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APPENDICES

APPENDIX	PAGE
Appendix A: Third Party Service Provider Survey Questions	382
Appendix B: Private Sector Manufacturing Companies Survey Questions	394
Appendix C: Peacekeeping Operations Survey Questions	413
Appendix D: Fisher's Exact Test Results on 74 consolidated Questions	426

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
- jj. 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)

- 1 2 3 4 5

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
- e. Others, please specify_____
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 operate
- 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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Cost |
| b. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Financial stability |
| c. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Quality |
| d. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Operational excellence |
| e. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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 annual 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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. What are the risks of outsourcing? (Select all that apply)

- b. Loss of control
- c. Failure
- d. Product quality
- e. Delivery
- f. Performance
- g. Costs
- h. Flexibility
- i. Need for improvement
- j. 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

- l. 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)
- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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)
- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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

- e. Technical research studies
 - f. Customer surveys
 - g. University research
 - h. Competitive situations
 - i. Company experience
 - j. Industry trade information
 - k. Other internally outsourced operations
 - l. Others, please specify_____
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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)

	1	2	3	4	5	
a.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cost
b.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Financial stability
c.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Quality
d.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Operational excellence
e.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Information technology
f.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Physical equipment and capabilities (site visit?)
g.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Reputation/references
h.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Strategic direction



- 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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

42. Did you use the provider's policies?

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

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

43. Are unique policies developed to manage your business?

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

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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 annual 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 | |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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)
- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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)

1 2 3 4 5

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 _____

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. UNMISSET/ 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 |
| <input type="checkbox"/> 1-10 | <input type="checkbox"/> 10-50 | <input type="checkbox"/> 50-100 | <input type="checkbox"/> 100-300 | <input type="checkbox"/> >300 |
- b. Engineering
- | | | | | |
|-------------------------------|--------------------------------|---------------------------------|----------------------------------|-------------------------------|
| A | B | C | D | E |
| <input type="checkbox"/> 1-10 | <input type="checkbox"/> 10-50 | <input type="checkbox"/> 50-100 | <input type="checkbox"/> 100-300 | <input type="checkbox"/> >300 |
- c. Transportation (Ground/ Air / Sea, including Movement Control)
- | | | | | |
|-------------------------------|--------------------------------|---------------------------------|----------------------------------|-------------------------------|
| A | B | C | D | E |
| <input type="checkbox"/> 1-10 | <input type="checkbox"/> 10-50 | <input type="checkbox"/> 50-100 | <input type="checkbox"/> 100-300 | <input type="checkbox"/> >300 |
- d. County or Regional offices
- | | | | | |
|-------------------------------|--------------------------------|---------------------------------|----------------------------------|-------------------------------|
| A | B | C | D | E |
| <input type="checkbox"/> 1-10 | <input type="checkbox"/> 10-50 | <input type="checkbox"/> 50-100 | <input type="checkbox"/> 100-300 | <input type="checkbox"/> >300 |
5. What service(s) do you presently outsource? Select all that apply.
- Engineering services and engineering maintenance
 - Communication and communication maintenance
 - Transportation and fleet maintenance
 - Website Development and Maintenance
 - Application Development
 - Application Maintenance
 - WANs
 - LANs
 - IT training
 - Desktop Management
 - Disaster Recovery
 - Data/ Call Centre
 - Information reporting (Including Archiving and Reproduction)
 - Assets/ inventory and property management
 - Warehousing (Supply, Engineering, IT/Communications, Transport)
 - Facilities / camp management including cleaning, garbage collection and janitor services
 - Transport and Fleet management
 - Engineering and related services including project development and construction
 - Medical Services
 - 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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs or other Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

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

a. Outsourced to private firms

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs or other Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

12. Indicate the percentage of Engineering Services:

a. Outsourced to private firms

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs or other Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

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
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs or other Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 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
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs or other Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

15. Indicate the percentage of medical Services:

a. Outsourced to private firms

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

b. Outsourced to UN Agencies, NGOs and others Agencies

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

c. Carried out by your Peacekeeping Operation

A	B	C	D	E
<input type="checkbox"/> 0-5%	<input type="checkbox"/> 5-10%	<input type="checkbox"/> 10-50%	<input type="checkbox"/> 50-75%	<input type="checkbox"/> 75-100%

16. Describe the inventory that you are currently managing? (Select one)

a. Facilities and infrastructures

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

b. Ground transportation

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

c. Air transportation

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

d. Naval transportation

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

e. IT/Communication

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

f. Medical

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

g. Special equipment

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m

h. Other supplies, services and equipment

	A	B	C	D
Budgeted Value	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m	<input type="checkbox"/> \$500-999m



17. What is the estimated expenditure for each item outsourced? (Select all that apply)

<u>Services</u>	<u>Estimated expenditure</u>		
	A	B	C
a. <input type="checkbox"/> Facilities, infrastructure and Camp management	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
b. <input type="checkbox"/> Ground transportation	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
c. <input type="checkbox"/> Air transportation	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
d. <input type="checkbox"/> Naval transportation	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
e. <input type="checkbox"/> IT/Communication	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
f. <input type="checkbox"/> Medical	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
g. <input type="checkbox"/> Special equipment	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m
h. <input type="checkbox"/> Other supplies, services and equipment	<input type="checkbox"/> \$0-50m	<input type="checkbox"/> \$50-100m	<input type="checkbox"/> \$100-500m

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 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
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)

