



Office of Inspector General

September 30, 2014

MEMORANDUM

TO: M/OAA, Director, Aman Djahanbani

FROM: IG/A/PA, Director, Jon Chasson /s/

SUBJECT: Review of USAID's Past Performance Evaluations for Partners
(Report No. 9-000-14-003-S)

This memorandum transmits our final report on the subject review. In finalizing the report, we considered your comments on the draft version and have included them in their entirety in Appendix II.

This report contains seven recommendations to improve USAID's past performance evaluations for partners. In comments on the draft report, your office agreed with all seven recommendations. We acknowledge management decisions on all seven recommendations. The Audit Performance and Compliance Division will determine final action after your office completes the proposed corrective actions.

Thank you and your staff for the cooperation and assistance extended to us during this review.

CONTENTS

Summary	1
Review Results	5
Users Found Past Performance Information Generally Informative, but Noted Limitations.....	5
Procurement Office Efforts Emphasized Evaluation Quantity Over Quality.....	8
Contracting Officers Did Not Properly Document Consideration of Past Performance.....	9
USAID Made Significant Progress in 2013, but Fell Short of Its Reporting Target	10
Agency Has Not Provided Adequate Oversight or Support for Use of Past Performance Data in Assistance Awards.....	12
Other Matter	14
Contractor Performance Assessment Reporting System Contains Inaccuracies	14
Recommendations	15
Evaluation of Management Comments	16
Appendix I—Scope and Methodology	18
Appendix II—Management Comments	20
Appendix III—USAID Users’ Comments on the Past Performance Information Retrieval System	24
Appendix IV—Survey Results	26

Abbreviations

The following abbreviations appear in this report:

ADS	Automated Directives System
COR	contracting officer’s representative
CPARS	Contractor Performance Assessment Reporting System
FAPIIS	Federal Awardee Performance and Integrity Information System
FAR	Federal Acquisition Regulation
OAA	Office of Acquisition and Assistance
OIG	Office of Inspector General
OMB	Office of Management and Budget
PPIRS	Past Performance Information Retrieval System

SUMMARY

More than 7 years after implementing a single government-wide repository of past performance information on federal contractors, the Office of Management and Budget (OMB) found performance evaluations incomplete, of poor quality, and lacking sufficient information. Both OMB and the Government Accountability Office¹ wrote that end users considered performance evaluations unreliable and irrelevant. OMB issued memorandums in July 2009 and January 2011 calling for improvements and issued another in March 2013 requiring federal agencies to reach 100 percent reporting compliance by 2015.²

In January 2013, USAID amended its Automated Directives System (ADS) Chapter 302, "USAID Direct Contracting," and issued a *Policy Guide for Assessment and Use of Contractor Performance and Integrity Information* to establish management controls for entering the required information into government-wide systems. USAID's 2013 policy guide does not address assistance (grants and cooperative agreements),³ although ADS 303, "Grants and Cooperative Agreements to Non-Governmental Organizations," requires staff making assistance awards to use past performance information.

Government systems used for entering and retrieving contractor performance and integrity information include the following:

- The Contractor Performance Assessment Reporting System (CPARS), a Web-based system operated by the Naval Sea Logistics Center, allows government staff to record contractor performance.
- The Past Performance Information Retrieval System (PPIRS), also operated by the Naval Sea Logistics Center, receives performance information from CPARS and makes it available for staff to use in contractor selection.
- The Federal Awardee Performance and Integrity Information System (FAPIIS), which interfaces with both CPARS and PPIRS, maintains contractor integrity information, such as terminations for cause or default and defective cost or pricing data.

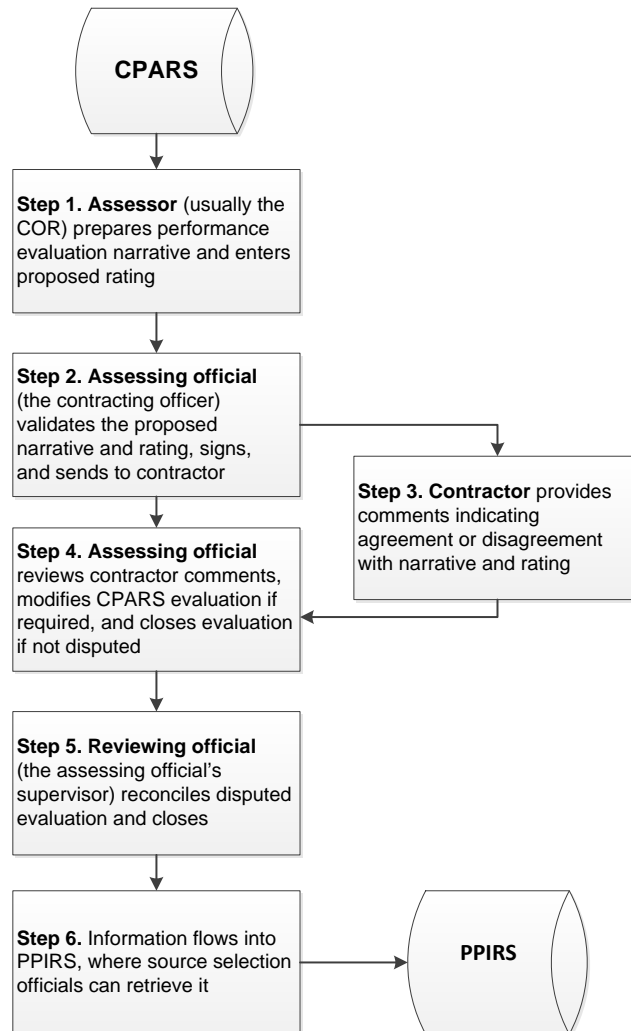
¹ Government Accountability Office, *Federal Contractors: Better Performance Information Needed to Support Agency Contract Award Decisions*, GAO-09-374, April 2009.

² OMB Office of Federal Procurement Policy, "Improving the Use of Contractor Performance Information," July 29, 2009; "Improving Contractor Past Performance Assessments: Summary of the Office of Federal Procurement Policy's Review, and Strategies for Improvement," January 21, 2011; and "Improving the Collection and Use of Information about Contractor Performance and Integrity," March 6, 2013.

³ ADS 304.3.2, "Identifying the Intended Purpose of the Award," states that USAID uses assistance to financially support, or "transfer" funds to an awardee "in its accomplishment of a public purpose," and uses acquisitions (procurement contracts) to obtain, or "exchange" funds for, a contractor's goods or services.

Figure 1 illustrates USAID’s performance evaluation process, roles, and responsibilities. Assessors are typically contracting officer’s representatives (CORs) who provide the assessing official (the contracting officer) with performance evaluation narratives and proposed ratings.⁴ The assessing official is responsible for the accurate and timely review and processing of past performance evaluations and ratings in CPARS. This report uses the term “contracting staff” to refer to contracting officers, contract specialists, and other staff receiving direction from the Office of Acquisition and Assistance (OAA). OAA oversees procurement for USAID and recruits, trains, and assigns contracting officers.

Figure 1. USAID Staff Roles and Responsibilities for Entering Information Into CPARS



Source: Modified from the Contractor Performance Assessment Reporting System brochure, September 2013 (www.cpars.gov).

⁴ FAR 1.6 defines a contracting officer as having the “authority to enter into, administer, and terminate contracts” on behalf of the U.S. Government. CORs are individuals who, in addition to their regular responsibilities, perform specific technical or administrative functions on behalf of and with written authorization from the contracting officer.

The Performance Audits Division of the Office of Inspector General (OIG) conducted this review to determine whether USAID is (1) producing informative contractor past performance and integrity information and (2) utilizing contractor past performance and integrity information when making source selection decisions.

OIG administered a survey to four cohorts: assessors, PPIRS users, assessing officials, and those awarding assistance. Reported results are based on survey results, respondent comments, and other information sources. We reached these conclusions:

- *USAID users found past performance information generally informative, but noted limitations* (page 5). About 75 percent of respondents to the OIG survey found that the information was detailed, relevant, and valuable and said it had influenced their choice of contractors. However, respondents' comments pointed out PPIRS limitations, including a lack of assessor objectivity, a system design not suited to capturing or retrieving USAID-relevant information, USAID staff turnover, and different perceptions of data quality standards.
- *Procurement office emphasized evaluation quantity over quality* (page 8). USAID updated Agency guidance to align its management controls for ensuring quality with the CPARS review and approval process. However, most of OAA's past performance efforts focused on completing more evaluation reports instead of on ensuring their quality. OAA has not developed performance metrics to measure and assess the quality of USAID's performance evaluations, provided assessing officials with tools to encourage and ensure consistent quality, or ensured that assessors understand the characteristics of quality evaluations.
- *Contracting officers did not properly document consideration of past performance* (page 9). Because of inadequate documentation, we could not determine the extent to which USAID staff considered contractor past performance in selecting contractors. Almost all contract files reviewed indicated that contracting officers considered contractor integrity, but more than one-third of files lacked adequate documentation showing consideration of past performance.
- *USAID made significant progress in 2013 but fell short of its reporting target* (page 10). OAA made past performance reporting a priority in 2013 and claimed to have improved reporting compliance from 11 percent to 42 percent; however, it did not achieve the 65 percent target set by OMB. Factors for the missed reporting goal may include OAA's communications, training, and support not reaching all Agency staff and staff not prioritizing performance evaluations.
- *The Agency has not provided adequate oversight or support for use of past performance data in assistance awards* (page 12). Survey respondents noted problems with guidance and obtaining reliable, timely, and comprehensive past performance information. OAA also does not comprehensively monitor or evaluate the use of past performance information for assistance awards.

