

PD-AAW-389
152181

AID CONTRACT AND GRANT

PROCESS REVIEW

PHASE 1 AND PHASE 2 BRIEFING

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C.

MARCH 1983

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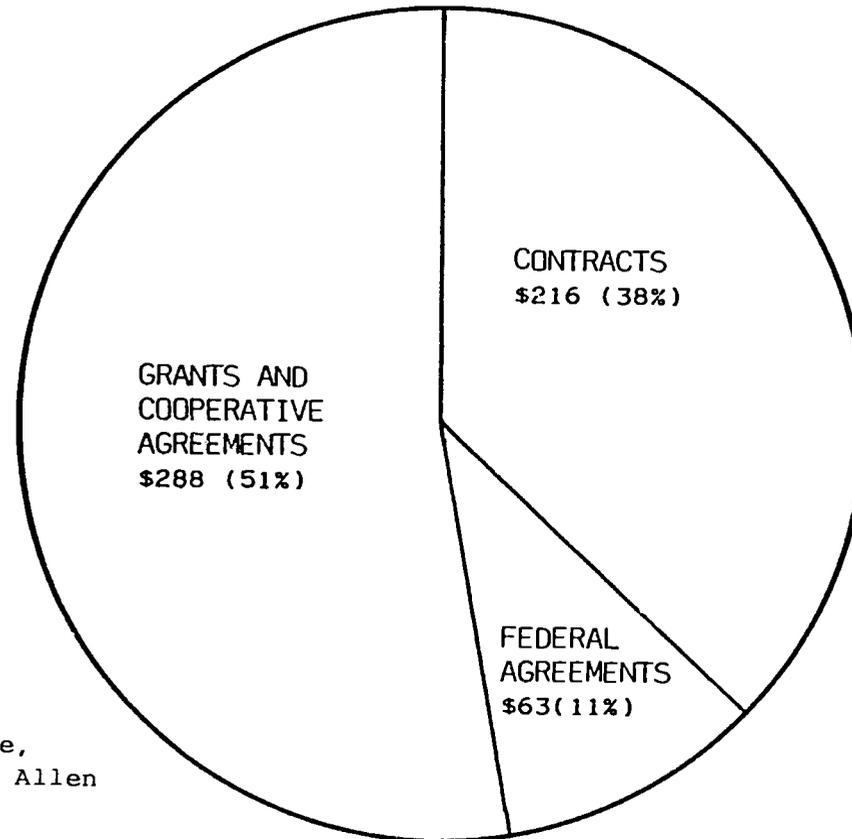
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THIS REPORT WAS PREPARED BY
BOOZ-ALLEN, HAMILTON, INC. UNDER
WORK ORDER, #9 CONTRACT AID/OTR-I-1860

I. BACKGROUND

1. DIRECT CONTRACTS AND GRANTS PROCESSED
BY AID/W IN FY 82¹

FY 82 TOTAL -- \$567 MILLION²



SOURCE: M/SER/DM data base,
reviewed by Booz, Allen
& Hamilton Inc.

- 1 INCLUDES AID-DIRECT CONTRACTS, GRANTS, AND COOPERATIVE AGREEMENTS OF ALL TYPES, AS WELL AS SERVICE AGREEMENTS WITH OTHER FEDERAL AGENCIES. NEW ACTIONS AND AMENDMENTS ARE COMBINED. DATA BASE PRESENTLY UNDER-REPORTS MISSION ACTIVITY. COMPREHENSIVE DATA WILL BE AVAILABLE FROM MISSIONS FOR FY 83 THROUGH RECENTLY IMPLEMENTED PROCEDURES. DATA BASE PRESENTLY HAS LITTLE HOST COUNTRY CONTRACT DATA; NEW PROCEDURES SHOULD YIELD A TOTAL FOR HOST COUNTRY CONTRACTS BY LATE APRIL 1983.
- 2 "FEDERAL AGREEMENTS" ARE INTER-AGENCY SERVICE AGREEMENTS, WHICH WERE NOT REVIEWED IN THIS STUDY. PERCENTAGE DISTRIBUTIONS HAVE REMAINED VERY STABLE SINCE FY78.

2. EXTENT OF COMPETITION - AID/W NEW ACTIONS AND AMENDMENTS
(FY82)

COMPETITIVE CATEGORY	DOLLARS OBLIGATED		ACTIONS		AVERAGE DOLLARS PER ACTION (000)
	(000)	PERCENT	NUMBER	PERCENT	
FULLY COMPETITIVE CONTRACTS	\$23,663	4%	70	2%	\$338
LIMITED COMPETITION CONTRACTS	\$98,716	17%	137	5%	\$721
GRANTS	20,973	3	23	1	912
	77,743	14	114	4	682
NON-COMPETITIVE CONTRACTS ¹	\$106,820	19%	575	20%	\$186
GRANTS	29,989	5	321	12	93
FEDERAL AGREEMENTS ²	45,658	8	68	2	671
AMENDMENTS ³	31,173	6	186	6	168
	<u>337,486</u>	<u>60%</u>	<u>2,136</u>	<u>73</u>	<u>158</u>
TOTAL	<u>\$566,685</u>	<u>100%</u>	<u>2,918</u>	<u>100%</u>	<u>\$194</u>

1 INCLUDES SPECIAL PROCUREMENTS, E.G., SOLE-SOURCE, UNSOLICITED PROPOSALS.

2 SERVICING AGREEMENTS WITH FEDERAL AGENCIES--PASA'S/RSSA'S.

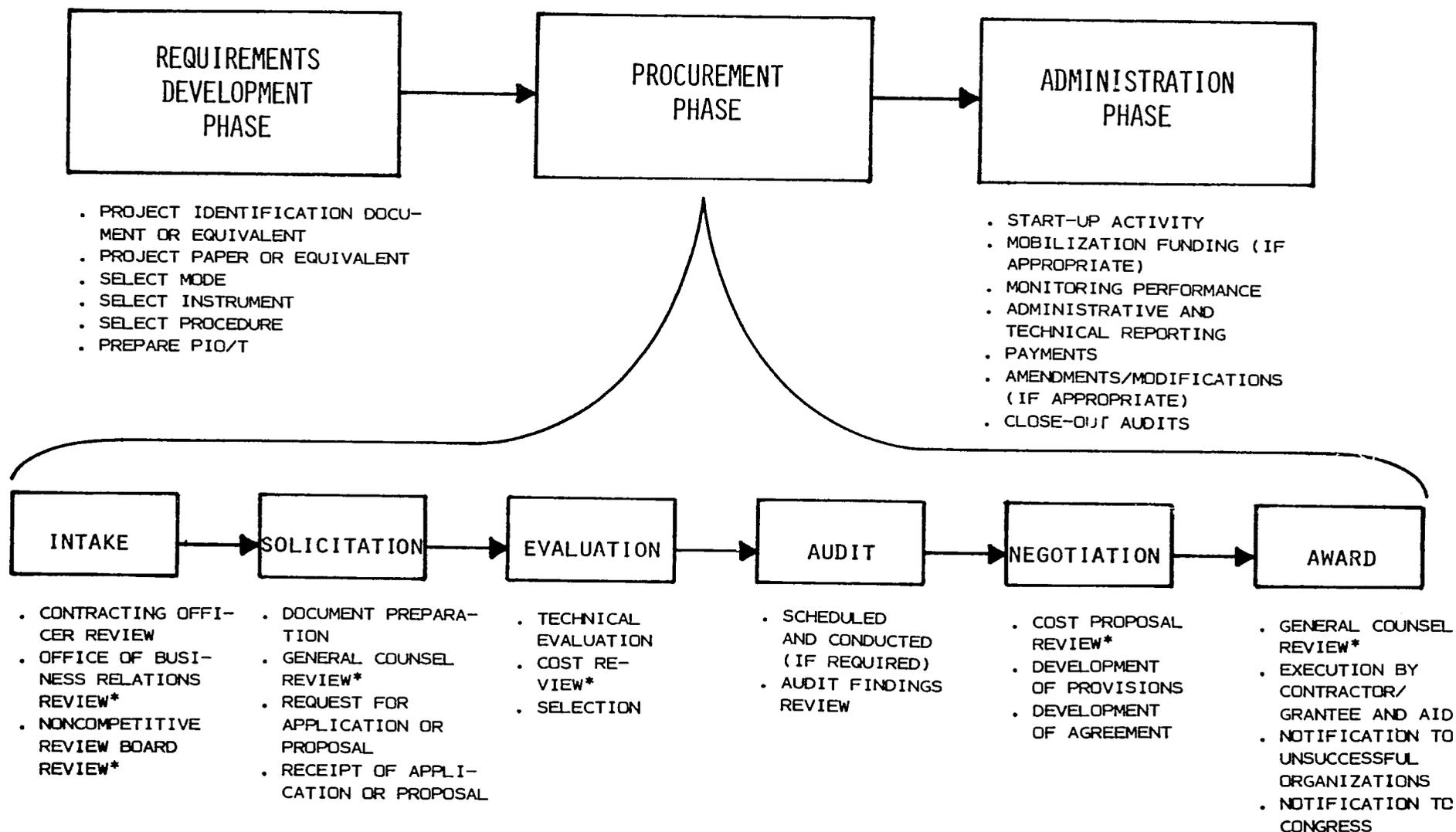
3 INCLUDES BOTH CONTRACT AND GRANT AMENDMENTS, BUT EXCLUDES UNFUNDED ACTIONS (1120). PURPOSES OF AMENDMENTS INCLUDE PLANNED INCREMENTAL FUNDING, WHICH PROBABLY ACCOUNTS FOR A VERY LARGE PROPORTION OF THESE FUNDS. WITHOUT AN EXHAUSTIVE REVIEW OF THE 2,136 ACTIONS, IT IS IMPOSSIBLE TO DETERMINE WHAT PORTION RELATED TO AWARDS THAT WERE ORIGINALLY COMPETED.

3. COMPOSITION OF FUNDED AMENDMENTS AND ORDERS (FY82)

	DOLLARS OBLIGATED		ACTIONS		AVERAGE DOLLARS PER ACTION (000)
	(000)	PERCENT	NUMBER	PERCENT	
CONTRACTS	\$141,399	42	1300	61	\$ 109
CONTRACTS	127,271	39	551	26	231
IQC WORK ORDERS	12,199	4	352	16	35
PURCHASE ORDERS	1,929	1	397	19	5
GRANTS	\$119,917	36	423	20	\$ 283
CRSPS ^{(1), (2)}	5,000	1	4	₍₃₎	1250
TITLE XII	4,000	1	50	2	80
OTHER	110,917	34	369	18	300
COOPERATIVE AGREEMENT	\$ 44,566	13	127	6	\$ 351
PASA/RSSA	\$ 31,604	9	286	13	\$ 111
TOTAL	\$337,486	100%	2136	100%	\$ 158

- (1) COLLABORATIVE RESEARCH SUPPORT PROGRAM
(2) FIGURES ESTIMATED BY M/SER/CM STAFF
(3) LESS THAN HALF OF ONE PERCENT

4. CONTRACT AND GRANT PROCESS OVERVIEW



* INDICATES APPLICABLE ONLY TO CERTAIN TYPES OF CONTRACTS

II. STUDY SCOPE AND METHODOLOGY

1. PURPOSE AND SCOPE

THE PURPOSES OF THE REVIEW ARE TO:

- IDENTIFY STRENGTHS AND WEAKNESSES
- DETERMINE SPECIFIC ADMINISTRATIVE AND OTHER MEANS TO ACCELERATE THE PROCESS, MAINTAIN FAIRNESS AND TO MEET OTHER OBJECTIVES, SUCH AS AN APPROPRIATE LEVEL OF COMPETITION

THE REVIEW FOCUSES ON AID/W, MISSION AND HOST COUNTRY CONTRACTS, AID/W GRANTS AND COOPERATIVE AGREEMENTS FOR TECHNICAL SERVICES. EXCLUDED FROM THE SCOPE ARE:

- CONTRACTS FOR COMMODITIES AND PARTICIPANT TRAINING SERVICES
- SERVICE AGREEMENTS WITH OTHER FEDERAL AGENCIES
- SPECIAL TYPES OF CONTRACTS AND GRANTS (E.G., ASHA, PSC'S, PL 480)

THE REVIEW HAS THREE PARTS:

- PART ONE: MAIL SURVEY OF CONTRACTORS AND GRANTEEES
- PART TWO: INTERNAL ANALYSIS OF CONTRACT AND GRANT PROCESSING
- PART THREE: DEVELOPMENT OF SPECIFIC IMPROVEMENT RECOMMENDATIONS AND ACTION PLANS

2. PART ONE: MAIL SURVEY PURPOSE AND SAMPLE

THE MAIL SURVEY WAS UNDERTAKEN TO OBTAIN RESPONDENTS VIEWS ON AID'S PERFORMANCE OF THE PROCESS AND TO SOLICIT IMPROVEMENT SUGGESTIONS FROM PRESENT AID CONTRACTORS AND GRANTEES AND UNSUCCESSFUL BIDDERS

