

PV-ACB 481

**Management Assessment of
PPC/CDIE/DI Services**

95537

**FINAL REPORT OF FINDINGS, CONCLUSIONS
AND RECOMMENDATIONS**



U.S. Agency for International Development

**Contract Number HNE-0000-I-00-2099-00
Delivery Order #5**

March 1996

BOOZ-ALLEN & HAMILTON Inc.

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DEFINITIONS

Definitions

- ◆ A major problem in conducting this study was to define the terms “research” and “analysis.” In the hope of providing clarity to USAID, we define terms in this report as follows:
 - Reference Services: The process of identifying data sources, collecting them, and passing them on to customers.
 - Research Services (sometimes call Synthesis): The process of identifying data sources, reviewing them, and creating abstracts or summaries before passing them to customers.
 - Analysis: The process of taking the results of research and employing various skills or techniques to draw out patterns, lessons, and conclusions.
- ◆ Other terms used in the report that could be subject to misinterpretation include:
 - Library - the Development Information Center (DIC)
 - library - the lower case “l” implies a generic collector, storer, and disseminator of information



EXECUTIVE SUMMARY

BACKGROUND

- ◆ The Development Experience Information Division (DI) of PPC has been the subject of numerous reviews over the past ten years.
- ◆ In 1994, an external review by senior persons familiar with the DI program recommended that a management assessment of DI and its contractors be undertaken.
- ◆ In late September 1995, Booz-Allen was tasked to:
 - Assess the value-added from current services of DI
 - Identify and investigate best practices and alternatives to meet DI customers' current and future needs
 - Describe the nature of support and assess the role DI's contractors play in providing support to the Regional Bureaus.

* From Delivery Order No. 5 Statement of Work

Executive Summary

- ◆ Booz·Allen & Hamilton has completed this management assessment of the Development Experience Information (DI) Division:
 - A telephone survey of 59 end-users from throughout the Agency was performed
 - Senior USAID staff and contract officials were interviewed
 - Process benchmarks were sought, and best practices identified
 - Costs of services delivered by DI were assessed.
- ◆ This Report presents BA&H's findings, conclusions, and recommendations for improving the effectiveness of DI's services.

FINDINGS ABOUT VALUE-ADDED FROM CURRENT SERVICES PROVIDED TO MEET END-USER INFORMATION NEEDS

- ◆ Overall, DI is well-received by its USAID customer base.
- ◆ Document retrieval and dissemination (classic reference services) have the highest value to customers in USAID.
- ◆ Developing economic and statistical charts and conducting economic research and analysis are the most critical to customer job performance; yet ESDS services are unknown to many potential users
- ◆ Research products are less critical to job performance of USAID customers, though still considered useful.
- ◆ The monthly publication, *Requests and Responses*, is well received.
- ◆ Regional Bureau (RB) staff are less likely to use DI services, and are more likely to be critical of DI services.
- ◆ Washington staff (both RBs and Global) use DI the most
 - Using DI as a straightforward library is the most common use of the services
 - CD-DIS is not much used (due to technology and training limitations throughout USAID).

Executive Summary

FINDINGS ABOUT BEST PRACTICES AND ALTERNATIVES TO MEET DI'S CUSTOMERS' NEEDS

- ◆ DI offers a wide variety of services in a way that does not allow for each contract to be individually assessed.
 - R&RS relies on DISC for dissemination and technical support
 - DISC relies on R&RS for some acquisitions
 - ESDS needs technical support from DISC.
- ◆ DI's use of technology is far behind in some areas, ahead in others.
- ◆ DI's processes are complex, with overlapping responsibility and no clear authority.
- ◆ DI's processes appear expensive in total cost terms and productivity is not currently measurable within R&RS and ESDS:
 - Direct costs seem reasonable, but only about one-half of all hours can be linked to service delivery.
 - Document storage, retrieval, and dissemination processes are costly relative to modern practices identified by benchmarking partners.
 - Productivity of R&RS and ESDS staff is difficult to measure, but based on limited, incomplete data appears low.
- ◆ Compared to benchmarking partners, DI contractors spend much more time on management activities, are less accountable, and operate disorganized service request systems, activity assignment systems, and customer-service delivery systems.

FINDINGS ABOUT SUPPORT TO REGIONAL BUREAUS PROVIDED BY DI'S CONTRACTORS

- ◆ DI contractor staff based in Regional Bureaus (RBs) are valued service providers.
 - Using DI contractor employees directly in other bureau projects is the most valued.
- ◆ Regional Bureau staff are least likely to use DI services; still, almost 3 out of every 4 potential users uses the services.
- ◆ Buy-ins are regarded as essential link to DI services.
- ◆ Buy-ins are perceived to be significant timesavers for more senior staff.

Executive Summary

SUMMARY OF RECOMMENDATIONS

	<u>Responsible Entity</u>
◆ Re-think and re-prioritize DI's customers and services, placing more emphasis on "classic" library research and reference services.	DI
◆ Restructure DI's organization around one contractor with the ability to provide all of DI's services.	DI and Management Bureau
◆ Create a central point of contact to receive incoming customer requests.	DI
◆ Install a call center as the central point of contact to receive DI's customer requests.	DI
◆ Implement one management information system, usable by all DI-contractor employees, that monitors costs more effectively, increases accountability, and reduces time devoted to management activities.	DI
◆ Institute processes for automatically acquiring development experience information, thus reducing the cost of acquiring development experience information and expanding DI's development experience information universe.	All parts of USAID
◆ Scan documents into the repository.	DI
◆ Improve and ease access to information through further increased use of the Internet.	DI



INTRODUCTION

DI PROVIDES AN IMPORTANT LINK IN THE USAID PROGRAM.

**MISSION OF THE DEVELOPMENT
INFORMATION DIVISION (DI)**

CDIE/DI acquires, preserves, provides access to and promotes knowledge of (1) Agency, other donor and development partner program performance and development experiences, and (2) host country recipient regional and sectoral economic and social development trends, around the work.

CDIE/DI provides value-added reference, research, economic and social analysis services in response to specific information needs and to regularly inform USAID managers and partners about development experience, performance and results.

- ◆ To design, implement, evaluate and plan for successful programs, USAID needs current technical, economic, and social information, and information about past programmatic success and failure.
- ◆ DI is the repository and disseminator of institutionalized knowledge of past program results and manages part of the current information dissemination process.
- ◆ DI offers numerous services to meet the various information needs of USAID managers.

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Introduction

TO ACHIEVE ITS MISSION, DI PROVIDES SERVICES THROUGH THREE CONTRACTS.*

Research and Reference Service (R&RS)

Provide a mechanism for transferring USAID-generated, USAID-funded, and selected non-USAID information to the development community ... through a central research staff, [DI], ... liaison analysts, specialized information centers and ... technical assistance activities.

Economic and Social Data Service (ESDS)

Select, acquire, provide access to and disseminate economic and social statistical data for USAID-assisted countries around the world. The majority of the data ... provided ... comes from other non-USAID sources ...

Development Information Services Clearinghouse (DISC)

Responsible for the technical processing of USAID-funded and -produced development experience materials and provides access, as well as delivery, for these documents and reports through the Development Information System, USAID's institutional memory system.

* Source: Section C, Statement of Work of Research and Reference Services (from background material provided by DI).

Introduction

THROUGH THESE CONTRACTS, DI PROVIDES FIVE TYPES OF INFORMATION SERVICE:

- ① DI maintains a comprehensive collection/repository of development information.
- ② DI creates a reasonably accessible record of development experiences of USAID and brings added value as the central source of the Agency's institutional memory.
- ③ DI provides a reference and research service that responds promptly and effectively to development information requests.
- ④ DI proactively and routinely provides development information (e.g., *Requests & Responses, New This Month, CD-DIS* and economic statistics) that increases USAID managers' knowledge and awareness of activities being undertaken within USAID.
- ⑤ DI compiles materials and creates special reports in anticipation of future uses.

Only the latter three general services are seen by customers. Without the first two services, these would fail.

Introduction

IN NOVEMBER OF 1994, AN EXTERNAL REVIEW OF CDIE'S ACTIVITIES RESULTED IN A RECOMMENDATION TO REVIEW DI'S SERVICES.

- ◆ Identify areas in which DI's services need to be "re-engineered" to keep up with current management, organization, communication and information technology changes by:
 - Examining whether the value added by DI's analytic, library, and clearinghouse services justifies the expenditure on their functions
 - Reviewing and assessing whether DI is meeting Agency information needs in the most cost-effective way.

Introduction

DI CONTRACTED BOOZ-ALLEN & HAMILTON INC. (BA&H) TO CONDUCT A MANAGEMENT ASSESSMENT FOCUSED ON BOTH VALUE AND COST EFFECTIVENESS.

BA&H WAS Tasked To:

- ◆ Examine each of DI's three information contracts:
 - Research and Reference Service (R&RS)
 - Economic and Social Data Service (ESDS)
 - Development Information Services Clearinghouse (DISC)
- ◆ Assess the value added from current services provided to meet end-user information needs
- ◆ Identify and investigate best practices and alternatives to meet DI's customers' current and future needs
- ◆ Describe the nature of support and assess the role DI's contractors play in providing support to the Regional Bureaus.

BA&H WAS NOT Tasked To:

- ◆ Determine where within USAID DI should reside
- ◆ Review the mix of USAID employees versus contractor staffing in CDIE.

Introduction

BA&H UNDERTOOK THE FOLLOWING ACTIVITIES TO ACCOMPLISH THIS TASK:

- ◆ Interviewed senior USAID personnel to gain an understanding of the role of DI's services in USAID's programs
- ◆ Interviewed senior DI staff and DI contractor personnel to understand the processes and the cost and time the processes require
- ◆ Developed process flow diagrams
- ◆ Analyzed budget and management reporting data to quantify (where possible) the cost and time required to provide specific services
- ◆ Created a survey instrument and conducted a survey of randomly selected USAID personnel to gain knowledge of the extent to which DI's services are used and valued by USAID managers
- ◆ Compared DI's service delivery processes with other organizations performing similar activities to benchmark DI's performance
- ◆ Completed a management assessment of services, delivery processes, and organization of the project

Upon completing these activities, this Report of Findings, Conclusions and Recommendations was developed.

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THIS REPORT IS ORGANIZED INTO THE FOLLOWING SECTIONS:

**EXECUTIVE
SUMMARY**

Summarizes the Report's findings, conclusions, and recommendations

INTRODUCTION

Explains the purpose of the study and the approach taken to accomplish it

**FINDINGS AND
CONCLUSIONS**

Presents the information obtained through the customer survey, the best practices analysis, and the DI cost analysis

RECOMMENDATIONS

Presents recommendations for improving DI's current and future services, based on the findings and conclusions

APPENDICES

Contains in-depth analyses (including charts, illustrations, and quantifying data) of the customer survey analysis, the best practices analysis, and the DI cost analysis

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FINDINGS AND CONCLUSIONS

Customer Survey

OUTLINE OF THE CUSTOMER SURVEY FINDINGS AND CONCLUSIONS

- ◆ Purpose
- ◆ Overview of Issues
- ◆ Sample Selection
- ◆ Respondents' Characteristics
- ◆ Findings Regarding Non-Users
- ◆ Findings Regarding Use of Service
- ◆ Findings Regarding Use of Information
- ◆ Findings Regarding Other Information Sources
- ◆ Summary of Conclusions

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Findings & Conclusions — Customer Survey

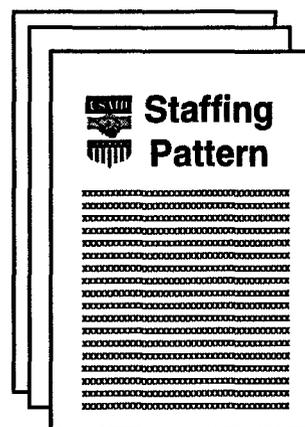
A TELEPHONE SURVEY OF DI'S CUSTOMERS AND/OR POTENTIAL CUSTOMERS WAS CONDUCTED TO ASSESS THE VALUE AND USE OF DI'S SERVICES. FOR SURVEY PURPOSES, THE ENDPOINTS OF THE SERVICE-DELIVERY PROCESSES WERE IDENTIFIED AS THE "SERVICES" OFFERED.

SERVICES OFFERED BY DI

- ◆ Obtain inter-library loans
- ◆ Receive USAID, World Bank, or other documents
- ◆ Obtain *Requests & Responses*
- ◆ Order a package advertised in *Requests & Responses*
- ◆ Request USAID or donor development experience information search or analysis
- ◆ Request a technical, academic, or news information search
- ◆ Obtain specific research papers prepared by R&RS
- ◆ Use economic and social data sets
- ◆ Use economic and social statistics analytical services
- ◆ Request the development of charts displaying specified statistics
- ◆ Use the DIC's CD-ROM
- ◆ Other

Findings & Conclusions — Customer Survey

POTENTIAL RESPONDENTS WERE SELECTED RANDOMLY FROM A POOL OF USAID STAFF, USING USAID'S 8/31 STAFFING PATTERN.



- ◆ Administrative offices and positions were eliminated.
- ◆ Proposed respondents were selected and the list was adjusted to ensure a mixture of Civil and Foreign Service employees.
- ◆ The proposed survey list was provided to the client for approval.
- ◆ The client subsequently notified proposed survey respondents of their selection, requesting their participation.

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Findings & Conclusions — Customer Survey

OF THE APPROXIMATELY 75 USAID EMPLOYEES WHO WERE IDENTIFIED AS POTENTIAL RESPONDENTS, 59* PARTICIPATED IN THE SURVEY.

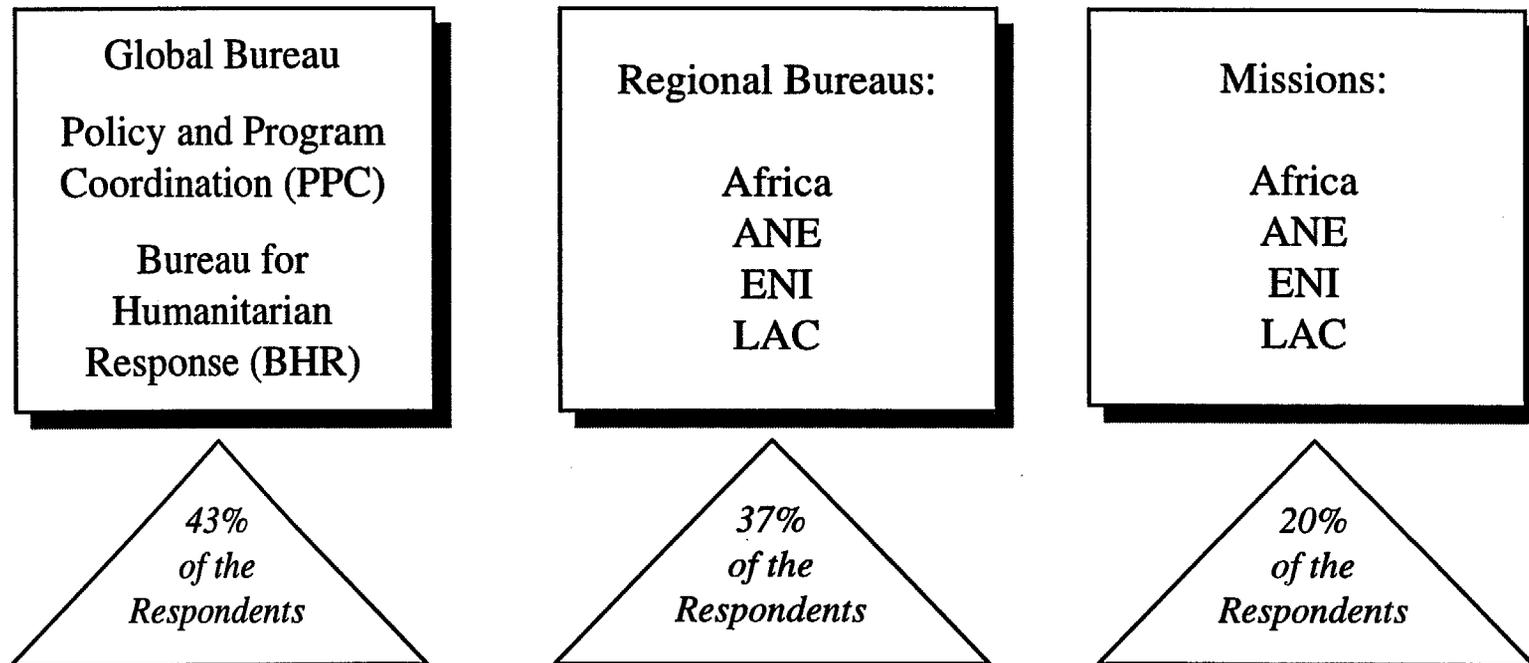
- ◆ Reasons for not reaching each respondent varied:
 - Some respondents were unavailable (e.g., on detail, vacation, etc.)
 - There were no responses to numerous telephone attempts
 - A few respondents indicated their schedules didn't permit them time to participate.

- ◆ The response rate represents approximately 2% of USAID's direct hire population.

*A list of the survey respondents is included in this Report as Attachment A-1 to Appendix A, Customer Survey Analysis.

Findings & Conclusions — Customer Survey

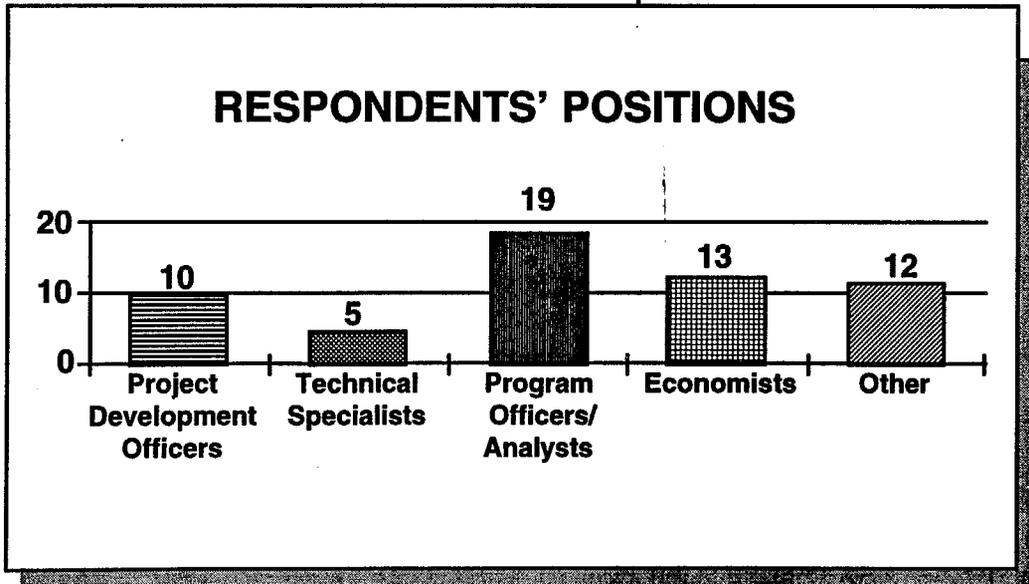
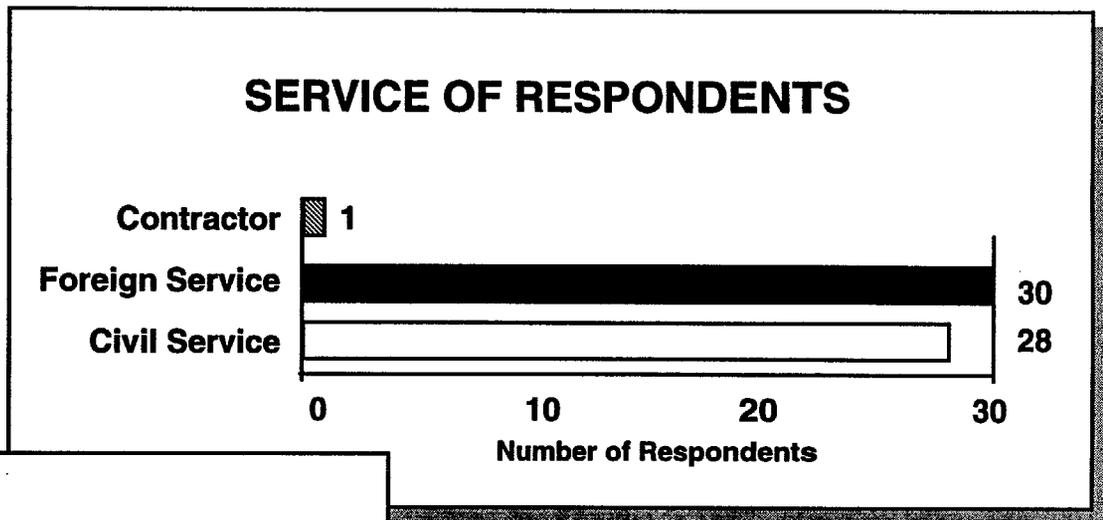
RESPONDENTS WERE LOCATED IN EACH OF THE REGIONAL AND FIELD BUREAUS, AS WELL AS IN GLOBAL, PPC, AND BHR.



*Count includes one contractor, selected by Africa Field to serve as their respondent.

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RESPONDENTS' CHARACTERISTICS



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RESPONDENTS' CHARACTERISTICS - CONTINUED

- ◆ As shown above, there were slightly more Foreign Service respondents than those in the Civil Service.
 - Twelve of the Foreign Service Officers were located in the Field
 - Ten of the Foreign Service Officers were located in the Regional Bureaus
 - Eight were in either Global, PPC, and BHR
- ◆ Many of the respondents were economists, followed by project development officers and a combination of program officers and analysts.*
 - The majority (11) of the 13 economists were located in AID/W
 - Of the ten project development officers, six were located in AID/W
 - Four of the five technical specialists were in AID/W
 - Seventeen of the program officers and analysts were located in AID/W
 - Eight of the twelve “other” respondents (e.g., public affairs specialist; multi-sector advisor, etc.) were located in AID/W.

*See Attachment A-1 to Appendix A of this Report for a full listing of the positions held by the respondents.

Findings & Conclusions — Customer Survey

A SURVEY TOOL WAS DEVELOPED TO ENSURE RESPONSES WERE OBTAINED REGARDING THE FOLLOWING ISSUES:

Use of Services

- Non-users
- Frequency of use
- Users' satisfaction levels
- Importance to users

Use of Information

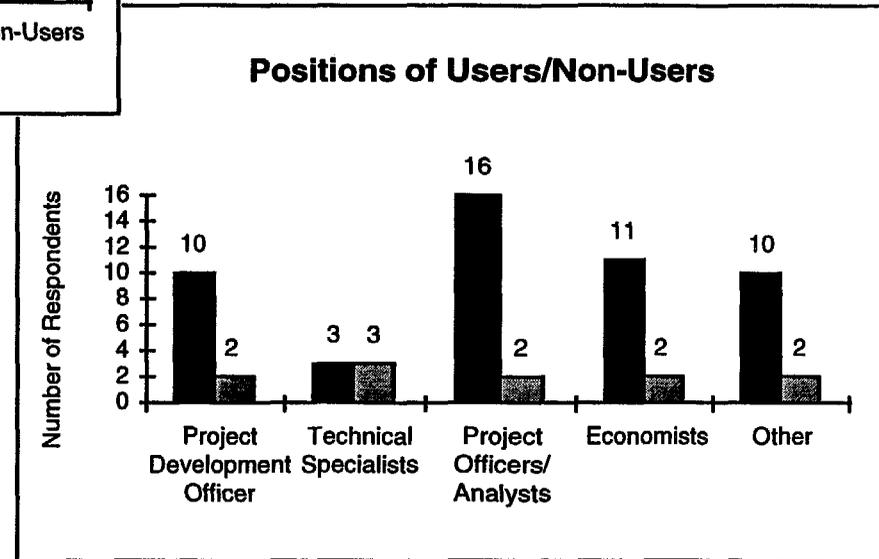
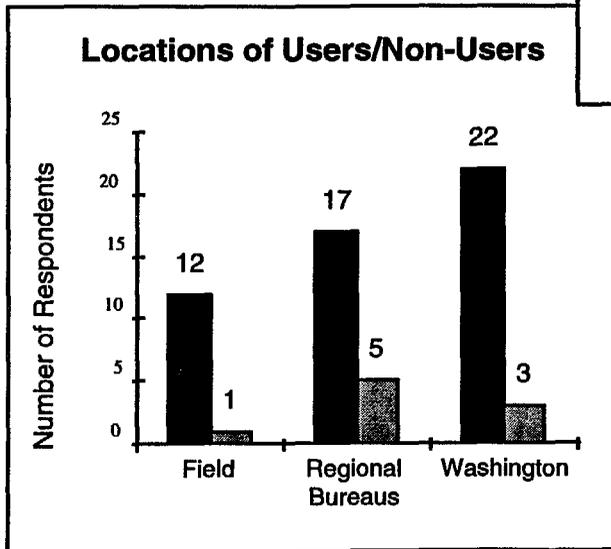
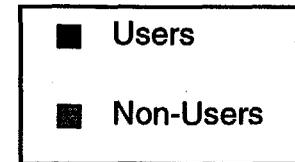
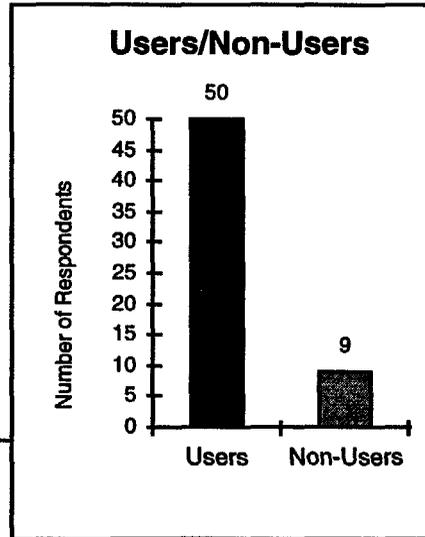
- How the information was used
- How it assisted the user's ability to do the job

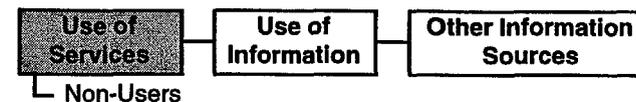
Other Information Sources

- Other information sources used
- Potential additional DI services

- ◆ After considerable discussion, it was decided that a random sampling, telephone survey would be conducted, rather than a broadly distributed, written survey instrument requesting mail-in responses.

LOCATIONS AND POSITIONS OF USERS AND NON-USERS



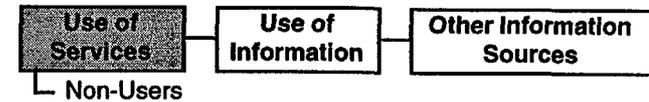


ONLY NINE OF THE FIFTY-NINE RESPONDENTS WERE NON-USERS OF DI'S SERVICES.*

- ◆ There were nine respondents who did not use DI's services.
- ◆ Of those nine respondents, eight were aware of DI's services; the one respondent (field) who was unaware had joined the Agency in September of 1995 and indicated that there was no information on DI's services in his orientation package.
- ◆ Eight of the nine non-users were located in AID/W.
- ◆ Five of the nine non-users were located in the Regional Bureaus.

*Attachment A-2 to Appendix A of this Report contains a print-out of the database of responses.

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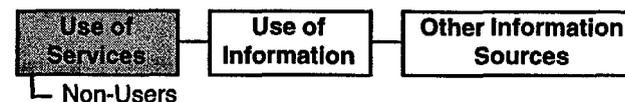


NON-USERS OF DI'S SERVICES WHO REQUIRE DEVELOPMENT INFORMATION CONTACT THE FOLLOWING SOURCES RATHER THAN DI:

- World Bank
- In-country Libraries
- Other Libraries
- Technical Consultants
- Regional Technical Staff

- ◆ Some respondents commented that they:
 - Already receive information from other sources
 - Can get a chart or graphic turned around more quickly through their contractor
 - Prefer to use “specialists” for their analyses.

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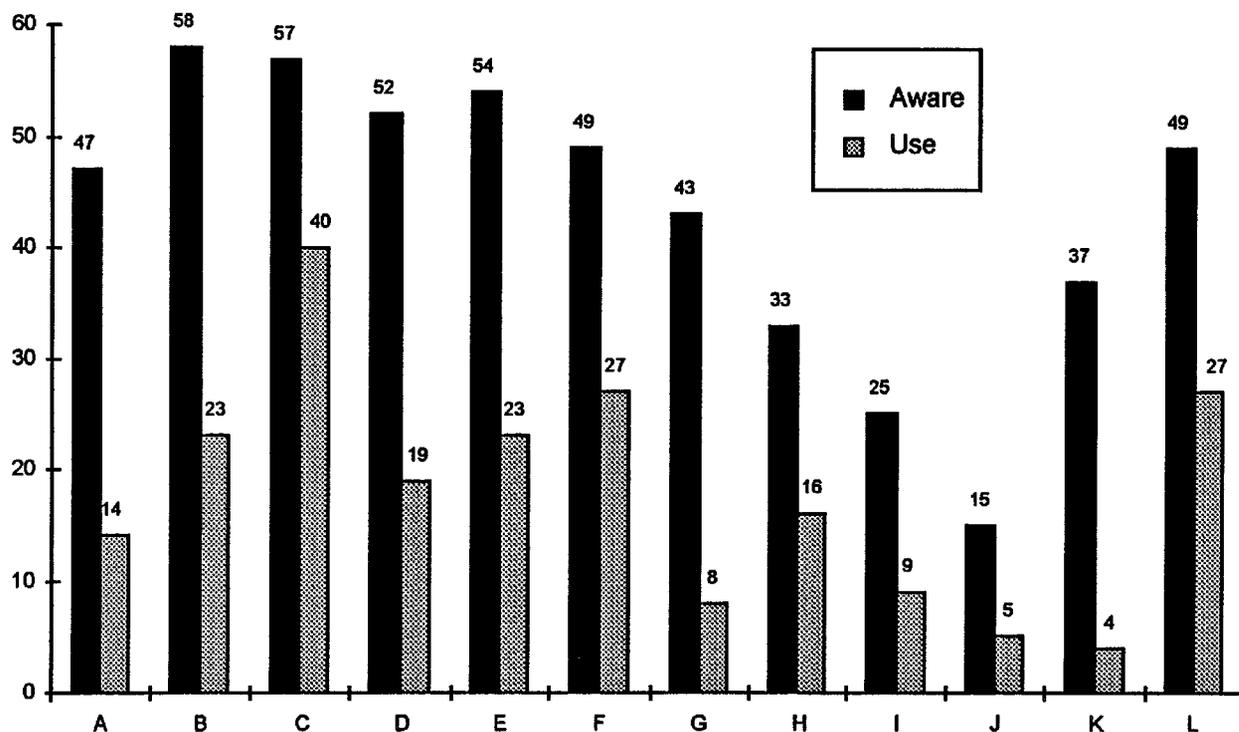


THE MOST FREQUENTLY CITED REASONS FOR NOT USING DI'S SERVICES INCLUDED "LACK OF AWARENESS OF SERVICES" AND "THE POSITION DOES NOT REQUIRE THE USE" OF DI'S SERVICES.

- ◆ The services most frequently cited as those of which some respondents were unaware included:
 - Availability of economic and social data sets
 - Economic and social analytical services
 - Development of specified statistical charts.
- ◆ Several respondents said they plan to use some of the services of which they were previously unaware.

OVER 98% OF RESPONDENTS WERE AWARE OF AT LEAST ONE OF DI'S SERVICES AND ABOUT 35% USE SERVICES OF WHICH THEY ARE AWARE.

Number of Respondents Aware of and Using DI Services

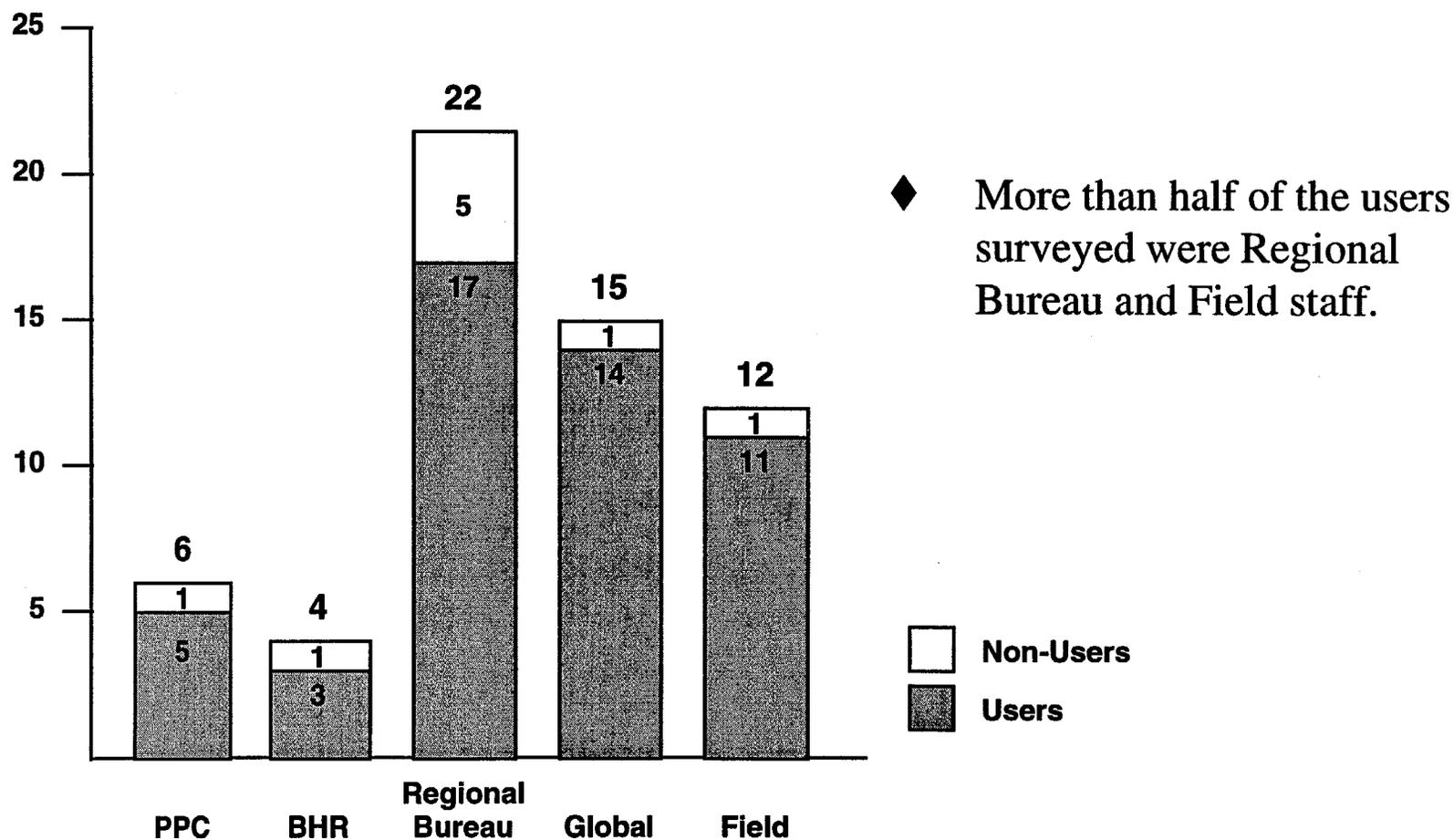


- A Obtain Inter-library loan
- B Receive USAID, World Bank, or other documents
- C Obtain Requests and Responses
- D Order package advertised in *Requests & Responses*
- E Request USAID/donor development experience
- F Request technical, academic, or news information search
- G Obtain specific in-depth research papers prepared by R&RS
- H Use economic and social data sets
- I Use DI's economic and social statistics analytical services
- J Request the development of charts displaying specified statistics
- K Use the Development Information Center's CD-ROM
- L Other

* Often respondents did not know that DI was the provider. Many knew the service by the contract name or contractor.

