  
j.  □ Track record  
k.  □ Skill set  
l.  □ Others, please specify____________________________

35. Rank the factors that influence your provider selection? (1= lowest, 5= highest)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>b.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>c.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>d.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>e.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>f.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>g.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>h.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
i. ☐ ☐ ☐ ☐ ☐ ☐ Business qualifications
j. ☐ ☐ ☐ ☐ ☐ ☐ Management depth and strength
k. ☐ ☐ ☐ ☐ ☐ ☐ Chemistry and Compatibility

36. How many providers are usually reviewed? (Select one)
   a. ☐ 1
   b. ☐ 2
   c. ☐ 3
   d. ☐ 4
   e. ☐ 5
   f. ☐ 6
   g. ☐ 7
   h. ☐ 8
   i. ☐ 9
   j. ☐ 10
   k. ☐ More than 10
   l. ☐ Others, please specify____________________________

37. How do you evaluate the providers and what criteria do you use? (Select all that apply)
   a. ☐ Interview
   b. ☐ Request for Proposal
   c. ☐ Cost
   d. ☐ Performance
   e. ☐ Reference check
   f. ☐ Multiple interviews
   g. ☐ Benchmark of similar companies in the market
   h. ☐ Others, please specify____________________________

38. Who are involved in defining the scope of the work? (Select all that apply)
   a. ☐ Internal team
   b. ☐ Sales
   c. ☐ Director
   d. ☐ Project Manager
   e. ☐ Project Team
   f. ☐ Procurement department
   g. ☐ Cross function management team
   h. ☐ Others, please specify____________________________
i. Kindly state how this has changed

39. How are expectations defined? (Select all that apply)
   a. ☐ Through statement of expectation
   b. ☐ Core Service provider programmes
   c. ☐ Performance standards in contract
   d. ☐ Procedures
   e. ☐ Contract
   f. ☐ Policies
   g. ☐ By manufacturer
   h. ☐ Negotiated scope of work
   i. ☐ Key performance indicators
   j. ☐ Others, please specify

40. How are policies and procedures established?
   a. ☐ Uniquely
   b. ☐ Very defined
   c. ☐ By the manufacturer
   d. ☐ Integrating customer and Provider minimum standards
   e. ☐ Mutually defined policies
   f. ☐ Jointly developed policies
   g. ☐ Developed for specific project
   h. ☐ Policies set up to reflect clients interest based on Provider standards
   i. ☐ Tailored to specific project with respect to industry data and trends
   j. ☐ Others, please specify

41. Did you use existing policies? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1 2 3 4 5
   ☐ ☐ ☐ ☐ ☐

42. Did you use the provider’s policies?
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   1 2 3 4 5
   ☐ ☐ ☐ ☐ ☐
43. Are unique policies developed to manage your business?
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

44. How do you measure the provider’s/subcontractor’s/carrier’s performance
   a. Delivery performance
   b. Metrics and phases
   c. Quality
   d. Minimum standards of Provider
   e. Based on five area of performance
   f. Performance
   g. Communication
   h. Detailed performance measures
   i. Reviews
   j. Electronically
   k. Cost
   l. On schedule
   m. Accurate information
   n. Report is collected by Provider
   o. Performance is measured by manufacturing company
   p. Others, please specify____________________________

45. How often is the provider’s/subcontractor’s/carrier’s performance measured?
   a. Daily
   b. Daily cost reviews
   c. Weekly
   d. Weekly during implementation
   e. Monthly
   f. Monthly for projects
   g. Quarterly
   h. Quarterly for control purposes
   i. Quarterly with annul review
   j. Annually
   k. Project dependent
   l. Event dependent
   m. Depends on aspects of performance being measured
n. ☐ Exception areas measured more frequently
o. ☐ Continuous monitoring
p. ☐ Non specific
q. ☐ Others, please specify____________________________

46. Who provides the data for measurement?
   e. ☐ Suppliers
   f. ☐ Vendors
   g. ☐ Service providers
   h. ☐ On-site personnel
   i. ☐ Manufacturer
   j. ☐ Project team
   k. ☐ Service provider provides data and self diagnosis
   l. ☐ Provider reconciles
   m. ☐ Others, please specify____________________________