FOUR GROUPS OF AID CONTRACTORS/GRANTEES WITH CONTRACTS AND AGREEMENTS IN EFFECT DURING FY82 WERE SURVEYED:

- AID/W TECHNICAL SERVICE CONTRACTORS
- MISSION TECHNICAL SERVICE CONTRACTORS
- TECHNICAL SERVICE CONTRACTORS WHO HAVE PROVIDED SERVICES UNDER AID-FUNDED, HOST COUNTRY CONTRACTS ("HOST COUNTRY CONTRACTORS")
- RECIPIENTS OF GRANTS OR COOPERATIVE AGREEMENTS ("GRANTEES")

ALSO SURVEYED WAS A GROUP OF UNSUCCESSFUL BIDDERS FOR AID/W PROCUREMENTS DURING FY82 WHO HAD ALSO NOT BEEN AWARDED A CONTRACT FOR FIVE YEARS

3. PART ONE: SURVEY ADMINISTRATION

GROUP	"UNIVERSE" SIZE ESTIMATES (FY82) ¹	SAMPLE SIZE ²	RETURNS	RETURN RATES
AID/W CONTRACTORS	350	254	153	60%
MISSION CONTRACTORS	80	60	41	68%
HOST COUNTRY CONTRACTORS	100	88	51	55%
GRANTEES	230	164	113	67%
UNSUCCESSFUL BIDDERS	285	108	53	48%
TOTAL	1045	674	411	61%

¹ DATA FOR DIRECT AID/W CONTRACTORS AND GRANTEES AND DIRECT MISSION CONTRACTORS ORIGINATE IN THE CONTRACT ON-LINE REPORTING SYSTEM MAINTAINED BY M/SER/CM. THIS DATA BASE PRESENTLY UNDER-REPORTS MISSION ACTIVITY; COMPREHENSIVE DATA WILL BE AVIALABLE FROM MISSIONS FOR FY83 THROUGH RECENTLY IMPLEMENTED PROCEDURES. HOST COUNTRY CONTRACTOR COUNT IS ALSO KNOWN TO BE LOW; IT WAS DEVELOPED FROM AN INCOMPLETE SET OF HOST COUNTRY CONTRACT DOCUMENTS IN M/SER/CM FILES, BUT IS SUBJECT TO NEW PROCEDURES EXPECTED TO YIELD A TOTAL BY LATE APRIL 1983. UNSUCCESSFUL BIDDER TOTAL COMPILED FROM LETTERS SENT TO THESE ORGANIZATIONS, WHICH WERE PROVIDED BY M/SER CM.

² SAMPLE SIZES FOR EACH CATEGORY WERE DERIVED AFTER ELIMINATION OF DUPLICATIONS (E.G., AN ORGANIZATION WITH BOTH A CONTRACT AND A GRANT) IN ORDER TO REDUCE RESPONSE BURDEN ON INDIVIDUAL ORGANIZATIONS. HOWEVER, AFTER ELIMINATING DUPLICATION, QUESTIONNAIRES WERE SENT TO VIRTUALLY EVERY CONTRACTOR AND AID/W GRANTEE IN THE UNIVERSE (IN THE COOR'S DATA REPORTING SYSTEM).

4. PART ONE: SURVEY INSTRUMENTS

TAILORED INSTRUMENTS WERE DEVELOPED FOR EACH CONTRACTOR/GRANTEE GROUP:

- STAFF IN REGIONAL, CENTRAL AND MANAGEMENT BUREAUS HELPED IDENTIFY ISSUES
- DRAFTS WERE REVIEWED BY SUCH OFFICES AS BUSINESS RELATIONS AND CONTRACT MANAGEMENT
- PRE-TESTS WERE CONDUCTED WITH 15 CONTRACTORS AND GRANTEEES
- ON AVERAGE, EACH INSTRUMENT CONTAINED 35 QUESTIONS

THE RESULTING INSTRUMENTS CONTAINED FIVE-POINT SCALES FOR RATING AID'S PERFORMANCE:

- OVERALL AND FOR EACH PROCESS PHASE
- OVERALL AND FOR EACH PHASE, COMPARED TO OTHER U.S. AGENCIES
- ON SPECIFIC ASPECTS OF EACH PHASE

<p>AID/W CONTRACTORS</p> <p>I. ORGANIZATION CHARACTERISTICS</p> <ul style="list-style-type: none">. <i>~~~~~</i>. <i>~~~~~</i>. <i>~~~~~</i> <p>II. REQUIREMENTS DEVELOPMENT PHASE</p> <ul style="list-style-type: none">. <i>~~~~~</i>. <i>~~~~~</i>. <i>~~~~~</i>. INDEPENDENT RATING. COMPARATIVE RATING <p>III. PROCUREMENT PHASE</p> <ul style="list-style-type: none">. <i>~~~~~</i>. <i>~~~~~</i>	<ul style="list-style-type: none">. <i>~~~~~</i>. <i>~~~~~</i>. INDEPENDENT RATING. COMPARATIVE RATING <p>IV. ADMINISTRATION PHASE</p> <ul style="list-style-type: none">. <i>~~~~~</i>. <i>~~~~~</i>. <i>~~~~~</i>. INDEPENDENT RATING. COMPARATIVE RATING <p>V. OVERALL</p> <ul style="list-style-type: none">. INDEPENDENT RATING. COMPARATIVE RATING
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5. PART TWO: INTERNAL ANALYSIS OF CONTRACT AND GRANT PROCESSES

INTERVIEWS WERE CONDUCTED WITH 17 AID OFFICIALS IN REQUIRING OFFICES AND 17 IN CM, OBR, GC, AND IG TO IDENTIFY POTENTIAL AREAS FOR IMPROVEMENT

AVERAGE ELAPSED TIMES WERE CALCULATED FOR AID/W CONTRACTS AND GRANTS (INFORMATION ON MISSION AND HOST COUNTRY INSTRUMENTS IS NOT AVAILABLE IN AID/W

DETAILED PROCESS FLOWS WERE DEVELOPED TO IDENTIFY PROCESSING ISSUES

THE WORK OF SEVERAL OTHER FEDERAL PROCUREMENT STUDY GROUPS WAS REVIEWED TO IDENTIFY OTHER POTENTIAL ISSUES AND SOLUTIONS

INITIAL CONSIDERATION WAS GIVEN TO SPECIFIC KINDS OF IMPROVEMENT ACTIONS THAT COULD BE TAKEN IN SEVERAL REVIEW SESSIONS WITH THE PROJECT OFFICER

III. SURVEY FINDINGS

SELECTED AID CONTRACTOR AND GRANTEE RESPONDENT CHARACTERISTICS

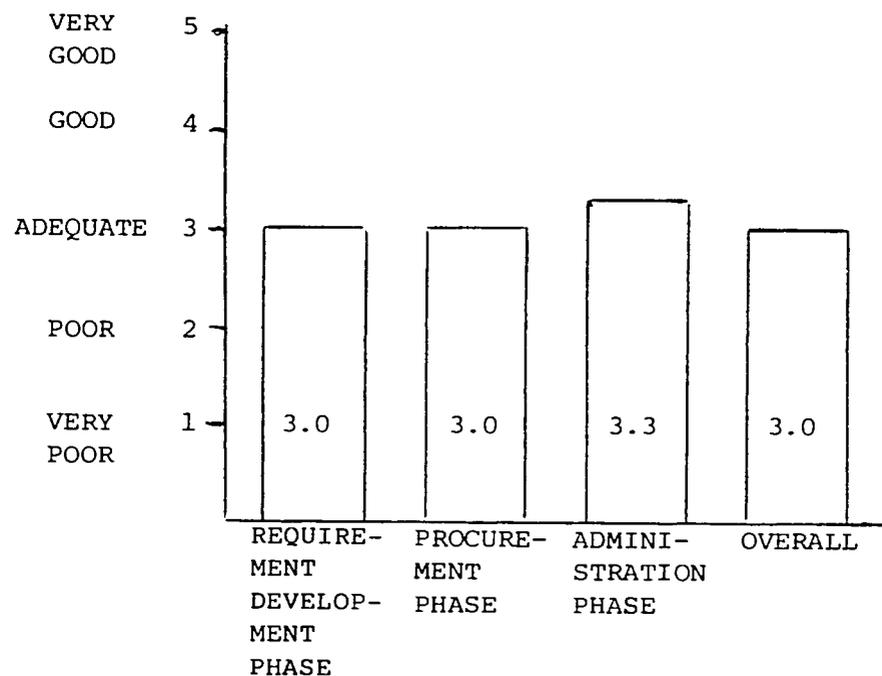
	AID/WASHINGTON CONTRACTORS	MISSION CONTRACTORS	HOST COUNTRY CONTRACTORS	GRANTEES	POTENTIAL CONTRACTORS ("UNSUCCESSFUL")	WEIGHTED AVERAGE
"SMALL" SIZE ¹	58%	32%	34%	57%	80%	55%
MINORITY OR WOMEN OWNERSHIP	47%	25%	NOT ASKED	25%	47%	41%
HAVE DONE AID-FUNDED WORK OVERSEAS	64%	100%	100%	85%	NOT APPLICABLE	89%
LOCATED IN DC METRO AREA	53%	32%	32%	34%	35%	38%
EXPERIENCE WITH MORE THAN ONE TYPE OF AID CONTRACT/GRANT ²	49%	76%	69%	48%	NOT APPLICABLE	56%

- 1 CONTRACTORS WHO IDENTIFIED THEMSELVES AS ELIGIBLE FOR SMALL BUSINESS SET-ASIDES IN THE TYPE OF SERVICE THEY USUALLY PROVIDE TO AID, OR GRANTEE WHO RECEIVED LESS THAN \$3 MILLION IN FEDERAL GRANT DOLLARS.
- 2 TYPES INCLUDE AID/W CONTRACTS, MISSION CONTRACTS, HOST COUNTRY CONTRACTS, AND GRANTS OR COOPERATIVE AGREEMENTS.

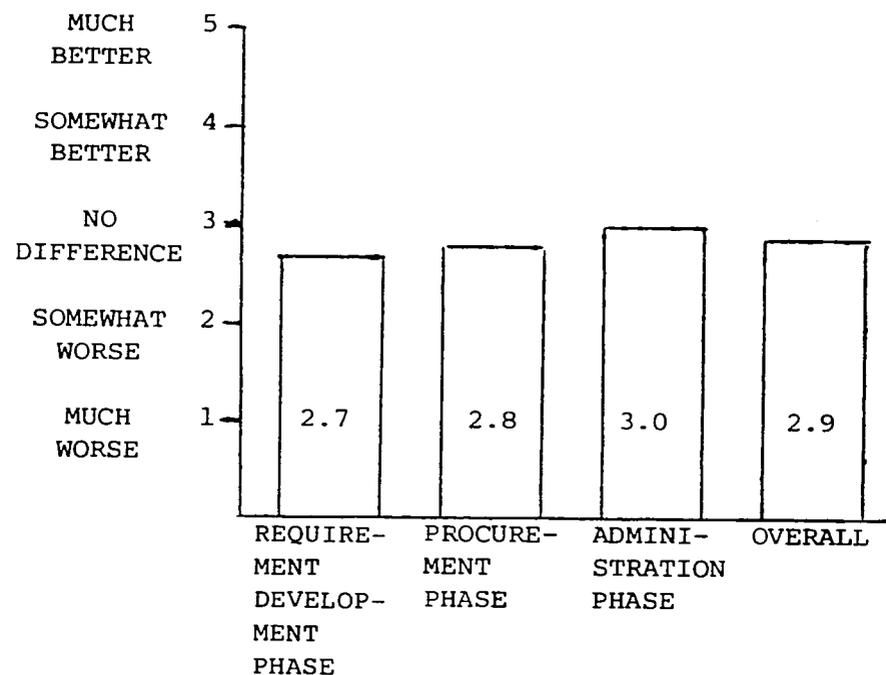
A. FINDINGS BY PROCESS PHASE

1. AID/W CONTRACTS AND GRANTS AND MISSION CONTRACTS

PERFORMANCE RATED INDEPENDENTLY



PERFORMANCE COMPARED TO OTHER FEDERAL AGENCIES



Note: For each column, the mean (e.g., 3.0) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

