

## ANNEX: USE OF CONTRACTORS REPORT: FINDINGS OF THE SURVEY OF DFID STAFF AND CONTRACTORS

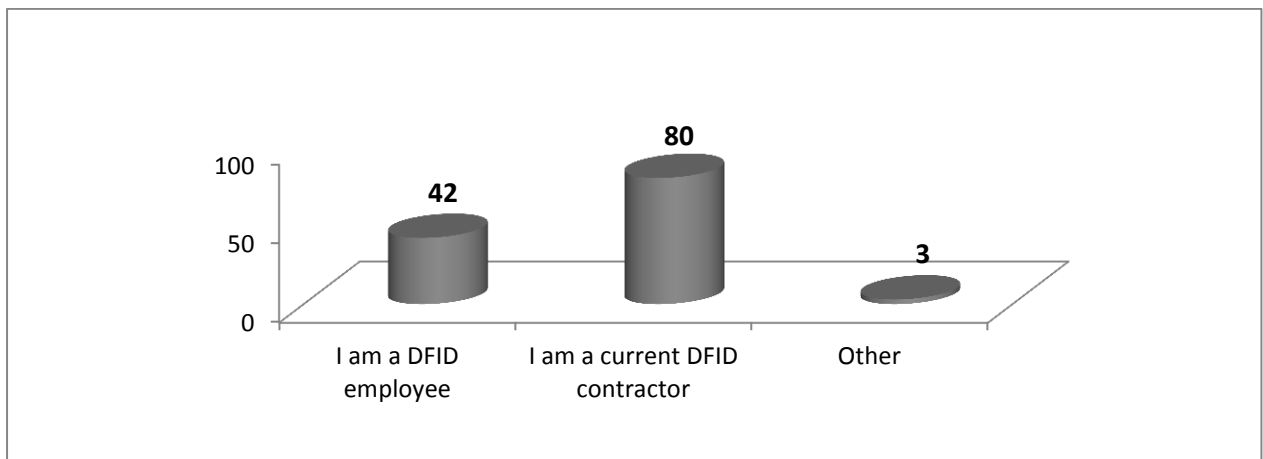
### Methodology

This survey was carried out between 30<sup>th</sup> December 2012 and 31<sup>st</sup> January 2013. Those invited to complete the on-line survey included:

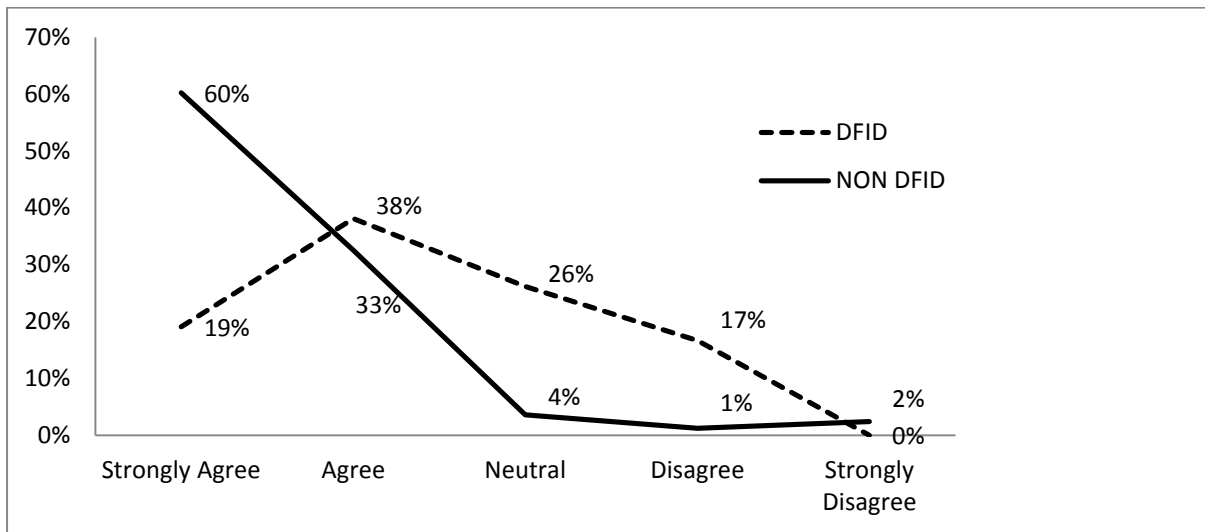
- people directly involved with the case studies (DFID and contractors);
- others from DFID with relevant perspectives at policy or procurement level; and
- people from the Development Forum, a group representing contractors.

We collected the survey results on an anonymous basis.

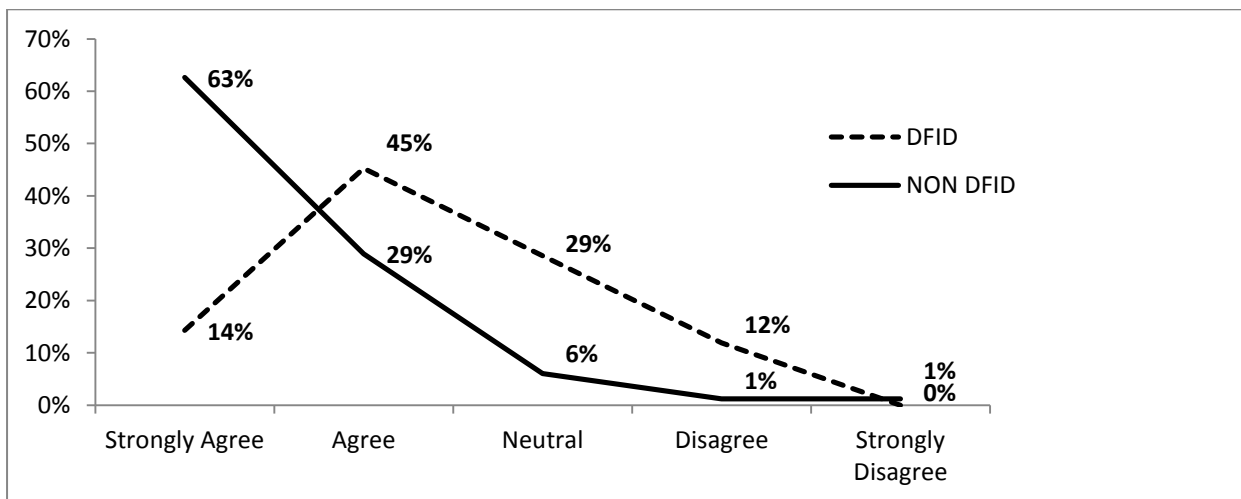
### Q1. About you:



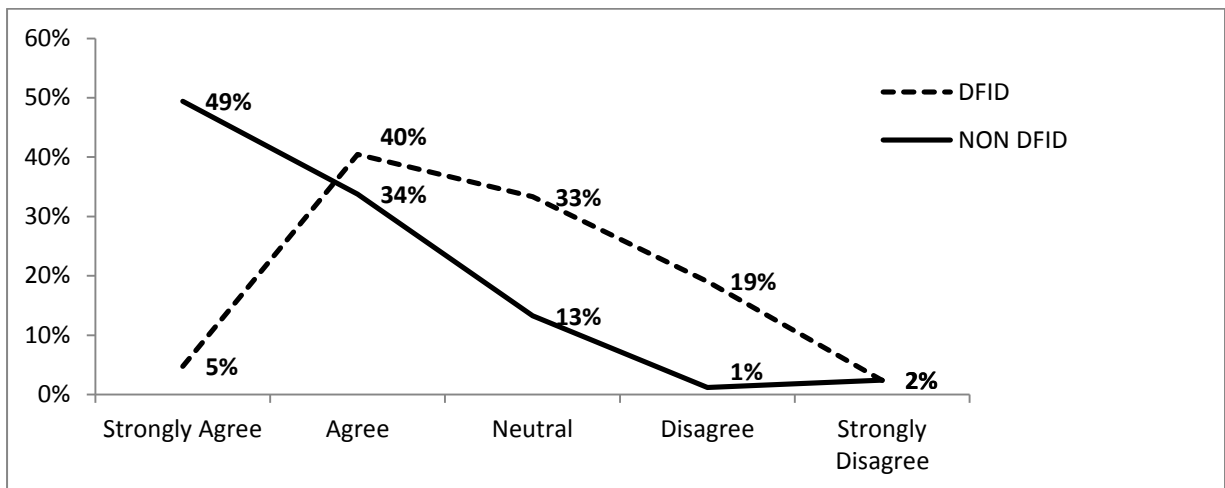
**Q2. Contractors generally deliver programmes more efficiently than DFID can alone.**



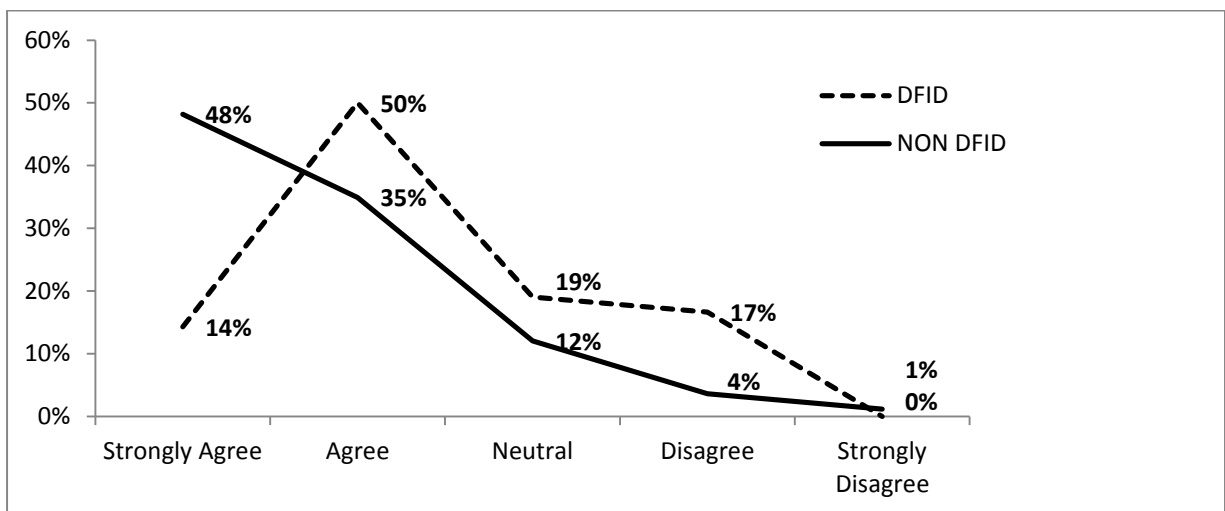
**Q3. Contractors generally deliver programmes more effectively than DFID can alone.**



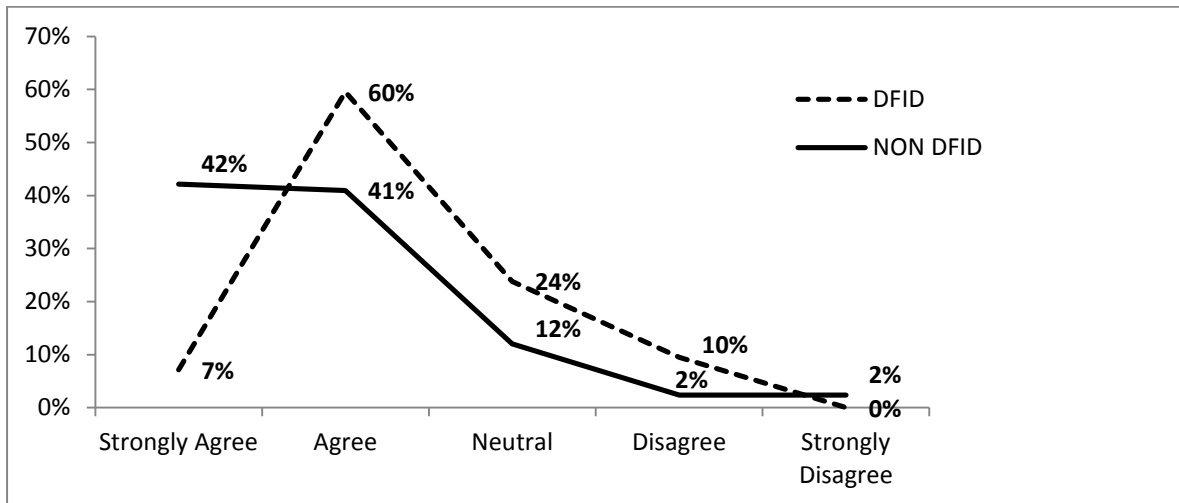
**Q4. DFID usually receives competitive prices from its contractors.**