While conducting our work, we noted problems with CPARS and USAID data, such as discrepancies and missing data (page 14). However, we did not assess whether or to what extent these observations may affect USAID's reporting accuracy.

OIG report findings highlight how USAID staff view the effectiveness of OAA's efforts. To ensure that USAID moves forward to strengthen the quality, reporting and use of past performance and integrity information, we recommend that OAA:

1. Implement a plan to address the limitations identified by survey respondents and other challenges known to hinder the collection, use, and quality of performance information, and provide OMB and the Naval Sea Logistics Center with a list of systemic challenges and recommendations to improve the Contractor Performance Assessment Reporting System.
2. Issue or revise policies to provide more detailed procedures for writing consistent evaluations, for documenting past performance and other considerations, for helping contracting officers communicate and enforce consistent performance evaluations, and for measuring and assessing evaluation quality.
3. Develop methods to improve consistency among its contracting officers, including their timely review of contractor performance evaluations and their documented use of past performance and integrity information when selecting contractors.
4. Test alternative and innovative methods to more effectively organize and communicate the office's policy, guidance, and resources, and to better support contracting and noncontracting staff at the missions and in Washington.
5. Implement a plan to widely distribute and monitor the training of both contracting and noncontracting staff at the missions and in Washington on past performance issues identified in this review.
6. Implement a strategy with the Administrator's assistance to increase the accountability of noncontracting staff for completing quality performance evaluations.
7. Issue or revise policy to provide clear, detailed procedures for obtaining and using reliable past performance information that assesses applicant suitability when awarding assistance instruments, and ensure consistency among its agreement officers, including their use and documentation of past performance information, when awarding assistance instruments.

Detailed results appear in the following section, followed by recommendations on page 15. Appendix I contains information on the scope and methodology. Appendix II presents OAA's management comments; our evaluation of them is on page 16. Appendix III summarizes USAID users' comments on PPIRS. Appendix IV provides the OIG survey results.

REVIEW RESULTS

Users Found Past Performance Information Generally Informative, but Noted Limitations

Federal regulation requires federal agencies to consider past performance information when awarding contracts. To help ensure that federal staff have access to useful and meaningful performance data for selecting contractors, OMB issued memos in 2009 and 2011 stating that performance evaluations should provide clear, comprehensive, accurate, and constructive information detailed enough to justify the performance ratings. The Government Accountability Office and OMB also recognized that user confidence depends on reliable and relevant information. OMB asked agencies to enhance management oversight by identifying improvements to CPARS and PPIRS. The Naval Sea Logistics Center also solicits recommendations for improvement.

OIG's survey indicates that USAID users generally considered information in PPIRS informative (Table 1).

Table 1. User Satisfaction With Past Performance Information in PPIRS

Statement	Experienced Users Who Agreed (%)
Information influenced my source selection decision	79
Information was valuable	78
Information provided enough detail for informed decisions during contractor selection	74
Information was relevant	74
Information accurately reflected performance	70
Information was easy to use	70
Information provided enough detail to justify the performance rating	67
Information was comprehensive	63
Information was consistently clear	59

However, survey respondents also identified limitations to the PPIRS information's usefulness.

Respondents commented that evaluation narratives lack objectivity and do not match ratings, which tend to be more positive. Respondents also acknowledged assessors' reluctance to give negative evaluations because contractors often refuse ratings other than exceptional, and settling disputes is time-consuming. Others do not give negative performance assessments because of poor documentation. One contracting officer said CORs often lack the confidence to hold contractors to contract terms or feel that contractor weakness reflects poorly on them. Nearly a quarter of PPIRS users (23 percent) view the information in PPIRS as unreliable due to the evaluating CORs' close working relationship with the contractors. Because evaluations are often vague, many PPIRS users indicated they contact past CORs to obtain more reliable information.

The Navy-maintained past performance systems do not meet all USAID-specific past performance information needs. USAID users noted challenges in searching for relevant evaluation reports in PPIRS. For example, PPIRS may contain multiple evaluations for a contractor that has worked in sectors such as agriculture or education, which are not relevant to a USAID contracting officer seeking a contractor for a health project. Additionally, information appears by business names, not by individuals' names. USAID staff noted that the quality of a contractor's performance depends not on the contracting business, but on the project team hired by the business, which differs by country and project. Respondents suggested that personnel information and descriptions of contractors' innovative approaches for addressing sector-specific challenges would be more relevant indicators of future performance.

Frequent staff reassignments limit the details provided in performance evaluations and therefore the usefulness of past performance information. USAID assessors acknowledged evaluating the performance of contractors of which they had limited knowledge. More than half (57 percent) of assessing officials indicated that assessors' reassignments affected performance evaluation quality, and 38 percent acknowledged that their own reassignments affected oversight.

To mitigate the effect of staffing changes, OMB requires assessors to document performance issues as they arise instead of at the end of performance periods, when critical details may have been forgotten. Likewise, OAA's policy guide requires assessors or assessing officials to start or complete evaluations before leaving their posts. Yet while most assessors (83 percent) reported that they regularly maintain files and communications, assessing officials and PPIRS users mentioned they have encountered insufficient documentation.

Different perceptions of data quality standards may also affect information usefulness. Perceptions of data quality standards varied between contracting officer and COR respondents, and between direct hires and Foreign Service Nationals.⁵ OIG's survey estimates that CORs make up about 76 percent of the USAID staff evaluating contractor performance in CPARS. Contracting officers, who use PPIRS for selecting contractors, generally viewed information quality—relevance, comprehensiveness, accuracy, and clarity—more positively than did CORs (Table 2), who may better understand the data limitations since they work directly with the contractors.

Direct-hire CORs consistently rated statements and situations more negatively than did Foreign Service National CORs (Table 3), with views of one characteristic (ease of use) differing by as much as 44 percent. Only 53 percent of direct-hire CORs felt PPIRS provided enough detail to justify the contractor's performance rating, compared with 82 percent of Foreign Service National CORs. Survey results show that Foreign Service Nationals and direct hires play significant and nearly equal roles in performance evaluations, with each group representing 42 percent of the evaluating CORs. Disparities in their views lead to inconsistent ratings and impressions of bias and inaccuracy, undermining both user reliance on and the effectiveness of PPIRS.

⁵ USAID direct-hire employees are noncontract, civilian employees. Foreign Service Nationals are non-U.S. citizens who work under contract to USAID missions abroad.

Table 2. Satisfaction With PPIRS: Differences Between Contracting Officers and Direct-Hire CORs

Statement	Contracting Officers/Direct-Hire CORs Who Agreed (%)
Information influenced my source selection decision	75 / 78
Information was valuable	74 / 62
Information provided enough detail for informed decisions for contractor selection	62 / 53
Information was relevant	75 / 57
Information accurately reflected performance	73 / 62
Information was easy to use	NA / 48
Information provided enough detail to justify the performance rating	61 / 55
Information was comprehensive	51 / 43
Information was clear	56 / 40

Note: Contracting officers are direct hires. This table compares direct-hire CORs with contracting officers.

Table 3. Satisfaction With PPIRS: Differences Between Foreign Service National CORs and Direct-Hire CORs

Statement	Foreign Service National CORs/ Direct-Hire CORs Who Agreed (%)
Information influenced my source selection decision	86 / 78
Information was valuable	94 / 62
Information provided enough detail for informed decisions for contractor selection	82 / 53
Information was relevant	88 / 57
Information accurately reflected performance	85 / 62
Information was easy to use	92 / 48
Information provided enough detail to justify the performance rating	81 / 55
Information was comprehensive	77 / 43
Information was clear	72 / 40

Respondents provided additional suggestions to improve PPIRS in the areas of past performance information quality, guidance, training, USAID support, and the CPARS platform. Comments are summarized in Appendix III.

Regarding the above limitations, OAA cannot make USAID-specific changes to CPARS or PPIRS, as these systems are maintained externally and used by the entire federal government. However, USAID can develop USAID-specific guidance and management controls to mitigate limitations and provide input to OMB and Naval Sea Logistics Center for system-wide CPARS improvements, as we advise in Recommendation 1 at the end of this report.

Procurement Office Emphasized Evaluation Quantity Over Quality

OMB's 2009 memorandum required federal agencies to incorporate management controls and develop metrics to measure, evaluate, and validate performance evaluation quality regularly. OMB's 2011 memorandum required federal agencies to strengthen their guidance on contractor performance reporting.