47. Are there friction points?
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   
   1 2 3 4
   ☐ ☐ ☐ ☐

48. If (47) above is in the affirmative, where do the friction occur?
   a. ☐ During changes
   b. ☐ During new measurement
   c. ☐ During back order process
   d. ☐ Price issues
   e. ☐ During the integration of staffing and human resources
   f. ☐ Others, please specify____________________________

49. Are there contractual incentives/penalties for performance? (Select one)
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   
   1 2 3 4 5
   ☐ ☐ ☐ ☐ ☐

   Others, please specify____________________________
50. Does your firm participate in gain sharing? (Select one)

(1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

☐ 1  2  3  4  5

Others, please specify____________________________

51. How do you manage exceptions?

b. ☐ Cooperatively
c. ☐ Crisis management
d. ☐ As a team
e. ☐ Collaboratively
f. ☐ Daily
g. ☐ Quickly
h. ☐ Immediate identification on website
i. ☐ Shop floor empowerment
j. ☐ Through a CRM system
k. ☐ Empower managers
l. ☐ Others, please specify____________________________

52. What is the term of your outsourcing relationship? (Select all that apply)

a. ☐ Year to year
b. ☐ Multi year
c. ☐ Evergreen
d. ☐ 1 yrs
e. ☐ 2 yrs
f. ☐ 3 yrs
g. ☐ With renewal
h. ☐ Others, please specify____________________________

53. Is there always a transition team?

(1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)

☐ 1  2  3  4  5

54. How is transitions managed?

a. ☐ Formal team
b. □ Cross functional team

c. □ Dependent on project scope

d. □ Led by provider

e. □ Others, please specify____________________________

55. How long do transitions take?
   a. □ Few months
   b. □ Less than one year
   c. □ More than one year
   d. □ Others, please specify____________________________

56. Does your provider introduce new programs?
   (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
   
57. How do you manage your provider?
   a. □ Contract/ Contractually
   b. □ Monitoring
   c. □ Meetings
   d. □ Regular reviews versus contract expectations
   e. □ Statement of expectations
   f. □ Others, please specify____________________________

58. What are the results of outsourcing?
   a. □ Reduced costs
   b. □ Fresh/new ideas
   c. □ New/expanded skills
   d. □ Reduced management time
   e. □ Customer satisfaction
   f. □ Staff dependent on outside consultant
   g. □ Information visibility
   h. □ Improved cycle time
   i. □ Others, please specify____________________________

59. Would you consider outsourcing other areas in the future? (Select one)
   (1=Definitely, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)
60. How has outsourcing changed your business? (Select all that apply)
   a. ☐ Lower costs
   b. ☐ Improved quality
   c. ☐ Improved visibility
   d. ☐ Better information system
   e. ☐ More responsive
   f. ☐ Allows management to focus on core business
   g. ☐ Improved efficiency
   h. ☐ Improved performance
   i. ☐ Improved competitive position in industry
   j. ☐ Others, please specify____________________________

61. What have you learnt in the outsourcing process?
   a. ☐ Change
   b. ☐ Attitude
   c. ☐ Expectation setting
   d. ☐ Change control process
   e. ☐ Establishment of positive relationship and trust
   f. ☐ Project success is determined by relations and team building
   g. ☐ Project is time intense
   h. ☐ Provider bring in additional skill and resources to process
   i. ☐ Others, please specify____________________________

62. What recommendations regarding outsourcing would you have for the UN? (Select all that apply)
   a. ☐ Consider you goals carefully
   b. ☐ Define deliverable
   c. ☐ Carefully defined goals with measurable deliverables are essential
   d. ☐ Identify key people within the organization
   e. ☐ Communication is essential
   f. ☐ Maintain ongoing dialogue
   g. ☐ Never work as originally intended
   h. ☐ Relationship is critical
   i. ☐ Others, please specify____________________________
Appendix C

Peacekeeping Operations Survey Questions

Name of Peacekeeping Operation (Select one)