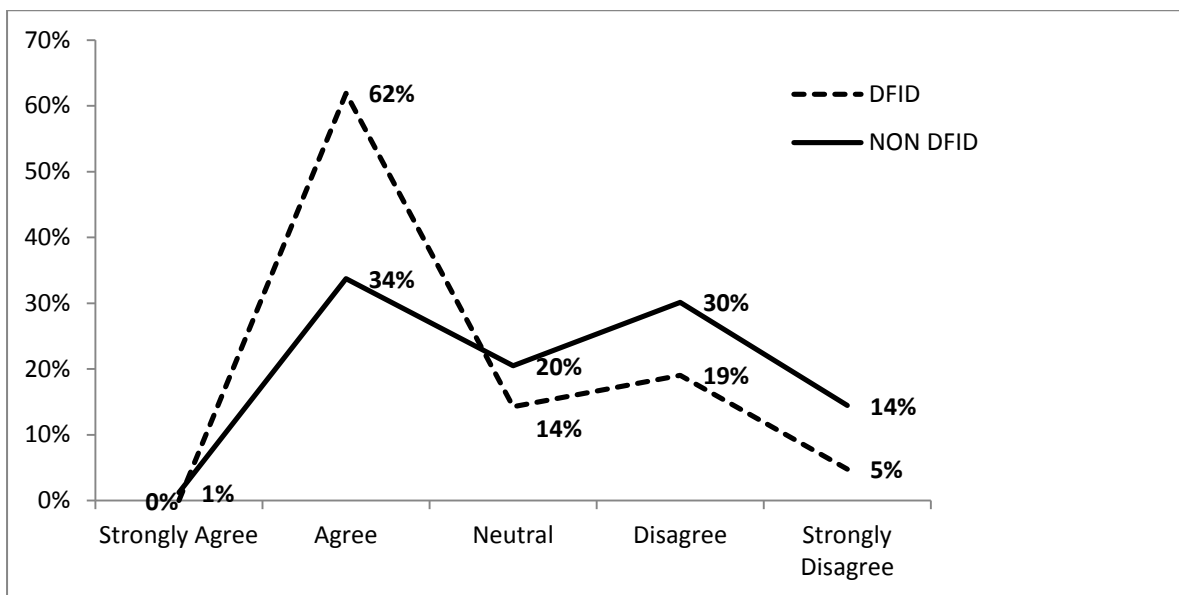
**Q5. DFID delivers more sustainable solutions through its use of contractors than DFID can alone.**



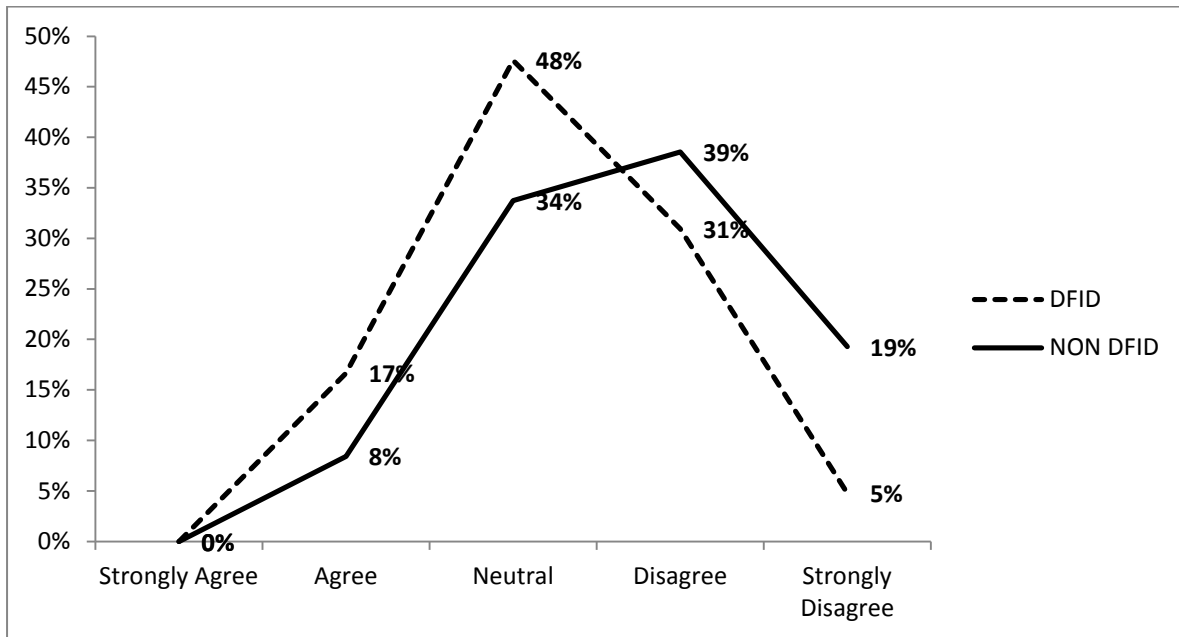
**Q6. DFID generally obtains good value for the money it spends with contractors.**



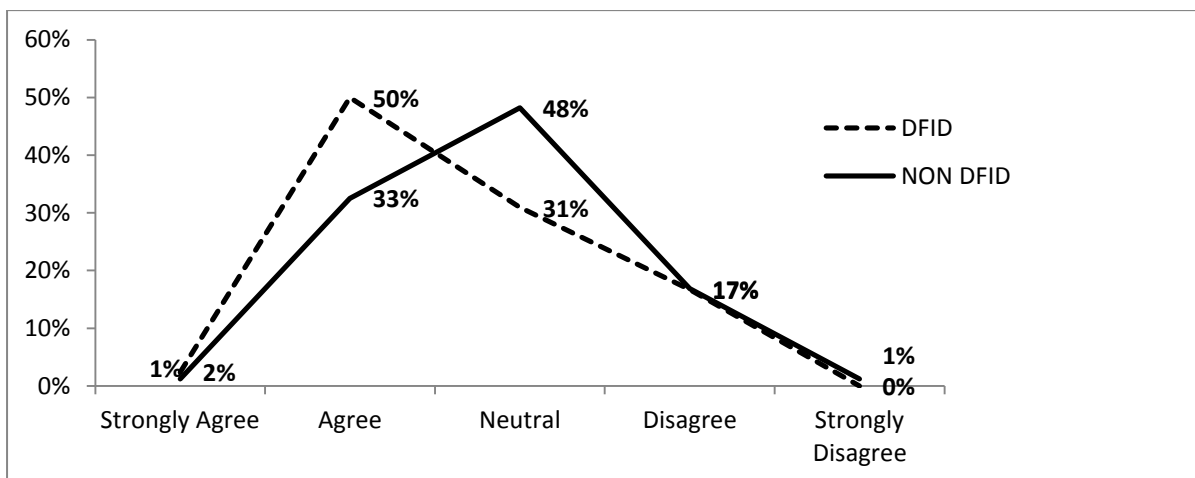
**Q7. DFID's current planning processes for contractor-delivered programmes give the marketplace a sufficiently early sight of future programmes.**



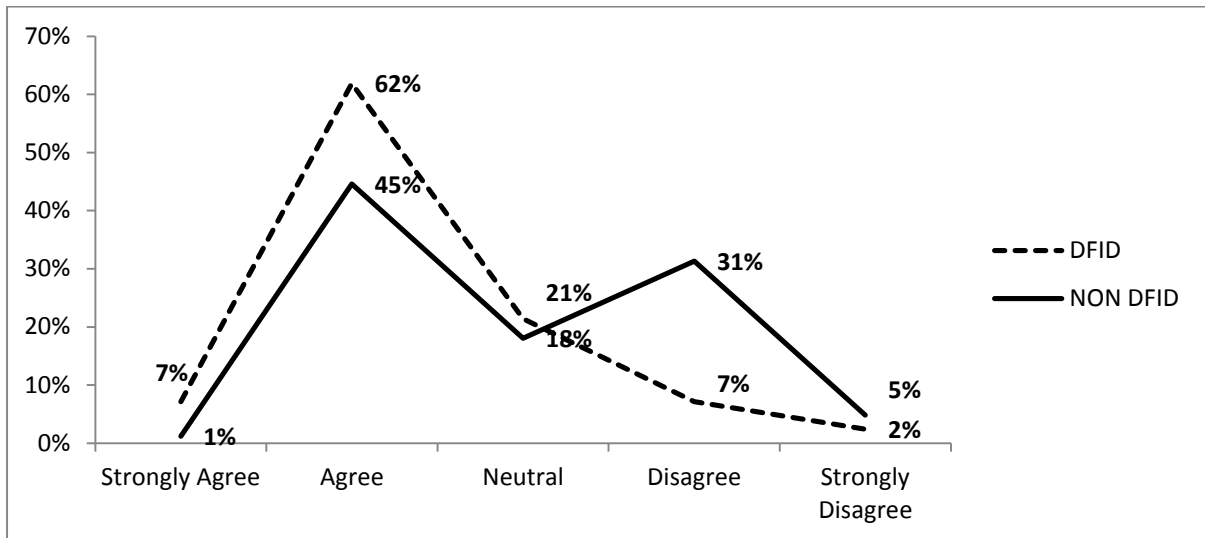
**Q8. DFID's current planning processes for contractor-delivered programmes enable contractors to contribute effectively to the scope of programmes before formal tender.**



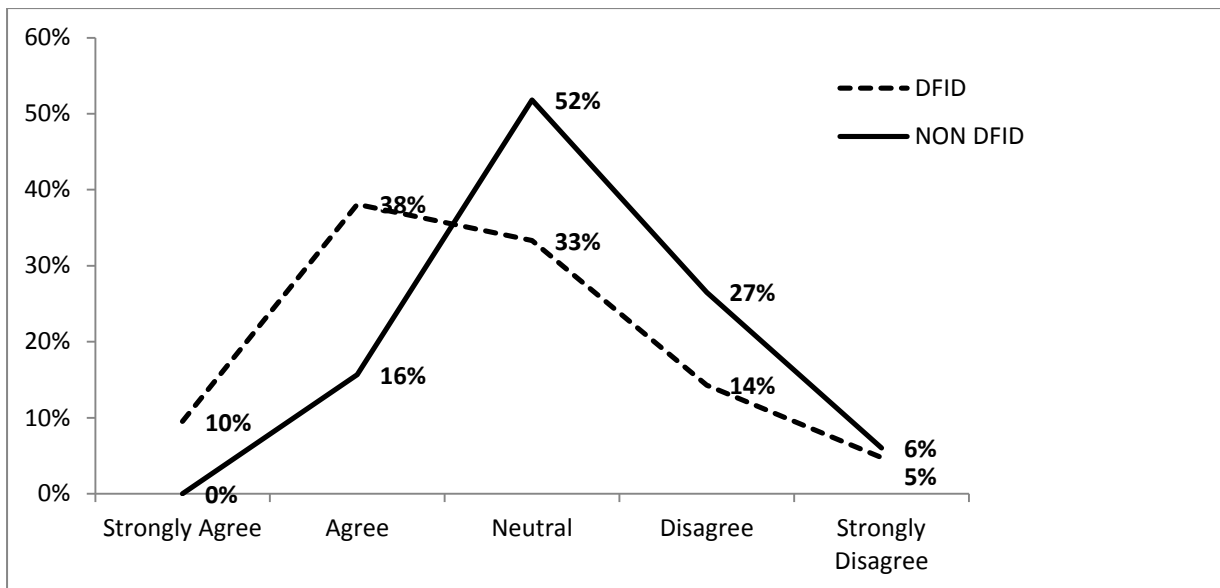
**Q9. DFID's current planning processes for contractor-delivered programmes optimise the balance and blend of local and international experience and capability.**