USAID updated Agency guidance in 2013 to address OMB requirements and changes in federal regulations on the collection of past performance information. The guidance established an evaluation review and approval process, delegating to assessing officials responsibility for reviewing evaluations' quality and validating assessors' proposed ratings and remarks.

Although OAA aligned its management controls for ensuring quality with the CPARS review and approval process, most of OAA's past performance efforts emphasized increased reporting. The office did not fully develop or disseminate quality measures, tools, and training, as detailed below:

1. OAA has not developed performance metrics to measure and assess the quality of USAID's performance evaluations.
2. OAA has not provided its assessing officials with tools to encourage and ensure consistent quality. Assessors noted that those who review evaluations have inconsistent expectations, with 46 percent of assessors saying expectations varied by assessing official, and 42 percent noting differences between missions or program offices.
3. OAA has not ensured that assessors understand the characteristics of quality evaluations. More than a quarter (28 percent) of assessing officials felt that OAA did not provide clear management guidance to help assessors prepare informative performance evaluations.
4. OAA also has not made training widely available to missions, effectively conveyed guidance, or publicized available resources to assessors (detailed in a later finding). Assessing officials noted they must do multiple reviews to strengthen evaluations, in large part because assessors lack training.

OMB's 2013 memorandum set quantitative goals for all agencies, but did not establish clear quality metrics, leading OAA to focus on quantity over quality.

Without developing quality metrics, OAA cannot characterize the quality of performance evaluations generated by USAID staff or systematically pinpoint needed improvements, such as additional guidance, training, or better communication. We underscore in Recommendations 2, 3, 4, and 5 at the end of the report the need for quality measures, detailed guidance, widely distributed training, and improved communication and outreach.

Contracting Officers Did Not Properly Document Consideration of Past Performance

Documentation acts as a management control to ensure proper consideration of and compliance with federal regulations. Federal Acquisition Regulation (FAR) 15.3 requires contracting officers to consider contractor past performance when negotiating competitive contracts exceeding certain dollar amounts and to document their consideration of contractor strengths, deficiencies, weaknesses, and risks in the contract file. FAR 9.1 requires contracting officers to use both past performance and integrity information in making a separate determination on whether the potential contractor is responsible and has the resources and integrity to carry out the assignment. FAR 15.3 differentiates past performance assessments from FAR 9.1 responsibility determinations.

Many contract files we reviewed lacked evidence of past performance consideration during source selection.⁶ Of the files provided, 90 percent indicated that contracting officers used integrity information as required by FAR 9.1. However, more than one-third (38 percent) did not contain adequate documentation to address the past performance requirements in FAR 15.3. Additionally, nearly one-third (31 percent) of the contract files reviewed rolled both past performance and integrity considerations into the responsibility determination. As a result of inadequate documentation, OIG could not determine the extent to which USAID staff considered contractor past performance in selecting contractors.

OAA's 2013 policy guide does not clearly differentiate the documentation requirements under FAR 15.3 and 9.1. The majority of assessing officials (83 percent) reported moderate to extensive awareness of the 2013 policy guide, yet 24 percent indicated that OAA could provide clearer guidance on recording past performance consideration in award decisions.

OAA's limited ability to monitor and evaluate the use of past performance and integrity information in contractor selection may also contribute to the lack of documentation. OAA relies on contracting officers to include details for considering past performance information in solicitations, thoughtfully consider the information obtained, and maintain contract files that document consideration. OAA's Evaluation Division, which spot-checks contract files from a few regions and bureaus annually, provides the only direct oversight for contracting officers. The evaluations do not examine in depth the use of past performance and integrity information, contracting officer consistency in assessing the information, or needed guidance or training.

Without proper documentation, OAA cannot determine the extent to which USAID staff complied with FAR 15.3 and 9.1 in selecting contractors. In addition, OAA's limited evaluations do not allow OAA to monitor for consistency, assess the use of past performance information in selecting contractors, or identify needed guidance and training. Recommendations 2 and 3 at the end of this report urge OAA to clarify requirements and to ensure consistent contracting officer practices.

⁶ OIG requested 81 contract files from contracting officers but received only 54.

USAID Made Significant Progress in 2013, but Fell Short of Its Reporting Target

OMB's 2013 memorandum stressed the timely entry of contractor performance into CPARS and set compliance goals for all agencies. It required USAID to report the performance of 65 percent of contractors by 2013, 80 percent by 2014, and 100 percent by 2015. OMB also asked federal agencies to address training needs, implement report evaluation compliance, practice "aggressive oversight, implement rigorous internal controls," and develop strategies for evaluating and validating timeliness, including addressing delinquent or incomplete reports.

OAA made past performance reporting a priority in 2013 to meet the goal. The office added to its home page a past performance toolbox with USAID-specific references and Web links to official CPARS and PPIRS Web sites, training, and other resources. OAA also developed a 2013 past performance reporting improvement plan. In 2013, OAA updated its past performance policy guide, set quarterly goals, provided USAID-specific training, and designated 2 months as Past Performance Months. During these months, OAA hosted three CPARS workshops and devoted 3 days to assistance with performance reporting. OAA issued Agency-wide notices announcing updated guidance, stressing the significance of past performance evaluations, and promoting available training. OAA sent monthly status reports listing delinquent evaluations to senior Agency officials for each mission and Washington bureau and office. OAA also communicated reporting status and past performance developments to contracting staff through its weekly newsletter. According to OAA, reporting compliance improved from 11 percent in 2012 to 42 percent by October 2013.

Despite OAA's efforts, USAID did not meet its 2013 reporting target, and many of OAA's communiques, training sessions, and other forms of support primarily reached Washington and contracting staff. For example:

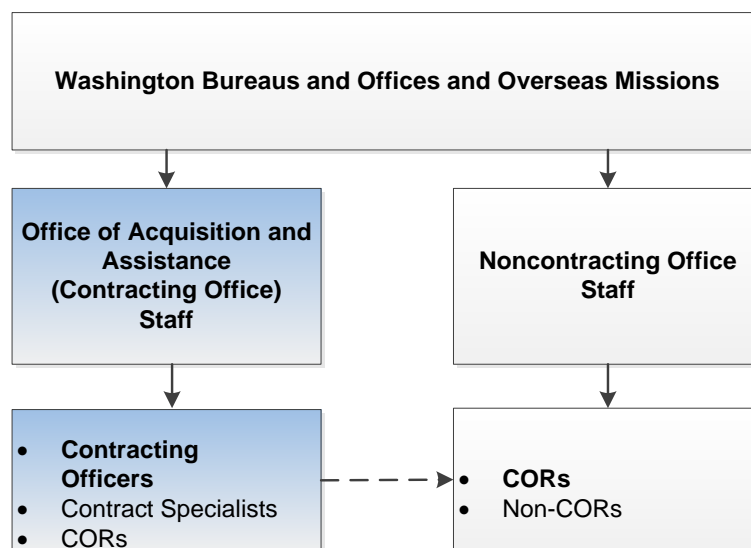
- OAA issued Agency-wide notices to announce the updated past performance guidance, training, and requirements; however, only 50 percent of assessors said guidance had been widely communicated, suggesting OAA's communication may not be effective.
- During the Past Performance Months, OAA scheduled workshops and provided 3 days of one-on-one writing assistance for Washington staff. OAA provided missions with a video conferencing option; however, none participated. OAA also canceled two workshops because of lack of interest.
- OAA created a training course with a CPARS component for USAID contracting staff and noncontracting office CORs,⁷ but provided the course only to missions and Washington bureaus and offices that request and fund it. Consequently, OAA held the training at only one of more than 65 missions in 2013 and scheduled 2014 training for three other missions. Training sign-in sheets showed that contracting staff made up most of the trainees, with no project staff in attendance. OAA officials indicated that USAID staff can take nonmandatory, government-wide, Web-based CPARS training provided by the Naval Sea Logistics Center; however, the majority of assessors in the survey (74 percent) said they never received any CPARS training.

⁷ OIG did not assess the comprehensiveness or effectiveness of OAA's training as part of this review.

Survey results suggest other factors for the missed reporting goal. They include performance evaluations not being integrated into USAID’s culture and operations, management not valuing them, and both assessors and assessing officials prioritizing them lower than their other responsibilities. Staff workload and perception of impact both pose challenges for completing performance evaluations. Nearly half (47 percent) of USAID staff viewed performance evaluations as time-consuming and burdensome. Survey results indicate that most assessors (66 percent) typically finish their evaluations in less than a day, but some (22 percent) require up to a week, and others (12 percent) need more time. One assessing official noted greater delays with negative evaluations, which require management clearances. Only 55 percent of direct-hire assessors felt their evaluations influenced source selection, reducing incentive to do them. Respondents suggested better coordination and support between the contracting and noncontracting offices and timing evaluations to coincide with scheduled projects.