1. [ ] MINURSO (Western Sahara)
2. [ ] MINUSTAH (Haiti)
3. [ ] UNTSO (Israel)
4. [ ] UNMOGIP (India and Pakistan)
5. [ ] UNAMA (Afghanistan)
6. [ ] MONUC (Democratic Republic of the Congo)
7. [ ] ONUB (Burundi)
8. [ ] UNAMSIL/UNIOSIL (Sierra Leone)
9. [ ] UNOCI (Côte d’Ivoire)
10. [ ] UNDOF (Israel-Syria Disengagement)
11. [ ] UNFICYP (Cyprus)
12. [ ] UNIFIL (Lebanon)
13. [ ] UNOMIG (Georgia)
14. [ ] UNMEE (Ethiopia and Eritrea)
15. [ ] UNMIK (Kosovo)
16. [ ] UNMIL (Liberia)
17. [ ] UNMISET/UNOTIL (Timor-Leste)
18. [ ] UNAMI (Iraq)
19. [ ] UNMIS (Sudan)

2. What is your Peacekeeping Operation Budget for the year 2005/06? Kindly state exact amount.

   $___________

3. What is the budget for spending areas below for the year 2005/2006?

   • Military and/or Police Personnel  $___________

   • Civilian Personnel  $___________

   • Operational costs  $___________
4. Indicate the number of employees (Internationals, UNV’s and Nationals) involved in maintenance:
   a. Information technology and Communication.
      
      |   |   |   |   |   |
      | A | B | C | D | E |
      | 1-10 | 10-50 | 50-100 | 100-300 | >300 |
   b. Engineering
      
      |   |   |   |   |   |
      | A | B | C | D | E |
      | 1-10 | 10-50 | 50-100 | 100-300 | >300 |
   c. Transportation (Ground/ Air / Sea, including Movement Control)
      
      |   |   |   |   |   |
      | A | B | C | D | E |
      | 1-10 | 10-50 | 50-100 | 100-300 | >300 |
   d. County or Regional offices
      
      |   |   |   |   |   |
      | A | B | C | D | E |
      | 1-10 | 10-50 | 50-100 | 100-300 | >300 |

5. What service(s) do you presently outsource? Select all that apply.
   a. Engineering services and engineering maintenance
   b. Communication and communication maintenance
   c. Transportation and fleet maintenance
   d. Website Development and Maintenance
   e. Application Development
   f. Application Maintenance
   g. WANs
   h. LANs
   i. IT training
   j. Desktop Management
   k. Disaster Recovery
   l. Data/ Call Centre
   m. Information reporting (Including Archiving and Reproduction)
   n. Assets/ inventory and property management
   o. Warehousing (Supply, Engineering, IT/Communications, Transport)
   p. Facilities / camp management including cleaning, garbage collection and janitor services
   q. Transport and Fleet management
   r. Engineering and related services including project development and construction
   s. Medical Services
   t. Geographic Information Services
u. □ Aviation management
v. □ Heavy and specialized maintenance activities
w. □ Security Services
x. □ Specialised investigations
y. □ Fire safety
z. □ Specialised item that the Peacekeeping Operation does not have the expertise
aa. □ Humanitarian and Relief operation
bb. □ Deployment and disaster management
cc. □ Others, please specify____________________________

6. Will your Peacekeeping Operation consider it essential to outsource some services to local vendors as a peace-building measure e.g. (capacity building, empowerment and enhancement of local economy)
   (1=Definitely, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

   1 2 3 4 5
   □ □ □ □ □

7. Does your Peacekeeping Operation consider capacity building, empowerment and enhancement of local economy consider as essential ingredients for peace-building.
   (1=Definitely, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

   1 2 3 4 5
   □ □ □ □ □

8. If you are not presently outsourcing, does you Peacekeeping Operation plan to outsource in the future?
   (1=Definitely, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