1. AID/W CONTRACTS AND GRANTS AND MISSION CONTRACTS

IN GENERAL, CONTRACTORS AND GRANTEEES WHO RESPONDED BELIEVE THAT THE WAY AID CONDUCTS BUSINESS WITH THEM IS ADEQUATE

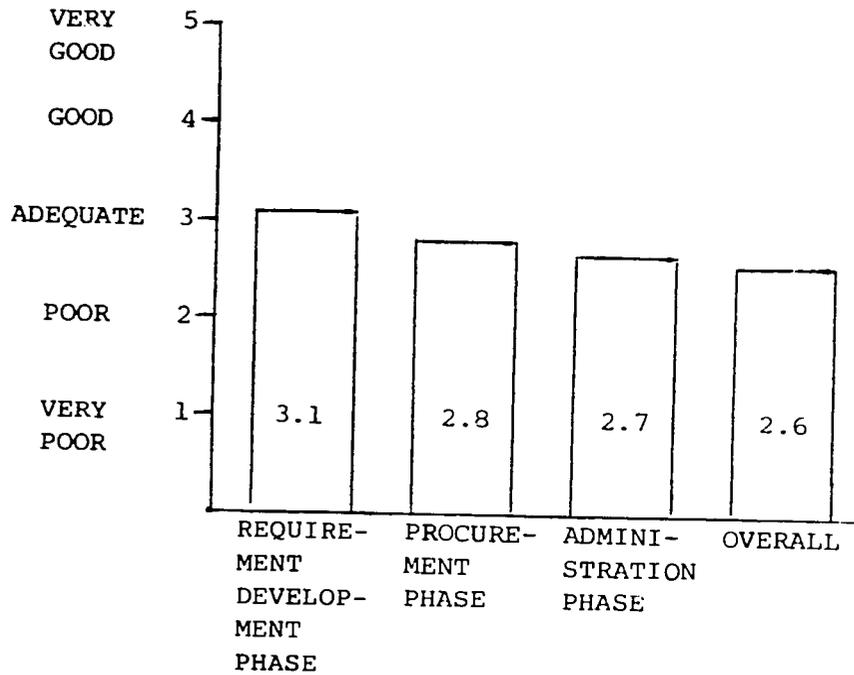
THEY ARE MOST POSITIVE ABOUT THE ADMINISTRATION PHASE, APPARENTLY BECAUSE THE CONTRACTUAL REQUIREMENTS AND THE WAY AID ADMINISTERS THEM ARE THOUGHT TO BE REASONABLE

ALTHOUGH ABSOLUTE RATINGS ARE AT LEAST ADEQUATE FOR EACH PHASE, AID SUFFERS SOMEWHAT IN COMPARISON TO OTHER FEDERAL AGENCIES.

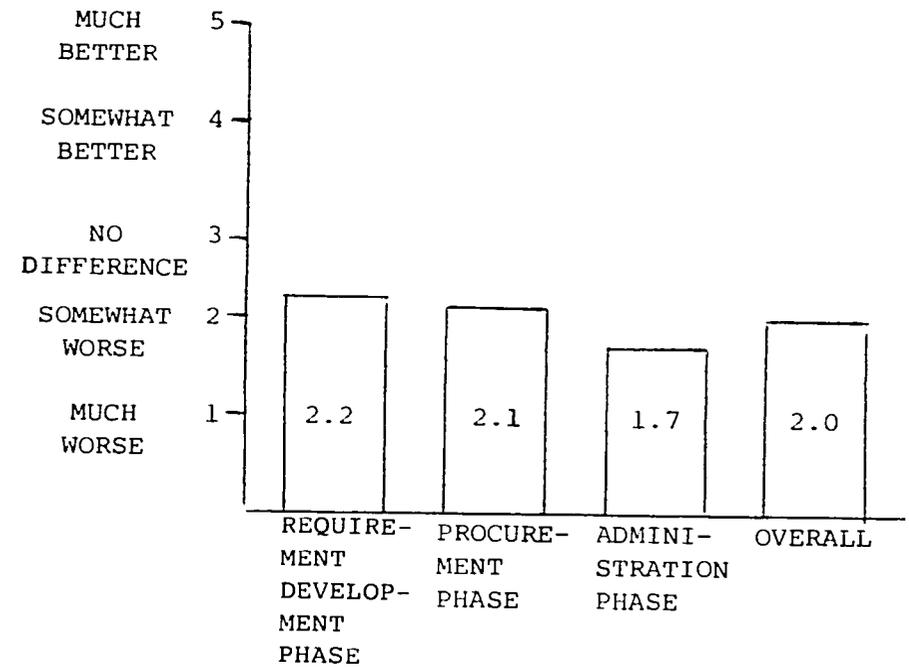
IT IS NOT CLEAR WHETHER THIS DISCREPANCY REFLECTS A BELIEF THAT AID WORKS UNDER MORE DIFFICULT CONDITIONS OR WHETHER CONTRACTORS AND GRANTEEES HAVE COME TO EXPECT GREATER DIFFICULTIES WITH AID.

2. HOST COUNTRY CONTRACTS

PERFORMANCE RATED
INDEPENDENTLY



HOST COUNTRY CONTRACTS COMPARED
TO AID DIRECT CONTRACTS *



Note: For each column, the mean (e.g., 3.1) is accurate within a range of ± 0.3 . In comparing columns, a difference in means of 0.4 is generally statistically significant.

* Comparison based solely on host country contractor responses

2. HOST COUNTRY CONTRACTS

HOST COUNTRY CONTRACTORS ARE THE MOST CRITICAL OF ALL THE GROUPS SURVEYED

ONE EXPLANATION FOR THE HOST COUNTRY CONTRACTOR PROCESS PHASE RATINGS IS THE DEGREE OF AID MISSION STAFF INVOLVEMENT IN EACH PHASE:

- MORE FAVORABLE RATINGS WERE GENERALLY GIVEN TO SPECIFIC ASPECTS OF THE PROCESS THAT AID CONTROLS, SUCH AS THE QUALITY OF SOLICITATIONS
- HOST COUNTRY CONTRACTORS WERE CRITICAL OF THE ADMINISTRATION PHASE, WHERE AID HAS THE LEAST INVOLVEMENT AND THE HOST COUNTRY HAS THE MOST INVOLVEMENT

ANOTHER EXPLANATION MAY BE THE GENERAL UNCERTAINTY INVOLVED IN HOST COUNTRY CONTRACTING:

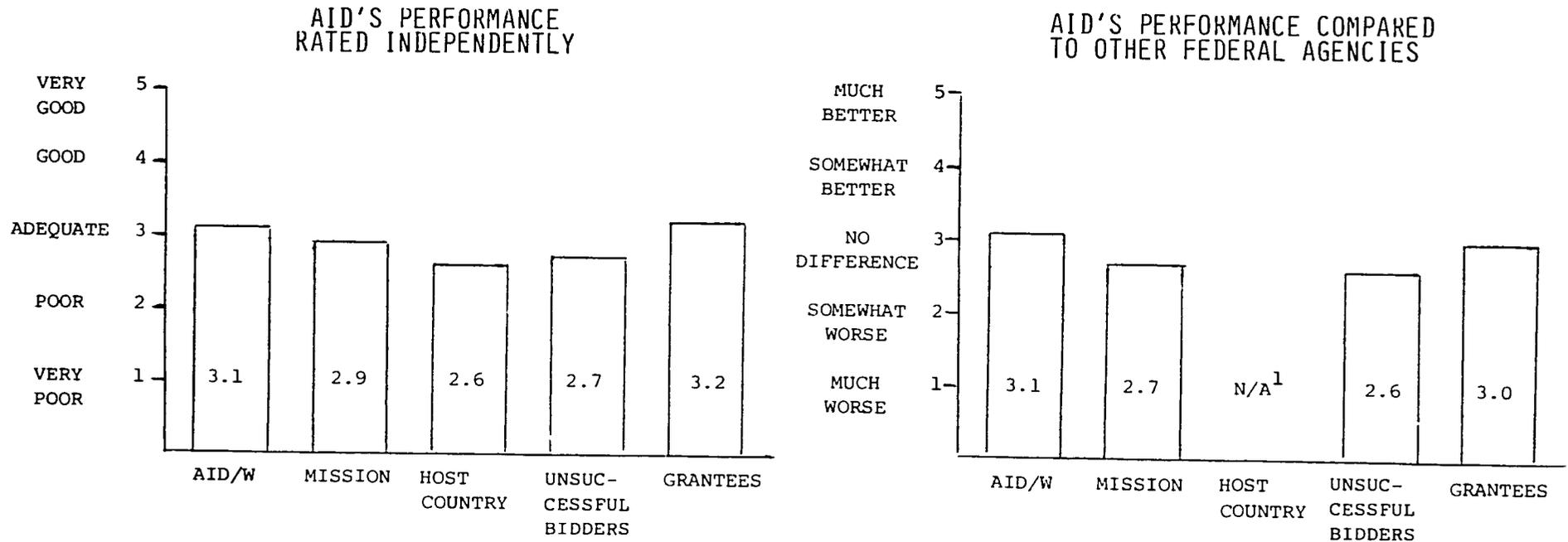
- LOW COMPARATIVE RATINGS SUGGEST THAT THE APPROPRIATENESS OF THIS MECHANISM IS AT ISSUE
- A NUMBER OF HOST COUNTRY CONTRACTORS SPECIFICALLY COMMENTED ON THE UNCERTAINTY OVER PAYMENTS AND QUESTIONED WHETHER THE "BEST" CONTRACTOR WAS SELECTED

IN COMMENTING ON THE PROCESS, HOST COUNTRY CONTRACTORS SUPPORTED THE CONCEPT OF HOST COUNTRY CONTRACTING BUT WERE CRITICAL OF THE WAY IN WHICH IT IS CARRIED OUT:

- INVOLVEMENT AND "OWNERSHIP" OF PROJECTS BY HOST COUNTRIES WAS AN IMPORTANT ADVANTAGE
- INCREASED TIME IN GETTING A CONTRACTOR ON-BOARD AND ADMINISTRATIVE UNCERTAINTIES WERE SEEN AS MAJOR DISADVANTAGES

B. FINDINGS BY TYPE OF RESPONDENT

1. OVERALL PERFORMANCE RATINGS BY RESPONDENTS

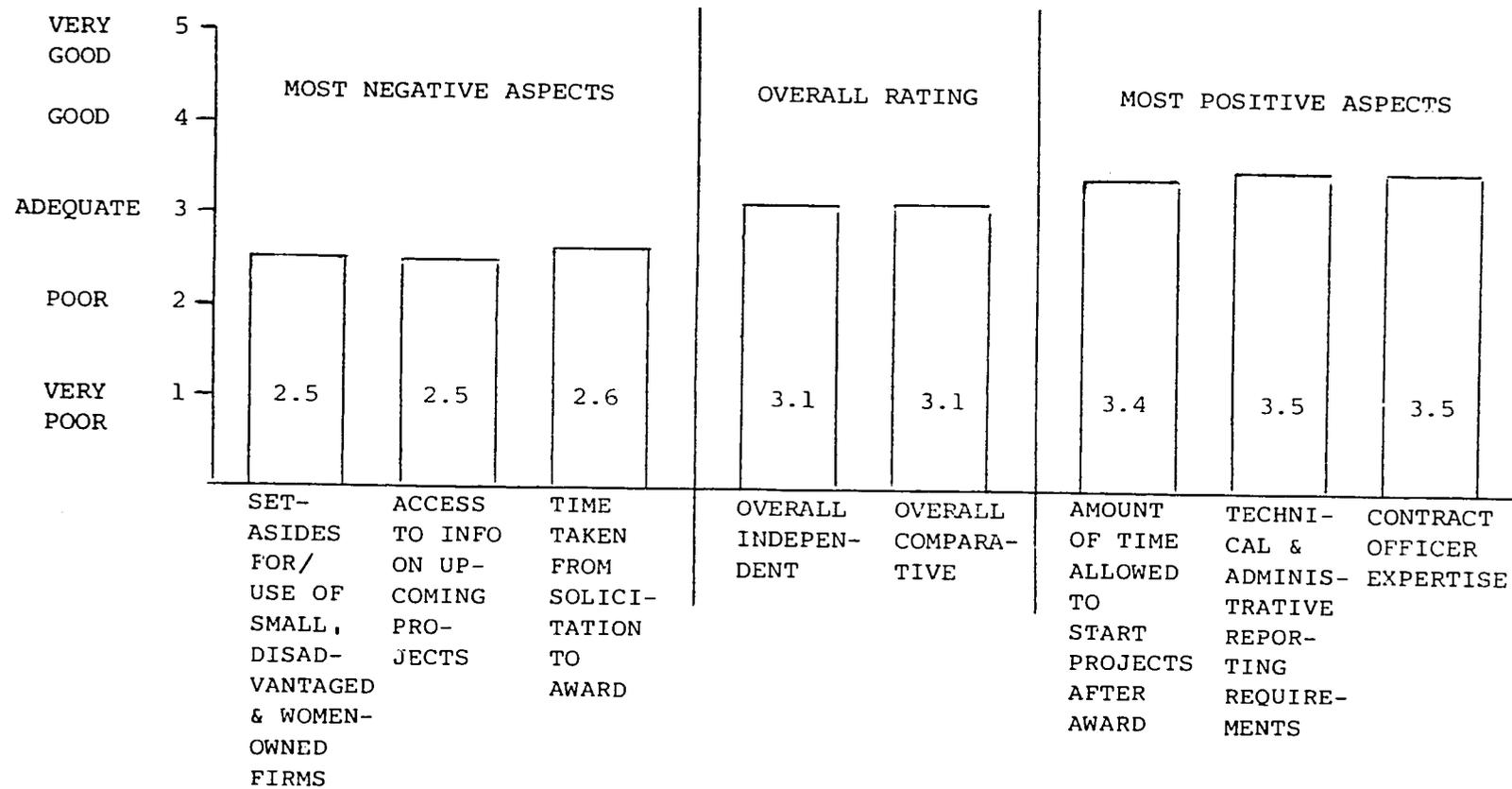


- IN THE MOST GENERAL TERMS, RESPONDENTS RATED AID'S PERFORMANCE AS "ADEQUATE" AND "NOT DIFFERENT" FROM THAT OF OTHER FEDERAL AGENCIES. TWELVE PERCENT OF THE RESPONDENTS RATED AID'S PERFORMANCE AS VERY POOR.
- THOSE WHO RATED AID POOR OR VERY POOR TENDED TO FALL IN THE CATEGORIES OF (1) THE MORE EXPERIENCED, (2) EXPERIENCED OVERSEAS, AND (3) SMALL AND DISADVANTAGED FIRMS

¹ HOST COUNTRY CONTRACTORS WERE ASKED TO COMPARE HOST COUNTRY CONTRACTING TO AID DIRECT CONTRACTING.