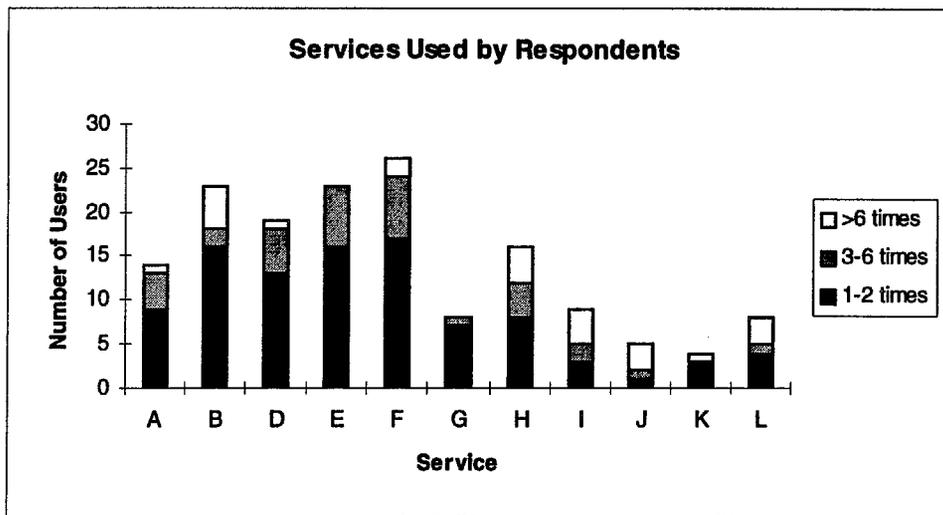
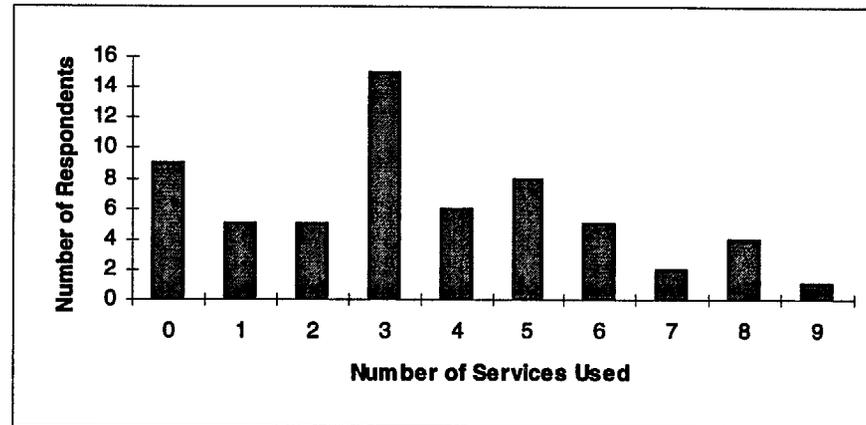
Findings & Conclusions — Customer Survey

BUT 80% OF RESPONDENTS USE AT LEAST ONE DI SERVICE ANNUALLY.

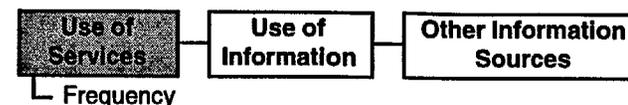


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THE TYPICAL RESPONDENT USES THREE SERVICES ONE TO TWO TIMES PER YEAR.



- A Obtain Inter-library loan
- B Receive USAID, World Bank, or other documents
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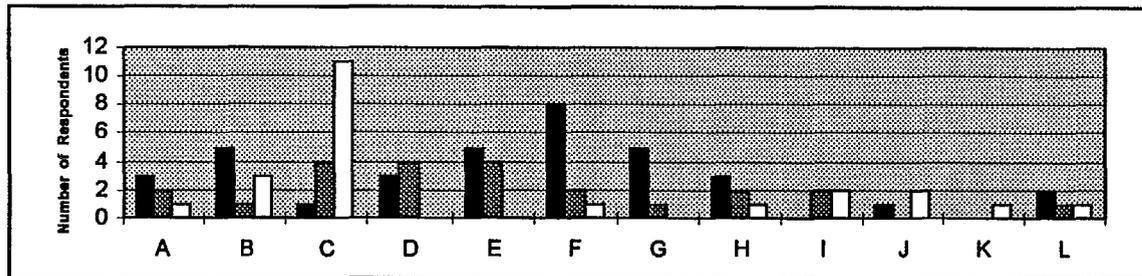


USERS SEEK OUT A DI SERVICE ONE TO TWO TIMES PER YEAR. THE TYPICAL USER TAKES ADVANTAGES OF THREE SERVICES ANNUALLY.

- ◆ Most respondents request a particular service once or twice during the course of a year.
- ◆ Most respondents use three DI services annually.
- ◆ The exception to this is reading (or scanning, as many indicated) the monthly R&RS publication, *Requests & Responses*. 80% of respondents read *Requests & Responses*, and 80% of these readers read it each month.
- ◆ Other than *Requests & Responses*, the most frequently used services (3 or more times per year) are:
 - Conducting technical, academic, or news searches
 - Obtaining USAID, World Bank or other documents
 - Using ESDS data sets
 - Obtaining USAID or donor development experience information
 - Closely followed by ordering a package advertised in *Requests and Responses*.

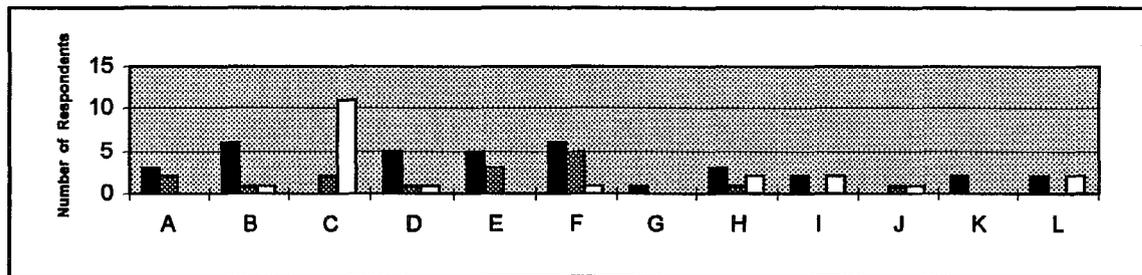
COMPARISON AMONG USERS FOR FREQUENCY OF USE OF DI'S SERVICES

GLOBAL, PPC, & BHR

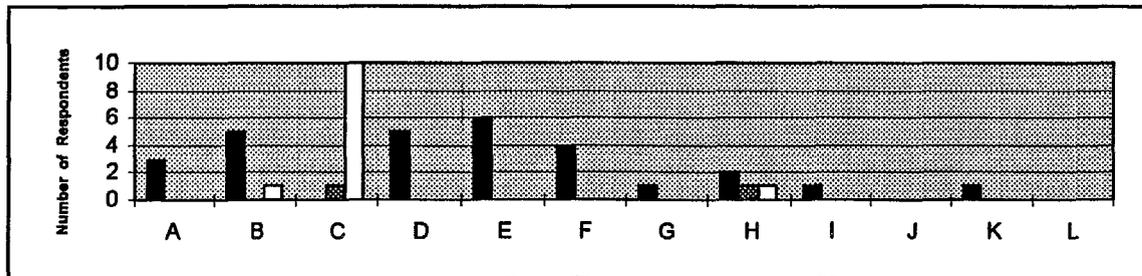


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REGIONAL BUREAUS



FIELD

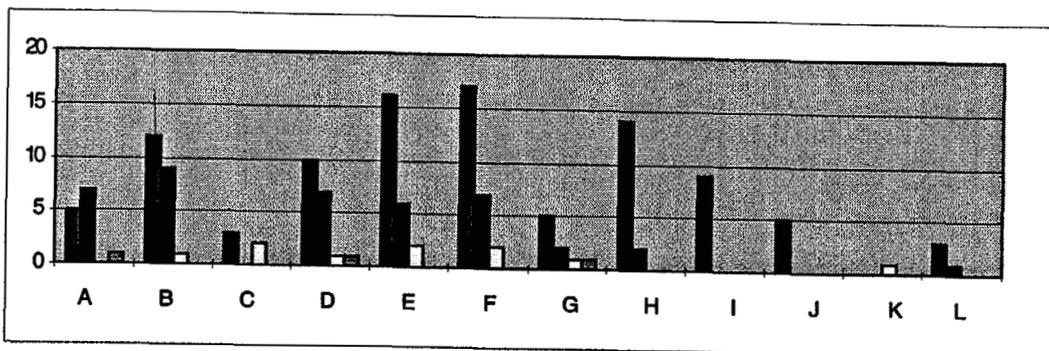


Legend:

- 1-2 Times/Year
- 3-6 Times/Year
- 6+ Times/Year

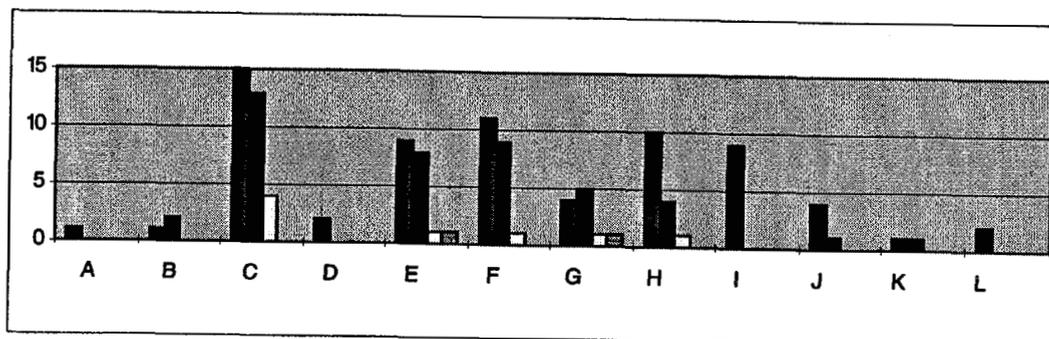
SATISFACTION

TIMELINESS

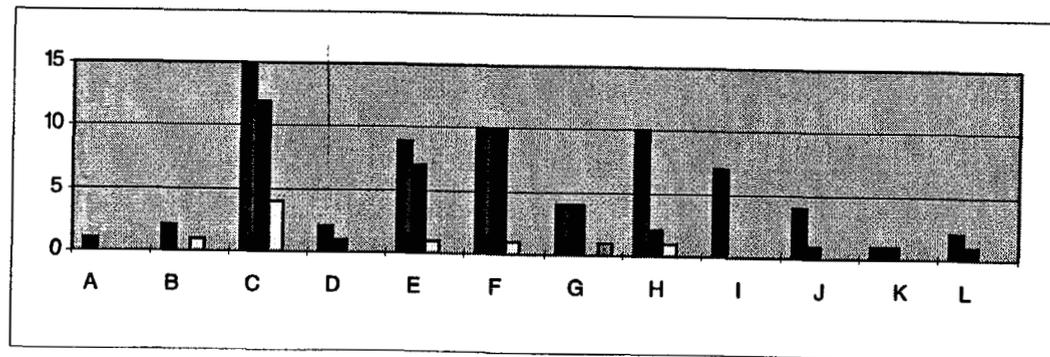


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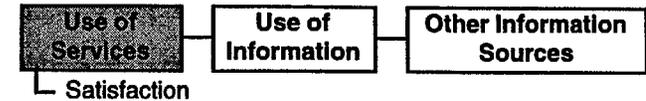
DETAIL



ORGANIZATION



- Very Satisfied
- Satisfied
- Dissatisfied
- ▤ Very Dissatisfied



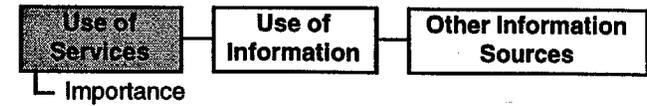
THE SERVICES OFFERED BY DI HAVE EVOLVED OVER TIME IN RESPONSE TO PERCEIVED CUSTOMER DEMAND. NOT SURPRISINGLY, USERS ARE SATISFIED WITH THE SERVICES.

- ◆ The majority of respondents indicated that they were very satisfied with the timeliness with which DI responds to their requests.
- ◆ Most said they were satisfied with the level of detail contained in the information provided to them.
- ◆ However, some respondents said they sometimes receive too much information (in response to research requests) or that there have on occasion been instances when there were gaps in the information provided.

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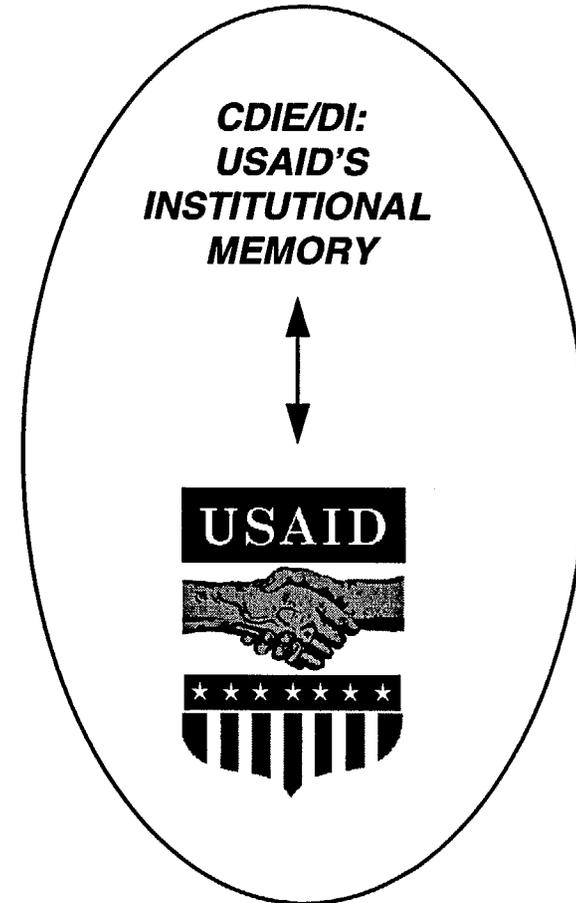
REGIONAL BUREAUS EXPRESSED SATISFACTION WITH BUY-INS.

- ◆ The majority of respondents in the Regional Bureaus indicated that they rely on the services provided by DI contractor representatives placed within their Bureaus.
- ◆ They said the buy-ins add value by conducting research services that enable the Bureau staff to save time and increase productivity.
- ◆ Based upon need, the buy-ins perform research, synthesis, and economic and social analysis services.
- ◆ All of the buy-ins, including ABIC, were praised for the thorough research and customer-oriented services they perform.



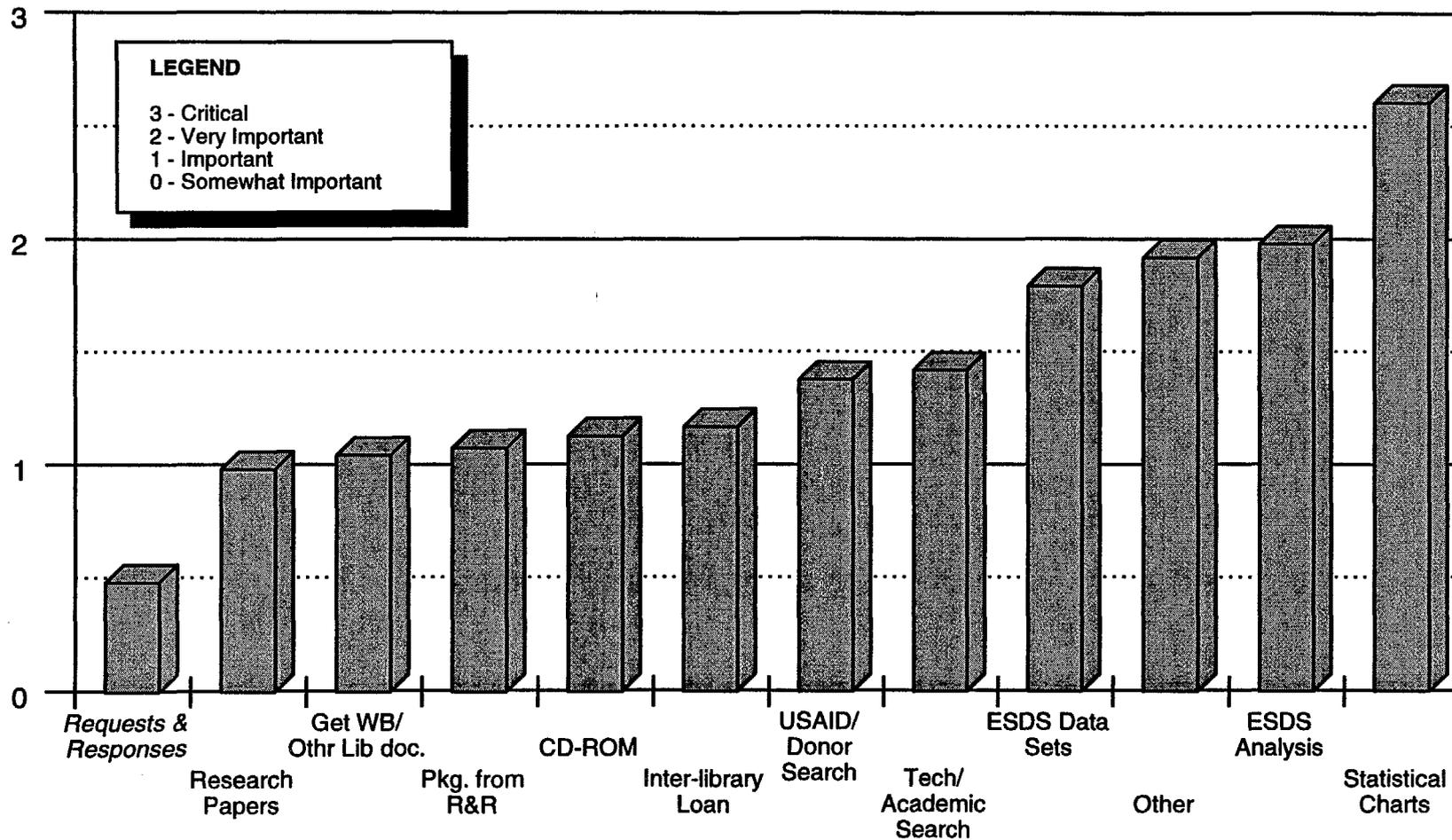
RESPONDENTS BELIEVED THAT DI ADDS VALUE AS THE REPOSITORY OF USAID'S INSTITUTIONAL MEMORY.

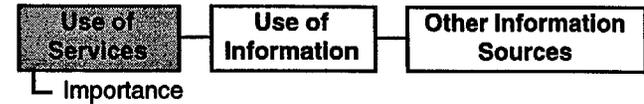
- ◆ Library and reference services are used by almost all users.
- ◆ Several respondents commented on the value DI brings to USAID because DI is viewed as a source of institutional memory.
- ◆ Other respondents indicated that DI's service as an "institutional memory" could be improved if more effort was placed on consistently obtaining information from throughout the Agency shortly after it has been created.



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ESDS SERVICES ARE MOST CRITICAL TO JOB PERFORMANCE



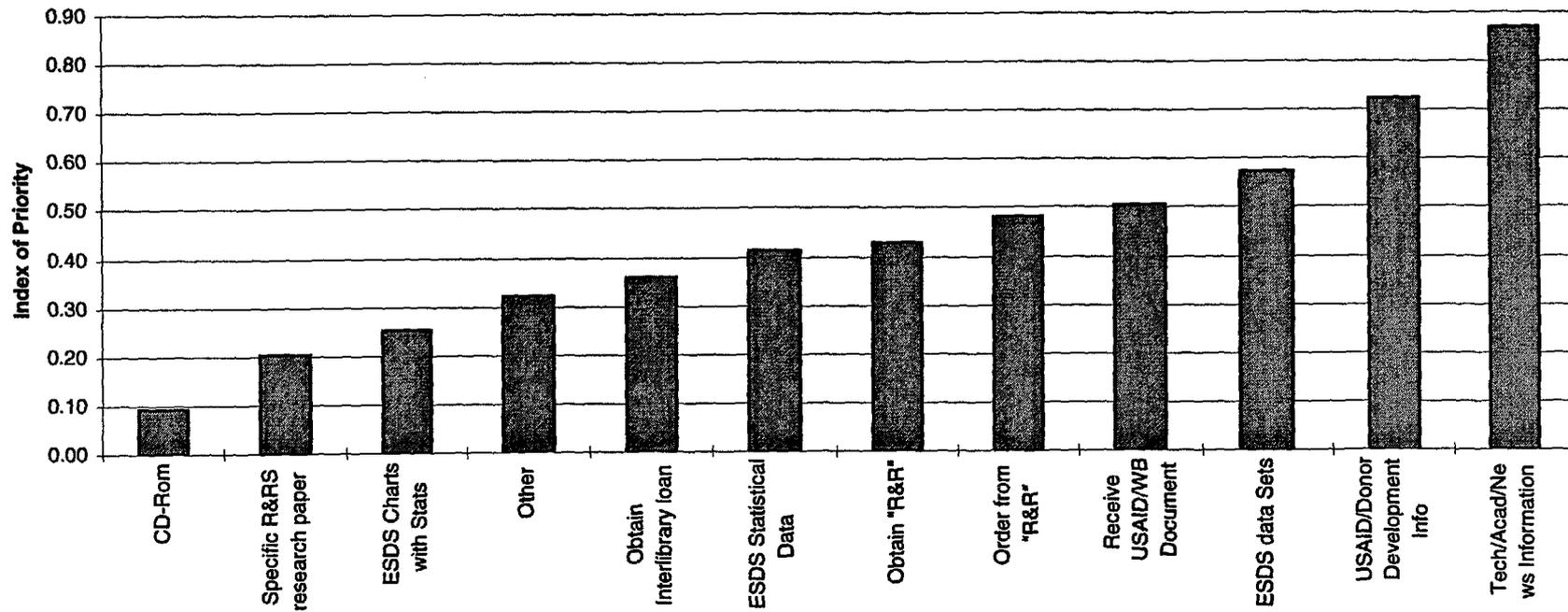


Findings & Conclusions — Customer Survey

WHEN ASKED ABOUT THE IMPORTANCE OF DI MATERIALS TO THEIR JOBS, RESPONDENTS WERE GIVEN FOUR CHOICES - CRITICAL, VERY IMPORTANT, IMPORTANT, AND SOMEWHAT IMPORTANT.

- ◆ As show above, the responses indicate that the statistical and analytical services provided through ESDS are of most importance to job performance.
- ◆ Also of importance are R&RS reference and research services.
- ◆ *Requests & Responses* is of least importance to the majority of respondents' abilities to perform their jobs.

PRIORITIES BASED ON NUMBER OF USERS AND IMPORTANCE TO JOB



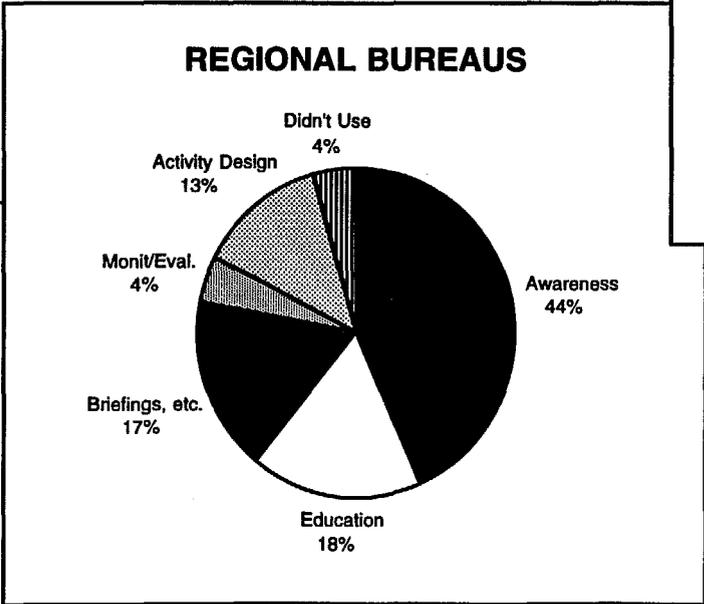
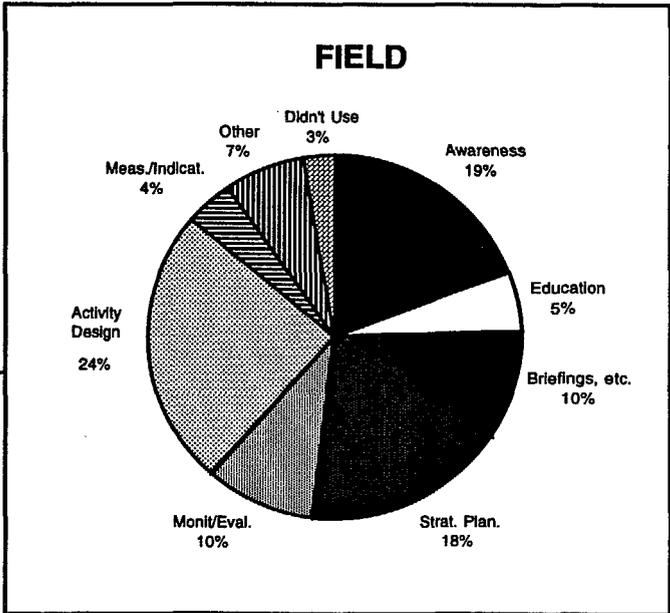
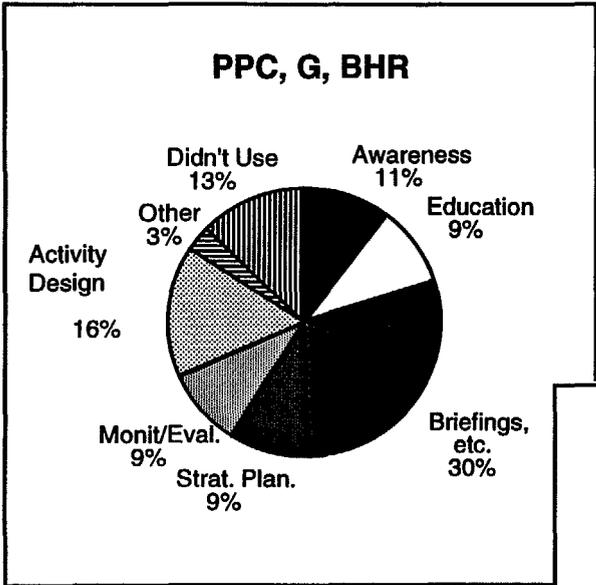
Findings & Conclusions — Customer Survey

COMBINING THE PERCENT OF USAID STAFF THAT USE THE SERVICE WITH THE PERCEIVED IMPORTANCE TO THEIR JOB FUNCTION PROVIDES ONE WAY TO SET PRIORITIES.

Using a scheme that gives equal weight to job importance and number of users reveals the following priority scheme:

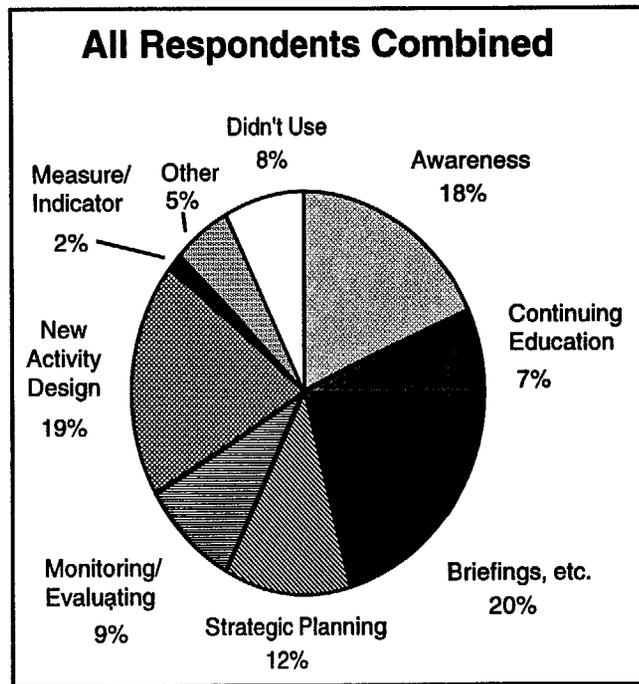
1. Responding to requests for technical, academic, and news information is the most important service offered.
2. Responding to requests for USAID/Donor Development Information
3. Providing ESDS Data Sets
4. Passing along major USAID and World Bank documents
- 5(a) Ordering from *Requests and Responses*
- 5(b) Obtaining *Requests and Responses*
6. ESDS statistical data
7. Interlibrary loan operations
8. Other activities
9. ESDS charts with statistics
10. Preparing specific R&RS research papers
11. Providing the CD-ROM

COMPARISON OF HOW INFORMATION IS USED



Findings & Conclusions — Customer Survey

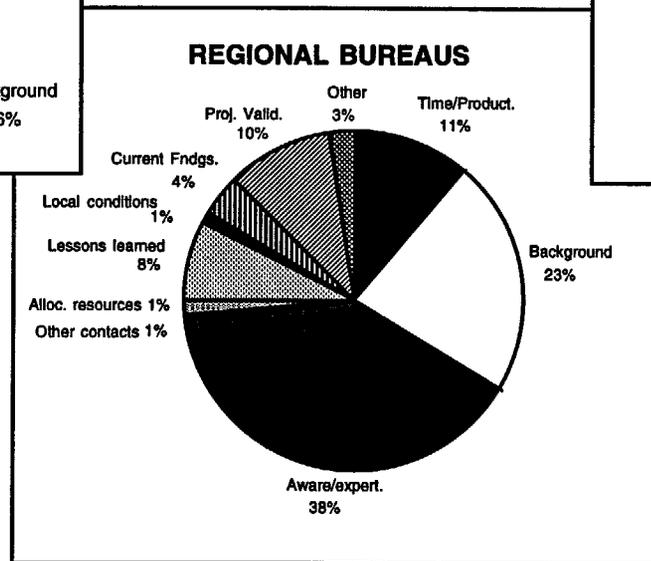
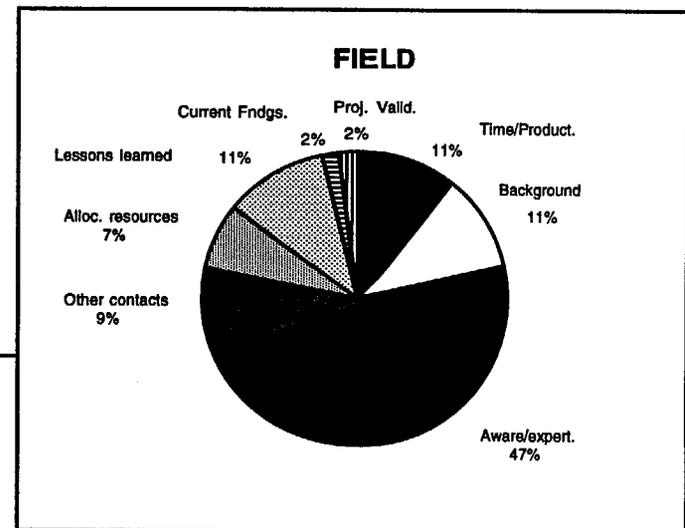
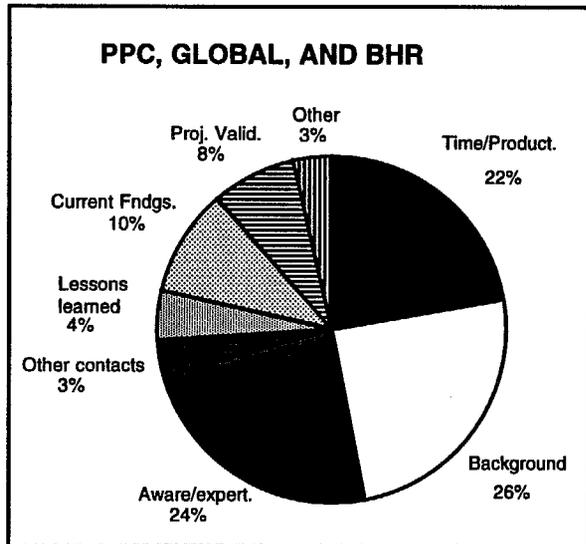
OVERALL, BRIEFINGS, PROJECT DESIGN, AND AWARENESS ARE THE MAIN USES FOR DI'S SERVICES.

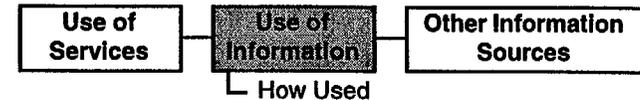


- ◆ The ways in which respondents use the information they obtain through DI varies. Uses include:
 - 20% of the users prepare briefings, reports, and other papers from information obtained through DI
 - 18% seek awareness of USAID activities from DI material
 - 19% use it for new activity or activity designs.

- ◆ Strategic planning, monitoring and evaluation, and continuing professional education are also ways in which the services are used.