OAA officials attributed USAID’s limited compliance to their lack of authority over noncontracting office CORs. (Figure 2 illustrates USAID’s general reporting structure.) Only 48 percent of assessing officials believed they could hold assessors accountable for completing evaluations.

Figure 2. USAID Reporting Structure



Note: Solid lines are reporting or supervisory lines; the dashed line indicates coordination only.

To encourage compliance, OAA provided senior mission and Washington officials with monthly status reports of delinquent evaluations; however, OAA indicated mixed outcomes. OAA also considered giving incentives for timely evaluations, but only 31 percent of survey respondents considered incentives and recognition effective motivators. In comparison, 76 percent of respondents considered immediate management directives effective, and 60 percent thought factoring completion of contractor evaluations into performance appraisals would be effective.

Although 28 percent of USAID CPARS assessors acknowledged that they rarely or never complete evaluations on time, survey results in Table 4 suggest that other reviewers and approvers directly under OAA’s authority also cause delays.

Table 4. Timeliness of CPARS Completion, Review, and Approval

Statement	Oversight Staff Who Agreed (%)
Assessors completed CPARS evaluations within 30 days of the end of the annual rating period, or the end of the contract	34
Assessing officials validated CPARS reports within 30 days of report completion	57
Contractors commented on their performance reports within 30 days of receipt	57
Assessing officials finalized CPARS reports within 30 days after receiving contractor input or after contractor input was due	57
When contractors disputed their evaluations, reviewing officials made final determinations on report content within 30 days	45

Assessors also noted that CPARS limitations and delayed technical and systems support from the contracting office discourage timely evaluations. Table 5 lists the issues assessors raised.

Table 5. Technical CPARS Issues That USAID Assessors Raised

Topic	Comment
USAID Technical Support	<ul style="list-style-type: none"> • Preloaded contract information was inaccurate, with long correction times • CPARS access was not provided timely • Password lockouts were addressed slowly
CPARS	<ul style="list-style-type: none"> • USAID staff continued to receive automatic reminders for completed evaluation reports and for contracts that had been reassigned • Some staff did not receive automatic reminders or received them irregularly • The automatic log-out time for CPARS was too short • Incomplete actions from past years prevented entries in subsequent years • Assessing officials were able to view CPARS evaluations only for contracts they initiated, not contracts assigned to them, making contract and assignment errors difficult to correct

Note: Survey respondents provided the above comments. OIG did not assess their validity or the degree to which OAA has addressed the issues.

OAA has invested time and resources in improving contractor performance reporting. Although OAA made strides in 2013, surveyed CORs asked for better communication, guidance, and training. To help the Agency reach OMB's reporting target of 100 percent by fiscal year 2015, we urge OAA to improve its communication and outreach, make training widely available, and work with the Administrator to increase the accountability of noncontracting staff, as noted in Recommendations 1, 4, 5, and 6 at the end of this report.

Agency Has Not Provided Adequate Oversight or Support for Use of Past Performance Data in Assistance Awards

USAID's Procurement Executive's Bulletin No. 2011-02 requires agreement officers (the counterparts of contracting officers for assistance awards—grants and agreements) to carry out

due diligence to determine awardee responsibility. ADS 303, "Grants and Cooperative Agreements to Non-Governmental Organizations," requires the use of past performance information in awarding grants and cooperative agreements but limits the sources of that information to PPIRS and past performance references provided by applicants, unless expressly stated in the application request. After assistance awards are made, ADS does not require agreement officers to evaluate awardees' performance.

Most survey respondents (94 percent) considered past performance information useful in making assistance awards, and 85 percent reported that they obtained past performance information when awarding assistance. Yet they identified the following problems with the guidance, the available information, and the process of obtaining and using information:

- *Guidance not clear.* OAA's Web site offers a list of regulations, policies, and guidance on assistance; however, OAA officials noted that only ADS 303 and Procurement Executive's Bulletin 2011-02 pertain to past performance. One-third of survey respondents indicated that USAID does not provide clear guidance on using past performance information in making assistance awards.
- *Information from some references not reliable or timely.* Only 55 percent of respondents were able to access reliable past performance information on assistance awards from the references provided. Others commented on the lack of timely response from references.
- *Available information not comprehensive.* One respondent noted that a recipient's financial management history would be useful for determining responsibility. Another respondent noted the usefulness of recording a recipient's capacity to perform the work, its understanding of USAID requirements, and any involvement in fraudulent activities.
- *Use of information not adequately monitored.* Except for limited spot checks by its Evaluation Division, OAA does not comprehensively monitor or evaluate the use of past performance information for assistance awards.
- *No internal database.* No government-wide past performance information database like PPIRS exists for assistance awards, nor does USAID maintain an internal database. According to 88 percent of respondents, a centralized past performance database for assistance would be useful. OAA officials, however, believe that such a system must be established government-wide.

OAA officials indicated that they did not champion past performance activities for assistance awards because OMB's mandates do not include assistance.

According to OAA, USAID devoted 48 percent of fiscal year 2012 spending to assistance awards, compared with 32 percent for contracts. Limited and poorly publicized resources on past performance information increase the risk of USAID making awards to irresponsible partners. Without systematic oversight, OAA also cannot verify the extent to which USAID staff considered past performance or identify areas needing additional guidance or training. Therefore, we urge OAA to implement Recommendations 3, 4, and 7 at the end of this report.

OTHER MATTER

Contractor Performance Assessment Reporting System Contains Inaccuracies

To determine the reliability of CPARS and USAID data, OIG attempted to reconcile CPARS information with USAID's current Global Acquisition and Assistance System; its previous and now inactive Electronic Procurement Information Collection System; and the government-wide Federal Procurement Data System – Next Generation. The current system allows the Agency to manage all acquisition and assistance awards through a single online system. Contractual actions from it automatically transfer to the government-wide system, which collects all federal procurement data. Every month, OAA manually identifies contracts in the inactive system not entered into the current one, and contracts not maintained in any system for transfer to the government-wide system, which feeds into CPARS. Because OAA does not have documented reconciliation procedures, OIG was unable to test the different systems thoroughly for data reliability. While we determined that CPARS data were reliable for our sample, we noted the following problems:

- Chronological discrepancies with CPARS data (e.g., contracts ending on the contract start date).
- Incomplete or incorrect fields (e.g., incorrect or missing past performance periods, completion date omissions, or missing due dates) that could lead to the inaccurate designation of evaluation status (current, due, overdue, final, or unregistered).
- CPARS automatically overriding the delinquent status of old performance evaluations upon the entry of new evaluations, thus limiting accountability for incomplete past entries.

We did not assess whether or to what extent these observations may affect reporting accuracy. Therefore, we make no recommendation but are notifying OAA of our concerns.

RECOMMENDATIONS

Recommendation 1. *We recommend that the Office of Acquisition and Assistance implement a plan to address the limitations identified by survey respondents and other challenges known to hinder the collection, use, and quality of performance information and provide the Office of Management and Budget and the Naval Sea Logistics Center with a list of systemic challenges and recommendations to improve the Contractor Performance Assessment Reporting System.*

Recommendation 2. *We recommend that the Office of Acquisition and Assistance issue or revise policies to provide more detailed procedures for writing consistent evaluations, for documenting past performance and responsibility considerations, for helping contracting officers communicate and enforce consistent performance evaluations, and for measuring and assessing evaluation quality.*

Recommendation 3. *We recommend that the Office of Acquisition and Assistance develop methods to improve consistency among its contracting officers, including their timely review of contractor performance evaluations and their documented use of past performance and integrity information when selecting contractors.*

Recommendation 4. *We recommend that the Office of Acquisition and Assistance test alternative and innovative methods to more effectively organize and communicate the office's policy, guidance, and resources and to better support contracting and noncontracting staff at the missions and in Washington.*

Recommendation 5. *We recommend that the Office of Acquisition and Assistance implement a plan to widely distribute and monitor the training of both contracting and noncontracting staff at the missions and in Washington on past performance issues identified in this review.*

Recommendation 6. *We recommend that the Office of Acquisition and Assistance implement a strategy with the Administrator's assistance to increase the accountability of noncontracting staff for completing quality performance evaluations.*

Recommendation 7. *We recommend that the Office of Acquisition and Assistance issue or revise policy to provide clear, detailed procedures for obtaining and using reliable past performance information that helps make positive determinations of applicant responsibility when awarding assistance instruments; and ensure consistency among its agreement officers, including their use and documentation of past performance information, when awarding assistance instruments.*

EVALUATION OF MANAGEMENT COMMENTS

OAA agreed with all seven recommendations and provided detailed information regarding planned corrective actions. We agree with OAA's management decisions on all recommendations. A detailed evaluation of management comments follows.

Recommendation 1. OAA agreed with the recommendation. OAA decided to implement a plan to address key limitations identified by survey respondents and to write a memorandum to OMB and Naval Sea Logistics Center detailing suggestions for improvement. We acknowledge OAA's management decision, with final action expected by September 30, 2015.