Note: For each column, the mean (e.g., 3.1) is accurate within a range of ± 0.2 . In comparing columns, a difference in means of 0.4 is generally statistically significant.

2. AID/W CONTRACTORS



Note: For each column, the mean (e.g., 2.5) is accurate within a range of ± 0.2 . In comparing columns, a difference in means of 0.3 is generally statistically significant.

2. AID/W CONTRACTORS

AID'S SET-ASIDES* AND UTILIZATION OF SMALL AND DISADVANTAGED BUSINESSES IS AN IMPORTANT ISSUE TO AID/W CONTRACTORS:

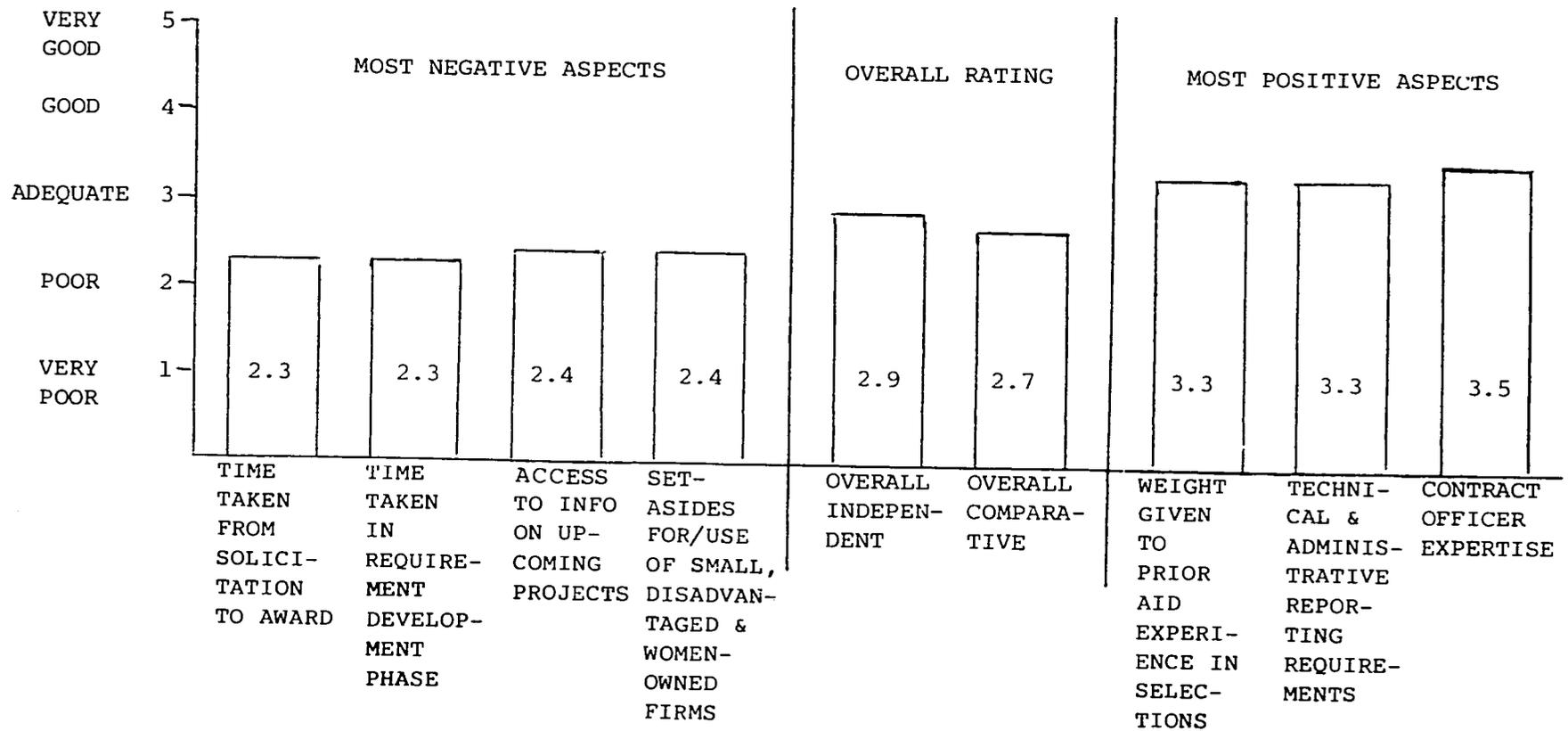
- SMALL AID/W CONTRACTORS (55% OF THE RESPONDENTS) WERE MORE CRITICAL OF THIS ASPECT THAN OTHER SIZE AID/W CONTRACTORS
- IN OTHER RESPONDENT GROUPS, CRITICISM CAME EQUALLY FROM ALL SIZES OF FIRMS

ACCESS TO INFORMATION ABOUT UPCOMING PROCUREMENT OPPORTUNITIES IS ALSO AN ISSUE FOR AID/W CONTRACTORS

AS IN OTHER GROUPS, CONTRACT OFFICER EXPERTISE WAS RATED FAVORABLY, AS WERE AID'S CONTRACT REPORTING REQUIREMENTS AND TIME ALLOWED FOR PROJECT START-UP

THE TERM "SET-ASIDE" REFERS TO SOLICITATIONS WHICH DESIGNATE THAT ONLY SMALL BUSINESSES WHICH MEET A CERTAIN SIZE STANDARD SET BY THE SMALL BUSINESS ADMINISTRATION MAY COMPETE, OR, SOLICITATIONS WHICH DESIGNATE ONLY MINORITY-OWNED OR WOMEN-OWNED FIRMS AS ELIGIBLE TO MAKE OFFERS

3. MISSION CONTRACTORS



Note: For each column, the mean (e.g. 2.3) is accurate within a range of ± 0.3 . In comparing columns, a difference in means of 0.4 is generally statistically significant.

3. MISSION CONTRACTORS

MISSION CONTRACTORS WERE QUITE NEGATIVE ABOUT CERTAIN PRE-AWARD TIME AND PROCESS-RELATED ACTIVITIES AND SOMEWHAT POSITIVE ABOUT SOME PERFORMANCE FACTORS LESS DIRECTLY RELATED TO THE AWARD PROCESS

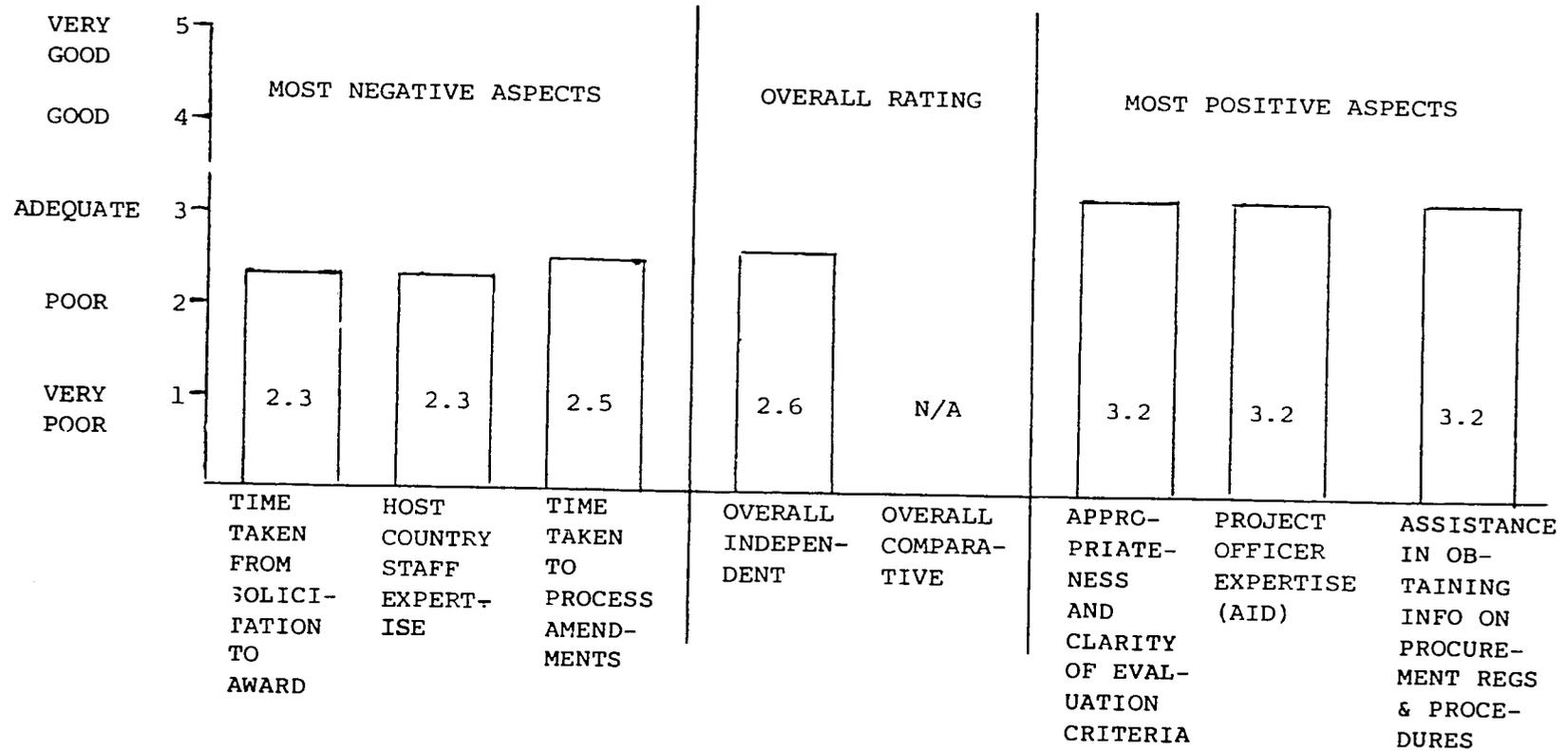
ALTHOUGH PROCESSING TIME DATA FOR MISSION CONTRACTING WAS NOT DEVELOPED FOR THIS STUDY, SEVERAL FACTORS MAY EXPLAIN THE RELATIVELY LOW RATINGS, SUCH AS COMMUNICATIONS LAGS OR LACK OF RESIDENT CONTRACTING OFFICERS

MISSION CONTRACTORS RATED CONTRACTING OFFICER EXPERTISE FAVORABLY, HOWEVER, COMMENTS SHOWED SOME CONCERN OVER THEIR INADEQUATE NUMBERS IN THE FIELD AND THEIR GENERAL ATTITUDES TOWARD CONTRACTORS

OVERALL, MISSION CONTRACTORS BELIEVE THAT SUBSTANTIAL IMPROVEMENT SHOULD BE MADE IN THE TIMING AND MECHANICS OF THE PROCESS:

- DECREASED TIME IN THE PRE-AWARD PHASES
- INCREASED ACCESS TO INFORMATION ON UP-COMING PROCUREMENT OPPORTUNITIES

4. HOST COUNTRY CONTRACTORS



Note: For each column, the mean (e.g., 2.3) is accurate within a range of ± 0.3 . In comparing columns, a difference in means of 0.4 is generally statistically significant.