WAYS IN WHICH INFORMATION PROVIDED BY DI ASSISTED RESPONDENTS

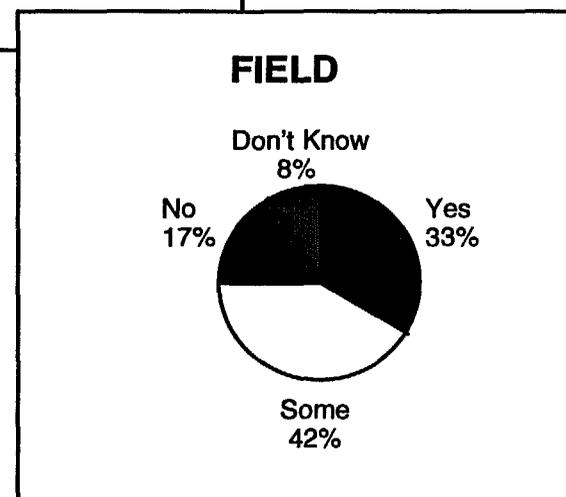
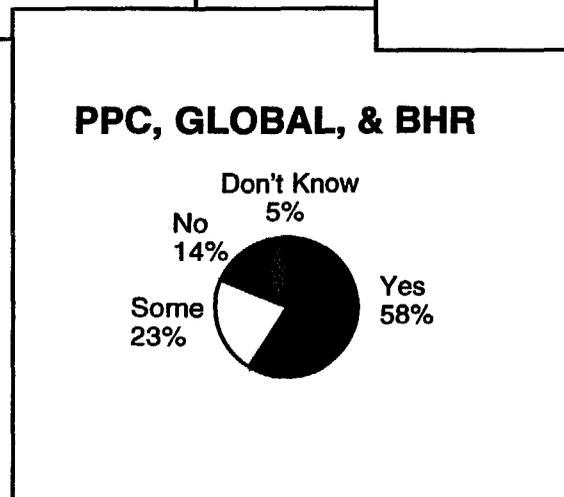
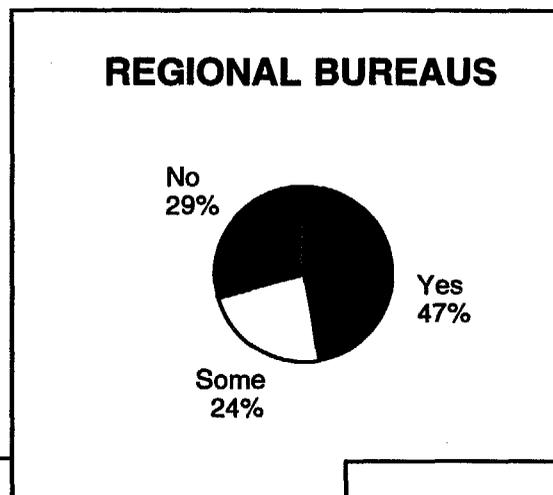
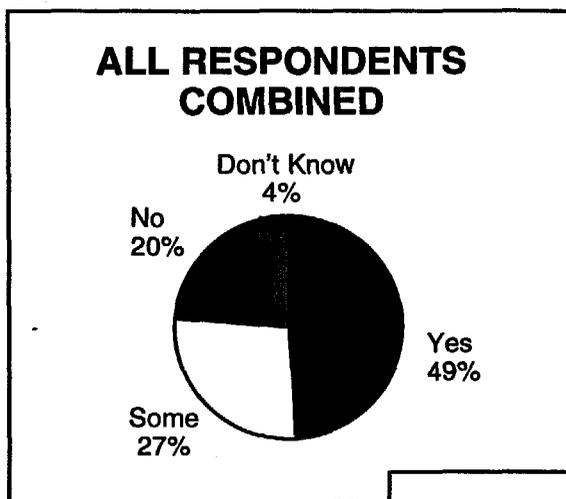


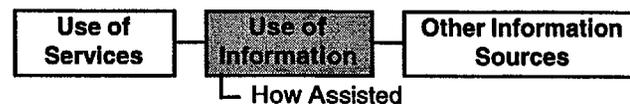


HOW THE INFORMATION IS MOST FREQUENTLY USED VARIED AMONG RESPONDENTS:

- ◆ Among Washington staff, the most significant use of DI materials is to help prepare briefings and reports.
 - 30% of the respondents in PPC, Global, and BHR used the information obtained from DI to prepare briefings, reports, or other presentation materials.
 - 13% of these respondents said they did not use the information provided to them.
- ◆ Among Field staff, more than 50% is directly for USAID mission accomplishment use--activity design, monitoring, evaluation, and strategic planning.
- ◆ The major use among Regional Bureaus is to increase their awareness of USAID and educate themselves.

ABILITY TO OBTAIN DEVELOPMENT EXPERIENCE INFORMATION FROM OTHER SOURCES

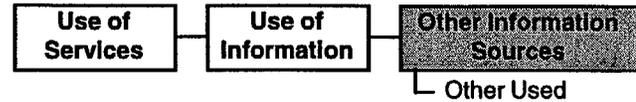




THERE WERE SIMILARITIES IN THE WAYS IN WHICH INFORMATION PROVIDED BY DI ASSISTED THE RESPONDENTS.

- ◆ PPC, Global and BHR staff were assisted by providing background information, increasing their awareness, saving them time, and increasing their productivity.
- ◆ 38% of the respondents in the Regional Bureaus indicated that DI's information assisted them in their jobs by providing material that increased their awareness or technical expertise, while 23% said the information assisted by providing them with necessary background information.
- ◆ Like the Regional Bureaus, the staff in the Field said the information they obtained from DI increased their awareness or technical expertise; 11% of these respondents used the material for background information and 9% used the materials to inform them of other contacts with similar project experiences.

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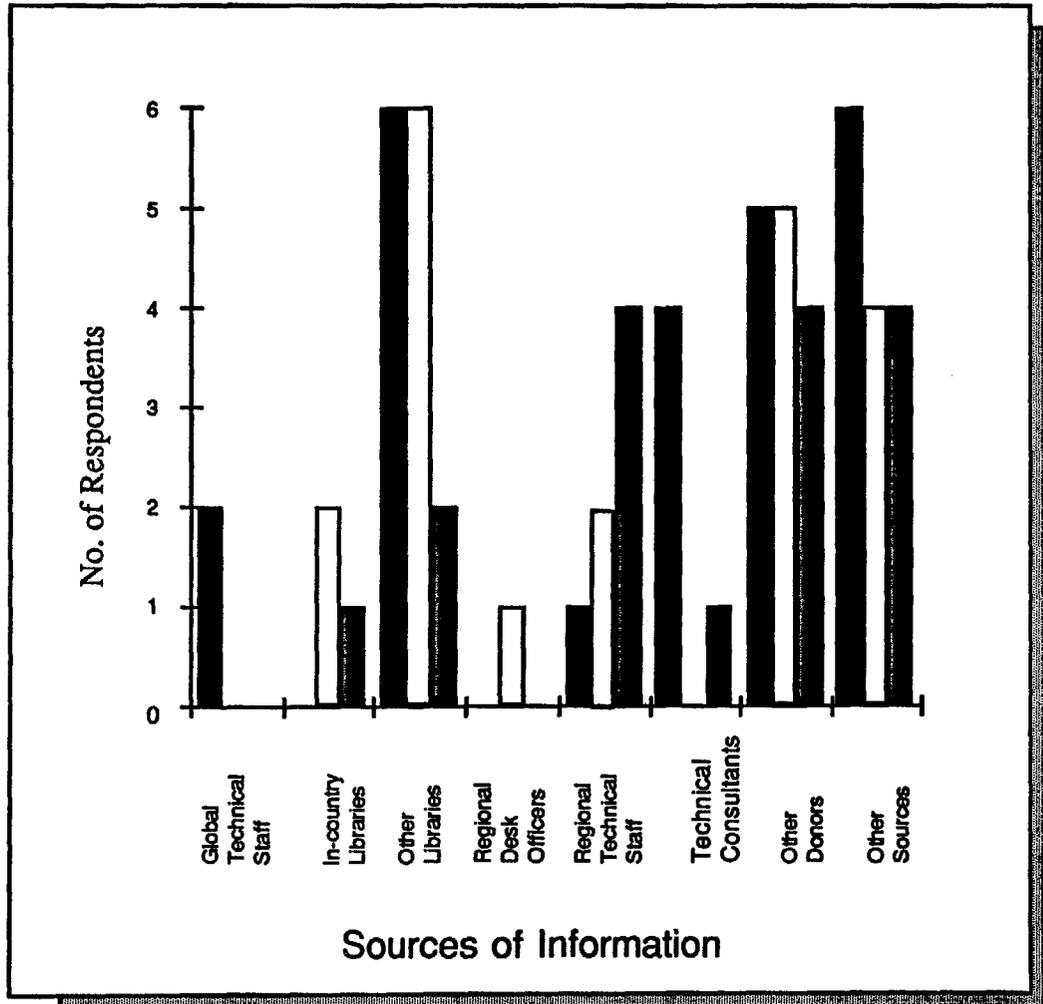


Findings & Conclusions — Customer Survey

FINALLY, THE SURVEY EXPLORED WHAT RESPONDENTS WOULD DO IF DI DID NOT EXIST, AND WHAT THEY MIGHT ADDITIONALLY LIKE DI TO PROVIDE.

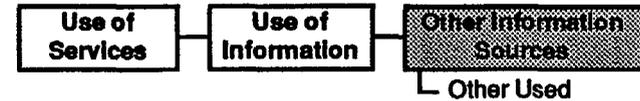
- ◆ Respondents indicated that development experience information is available elsewhere.
 - The majority of respondents indicated they could obtain information from other sources if DI's services were not available to them.
 - Regional Bureaus and Field Mission staff were less certain that they could obtain information elsewhere.
 - The respondents in PPC, Global, and BHR were more certain that they could obtain information from alternate sources.
 - Many respondents indicated that DI's unavailability would cost them valuable productivity time.

POTENTIAL ALTERNATIVE SOURCES IDENTIFIED BY RESPONDENTS



Legend:
 ■ PPC, G, BHR
 □ Regional Bureaus
 ■ Field

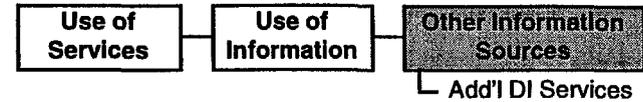
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Findings & Conclusions — Customer Survey

THE DEVELOPMENT EXPERIENCE INFORMATION SOURCES THE RESPONDENTS WOULD USE VARIED.

- ◆ 50% of users indicated services were available elsewhere and 28% said “some” were available elsewhere
- ◆ Only 2 out of 50 users indicated that Global Bureau technical staff were an alternative source. One of them is from PPC and the other from the Global Bureau. No Regional Bureau or Field staff mentioned Global technology staff as an alternate source.
- ◆ The respondents in AID/W indicated that they would use other libraries or other donors (e.g., World Bank directly), and technical consultants to obtain development information if DI’s services were not available to them.
- ◆ The respondents located in the Field would rely primarily on Regional technical staff or other donors.
- ◆ Several respondents volunteered that they considered DI’s services to be very valuable to them and they would not like to see those services ended.



DI IS PROVIDING ADEQUATE DEVELOPMENT EXPERIENCE INFORMATION.

- ◆ Most respondents said DI is already providing them with the services they need.
- ◆ Many respondents stressed that DI's reference searching services provide a valuable contribution to the speed in which they can do their jobs, thus contributing to their overall productivity.
- ◆ Many also mentioned the high quality of professionalism of the DI staff and the excellent and attentive customer service DI provides.

SUMMARY OF CONCLUSIONS

FREQUENCY OF USE

- ◆ Most of the respondents used at least some of DI's services.
- ◆ Those who did not use the services were either unaware of them or their jobs did not require the use of DI's services.

QUALITY OF SERVICE

- ◆ DI is responsive to their end-users and excels in providing customer service.
- ◆ DI adds value to USAID by serving as its institutional memory; however, more effort is needed in ensuring that DI has all relevant development information produced by the Agency.

IMPORTANCE OF SERVICE

- ◆ The ESDS services and the reference and research activities provided by DI are important to the end-users; some of the materials proactively prepared by R&RS (e.g., *Requests & Responses*, "issues briefs") are less critical to job performance.

SUMMARY OF CONCLUSIONS - CONTINUED

USE OF SERVICES

- ◆ The information DI provides its customers is used primarily to:
 - Prepare briefings, reports, and other papers in PPC, Global and BHR
 - Provide awareness of USAID's technical activities in Regional Bureaus
 - Assist with new projects or project designs in the Field.

SERVICE AVAILABILITY

- ◆ Information could be obtained from other sources if DI's services were unavailable; however, many respondents believe they would be impacted by a loss in time and productivity.

SERVICE SHORTFALLS

- ◆ Most respondents feel that DI is already providing them with the services they need and that additional services are not needed.

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FINDINGS AND CONCLUSIONS

Benchmarking

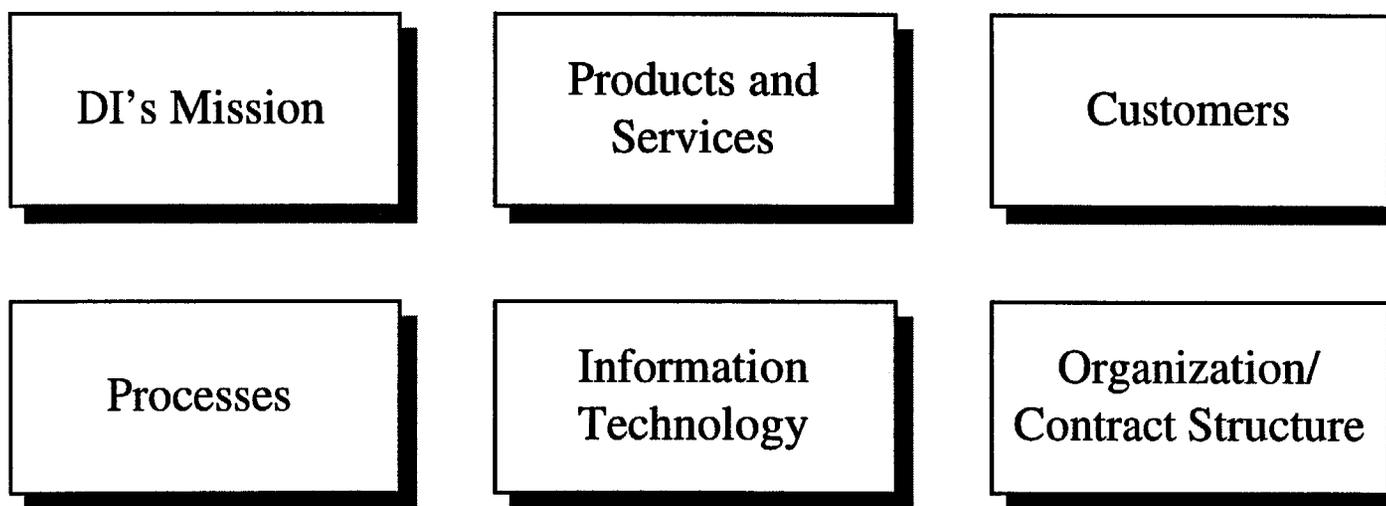
Findings & Conclusions — Benchmarking

WHILE CUSTOMER SURVEYS AND ANALYSES MEASURE HOW CUSTOMERS VALUE THE IMPORTANCE AND PERFORMANCE OF DI'S INFORMATION SERVICES, BENCHMARKING:

- ◆ Explores how other organizations have successfully handled some of the service delivery issues currently facing DI

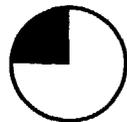
- ◆ Identifies best practices in any type of organization that has established a reputation for excellence in the area of information services.

**PROCESS BENCHMARKING DATA GATHERING FOCUSED ON SIX AREAS
KEY TO DI'S OPERATIONS:**



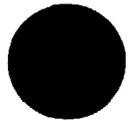
Interviews and discussions with Senior USAID officials, DI staff, DI contractors, and benchmarking partners were conducted using the six key areas as guidance to extract those elements of the partners' services that are relevant to DI.

INTERVIEWS WITH SENIOR OFFICIALS AND DOCUMENTATION PROVIDED SHOWED HOW DI STACKED UP AGAINST USAID CORE VALUES



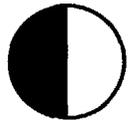
Accountability

As discussed in detail later, 2 out of 3 DI contractors have information systems that do not measure outputs or inputs with enough precision to assess productivity.



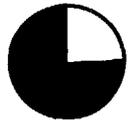
Empowerment

DI staff and contractor staff are fully empowered to perform the function within the constrained framework of USAID.



Results Orientation

In terms of maintaining a quality reference service and delivering materials to customers DI is results-oriented. In terms of achieving USAID's mission there is currently no link to USAID success measures.



Teamwork and Participation

A tense but productive spirit of cooperation exists among ESDS, R&RS, and DISC contractors. All would like to participate more in USAID program delivery process.



Customer Focus

DI would not exist if this wasn't a hallmark of their efforts.



Fully embraced



Generally embraced



Strongly embraced



Somewhat embraced

DISCUSSION WITH SENIOR OFFICIALS AND REVIEW OF A MULTITUDE OF DOCUMENTS PROVIDED BY DI AND ITS CONTRACTORS SHOWED:

- ◆ Usage of DI services by Bureaus is proportional to staffing with the exception of ENI. ENI makes little use of DI services.
- ◆ DI services have blossomed from a narrowly-defined mission as the collector, storer, and disseminator of USAID's experience in development for use by USAID staff into a multi-crowned offering of world-wide development experience information accessed by anyone who can reach them.
- ◆ DI is customer focused.
- ◆ DI is known more by its contracts than by itself (i.e., interviewers refer to R&RS, DISC, ESDS, AED, or LTS rather than to "DI" or "the library").
- ◆ DI's funding is complex and an attempt to match outputs to service dollars is nearly impossible, with the exception of buy-ins for DI contractors to work in other Bureaus.
- ◆ The majority of R&RS's work is as a research librarian rather than an analyst.
- ◆ DI is very low on Agency-wide IRM priorities lists, thus complicating and delaying efforts to move forward technologically.
- ◆ With more than fifty special development information centers funded by USAID, DI has the frequent job of servicing those who serve the ultimate user of DI's information. Often the end-user is unaware of the source.

3

Findings & Conclusions — Benchmarking

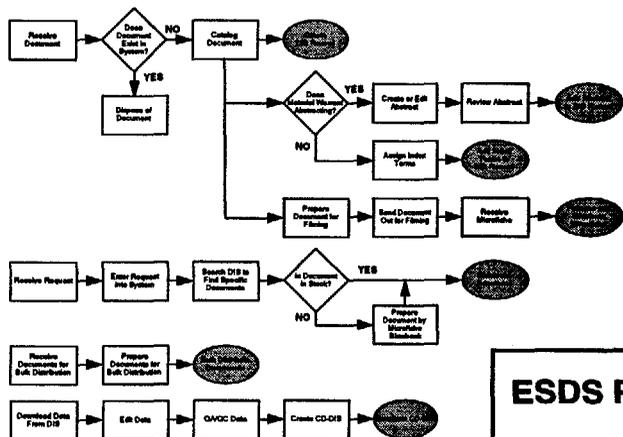
PROCESS BENCHMARKING WAS CONDUCTED USING A FOUR-STEP APPROACH.

- Step 1** Identified processes to benchmark
- Step 2** Identified benchmarking partners
- Step 3** Compared DI to benchmarking partners
- Step 4** Identified Best Practices of partners

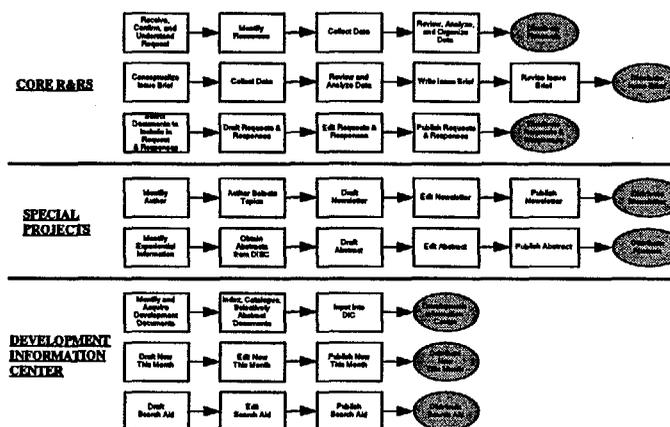
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DI PROCESS FLOWS

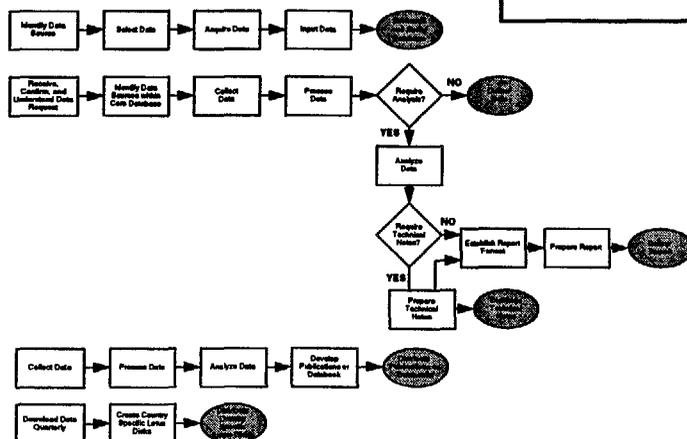
DISC PROCESS FLOWS



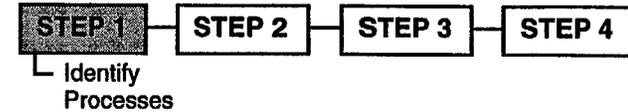
R&RS PROCESS FLOWS



ESDS PROCESS FLOWS



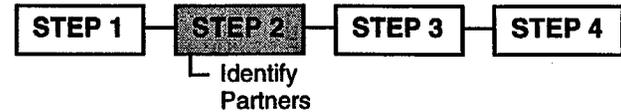
See Appendix C, pages C-1, C-9, and C-13 for full-page layouts of these process flows



Findings & Conclusions — Benchmarking

STEP 1: AN ANALYSIS OF DI'S OPERATIONS REVEALED THAT DI'S SERVICE DELIVERY PROCESSES ARE DIFFICULT TO BENCHMARK BECAUSE:

- ◆ Services delivered by DI are far more comprehensive than any other information services provider.
- ◆ DI does not have a management information system that is uniformly used by all staff; therefore outputs, inputs, and costs are difficult to capture.
- ◆ Other organizations that were identified as potential partners were unwilling or unable to fully cooperate with the study.
- ◆ There are numerous hand-offs between contractors throughout the process flows.



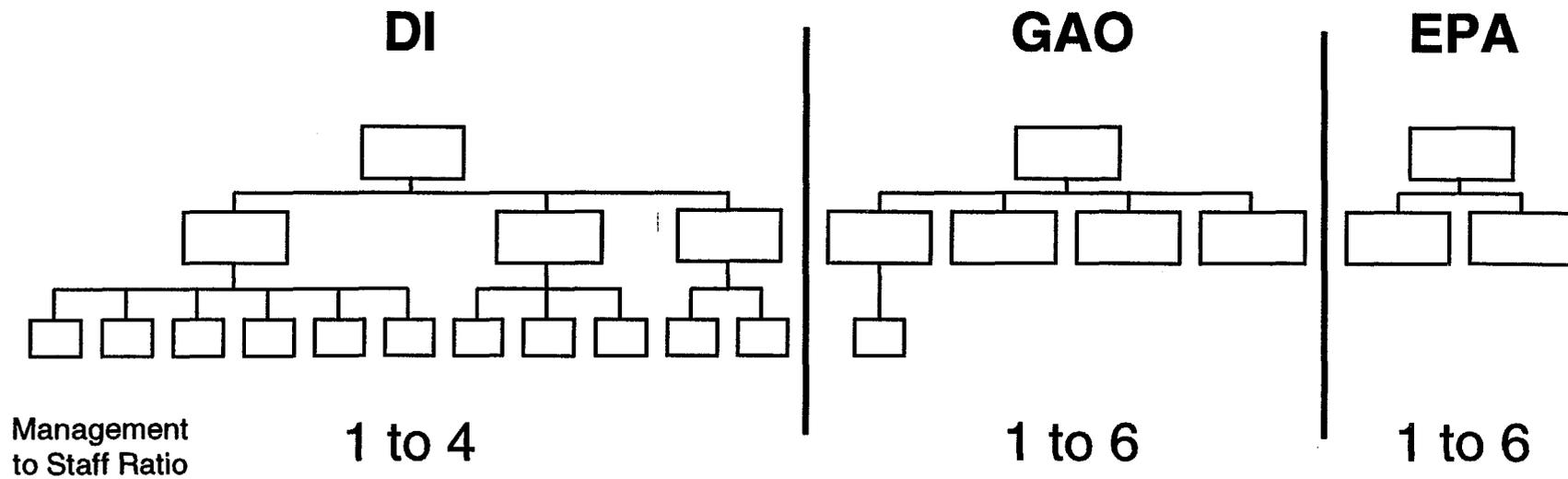
Findings & Conclusions — Benchmarking

STEP 2: BENCHMARKING PARTNERS THAT WERE IDENTIFIED AND WILLING TO PARTICIPATE TO VARYING DEGREES INCLUDED:

- ◆ GAO's Information Services Center (ISC)
- ◆ EPA's RCRA/Superfund/EPCRA Hotline
- ◆ Congressional Research Service (CRS)
- ◆ Booz·Allen Technology Center Library.

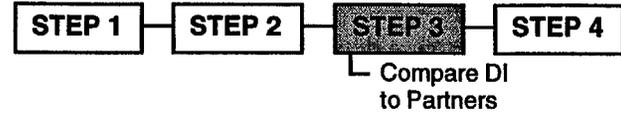
Each of these partners offered best practices in each of the key areas.

THE ORGANIZATIONAL STRUCTURE AT DI IS MORE COMPLEX THAN IT IS AT EITHER GAO OR EPA. IN PART THIS IS DUE TO THE GREATER NUMBER OF SERVICES OFFERED.



Consequently, roles and lines of responsibility and authority are not clearly defined, and accountability is compromised.

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Findings & Conclusions — Benchmarking

STEP 3: AFTER COLLECTING AND ANALYZING BENCHMARKING INFORMATION, WE FOUND:

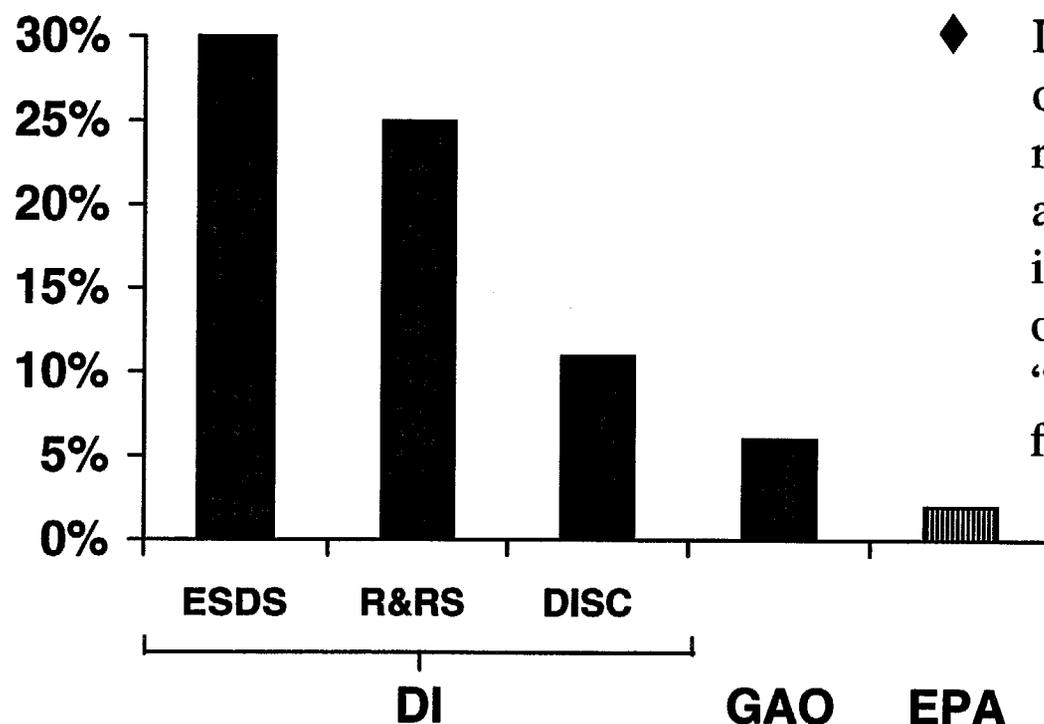
◆ DI’s organizational structure is extremely complex.

- In part this is due to the higher number of services offered
- But DI contractors have higher management staff ratio than either the GAO or EPA Hotline operations

DI Contracts	1 to 4
GAO	1 to 6
EPA Hotline	1 to 6

39

DI CURRENTLY DEVOTES A LARGER PERCENTAGE OF ITS TIME TO MANAGEMENT REPORTING THAN EPA OR GAO.



◆ It is clear that a high percentage of time is devoted to management reporting because of DI's lack of an effective management information system, unclear lines of responsibility, and the "performance-based" contract form.

Source: Data collected from DI, GAO, and EPA interviews.



Findings & Conclusions — Benchmarking

STEP 3: AFTER COLLECTING AND ANALYZING BENCHMARKING INFORMATION, WE FOUND:

◆ DI's organizational structure is extremely complex.

◆ DI devotes a large percentage of its time to management reporting.

➤ Causes include:

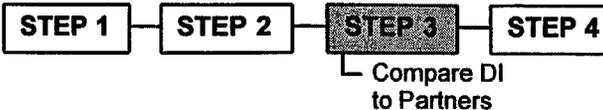
- Lack of effective management information system.
- Unclear lines of responsibility
- Burdens imposed as a consequence of structuring the contracts as “performance-based.”

THE LABOR COST PER HOUR OF MAINTAINING THE DI DOCUMENT REPOSITORY IS COMPETITIVE WITH THAT OF GAO.

COST OF MAINTAINING DOCUMENT REPOSITORY	
DISC	
Labor Cost*	\$504,795.23
Hours	21,026
Labor Cost/Hour	\$24.01
GAO	
Labor Cost	\$309,047
Hours	9,632
Labor Cost/Hour	\$32.09

- ◆ DISC is able to keep its labor costs low by using GS (grade level equivalent) 4-7s to perform the majority of functions necessary to maintain its document repository.
- ◆ Although the cost to maintain the DI information repository is competitive, the acquisitions/cataloging/abstracting process contains too many hand-offs.

*Note: Labor cost includes a weighted allocation of fringe and overhead.



Findings & Conclusions — Benchmarking

STEP 3: AFTER COLLECTING AND ANALYZING BENCHMARKING INFORMATION, WE FOUND:

- ◆ DI's organizational structure is extremely complex.
- ◆ DI devotes a large percentage of its time to management reporting.
- ◆ The marginal cost to provide services appeared competitive. It was not possible to benchmark full cost.
 - The cost to maintain the document repository is very competitive, although the acquisitions/cataloging/abstracting process does appear to contain too many hand-offs
 - Allocating significant costs not linked to service delivery (technical support, R&RS non-recorded to LEXS time, ESDS data maintenance activities) proved problematical.

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OVER 40% OF DEVELOPMENT INFORMATION CENTER (DIC) CUSTOMERS WERE MEMBERS OF THE PUBLIC IN FISCAL YEAR 1995.

TYPES OF REQUESTS	USAID & AID/W	PUBLIC*	TOTAL
Walk-in	6,239	2,317	8,556
Telephone	1,319	3,718	5,037
Written/Email	667	472	1,139
Internet	---	16	16
TOTAL PATRONS	8,225	6,523	14,748

* Public includes contractor staff, students, academics, non-USAID Development community users (e.g., diplomats, World Bank staff).

Source: DIC log

Findings & Conclusions — Benchmarking

STEP 3: AFTER COLLECTING AND ANALYZING BENCHMARKING INFORMATION, WE FOUND:

- ◆ DI’s organizational structure is extremely complex.
 - ◆ DI devotes a large percentage of its time to management reporting.
 - ◆ The marginal cost to provide services appeared competitive. It was not possible to benchmark full cost.
- ◆ DI serves a much broader, more diverse customer set than other information service providers. For example, over 40% of DIC’s customers are *not* USAID employees.

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STEP 1

STEP 2

STEP 3

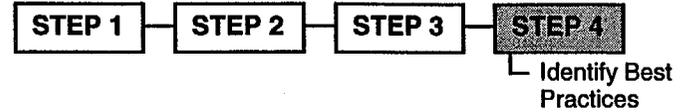
STEP 4

Identify Best Practices

Findings & Conclusions — Benchmarking

BUT THE MOST IMPORTANT FINDING FROM THE BENCHMARKING ANALYSIS WAS THE:

- ◆ **Identification of numerous best practices that could allow DI to better incorporate USAID's core values.**
 - Employee empowerment and accountability
 - Results orientation
 - Teamwork and participation
 - Customer focus.



Findings & Conclusions — Benchmarking

BY TAKING ADVANTAGE OF THE INTERNET AND OTHER TECHNOLOGICAL ADVANCES, GAO HAS SIGNIFICANTLY IMPROVED ITS EFFECTIVENESS AND EFFICIENCY.

- ◆ GAO has begun to take full advantage of the Internet (e.g., their bluebook reports are put on the Internet by the Government Printing Office (GPO) for general access) and has just begun to accept Internet e-mail document orders. The reports can be downloaded and printed with all charts, graphs, and tables appearing as they do in the traditional bluebook format.
- ◆ GAO has implemented the “GAO Daybook,” a system that automatically faxes and/or e-mails recently-released reports and testimonies to anyone who specifically requests the service. It is a quick and efficient method of advertising products.

These technological advances have allowed GAO to communicate more effectively with customers and other GAO staff.

NOTE: DI management believes the cost to use GPO is prohibitive for USAID.

Findings & Conclusions — Benchmarking

THROUGH THE PURCHASE OF AN OPTICAL SCANNER, GAO HAS SIGNIFICANTLY IMPROVED ITS DOCUMENT DISTRIBUTION FUNCTION.

- ◆ GAO uses an optical scanner to capture images. They have found the scanner to be faster, less labor intensive, and of a higher quality than microfiche.
- ◆ GAO has scanned in nearly 10 years of selected documents for demand printing with an optical disc jukebox and laser printer system that automatically queues orders directly from the request processing system and involves little staff intervention.

By hiring a document scanning company, GAO has been able to scan in documents from the last 10 years and greatly reduce the turnaround time for its document distribution function.

Findings & Conclusions — Benchmarking

A CENTRAL POINT OF CONTACT ALLOWS GAO, EPA, AND CRS TO OPERATE MORE EFFECTIVELY AND EFFICIENTLY.

- ◆ GAO has installed a voice messaging system that allows callers to select various services automatically and frees up telephone Customer Service Representatives to handle callers requiring more individualized service.
- ◆ The EPA Hotline uses a pre-recorded phone-tree to minimize time spent referring and re-directing calls, thus reducing the number of staff needed to answer the phones and better utilizing the staff's time. The phone-tree is updated periodically to include messages about recent "hot topics."
- ◆ The EPA Hotline uses a phone system that allows them to monitor call statistics such as average speed to answer a call, number of calls answered, average length of a call, average time after call, and number of messages.
- ◆ CRS has a central inquiry unit in place to channel and track information requests. When these requests come in by phone or e-mail, the research staff generate a project request document that is used to track requests and manage work loads.