   1 2 3 4 5
   □ □ □ □ □

9. If your answer is in the affirmative, when?
   a. □ 2006/2007
   b. □ 2007/2008
   c. □ 2008/2009
   d. □ Don't Know
10. Indicate the percentage of maintenance (Engineering, IT/Communication and Transportation):

a. Outsourced to private firms

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

b. Outsourced to UN Agencies, NGOs or other Agencies

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

c. Carried out by your Peacekeeping Operation

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

11. Indicate the percentage of Asset Management (non-expendables), including Receiving/Inspection, warehousing and asset disposal:

a. Outsourced to private firms

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

b. Outsourced to UN Agencies, NGOs or other Agencies

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

c. Carried out by your Peacekeeping Operation

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

12. Indicate the percentage of Engineering Services:

a. Outsourced to private firms

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

b. Outsourced to UN Agencies, NGOs or other Agencies

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

c. Carried out by your Peacekeeping Operation

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5%</td>
<td>5-10%</td>
<td>10-50%</td>
<td>50-75%</td>
<td>75-100%</td>
</tr>
</tbody>
</table>
13. Indicate the percentage of materials management (expendables), including Receiving/Inspection, warehousing and asset disposal:
   a. Outsourced to private firms
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   b. Outsourced to UN Agencies, NGOs or other Agencies
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   c. Carried out by your Peacekeeping Operation
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |

14. Indicate the percentage of facilities management/camp services (including garbage collection; waste disposal; cleaning and janitorial services; accommodations):
   a. Outsourced to private firms
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   b. Outsourced to UN Agencies, NGOs or other Agencies
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   c. Carried out by your Peacekeeping Operation
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |

15. Indicate the percentage of medical Services:
   a. Outsourced to private firms
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   b. Outsourced to UN Agencies, NGOs and others Agencies
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
   c. Carried out by your Peacekeeping Operation
      | A | B | C | D | E |
      |   | 0-5% | 5-10% | 10-50% | 50-75% | 75-100% |
16. Describe the inventory that you are currently managing? (Select one)

a. Facilities and infrastructures

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. Ground transportation

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

c. Air transportation

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

d. Naval transportation

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

e. IT/Communication

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

f. Medical

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

g. Special equipment

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

h. Other supplies, services and equipment

<table>
<thead>
<tr>
<th>Budgeted Value</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-50m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50-100m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100-500m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500-999m</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
17. What is the estimated expenditure for each item outsourced? (Select all that apply)

<table>
<thead>
<tr>
<th>Services</th>
<th>Estimated expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Facilities, infrastructure and Camp management</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>b. Ground transportation</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>c. Air transportation</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>d. Naval transportation</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>e. IT/Communication</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>f. Medical</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>g. Special equipment</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
<tr>
<td>h. Other supplies, services and equipment</td>
<td>A $0-50m, B $50-100m, C $100-500m</td>
</tr>
</tbody>
</table>

18. What barriers may impede your outsourcing decisions? (Select all that apply)

a. Government regulations
b. Labor agreements
c. Quality
d. Control
e. Current workload
f. Outsourcing expertise
g. Unavailability of skilled labour
h. Political considerations
i. Legal issues/agreements
j. Project size/scope/control
k. Others, please specify_____________________________
19. What are your goals and objectives for outsourcing? (Select all that apply)
   a. [ ] Cost reduction
   b. [ ] Labour issues
   c. [ ] Capacity building and empowerment
   d. [ ] Enhancement of local economy
   e. [ ] Safety/Risk
   f. [ ] Performance improvement
   g. [ ] Others, please specify ______________________

20. What are the risks of outsourcing? (Select all that apply)
   a. [ ] Political opposition
   b. [ ] Labour related issues
   c. [ ] Degradation of skills
   d. [ ] Increased cost
   e. [ ] Procurement time
   f. [ ] Quality of end item/ Quality control
   g. [ ] Loss of critical core competences
   h. [ ] Cost of control
   i. [ ] Loss of control
   j. [ ] Quality of output
   k. [ ] Others, please specify ______________________

21. Were outside experts involved in the decision to outsource? (Select one)
    (1=Always, 2=Sometimes, 3=Rarely, 4=Probably not, 5=Never)
    1 2 3 4 5
    [ ] [ ] [ ] [ ] [ ]