4. HOST COUNTRY CONTRACTORS

HOST COUNTRY CONTRACTORS ARE GENERALLY CRITICAL OF AID'S PERFORMANCE. THEIR CONCERNS FOCUS MOST STRONGLY ON PROCUREMENT AND ADMINISTRATIVE PHASE ASPECTS OF THE PROCESS WHERE AID IS LEAST INVOLVED, AND HOST COUNTRY PERSONNEL ARE MOST INVOLVED

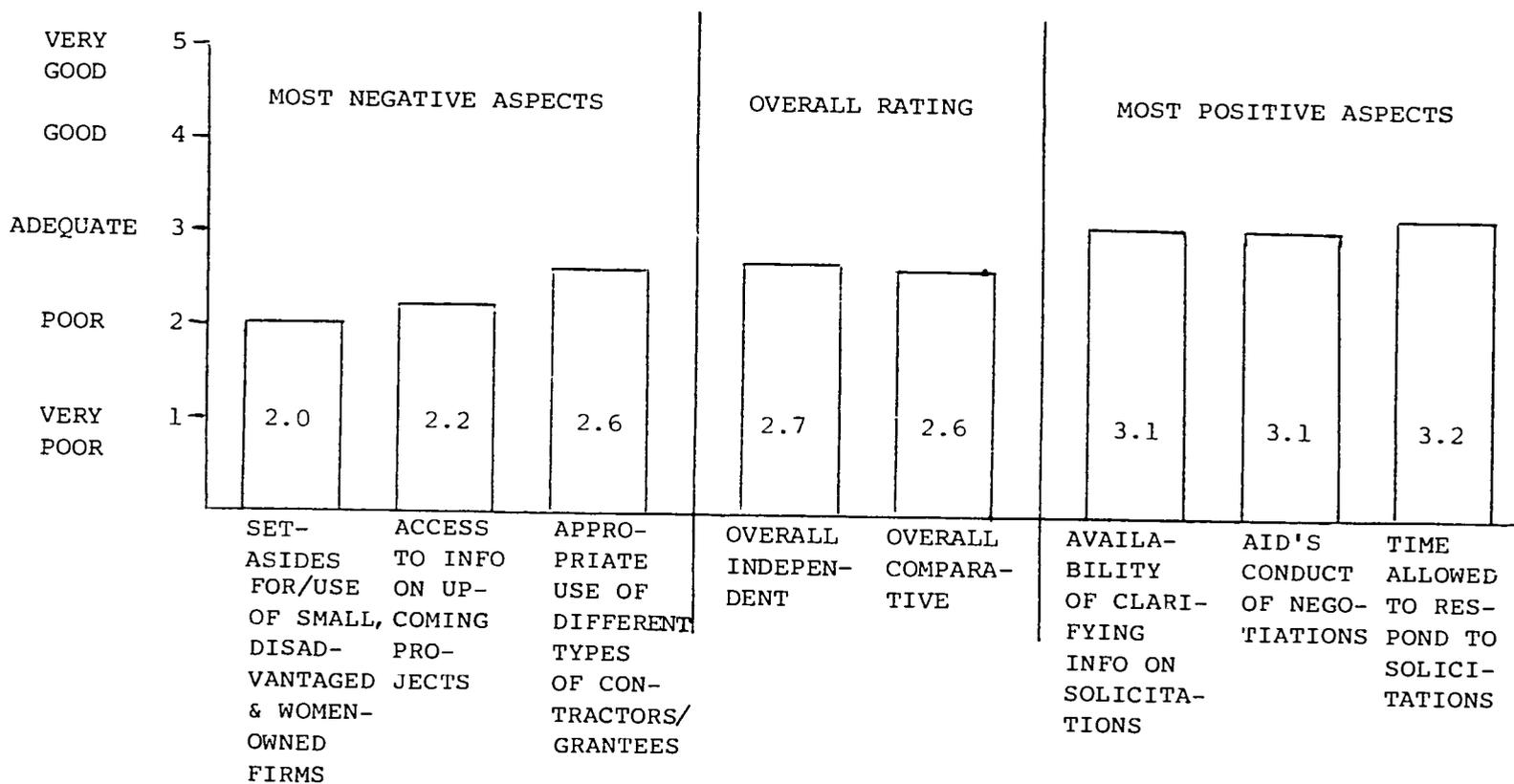
HOST COUNTRY CONTRACTORS TEND TO BE LARGER AND MORE EXPERIENCED THAN OTHER CONTRACTOR GROUPS

HOST COUNTRY PROJECT AND CONTRACT MANAGEMENT STAFF EXPERTISE WAS CRITICIZED BOTH IN THE PERFORMANCE RATINGS AND IN HOST COUNTRY CONTRACTOR COMMENTS:

- ALL OF THE RESPONDENTS WHO PROVIDED WRITTEN SUPPLEMENTAL COMMENTS QUESTIONED EITHER THE EXPERTISE OR EXPERIENCE OF THE HOST COUNTRY STAFF
- HOST COUNTRY STAFF EXPERTISE VARIES WIDELY FROM COUNTRY TO COUNTRY, ACCORDING TO A NUMBER OF COMMENTS

COMMENTS ON THE VARIABILITY OF EXPERIENCES WITH THIS PROCESS SUGGEST THAT FROM THE CONTRACTOR'S PERSPECTIVE, AID MAY BE USING THIS PROCESS INAPPROPRIATELY AT TIMES, CAUSING SUBSTANTIAL PROBLEMS IN THE PROCUREMENT AND ADMINISTRATION OF THE CONTRACTS

5. UNSUCCESSFUL BIDDERS



Note: For each column, the mean (e.g., 2.0) is accurate within a range of ± 0.3 . In comparing columns, a difference in means of 0.5 is generally statistically significant.

5. UNSUCCESSFUL BIDDERS

UNSUCCESSFUL CONTRACTORS WERE NEGATIVE ON THEIR OVERALL RATING OF AID'S PERFORMANCE AS WELL AS ON A NUMBER OF SPECIFIC ASPECTS OF PERFORMANCE

THEY WERE PARTICULARLY NEGATIVE ABOUT THE INADEQUACIES OF SET-ASIDES, AVAILABILITY OF ADVANCED INFORMATION, AND AID'S RELIANCE ON UNIVERSITIES, NON-PROFITS AND LARGE FIRMS

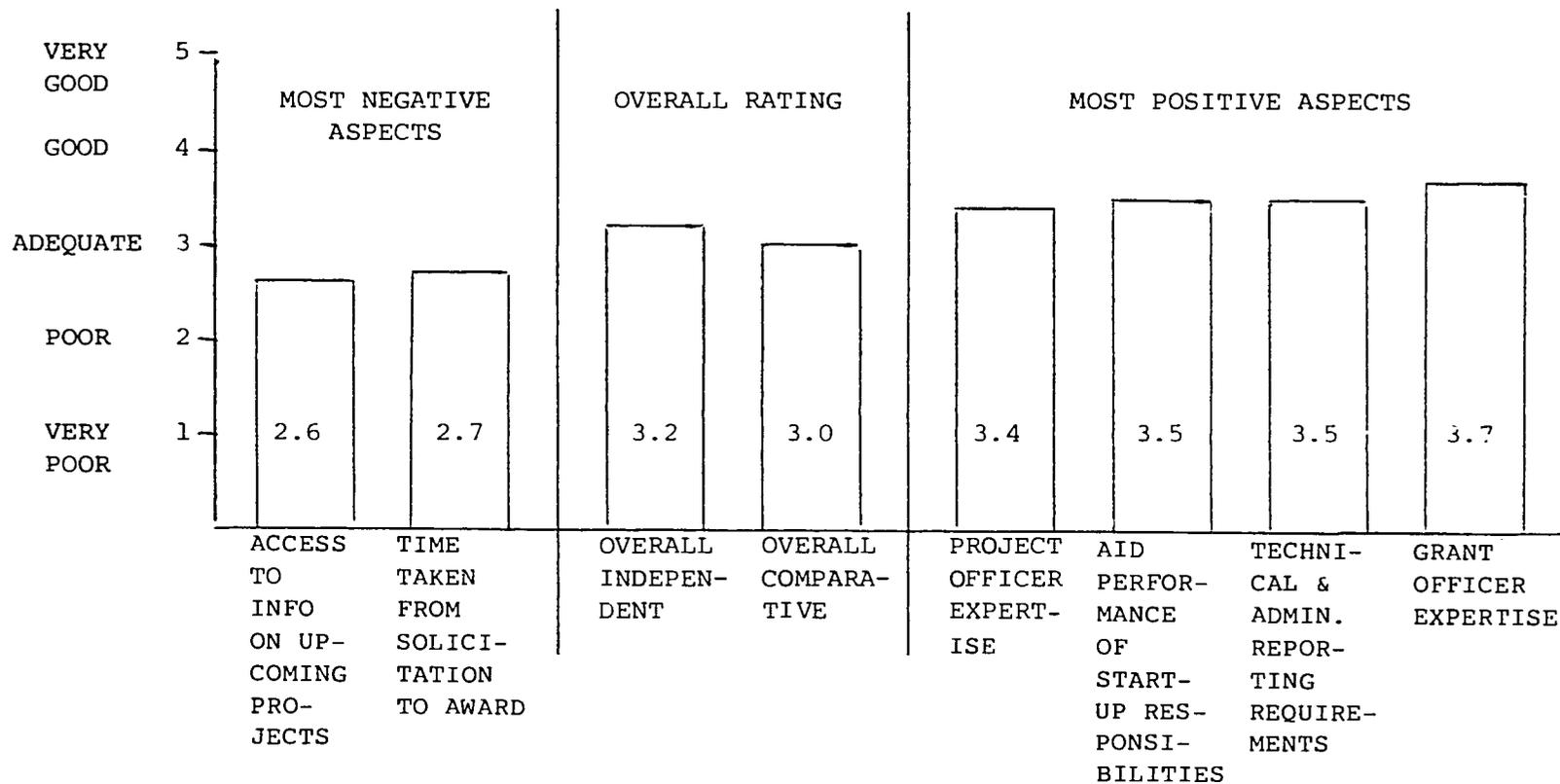
THESE VIEWS ARE NOT SURPRISING BECAUSE:

- THIS GROUP IS FRUSTRATED BY LACK OF SUCCESS
- 80% OF THIS GROUP ARE SMALL BUSINESSES
- THEY ARE LEAST LIKELY TO HAVE INFORMAL INFORMATION SOURCES, AND ARE LEAST KNOWLEDGEABLE ABOUT FORMAL INFORMATION SOURCES

DISSATISFACTION FOCUSES MORE ON THE DECISIONS AND OUTCOMES OF THE PROCESS, THAN ON ITS MECHANICS. FROM THIS GROUP'S PERSPECTIVE, MAJOR IMPROVEMENTS WOULD INVOLVE:

- BETTER INFORMATION ON CONTRACT OPPORTUNITIES
- A SHIFT IN FUNDS FROM GRANTS TO CONTRACTS
- MORE SMALL BUSINESS SET-ASIDES

6. GRANTEES



Note: For each column, the mean (e.g., 2.6) is accurate within a range of ± 0.2 . In comparing columns, a difference in means of 0.3 is generally statistically significant.

6. GRANTEES

GRANTEES, TOGETHER WITH AID/W CONTRACTORS, TENDED TO RATE AID'S PERFORMANCE MORE FAVORABLY THAN OTHER RESPONDENT GROUPS

ASPECTS OF THE PROCESS GRANTEES CRITICIZED MOST WERE LACK OF ACCESS TO INFORMATION ABOUT UPCOMING ASSISTANCE OPPORTUNITIES AND THE AMOUNT OF TIME TAKEN IN PROCESSING GRANT AWARDS:

THEY RATED MOST FAVORABLY:

- GRANT OFFICER EXPERTISE
- AID GRANTEE REPORTING REQUIREMENTS
- AID PROJECT START-UP ASSISTANCE
- PROJECT OFFICER EXPERTISE

A NUMBER OF FACTORS MAY ACCOUNT FOR THE RELATIVELY FAVORABLE RATINGS FROM THE GRANTEE GROUP:

- THE NATURE OF THE RELATIONSHIP WHICH IS VIEWED MORE AS MUTUAL COOPERATION RATHER THAN BUYER/SELLER. GRANTS ARE "CONDITIONAL GIFTS"
- THE GRANT PROCESSING AND ADMINISTRATION PHASES ARE LESS PRESCRIBED BY STATUTE AND REGULATION, ALLOWING GREATER FLEXIBILITY. AID MONITORS GRANTEES LESS CLOSELY AND ALLOWS THEM MORE FREEDOM
- GRANTEES RECEIVE THE LARGEST SHARE OF AID FUNDS PROCESSED THROUGH AID-DIRECT INSTRUMENTS, WITH LIMITED OR NO COMPETITION

6. GRANTEES

TO SOME EXTENT, GREATER EXPERTISE AND EXPERIENCE AMONG AID/W STAFF MAY ALSO ACCOUNT FOR THE FAVORABLE RATINGS:

- RESPONDENTS REPORTED THAT AID/W STAFF HAD MORE EXPERTISE THAN MISSION OR HOST COUNTRY STAFF
- GRANTS ARE HANDLED ALMOST EXCLUSIVELY BY AID/W STAFF