By utilizing a central point of contact, GAO, EPA, and CRS have been able to monitor customer requests, execute customer referrals, and reduce time needed to provide services.

Findings & Conclusions — Benchmarking

BY REDUCING THE AMOUNT OF SYNTHESIS PERFORMED, THE BOOZ·ALLEN LIBRARY HAS BEEN ABLE TO USE MINIMAL EMPLOYEES TO SERVE A LARGE CLIENT BASE.

- ◆ Their major products and services include:
 - Databases containing periodicals and publications that Booz·Allen staff can access themselves
 - Literature searches and data dumps
 - Referrals to external sources of information.

This approach has led Booz·Allen staff to expect to do the research and analysis themselves. They incorporate the necessary time for these activities into their schedules.

Findings & Conclusions — Benchmarking

TO CONCLUDE, FROM THE BENCHMARKING EFFORT WE FOUND:

- ◆ DI's organizational structure and management processes do not promote accountability.
- ◆ DI has an overly complex management and service delivery process that contributes to excessive time devoted to management reporting.
- ◆ DI's customers and services (from method of request to delivery) are more varied than other information service providers.
- ◆ DI's marginal cost of providing some services is comparable to others, but poor data from DI and non-cooperation by key benchmarking partners made cost comparisons highly suspect.
- ◆ DI's efficiency of service delivery is hampered by an inconsistent availability and use of modern technology.



RECOMMENDATIONS

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Recommendations

ALTHOUGH CUSTOMERS ARE CURRENTLY SATISFIED WITH DI'S SERVICES, THOSE SERVICES CAN BE FURTHER IMPROVED BY:

- ◆ Considering whether the cost of providing services such as the “issues papers,” *Requests & Responses*, and similar publications are worth the limited value the majority of respondents perceive them to have.
- ◆ Relying more on electronic mail whenever possible to disseminate information. This serves to reduce paper, decrease delivery time, reduce cost, and allow the receiver to determine whether a hard copy of the information is worthwhile.
- ◆ Increasing the overall awareness of the services DI offers by:
 - Creating and marketing a “user-friendly card” containing a list of the services offered and the names and telephone numbers of contacts for each service
 - Creating a single “user’s guide” that sets forth DI’s mission, explains what DI’s services are, and explains how to access those services (include information about the Internet).
 - Creating a single name for all DI services. No longer would DI be known by the contracts, but rather by its USAID organizational name.

Recommendations

DI CAN RE-THINK AND RE-PRIORITIZE ITS CUSTOMERS AND SERVICES, DEVELOPING A UNITED, ONE-VOICE INFRASTRUCTURE, AND PLACING MORE EMPHASIS ON COLLECTING AND DISSEMINATING DEVELOPMENT EXPERIENCE INFORMATION AND LESS ON CREATING NEWSLETTERS, ETC.

PRIORITIES BASED ON CUSTOMER SURVEY*

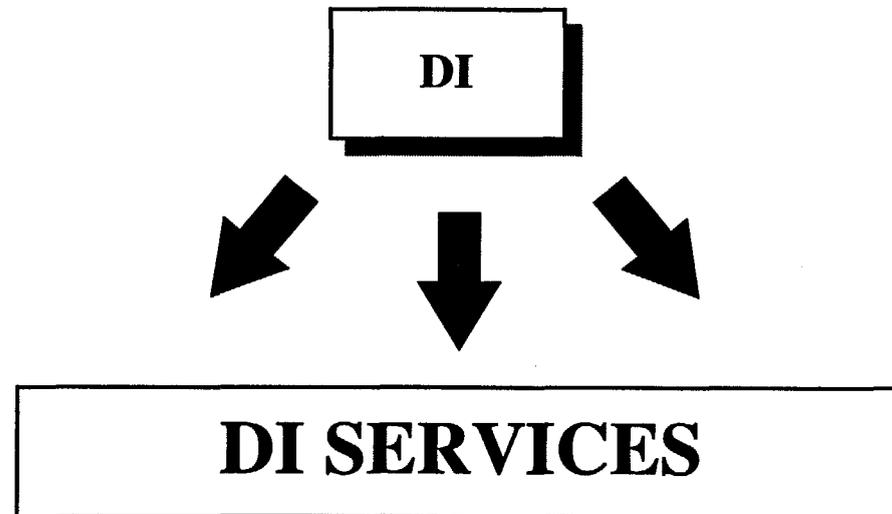
HIGH:	Reference Service for technical, academic, and news information Reference Service for USAID and Donor Development Experience Information ESDS Data Sets
MEDIUM:	Getting USAID/World Bank documents out <i>Requests and Responses</i> and ordering from it
LOW:	ESDS Charts with statistics Other Specific R&RS research papers CD-ROM

- ◆ This re-prioritization will enable DI to streamline its services, increase its cost effectiveness, and better fulfill its mission.

* Equal weights for number of users and importance to job.

Recommendations

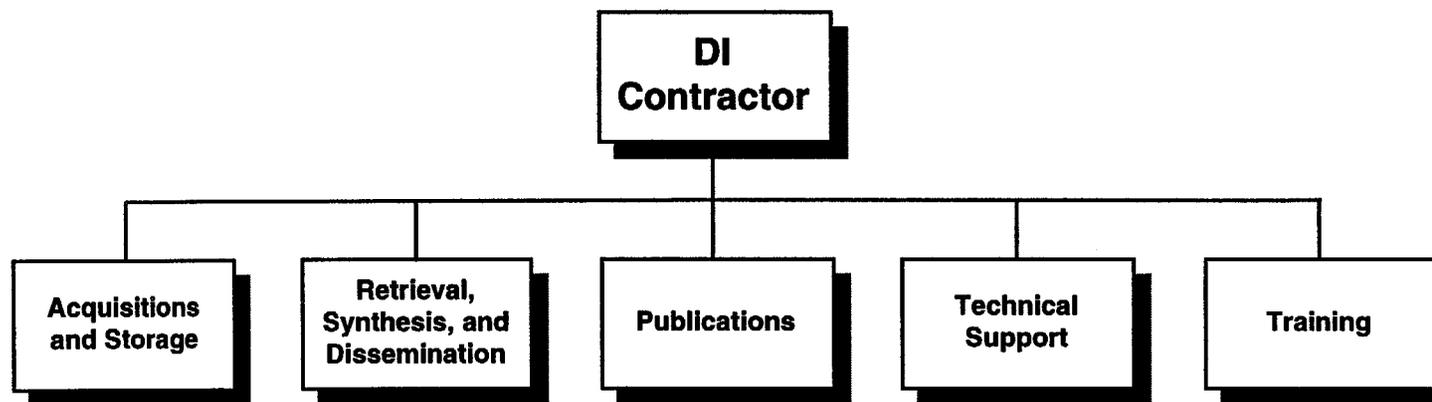
DI'S ORGANIZATIONAL STRUCTURE COULD BE BASED AROUND ONE CONTRACTOR WHO HAS THE CAPABILITY TO PROVIDE ALL OF DI'S SERVICES.



- ◆ One contractor would allow DI management to more effectively and efficiently manage and monitor the services provided by DI.

Recommendations

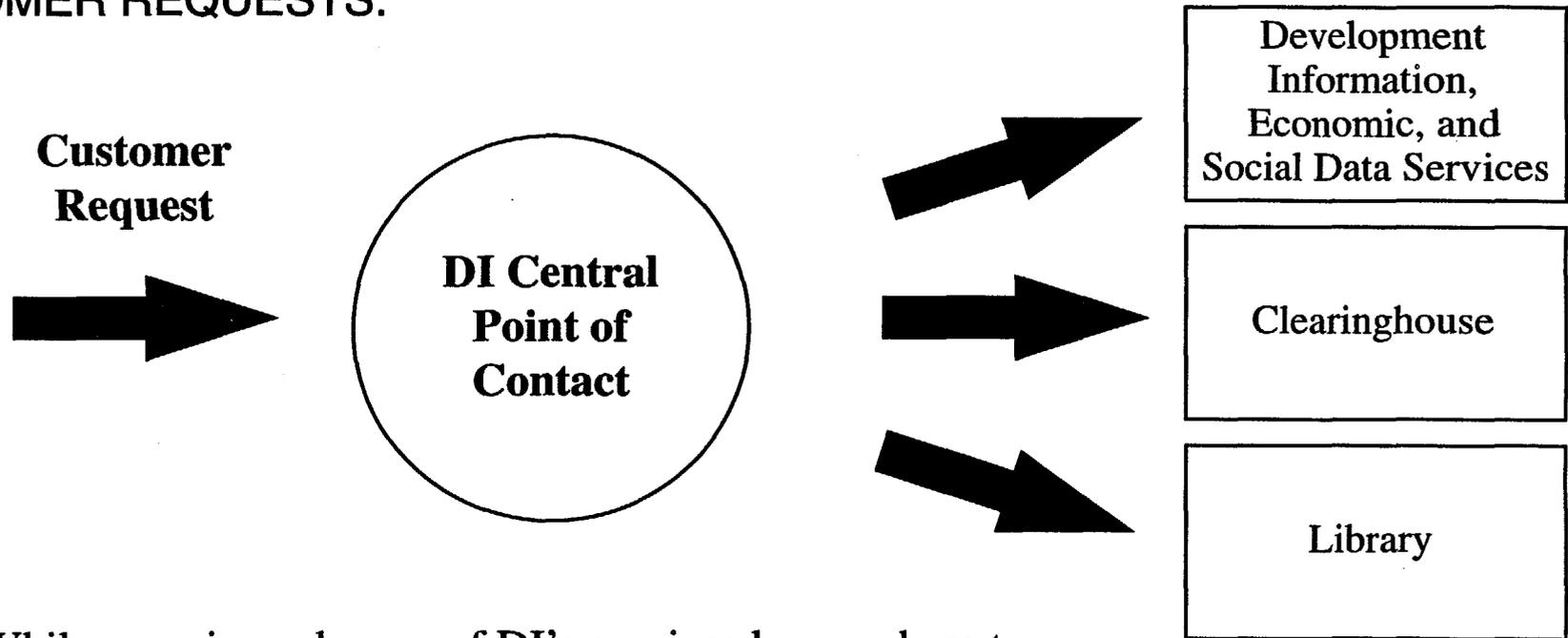
SEVERAL DIVISIONS COULD BE CREATED WITHIN ONE CONTRACTOR TO PROVIDE THE VARIOUS DI SERVICES.



- ◆ This structure would provide clear lines of responsibility for staff and increase accountability.

Recommendations

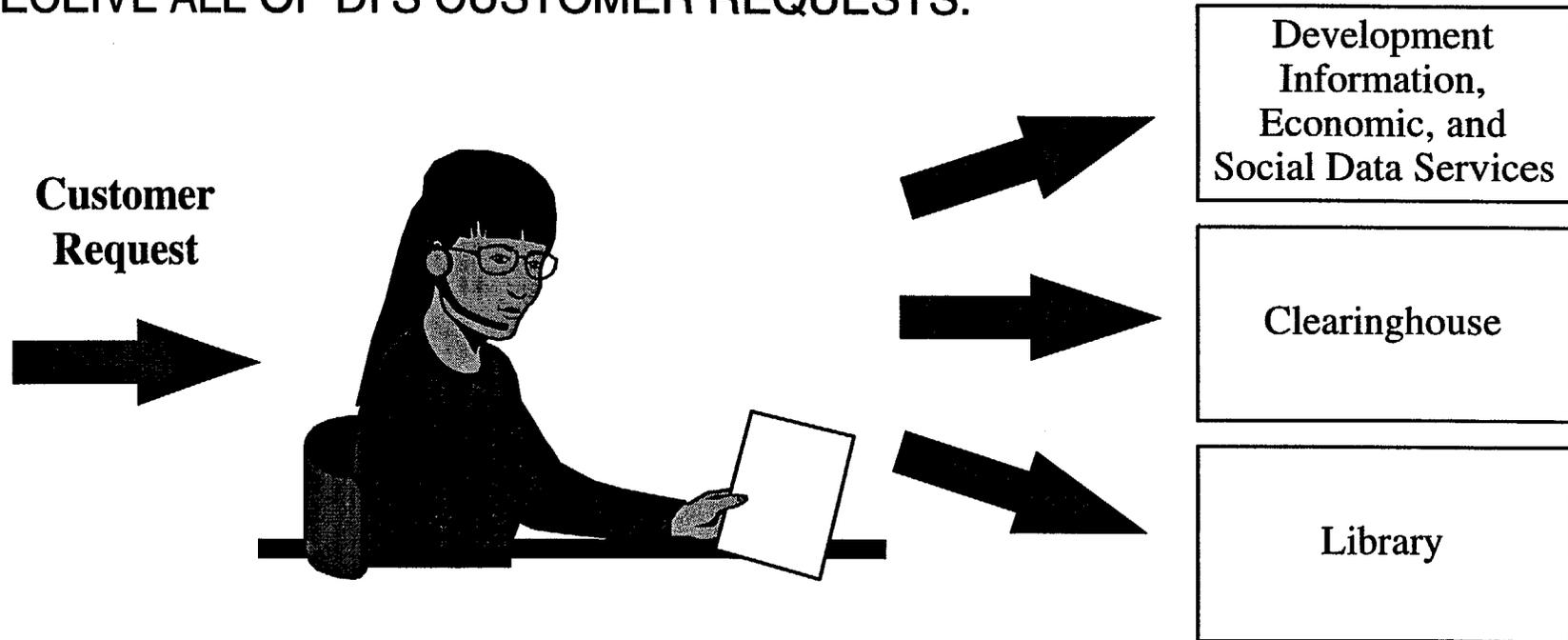
DI COULD CREATE A CENTRAL POINT OF CONTACT TO RECEIVE INCOMING CUSTOMER REQUESTS.



- ◆ While experienced users of DI's services know where to take their requests, a central point of contact would:
 - Allow DI to make a new user more aware of DI's range of services.
 - Help new customers who are unfamiliar with DI's range of services to identify the locations to which they should take their requests.

Recommendations

DI COULD INSTALL A CALL CENTER AS THE CENTRAL POINT OF CONTACT TO RECEIVE ALL OF DI'S CUSTOMER REQUESTS.



- ◆ Once customers become familiar with the call center and learn how the system operates, they will remember which buttons to press to quickly reach the DI staff members of their choice.

Recommendations

ONE MANAGEMENT INFORMATION SYSTEM COULD BE IMPLEMENTED AND USED BY ALL DI CONTRACTORS. THIS WOULD ULTIMATELY HELP DI:

- ◆ Monitor costs more effectively
- ◆ Improve accountability for staff time and activities
- ◆ Reduce time devoted to management reporting.

Recommendations

DI COULD WORK WITH THE MANAGEMENT BUREAU TO INSTITUTE PROCESSES THAT RESULT IN THE AUTOMATIC ACQUISITION OF DEVELOPMENT EXPERIENCE INFORMATION. THIS WOULD:

- ◆ Reduce the cost of acquiring development experience information

- ◆ Expand the universe of DI's development experience information.

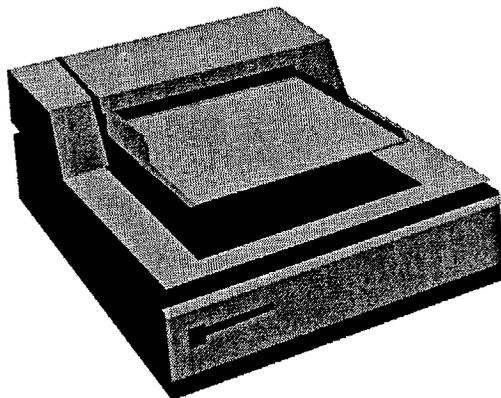
Recommendations

DI COULD BEGIN TO SCAN ALL DOCUMENTS INTO THEIR DOCUMENT REPOSITORY.

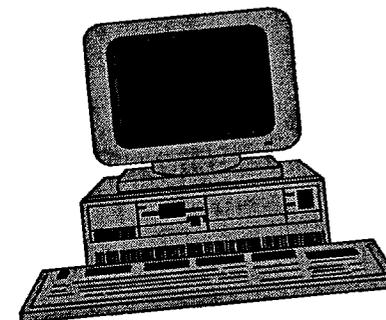
Development
Experience
Information



DI Scanner



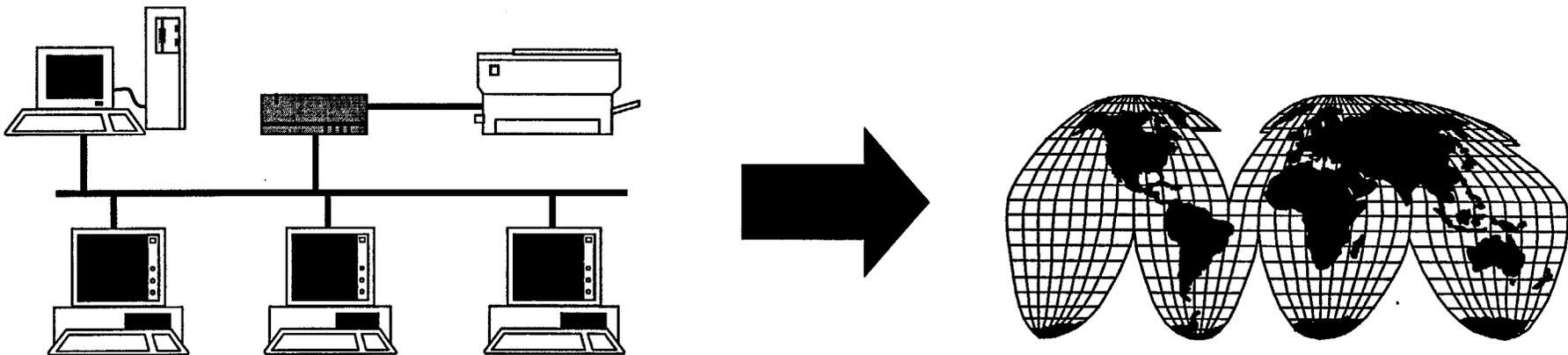
DIS



- ◆ This would reduce the time needed to capture documents in DI's repository and the time needed to distribute the documents to customers.

Recommendations

WORKING WITH THE MANAGEMENT BUREAU, DI COULD INCREASE ITS USE OF THE INTERNET TO BETTER DISSEMINATE DEVELOPMENT EXPERIENCE INFORMATION. HOMEPAGE CREATION AND DOCUMENT TITLE ACCESS IS A MAJOR STEP, TAKEN SINCE THIS STUDY BEGAN, THAT WILL IMPROVE DI'S PROCESSES SO LONG AS IT IS LINKED TO ALL DI PROCESSES.



- ◆ This would improve communication between DI staff and its customers and allow DI to provide many of its services electronically, therefore reducing production costs.

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PN-ACB 481

Management Assessment of PPC/CDIE/DI Services

APPENDICES



U.S. Agency for International Development

Contract Number HNE-0000-I-00-2099-00
Delivery Order #5

March 1996

BOOZ-ALLEN & HAMILTON Inc.

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Appendix A – Customer Survey Analysis

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Attachment A-2: List of Survey Respondents

Attachment A-3: Spreadsheet Illustrating Results

Appendix B – Best Practices Analysis

Attachment B-1: Benchmarking Contacts

Attachment B-2: Benchmarking Interview Guide

Appendix C – DI Cost Analysis

Attachment C-1: DI Interview Guide

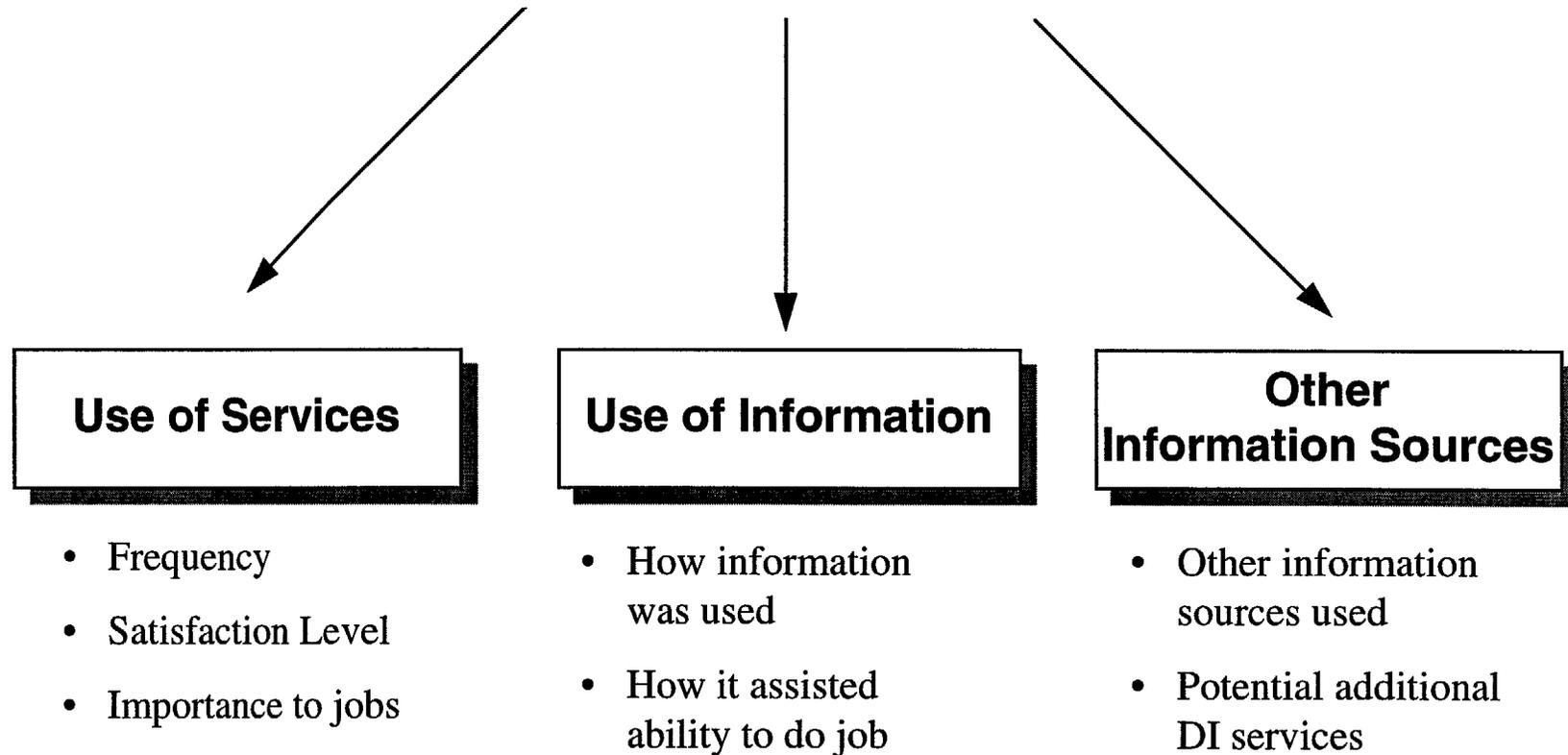


APPENDIX A

Customer Survey Analysis

as

ISSUES ADDRESSED



gb

DI SERVICES COVERED BY THE SURVEY

- ◆ Obtain inter-library loans
- ◆ Receive USAID, World Bank, or other documents
- ◆ Obtain *Requests & Responses*
- ◆ Order a package advertised in *Requests & Responses*
- ◆ Request USAID or donor development experience information search or analysis
- ◆ Request a technical, academic, or news information search
- ◆ Obtain specific research papers prepared by R&RS
- ◆ Use economic and social data se
- ◆ Use economic and social statistics analytical services
- ◆ Request the development of charts displaying specified statistics
- ◆ Use the DIC's CD-ROM
- ◆ Other

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SELECTION PROCESS FOR SURVEY RESPONDENTS



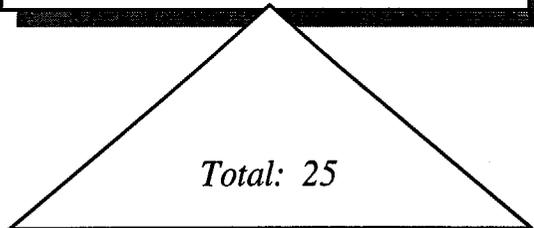
1. Random selection, using 8/31 staffing pattern.
2. Administrative offices and positions were eliminated.
3. Selection was made and list adjusted to ensure mixture of Civil and Foreign Service employees.
4. Client approved list and notified proposed survey respondents of their selection, requesting participation.

2

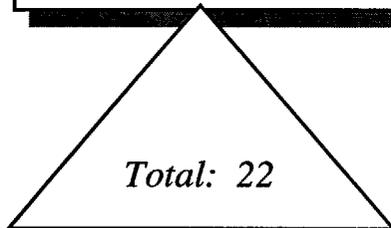
APPENDIX A - Customer Survey Analysis

LOCATIONS OF SURVEY RESPONDENTS

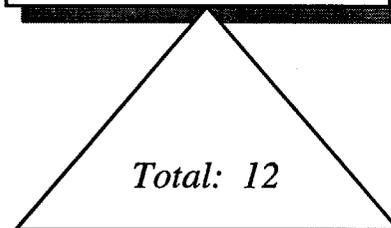
Global Bureau:	15
Policy and Program Coordination (PPC):	6
Bureau for Humanitarian Response (BHR):	4



Regional Bureaus:	
Africa:	7
ANE:	6
ENI:	5
LAC:	4



Missions:	
Africa:	2*
ANE:	3
ENI:	3
LAC:	4



Attachment A-1 to this Appendix is a copy of the survey instrument.

Attachment A-2 lists the names of the survey respondents.

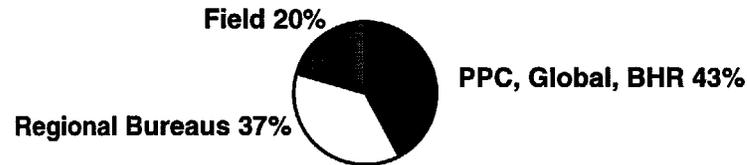
Attachment A-3 contains a spreadsheet of the responses given, organized by service, location, and position.

*Count includes one contractor, selected by Africa Field to serve as their respondent.

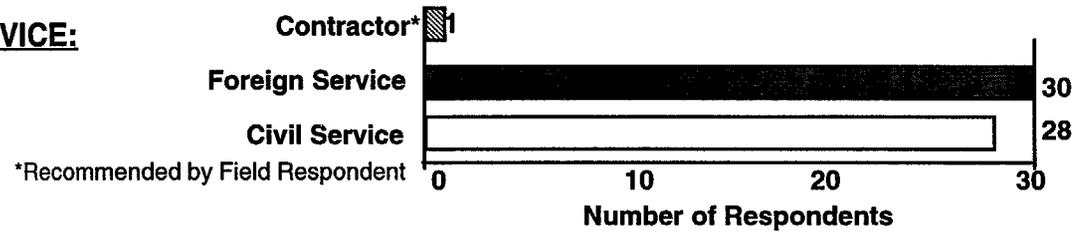
APPENDIX A - Customer Survey Analysis

CHARACTERISTICS OF RESPONDENTS

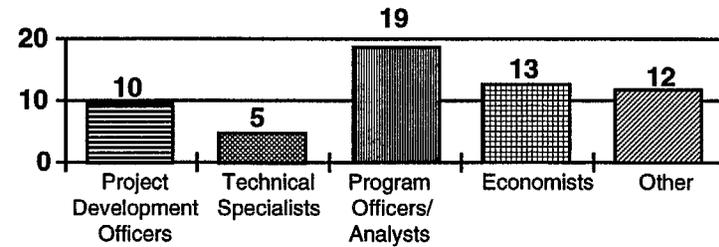
LOCATION:



SERVICE:



POSITIONS:

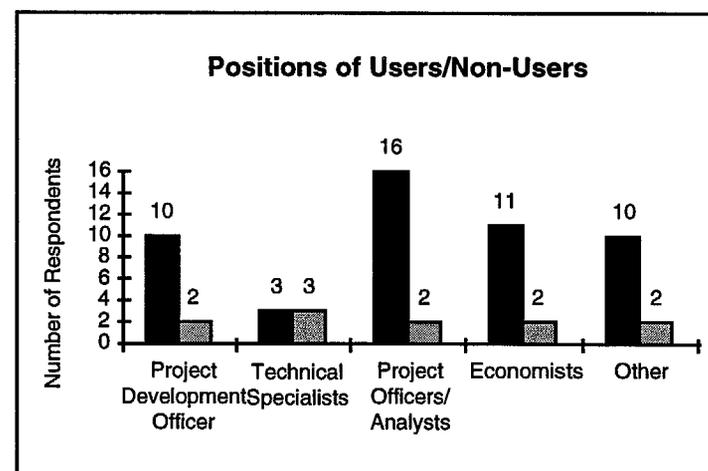
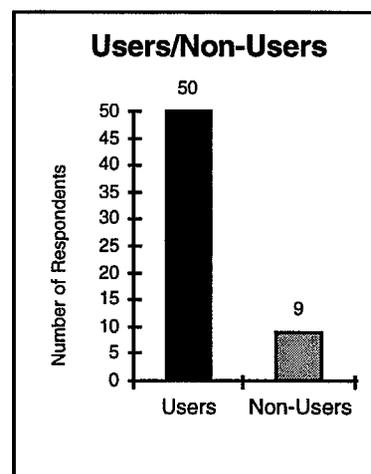
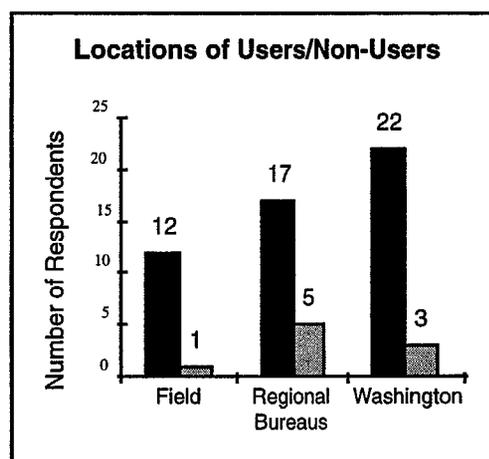


100

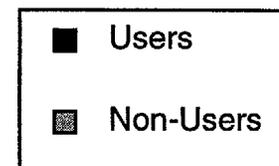
APPENDIX A - Customer Survey Analysis

LOCATIONS AND POSITIONS OF USERS AND NON-USERS

The majority of the respondents (50) were aware of and used DI's services.



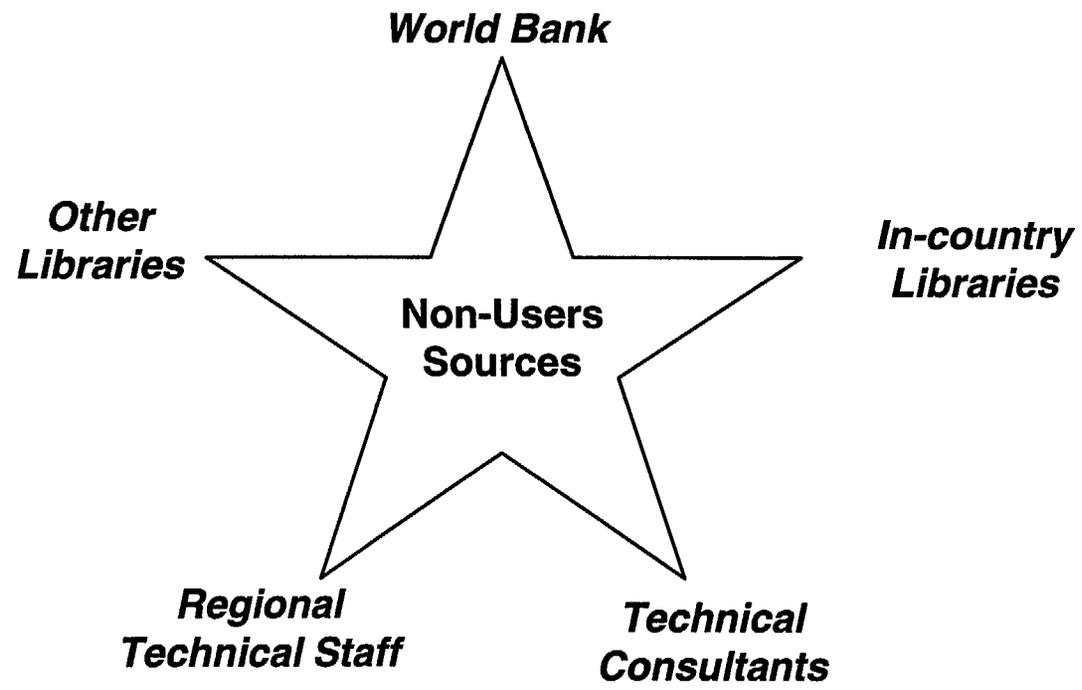
Location	User	Non-User
Field-Africa	2	0
Field-LAC	3	1
Field-ANE	3	0
Field-ENI	3	0
RB-Africa	4	3
RB-LAC	4	0
RB-ANE	6	0
RB-ENI	3	2
Global	14	1
PPC	5	1
BHR	3	1



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APPENDIX A - Customer Survey Analysis

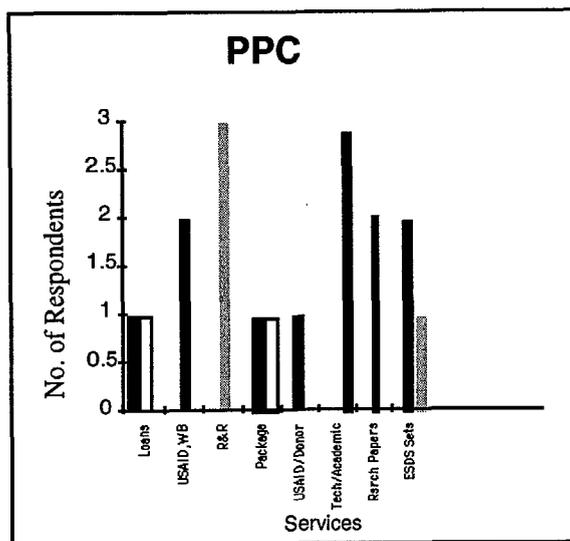
DEVELOPMENT INFORMATION SOURCES USED BY THOSE RESPONDENTS (9) WHO DO NOT USE DI'S SERVICES



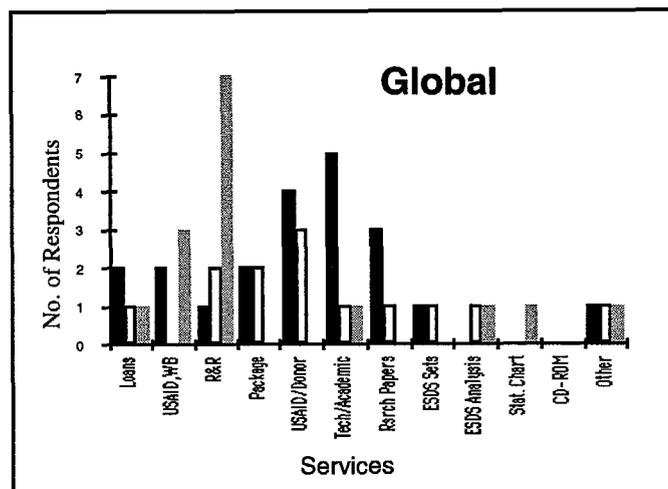
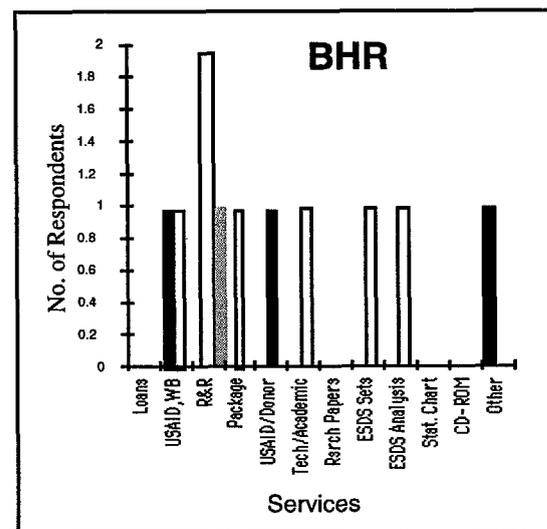
102

APPENDIX A - Customer Survey Analysis

COMPARISON AMONG USERS FOR FREQUENCY OF USE OF DI'S SERVICES



Most services used by these groups of respondents were most frequently requested 1 to 2 times per year.