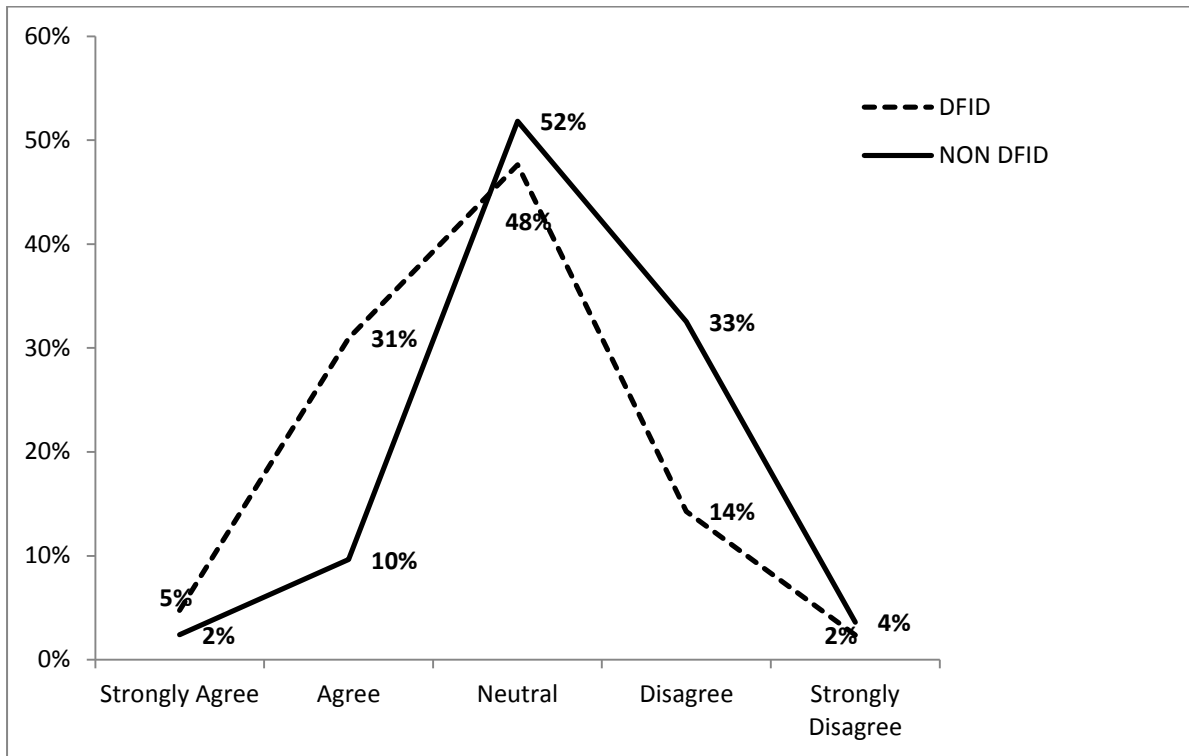
**Q10. DFID's current planning processes for contractor-delivered programmes highlight potential delivery risks early enough in the planning cycle.**



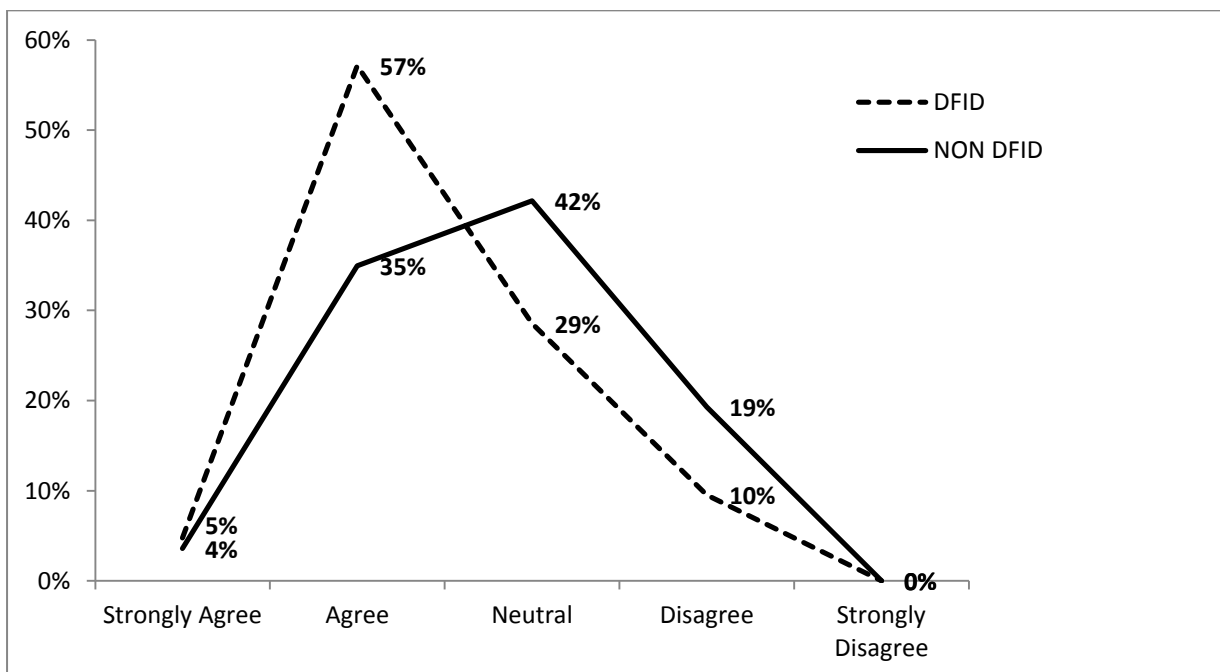
**Q11. DFID's current planning processes for contractor-delivered programmes result in sufficient consultation with beneficiaries in programme design, implementation and evaluation of projects.**



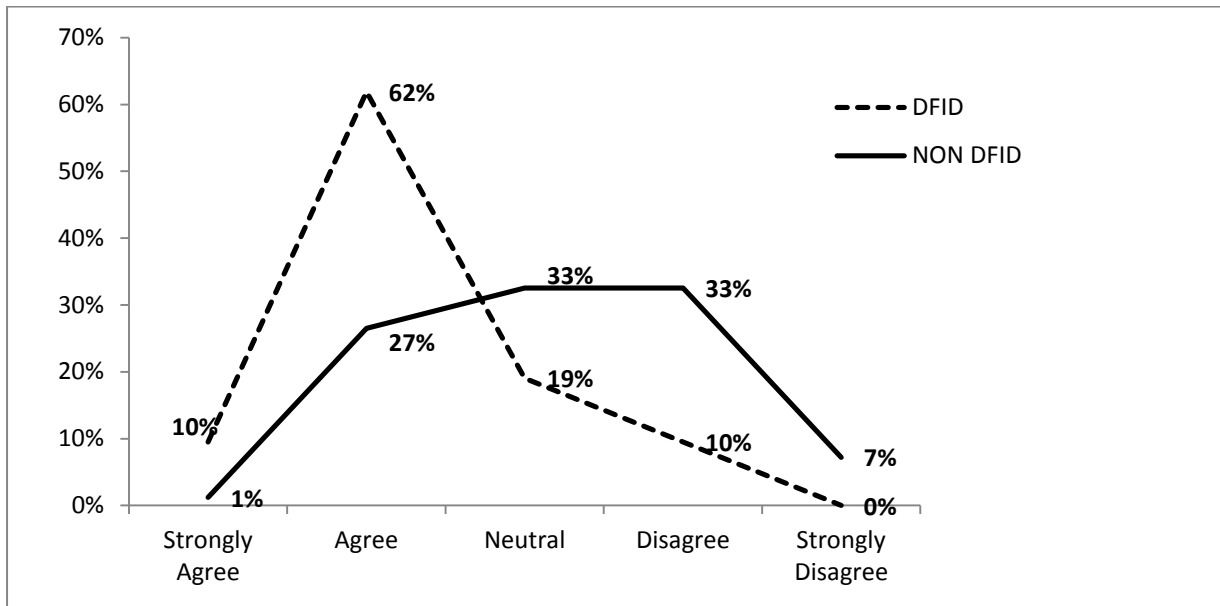
**Q12. DFID makes rigorous capacity assessments of aid recipients and non-state actors, before commissioning a contractor-delivered programme.**



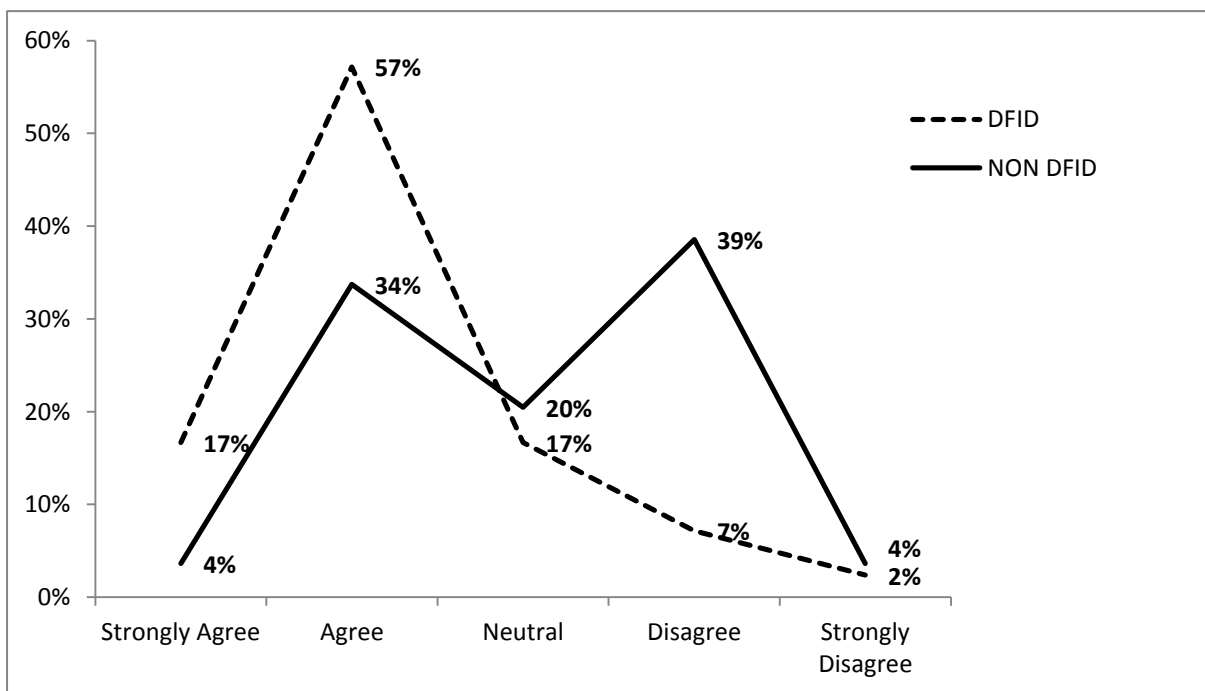
**Q13. DFID considers carefully the development impact of using contractors.**