22. Are the results achieved in outsourcing projects? (Select all that apply)
    a. [ ] Lower quality than worked performed by the Peacekeeping Operation.
    b. [ ] Equivalent to work performed by the Peacekeeping Operation.
    c. [ ] Higher quality than work performed by the Peacekeeping Operation.
    d. [ ] Others, please specify ______________________

23. Which of these benchmarks/models do you use to establish your goals? (Select all that apply)
    a. [ ] Benchmarks discussed in logistics studies done by Universities.
    b. [ ] Private industry benchmarks and key performance indicators.
    c. [ ] Goals and measurements discussed in trade magazines and web sites.
d. □ Previous contract history within DPKO/Peacekeeping Operation framework.

e. □ Benchmarks suggested by Service Providers.

f. □ Goals established by UN rules and regulation.

g. □ Others, please specify____________________________

24. Please indicate any performance incentives or rewards you give for superior performance. (Select all that apply)

a. □ Monetary award

b. □ Honorary award

c. □ Contract preference in future bids

d. □ More business

e. □ None

f. □ Others, please specify____________________________

25. What information do you need to begin the outsourcing process? (Select all that apply)

a. □ Past Performance and cost of public sector work

b. □ DPKO and Peacekeeping Operation capacity’s to handle the work

c. □ Experienced staff and equipment quality/capacity

d. □ Research of other Peacekeeping Operation and UN Agencies expenditure

e. □ UNDP country profile

f. □ Clear specification of scope of works

g. □ Contractor qualification and clear scope of responsibility

h. □ Previous outsourcing experience

i. □ Reliable analysis of human resources requirement

j. □ List of available and interested evaluators and assessors

k. □ Size of project and time for completion

l. □ The desire final product

m. □ What, who, where, when and how of project

n. □ Cost, cost comparisons and in-house capacity/ability

o. □ Qualified personnel that understand Peacekeeping Operations system

p. □ Cost of doing business and suggested contract price to outsource

q. □ Workload projections

r. □ List of qualified and available personnel

s. □ Local and international vendor database

t. □ In-house work projections and funding

u. □ Proof that it’s more effective to outsource maintenance work than to carry it out in-house
v. □ Laws of host country, United Nations: rules and regulation, Standard Operating Procedures (SOP), Manuals and Policies
w. □ Others, please specify____________________________

26. Please describe the type of scorecard used? (Select all that apply)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>□</td>
</tr>
<tr>
<td>b.</td>
<td>□</td>
</tr>
<tr>
<td>c.</td>
<td>□</td>
</tr>
<tr>
<td>d.</td>
<td>□</td>
</tr>
<tr>
<td>e.</td>
<td>□</td>
</tr>
<tr>
<td>f.</td>
<td>□</td>
</tr>
<tr>
<td>g.</td>
<td>□</td>
</tr>
</tbody>
</table>

27. How often is the providers/subcontractors/carriers performance measured? (Select all that apply). 

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>□</td>
</tr>
<tr>
<td>b.</td>
<td>□</td>
</tr>
<tr>
<td>c.</td>
<td>□</td>
</tr>
<tr>
<td>d.</td>
<td>□</td>
</tr>
<tr>
<td>e.</td>
<td>□</td>
</tr>
<tr>
<td>f.</td>
<td>□</td>
</tr>
</tbody>
</table>

28. Has your access to information improved? (Select one) 
(1=Certainly, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

29. Rank the factors that influence your provider selection? [1= lowest, 5= highest (Select all that apply)].

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>b.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>c.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>d.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>e.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
30. How long does it take to define expectations? (Select all that apply).
   a. □ 0 – 6 months
   b. □ 6 months – 1 year
   c. □ 1 – 2 years
   d. □ 2 - 5 years
   e. □ Ongoing
   f. □ Varies with project/service
   g. □ Varies with complexity of project
   h. □ Others, please specify___________________________

32. How detailed are the initial expectations? (Select all that apply)
   a. □ Loosely structured, naming key areas of desired performance/quality
   b. □ Open working relationship with end deliverable defined by budget and time
   c. □ Specifically documented standards with performance ratings and calibration
   d. □ Measured performance standards which carry financial penalties and incentives
   e. □ Others, please specify___________________________