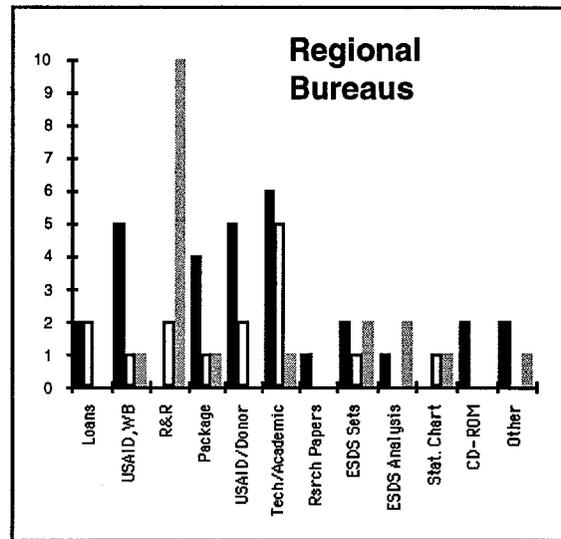


Legend:
 ■ 1-2 Times/Year
 □ 3-6 Times/Year
 ▨ 6+ Times/Year

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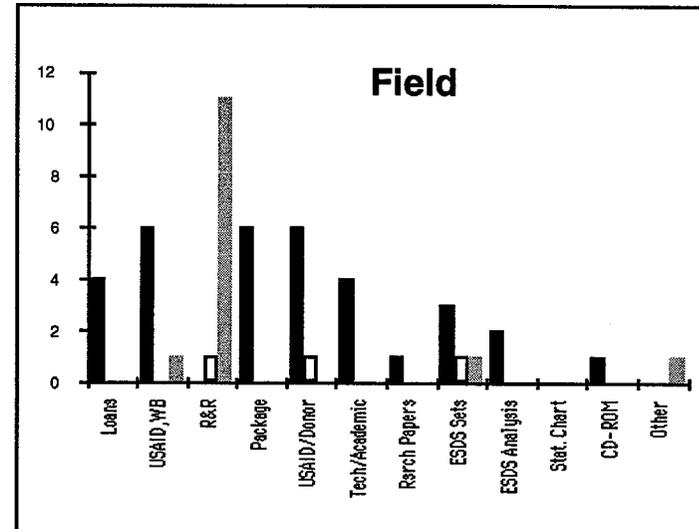
APPENDIX A - Customer Survey Analysis

**COMPARISON AMONG USERS FOR
FREQUENCY OF USE OF DI'S SERVICES (CONTINUED)**



Most services used by these groups of respondents were also most frequently requested 1 to 2 times per year.

Legend:
 1-2 Times/Year
 3-6 Times/Year
 6+ Times/Year



**MOST FREQUENTLY REQUESTED SERVICE OVERALL,
EXCLUSIVE OF *REQUESTS & RESPONSES***

**Most Frequently
Requested Service
Of The 1-2 Times/Year
Requests**

Technical,
academic, or
news searches

**Most Frequently
Requested Service
Of The 3-6 Times/Year
Requests**

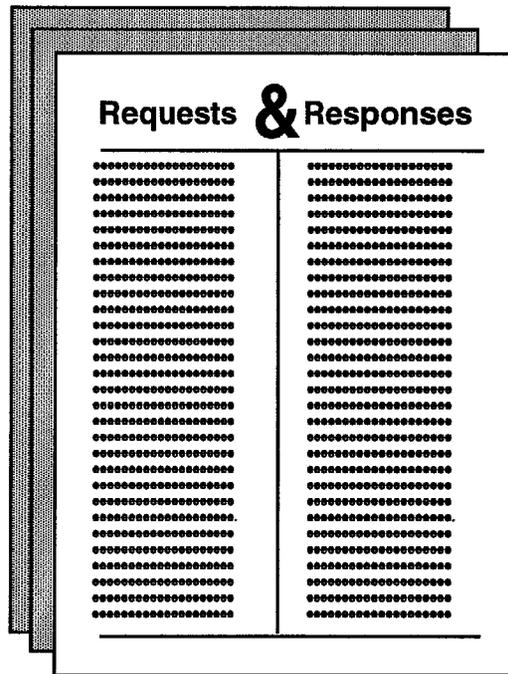
USAID or donor
development searches
and analyses

**Most Frequently
Requested Service
Of The 6+ Times/Year
Requests**

USAID or donor
development searches
and analyses

105

**REQUESTS AND RESPONSES RECEIVES HIGHEST
FREQUENCY RATING**

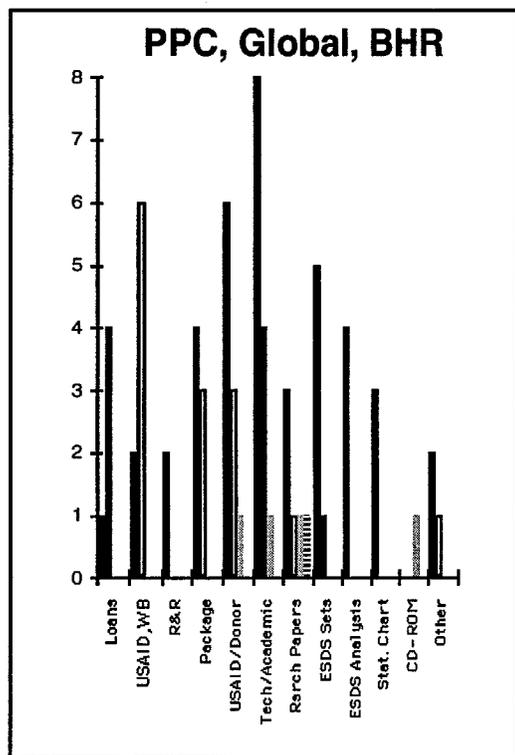


Frequency of distribution contributes to Requests & Responses higher use rating because it is a monthly publication, whereby the opportunity for using it occurs more frequently.

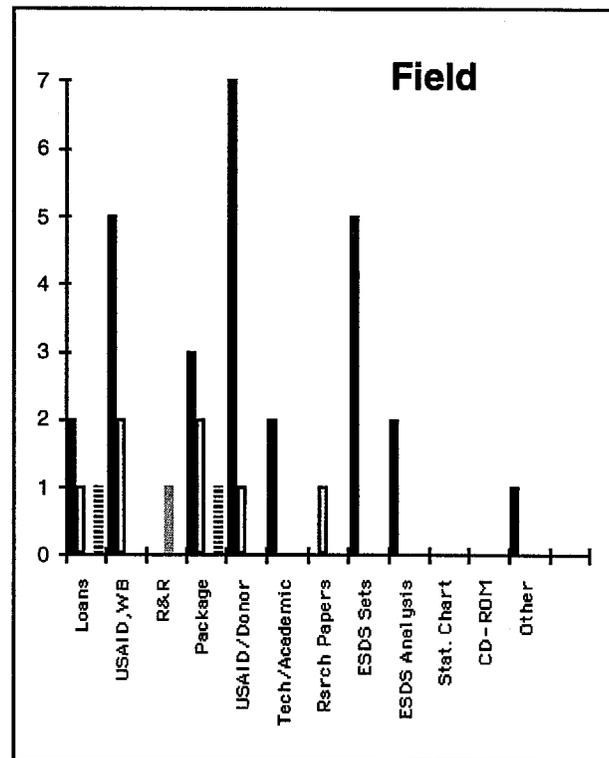
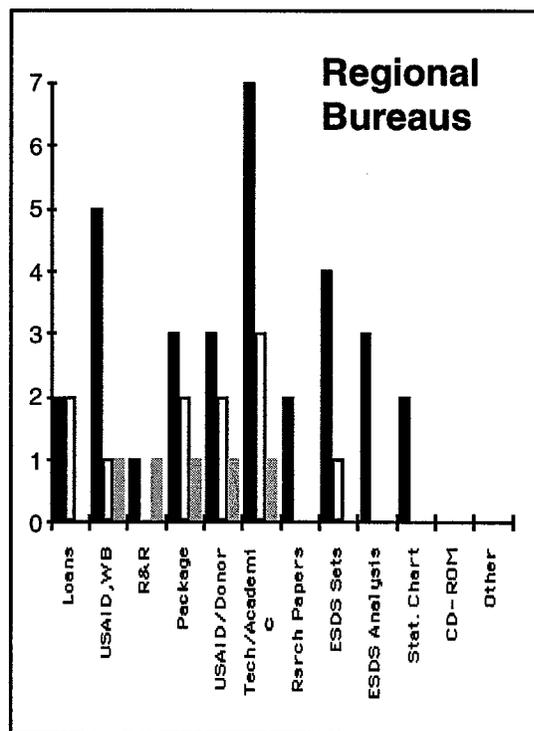
100

APPENDIX A - Customer Survey Analysis

COMPARISON OF RESPONDENTS' SATISFACTION LEVEL WITH TIMELINESS OF DI'S RESPONSES TO THEIR REQUESTS



Overall, respondents were very satisfied with DI's services.

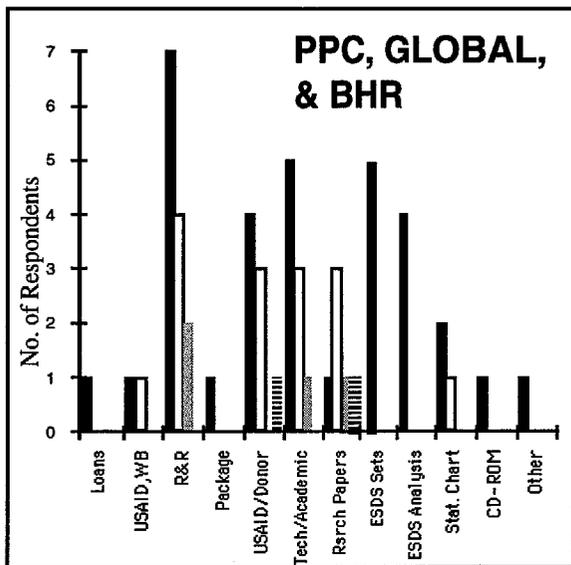


Legend:
 ■ Very Satisfied
 □ Satisfied
 ▨ Dissatisfied
 ▩ Very Dissatisfied

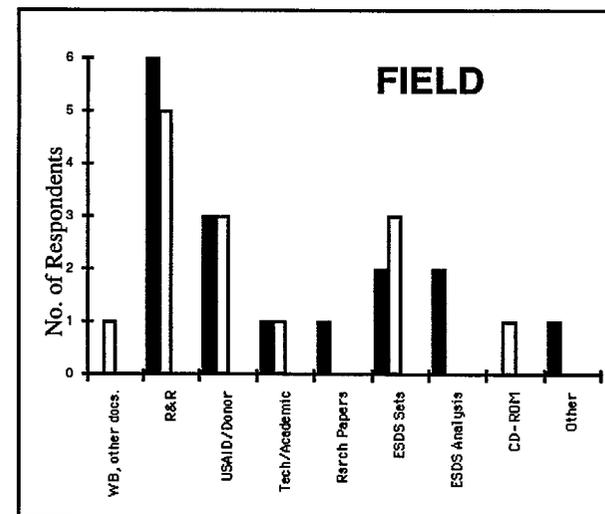
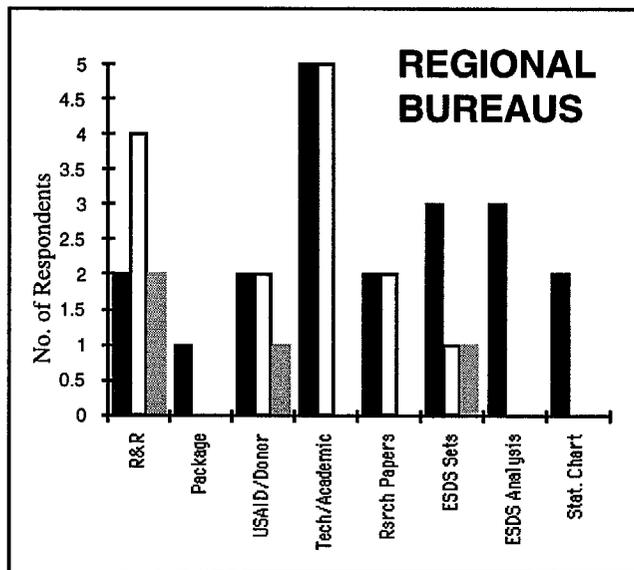
107

APPENDIX A - Customer Survey Analysis

RESPONDENTS' SATISFACTION WITH LEVEL OF DETAIL CONTAINED IN MATERIALS RECEIVED FROM DI



Overall, the respondents were very satisfied with the level of detail contained in the materials.



Legend:

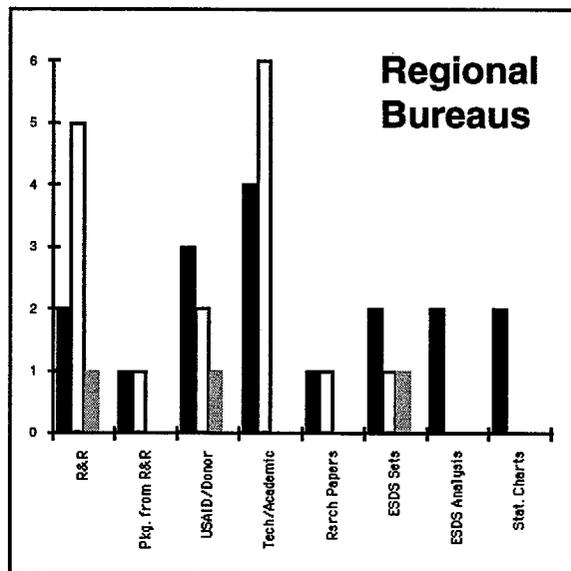
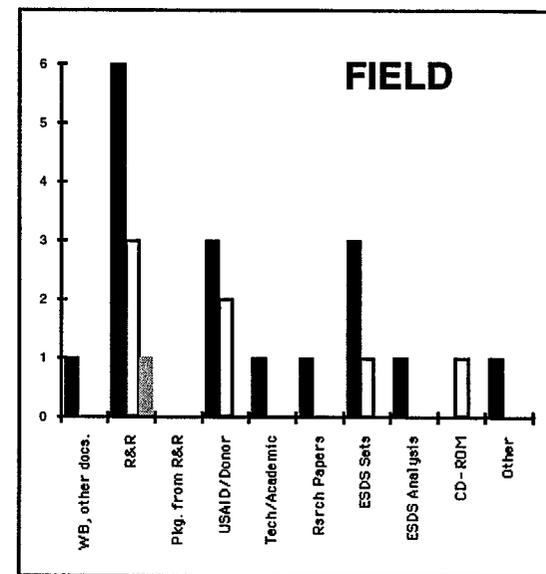
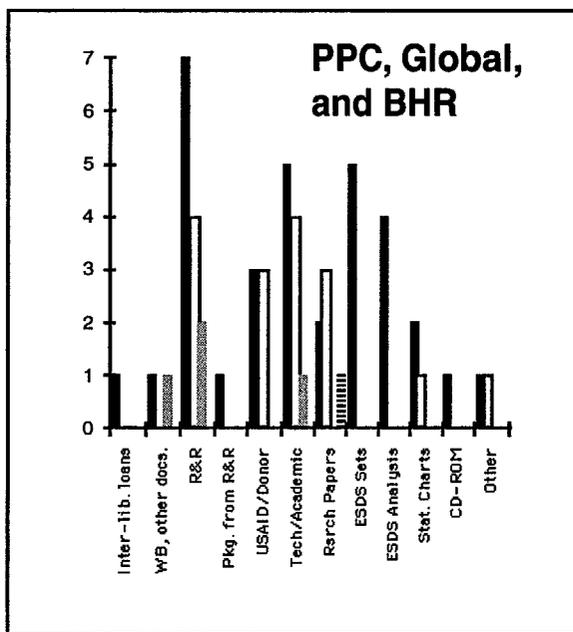
- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied

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APPENDIX A - Customer Survey Analysis

RESPONDENTS' SATISFACTION WITH ORGANIZATION AND PRESENTATION OF MATERIALS RECEIVED FROM DI

Overall, respondents were very satisfied or satisfied with how DI organizes and presents the information it provides to its customers.



Legend:

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied

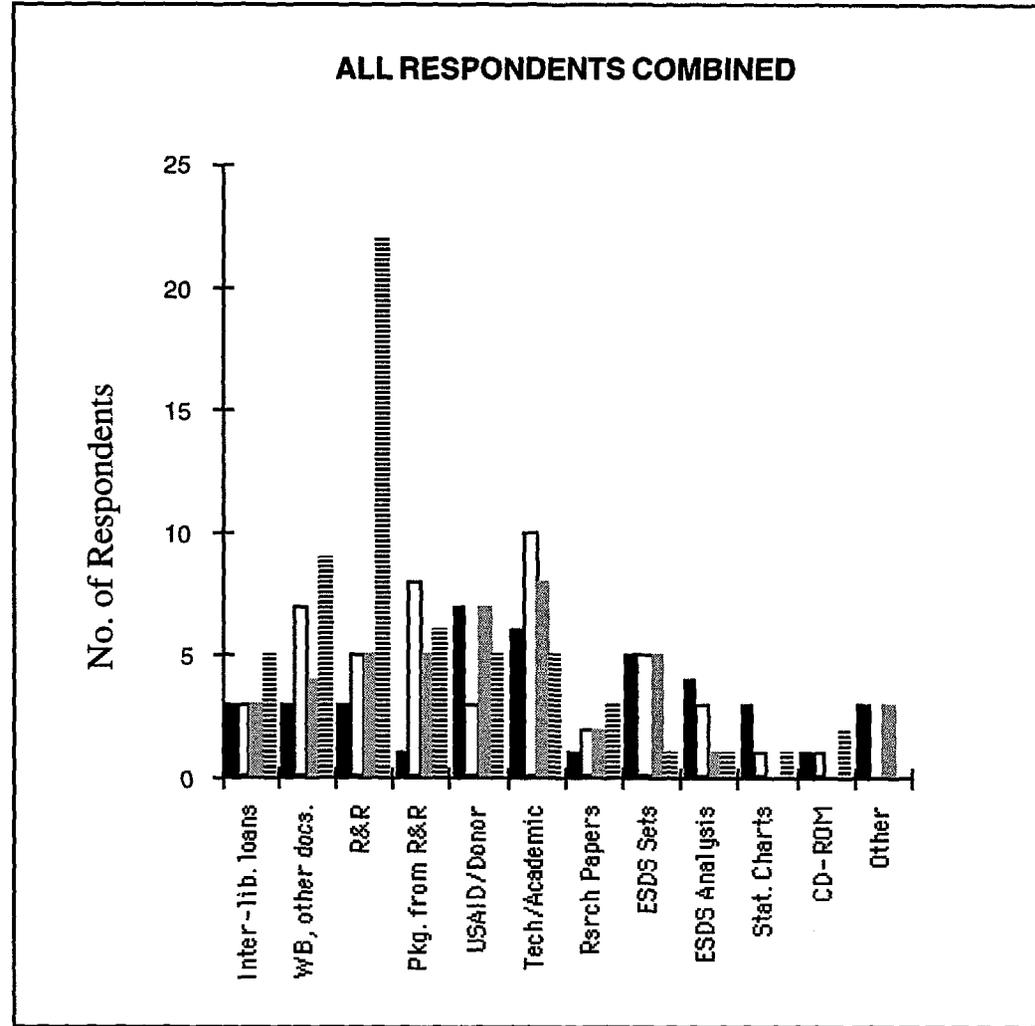
109

APPENDIX A - Customer Survey Analysis

DI'S SERVICES ARE IMPORTANT TO RESPONDENTS...

The majority of respondents considered most of DI's services important to their ability to do their jobs.

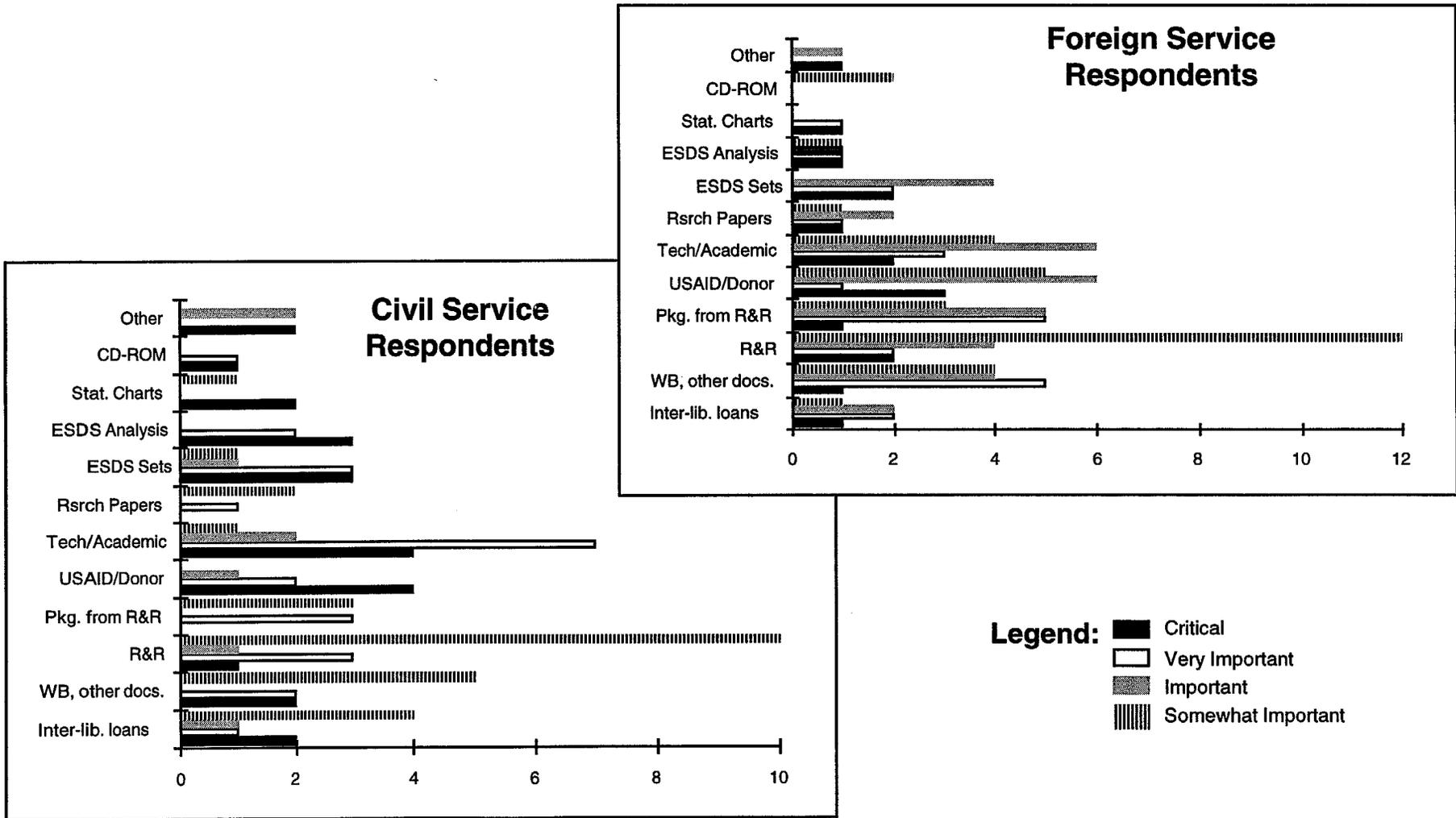
Legend: ■ Critical
 □ Very Important
 ▨ Important
 ▩ Somewhat Important



110

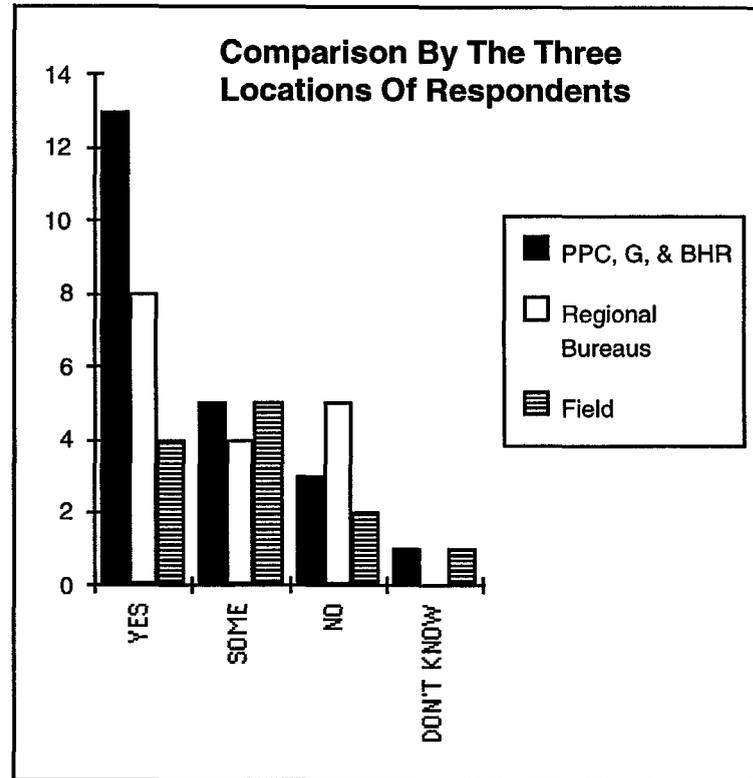
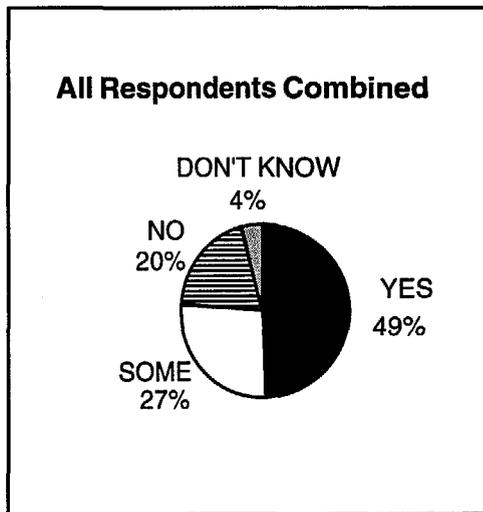
APPENDIX A - Customer Survey Analysis

THOUGH THE PATTERN DIFFERS BETWEEN CIVIL SERVICE AND FOREIGN SERVICE



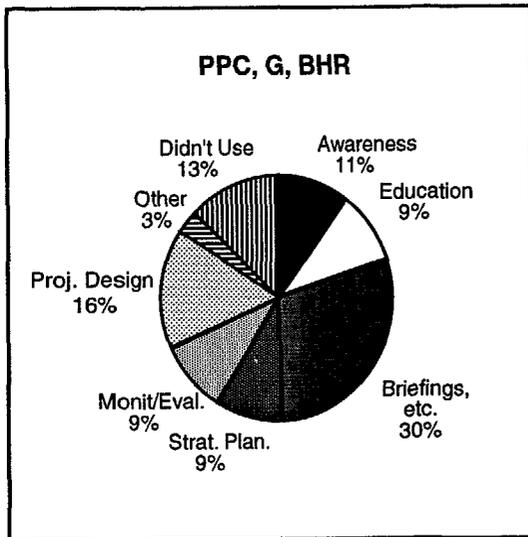
APPENDIX A - Customer Survey Analysis

MOST RESPONDENTS COULD OBTAIN DEVELOPMENT INFORMATION FROM SOURCES OTHER THAN DI IF REQUIRED



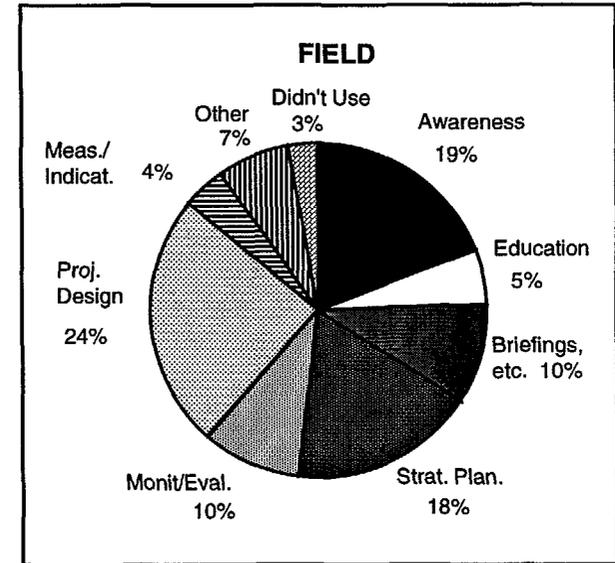
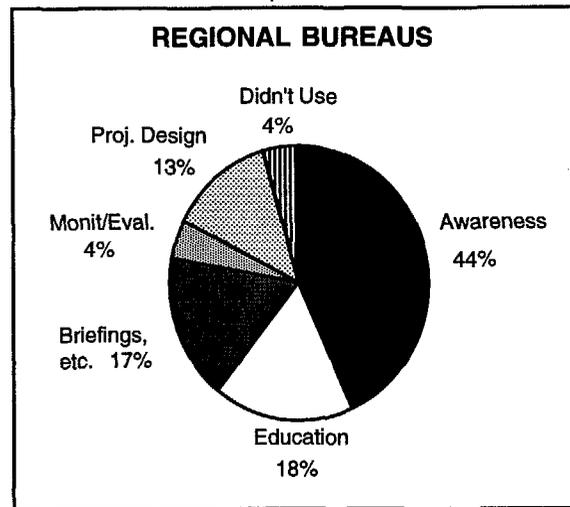
APPENDIX A - Customer Survey Analysis

WAYS IN WHICH RESPONDENTS USED THE INFORMATION THEY RECEIVED VARIED



PPC, Global, and BHR used the information most frequently for briefings, reports, etc.