**Q14. The current DFID procurement approach provides contractors with sufficient information to enable them to make well-judged bids.**

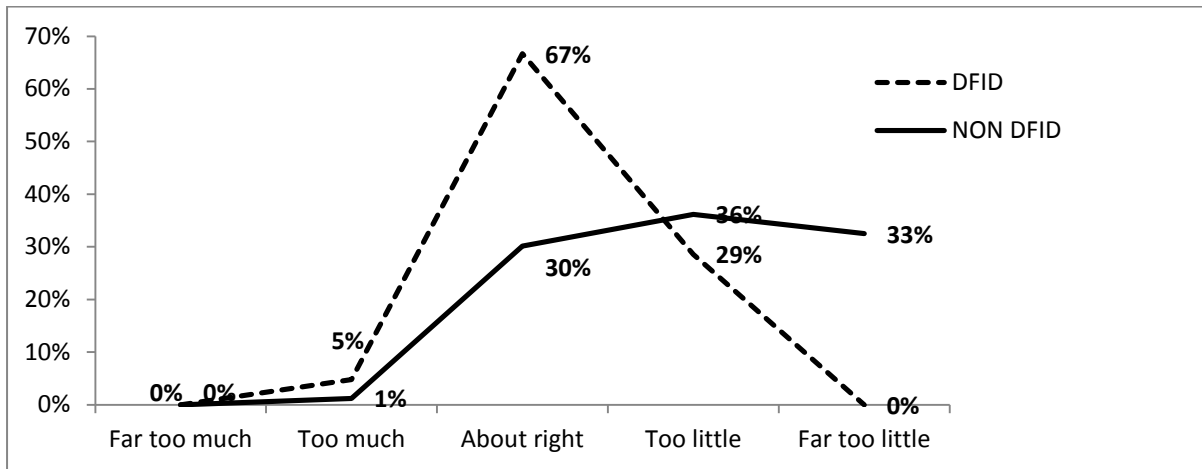


**Q15. The current DFID procurement approach clearly sets out programme objectives i.e. outcomes, outputs, impact and timescales within the tender documentation.**

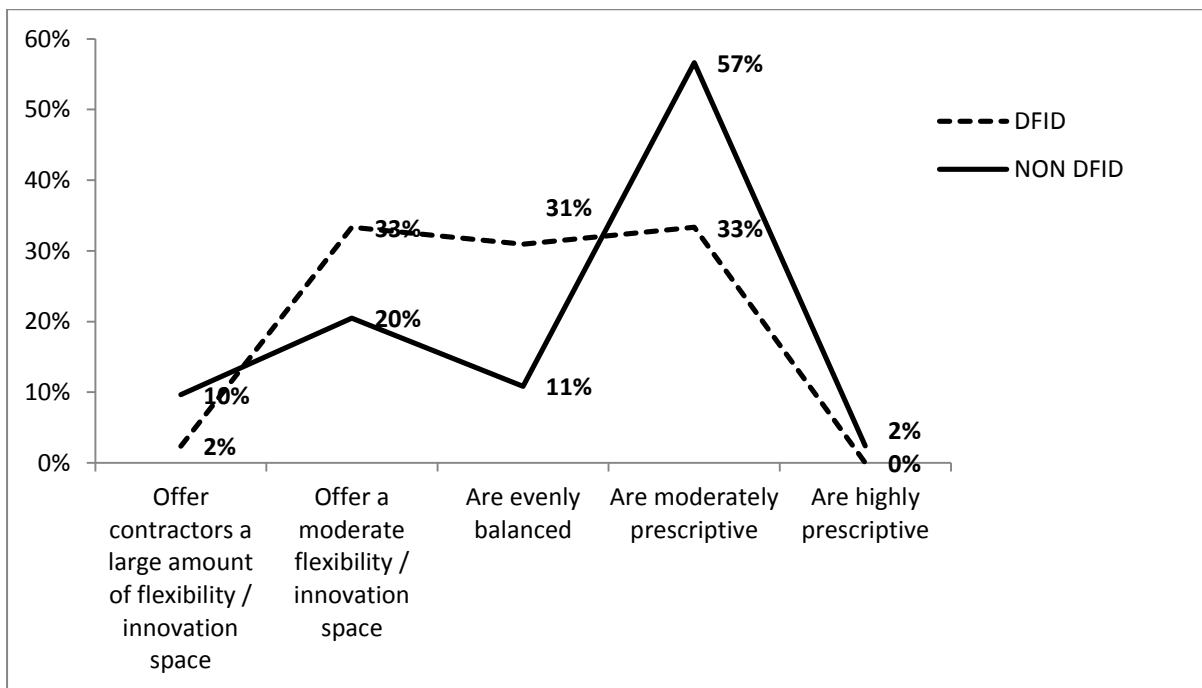




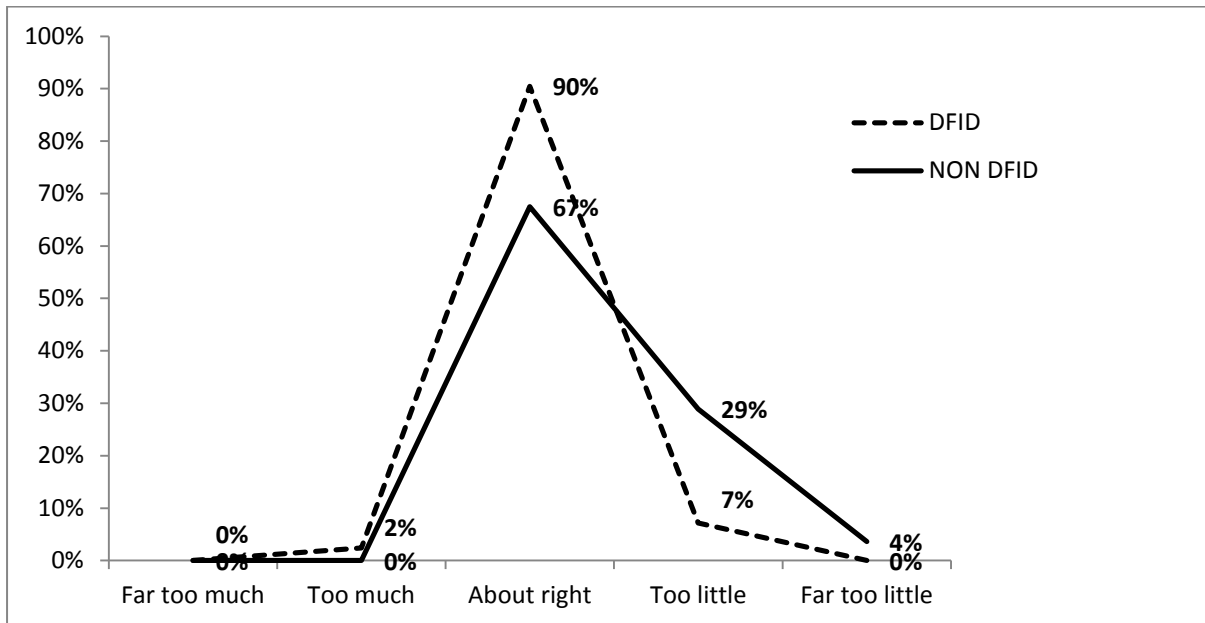
**Q16. The current DFID procurement approach enables an amount of interaction during the tendering process that is...**



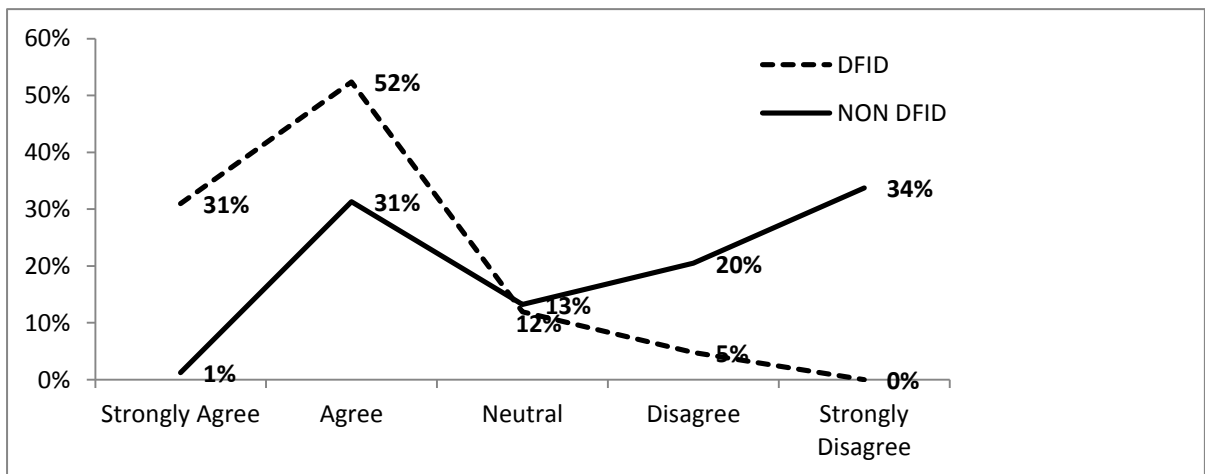
**Q17. The current DFID procurement approach uses Terms of Reference that...**



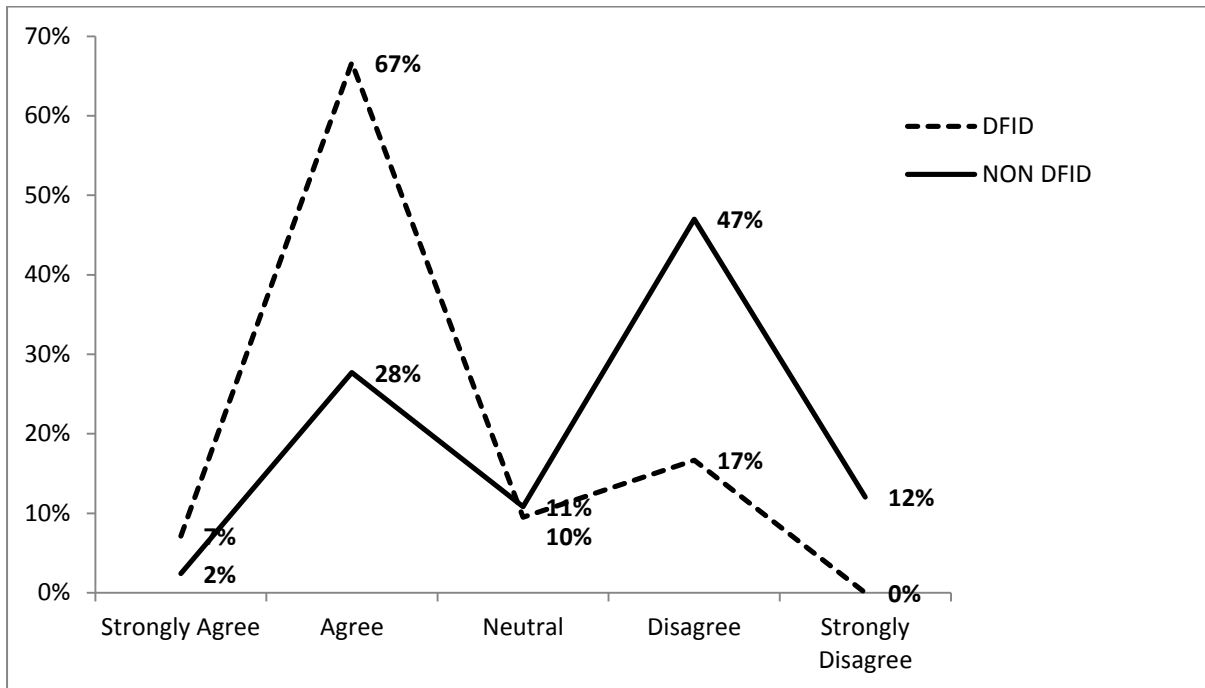
**Q18. The current DFID procurement approach provides bidding contractors with time to prepare their bids, which is...**