Recommendation 2. OAA agreed with the recommendation and made a management decision to clarify and supplement its policy based on the information in this report. Final action, expected by September 30, 2015, requires OAA to include procedures for implementing consistency, for documenting consideration of past performance information, and for measuring and assessing evaluation quality. We acknowledge OAA's management decision.

Recommendation 3. OAA agreed with the recommendation and proposed to (1) provide OAA divisions and programming offices with accountability reports, (2) make auditing of past performance assessments part of the Evaluation Division reviews, (3) maximize the use of the Agency Secure Image & Storage Tracking System to improve past performance assessment consistency and oversight, (4) improve access to reference materials, (5) promote training enrollment and completion, and (6) publicize guidance. Final action is expected by September 30, 2015. We acknowledge OAA's management decision.

Recommendation 4. OAA agreed with the recommendation and proposed to reorganize and add to the past performance information on its Web site, compile a distribution list for CORs, create a section for CORs in my.usaid.gov, and encourage staff to follow my.usaid.gov communications on past performance. Final action, expected by September 30, 2015, requires OAA to test, or demonstrate, that these methods more effectively organize and communicate OAA's policy, guidance, and resources and better support USAID staff at the missions and in Washington. We acknowledge OAA's management decision.

Recommendation 5. OAA agreed with the recommendation and proposed to adapt its CPARS workshop into an online training course, require CPARS training for COR designation, upload past performance training certificates into the Federal Acquisition Institute Training Application System, and regularly publicize training courses. OAA officials expected evidence demonstrating implementation of these actions to be available by September 30, 2015. We acknowledge OAA's management decision.

Recommendation 6. OAA agreed with the recommendation and made a management decision to ask the Administrator both to issue an annual notice and to communicate regularly with USAID's assistant administrators and mission directors on past performance compliance. OAA officials expected evidence demonstrating implementation of this corrective action to be available by September 30, 2015. We acknowledge OAA's management decision.

Recommendation 7. OAA agreed with the recommendation and proposed to review all regulations, policies, and guidance for assistance awards and revise ADS 303 to address the topics identified in the finding. In addition, OAA proposed to maximize its use of the Agency Secure Image & Storage Tracking System to review agreement officers' use and documentation of past performance information. We acknowledge OAA's management decision, with final action expected by September 30, 2015.

SCOPE AND METHODOLOGY

Scope

OIG conducted this review in accordance with the *Quality Standards for Inspection and Evaluation*, as issued in 2012 by the Council of the Inspectors General on Integrity and Efficiency.

The review was to answer two questions:

1. Is USAID producing informative contractor past performance and integrity information?
2. Is USAID utilizing contractor past performance and integrity information when making source selection decisions?

The scope of the review covered performance evaluation reports due and source selections made from October 1, 2011, to May 29, 2013. In addition to contractor performance and integrity information, OIG reviewed OAA's guidance for using past performance information in making assistance awards. OIG performed fieldwork from May 29 to September 19, 2013. We conducted additional fieldwork from January 8 to February 12, 2014. This work focused on OAA's activities occurring after September 19, 2013, including the establishment of its professional development and training division. The Performance Audits Division managed the review and conducted fieldwork in Washington, D.C.

Methodology

In planning and performing the review, we studied applicable regulations and OMB memorandums to identify past performance expectations and requirements. We reviewed USAID and OAA policy and guidance and met with officials in OAA to obtain an understanding of its activities and management controls. We also worked with OAA technical staff and staff at the Naval Sea Logistics Center, which maintains CPARS, to understand the systems involved with past performance information. We obtained copies of the CPARS database, as well as copies of USAID databases feeding into CPARS.

To answer the first review objective, we assessed compliance, timeliness, and completeness through database and survey analyses; consistency, comprehensiveness, clarity, organization, and formatting through a survey of PPIRS users; and accuracy through a survey of employees entering data into CPARS and through a review of the contracting office's oversight process.

OAA staff provided us with a list of contracting officers and CORS involved in awarding contracts and preparing performance evaluations from October 1, 2011, to May 29, 2013. Those 961 individuals formed the universe for our testing. Of these, 904 received the survey and 73 percent responded. We did not project the survey results to all USAID employees.

To answer the second review objective, we analyzed documents in 54 out of 81 randomly selected contract files. We determined whether the files contained documentation to meet requirements in FAR 15.3 and FAR 9.1. We could not project to the entire universe of contract

files because we did not receive all requested contract files. We also gauged USAID's consideration of past performance and integrity information through survey questions.

We interviewed OAA staff and reviewed documentation on OAA's efforts to address contractor past performance. We examined documentation and OAA's policy guide for activities supporting quality evaluations. We interviewed OAA staff about USAID's results on the 2013 performance evaluation reporting target. We also reviewed the Agency's guidance on using past performance and integrity information for assistance agreements and interviewed OAA staff about plans to improve processes and management controls for assistance agreements.

MANAGEMENT COMMENTS



September 26, 2014

MEMORANDUM FOR: IG/A/PA Director, Jon Chasson

FROM: M/OAA Director, Aman Djahanbani /s/

SUBJECT: OIG Review of Past Performance Evaluations for Partners

The Bureau for Management, Office of Acquisition and Assistance (M/OAA) has received and considered the information and recommendations in your Review of Past Performance Evaluations for Partners. Thank you for the opportunity to review the report and to provide comment.

Improving USAID past performance reporting is a key priority for the Agency. The Agency is dedicated to improving contractor past performance evaluations. We have made more progress on past performance in the past two years than the Agency has been able to do ever before. From January 2013 to September 2014, the Agency increased its reporting rate from 10% to 60%. We made this progress through a combination of strategies: increased communication to Agency staff and leadership, an extensive, on-going revision of policy, and the development and promotion of new training. We have also instituted a comprehensive tracking system to better hold Agency staff accountable for progress.

To a large extent, OIG's report calls for improvements to actions already taken or that are in process. We welcome the insight OIG gained through its research and have carefully considered the content and recommendations contained in this report.

We find the seven recommendations included in the report to be acceptable. In the attached document, we have proposed several courses of action that we believe will best address the issues identified and also build on our prior success.

Attachments:
OIG Recommendations and M/OAA's Response

Attachment 1:**M/OAA's Response to OIG Recommendations**

Recommendation 1. We recommend that the Office of Acquisition and Assistance implement a plan to address the limitations identified by survey respondents and other challenges known to hinder the collection, use, and quality of performance information and provide the Office of Management and Budget and the Naval Sea Logistics Center with a list of systemic challenges and recommendations to improve the Contractor Performance Assessment Reporting System.

We agree with the recommendation. Consistent with this recommendation, we will:

- Write a memorandum to OMB and NAVSEA detailing our suggestions for improvement.
- Create and implement a plan to address some of the key limitations identified by survey respondents.

Recommendation 2. We recommend that the Office of Acquisition and Assistance issue or revise policies to provide more detailed procedures for writing consistent evaluations, for documenting past performance and responsibility considerations, for helping contracting officers communicate and enforce consistent performance evaluations, and for measuring and assessing evaluation quality.

We agree with the recommendation. M/OAA is currently in the process of revising the Policy Guide for Assessment and Use of Contractor Performance and Integrity Information (302mbh_041013) to provide more specific guidance to contracting staff on past performance reporting. When these revisions are finalized they will also address the recommendations contained in the OIG report. In response to this recommendation, we will:

- Clarify and supplement policy based on the information in this report.

Recommendation 3. We recommend that the Office of Acquisition and Assistance develop methods to improve consistency among its contracting officers, including their timely review of contractor performance evaluations and their documented use of past performance and integrity information when selecting contractors.

M/OAA agrees with this recommendation. In response to this recommendation, we will:

- Provide M/OAA divisions and programming offices with accountability reports detailing delinquent contractor performance evaluations for which they are responsible.
- Include the auditing of past performance assessments in M/OAA Evaluation Division's regular reviews.
- Maximize M/OAA use of the Agency Secure Image & Storage Tracking (ASIST) system, which will improve consistency by increasing access to and oversight of past performance assessments completed by Missions and offices.
- Improve access to useful reference materials and promote enrollment and completion of useful training courses.
- Publicize policy guidance related to contractor past performance assessments and use of past performance in evaluation and selection of contractors.

Recommendation 4. We recommend that the Office of Acquisition and Assistance test alternative and

innovative methods to more effectively organize and communicate the office's policy, guidance, and resources and to better support contracting and noncontracting staff at the missions and in Washington.

M/OAA agrees with the recommendation. In response to this recommendation, we will:

- Organize past performance information in M/OAA websites to be more intuitive to users and add information as needed.
- Create a “COR” sub-subject in my.usaid.gov and work to create a COR mail list to distribute important acquisition information.
- Create a “Past Performance” subsubject in my.usaid.gov and encourage all applicable contracting and noncontracting staff to follow communications there.