Regional Bureaus used the information most frequently for awareness of USAID activities

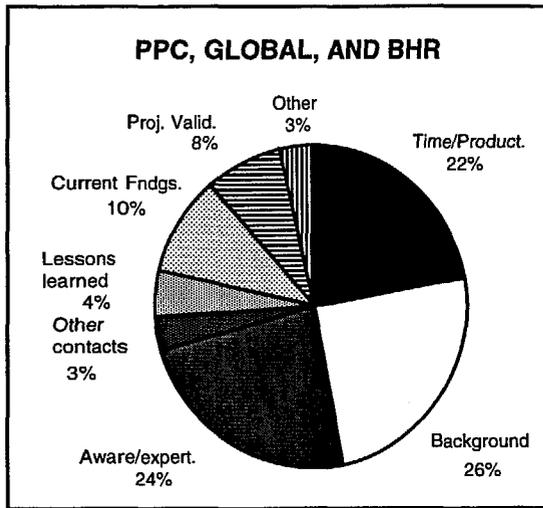


USAID staff in the missions used the information most frequently for new projects/project design

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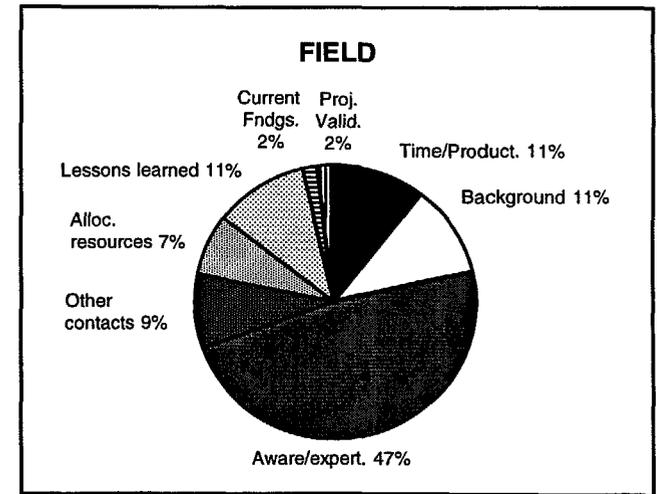
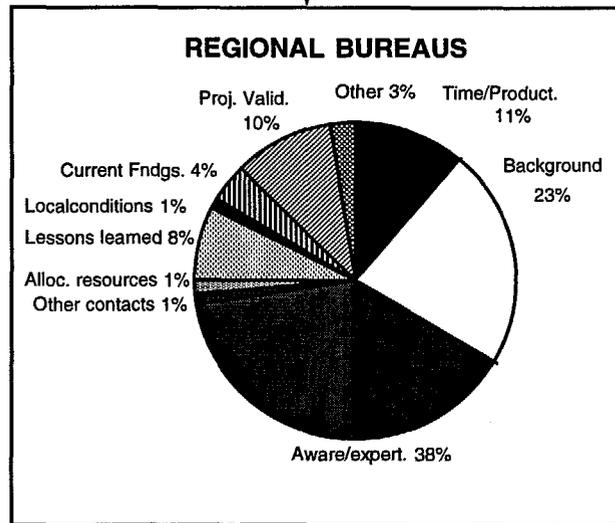
APPENDIX A - Customer Survey Analysis

SIMILARITIES WERE FOUND IN THE WAYS IN WHICH INFORMATION PROVIDED BY DI ASSISTED RESPONDENTS



PPC, Global, and BHR staff were assisted by providing background information, increasing their awareness, saving them time and increasing their productivity

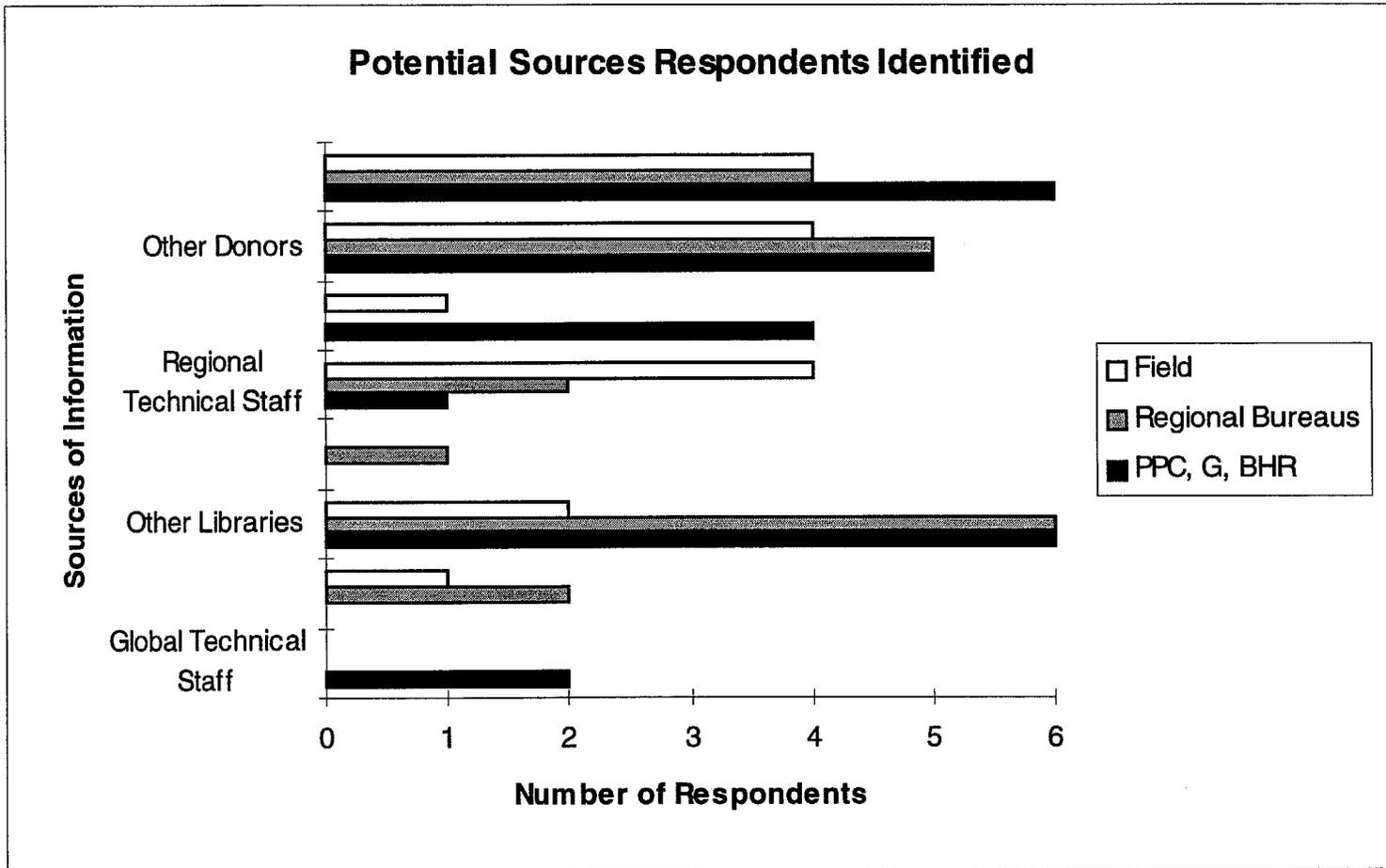
Regional Bureaus were assisted primarily by increasing their awareness and technical expertise.



Like the Regional Bureaus, mission staff were also assisted primarily by increasing their awareness and technical expertise.

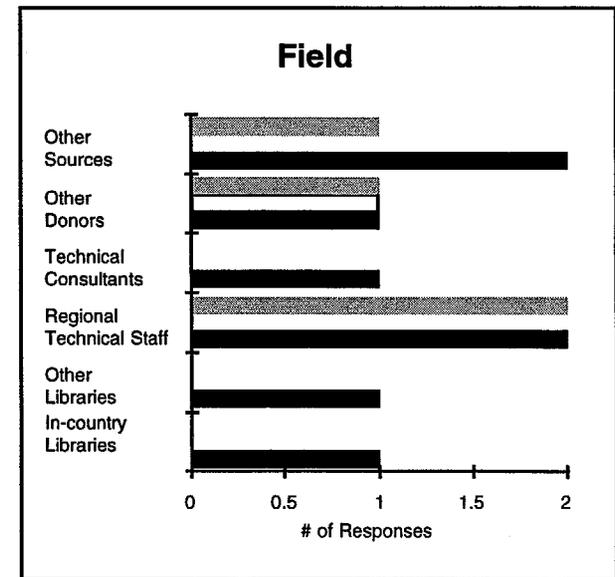
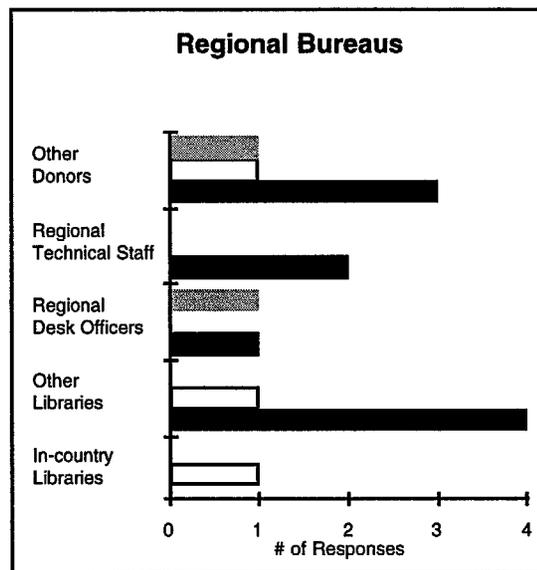
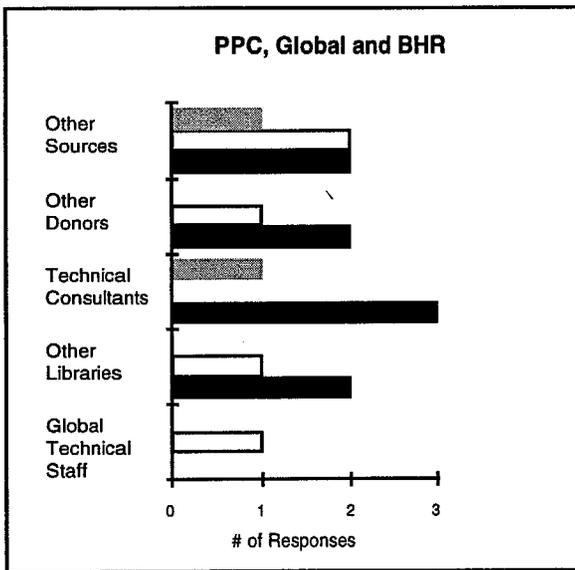
APPENDIX A - Customer Survey Analysis

OTHER LIBRARIES AND OTHER DONORS (ESPECIALLY WORLD BANK) ARE POTENTIAL ALTERNATIVE SOURCES FOR DEVELOPMENT INFORMATION



APPENDIX A - Customer Survey Analysis

COMPARISON OF FREQUENCY WITH WHICH RESPONDENTS WOULD CONSULT WITH OTHER DEVELOPMENT INFORMATION SOURCES



Legend: ■ Seldom
 □ Occasionally
 ■ Frequently

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ATTACHMENT A-1
Survey Questionnaire

DEVELOPMENT INFORMATION TELEPHONE SURVEY

BACKGROUND INFORMATION ON INTERVIEWEE.

Name: _____

1. Before we begin, I would like to take a moment to confirm the information we have about you. (CONFIRM, USING INFORMATION BELOW.)

Position:

- Mission Director, Deputy Director or Associate Director, Representative
- Development Officer
 - Supervisory
 - Population
 - Agriculture
 - General
- Health
 - Human Capacity Development [Education]
 - Democracy & Governance
- Technical Specialist
 - Economist
 - Engineer
- Private Enterprise Officer
- Other _____
- Program Officer
 - Supervisory
- Legal

Location Where Interviewee Works:

- | | | |
|---|---|---|
| <u>Washington</u>
<input type="checkbox"/> Office of Administration-PPC Management
<input type="checkbox"/> Legislative & Public Affairs
<input type="checkbox"/> Global Bureau
<input type="checkbox"/> Financial Management
<input type="checkbox"/> Humanitarian Response
<input type="checkbox"/> Other _____ | <u>Regional Bureau</u>
<input type="checkbox"/> Africa
<input type="checkbox"/> LAC
<input type="checkbox"/> ANE
<input type="checkbox"/> ENI
<input type="checkbox"/> Other _____ | <u>Field Mission</u>
<input type="checkbox"/> Africa
<input type="checkbox"/> LAC
<input type="checkbox"/> ANE
<input type="checkbox"/> ENI
<input type="checkbox"/> Other _____ |
|---|---|---|

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2. To start us off, _____ will tell you a little about the Development Information Division.

“The Development Information Division consists of services provided by three contractors: R&RS, DISC, and ESDS. DI collects and disseminates USAID historical development information. It also provides broad research services and prepares economic and social statistics for AID staff. The primary services currently provided include:

- Operating the Development Information Center
- Assembling customized packages of information in response to requests
- Collecting and disseminating economic and social statistics
- Preparing analyses and charts of economic and social statistics in response to requests and
- Distributing USAID documents.”

3. I'm going to mention several services provided by DI. For each one, I'd like you to respond by telling me whether you are aware or not aware of the existence of the service.

SERVICE	AWARE	UNAWARE
a. Obtain inter-library loans		
b. Receive USAID, World Bank, or other documents		
c. Obtain <i>Requests & Response</i>		
d. Order a package advertised in <i>Requests & Responses</i>		
e. Request USAID or donor development experience information search or analysis		
f. Request a technical, academic, or news information search		
g. Obtain specific in-depth research papers prepared by R&RS (<i>Issues Briefs</i>)		
h. Use economic and social data sets		
i. Use DI's economic and social statistics analytical services		
j. Request the development of charts displaying specified statistics		
k. Use the Development Information Center's CD-ROM		
l. Other		

IF AWARE OF SERVICES, GO TO QUESTION 4.

IF UNAWARE OF ANY SERVICES, GO TO QUESTION 13. I

4. [If aware] You've indicated your awareness of certain services. Do you ever use these services?

___ Yes ___ No [IF NO, GO TO QUESTION 5 below.]

5. Why do you not use DI services? (Mark all that apply)

- Don't have a need for DI services
- Don't know whom or how to contact
- Don't know if information exists
- Not sure what information would be relevant
- Not enough time to request and receive research
- Don't have time to review numerous documents for relevance
- Information available is not complete or current
- Current issues are unique and new
- Documents received are too variable in quality
- Poor experience with service
- Lack of ready-made information syntheses
- Prefer to ask USAID technical staff to assemble information from various sources
- Prefer to use technical experts and consultants
- Lack of confidence in technical expertise of the DI staff.
- Other

AFTER OBTAINING REASONS WHY SERVICES NOT USED, GO TO QUESTION 13 BELOW.

6. For those services where you indicated an awareness, I'm going to ask you some more specific questions to learn more about your satisfaction with them and how you used them. Lets begin with[SEE ALSO QUESTION 7.]

Service	Frequency of Use			Satisfaction Level			Level of Importance		
	1-2	3-6	More	Timely	Detail	Org. Presen.	Some Imp.	V. Imp.	Critical
a.									
b.									
c.									
d.									
e.									
f.									
g.									
h.									
i.									
j.									
k.									
l.									

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7. [ASK THESE IN CONJUNCTION WITH QUESTION 6.]

Service	How Information Was Used	How Information Assisted In Ability to Job
a.		
b.		
c.		
d.		
e.		
f.		
g.		
h.		
i.		
j.		
k.		
l.		

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8. If DI services were not available to you, would you be able to get this information from other sources?

___ YES ___ SOME ___ NO ___ DON'T KNOW

9. IF YES OR SOME, what sources would you use?

- ___ CDIE Evaluation Office
- ___ Centrally Funded Project and/or Information Clearinghouse
- ___ Global Technical Staff
- ___ In-Country Libraries
- ___ Other Libraries
- ___ Regional Desk Officers
- ___ Regional Technical Staff
- ___ Technical Consultants
- ___ Other Source(s) [Identify]

10. [IF QUESTION 9 WAS ASKED.] How frequently do you or have you used these other sources?

13. [IF UNAWARE OF SERVICES BEING OFFERED.] Do you obtain development experience information from other sources?

YES

NO

14. Who are these sources?

- CDIE Evaluation Office
- Centrally Funded Project and/or Information Clearinghouse
- Global Technical Staff
- In-Country Libraries
- Other Libraries
- Regional Desk Officers
- Regional Technical Staff
- Technical Consultants
- Other Source(s) [Identify]

15. That concludes the questions we have. Do you have any additional comments you would like to make regarding CDIE services?

Thank you for taking the time to participate. We appreciate your responses.
Good-by.

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ATTACHMENT A-2
List of Survey Respondents

APPENDIX A - Customer Survey Analysis

**CUSTOMER SURVEY - USAID STAFF INTERVIEWED
(Washington Based)**

ORGANIZATION	STAFF	SERVICE
BHR/PPE	Thomas Marchione	GS14
BHR/OFDA	Mary "Polly" Byers	GS14
BHR/FFP/DP	Flynn Fuller	FO03
BHR	Jeannette Lee	GS09
G	Forest Duncan	GS14
G/PDSP	Gloria White	GS13
G/WID	Shirley Toth	GS14
G/D&G	Debra McFarland	FO01
G/D&G	Gary Hansen	GS15
G/EG/MD	Devorah Miller	GS13
G/EG/AFS	Dennis Panther	FS03
G/EG/EIR	Penelope Farley	GS14
G/EG/BD	Ted Gilmore Lee	GS14
G/ENV	Dwight Walker	FS02
G	Elaine Grigsby	FS02
G/PHN	John Rose	FS02
G/PHN	Holly Fluty	GS14
G/HCD	Susan Clay	FS02
PPC/DP	Anna Quant	GS14
PPC	Irene Koek	GS13
PPC	Alan Batchelder	GS15
PPC	Mike Crosswell	GS15
PPC/CDIE/POA	Jim Fox	GS15
PPC	Robert A. Siegel	
PPC	Richard Delaney	FS01

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APPENDIX A - Customer Survey Analysis

**CUSTOMER SURVEY - USAID STAFF INTERVIEWED
(Washington Based (continued))**

ORGANIZATION	STAFF	SERVICE
AFR	Yoon Joo Lee	GS14
AFR/SA/PA	Maria Vandergriff	GS11
AFR/DP	Dwight Smith	FS02
AFR	Peter Thormann	FS01
AFR/SD/PSGE	John Gaudet	GS14
ANE (ABIC)	Jon Breslar	FS02
ANE (ABIC)	Ranta Russell	GS12
ENI/PCS/PS	Elizabeth Carter	GS14
ENI	Jeffrey Malick	FS01
ENI	Paul Neifert	FS03
ENI	Stephen Sposato	GS14
ENI/NCA/CAR	Tim Dubel	GS12
ANE/SEA/SPA	John Anderson	FS02
ANE/EA/MSP	Nancy Hardy	FS02
ANE	Jay Nussbaum	GS14
ANE	Judy Gilmore	GS15
ANE	Michael Korin	FS01
ANE	Jerre A. Manarolla	FS02
LAC/RSD	Robert Navin	FS02
LAC/CEN	Cecily Mango	FS02
LAC/SPM	Karen Anderson	GS14
LAC	Clarence Zuvekas	GS14

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APPENDIX A - Customer Survey Analysis

**CUSTOMER SURVEY - USAID STAFF INTERVIEWED
(Mission Based)**

ORGANIZATION	STAFF	SERVICE
ANE/ENA (Egypt)	Russell Backus	FS02
ANE (Indonesia)	Gerry Barth	
ANE (Morocco)	Mike Kerst	FS02
ENI (Russia)	David Dod	FS01
AFR (Ghana)	Barbara Dickerson	Contractor*
AFR (South Africa)	Carleen Dei	FS02
LAC (Dom. Repub.)	Douglas Ball	FS04 Candidate
LAC (El Salvador)	Peter Gore	FS
LAC (Honduras)	Ned Van Steenwyk	FS02
ENI (Poland)	Carl Duisberg	FS
ENI (Albania)	Parrie Henderson	
LAC (Nicaragua)	Joe Ryan	FS02

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ATTACHMENT A-3
Spreadsheet Illustrating Results

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BEST AVAILABLE COPY

Q #	Question		Location			Washington			Regional Bureaus				Field			
	Interviewee Number	ALL	DC	RB	Fld	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
1	Service															
	Civil Service	28	17	11												
	Foreign Service	30	8	11	11											
	Contractor	1			1											
	Position															
	PDO	10	4	2	4		4				2		1	1	1	1
	TS	5	2	2	1		2		2						1	
	PO/A	19	10	8	1	3	4	3	1	2	2	3		1		
	Economist	13	6	5	2	3	3		3	1	1					2
	Other	12	3	5	4		2	1	1	1	1	2	1	2	1	
	Area															
	Health 11	1	1				1									
	Population 12	1	1				1									
	HCD 13	2	1		1		1							1		
	A 14	3	1	1	1		1				1				1	
	HUD 15	1			1								1			
	DS 21	1	1				1									
	EPS 22	1		1					1							
	FPO 31	1	1					1								
	NRO 32	1	1				1									
	DGO 33	1	1				1									
	PO 34	2		2							1	1				
	FLO 35	1		1						1						
	SSA 36	2	2			2										
	PA 37	7	4	3			2	2		1	1	1				
	GBDS 51	3	2	1			2					1				
	ICS 52	1		1					1							
	PAS 53	1		1					1							
	MSA 54	1		1							1					
	PSO 55	1			1									1		
	PEO 56	4		1	3							1		1	2	
	Other 57	6	3		3	1	1	1					1	1		1
	Supervisory	7	1	6			1		2		3	1				
2	Location															
	Washington	25	25			6	15	4								
	Regional Bureau	22		22					7	4	6	5				
	Field	12			12								2	4	3	3
	Organizational Unit															
	PPC - 1	6	6			6										
	GB - 4	15	15				15									
	HR - 6	4	4					4								
	AF - 7	9		7	2				7				2			
	LAC - 8	8		4	4					4				4		
	ANE - 9	9		6	3						6				3	
	ENI - 10	8		5	3							5				3

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Q #	Question	ALL	Location			Washington			Regional Bureaus				Field				
			DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI	
	Interviewee Number																
3	Awareness of Services	20	10	10			9	1	1	4	3	2					
	a. Obtain inter-library loans	47	20	18	9	4	14	2	6	2	6	4	2	2	3	2	
	b. Receive USAID, WB, other docs	55	23	22	10	6	14	3	7	4	6	5	2	2	3	3	
	c. Obtain R&R	57	24	22	11	5	15	4	7	4	6	5	2	3	3	3	
	d. Order pkg advert. in R&R	52	22	20	10	5	14	3	7	4	5	4	1	3	3	3	
	e. Request USAID/donor DEI search/analysis	54	23	21	10	4	15	4	6	4	6	5	2	3	3	2	
	f. Request tech, academic, news info search	49	22	18	9	4	15	3	4	4	5	5	2	3	3	1	
	g. Obtain spec. res. papers prepared by RRS	43	19	14	10	4	13	2	5	3	4	2	2	3	3	2	
	h. Use economic & social data sets	33	13	15	5	3	8	2	6	3	5	1	1	1	1	2	
	i. Use DI's econ and social stats anal service	25	11	13	1	2	8	1	3	4	4	2		1			
	j. Request developmt of charts w/statistics	15	7	6	2	2	4	1	2	2	1	1		1		1	
	k. Use the DIC's CD-ROM	37	15	16	6	2	12	1	6	3	4	3	2	2	2		
	l. Other	8	5	3			4	1	2		1						
4	Uses Services	50	22	17	11	5	14	3	4	4	6	3	2	3	3	3	
5	Doesn't Use Services	9	3	5	1	1	1	1	3		2			1			
	Reasons for Not Using Services																
	a. No need for DI services	4	2	2		1	1		1			1					
	b. Don't know whom or how to contact	3	1	1	1			1				1		1			
	c. Don't know if info exists	3	1	1	1			1				1		1			
	d. Not sure what infor is relevant	1	1					1									
	e. Not enough time to request and get	1		1					1								
	f. No time to review numerous docs for relevance	1		1					1								
	g. Info is not complete or current	1		1								1					
	h. Prefer to use tech experts and consultants	1		1					1								
	i. Other	1		1								1					

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Q #	Question		Location			Washington			Regional Bureaus				Field			
	Interviewee Number	ALL	DC	RB	Fld	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
6.1	Services - Frequency of Use															
	1-2 times per year															
	a. Obtain inter-library loans	9	3	3	3	1	2		1	1	1				2	1
	b. Receive USAID, WB, other docs	16	5	6	5	2	2	1	3		1	2	1	1	2	1
	c. Obtain R&R	1	1				1									
	d. Order pkg advert. in R&R	13	3	5	5	1	2		2	1	1	1	1	1	3	
	e. Request USAID/donor DEI search/analysis	16	5	5	6	1	4			1	2	2	1	1	2	2
	f. Request tech, academic, news info search	18	8	6	4	3	5			2	2	2		2	2	
	g. Obtain spec. res. papers prepared by RRS	7	5	1	1	2	3				1		1			
	h. Use economic & social data sets	8	3	3	2	2	1		1		2		1	1		
	i. Use DI's econ and social stats anal service	3		2	1				1		1			1		
	j. Request developmt of charts w/statistics	1	1			1										
	k. Use the DIC's CD-ROM	3		2	1							2	1			
	l. Other	4	2	2			1	1			1	1				
	3-6 times per year															
	a. Obtain inter-library loans	4	2	2		1	1			1		1				
	b. Receive USAID, WB, other docs	2	1	1				1			1					
	c. Obtain R&R	7	4	2	1		2	2		1	1					1
	d. Order pkg advert. in R&R	5	4	1		1	2	1				1				
	e. Request USAID/donor DEI search/analysis	7	4	3			3	1	2		1					
	f. Request tech, academic, news info search	7	2	5			1	1	1	2	1	1				
	g. Obtain spec. res. papers prepared by RRS	1	1				1									
	h. Use economic & social data sets	4	2	1	1		1	1			1					1
	i. Use DI's econ and social stats anal service	2	2				1	1								
	j. Request developmt of charts w/statistics	1		1							1					
	k. Use the DIC's CD-ROM															
	l. Other	1	1				1									
	More than 6 times/year															
	a. Obtain inter-library loans	1	1				1									
	b. Receive USAID, WB, other docs	5	3	1	1		3				1			1		
	c. Obtain R&R	32	11	11	10	3	7	1	3	2	4	2	2	3	3	2
	d. Order pkg advert. in R&R	1		1								1				
	e. Request USAID/donor DEI search/analysis															
	f. Request tech, academic, news info search	2	1	1			1		1							
	g. Obtain spec. res. papers prepared by RRS															
	h. Use economic & social data sets	4	1	2	1	1			1	1						1
	i. Use DI's econ and social stats anal service	4	2	2		1	1		1	1						
	j. Request developmt of charts w/statistics	3	2	1		1	1			1						
	k. Use the DIC's CD-ROM	1	1			1										
	l. Other	3	1	2			1		1		1					

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Q #	Question		Location			Washington			Regional Bureaus				Field			
	Interviewee Number	ALL	DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
6.2	Services - Satisfaction-Timeliness															
	Very Satisfied															
	a. Obtain inter-library loans	5	1	3	1		1		1	1	1				1	
	b. Receive USAID, WB, other docs	12	2	6	4		1	1	2		3	1		2	2	
	c. Obtain R&R	3	2	1			2				1					
	d. Order pkg advert. in R&R	10	4	4	2	1	2	1	1	1	2				2	
	e. Request USAID/donor DEI search/analysis	16	6	4	6	1	4	1	2		2			2	2	2
	f. Request tech, academic, news info search	17	8	7	2	2	5	1	2	2	2	1			2	
	g. Obtain spec. res. papers prepared by RRS	5	3	2		2	1				2					
	h. Use economic & social data sets	14	5	5	4	2	2	1	2		3		1	1		2
	i. Use DI's econ and social stats anal service	9	4	4	1	1	2	1	2	1	1			1		
	j. Request developmt of charts w/statistics	5	3	2		2	1				1	1				
	k. Use the DIC's CD-ROM															
	l. Other	3	2	1			1	1	1							
	Satisfied															
	a. Obtain inter-library loans	7	4	2	1	2	2			1		1				1
	b. Receive USAID, WB, other docs	9	6	1	2	2	3	1	1				1			1
	c. Obtain R&R															
	d. Order pkg advert. in R&R	7	3	2	2	1	2		1			1	1	1	1	
	e. Request USAID/donor DEI search/analysis	6	3	2	1		3				1	1	1			
	f. Request tech, academic, news info search	7	4	3			3	1			1	2				
	g. Obtain spec. res. papers prepared by RRS	2	1		1		1						1			
	h. Use economic & social data sets	2	1	1		1				1						
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM															
	l. Other	1	1				1									
	Dissatisfied															
	a. Obtain inter-library loans															
	b. Receive USAID, WB, other docs	1		1								1				
	c. Obtain R&R	2		1	1						1			1		
	d. Order pkg advert. in R&R	1		1								1				
	e. Request USAID/donor DEI search/analysis	2	1	1			1					1				
	f. Request tech, academic, news info search	2	1	1			1			1						
	g. Obtain spec. res. papers prepared by RRS	1	1				1									
	h. Use economic & social data sets															
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM	1	1			1										
	l. Other															
	Very Dissatisfied															
	a. Obtain inter-library loans	1			1										1	
	b. Receive USAID, WB, other docs															
	c. Obtain R&R															
	d. Order pkg advert. in R&R	1			1										1	
	e. Request USAID/donor DEI search/analysis															
	f. Request tech, academic, news info search															
	g. Obtain spec. res. papers prepared by RRS	1	1				1									
	h. Use economic & social data sets															
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM															
	l. Other															

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Q #	Question	Location			Washington			Regional Bureaus				Field				
		ALL	DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
6.3	Satisfaction-Detail															
	Very Satisfied															
	a. Obtain inter-library loans	1	1				1									
	b. Receive USAID,WB, other docs	1	1				1									
	c. Obtain R&R	15	7	3	5	3	3	1	2	1			2		3	
	d. Order pkg advert. in R&R	2	1	1			1				1					
	e. Request USAID/donor DEI search/analysis	9	4	3	2	1	3		1		2				1	1
	f. Request tech, academic,news info search	11	5	5	1	2	3		1	1	2	1			1	
	g. Obtain spec. res. papers prepared by RRS	4	1	2	1	1					2		1			
	h. Use economic & social data sets	10	5	4	1	2	2	1	2		2					1
	i. Use DI's econ and social stats anal service	9	4	4	1	1	2	1	2	1	1			1		
	j. Request developmt of charts w/statistics	4	2	2		1	1				1	1				
	k. Use the DIC's CD-ROM	1	1			1										
	l. Other	2	1	1			1		1							
	Satisfied															
	a. Obtain inter-library loans															
	b. Receive USAID,WB, other docs	2	1		1		1							1		
	c. Obtain R&R	13	4	4	5		2	2	1		2	1		2		3
	d. Order pkg advert. in R&R															
	e. Request USAID/donor DEI search/analysis	8	3	2	3		3		1			1		2	1	
	f. Request tech, academic,news info search	9	3	5	1		3		1	2		2			1	
	g. Obtain spec. res. papers prepared by RRS	5	3	2		1	2				1	1				
	h. Use economic & social data sets	4		1	3					1			1	1		1
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics	1	1			1										
	k. Use the DIC's CD-ROM	1			1									1		
	l. Other															
	Dissatisfied															
	a. Obtain inter-library loans															
	b. Receive USAID,WB, other docs															
	c. Obtain R&R	4	2	2			2				1	1				
	d. Order pkg advert. in R&R															
	e. Request USAID/donor DEI search/analysis	1		1								1				
	f. Request tech, academic,news info search	1	1					1								
	g. Obtain spec. res. papers prepared by RRS	1	1				1									
	h. Use economic & social data sets	1		1							1					
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM															
	l. Other															
	Very Dissatisfied															
	a. Obtain inter-library loans															
	b. Receive USAID,WB, other docs															
	c. Obtain R&R															
	d. Order pkg advert. in R&R															
	e. Request USAID/donor DEI search/analysis	1	1				1									
	f. Request tech, academic,news info search															
	g. Obtain spec. res. papers prepared by RRS	1	1				1									
	h. Use economic & social data sets															
	i. Use DI's econ and social stats anal service															
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM															
	l. Other															

Q #	Question	Location			Washington			Regional Bureaus				Field					
		Interviewee Number	ALL	DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
6.4	Satisfaction-Organization																
	Very Satisfied																
	a. Obtain inter-library loans	1	1				1										
	b. Receive USAID,WB, other docs	2	1		1		1							1			
	c. Obtain R&R	15	7	3	5	2	3	2	2	1			2	1	1	1	
	d. Order pkg advert. in R&R	2	1	1			1				1						
	e. Request USAID/donor DEI search/analysis	9	3	4	2	1	2		2		2				1	1	
	f. Request tech, academic,news info search	10	5	4	1	2	3		1	1	1	1			1		
	g. Obtain spec. res. papers prepared by RRS	4	2	1	1	1	1				1		1				
	h. Use economic & social data sets	10	5	3	2	2	2	1	1		2						2
	i. Use DI's econ and social stats anal service	7	4	3		1	2	1	1	1	1						
	j. Request developmt of charts w/statistics	4	2	2		1	1				1	1					
	k. Use the DIC's CD-ROM	1	1			1											
	l. Other	2	1	1			1		1								
	Satisfied																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs																
	c. Obtain R&R	12	4	5	3	1	2	1	1		3	1		1	1	1	
	d. Order pkg advert. in R&R	1		1								1					
	e. Request USAID/donor DEI search/analysis	7	3	2	2		3				1	1		2			
	f. Request tech, academic,news info search	10	4	6			4		1	2	1	2					
	g. Obtain spec. res. papers prepared by RRS	4	3	1		1	2				1						
	h. Use economic & social data sets	2		1	1					1				1			
	i. Use DI's econ and social stats anal service	1			1									1			
	j. Request developmt of charts w/statistics	1	1			1											
	k. Use the DIC's CD-ROM	1			1									1			
	l. Other	1	1				1										
	Disatisfied																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs	1	1				1										
	c. Obtain R&R	4	2	1	1		2					1				1	
	d. Order pkg advert. in R&R																
	e. Request USAID/donor DEI search/analysis	1		1								1					
	f. Request tech, academic,news info search	1	1					1									
	g. Obtain spec. res. papers prepared by RRS																
	h. Use economic & social data sets	2		1	1						1			1			
	i. Use DI's econ and social stats anal service																
	j. Request developmt of charts w/statistics																
	k. Use the DIC's CD-ROM																
	l. Other																
	Very Dissatisfied																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs																
	c. Obtain R&R																
	d. Order pkg advert. in R&R																
	e. Request USAID/donor DEI search/analysis																
	f. Request tech, academic,news info search																
	g. Obtain spec. res. papers prepared by RRS	1	1				1										
	h. Use economic & social data sets																
	i. Use DI's econ and social stats anal service																
	j. Request developmt of charts w/statistics																
	k. Use the DIC's CD-ROM																
	l. Other																

Q #	Question	ALL	Location			Washington			Regional Bureaus				Field				
			DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI	
6.5	Satisfaction-Presentation																
	<i>Very Satisfied</i>																
	a. Obtain inter-library loans	1	1				1										
	b. Receive USAID,WB, other docs	2	1		1		1							1			
	c. Obtain R&R	16	7	3	6	2	3	2	2	1			2	1	2	1	
	d. Order pkg advert. in R&R	2	1	1			1				1						
	e. Request USAID/donor DEI search/analysis	10	4	4	2	1	3		2		2				1	1	
	f. Request tech, academic,news info search	9	4	4	1	2	2		1	1	1	1			1		
	g. Obtain spec. res. papers prepared by RRS	3	1	1	1	1					1			1			
	h. Use economic & social data sets	10	5	3	2	2	2	1	1		2						2
	i. Use DI's econ and social stats anal service	7	4	3		1	2	1	1	1	1						
	j. Request developmt of charts w/statistics	4	2	2		1	1				1	1					
	k. Use the DIC's CD-ROM	1	1			1											
	l. Other	2	1	1			1		1								
	<i>Satisfied</i>																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs																
	c. Obtain R&R	12	4	5	3	1	2	1	1		3	1		1	1	1	
	d. Order pkg advert. in R&R	1		1								1					
	e. Request USAID/donor DEI search/analysis	8	3	2	3		3				1	1		2	1		
	f. Request tech, academic,news info search	11	4	6	1		4		1	2	1	2			1		
	g. Obtain spec. res. papers prepared by RRS	5	4	1		1	3				1						
	h. Use economic & social data sets	2		1	1					1				1			
	i. Use DI's econ and social stats anal service	1			1										1		
	j. Request developmt of charts w/statistics	1	1			1											
	k. Use the DIC's CD-ROM	1			1									1			
	l. Other	1	1				1										
	<i>Disatisfied</i>																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs	1	1				1										
	c. Obtain R&R	4	2	1	1		2					1				1	
	d. Order pkg advert. in R&R																
	e. Request USAID/donor DEI search/analysis	1		1								1					
	f. Request tech, academic,news info search	1	1					1									
	g. Obtain spec. res. papers prepared by RRS																
	h. Use economic & social data sets	2		1	1						1			1			
	i. Use DI's econ and social stats anal service																
	j. Request developmt of charts w/statistics																
	k. Use the DIC's CD-ROM																
	l. Other																
	<i>Very Dissatisfied</i>																
	a. Obtain inter-library loans																
	b. Receive USAID,WB, other docs																
	c. Obtain R&R																
	d. Order pkg advert. in R&R																
	e. Request USAID/donor DEI search/analysis																
	f. Request tech, academic,news info search																
	g. Obtain spec. res. papers prepared by RRS	1	1				1										
	h. Use economic & social data sets																
	i. Use DI's econ and social stats anal service																
	j. Request developmt of charts w/statistics																
	k. Use the DIC's CD-ROM																
	l. Other																