- | | Yes | No | |
|----|--------------------------|--------------------------|---|
| a. | <input type="checkbox"/> | <input type="checkbox"/> | Capacity and capability to perform the work |
| b. | <input type="checkbox"/> | <input type="checkbox"/> | On time performance |
| c. | <input type="checkbox"/> | <input type="checkbox"/> | Product quality |
| d. | <input type="checkbox"/> | <input type="checkbox"/> | Budget accuracy |
| e. | <input type="checkbox"/> | <input type="checkbox"/> | Administrative accuracy |
| f. | <input type="checkbox"/> | <input type="checkbox"/> | Responsiveness |
| g. | <input type="checkbox"/> | | Others, please specify _____ |

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

- | | Yes | No | |
|----|--------------------------|--------------------------|------------------------------|
| a. | <input type="checkbox"/> | <input type="checkbox"/> | Annually |
| b. | <input type="checkbox"/> | <input type="checkbox"/> | Quarterly |
| c. | <input type="checkbox"/> | <input type="checkbox"/> | Monthly |
| d. | <input type="checkbox"/> | <input type="checkbox"/> | Weekly |
| e. | <input type="checkbox"/> | <input type="checkbox"/> | Daily |
| f. | <input type="checkbox"/> | | Others, please specify _____ |

28. Has your access to information improved? (Select one)

(1=Certainly, 2=Probably, 3=Not sure, 4=Probably not, 5=Definitely not)

- | 1 | 2 | 3 | 4 | 5 |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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

- | | 1 | 2 | 3 | 4 | 5 | |
|----|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---|
| a. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Financial stability |
| b. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Strategic direction |
| c. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Business qualifications, technical expertise |
| d. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Reputation/references |
| e. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Physical equipment and capabilities (site visit?) |



- | | | | | | | |
|----|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------------------|
| f. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Operational excellence |
| g. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Information technology |
| h. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Cost |
| i. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Quality |
| j. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Size of firm |
| k. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Attitude and Compatibility |
| l. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Safety record |
| m. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Other similar business contracts |
| n. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Previous experience with the provider |

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 Test Results on 74 consolidated Questions

No	Question	Variable	P-value
Q1.	What services do you presently outsource?		
	Customer Service	v2	NS
	Freight consolidation/distribution	v3	<0.05
	Selected manufacturing activities	v4	NS
	Information Technology	v5	<0.05
	Product assembly	v6	NS
	Order fulfilment	v7	NS
	Parts packaging and accessories	v8	NS
	Packaging for retail item	v9	NS
	Engineering services and maintenance	v10	<0.05
	Communication and communication maintenance	v11	<0.05
	Traffic, transportation/fleet operations and maintenance	v12	<0.05
	Assets/warehousing/property management	v13	<0.05
	Facilities /camp management /catering	v14	<0.05
	Medical services	v15	<0.05
	Heavy and specialized activities	v16	<0.05
	Security/fire safety	v17	<0.05
	Payroll	v18	NS
	Human resources	v19	<0.05
Q2.	What are your goals and objectives for outsourcing?		
	Cost reduction	v20	<0.05
	Labour issues	v21	<0.05
	Performance improvement	v22	<0.05
	Risks	v23	<0.05
	Competitive issues	v24	<0.05



	Enhanced technology	v25	<0.05
	Capacity building/ economy enhancement	v26	<0.05
Q3.	Are outside experts involved in your company's decision to outsource?	v27	NS
Q4.	What benchmarks/models do you use to establish goals?		
	Professional knowledge and experience	v28	<0.05
	Industry standard	v29	NS
	Research, industry and current literature	v30	NS
	Customer survey	v31	NS
	Competitive situations	v32	NS
	Lessons learnt internally	v33	<0.05
	Providers' benchmarks	v34	NS
Q5.	What are your risks of outsourcing?		
	Loss of control	v35	<0.05
	Costs	v36	<0.05
	Performance and product quality	v37	<0.05
	Failure	v38	<0.05
	Flexibility	v39	NS
	Insufficient research and inaccurate data	v40	NS
Q6	What barriers impede your decision to outsourcing?		
	Cost	v41	NS
	Government policies/ local economy	v42	NS
	Political considerations and labour issues	v43	<0.05
	Quality	v44	<0.05
	Control	v45	<0.05
	Outsourcing expertise	v46	<0.05
	Poor project definition	v47	<0.05
	Internal organizational issues	v48	<0.05
	Withholding of financial information	v49	NS
	Provider selection	v50	NS
	Human resources	v51	<0.05
	Current workload	v52	<0.05



Q7.	What are the factors that influence your provider selection?		
	Cost	v53	NS
	Financial stability	v54	NS
	Operational excellence and reputation	v55	All Yes
	Information technology	v56	<0.05
	Physical equipment and capabilities	v57	NS
	Strategic direction and compatibility	v58	All Yes
	Business qualifications	v59	NS
	Size/strength and management style	v60	NS
	Safety record	v61	<0.05
	Similar business experience	v62	<0.05
	Previous experience with provider	v63	<0.05
Q8.	How is the service provider's performance measured?		
	Annually	v64	<0.05
	Quarterly	v65	NS
	Monthly	v66	<0.05
	Weekly	v67	<0.05
	Daily	v68	NS
Q9.	How are policies and procedures established?		
	Unique policies developed by client	v69	<0.05
	Mutually developed and very defined	v70	<0.05
	Integrating client and provider's standards	v71	NS
	Based on provider's standards	v72	NS
	Through service level agreement	v73	NS
	Application of clients' existing policies	v74	<0.05
	Handed down from the head office	v75	<0.05