Recommendation 5. *We recommend that the Office of Acquisition and Assistance implement a plan to widely distribute and monitor the training of both contracting and noncontracting staff at the missions and in Washington on past performance issues identified in this review.*

M/OAA agrees with this recommendation. In response to this recommendation, we will:

- Make training mandatory as part of the qualifications required for COR designation and fully incorporate the USAID-developed CPARS Workshop into the FAC-COR required courses.
- Ensure that certificates for all mandatory past performance training courses are uploaded into the Federal Acquisition Institute Training Application System (FAITAS) prior to assignment as CO or COR.
- Adapt the “CPARS Workshop” training to an online training that can be accessed by staff worldwide.
- Ensure the availability of these training courses is publicized on a regular basis.

Recommendation 6. *We recommend that the Office of Acquisition and Assistance implement a strategy with the Administrator's assistance to increase the accountability of noncontracting staff for completing quality performance evaluations.*

M/OAA agrees with this recommendation. In response to this recommendation, we will:

- Request that the Administrator issue an annual notice related to past performance.
- Communicate regularly with Agency Assistant Administrators and Mission Directors on past performance compliance.

Recommendation 7. *We recommend that the Office of Acquisition and Assistance issue or revise policy to provide clear, detailed procedures for obtaining and using reliable past performance information that helps make positive determinations of applicant responsibility when awarding assistance instruments; and ensure consistency among its agreement officers, including their use and documentation of past performance information, when awarding assistance instruments.*

M/OAA agrees with this recommendation. In response to this recommendation, we will:

- Review all regulations, policies and guidance that are currently available for assistance awards and revise ADS Chapter 303 to better address these topics.

- Maximize M/OAA use of the Agency Secure Image & Storage Tracking (ASIST) system, which will enable M/OAA/E to have increased access to past performance information to review agreement officers' use and documentation of past performance information, when awarding assistance instruments.

Target Completion Date:

We will plan to complete these actions within a year following OIG's official publication of this report.

Conclusion

The Agency has dedicated significant time and resources towards improving compliance with past performance reporting standards and principles set by the Office of Management and Budget. Through growing cooperation across the Agency and leadership provided by M/OAA, we have witnessed and continue to witness significant improvement from these on-going efforts.

The OIG Review of Past Performance Evaluations for Partners provides the Agency with useful insights. OIG's research and recommendations expand on the Agency's present strategy and implementing actions and challenge the Agency to achieve greater results. We are confident that the Agency is on the right track and that implementation of the recommendations outlined will contribute to improved results.

USAID USERS' COMMENTS ON THE PAST PERFORMANCE INFORMATION RETRIEVAL SYSTEM

Suggestions for Improvements and Information Needs From USAID PPIRS Users

Topic	Comment
Quality	Ensure performance narratives consistently support ratings. "Very good" and "exceptional" contractor performance ratings should follow pre-established standards and exceed contractual requirements to the Government's benefit.
	Ensure complete evaluation reports with substantive past performance information.
Guidance	Clearly detail ratings expectations, differentiating between contractor performance exceeding US Government expectations versus assessor experience with contractors, and past performance versus past experience.
	Provide consistent Agency guidance on how to evaluate and score past performance information, including consistently scoring past performance information in requests for proposals, selecting the universe of past performance reports to evaluate, whether to score narrative comments or actual past performance ratings, addressing inconsistent narratives and ratings, addressing contradicting past performance information, and comparing varying amounts of PPIRS information between bidders.
	Provide consistent Agency guidance for considering and documenting past performance information not in PPIRS, including documented and undocumented, first-hand contractor past performance knowledge.
	Provide guidance for comparing PPIRS information versus bidder-supplied information, including addressing information reliability.
	Provide option to substitute nonapplicable with more relevant evaluation sub-criteria when evaluating proposals.
	Provide option for using past performance solicitation language tailored to the solicitation.
	Clarify past performance information requirements and availability for small businesses.
	Provide guidance on using and documenting past performance and integrity information for local contractors.
	Outline expectations in detailing or crediting contractors for resolving issues initially created by the contractor (i.e., poor initial management) or for holding contractors responsible for problems ultimately resolved.
Clarify and better distribute guidelines for PPIRS access as many assessors were unable to obtain access or wanted access.	

Training	Provide detailed past performance training, including narrative writing, and support at field offices.
	Provide past performance training to all technical staff in evaluation committees.
	Provide integrity and conflict of interest training that highlights professional relationships.
CPARS	Allow PPIRS users to sort and search for relevant past performance information for contractors with numerous performance reports based on sector, scope of work, terms of responsibility, and project complexity.
	Track the company size and the number of on-going projects for a given contractor as contractor resource limitations impact project performance.
	Ensure entry of consistent contractor names.
	Provide aggregate scores for elements, such as timeliness or cost control, to average out past performance outliers.
	Allow assessment of how contractor resolves problems or inclusion of innovative solutions.
	Include conclusion statement on whether the assessing official and/or assessor recommend the contractor for future similar projects.
Additional USAID Support	Improve method to update general contractor, COR and contracting officer information.
	Provide a centrally located database of CORs and contracting officers listing contractors with whom they have worked to facilitate direct past performance reference checks.
	Develop past performance indicators verifiable by USAID contractor selection team.
	Assist contracting officers in providing relevant and timely past performance information to contractor selection team or provide technical evaluation committee with PPIRS access.
	Facilitate selection team in obtaining past performance information for subcontractors who will be working with the contractor.
	Facilitate reference checks on individuals or teams implementing contracts.
	Facilitate selection team in vetting contractors for association with terrorists or other unlawful activities and organizations.

Note: Survey respondents provided the above comments. OIG did not assess the validity of or the degree to which OAA has addressed the issues raised.

SURVEY RESULTS

OIG administered the following survey to four cohorts: assessors, PPIRS users, assessing officials, and those awarding assistance. Each cohort received a specific set of survey questions. Survey results presented below are unprocessed. Respondent comments have been removed.

USAID's Use of Past Performance and Integrity Information



1. During October 1, 2011 through May 29, 2013, I served as a:

	Yes	No	Don't Know	Rating Count
Contracting Officer (CO) and/or Contractor Performance Assessment Reporting System (CPARS) Assessing Official (AO)	30.9% (139)	68.0% (306)	1.1% (5)	450
Contracting Officer Representative (COR) and/or CPARS Assessing Official Representative (AOR)	76.0% (447)	23.1% (136)	0.9% (5)	588
Contractor Specialist	5.2% (21)	92.8% (372)	2.0% (8)	401
Focal Point	10.2% (41)	74.7% (301)	15.1% (61)	403
answered question				651
skipped question				8

2. During October 1, 2011 through May 29, 2013, I was a:





	Yes	No	Rating Count
USAID direct hire	76.6% (364)	23.4% (111)	475
Personal Services Contractor (PSC)	18.0% (60)	82.0% (274)	334
Foreign Service National (FSN)	47.6% (219)	52.4% (241)	460
answered question			652
skipped question			7

3. I initially began to work for USAID in:



		Response Percent	Response Count
pre-1990		10.2%	66
1990		1.4%	9
1991		0.9%	6
1992		1.4%	9
1993		1.9%	12
1994		2.8%	18
1995		1.1%	7
1996		1.5%	10
1997		2.8%	18
1998		2.3%	15
1999		2.0%	13
2000		4.8%	31
2001		4.5%	29
2002		3.4%	22
2003		3.2%	21
2004		5.2%	34
2005		7.9%	51
2006		5.4%	35
2007		4.8%	31
2008		7.4%	48
2009		10.5%	68
2010		9.3%	60
2011		4.9%	32

2012		0.5%	3
2013		0.0%	0
answered question			648
skipped question			11

4. I would describe my awareness of USAID's January 2013 Policy Guide for Assessment and Use of Contractor Performance and Integrity Information as:

		Response Percent	Response Count
Extensive		12.8%	84
Moderate		49.0%	322
Slight		26.2%	172
Nonexistent		12.0%	79
answered question			657
skipped question			2

5. During October 1, 2011 through May 29, 2013, I was responsible for evaluating the contractor and recording their performance in CPARS.

		Response Percent	Response Count
Yes		66.2%	436
No		33.8%	223
answered question			659
skipped question			0

6. Indicate the frequency with which the following events occurred based on your overall experiences at all posts for contracts with performance evaluations due between October 1, 2011 and May 29, 2013.