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Q #	Question	Location			Washington			Regional Bureaus				Field				
		ALL	DC	RB	Fld	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
6.6	Importance															
	<i>Critical</i>															
	a. Obtain inter-library loans	3	1	1	1		1					1			1	
	b. Receive USAID,WB, other docs	4	3	1			2	1			1					
	c. Obtain R&R	3	2		1		2								1	
	d. Order pkg advert. in R&R	1			1										1	
	e. Request USAID/donor DEI search/analysis	7	4	2	1		4		1		1				1	
	f. Request tech, academic,news info search	6	3	2	1		3		1			1			1	
	g. Obtain spec. res. papers prepared by RRS	1		1							1					
	h. Use economic & social data sets	5	2	3		1	1		1	1	1					
	i. Use DI's econ and social stats anal service	4	2	2		1	1		1	1						
	j. Request developmt of charts w/statistics	3	1	2		1				1	1					
	k. Use the DIC's CD-ROM	1		1											1	
	l. Other	3	2	1			2		1							
	<i>Very Important</i>															
	a. Obtain inter-library loans	3	2	1			2				1					
	b. Receive USAID,WB, other docs	7	2	2	3		1	1	2					1	2	
	c. Obtain R&R	5	3	1	1	1	2			1					1	
	d. Order pkg advert. in R&R	8	4	2	2	1	2	1	1	1					2	
	e. Request USAID/donor DEI search/analysis	3	2		1	1	1								1	
	f. Request tech, academic,news info search	10	6	3	1	2	3	1	1	2					1	
	g. Obtain spec. res. papers prepared by RRS	2	2			1	1									
	h. Use economic & social data sets	5	2	2	1		1	1	1		1					1
	i. Use DI's econ and social stats anal service	3	2	1			1	1	1							
	j. Request developmt of charts w/statistics	1	1				1									
	k. Use the DIC's CD-ROM	1	1			1										
	l. Other															
	<i>Important</i>															
	a. Obtain inter-library loans	3	1	1	1		1		1							1
	b. Receive USAID,WB, other docs	4	1	1	2		1				1		1	1		
	c. Obtain R&R	5	1	2	2		1		1		1		2			
	d. Order pkg advert. in R&R	5	1	2	2		1		1		1		1	1		
	e. Request USAID/donor DEI search/analysis	7	1	4	2			1	1		2	1	1	1		
	f. Request tech, academic,news info search	8	3	4	1		2	1		1	2	1	1	1		
	g. Obtain spec. res. papers prepared by RRS	2	1		1		1						1			
	h. Use economic & social data sets	5	1	1	3	1					1		1	1		1
	i. Use DI's econ and social stats anal service	1		1							1					
	j. Request developmt of charts w/statistics															
	k. Use the DIC's CD-ROM															
	l. Other	3	1	2			1				1	1				
	<i>Somewhat Important</i>															
	a. Obtain inter-library loans	5	2	2	1	2				2					1	
	b. Receive USAID,WB, other docs	9	4	4	1	2	2		1		1	2				1
	c. Obtain R&R	22	8	8	6	2	3	3	2	1	3	2		2	1	3
	d. Order pkg advert. in R&R	6	2	4		1	1				1	3				
	e. Request USAID/donor DEI search/analysis	5	1	2	2		1			1	1			1		1
	f. Request tech, academic,news info search	5	1	3	1		1			1	1	1				1
	g. Obtain spec. res. papers prepared by RRS	3	2	1		1	1				1					
	h. Use economic & social data sets	1	1			1										
	i. Use DI's econ and social stats anal service	1			1									1		
	j. Request developmt of charts w/statistics	1	1			1										
	k. Use the DIC's CD-ROM	2		1	1							1		1		
	l. Other	1		1							1					

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Q #	Question	Location				Washington			Regional Bureaus				Field				
		ALL	DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI	
7.1	How used	(Shown at end of attachment)															
7.2	How assisted in job	(Shown at end of attachment)															
8	Are Services Available Elsewhere?																
	Yes	25	13	8	4	5	8			2	4	2		1	2	1	
	Some	14	5	4	5		3	2		2	2		2	1		2	
	No	10	3	5	2		3			4		1		1	1		
	Don't Know	2	1	1				1		1							
9	If Yes or Some, Where?																
	CDIE Evaluation Office																
	Project/or Info Clearinghouse																
	Global Technical Staff	2	2			1	1										
	In-country Libraries	3		2	1					1	1				1		
	Other libraries	14	6	7	1	2	4			1	2	2	2			1	
	Regional Desk Officers	1		1								1	1				
	Regional technical staff	7	1	2	4	1					1	1		2		2	
	Technical Consultants	4	3		1		2	1						1			
	Other Sources	24	9	8	7	3	6			4	3	1		2	1	1	3

Q #	Question		Location			Washington			Regional Bureaus				Field			
	Interviewee Number	ALL	DC	RB	Fid	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI
10	Other source use frequency															
	Frequently															
	CDIE Evaluation Office															
	Project/or Info Clearinghouse															
	Global Technical Staff															
	In-country Libraries	1			1										1	
	Other Libraries	7	2	4	1	1	1			2	1	1				1
	Regional Desk Officers	1		1							1					
	Regional Technical Staff	4		2	2						1	1		1		1
	Technical Consultants	5	4		1		3	1						1		
	Other Donor Orgs	5	2	3		1	1			1	1	1				
	Other Sources	8	2	3	3	1	1			2		1		1	1	1
	Occasionally															
	CDIE Evaluation Office															
	Project/or Info Clearinghouse	1	1			1										
	Global Technical Staff	1	1				1									
	In-country Libraries	1		1						1						
	Other Libraries	2	1	1			1					1				
	Regional Desk Officers															
	Regional Technical Staff															
	Technical Consultants															
	Other Donor Orgs	3	1	1	1		1			1				1		
	Other Sources	1	1			1										
	Seldom															
	CDIE Evaluation Office															
	Project/or Info Clearinghouse															
	Global Technical Staff															
	In-country Libraries															
	Other Libraries	1		1							1					
	Regional Desk Officers															
	Regional Technical Staff	2			2									1		1
	Technical Consultants	1	1				1									
	Other Donor Orgs	2		1	1						1					1
	Other Sources	2	1		1		1								1	
	Never															
	CDIE Evaluation Office															
	Project/or Info Clearinghouse															
	Global Technical Staff															
	In-country Libraries															
	Other Libraries															
	Regional Desk Officers															
	Regional Technical Staff															
	Technical Consultants															
	Other Donor Orgs															
	Other Sources	1		1							1					

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Q #	Question	ALL	Location			Washington			Regional Bureaus				Field				
			DC	RB	Fld	PPC	GB	HR	Afr	LAC	ANE	ENI	Afr	LAC	ANE	ENI	
	Interviewee Number																
11	Additional Services Desired?	22	12	7	3		10	2	1	2	3	1					
12	Additional Comments?	32	14	11	7	3	9	2	3	2	4	2	2	2	1	2	
13	Nonuser: Get services elsewhere?	9	3	5	1		2	1	3			2					
14	From CDIE Evaluation Office	1	1				1										
	From Project/or Info Clearinghouse																
	From Global Technical Staff	1	1				1										
	From In-country Libraries	1		1					1								
	From Other libraries	2	1	1				1	1								
	Regional Desk Officers																
	Regional Technical Staff	2		2					2								
	From Technical Consultants	2	1	1			1					1					
From Other Sources	4	1	2	1		1		1			1		1				
15	Other Comments?	3	1	1	1			1	1					1			

7.1 HOW WERE SERVICES USED? (Overall)

WASHINGTON

	1	2	3	4	5	6	7	8	9	10
a			3		1	1				1
b	1	3	2	1	1	3				1
c	7	1	1				1			6
d	1	2	2	2		1			1	
e		2	3		2	3				1
f	1	1	2		2	5		1		
g			2	1		1				3
h			6	1		1				
i			4	2						
j			3	2						
k					1					
l	1				2					
ALL	11	9	28	9	9	15	1	1	1	12

FIELD

	1	2	3	4	5	6	7	8	9	10
a			1			1			1	
b		1	2	3	3	3				
c	6	1		1	1	1			2	1
d	3	2		2	1	3				1
e	2			2	1	6			1	
f	2			2		2			1	
g				1		1				
h			4	1		1	1			
i					1		1			
j										
k	1									
l				1			1			
ALL	14	4	7	13	7	18	3		5	2

REGIONAL BUREAUS

	1	2	3	4	5	6	7	8	9	10
a			1		2				1	1
b	2		1	1	1	2			1	
c	8	1			1					2
d	2	1	1	1		4				1
e	2		2	2	1	1			1	1
f	3	1	6		1	4			3	
g	1		1	1						
h	1		2	1		2			1	
i			2	1		1				
j			2							
k	2									
l		1	1							
ALL	22	4	16	9	6	14			7	5

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
- h. Use economic & social data sets
- i. Use DI's econ and social stats anal service
- j. Request developmt of charts w/statistics
- k. Use the DIC's CD-ROM
- l. Other

HOW SERVICES WERE USED

- 1 = Awareness of USAID
- 2 = Continuing Prof. Education
- 3 = Briefings, Reports, Papers
- 4 = Strategic Planning
- 5 = Monitoring of Evaluation
- 6 = New Activity or Activity Design
- 7 = Performance Measures/Indicators
- 8 = Training Materials
- 9 = Other
- 10 = Didn't Use

7.1 HOW WERE SERVICES USED? (Washington)

PPC

	1	2	3	4	5	6	7	8	9	10
a			1		1					
b				1						1
c	2									1
d			1	1						
e			1		1					
f			1			1				
g			1	1		1				1
h			3	1						
i			1	1						
j			2	1						
k					1					
l										
ALL	2		11	6	3	2				3

GB

	1	2	3	4	5	6	7	8	9	10
a			2			1				1
b	1	2	2			2				
c	3	1	1				1			4
d		2	1						1	
e		2	2		1	3				1
f	1	1	1		2	3		1		
g			1							2
h			2							
i			3	1						
j			1	1						
k										
l					2					
ALL	5	8	16	2	5	9	1	1	1	8

HR

	1	2	3	4	5	6	7	8	9	10
a										
b		1			1	1				
c	2									1
d	1			1		1				
e										
f						1				
g										
h			1			1				
i										
j										
k										
l	1									
ALL	4	1	1	1	1	4				1

SERVICES	HOW SERVICES WERE USED
a. Obtain inter-library loans	1 = Awareness of USAID
b. Receive USAID, WB, other docs	2 = Continuing Prof. Education
c. Obtain R&R	3 = Briefings, Reports, Papers
d. Order pkg advert. in R&R	4 = Strategic Planning
e. Request USAID/donor DEI search/analysis	5 = Monitoring of Evaluation
f. Request tech, academic, news info search	6 = New Activity or Activity Design
g. Obtain spec. res. papers prepared by RRS	7 = Performance Measures/Indicators
h. Use economic & social data sets	8 = Training Materials
i. Use DI's econ and social stats anal service	9 = Other
j. Request developmt of charts w/statistics	10=Didn't Use
k. Use the DIC's CD-ROM	
l. Other	

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7.1 HOW WERE SERVICES USED? (Regional Bureaus)

AFRICA

	1	2	3	4	5	6	7	8	9	10
a										
b			1						1	
c	1				1					
d			1							
e			1							
f			2			1				
g										
h			1							
i			1							
j										
k										
l										
ALL	1		7		1	1			1	

LAC

	1	2	3	4	5	6	7	8	9	10
a					1				1	1
b										
c	1									2
d						1				1
e									1	
f						1			3	
g										
h									1	
i				1						
j				1						
k										
l										
ALL	1		2		1	2			6	4

ANE

	1	2	3	4	5	6	7	8	9	10
a					1					
b	2			1	1	1				
c	4									
d				1		2				
e	1			2	1	1				
f	1			2		1				
g	1			1						
h	1		1	1		2				
i				1		1				
j			1							
k										
l			1							
ALL	10		3	9	3	8				

ENI

	1	2	3	4	5	6	7	8	9	10
a			1							
b	1					1				
c	2	1								
d	2	1				1				
e	1		1							1
f	2	1	2		1	1				
g										
h										
i										
j										
k	2									
l		1								
ALL	10	4	4		1	3				1

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
- h. Use economic & social data sets
- i. Use DI's econ and social stats anal service
- j. Request developmt of charts w/statistics
- k. Use the DIC's CD-ROM
- l. Other

HOW SERVICES WERE USED

- 1 = Awareness of USAID
- 2 = Continuing Prof. Education
- 3 = Briefings, Reports, Papers
- 4 = Strategic Planning
- 5 = Monitoring of Evaluation
- 6 = New Activity or Activity Design
- 7 = Performance Measures/Indicators
- 8 = Training Materials
- 9 = Other
- 10=Didn't Use

7.1 HOW WERE SERVICES USED? (Field)

AFRICA

	1	2	3	4	5	6	7	8	9	10
a										
b			1	2	1	1				
c	2			1	1					
d	1			2	1					
e				1	1	1			1	
f										
g				1		1				
h			1	1		1	1			
i							1			
j										
k	1									
l				1			1			
ALL	4		2	9	4	4	3		1	

LAC

	1	2	3	4	5	6	7	8	9	10
a										
b			1		1					
c						1			1	
d						1				
e						2				
f									1	
g										
h			1							
i					1					
j										
k										
l										
ALL			2		2	4			2	

ANE

	1	2	3	4	5	6	7	8	9	10
a						1			1	
b		1		1	1	2				
c	3	1								
d	2	2				2				
e	2			1		2				
f	2			1		2				
g										
h										
i										
j										
k										
l										
ALL	9	4		3	1	9				

ENI

	1	2	3	4	5	6	7	8	9	10
a			1							
b										
c	1								1	1
d										1
e						1				
f				1						
g										
h			2							
i										
j										
k										
l										
ALL	1		3	1		1			1	2

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
- h. Use economic & social data sets
- i. Use DI's econ and social stats anal service
- j. Request developmt of charts w/statistics
- k. Use the DIC's CD-ROM
- l. Other

HOW SERVICES WERE USED

- 1 = Awareness of USAID
- 2 = Continuing Prof. Education
- 3 = Briefings, Reports, Papers
- 4 = Strategic Planning
- 5 = Monitoring of Evaluation
- 6 = New Activity or Activity Design
- 7 = Performance Measures/Indicators
- 8 = Training Materials
- 9 = Other
- 10 = Didn't Use

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7.2 HOW DID SERVICES ASSIST IN JOB? (Overall)

WASHINGTON

	1	2	3	4	5	6	7	8	9	10
a	2	1						1	2	
b	1	3	3			1		1		1
c			6	2				1		
d	1	2	2					1		1
e	3	3	3			1		1	2	1
f	4	4	3	1		1		1	2	
g	2		1			1		1		
h	2	3	1					1		
i	3	3	1					1		
j	2	1							1	
k										
l		2	1							
ALL	20	22	21	3		4		9	7	3

FIELD

	1	2	3	4	5	6	7	8	9	10
a			1							
b	1	1	4	1		2				
c		1	9	1						
d	1		5	1				1		
e	2	2	3	1		2			1	
f	1		2	1		1				
g	1					1				
h		2	1		2					
i			1		1					
j										
k			1							
l					1					
ALL	6	6	27	5	4	6		1	1	

REGIONAL BUREAUS

	1	2	3	4	5	6	7	8	9	10
a		3	1							
b	1	4	3			1			1	
c		1	8		1			1		1
d		2	4			1	1	1	1	
e		1	4			1			2	
f	3	3	6			1		1	2	
g		1	1							
h	2	1	1			1			1	
i	1	1				1			1	
j	2									
k		1	1							
l			2	1						1
ALL	9	18	31	1	1	6	1	3	8	2

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
- h. Use economic & social data sets
- i. Use DI's econ and social stats anal service
- j. Request developmt of charts w/statistics
- k. Use the DIC's CD-ROM
- l. Other

HOW SERVICES ASSISTED

- 1 = Time-saver/improved productivity
- 2 = Provided background information
- 3 = Increased awareness/tech expertise
- 4 = Identified other contacts/possibilities
- 5 = Helped allocate resources
- 6 = Avoided "reinventing the wheel"
- 7 = Understanding local conditions
- 8 = Present most current findings
- 9 = Activities validation
- 10 = Other

7.2 HOW DID SERVICES ASSIST IN JOB? (Washington)

PPC

	1	2	3	4	5	6	7	8	9	10
a	1	1								
b		1								
c			1	1						
d	1	1								
e	2	1								
f	1	2								
g	1									
h	1	2								
i	1									
j	1								1	
k			1							
l										
ALL	9	8	2	1					1	

GB

	1	2	3	4	5	6	7	8	9	10
a	1							1	2	
b	1	1	3			1		1		
c			4					1		
d		1	2					1		
e	1	2	3			1		1	2	1
f	3	2	3	1		1		1	2	
g	1		1			1		1		
h	1	1	1					1		
i	2	2	1					1		
j	1	1								
k										
l		2								
ALL	11	12	18	1		4		9	6	1

HR

	1	2	3	4	5	6	7	8	9	10
a										
b		1								1
c			1	1						
d										1
e										
f										
g										
h										
i		1								
j										
k										
l			1							
ALL		2	2	1						2

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
- h. Use economic & social data sets
- i. Use DI's econ and social stats anal service
- j. Request developmt of charts w/statistics
- k. Use the DIC's CD-ROM
- l. Other

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- 4 = Identified other contacts/possibilities
- 5 = Helped allocate resources
- 6 = Avoided "reinventing the wheel"
- 7 = Understanding local conditions
- 8 = Present most current findings
- 9 = Activities validation
- 10 = Other

7.2 HOW DID SERVICES ASSIST IN JOB? (Regional Bureaus)

AFRICA

	1	2	3	4	5	6	7	8	9	10
a										
b	1	1								
c		1			1					1
d		1								
e			1							
f	1	1	1							
g										
h		1								
i		1								
j										
k										
l										
ALL	2	6	2		1					1

LAC

	1	2	3	4	5	6	7	8	9	10
a		1	1							
b										
c			2					1		
d								1		
e										
f	1	1	1					1		
g										
h	1									
i	1									
j	1									
k										
l										
ALL	4	2	4					3		

ANE

	1	2	3	4	5	6	7	8	9	10
a		1								
b		2	2						1	
c			4							
d			2			1			1	
e		1	2			1			1	
f			2			1			1	
g		1	1							
h	1		1			1			1	
i						1			1	
j	1									
k										
l			1	1						1
ALL	2	5	15	1		5			6	1

ENI

	1	2	3	4	5	6	7	8	9	10
a		1								
b		1	1			1				
c			2							
d		1	2				1			
e			1						1	
f	1	1	2						1	
g										
h										
i										
j										
k		1	1							
l			1							
ALL	1	5	10			1	1		2	

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
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- 6 = Avoided "reinventing the wheel"
- 7 = Understanding local conditions
- 8 = Present most current findings
- 9 = Activities validation
- 10 = Other

7.2 HOW DID SERVICES ASSIST IN JOB? (Field)

AFRICA

	1	2	3	4	5	6	7	8	9	10
a										
b			1			1		1		
c			3					1		
d	1		1							
e			2							
f										
g						1				
h		1			1					
i					1					
j										
k			1							
l					1					
ALL	1	1	8		3	2		2		

LAC

	1	2	3	4	5	6	7	8	9	10
a										
b		1	1			1				
c			2	1						
d			1							
e						1			1	
f			1							
g										
h		1								
i			1							
j										
k										
l										
ALL		2	6	1		2			1	

ANE

	1	2	3	4	5	6	7	8	9	10
a			1							
b	1		2	1						
c		1	3							
d			3	1				1		
e	1		1	1		1				
f	1		1	1		1				
g										
h										
i										
j										
k										
l										
ALL	3	1	11	4		2		1		

ENI

	1	2	3	4	5	6	7	8	9	10
a										
b										
c			1							
d										
e	1	2								
f										
g	1									
h			1		1					
i										
j										
k										
l										
ALL	2	2	2		1					

SERVICES

- a. Obtain inter-library loans
- b. Receive USAID, WB, other docs
- c. Obtain R&R
- d. Order pkg advert. in R&R
- e. Request USAID/donor DEI search/analysis
- f. Request tech, academic, news info search
- g. Obtain spec. res. papers prepared by RRS
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- 7 = Understanding local conditions
- 8 = Present most current findings
- 9 = Activities validation
- 10 = Other



APPENDIX B

Best Practices Analysis

BENCHMARKING METHODOLOGY

- ◆ While customer surveys and analysis measure how customers value the importance and performance of DI's information services, benchmarking explores how other organizations have successfully handled some of the issues currently facing DI.
- ◆ Functional/Generic benchmarking was used to identify best practices in any type of organization that has established a reputation for excellence in the area of information services.
- ◆ Benchmarking activities were guided by six areas that are key to DI operations:
 - DI's Mission
 - Products and Services
 - Customers
 - Processes
 - Information Technology
 - Organization/Contract Structure
- ◆ Interviews and discussions with benchmarking partners were conducted using the six key areas as guidance to extract those elements of the partners' services that are relevant to DI.

Note: See Attachment 2 for the Benchmarking Interview Guide

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BENCHMARKING PARTNERS

- ◆ GAO's Information Services Center and EPA's RCRA/Superfund/EPCRA Hotline were chosen from among several federal agencies as benchmarking partners because they are widely recognized in the federal community for their high quality information services.

- ◆ Other partners such as the Congressional Research Service (CRS) and the Booz·Allen Technology Center Library were studied to gain insight into additional best practices that exist in information services.

- ◆ Other potential benchmarking partners were identified and subsequently rejected because they:
 - Did not perform enough similar types of services or functions
 - Were unwilling to cooperate with the benchmarking effort.

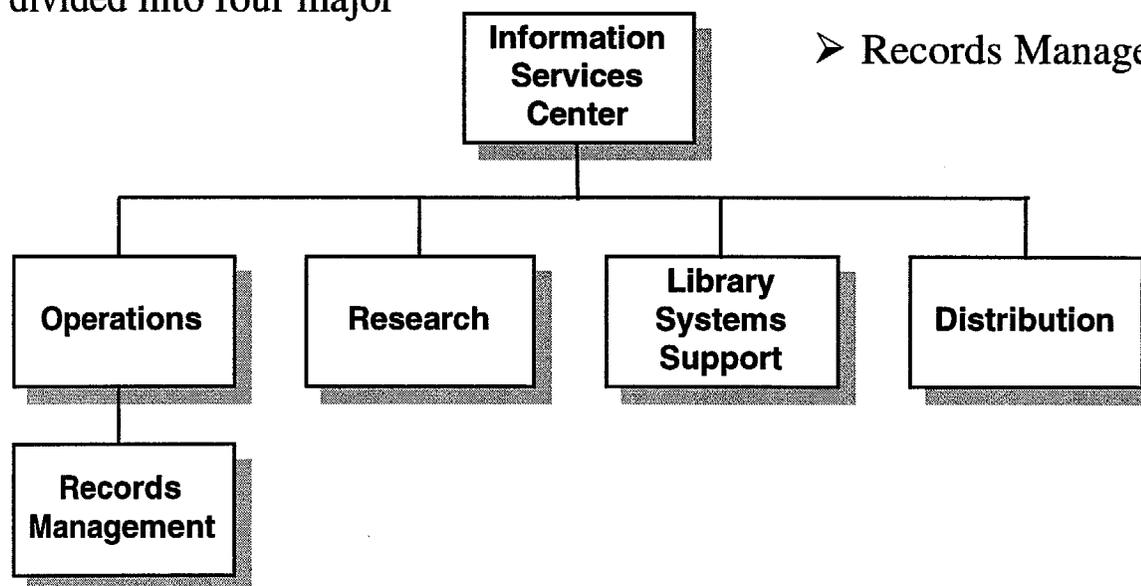
Note: See Attachment 1 for a list of benchmarking contacts

APPENDIX B - Best Practices Analysis

GAO'S INFORMATION SERVICES CENTER (ISC)

- ◆ GAO's ISC mission is to manage, research, retrieve, and disseminate information to GAO, the Congress, and the general public
- ◆ To perform these functions, GAO's ISC has approximately 43 FTEs divided into four major groups.

- ◆ GAO's ISC functions include:
 - Management and Operations
 - Research
 - Library Support
 - Distribution
 - Records Management



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APPENDIX B - Best Practices Analysis

GAO'S ISC COST ANALYSIS

- ◆ To provide its services, GAO's ISC must first maintain its repository of documents.

Fiscal Year '95	Document Storage/ Inventory Management	Document Reproduction/ Blowback	Total to Maintain Repository of Documents
Labor Cost	\$189,435	\$119,612	\$309,047
Hours	5,418	4,214	9,632
Labor Cost/Hour	\$34.96	\$28.38	\$32.09

Source: Data provided by Phyllis Christenson, Director, GAO's ISC

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APPENDIX B - Best Practices Analysis

GAO'S ISC COST ANALYSIS (CONT.)

- ◆ To obtain a true cost for each of GAO's ISC services, a weighted cost to maintain the repository of documents based on hours must be incorporated into the cost to provide each service.

Fiscal Year '95	Total to Maintain Document Repository		On-Demand Distribution	Planned/Bulk Distribution	Document Database/Publications		On-Demand Distribution ⁽¹⁾	Planned/ Bulk Distribution ⁽²⁾	Document Database/Publications ⁽³⁾
Labor Cost	\$309,047		\$442,544	\$137,394	\$425,607		\$596,906	\$177,040	\$540,646
Hours	9,632	+	23,361	6,000	17,410	=	28,172	7,236	20,995
Labor Cost/Hour	\$32.09		\$18.94	\$22.90	\$24.45		\$21.19	\$24.47	\$25.75

Note: (1) Weighted allocation of Total to Maintain Document Repository based on Total Hours+ On-Demand Distribution
 (2) Weighted allocation of Total to Maintain Document Repository based on Total Hours + Planned/Bulk Distribution
 (3) Weighted allocation of Total to Maintain Document Repository based on Total Hours + Document Database/Publications

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APPENDIX B - Best Practices Analysis

GAO'S ISC COST ANALYSIS (CONT.)

- ◆ Finally, a weighted cost to package, deliver, and mail the documents based on hours must be incorporated into the cost to distribute documents.

Fiscal Year '95	Document Packaging, Delivery, Mail		On-Demand Distribution	Planned/Bulk Distribution	Document Database/Publications		Total On-Demand Distribution ⁽¹⁾	Total Planned/Bulk Distribution ⁽²⁾	Total Document Database/Publications ⁽³⁾
Labor Cost	\$291,007		\$596,906	\$177,040	\$540,646		\$742,257	\$214,374	\$648,968
Hours	13,998		28,172	7,236	20,995		35,164	9,032	26,206
Labor Cost/Hour	\$20.79	+	\$21.19	\$24.47	\$25.75	=	\$21.11	\$23.74	\$24.76

Note: (1) Weighted allocation of Document Packaging, Delivery, Mail based on Total Hours + On-Demand Distribution
 (2) Weighted allocation of Document Packaging, Delivery, Mail based on Total Hours + Planned/Bulk Distribution
 (3) Weighted allocation of Document Packaging, Delivery, Mail based on Total Hours + Document Database/Publications

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BEST PRACTICES/LESSONS LEARNED FROM GAO'S ISC

◆ Best practices and lessons learned from GAO's ISC relate to many of the six areas that are key to DI.

Best Practice/Lesson Learned	Six areas key to DI					
	Mission	Products and Services	Customers	Processes	Information Technology	Organization/Contract Structure
GAO has begun to take full advantage of the Internet (e.g., their bluebook reports are put on the Internet by the Government Printing Office (GPO) for general access) and has just begun to accept Internet e-mail document orders. The reports can be downloaded and printed with all charts, graphs, and tables appearing as they do in the traditional bluebook format.		●	●	●	●	
GAO uses an optical scanner to capture images. They have found the scanner to be faster, less labor intensive, and of a higher quality than microfiche. GAO has scanned in nearly 10 years of selected documents for demand printing with an optical disc jukebox and laser printer system that automatically queues orders directly from the request processing system and involves little staff intervention.				●	●	
GAO has installed a voice messaging system that allows callers to select various services automatically and frees up telephone Customer Service Representatives to handle callers requiring more individualized service.		●	●	●	●	

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APPENDIX B - Best Practices Analysis

BEST PRACTICES/LESSONS LEARNED FROM GAO'S ISC (CONT.)

Best Practice/Lesson Learned (cont.)	Six areas key to DI					
	Mission	Products and Services	Customers	Processes	Information Technology	Organization/ Contract Structure
GAO is divided into four divisions with unique and defined roles, thus reducing overlap, time spent referring customers, and unnecessary management reporting.				●		●
GAO has begun to downsize due to budget cuts. They have reduced their staff from 56 employees in fiscal year '93 to 43 employees in the first quarter of fiscal year '96. More reductions are anticipated.						●
GAO has implemented the "GAO Daybook," a system that automatically faxes and/or e-mails recently released reports and testimonies to anybody that specifically requests the service. It is a quick and efficient method of advertising products.		●	●	●	●	
GAO has saved approximately \$500,000 per year by using a third and fourth class mailing system for mailing lists and demand distribution.		●		●		

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EPA'S RCRA/SUPERFUND/EPCRA HOTLINE

- ◆ EPA's RCRA/Superfund/EPCRA Hotline mission is to provide assistance to the regulated community, public, and other interested parties in understanding EPA's regulations pursuant to RCRA, Superfund, and EPCRA.
- ◆ EPA's RCRA/Superfund/EPCRA Hotline functions include:
 - Receiving and Responding to Information Requests
 - Hotline Calls
 - Written Responses
 - Document Processing
 - Performing Training
 - In-House Training Programs
 - Briefings
 - Maintaining Resources
 - Providing Management Reports and Deliverables

APPENDIX B - Best Practices Analysis

EPA'S RCRA/SUPERFUND/EPCRA HOTLINE OVERVIEW

- ◆ To perform these functions, EPA's RCRA/Superfund/EPCRA Hotline has a staff of approximately 36 FTEs.

Fiscal Year '95	FTEs	Percentage of Staff Resources
Receive and Respond to Requests	30	83%
Hotline Calls	26	
Written Responses	2	
Document Processing	2	
Maintaining Resources	1	3%
Performing Training	4	11%
Management Reports and Deliverables	1	3%
Total FTEs	36	100%

Source: Data provided by Tamara Mount, Project Director, EPA RCRA, Superfund/EPCRA Hotline

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APPENDIX B - Best Practices Analysis

BEST PRACTICES/LESSONS LEARNED FROM EPA'S RCRA/SUPERFUND/EPCRA HOTLINE

- ◆ Best practices and lessons learned from EPA's RCRA/Superfund/EPCRA Hotline relate to many of the six areas that are key to DI.

Best Practice/Lesson Learned	Six areas key to DI					
	Mission	Products and Services	Customers	Processes	Information Technology	Organization/Contract Structure
The EPA Hotline uses a pre-recorded phone-tree to minimize time spent referring and re-directing calls, thus reducing the number of staff needed to answer the phones and better utilizing the staff's time. The phone-tree is updated periodically to include messages about recent "hot topics."		●	●	●	●	
The EPA Hotline uses a phone system that allows them to monitor call statistics such as average speed to answer a call, number of calls answered, average length of call, average time after call, and number of messages.				●	●	
The EPA Hotline publishes a monthly response-to-requests document. This document is vital because it guides EPA policy decisions that affect the regulated community.		●	●	●		

APPENDIX B - Best Practices Analysis

BEST PRACTICES/LESSONS LEARNED FROM EPA'S RCRA/SUPERFUND/EPCRA HOTLINE (CONT.)

Best Practice/Lesson Learned (cont.)	Six areas key to DI					
	Mission	Products and Services	Customers	Processes	Information Technology	Organization/ Contract Structure
The EPA Hotline cross-trains several members of their staff to be able to retrieve documents and respond to calls about several types of issues.						●
The EPA Hotline attempts to maintain a mix of staff (history, computer, legal, Spanish speaking, etc.) among their Hotline staff to achieve a harmonic and productive balance.						●
The EPA Hotline uses a generalist to acquire, catalog, index, and abstract documents rather than using a different person for each task.				●		●
The EPA Hotline is organized to provide clear roles and responsibilities for its staff, thus increasing accountability while reducing overlap and eliminating unnecessary management reporting.				●		●

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OTHER BEST PRACTICE IDEAS

- ◆ Although CRS was unwilling to provide budget data and fully participate in the benchmarking study, a number of best practices were discovered from discussions with CRS staff.
 - CRS provides a number services that are similar to DI (e.g., information clearinghouse, statistical analysis, and document distribution) but is organized into one entity rather than three. This organization makes accountability, management reporting, and customer referral much more effective and efficient.
 - CRS has a central inquiry unit in place to channel and track information requests. When these requests come in by phone or e-mail, the research staff generate a project request document that is used to track requests and manage work loads.
 - CRS makes a coordinated effort to proactively identify the information needs of its clients and put information packages together in advance to address those needs. This proactive information service called “Legislative Alert” has resulted in staff lining up outside the CRS office on Monday mornings to pick up research packages.
 - CRS research and reference divisions fully cooperate with each other and encourage co-authored papers between the staff in various research divisions.
 - CRS is receiving requests and providing responses via the Congressional local area network.

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OTHER BEST PRACTICE IDEAS (CONT.)

- ◆ Although the Booz·Allen Technology Center Library was unable to provide detailed budget information and fully participate in the benchmarking study, best practices were discovered from discussions with Booz·Allen Library staff.
 - Due to cost constraints, the Booz·Allen Library has significantly reduced the level of research performed for a customer request, thus allowing them to satisfy a large customer base with minimal employees.

ATTACHMENT B-1
Benchmarking Contacts

APPENDIX B - Best Practices Analysis

BENCHMARKING CONTACTS

Name of Organization	Contact	Level of Participation	Explanation
Booz-Allen & Hamilton Technology Center Library	Linda Dodson (703) 902-5913	◐	Unable to provide budget data
Congressional Research Service (CRS)	Larry Nowels (202) 707-7645	◐	Unwilling to provide budget data
EPA RCRA/Superfund/EPCRA Hotline	Tamara Mount (703) 412-3317	●	
GAO Information Service Center (ISC)	Phyllis Christenson (202) 512-3691	●	
The World Bank Group	Klaus Deininger (202) 473-0430 Mick Riordan (202) 473-1289	○	Too few similarities
UNISYS Corporation	Adele Bane (215) 986-2459	○	Unwilling to cooperate

- Accepted Participation
- ◐ Partially Accepted Participation
- Rejected Participation

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ATTACHMENT B-2
Benchmarking Interview Guide

BENCHMARKING INTERVIEW GUIDE

1) Mission

- ◆ How would you define your mission/role?