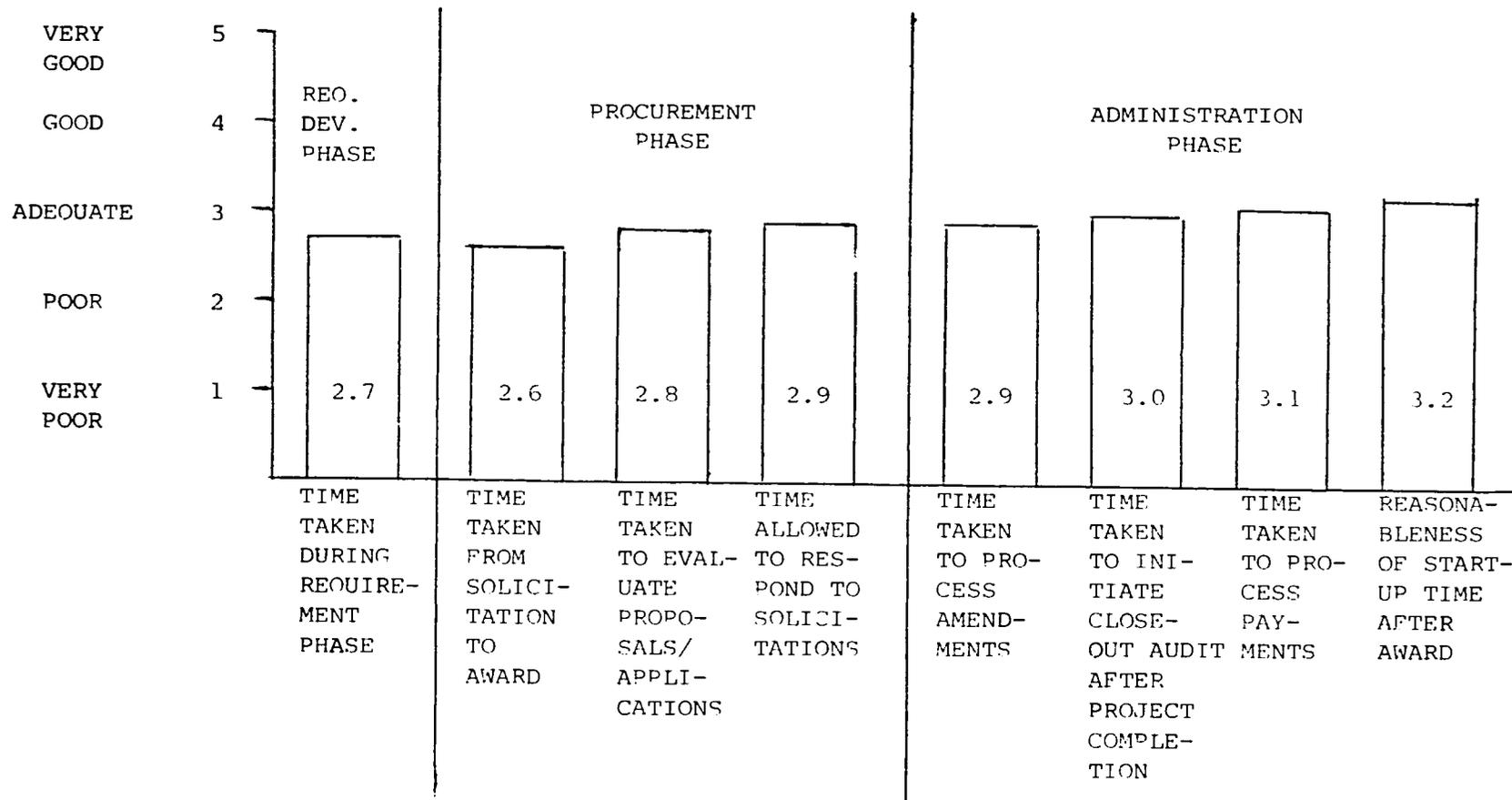
NEGATIVE RATINGS OF ACCESS TO INFORMATION ABOUT UPCOMING ASSISTANCE OPPORTUNITIES AND THE AMOUNT OF TIME TAKEN IN PROCESSING GRANT AWARDS ARE CRITICISMS COMMON TO MOST OF THE RESPONDENTS

ALTHOUGH AID GRANTEES RATE AID'S PERFORMANCE SLIGHTLY POSITIVELY, THERE ARE SEVERAL ASPECTS OF THE PROCESS THEY WOULD LIKE TO SEE IMPROVED:

- BETTER INFORMATION ON GRANT OPPORTUNITIES
- FASTER PROCESSING OF GRANT AWARDS, ESPECIALLY FOR COMPETITIVE GRANTS
- MORE TIME TO RESPOND TO SOLICITATIONS

C. FINDINGS BY PERFORMANCE ELEMENT

1. TIME



Note: For each column, the mean (e.g., 2.7) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

RESPONDENTS RATED EIGHT TIME-RELATED ASPECTS OF AID'S CONTRACT AND GRANT PROCESSING PERFORMANCE

THE OVERALL MEAN RESPONSE FOR ALL EIGHT ASPECTS WAS SLIGHTLY LESS THAN ADEQUATE

1. TIME -- ILLUSTRATIVE COMMENTS

"[THE PROCUREMENT PROCESS] IS SO LONG THAT IT IS VERY COSTLY TO ORGANIZATIONS. IT TAKES FROM 6 MONTHS TO 3 YEARS TO FINALIZE CONTRACTS."

"PROBLEM [PROCUREMENT PHASE] IS NOT IN CONTRACTING ALONE, BUT INSTEAD IN EXCESSIVE TIME BETWEEN PROJECT [DEVELOPMENT] AND PROJECT [IMPLEMENTATION]. ALTERNATIVES TO PRESENT MASSIVE DOCUMENTATION WOULD BE WELCOMED."

"MORE FLEXIBILITY IN USE OF FUNDS IN [INDEFINITE QUANTITY CONTRACTS] WORK ORDER, ONCE BUDGET IS AGREED UPON WOULD CUT AMENDMENT PROCESS SIGNIFICANTLY."

"PROCESSING TIME IN OTHER AGENCIES IS MUCH SHORTER."

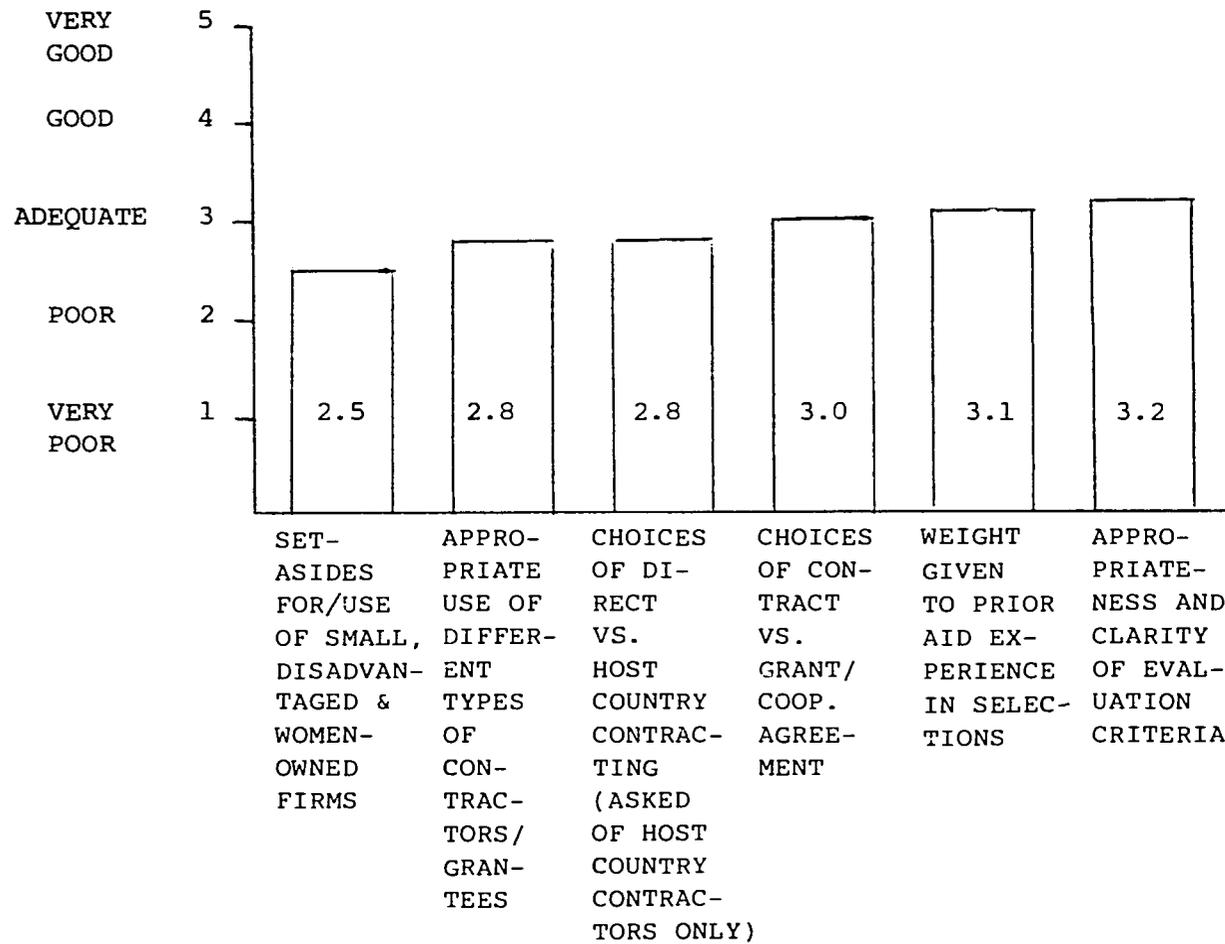
[EVALUATION] TAKES YEARS WITH NO COMMUNICATION."

"THAT [AMENDMENT PROCESSING] WHICH WOULD REASONABLY TAKE 2 MONTHS IN USA HAS BEEN KNOWN TO TAKE OVER A YEAR IN HOST COUNTRY ORGANIZATIONS."

"TIME PERIOD [FOR SOLICITATION RESPONSE] TOO SHORT FOR UNIVERSITIES -- WOULD PREFER 3 MONTHS."

"OUR RESPONSE TO SOLICITATIONS IS A MONTH, AID'S RESPONSE TO OUR RESPONSE IS 6 MONTHS TO NEVER."

2. EQUITY



Note: For each column, the mean (e.g., 2.5) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

RESPONDENTS RATED SIX EQUITY-RELATED ASPECTS OF AID'S CONTRACT AND GRANT PROCESSING PERFORMANCE

THE OVERALL MEAN RESPONSE FOR ALL SIX ASPECTS WAS ADEQUATE

2. EQUITY -- ILLUSTRATIVE COMMENTS

"OTHER DEVELOPMENT EXPERIENCE (WORLD BANK, ETC.) SHOULD BE GIVEN EQUAL OR GREATER WEIGHT."

"UNIVERSITIES SEEM OVERUSED - BUSINESSES TRYING FOR A Foothold UNDER-USED."

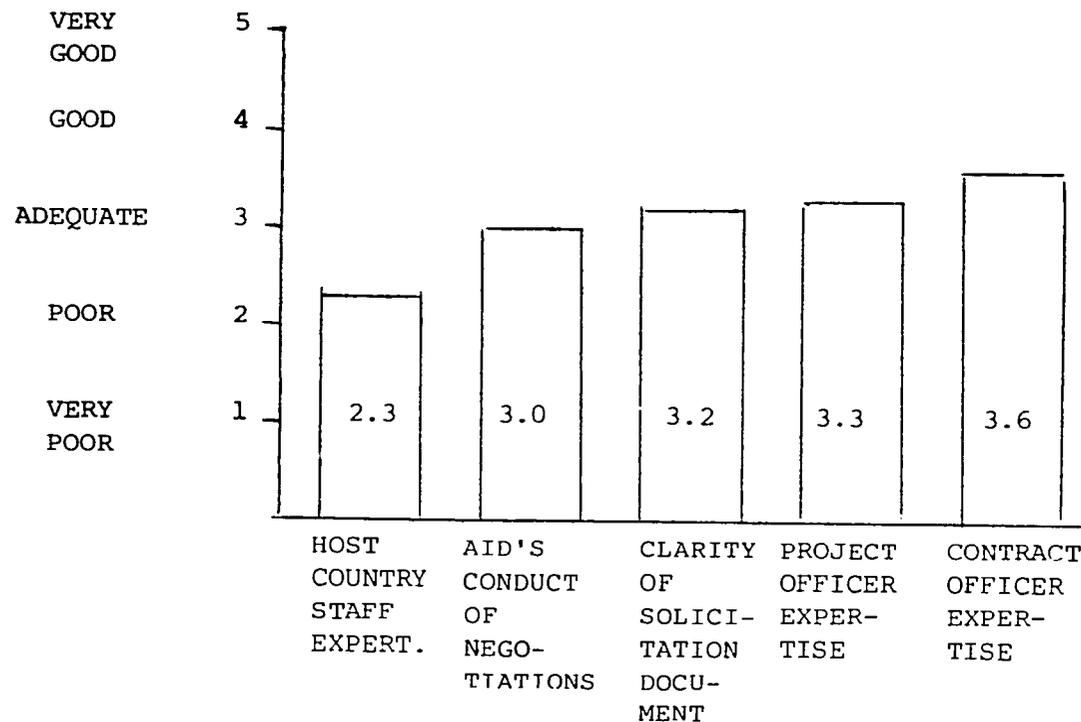
"THEY [AID] TEND TO HAVE A BIGNESS SYNDROME WITH A LARGE PROPORTION OF FIRMS LOCKED WITHIN 50 MILES OF D.C."