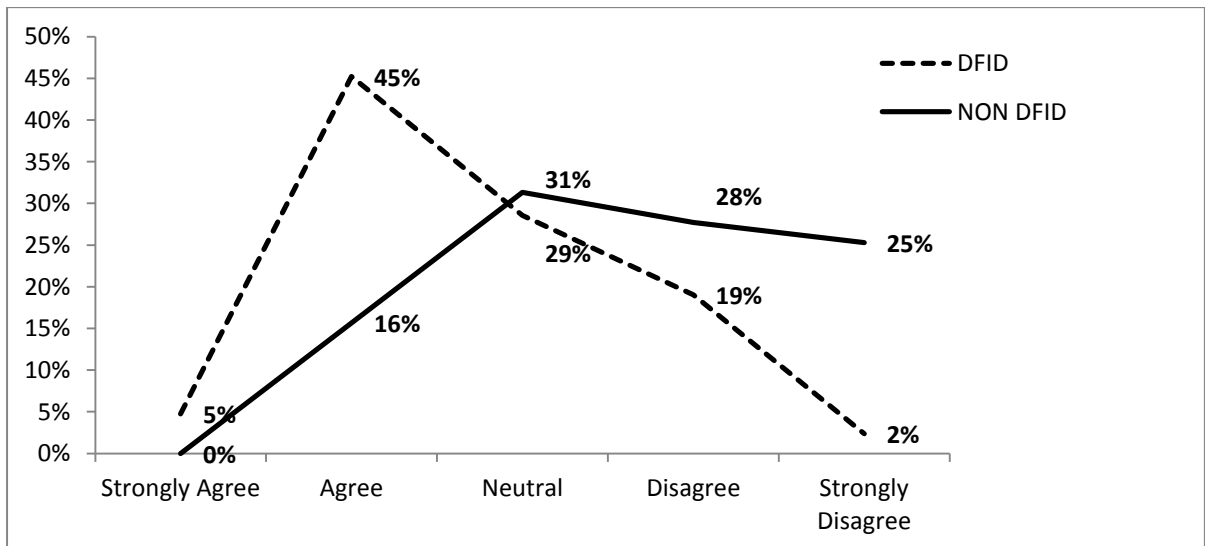
**Q19. The current DFID procurement approach provides sufficient openness and transparency throughout the bidding process.**



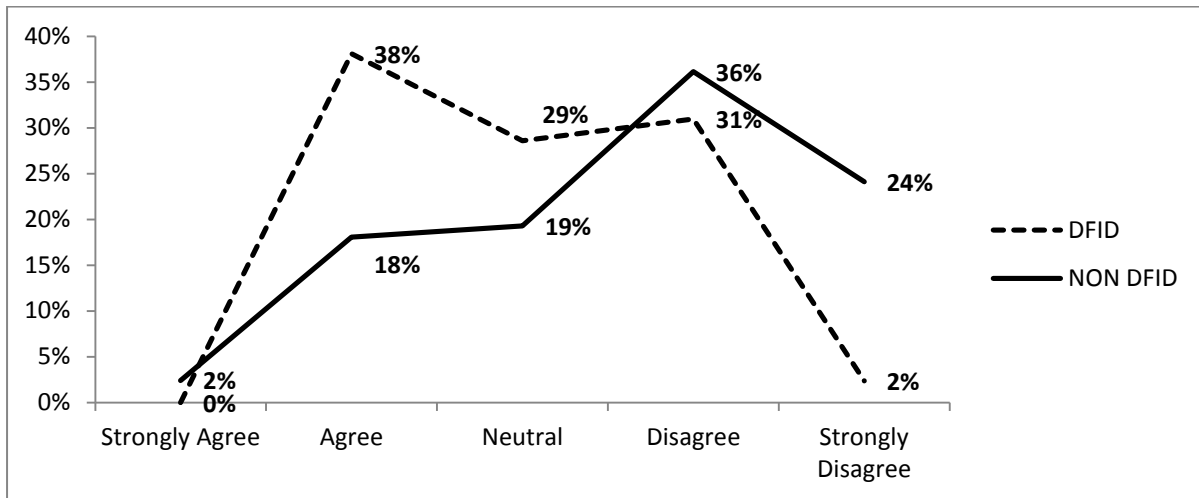
**Q20. The current DFID procurement approach provides sufficient "scoreable" insight and clarity about the technical and commercial elements of each bid."**



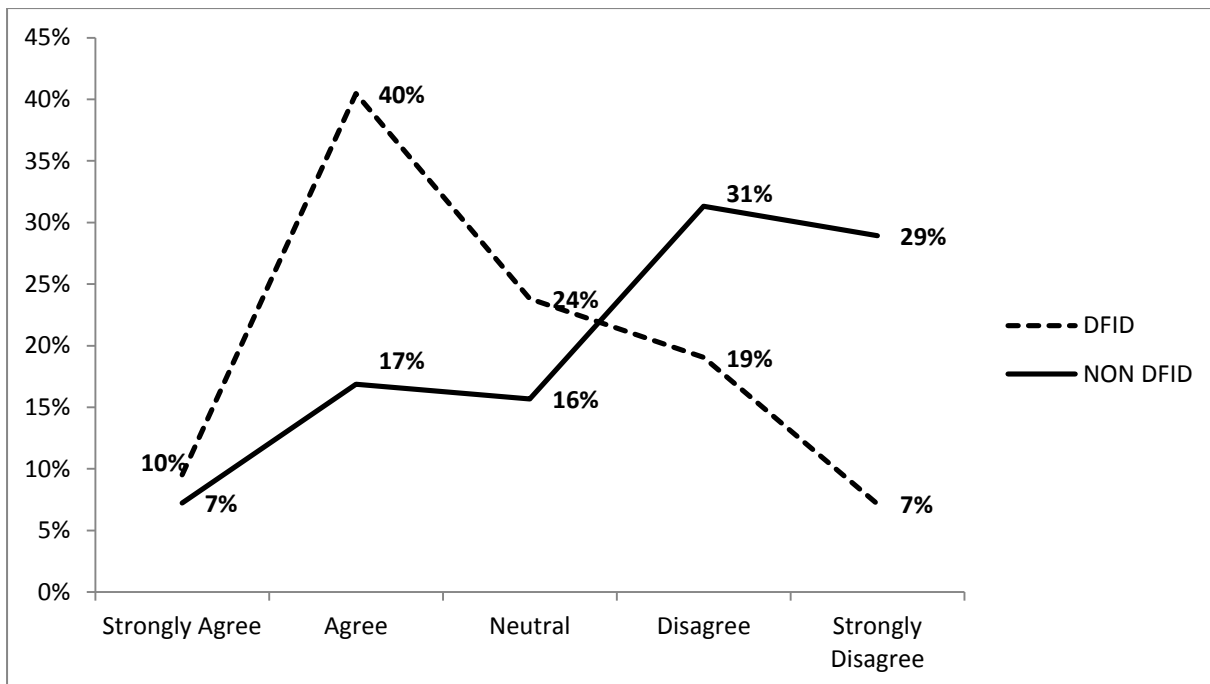
**Q21. The current DFID procurement approach results in the most cost-effective contractor being appointed.**



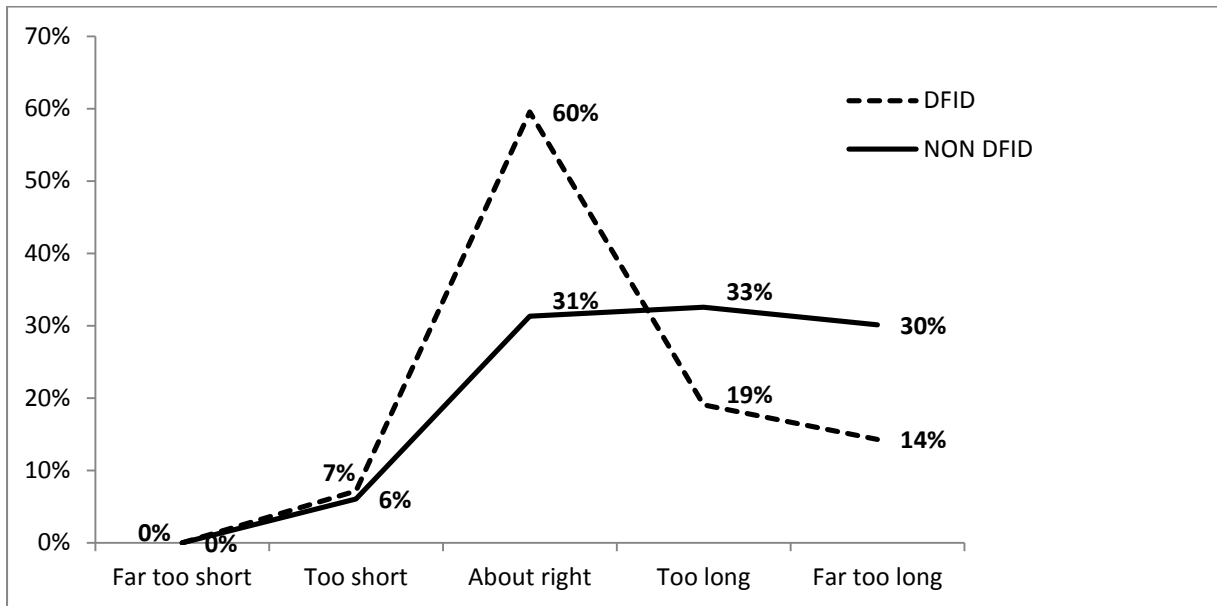
**Q22. The current DFID procurement approach encourages clear, comprehensive bids that need little clarification before award of contract.**



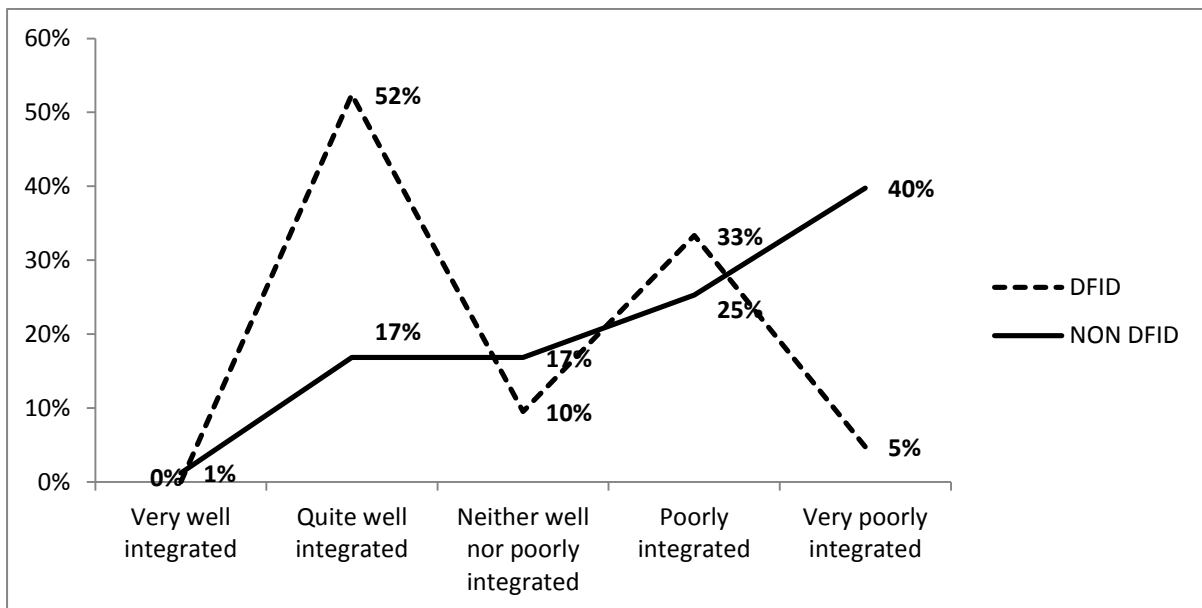
**Q23. DFID's use of pre-qualified groups of contractors in framework contracts", once through the current settling in period, is an approach that in your view should lead to best VFM solutions.**