2) Products and Services

- ◆ What products and services do you provide?
- ◆ What products and services are most frequently requested?
- ◆ Which products and services do you believe your customers find to be most valuable?
- ◆ Using your financial reports, are you able to estimate the cost to provide each product/service?
- ◆ What information technology is used to provide each product/service?
- ◆ Are you aware of any overlap in the services you and other divisions within your organization provide?
- ◆ Do you have a mechanism in place that allows you to refer customers to other organizations?
- ◆ What factors, if any, contribute to delays in your turnaround time?

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BENCHMARKING INTERVIEW GUIDE

3) Customers

- ◆ How do you believe the products and services you provide are used by the customer?
- ◆ Which customers do you believe best utilize the information services you provide?
- ◆ Who is the current (last two years), former (over two years without a request), and potential (customers who have not used) customer base?
- ◆ In responding to customer requests, do you handle the requests on a first come first serve basis or do you address them using a customer priority scheme?
- ◆ Have you established turnaround or cycle times for specific customers? If yes, can you provide us with this information?
- ◆ If presented with the opportunity, how would you revise this priority scheme, if at all?
- ◆ Of your current customer base, who has the largest demand for your products and services? How has this changed over the past three years?
- ◆ What factors do you believe contributed to the demand of the customers who most frequently use your services?

BENCHMARKING INTERVIEW GUIDE

4) Processes

- ◆ What processes do you perform for each of the products and services that you provide?
- ◆ Do you have a QA/QC process in place? If so, does it add value or does it cause delays?
- ◆ For the products and services you identified earlier as being the most valued by your customer, do you believe there are painful (i.e., redundant or unnecessary) process steps in providing these services?
- ◆ Are there any work load drivers (e.g., periodic world/regional development conferences, budget process, etc.) that effect the volume of services requested?
- ◆ When do these drivers creates peak demand and minimum demand? What steps do you take to address peak period demand?
- ◆ What steps have you taken in the last two years to improve the efficiency and effectiveness of your processes for delivering information services?

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BENCHMARKING INTERVIEW GUIDE

5) Information Technology

- ◆ How would you characterize the status of your information technology systems?
- ◆ What are your current computer hardware, software, network, fax, scanning, video conferencing, telephone, voice mail, etc. capabilities?
- ◆ Are resources used appropriately to meet customer needs?
- ◆ Are there any information technology gaps or shortcomings that affect customer service? If yes, can you identify a superior technology and how this technology would enhance the delivery of information services?
- ◆ How aware of emerging technologies is your organization?
- ◆ Does your organization have specialists on staff to keep abreast of changes in the information technology environment?
- ◆ What steps have you taken in the last two years to improve the efficiency and effectiveness of your information technology for delivering information services?

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BENCHMARKING INTERVIEW GUIDE

6) Organizational/Contract Structure

- ◆ Do you feel that your organization's structure is effective in delivering the services your statement of work calls for?
- ◆ Is your staff geographically located (centralized versus outposting) to best meet the needs of your organization?
- ◆ How involved in your day-to-day activities is senior management?
- ◆ What percentage of your staff time is devoted to management activities as opposed to providing information services?
- ◆ Do you experience a high degree of staff turnover?
- ◆ What types of training do you provide for your staff?
- ◆ Do you have a specific amount of training that each employee must complete?
- ◆ Is your staff cross-trained (are they trained to provide more than one service during times when demand is low for one service but high for another)?



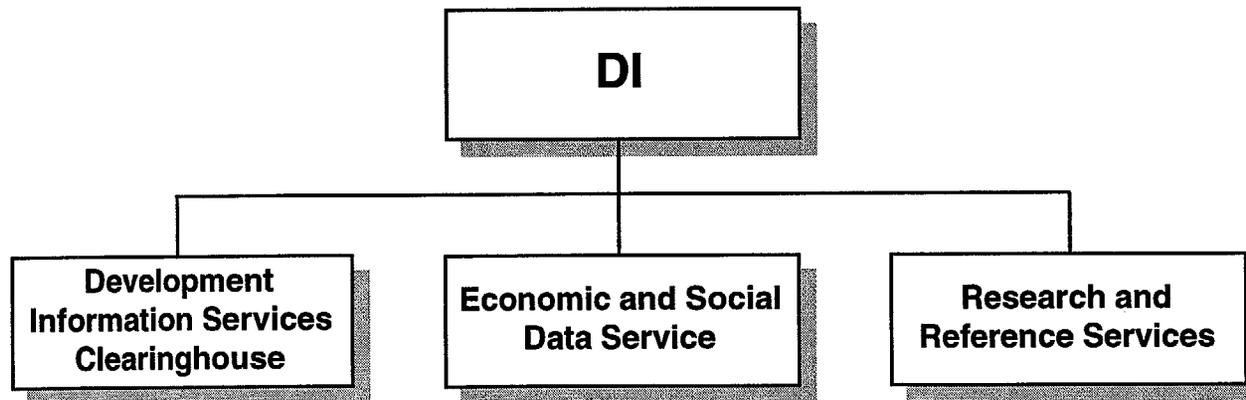
APPENDIX C

DI Cost Analysis

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DI OVERVIEW

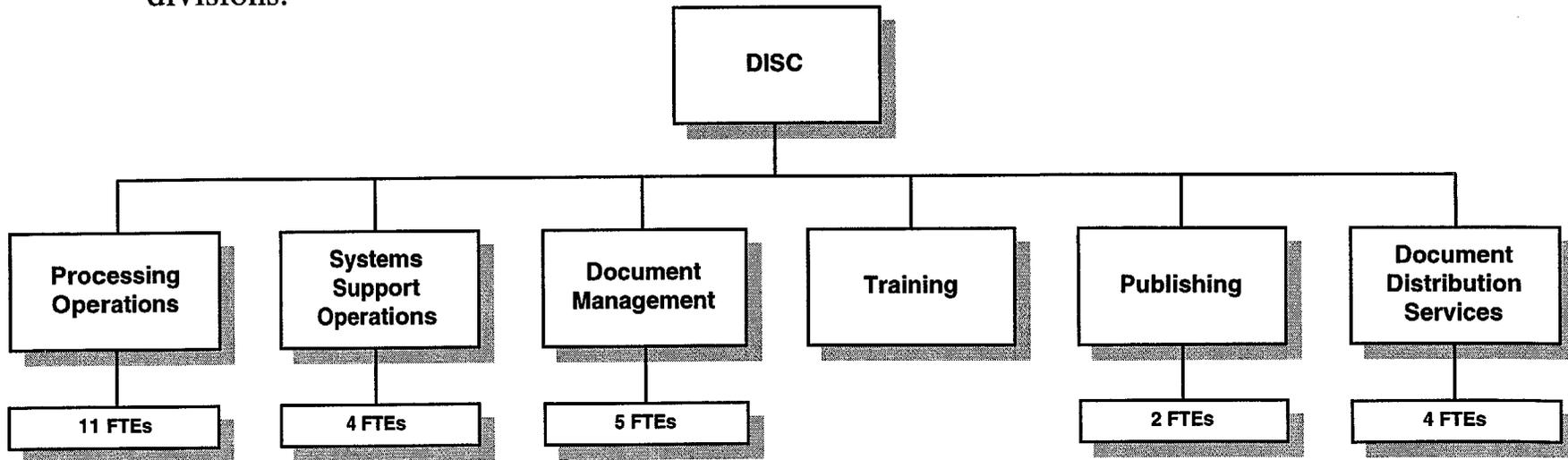
- ◆ DI's mission is to...
 - CDIE/DI acquires, preserves, provides access to and promotes knowledge of (1) Agency, other donor and development partner program performance and development experiences, and (2) host country recipient regional and sectoral economic and social development trends, around the work.
 - CDIE/DI provides value-added reference, research, economic and social analysis services in response to specific information needs and to regularly inform USAID managers and partners about development experience, performance and results.
- ◆ To achieve its mission, DI is uniquely organized around three distinct contracts.



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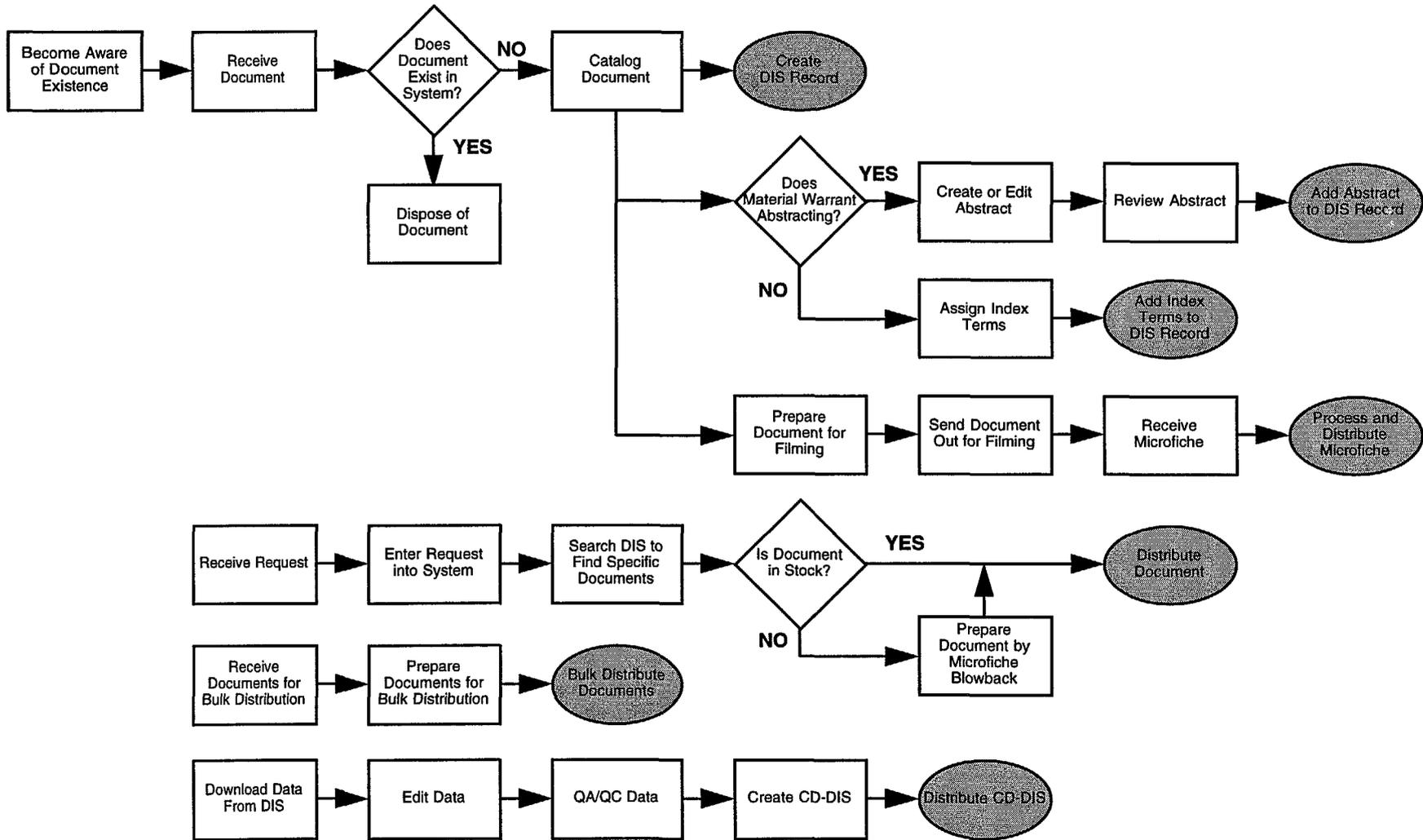
DISC OVERVIEW

- ◆ DISC's current services provided to meet end-user information needs include:
 - Document Distribution
 - On-Demand
 - Bulk
 - CD-DIS Distribution
- ◆ To perform these functions, DISC has a staff of approximately 26 FTEs organized into six divisions.



APPENDIX C - DI Cost Analysis

DISC PROCESSES



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APPENDIX C - DI Cost Analysis

DISC CUSTOMERS

- ◆ DISC distributes CD-DIS to a balanced group of subscribers ranging from USAID missions to U.S. businesses.

Fiscal Year '95	Subscriptions
Less Developed Countries	42
USAID Missions	39
USAID Washington	34
USAID Contractors	42
Developed Countries	13
Development Body (Peace Corps, PVOs, etc.)	22
U.S. Government	21
U.S. Education	56
U.S. Businesses	35
U.S. Individuals	6
Total Subscriptions	310

Source: "Current CD-DIS Subscribers" Report, September 19, 1995

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APPENDIX C - DI Cost Analysis

DISC COST ANALYSIS

- ◆ To provide any of its services, DISC must maintain its repository of information known as the Document Information System (DIS) by acquiring, cataloging, abstracting, indexing, and microfiching documents.

Fiscal Year '95	Acquire	Catalog	Abstract	Index	Microfiche	Total to Maintain DIS
Labor Cost	\$60,203.52	\$52,841.60	\$62,255.16	\$54,004.62	\$46,721.22	\$276,026.12
Activities	7,858	6,169	1,108	5,093	6,238	26,466
Hours	3,456	3,920	5,214	4,523	3,913	21,026
Activities/Hour	2.27	1.57	0.21	1.13	1.59	1.26
Labor Cost/Hour	\$17.42	\$13.48	\$11.94	\$11.94	\$11.94	\$13.13
Labor Cost/Activity	\$7.66	\$8.57	\$56.19	\$10.60	\$7.49	\$10.43

Source: DISC Budget Summary FY95

APPENDIX C - DI Cost Analysis

DISC COST ANALYSIS (CONT.)

- ◆ A weighted cost to maintain DIS based on hours must be incorporated into the cost to provide each of DISC's three services.

Fiscal Year '95	Total to Maintain DIS		On-Demand Distribution	Bulk Distribution	CD-DIS Distribution		Total On-Demand Distribution ⁽¹⁾	Total Bulk Distribution ⁽²⁾	Total CD-DIS Distribution ⁽³⁾
Labor Cost	\$276,026.12		\$52,458.84	\$54,001.08	\$35,271.60		\$161,894.63	\$166,654.18	\$89,208.83
Activities	26,466		27,371	82,575	3,967		37,864	93,376	9,139
Hours	21,026		4,626	4,762	2,280		12,962	13,343	6,389
		+				=			
Activities/Hour	1.26		5.92	17.34	1.74		2.92	7.00	1.43
Labor Cost/Hour	\$13.13		\$11.34	\$11.34	\$15.47		\$12.49	\$12.49	\$13.96
Labor Cost/Activity	\$10.43		\$1.92	\$0.65	\$8.89		\$4.28	\$1.78	\$9.76

(1) Weighted allocation of Total to Maintain DIS based on Total Hours + On-Demand Distribution

(2) Weighted allocation of Total to Maintain DIS based on Total Hours + Bulk Distribution

(3) Weighted allocation of Total to Maintain DIS based on Total Hours + CD-DIS Distribution

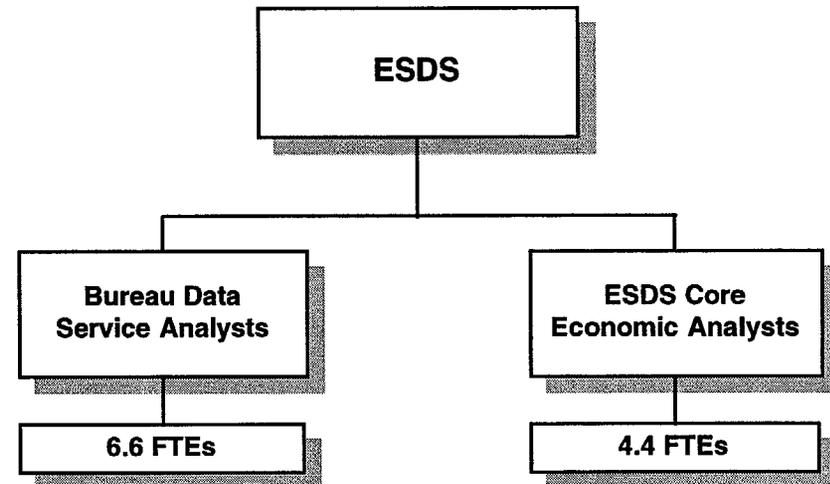
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ESDS OVERVIEW

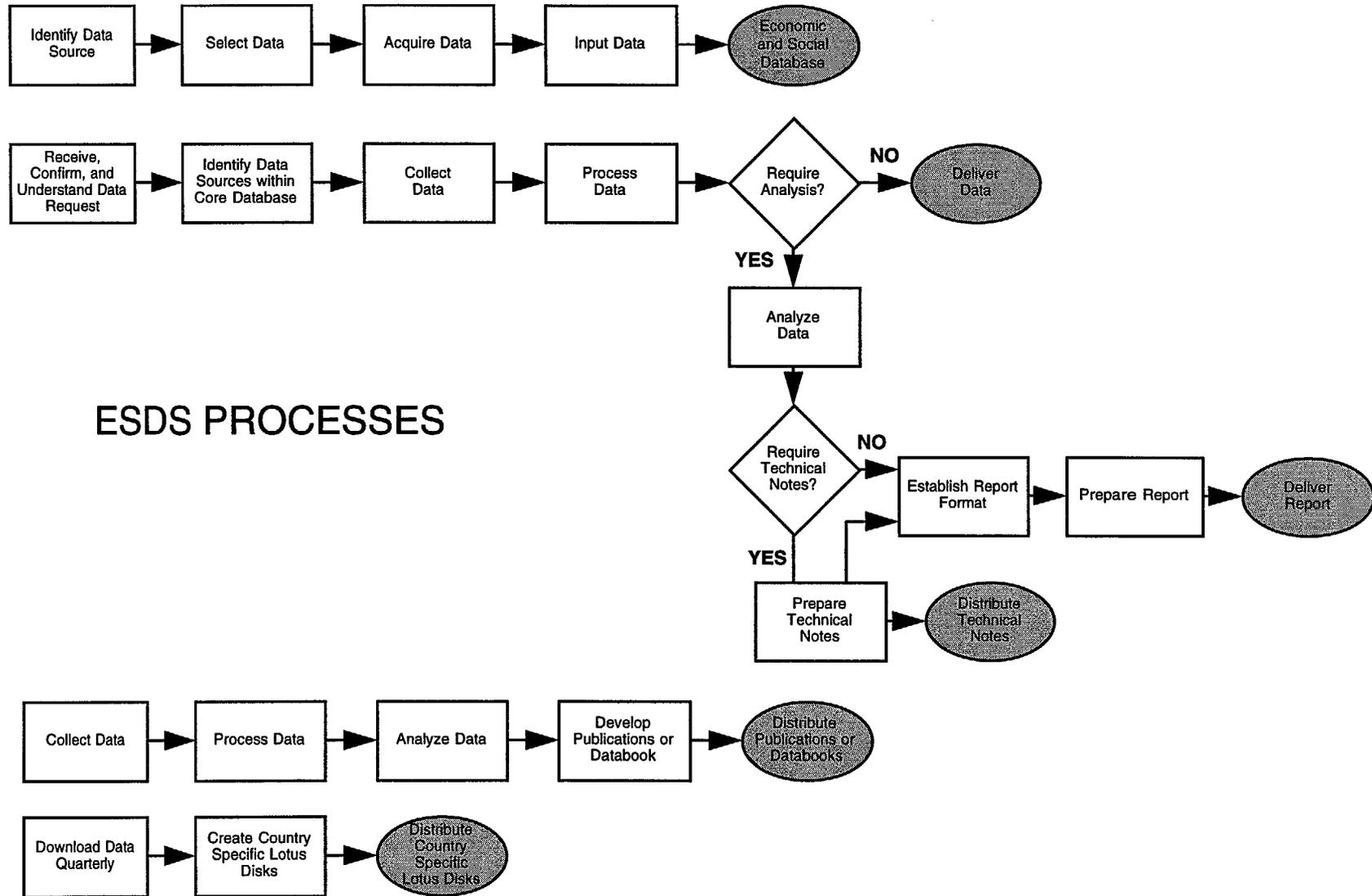
◆ ESDS's current services provided to meet end-user information needs include:

- Response to Data Requests
- Response to Report Requests
- Databooks and Publications
- Country Specific Lotus Disk Distribution

◆ To perform these functions, ESDS has a staff of approximately 11 FTEs organized into two divisions.



APPENDIX C - DI Cost Analysis



APPENDIX C - DI Cost Analysis

ESDS CUSTOMERS

- ◆ The majority of ESDS activities in FY95 were conducted for USAID Bureaus.

Fiscal Year '95	Activities	Percentage of Activities
AFR Bureau	90	7%
ANE Bureau	324	26%
ENI Bureau	110	9%
Global Bureau	128	10%
LAC Bureau	184	15%
Total Bureaus	836	67%
Total ESDS Core	418	33%
Total Requests	1,254	100%

Source: Data provided by Phil Church, Project Director, ESDS

ESDS COST ANALYSIS

◆ While activities undertaken by ESDS staff may vary in length from several minutes to several months, the average duration of an ESDS activity is a little more than two days at an average cost of \$666.69.

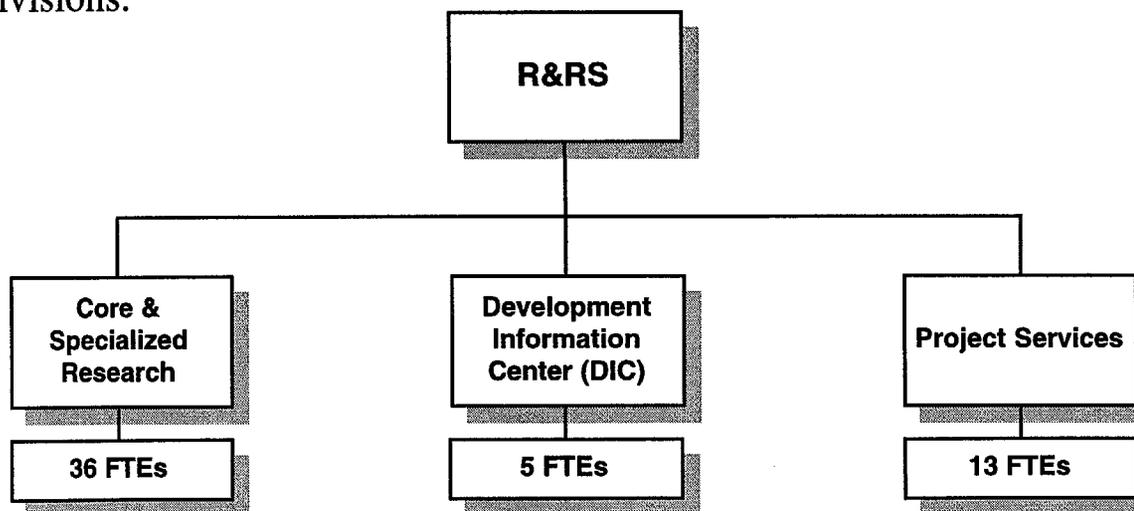
Fiscal Year '95	ESDS Analysts
Labor Cost ⁽¹⁾	\$836,028.00
Activities ⁽²⁾	1,254
Hours ⁽³⁾	22,880
Hours/Activity	18.25
Labor Cost/Hour	\$36.54
Labor Cost/Activity	\$666.69

Source: (1) Data provided by Lee White, DI
 (2) Data provided by Phil Church, Project Director, ESDS

Note: (3) Assumes 2080 hours per FTE

R&RS OVERVIEW

- ◆ R&RS's current services provided to meet end-user information needs include:
 - Response to Information Requests
 - Issue Briefs
 - Publications such as "New This Month" and "Requests & Responses"
- ◆ To perform these functions, R&RS has a staff of approximately 54 FTEs organized into three divisions.

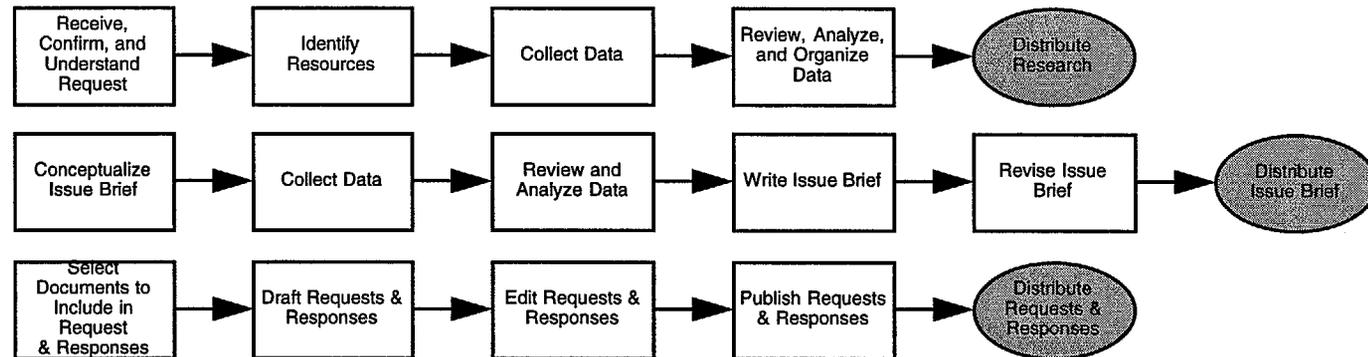


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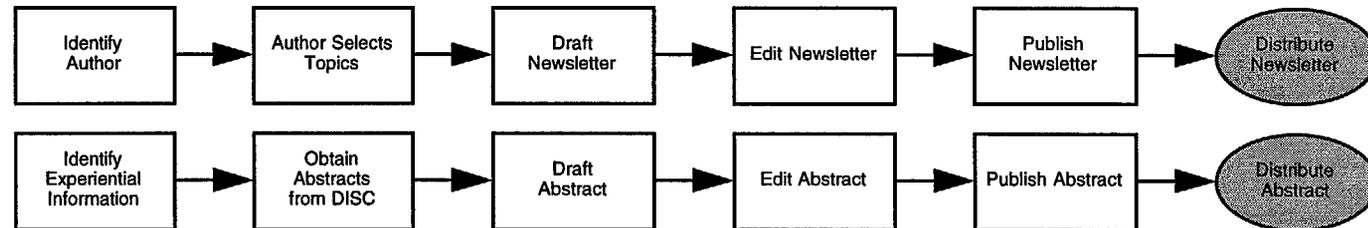
APPENDIX C - DI Cost Analysis

R&RS PROCESSES

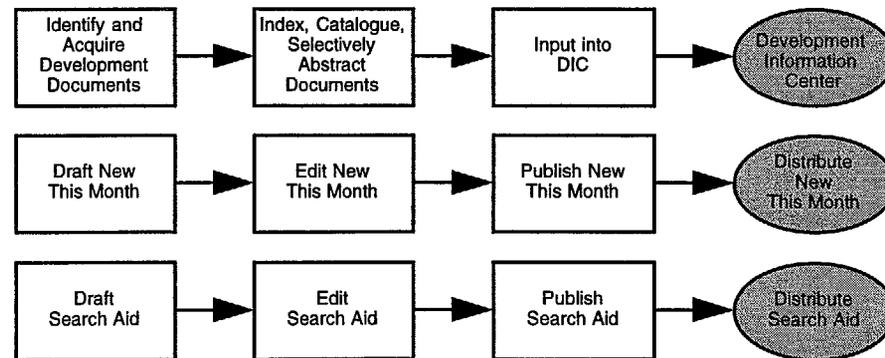
CORE R&RS



SPECIAL PROJECTS



DEVELOPMENT INFORMATION CENTER



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APPENDIX C - DI Cost Analysis

R&RS CUSTOMERS

- ◆ According to the Learning From Experience System (LEXS), 80% of activities undertaken by R&RS are for customers from AID/W (including Regions, Global, PPC, and BHR).

Fiscal Year '95	Activities Completed	Percentage of Activities
USAID Missions	731	16%
AID/W	3,754	80%
Public	202	4%
Total Events	4,687	100%

- ◆ But this includes over 2,200 requests internal to PPC. When R&RS staff don't know what to assign a task to or are not responding to a request (e.g., conference attendance) they assign it to PPC.
- ◆ When PPC is excluded, the mix is roughly 60% AID/W, 30% USAID missions, and 10% the public.

Source: LEXS FY95 Data

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APPENDIX C - DI Cost Analysis

R&RS CUSTOMERS (CONT.)

- ◆ Because most Document Information Center (DIC) activities take less than 30 minutes, Tick Sheets are used to record all activities undertaken by DIC staff, ranging from directions and referrals to DIS searches and printouts.
- ◆ Tick Sheets reveal that over 40% of activities undertaken by the DIC are for walk-in customers from USAID.

Fiscal Year '95	USAID	Public	Total Activities
Walk-in	6,239	2,317	8,556
Telephone	1,319	3,718	5,037
Written/E-mail	667	472	1,139
Internet	0	16	16
Total Patrons	8,225	6,523	14,748

Source: DIC FY95 Tick Sheet

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APPENDIX C - DI Cost Analysis

R&RS COST ANALYSIS

- ◆ The average Core Research activity usually involves rigorous searching for appropriate documents and takes over a day to complete whereas the average DIC activity takes approximately 15 minutes to complete.
- ◆ Typical DIC activities are quick and easy to complete. Consequently, the DIC completed over ten times the number of activities Core Research completed at a much lower labor cost per unit.

Fiscal Year '95	Core Research	DIC
Labor Cost ⁽¹⁾	\$1,430,359.61	\$404,056.39
Activities ⁽²⁾	3,850	47,611
Hours ⁽³⁾	48,575	13,722
Hours/Activity	12.62	0.29
Labor Cost/Hour	\$29.45	\$29.45
Labor Cost/Activity	\$371.52	\$8.49

Source: (1) Research and Reference Services FY95 Financial Overview. Technical and Project Support staff were allocated based on data provided by Linda Leonard, Project Director, R&RS and Ken Rogers, Financial and Contract Manager, R&RS

(2) Data provided by Linda Leonard and Ken Rogers

Note: (3) Assumes 2080 hours per FTE

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SUMMARY OF CORE COSTS

To conclude:

The Direct Costs to provide DI Core services are:

Activity	Cost in FY95	Cost Per Measured Deliverable or Activity
Create and Maintain the DIS	\$276,026	\$ 1.26
Document Distribution	141,732	1.24
ESDS Activities	836,028	666.69
R&RS Core Services	1,430,360	371.52
R&RS DIC	404,056	8.49
SUBTOTAL	\$ 3,088,102	

- ◆ DISC costs only include salaries; R&RS and ESDS include benefits and overhead.
- ◆ ESDS could not provide more detail about specific services.
- ◆ R&RS management information only accounted for one-half of total hours so that a greater breakdown of cost would be pure guesswork.

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ATTACHMENT C-1
DI Interview Guide

DI INTERVIEW GUIDE

1) DI's Mission

- ◆ How would you define the mission/role of DI today in light of USAID's reengineered program operations?
- ◆ Did these changes materially affect your services? If yes, how?

2) Products and Services

- ◆ What products and services do you provide?
- ◆ What products and services are most frequently requested?
- ◆ Which products and services do you believe your customers find to be most valuable?
- ◆ Using your financial reports, are you able to estimate the cost to provide each product/service?
- ◆ What information technology is used to provide each product/service?
- ◆ Are you aware of any overlap in the services you and DI's other contractors provide? If yes, where is the overlap? What about with regards to Global's information centers?
- ◆ Do you have a mechanism in place that allows you to refer customers to other contractors if that contractor is better suited to handle a particular request?
- ◆ What factors, if any, contribute to delays in your turnaround time?
- ◆ What information services do you charge a user fee for? How much is charged? What is the basis for the fees? (i.e., OMB directive or other executive branch guidance, internal AID decisions, demand and supply analysis?)

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DI INTERVIEW GUIDE (CONT.)

3) Customers

- ◆ How do you believe the products and services you provide are used by the customer?
- ◆ Which customers do you believe best utilize the information services you provide?
- ◆ Who is the current (last two years), former (over two years without a request), and potential (customers who have not used) customer base?
- ◆ In responding to customer requests, do you handle the requests on a first come first serve basis or do you address them using a customer priority scheme?
- ◆ Have you established turnaround or cycle times for specific customers? If yes, can you provide us with this information?
- ◆ If presented with the opportunity, how would you revise this priority scheme, if at all?
- ◆ Of your current customer base, who has the largest demand for your products and services? How has this changed over the past three years?
- ◆ What factors do you believe contributed to the demand of the customers who most frequently use your services?
- ◆ What thoughts do you have on how to expand the use of DI services among “Priority I” customers? What percent of these potential customers do you believe currently use your services?
- ◆ Which USAID Bureaus pay or “buy-in” for your information services? Are the staff of those Bureaus the most frequent customers of your most valued products and services?

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DI INTERVIEW GUIDE (CONT.)

4) Processes

- ◆ What processes do you perform for each of the products and services that you provide?
- ◆ Do you have a QA/QC process in place? If so, does it add value or does it cause delays?
- ◆ For the products and services you identified earlier as being the most valued by your customer, do you believe there are painful (i.e., redundant or unnecessary) process steps in providing these services?
- ◆ Are there any work load drivers (e.g., periodic world/regional development conferences, budget process, etc.) that affect the volume of services requested?
- ◆ When do these drivers creates peak demand and minimum demand? What steps do you take to address peak period demand?
- ◆ What steps have you taken in the last two years to improve the efficiency and effectiveness of your processes for delivering information services?

5) Information Technology

- ◆ How would you characterize the status of your information technology systems?
- ◆ What are your current computer hardware, software, network, fax, scanning, video conferencing, telephone, voice mail, etc. capabilities?
- ◆ Are resources used appropriately to meet customer needs?
- ◆ Are there any information technology gaps or shortcomings that affect customer service? If yes, can you identify a superior technology and how this technology would enhance the delivery of information services?
- ◆ How aware of emerging technologies is your organization?
- ◆ Do USAID senior managers and development partners have the ability (technology-wise or training in the use of information technologies) to efficiently and effectively receive the information that you provide? What if the information was delivered in paperless form?
- ◆ Does your organization have specialists on staff to keep abreast of changes in the information technology environment?
- ◆ What steps have you taken in the last two years to improve the efficiency and effectiveness of your information technology for delivering information services?

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C3

DI INTERVIEW GUIDE (CONT.)

6) Organizational/Contract Structure

- ◆ Do you feel that your organization's structure is effective in delivering the services your statement of work calls for?
- ◆ Is your staff geographically located (centralized versus outposting) to best meet the needs of DI?
- ◆ How involved in your day-to-day activities is your technical monitor (Lee, Maury, etc.)?
- ◆ What percentage of your staff time is devoted to contract management activities as opposed to providing information services?
- ◆ Do you experience a high degree of staff turnover?
- ◆ What types of training do you provide for your staff?
- ◆ Do you have a specific amount of training that each employee must complete?
- ◆ Is your staff cross-trained (are they trained to provide more than one service during times when demand is low for one service but high for another)?

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