"SEEMINGLY ARBITRARY SPECIFICATION OF CERTAIN PROJECTS FOR SMALL BUSINESS ENTERPRISES."

"PERCENTAGE OF SET-ASIDE WORK IS GREATER THAN APPROPRIATE FOR TYPE OF WORK."

"THE SPECIAL 'INSIDER' POSITION ENJOYED BY THE UNIVERSITIES CONFERS AN UNFAIR ADVANTAGE IN AVOIDING COMPETITION, SELECTING ESPECIALLY INTERESTING ACTIVITIES, EASY FUNDING TERMS AND ABSENCE OF AID REQUIREMENTS FOR ADHERENCE TO RIGOROUS PERFORMANCE STANDARDS."

3. EXPERTISE



Note: For each column, the mean (e.g., 2.3) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

RESPONDENTS RATED FIVE EXPERTISE-RELATED ASPECTS OF AID'S CONTRACT AND GRANT PROCESSING PERFORMANCE

THE OVERALL MEAN RESPONSE FOR ALL FIVE ASPECTS WAS BETTER THAN ADEQUATE

3. EXPERTISE -- ILLUSTRATIVE COMMENTS

"GOOD OFFICERS, BUT HUGE BACKLOG DUE TO UNDERSTAFFING IN CONTRACTING OFFICES, ESPECIALLY REGARDING IQC'S."

"THE CONTRACT OFFICE IS EXTREMELY HELPFUL, BUSINESSLIKE TO WORK WITH AND RESPONSIVE TO OPERATIONAL QUESTIONS."

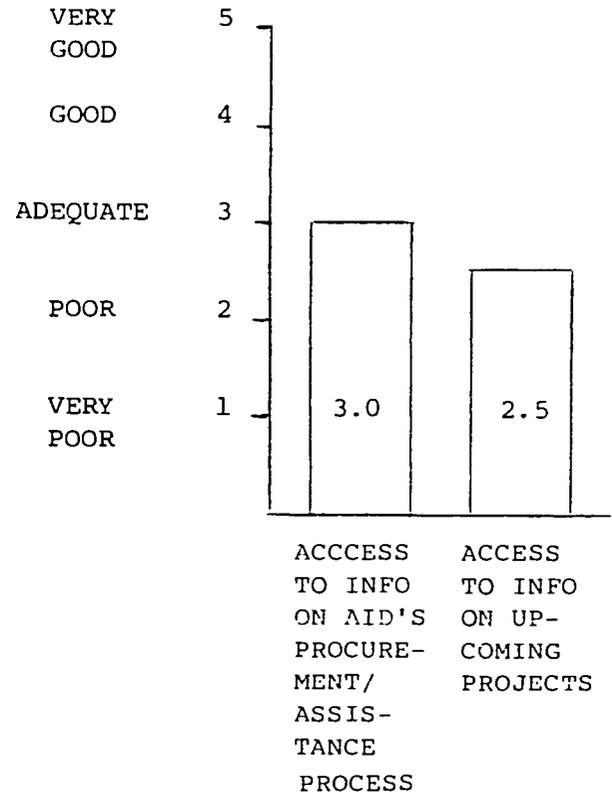
"AID CANNOT ATTRACT BEST PROFESSIONALS AND THEY MOVE THEM TOO FREQUENTLY. THEY LACK SPECIALIZATION."

"VERY FEW HOST COUNTRY PROJECT AND CONTRACTING OFFICERS ARE CAPABLE OF HANDLING THE COMPETITIVE AND NEGOTIATION PROCESS WITHOUT SIGNIFICANT GUIDANCE FROM AID MISSIONS, BUT THE LATTER RARELY GIVE ENOUGH."

"HOST COUNTRY PERSONNEL GENERALLY LACK DEPTH OF EXPERIENCE."

"TOO MANY IDI'S [INTERNATIONAL DEVELOPMENT INTERNS] BROUGHT TO RESPONSIBLE POSITIONS TOO SOON."

4. ACCESS



Note: For each column, the mean (e.g., 3.0) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

RESPONDENTS RATED TWO ACCESS-RELATED ASPECTS OF AID'S CONTRACT AND GRANT PROCESSING PERFORMANCE

THE OVERALL MEAN RESPONSE FOR THE TWO ASPECTS WAS LESS THAN ADEQUATE

4. ACCESS -- ILLUSTRATIVE COMMENTS

"AID NEEDS BETTER INFORMATION/COMMUNICATION PACKAGES FOR NEW, POTENTIAL FIRMS."

"NO LEADS AS TO HOW FIRMS CAN HEAR ABOUT POTENTIAL JOBS."

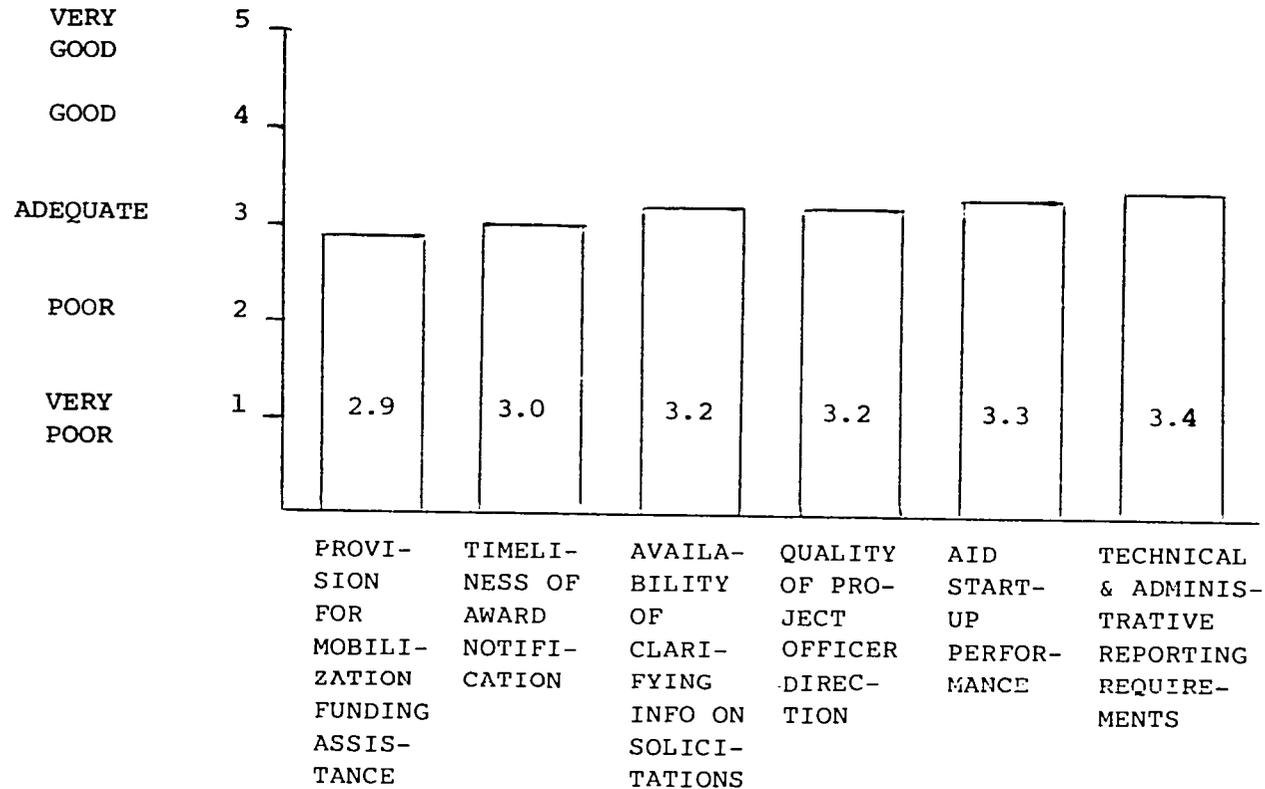
"RUMOR AND PERSONAL CONTACTS APPEAR TO BE PRIMARY MEANS OF GETTING INFORMATION RE: UPCOMING AGENCY-SPECIFIC NEEDS."

"VERY 'OLD BOY NETWORK' - STANDARDIZED ACCESS MORE DESIRABLE."

"NO AGENCY-WIDE SYSTEMATIC WAY OF PROVIDING PROCUREMENT INFORMATION. GENERAL OPINION SEEMS TO BE TO DENY ANY INFORMATION."

"IT [PROJECT INFORMATION ACCESS] MAY EVEN BE TOO GOOD, PP'S CONTAIN BUDGET DATA AND THIS IS EASILY ACQUIRED BY FIRMS WHO 'KNOW' AID, OTHERS HOWEVER, CANNOT GET THIS DATA."

5. AID RESPONSIVENESS



Note: For each column, the mean (e.g., 2.9) is accurate within a range of ± 0.1 . In comparing columns, a difference in means of 0.2 is generally statistically significant.

RESPONDENTS RATED SIX ASPECTS OF CONTRACT AND GRANT PROCESSING PERFORMANCE THAT RELATED TO AID'S RESPONSIVENESS IN:

- CARRYING OUT THEIR RESPONSIBILITIES
- PROVIDING SUPPORT AND ASSISTANCE
- MEETING CONTRACTOR/GRANTEE NEEDS DURING THE PROCESS

THE OVERALL MEAN RESPONSE FOR ALL SIX ASPECTS WAS BETTER THAN ADEQUATE

5. AID RESPONSIVENESS -- ILLUSTRATIVE COMMENTS

- "OUR MAIN PROBLEM [IN CONTRACT ADMINISTRATION PHASE] IS THE LACK OF HISTORICAL CONTINUITY AND CONSISTENCY OF DIRECTION CAUSED BY CHANGEOVERS IN PERSONNEL."
- "AID DEVELOPS A SENSE OF COMMITMENT TO A CONTRACTOR [AND] KNOWS HOW TO EFFECTIVELY USE THEIR SKILLS AND TALENTS."
- "WHAT [AWARD] NOTIFICATION?"
- "THEY [AID] ARE SLOW - BUT THEY WANT US TO START IMMEDIATELY."
- "WORST MANAGERS I HAVE SEEN IN 20 YEARS OF WORKING WITH GOVERNMENT."
- "ON ONE SUBMISSION, IT TOOK 7 MONTHS AFTER AWARD TO NOTIFY US."