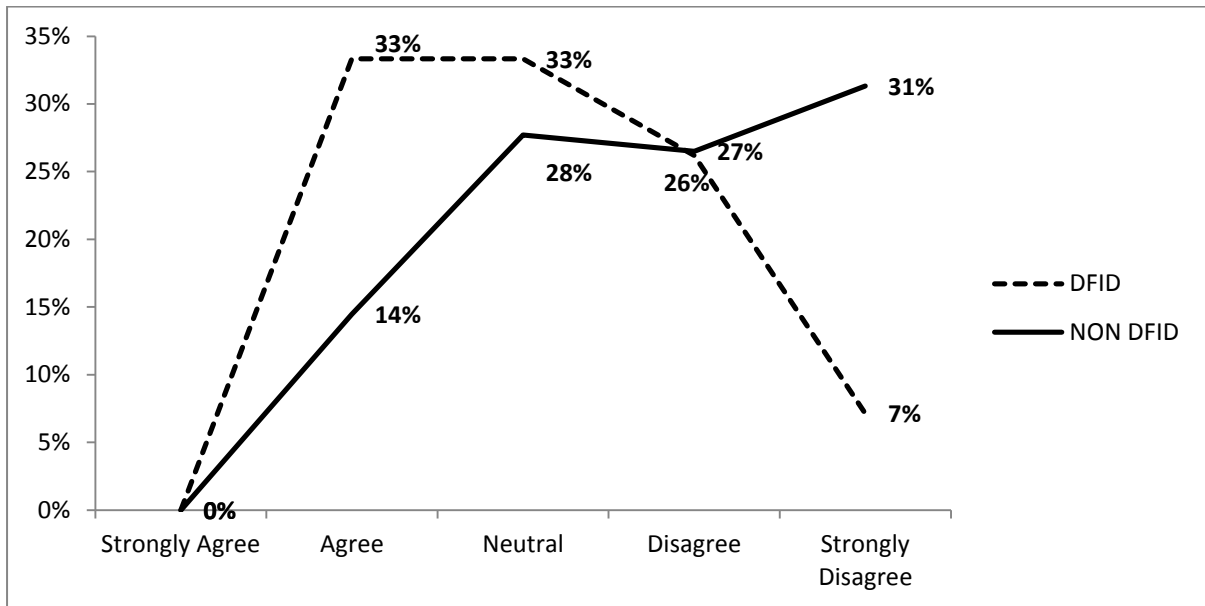
**Q24. On those programmes managed or procured in distinct Design and Delivery phases, the period between the two is typically...**



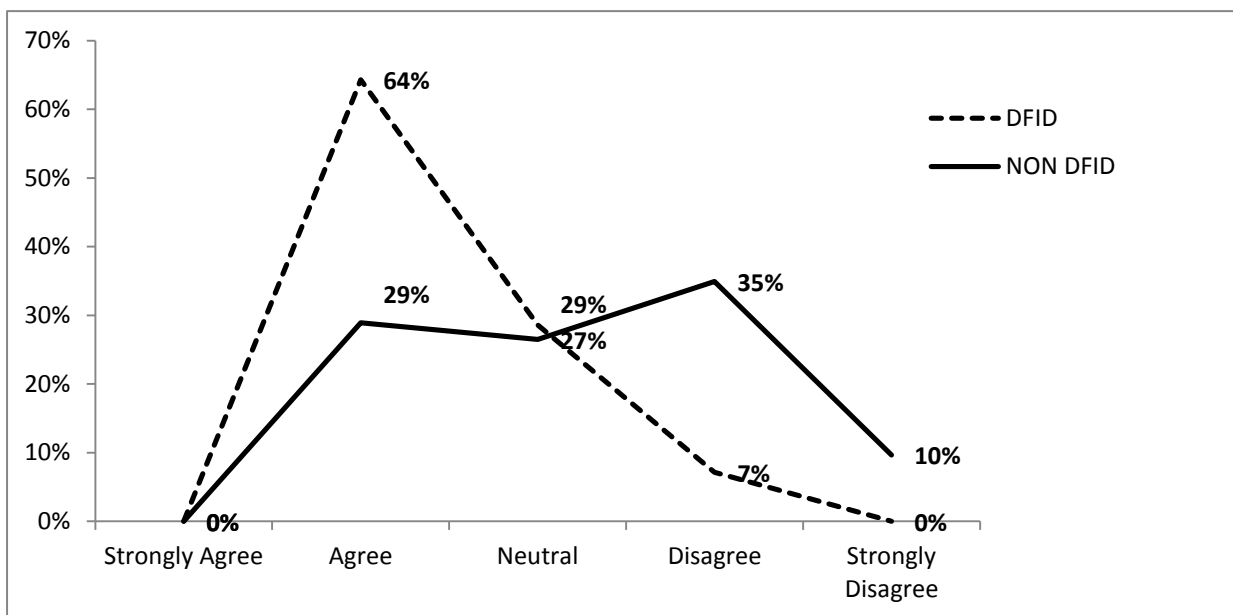
**Q25. DFID's procurement process currently relies on in-country teams assessing the technical bids and East Kilbride leading the commercial bid assessment for high value contracts. In your view DFID's assessment of technical and commercial aspects is...**



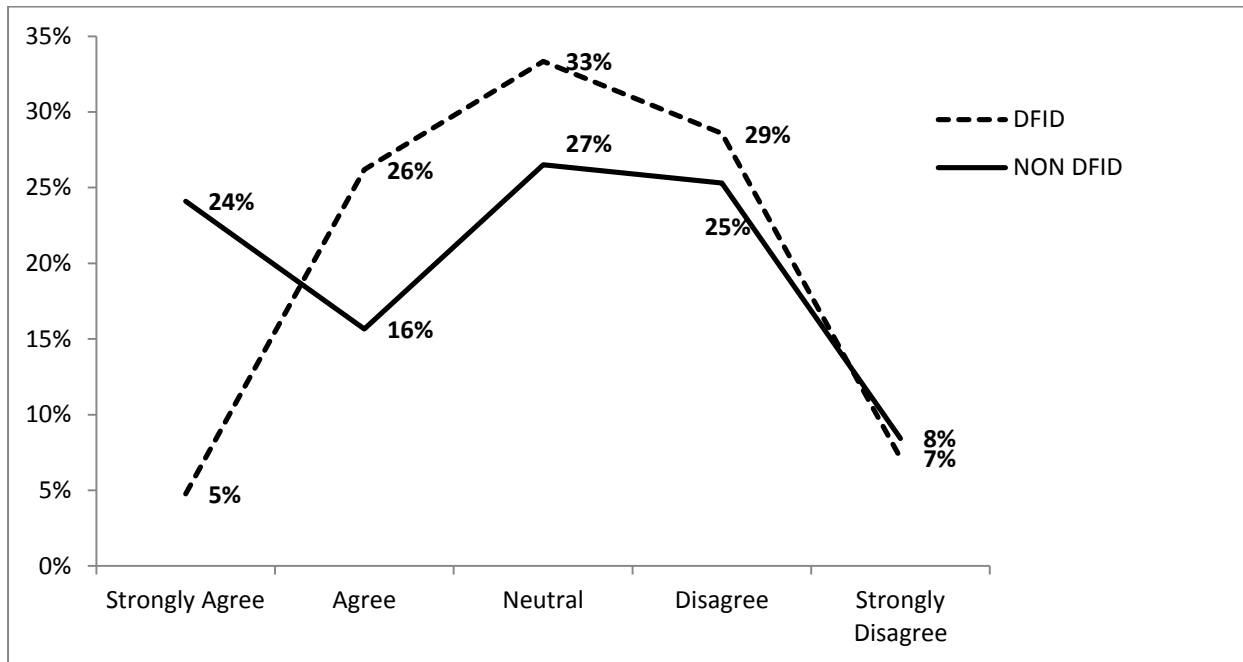
**Q26. When DFID mobilises contractors the transfer of responsibility from procurement to programme teams is clearly defined, efficient and effective.**



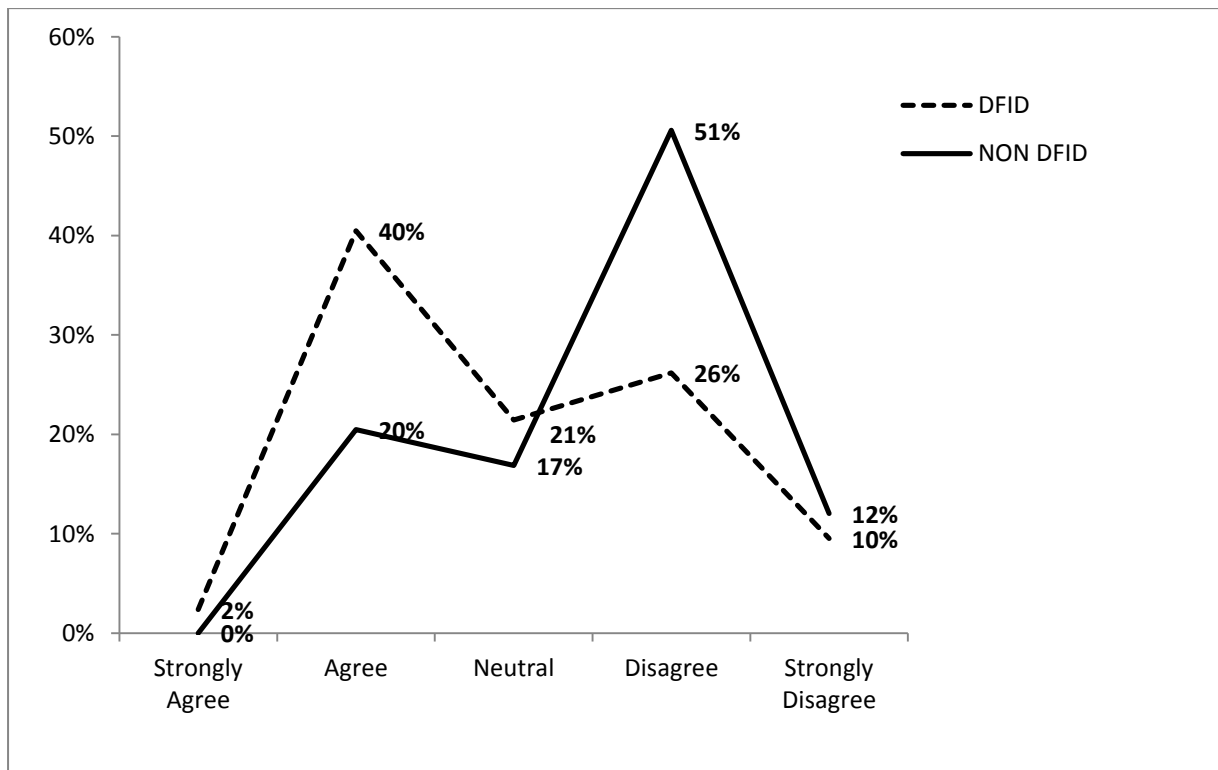
**Q27. When DFID mobilises contractors concerns and issues identified by (either side) during the bidding process are sufficiently addressed during the mobilisation/inception phase.**