33. How are policies and procedures established? (Select all that apply).
   a. □ Application of existing and experienced service providers policies
   b. □ Application of Peacekeeping Operations existing policies
   c. □ Handed down by the DPKO
   d. □ Peacekeeping Operations developed and established their own policies
   e. □ Unique policies developed by the Peacekeeping Operations to manage the outsourced task
   f. □ Others, please specify___________________________

33. Name common points of friction affecting outsourcing. (Select all that apply)
a. □ Political concern/opposition
b. □ Labour concern/opposition
c. □ Contractor claim from different opinion and agreement on quality of finished product
d. □ Establishing appropriate oversight and resolving disputes over performance
e. □ Consultant direction and detailed specifications
f. □ Increased inspections
g. □ Increase administrative issues
h. □ Contract scope and specifications,
i. □ Contract coordination between mission and vendors/contractors
j. □ Quality control and cost
k. □ Contract schedule/ program
l. □ Timely deliverance of service/product
m. □ Definition of acceptable service/product and evaluation of service/product
n. □ Vendor selection process
o. □ Definition of amount of effort required to perform service/product
p. □ Work performance and work order authorization
q. □ Employee resistance
r. □ Outsourced personnel complaints and concern for their jobs
s. □ Workload pressure with limited staff
t. □ Field mission’s procurement policies and control over outsourcing
u. □ Cost containment.
v. □ Communication regarding quality control and conformance to UN standards
k. □ Others, please specify____________________________

34. What areas in your Peacekeeping Operation do you feel should be outsourced? (Select all that apply)
   a. □ Engineering services and engineering maintenance
   b. □ Communication and communication maintenance
   c. □ Transportation and fleet maintenance
   d. □ Website Development and Maintenance
   e. □ Application Development
   f. □ Application Maintenance
   g. □ WANs
   h. □ LANs
   i. □ IT training
   j. □ Desktop Management
   k. □ Disaster Recovery
l. ☐ Data/ Call Centre
m. ☐ Information reporting (Including Archiving and Reproduction)
n. ☐ Assets/ inventory and property management
o. ☐ Warehousing (Supply, Engineering, IT/Communications, Transport)
p. ☐ Facilities / camp management including cleaning, garbage collection and janitor services
q. ☐ Transport and Fleet management
r. ☐ Engineering and related services including project development and construction
s. ☐ Medical Services
t. ☐ Geographic Information Services
u. ☐ Aviation management
v. ☐ Heavy and specialized maintenance activities
w. ☐ Security Services
x. ☐ Specialised investigations
y. ☐ Fire safety
z. ☐ Specialised item that the Peacekeeping Operation does not have the expertise
aa. ☐ Humanitarian and Relief operation
bb. ☐ Deployment and disaster management
cc. ☐ Others, please specify____________________________
## Appendix D