IV. SUMMARY OF FINDINGS FROM THE INTERNAL ANALYSIS

IV. SUMMARY OF INTERNAL ANALYSIS FINDINGS

ALTHOUGH AID PROGRAM, CONTRACTING, AND OTHER STAFF EXPRESSED SOME FRUSTRATIONS WITH THE CONTRACT AND GRANT PROCESSES, THEY DO NOT SEEM TO BELIEVE THAT EFFORTS TO MAKE MAJOR CHANGES WOULD BE PRODUCTIVE:

- AID STAFF HAVE FEW SPECIFIC IMPROVEMENT SUGGESTIONS TO MAKE
- THEY BELIEVE THAT PROBLEMS WITH PROCUREMENT, AND THE IMPLEMENTATION PROCESS IN GENERAL, ARE INGRAINED IN THE AID INSTITUTIONAL ENVIRONMENT
 - .. STAFF ARE BETTER QUALIFIED FOR DESIGN THAN FOR IMPLEMENTATION AND PERFORMANCE EVALUATION REPORTS REINFORCE THIS FOCUS
 - .. TOO LITTLE CONSIDERATION IS GIVEN TO PROCUREMENT ISSUES DURING PROJECT DESIGN
 - .. THERE IS LITTLE OR NO ADVANCED SCHEDULING BY REQUIRING OFFICES FOR PROCUREMENT ACTIONS

AID STAFF INTERVIEWED BELIEVED THAT, IN GENERAL, PROCESSING TIME IN AID/W IS NOT A SIGNIFICANT ISSUE; THEIR PERSPECTIVE ON TIME APPEARED TO REFLECT BEING ACCUSTOMED TO VERY LONG PROJECT DEVELOPMENT AND IMPLEMENTATION CYCLES, OF WHICH PROCUREMENT IS A MINOR TIME SEGMENT

IV. SUMMARY OF INTERNAL ANALYSIS FINDINGS

MISSION PROJECT OFFICERS (BASED UPON AN EARLIER QUESTIONNAIRE) REGARD PROCESSING TIME FOR THEIR CONTRACTS TO BE A PROBLEM

ALTHOUGH THE RELATIVELY SMALL NUMBER OF COMPETITIVE AWARDS MADE BY AID WAS NOT GENERALLY VIEWED BY AID STAFF AS A PROBLEM, THEY FELT THAT THE NUMBER WAS SMALL FOR SEVERAL REASONS:

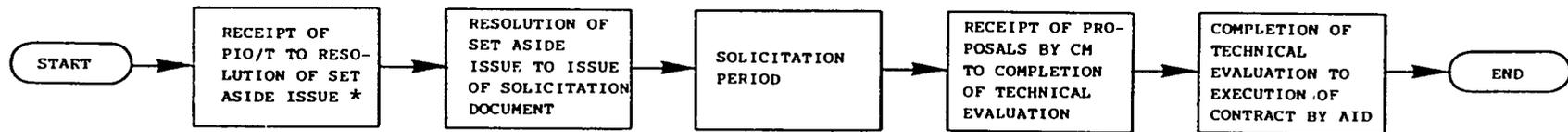
- A COMPETITIVE PROCUREMENT CONSUMES SUBSTANTIAL STAFF EFFORT AND TAKES A LONG TIME, COMPARED WITH THE NON-COMPETITIVE PROCEDURE
- WHEN A PIO/T ANTICIPATES A COMPETITIVE PROCUREMENT, OBR STILL HAS THE OPPORTUNITY TO MAKE A CASE FOR NO COMPETITION (E.G., FOR A MINORITY FIRM) OR LIMITED COMPETITION (FOR A SMALL BUSINESS SET-ASIDE), RISKING SELECTION OF A FIRM WHICH TECHNICAL STAFF MAY NOT VIEW AS WELL QUALIFIED
- IN MANY CASES, THERE IS AN INSUFFICIENT NUMBER OF QUALIFIED SOURCES TO JUSTIFY A COMPETITIVE PROCESS

IV. SUMMARY OF INTERNAL ANALYSIS FINDINGS

<u>TYPE OF ACTION</u>	<u>FY 82 SAMPLE</u>		<u>79-80 SAMPLE</u>
	<u>AVERAGE ELAPSED TIME* (MONTHS)</u>	<u>RANGE (MONTHS)</u>	<u>AVERAGE ELAPSED TIME* (MONTHS)</u>
NEW CONTRACTS			
• FULLY COMPETITIVE -- TECH. SERVICES	9.7	2.3 - 15.9	10.7
IQC'S (BASIC CONTRACTS)	13.3	5.6 - 15.9	11.9
OTHER	7.6	2.3 - 13.3	10.1
• ALL OTHER COMPETITIVE	4.7	0.3 - 11.4	
• NON-COMPETITIVE/SPECIAL PROCEDURES	1.8	0.1 - 9.6	
NEW GRANTS/COOPERATIVE AGREEMENTS	1.7	0.1 - 8.6	
CONTRACT AMENDMENTS	2.4	0.5 - 6.1	
GRANTS/COOPERATIVE AGREEMENTS AMENDMENTS	1.2	0.2 - 2.7	

ELAPSED TIME CALCULATED FROM POINT OF INITIAL INTAKE BY CM TO EXECUTION OF THE ACTION.

AVERAGE ELAPSED PROCESSING TIME
AID/W COMPARISON - 1979 AND 1980 SAMPLE VS. FY82 SAMPLE



NEW IQC's
(BASIC CONTRACTS):

							TOTAL AVERAGE CALENDAR DAYS	TOTAL AVERAGE MONTHS
.	1979 - 1980	41	49	31	77	164	362	11.9
.	FY 82	13	25	34	133	200	405	13.3

OTHER FULLY
COMPETITIVE
CONTRACTS:

.	1979 - 1980	57	37	46	68	98	306	10.1
.	FY 82	34	25	43	44	87	233	7.7

* As noted on page 4 of this report, steps other than the resolution of the set-aside decision are involved at this stage

V. CONCLUSIONS

- THE CONCLUSIONS AND INDIVIDUAL IMPROVEMENT ACTIONS UNDER STUDY WHICH ARE PRESENTED IN THIS SECTION ARE PRELIMINARY AND SUBJECT TO ADDITIONS, DELETIONS AND CHANGES, AS THE STUDY IS ONLY NOW ENTERING ITS COMPREHENSIVE ANALYSIS PHASE ,
- AT THE CONCLUSION OF THE STUDY, SCHEDULED FOR APRIL 30, SPECIFIC IMPROVEMENT RECOMMENDATIONS WILL BE PRESENTED

1. ALTHOUGH SURVEY RESPONDENTS AND AID STAFF APPEAR GENERALLY ACCEPTING OF THE PROCESS, THEIR VIEWS ON SPECIFIC ASPECTS OF THE PROCESS POINT TO AREAS WHERE IMPROVEMENTS SHOULD BE MADE AND POLICIES SHOULD BE REEXAMINED

THE MOST IMPORTANT AREAS WITH IMPROVEMENT POTENTIAL ARE AS FOLLOWS:

- TIME REQUIRED TO COMPLETE THE PROCESS
- USE OF THE HOST COUNTRY CONTRACTING MODE
- EQUITY CONSIDERATIONS
- ACCESS TO INFORMATION ON UPCOMING PROJECTS
- USE OF COMPETITIVE PROCEDURES

2. REDUCTIONS IN PROCESSING TIME WOULD IMPROVE AID'S PERFORMANCE AND COULD IMPROVE THE RESPONSIVENESS OF THE PROCUREMENT PROCESS TO AID REQUIREMENTS

CONTRACTORS ARE CRITICAL OF THE TIME TAKEN IN THE REQUIREMENTS AND PROCUREMENTS PHASES FOR MISSION AND HOST COUNTRY CONTRACTS. MISSION PROJECT OFFICERS SHARE THESE VIEWS. DELAYS IN THESE PROCESSES CAN CRITICALLY AFFECT PROJECT IMPLEMENTATION AND CAN EXPOSE CONTRACTORS AND GRANTEES TO FINANCIAL RISKS

ELAPSED TIME IN AID/W FOR FULLY COMPETITIVE TECHNICAL SERVICE CONTRACTS, DESPITE RECENT IMPROVEMENTS, AVERAGES 8.3 MONTHS. ALTHOUGH ELAPSED TIME AVERAGES FOR OTHER TYPES OF AID/W ACTIONS ARE MUCH SHORTER, THERE ARE STILL INSTANCES WHEN INDIVIDUAL ACTIONS MAY TAKE SURPRISINGLY LONG TO COMPLETE

IMPROVEMENT ACTIONS UNDER CONSIDERATION

ESTABLISH A SYSTEM OF ELAPSED TIME STANDARDS AND A "TICKLER" PROCESS TO TRACK AND REPORT ELAPSED TIMES, AS A PROCESS MANAGEMENT DEVICE

INCREASE CONTRACT MANAGEMENT EXPERTISE IN THE FIELD THROUGH ADDITIONAL TRAINING AND ASSIGNMENT OF MORE CONTRACTING OFFICERS.

IMPROVE PROCUREMENT PLANNING:

- USE CONGRESSIONAL PRESENTATION DATA AS A STARTING POINT
- DEVELOP PIO/T SUBMISSION SCHEDULE TO FACILITATE ADVANCED M/SER/CM PLANNING

3. THE CRITICISMS OF HOST COUNTRY CONTRACTORS SUGGEST A NEED TO RECONSIDER THE POLICIES GOVERNING THE USE OF THIS CONTRACTING MODE

HOST COUNTRY CONTRACTORS ARE THE MOST CRITICAL OF THE PROCESS. THEY REPORT VERY MIXED EXPERIENCES. WHEN AID STAFF ARE HEAVILY INVOLVED AND/OR WHEN HOST COUNTRY AGENCY STAFF ARE VERY EXPERIENCED, THE PROCESS WORKS REASONABLY WELL. WHEN NEITHER CONDITION EXISTS, THE PROCESS ITSELF CAN NEGATIVELY AFFECT PROJECT OUTCOMES

A KEY ISSUE IS WHETHER AID, IN SOME INSTANCES, IS UNNECESSARILY JEOPARDIZING THE PRIMARY OBJECTIVES OF THE PROJECT IN ORDER TO ACHIEVE A SECONDARY OBJECTIVE - THE DEVELOPMENT OF HOST COUNTRY CONTRACTING EXPERTISE AND PROJECT MANAGEMENT CAPACITY

IMPROVEMENT ACTIONS UNDER CONSIDERATION

DEVELOP STRICTER CRITERIA FOR DETERMINING WHETHER SUFFICIENT CAPACITY FOR CONTRACTING EXISTS IN SPECIFIC HOST COUNTRY AGENCIES

EMPHASIZE OTHER METHODS, SUCH AS INCREASED TECHNICAL ASSISTANCE, FOR DEVELOPING HOST COUNTRY CONTRACTING EXPERTISE

4. BY IMPROVING GRANTEE AND CONTRACTOR ACCESS TO ADVANCED PROCUREMENT INFORMATION, AID CAN PROMOTE GREATER FAIRNESS AND MAY INCREASE THE NUMBER OF QUALIFIED SOURCES IN COMPETITIVE PROCUREMENTS

- UNSUCCESSFUL CONTRACTORS APPEAR TO FEEL COMPETITIVELY DISADVANTAGED BECAUSE, IN PART, THEY HAVE NOT DEVELOPED INFORMAL INFORMATION SOURCES AND ARE LESS FAMILIAR WITH FORMAL SOURCES
- IN GENERAL, CONTRACTORS AND GRANTEES BELIEVED IT WOULD BE BENEFICIAL IF MORE ADVANCED INFORMATION ON PLANNED PROCUREMENTS AND ASSISTANCE OPPORTUNITIES WERE MADE AVAILABLE. WITH MORE LEAD TIME, THEY COULD PREPARE BETTER PROPOSALS

IMPROVEMENT ACTIONS UNDER CONSIDERATION

- PUBLISH LISTS OF AUTHORIZED PROJECTS AND CONGRESSIONAL NOTIFICATIONS AND ESTABLISH A MECHANISM TO DISTRIBUTE, AT COST, THE CONGRESSIONAL PRESENTATION, PROJECT PAPERS, AND CONGRESSIONAL NOTIFICATIONS
- HOLD MORE BIDDERS' CONFERENCES IN ORDER TO INCREASE CONTRACTOR UNDERSTANDING OF REQUIREMENTS AND TO FACILITATE THE FORMATION OF TEAMING ARRANGEMENTS

5. THREE IMPORTANT BARRIERS APPEAR TO RESULT IN A REDUCED LEVEL OF COMPETITION FOR AID PROCUREMENTS

AID STAFF INDICATED THAT PROCUREMENTS THAT COULD BE AWARDED EITHER COMPETITIVELY OR NON-COMPETITIVELY TEND TO BE AWARDED NON-COMPETITIVELY FOR THREE REASONS:

- PROCESSING TIME AND STAFF EFFORT ARE SUBSTANTIALLY GREATER FOR COMPETITIVE PROCESSES
- TECHNICAL STAFF ARE CONCERNED THAT A PROCUREMENT PLACED ON A COMPETITIVE TRACK CAN BE CHANGED, THROUGH OBR OR M/SER/CM ACTION, INTO A SET-ASIDE, RESULTING IN THE SELECTION OF A LESS QUALIFIED CONTRACTOR
- FOR SOME PROCUREMENTS, THE LACK OF ENOUGH QUALIFIED SOURCES MIGHT MAKE THE COMPETITIVE PROCESS AN UNNECESSARY EFFORT

REDUCTIONS IN THESE BARRIERS TO COMPETITION SHOULD INCREASE THE NUMBER OF COMPETITIVE GRANT AND CONTRACT OPPORTUNITIES. THIS, IN TURN, MAY INCREASE THE NUMBER OF QUALIFIED SOURCES FROM WHICH AID CAN CHOOSE AND LEAD TO BETTER PROCUREMENTS (IN PRICE AND QUALITY)

IMPROVEMENT ACTIONS UNDER CONSIDERATION

- HELP TO MEET SMALL AND DISADVANTAGED FIRM BUSINESS GOALS THROUGH GREATER EMPHASIS ON SUBCONTRACTING
- REDUCE PROCESSING TIMES AS PREVIOUSLY DESCRIBED
- CONDUCT BIDDER'S CONFERENCES ON A REGULAR BASIS TO ASSIST CONTRACTORS IN DETERMINING WHETHER OR NOT TO SUBMIT PROPOSALS
- IMPROVE INFORMATION FLOWS TO POTENTIAL SOURCES, AS PREVIOUSLY DESCRIBED