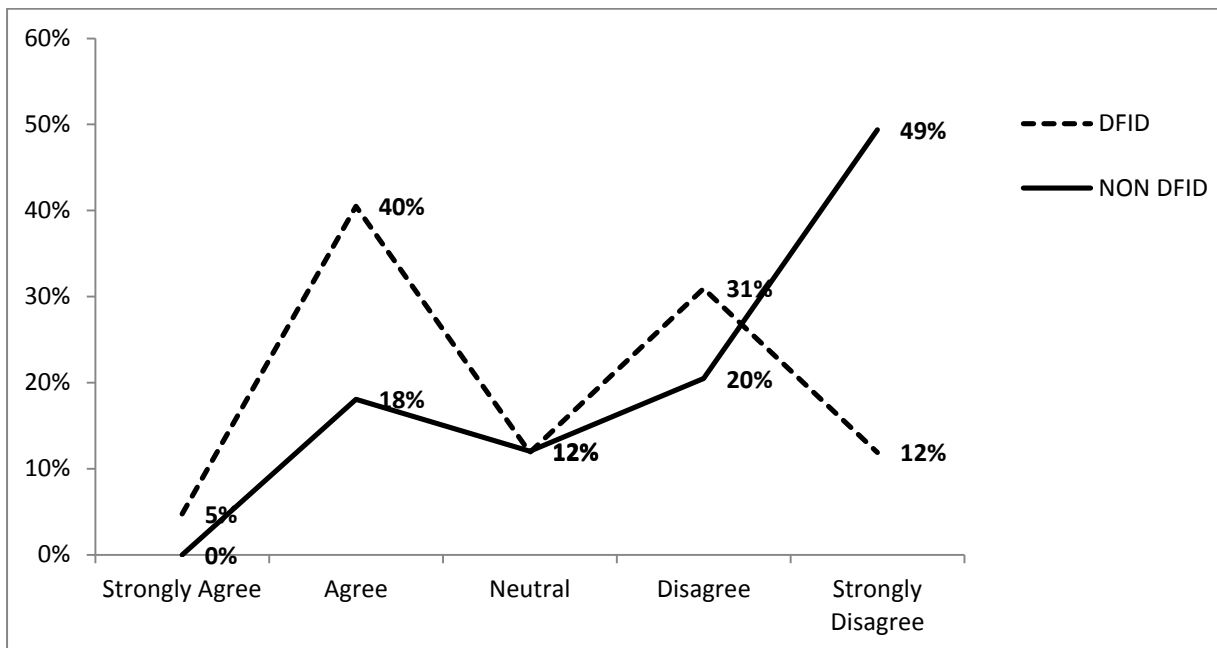
**Q28. When DFID mobilises contractors DFID's central Procurement Group are appropriately involved in the mobilisation/inception activities.**



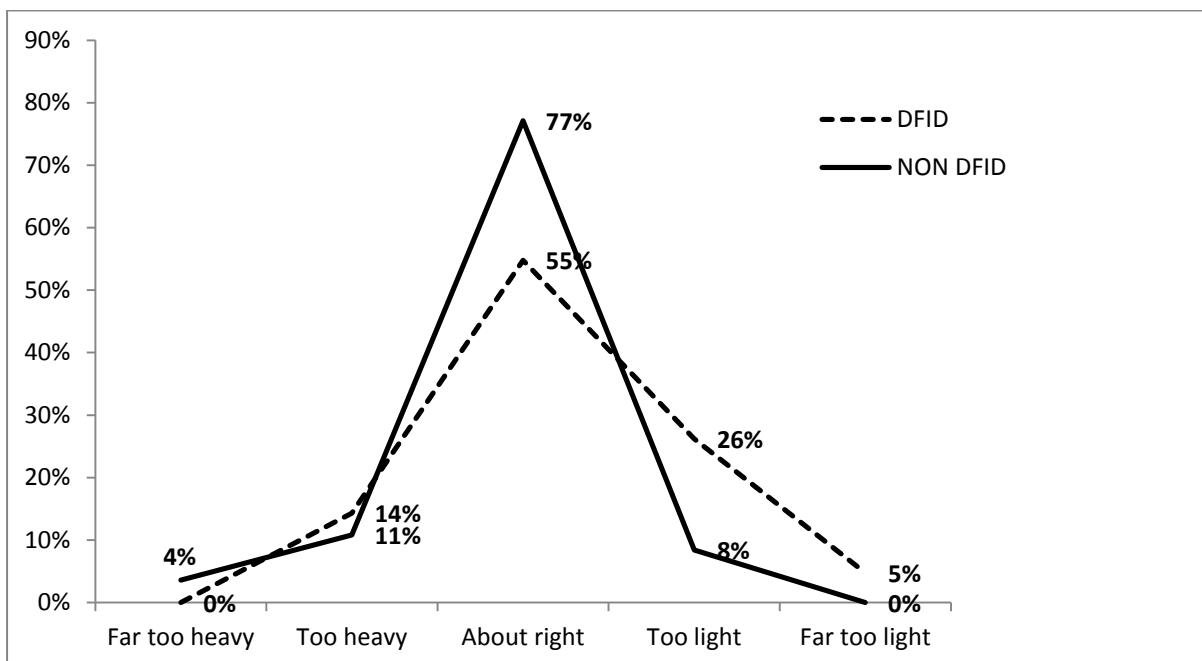
**Q29. DFID's Programme Managers competently manage contracts with private sector suppliers, from a commercial / value for money perspective.**



**Q30. DFID manages Contract Amendments in a timely way when changes are proposed.**

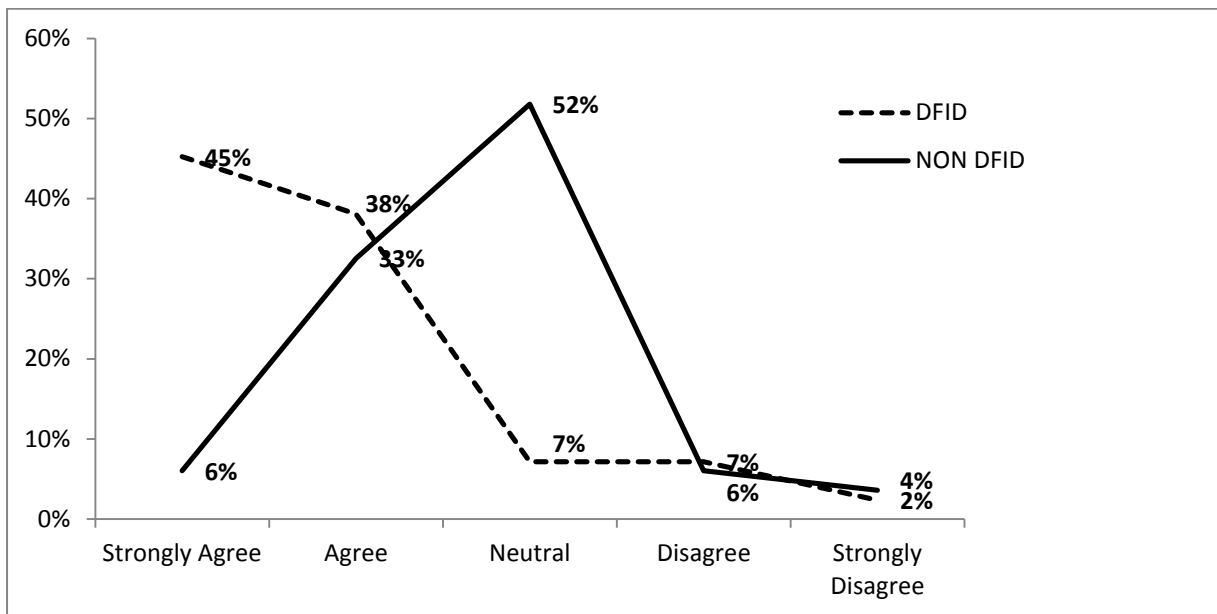


**Q31. The depth and quantity of performance reporting required during delivery is...**

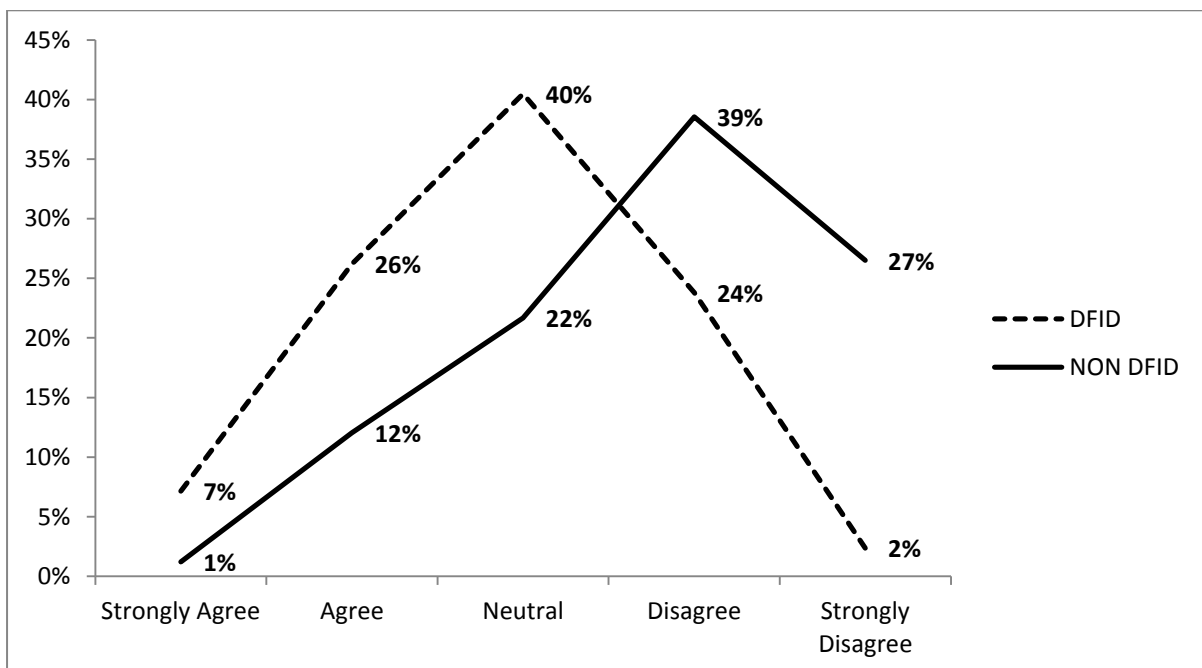




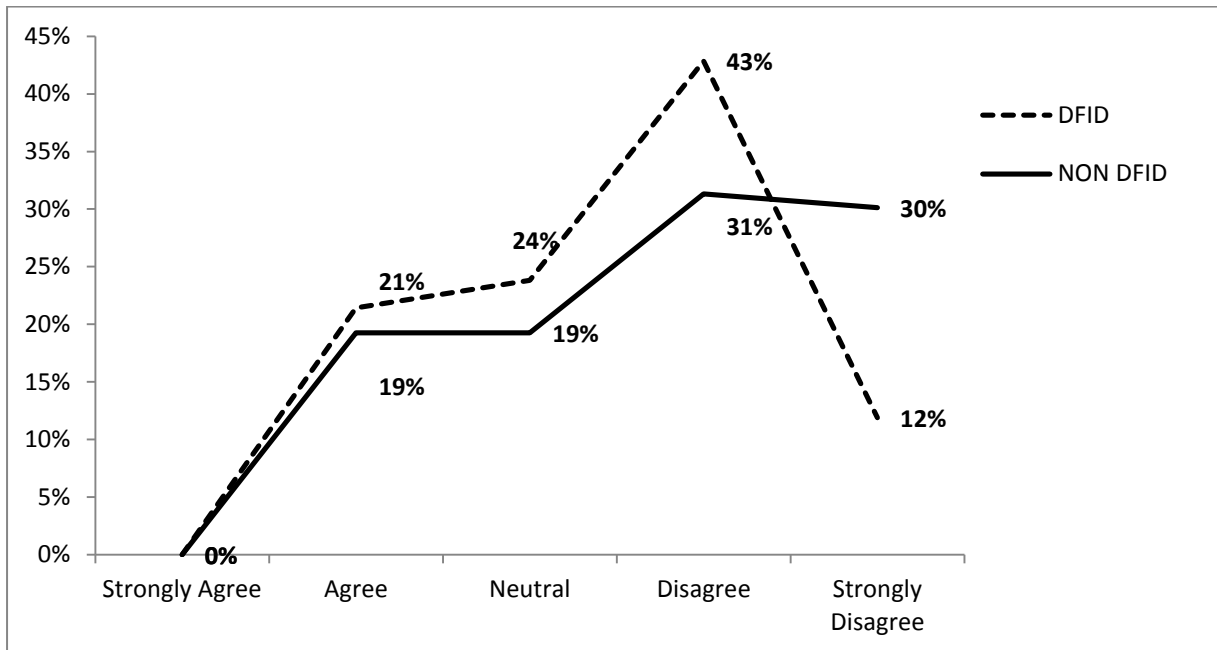
**Q32. DFID's deployment of in-country commercial advisers is a good idea.**