**Fisher’s Exact Rest Results on 74 consolidated Questions**

<table>
<thead>
<tr>
<th>No</th>
<th>Question</th>
<th>Variable</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1.</td>
<td><strong>What services do you presently outsource?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer Service</td>
<td>v2</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Freight consolidation/distribution</td>
<td>v3</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Selected manufacturing activities</td>
<td>v4</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Information Technology</td>
<td>v5</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Product assembly</td>
<td>v6</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Order fulfilment</td>
<td>v7</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Parts packaging and accessories</td>
<td>v8</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Packaging for retail item</td>
<td>v9</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Engineering services and maintenance</td>
<td>v10</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Communication and communication maintenance</td>
<td>v11</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Traffic, transportation/fleet operations and maintenance</td>
<td>v12</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Assets/warehousing/property management</td>
<td>v13</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Facilities /camp management /catering</td>
<td>v14</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Medical services</td>
<td>v15</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Heavy and specialized activities</td>
<td>v16</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Security/fire safety</td>
<td>v17</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Payroll</td>
<td>v18</td>
<td>NS</td>
</tr>
<tr>
<td></td>
<td>Human resources</td>
<td>v19</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Q2.</td>
<td><strong>What are your goals and objectives for outsourcing?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cost reduction</td>
<td>v20</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Labour issues</td>
<td>v21</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Performance improvement</td>
<td>v22</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Risks</td>
<td>v23</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td></td>
<td>Competitive issues</td>
<td>v24</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Q3. Are outside experts involved in your company's decision to outsource?</td>
<td>v27</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Q4. What benchmarks/models do you use to establish goals?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional knowledge and experience</td>
<td>v28</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Industry standard</td>
<td>v29</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Research, industry and current literature</td>
<td>v30</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Customer survey</td>
<td>v31</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Competitive situations</td>
<td>v32</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Lesions learnt internally</td>
<td>v33</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Providers’ benchmarks</td>
<td>v34</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Q5. What are your risks of outsourcing?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of control</td>
<td>v35</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Costs</td>
<td>v36</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Performance and product quality</td>
<td>v37</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Failure</td>
<td>v38</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Flexibility</td>
<td>v39</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Insufficient research and inaccurate data</td>
<td>v40</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Q6. What barriers impede your decision to outsourcing?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost</td>
<td>v41</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Government policies/ local economy</td>
<td>v42</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Political considerations and labour issues</td>
<td>v43</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Quality</td>
<td>v44</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>v45</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Outsourcing expertise</td>
<td>v46</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Poor project definition</td>
<td>v47</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Internal organizational issues</td>
<td>v48</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Withholding of financial information</td>
<td>v49</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Provider selection</td>
<td>v50</td>
<td>NS</td>
<td></td>
</tr>
<tr>
<td>Human resources</td>
<td>v51</td>
<td>&lt;0.05</td>
<td></td>
</tr>
<tr>
<td>Current workload</td>
<td>v52</td>
<td>&lt;0.05</td>
<td></td>
</tr>
</tbody>
</table>
### Q7. What are the factors that influence your provider selection?

<table>
<thead>
<tr>
<th>Factor</th>
<th>v</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>53</td>
<td>NS</td>
</tr>
<tr>
<td>Financial stability</td>
<td>54</td>
<td>NS</td>
</tr>
<tr>
<td>Operational excellence and reputation</td>
<td>55</td>
<td>All Yes</td>
</tr>
<tr>
<td>Information technology</td>
<td>56</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Physical equipment and capabilities</td>
<td>57</td>
<td>NS</td>
</tr>
<tr>
<td>Strategic direction and compatibility</td>
<td>58</td>
<td>All Yes</td>
</tr>
<tr>
<td>Business qualifications</td>
<td>59</td>
<td>NS</td>
</tr>
<tr>
<td>Size/strength and management style</td>
<td>60</td>
<td>NS</td>
</tr>
<tr>
<td>Safety record</td>
<td>61</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Similar business experience</td>
<td>62</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Previous experience with provider</td>
<td>63</td>
<td>&lt;0.05</td>
</tr>
</tbody>
</table>

### Q8. How is the service provider’s performance measured?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>v</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually</td>
<td>64</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Quarterly</td>
<td>65</td>
<td>NS</td>
</tr>
<tr>
<td>Monthly</td>
<td>66</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Weekly</td>
<td>67</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Daily</td>
<td>68</td>
<td>NS</td>
</tr>
</tbody>
</table>

### Q9. How are policies and procedures established?

<table>
<thead>
<tr>
<th>Method</th>
<th>v</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique policies developed by client</td>
<td>69</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Mutually developed and very defined</td>
<td>70</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Integrating client and provider’s standards</td>
<td>71</td>
<td>NS</td>
</tr>
<tr>
<td>Based on provider’s standards</td>
<td>72</td>
<td>NS</td>
</tr>
<tr>
<td>Through service level agreement</td>
<td>73</td>
<td>NS</td>
</tr>
<tr>
<td>Application of clients’ existing policies</td>
<td>74</td>
<td>&lt;0.05</td>
</tr>
<tr>
<td>Handed down from the head office</td>
<td>75</td>
<td>&lt;0.05</td>
</tr>
</tbody>
</table>