	Always	Frequently	Occasionally	Rarely	Never	Rating Count
I evaluated contractors and recorded their performance in CPARS when required.	53.8% (234)	19.1% (83)	14.5% (63)	6.2% (27)	6.4% (28)	435
I maintained files and communications documenting or supporting my evaluation.	57.9% (248)	25.0% (107)	8.9% (38)	3.7% (16)	4.4% (19)	428
I recorded my past performance evaluations in CPARS within 30 days of the rating period.	26.4% (111)	24.9% (105)	21.1% (89)	16.2% (68)	11.4% (48)	421
answered question						439
skipped question						220

7. Past performance guidance from USAID's Office of Acquisitions and Assistance (OAA) was:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Clear	9.9% (42)	56.0% (238)	20.2% (86)	3.5% (15)	10.4% (44)	425
Up-to-date	9.1% (38)	50.0% (209)	17.5% (73)	3.3% (14)	20.1% (84)	418
Consistent	9.1% (38)	51.7% (216)	18.7% (78)	3.6% (15)	17.0% (71)	418
Widely communicated	9.5% (40)	40.0% (168)	24.8% (104)	6.4% (27)	19.3% (81)	420
answered question						428
skipped question						231

8. My AO, CO, contract specialist, or focal point:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Emphasized the need to conduct contractor performance evaluations.	32.0% (136)	47.5% (202)	8.5% (36)	4.7% (20)	7.3% (31)	425
Reviewed and/or provided comments on my performance evaluations.	27.4% (116)	36.2% (153)	15.6% (66)	5.2% (22)	15.6% (66)	423
Knew enough about the contractor's performance to appropriately comment or make significant changes to my evaluations.	16.0% (67)	34.8% (146)	20.0% (84)	5.5% (23)	23.8% (100)	420
Edited my performance evaluations.	11.7% (49)	34.5% (145)	24.0% (101)	5.7% (24)	24.0% (101)	420
Asked for my comments on significant changes to my performance evaluations.	13.8% (58)	33.9% (142)	22.9% (96)	6.4% (27)	22.9% (96)	419
Ensured that I complete all required fields in CPARS.	25.9% (109)	37.3% (157)	14.0% (59)	5.5% (23)	17.3% (73)	421
Considered conducting and documenting a complete and accurate performance evaluation in CPARS to be a high priority.	26.6% (111)	36.4% (152)	13.9% (58)	4.5% (19)	18.7% (78)	418
answered question						425
skipped question						234

9. To what extent do you agree that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
CPARS's automatic reminders of due dates were effective in my completing performance evaluations on time.	23.3% (98)	39.0% (164)	20.9% (88)	8.3% (35)	8.6% (36)	421
Due to staff limitations, I had to act as both the AOR/COR and the AO/CO/contract specialist for the same contract.	3.1% (13)	6.1% (26)	39.2% (166)	39.5% (167)	12.1% (51)	423
answered question						426
skipped question						233

10. Expectations for conducting contractor performance evaluations:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Varied by mission/program office.	10.2% (43)	31.4% (132)	13.8% (58)	3.3% (14)	41.3% (174)	421
Varied by supervisor/CO/contract specialist.	9.2% (39)	36.7% (155)	18.7% (79)	4.7% (20)	30.6% (129)	422
Were consistent with Federal Acquisition Regulation (FAR) requirements.	17.1% (73)	46.2% (197)	4.9% (21)	0.7% (3)	31.0% (132)	426
answered question						426
skipped question						233

11. In my opinion, conducting contractor performance evaluations is effective in:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Promoting performance conversations with contractors for improved performance.	25.0% (106)	50.0% (212)	14.2% (60)	4.5% (19)	6.4% (27)	424
Protecting government investments and projects.	33.2% (141)	49.4% (210)	8.9% (38)	2.6% (11)	5.9% (25)	425
Ensuring USAID does business with the best possible contractors.	31.6% (135)	44.7% (191)	12.4% (53)	4.7% (20)	6.6% (28)	427
answered question						428
skipped question						231

12. I received:

	Yes	No	Rating Count
Formal training (earning CPEs) related to conducting past performance evaluations.	26.0% (109)	74.0% (310)	419
Formal past performance training prior to my conducting past performance evaluations.	30.6% (129)	69.4% (293)	422
answered question			423
skipped question			236

13. Training on conducting contractor past performance evaluations:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Rating Count
Identified how to present information to make it useful.	7.8% (32)	29.0% (119)	6.8% (28)	0.5% (2)	56.0% (230)	411
Provided examples of strong and weak narratives and best practices.	7.5% (31)	27.5% (113)	8.0% (33)	0.5% (2)	56.4% (232)	411
Recommended things to avoid or minimize when documenting performance evaluations.	7.1% (29)	28.0% (115)	8.0% (33)	0.7% (3)	56.1% (230)	410
Informed me of the assessment process timelines.	7.3% (30)	30.3% (125)	6.1% (25)	0.5% (2)	55.8% (230)	412
Informed me of key roles and responsibilities.	7.1% (29)	31.5% (129)	5.1% (21)	0.7% (3)	55.5% (227)	409
Informed me of the reportable conditions and thresholds.	7.1% (29)	25.9% (106)	9.0% (37)	0.7% (3)	57.3% (235)	410
Informed me of performance evaluation requirements.	7.3% (30)	31.5% (129)	4.6% (19)	0.7% (3)	55.7% (228)	409
Influenced how I document contractor performance.	6.6% (27)	25.7% (105)	9.8% (40)	1.5% (6)	56.4% (230)	408
answered question						413
skipped question						246

14. Please indicate your level of agreement with the following statements based on your overall experiences at all posts from October 1, 2011 to May 29, 2013.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
CPARS was organized in a manner that allowed me to provide the most relevant information.	8.7% (37)	58.9% (249)	20.1% (85)	3.8% (16)	8.5% (36)	423
I believed that my contractor performance evaluations would influence source selection officials.	9.9% (42)	57.9% (246)	13.4% (57)	3.3% (14)	15.5% (66)	425
I documented performance evaluation comments throughout the rating period.	10.6% (44)	54.9% (229)	22.3% (93)	2.2% (9)	10.1% (42)	417
Preparing and documenting contractor performance evaluations was time-consuming and burdensome.	9.7% (41)	37.5% (159)	42.7% (181)	2.4% (10)	7.8% (33)	424
Given more urgent priorities, I did not have time to conduct CPARS performance evaluations.	6.7% (28)	20.4% (86)	46.8% (197)	17.1% (72)	9.0% (38)	421
					answered question	426
					skipped question	233

15. Evaluation questions in CPARS:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Were clear.	10.3% (44)	64.6% (275)	15.3% (65)	1.9% (8)	8.0% (34)	426
Addressed important issues.	10.1% (43)	68.9% (292)	9.7% (41)	1.4% (6)	9.9% (42)	424
Met all USAID-specific information needs.	7.3% (31)	48.8% (206)	19.7% (83)	1.7% (7)	22.5% (95)	422
					answered question	427
					skipped question	232

16. Performing and recording contractor performance evaluations took approximately (round up or down as necessary):

		Response Percent	Response Count
Less than 30 minutes		1.2%	4
30 - 59 minutes		9.8%	33
1 - 2 hours		25.9%	87
3 - 4 hours		15.8%	53
5 - 7 hours		13.4%	45
1 - 2 days (8 hour increments)		17.3%	58
3 - 4 days		5.1%	17
1 - 2 weeks (5 day increments)		6.5%	22
3 - 4 weeks		5.1%	17
answered question			336
skipped question			323

17. Please answer the following questions based on your overall experiences at all posts from October 1, 2011 to May 29, 2013.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Limited knowledge of contractor performance adversely affected my meeting evaluation deadlines.	2.6% (11)	18.9% (79)	46.4% (194)	23.2% (97)	8.9% (37)	418
Mission/program office reassignments affected the quality of my contractor performance evaluations.	7.2% (30)	22.5% (94)	33.7% (141)	16.5% (69)	20.1% (84)	418
The uncomfortable work environment that can result from negative feedback hampers balanced performance evaluations.	5.5% (23)	21.4% (89)	41.0% (170)	14.0% (58)	18.1% (75)	415
The time it takes to address contractors contesting performance reports hampers balanced performance evaluations.	5.5% (23)	20.7% (86)	40.0% (166)	7.7% (32)	26.0% (108)	415
COs and contract specialists should conduct the performance evaluations.	5.8% (24)	16.1% (67)	42.2% (176)	25.4% (106)	10.6% (44)	417
answered question						420
skipped question						239



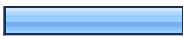

18. How often did you:

	Frequently	Occasionally	Rarely	Never	Rating Count
Leave a mission/program office without finishing an evaluation on the contractor's performance.	2.7% (11)	12.3% (50)	14.0% (57)	70.9% (288)	406
Provide evaluations on the performance of a contractor you were not familiar with.	3.7% (15)	12.0% (49)	15.0% (61)	69.3% (282)	407
Provide an evaluation on a contractor's performance before the deadline after learning of a reassignment to another mission/program office.	4.3% (17)	9.0% (36)	10.3% (41)	76.4% (305)	399
answered question					410
skipped question					249

19. Performance evaluations have limited usefulness because:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
USAID repeatedly awards to the same set of contractors.	8.4% (35)	32.1% (134)	30.7% (128)	7.4% (31)	21.3% (89)	417
USAID continues to award contractors with poor past performance records.	6.5% (27)	18.3% (76)	32.5% (135)	8.2% (34)	34.5% (143)	415
A contract's COR may not be the Assessing Official Representative (AOR) entering performance evaluations into CPARS.	3.9% (16)	16.7% (69)	27.1% (112)	9.4% (39)	42.9% (177)	413
answered question						417
skipped question						242