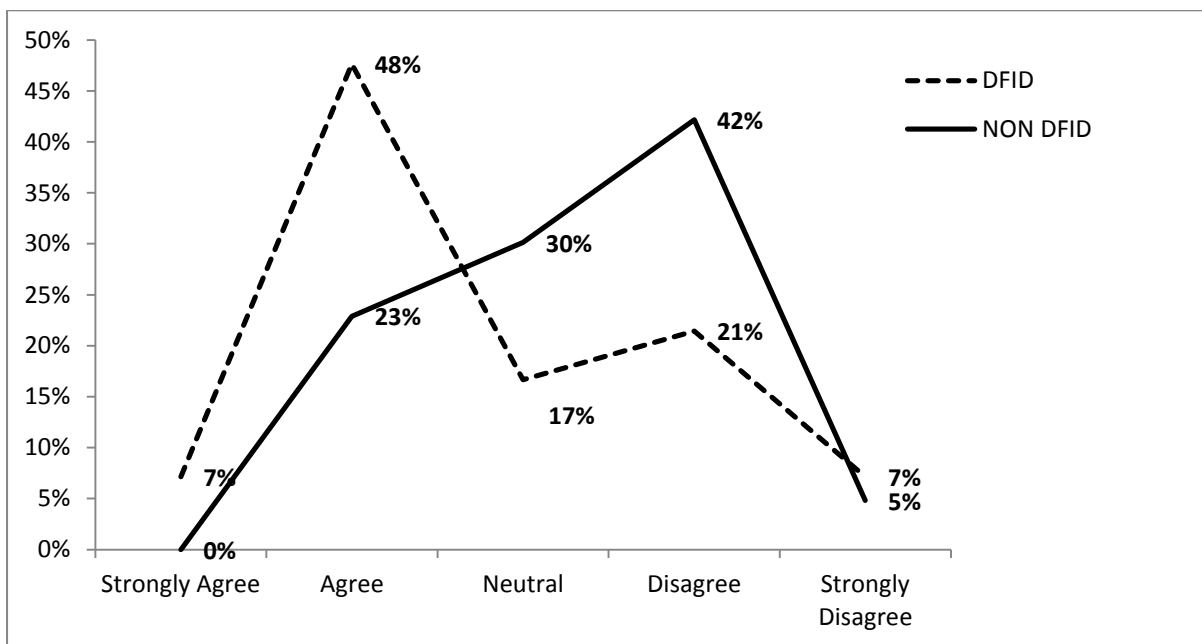
**Q33. DFID draws on general learning experiences from the previous use of contractors when designing new programmes.**



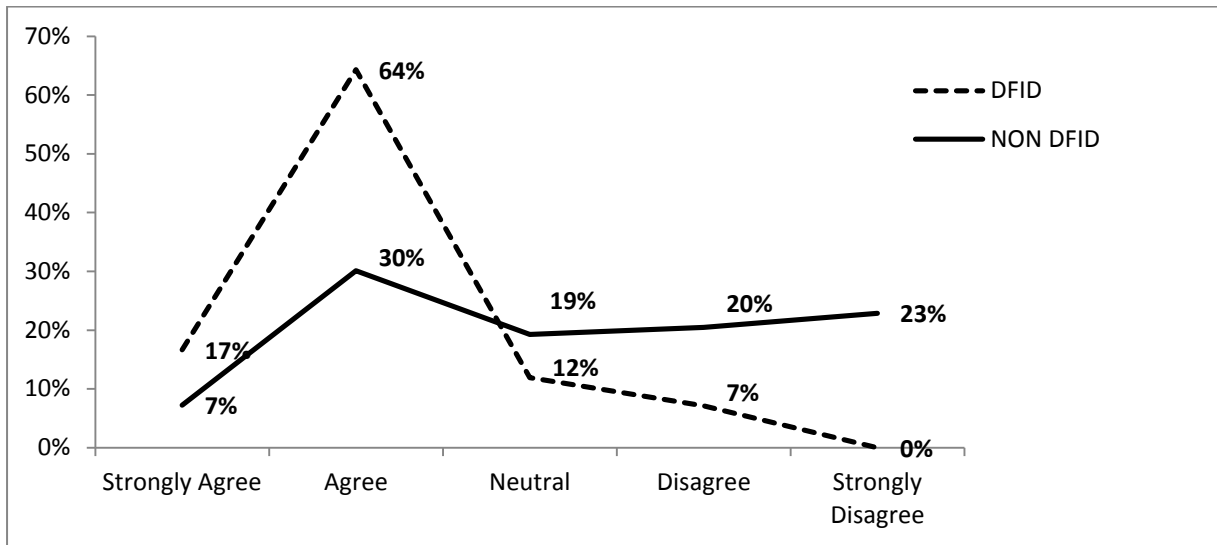
**Q34. DFID operates an effective feedback loop regarding specific contractor performance on individual programmes.**



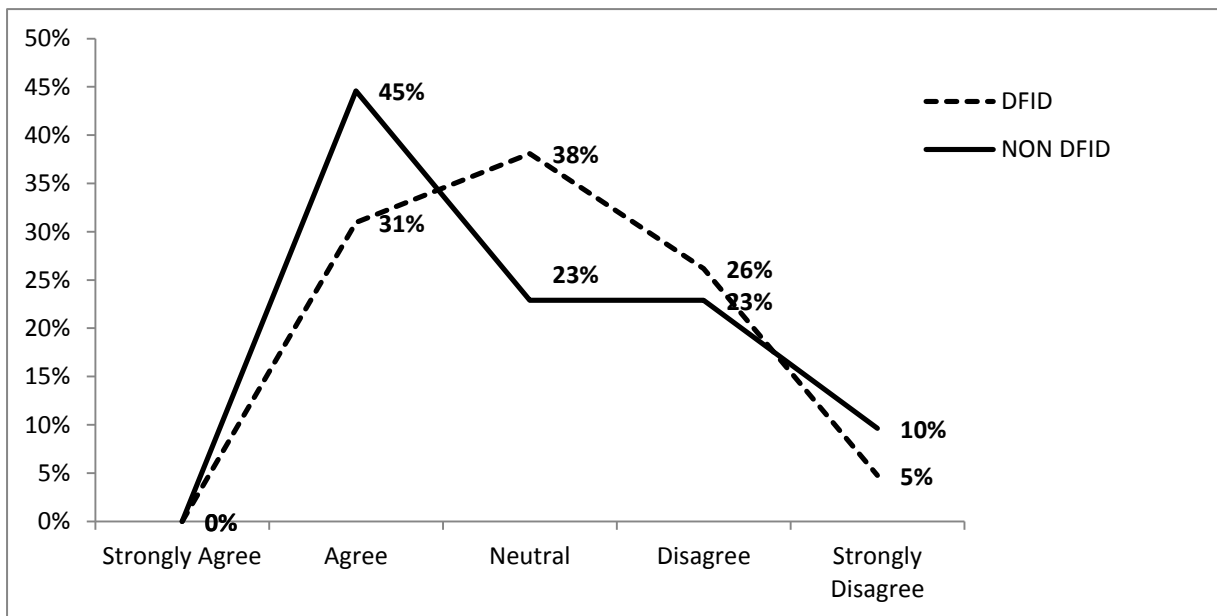
**Q35. DFID intervenes effectively when it identifies poor contractor performance.**



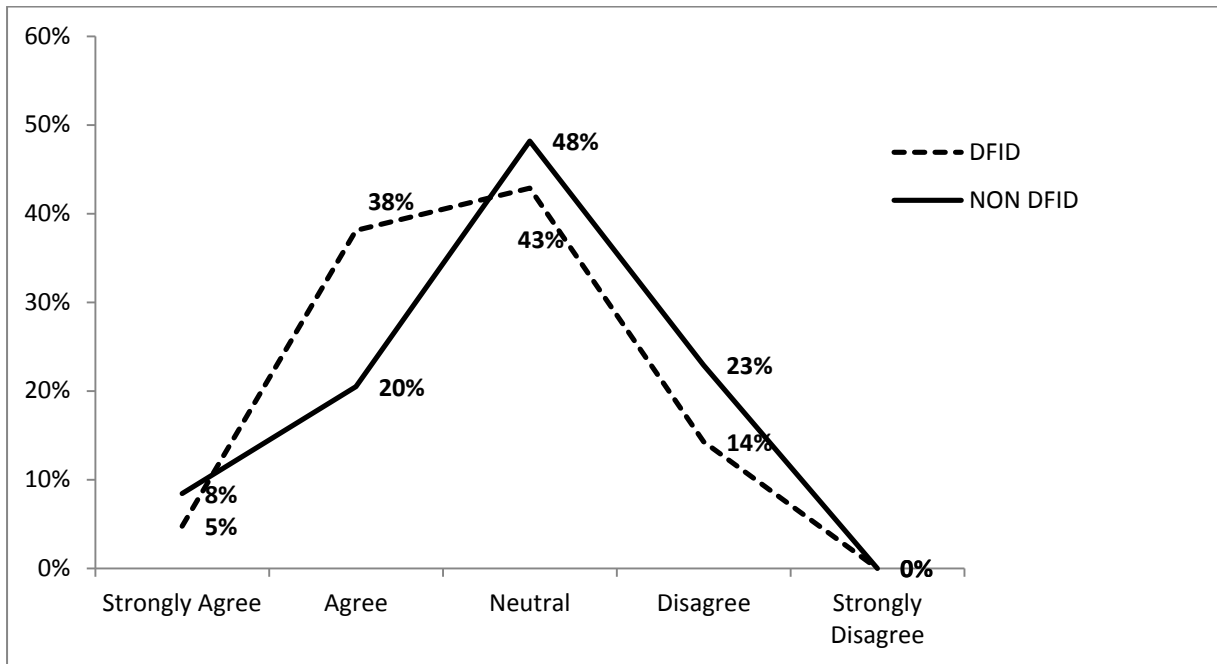
**Q36. DFID is receptive to innovation and/or suggested changes by contractors to improve performance or save money.**



**Q37. DFID ensures that fees and/or salaries paid to contractors/advisers do not distort national markets.**



**Q38. DFID ensures that contractors sub-contract and spend a significant amount of their available budget in the recipient country.**



**Q39. Contractors employed by DFID build up local expertise and so contribute to an enduring impact post-programme.**