20. How important is completing contractor performance evaluations compared to your other responsibilities?

		Response Percent	Response Count
Very Important		25.1%	104
Important		40.0%	166
Somewhat Important		26.5%	110
Not Important		8.4%	35
answered question			415
skipped question			244



21. How important are the following factors in motivating you to complete performance evaluations:

	Very Important	Important	Somewhat Important	Not Important	Rating Count
Recognition/incentives	8.5% (35)	22.0% (90)	17.1% (70)	52.4% (215)	410
Statutory requirements	44.7% (187)	44.5% (186)	9.1% (38)	1.7% (7)	418
Directive from immediate management/supervisors	26.3% (109)	50.1% (208)	16.1% (67)	7.5% (31)	415
Senior leadership priority	28.5% (117)	46.5% (191)	16.1% (66)	9.0% (37)	411
Contractor requests	12.0% (50)	40.5% (168)	30.6% (127)	16.9% (70)	415
Performance appraisals	18.3% (75)	41.2% (169)	19.8% (81)	20.7% (85)	410
answered question					418
skipped question					241



22. In your opinion, what are the barriers to conducting performance evaluations on time?

	Response Count
	291
answered question	291
skipped question	368

23. During the source selection process (procuring a contract) for contracts awarded during October 1, 2011 through May 29, 2013, did you serve as either: A contracting officer (CO) or contract specialist OR A contracting officer representative (COR), the cognizant technical officer (CTO), or a member of the technical evaluation committee (TEC) who considered past performance information and provided a recommendation to the selecting official?

		Response Percent	Response Count
Yes		69.8%	451
No		30.2%	195
	answered question		646
	skipped question		13

24. Specifically, which role did you play during the source selection process (procuring a contract) for contracts awarded during October 1, 2011 through May 29, 2013 (select all that apply)?

		Response Percent	Response Count
Contracting officer (CO) or contract specialist		24.4%	110
Contracting officer representative (COR), cognizant technical officer (CTO), or a member of the technical evaluation committee (TEC) who considered past performance information and provided a recommendation to the selecting official		77.4%	349
		answered question	451
		skipped question	208

25. When selecting a contractor:

	Yes	No	Rating Count
I always documented my consideration of past performance information when required.	96.4% (424)	3.6% (16)	440
I always documented my review of available integrity information when required.	89.7% (385)	10.3% (44)	429
		answered question	446
		skipped question	213

26. To what extent do you agree that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
I knew when I was supposed to consider past performance and integrity information during source selection.	43.6% (196)	47.3% (213)	6.0% (27)	0.7% (3)	2.4% (11)	450
answered question						450
skipped question						209

27. My CO, contract specialist, or supervisor ensured that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
A responsibility determination was included in the contract file.	30.5% (135)	37.7% (167)	4.3% (19)	0.2% (1)	27.3% (121)	443
The source selection rationale was adequate.	36.6% (163)	50.1% (223)	2.2% (10)	0.2% (1)	10.8% (48)	445
Past performance consideration did or did not need to be included as a source selection factor.	28.0% (123)	41.8% (184)	8.0% (35)	5.0% (22)	17.3% (76)	440
answered question						446
skipped question						213

28. My CO, contract specialist, or supervisor:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Reviewed and/or provided comments on the adequacy of my source selection rationale.	37.0% (164)	47.2% (209)	3.2% (14)	0.7% (3)	12.0% (53)	443
Always included past performance as a selection factor in my solicitations and awards.	42.1% (187)	45.7% (203)	3.2% (14)	0.5% (2)	8.6% (38)	444
Considered past performance and integrity information as important factors in source selection.	33.9% (150)	50.6% (224)	3.6% (16)	0.7% (3)	11.3% (50)	443
answered question						445
skipped question						214

29. Expectations for considering past performance information in source selection:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Varied by mission/program office.	7.6% (33)	23.9% (104)	20.9% (91)	4.4% (19)	43.2% (188)	435
Varied by supervisor/CO/contract specialist.	8.3% (36)	29.0% (126)	26.4% (115)	5.1% (22)	31.3% (136)	435
Is consistent with Federal Acquisition Regulation (FAR) requirements.	25.4% (113)	46.1% (205)	1.3% (6)	0.7% (3)	26.5% (118)	445
answered question						447
skipped question						212

30. I received:

	Yes	No	Rating Count
Formal training (earning CPEs) related to the use of past performance or integrity information (PPII).	25.6% (113)	74.4% (328)	441
Formal PPII training prior to my making source selection decisions.	26.7% (117)	73.3% (322)	439
answered question			443
skipped question			216

31. Training addressed how one should:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Rating Count
Consider past performance information when selecting a source.	10.8% (47)	27.2% (118)	2.1% (9)	1.2% (5)	58.8% (255)	434
Document past performance considerations in the source selection rationale.	10.2% (44)	27.6% (119)	2.3% (10)	0.9% (4)	58.9% (254)	431
answered question						435
skipped question						224

32. Training affected:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	Rating Count
How I used past performance information.	6.9% (30)	25.3% (110)	4.1% (18)	0.9% (4)	62.8% (273)	435
How I prepared source selection rationales.	6.7% (29)	25.1% (108)	3.7% (16)	0.9% (4)	63.6% (274)	431
answered question						435
skipped question						224

33. Past performance information in PPIRS:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Was easy to use.	2.8% (12)	37.3% (162)	13.4% (58)	3.9% (17)	42.6% (185)	434
Was consistently clear.	1.9% (8)	31.0% (134)	19.9% (86)	3.2% (14)	44.0% (190)	432
Defined acronyms.	2.1% (9)	36.8% (159)	10.2% (44)	1.4% (6)	49.5% (214)	432
Had understandable terminology.	1.9% (8)	43.9% (189)	10.0% (43)	1.4% (6)	42.9% (185)	431
Was comprehensive.	1.4% (6)	33.5% (144)	17.7% (76)	2.6% (11)	44.9% (193)	430
Was well organized and formatted.	1.4% (6)	37.4% (162)	15.0% (65)	3.5% (15)	42.7% (185)	433
Was well supported by examples.	0.9% (4)	28.2% (122)	20.1% (87)	3.2% (14)	47.5% (205)	432
Provided enough detail to justify the contractor's performance rating.	1.2% (5)	36.9% (159)	15.8% (68)	3.0% (13)	43.2% (186)	431
Provided information relevant for my project or needs.	1.6% (7)	40.5% (174)	12.8% (55)	1.9% (8)	43.3% (186)	430
Provided enough detail to allow me to make informed decisions during source selection.	1.9% (8)	40.1% (173)	13.2% (57)	1.9% (8)	42.9% (185)	431
Influenced my source selection decision.	3.0% (13)	42.0% (180)	10.0% (43)	1.6% (7)	43.4% (186)	429
Accurately reflected partner performance.	1.4% (6)	32.7% (141)	12.1% (52)	2.3% (10)	51.5% (222)	431
Was valuable.	3.7% (16)	40.7% (176)	9.5% (41)	3.2% (14)	42.8% (185)	432
answered question						434
skipped question						225

34. Integrity information in FAPIIS:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Was easy to use.	2.1% (9)	21.8% (94)	7.2% (31)	1.2% (5)	67.8% (293)	432
Was consistently clear.	2.1% (9)	20.4% (88)	7.7% (33)	0.9% (4)	68.9% (297)	431
Influenced my source selection decision.	1.6% (7)	21.8% (94)	5.8% (25)	0.7% (3)	70.1% (302)	431
answered question						434
skipped question						225

35. What other information would be beneficial to source selection?

	Response Count
	85
answered question	85
skipped question	574

36. Considering and documenting past performance information during source selection took approximately (round up or down as necessary):

		Response Percent	Response Count
Less than 30 minutes		3.2%	10
30 - 59 minutes		9.9%	31
1 - 2 hours		21.7%	68
3 - 4 hours		20.1%	63
5 - 7 hours		10.2%	32
1 - 2 days (8 hour increments)		16.0%	50
3 - 4 days		9.6%	30
More than 1 week		9.3%	29
answered question			313
skipped question			346

37. To what extent do you agree that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Locating or finding past performance information for source selection can be time consuming.	19.0% (82)	51.2% (221)	11.1% (48)	0.5% (2)	18.3% (79)	432
Documenting my consideration of past performance information in my source selection can be time consuming.	15.1% (65)	50.6% (218)	21.8% (94)	0.5% (2)	12.1% (52)	431
Given more urgent priorities, sometimes I do not have time to thoroughly consider past performance information.	4.4% (19)	21.0% (90)	53.4% (229)	8.6% (37)	12.6% (54)	429
Documenting past performance and integrity considerations may be a more appropriate responsibility for the contracting office.	10.7% (46)	27.3% (117)	36.9% (158)	6.5% (28)	18.5% (79)	428
Performance evaluations are unreliable because the COR's relationship with the contractor inaccurately biases the performance evaluation.	5.6% (24)	17.8% (76)	46.6% (199)	9.6% (41)	20.4% (87)	427
I am aware of USAID contracts that have been awarded to contractors with poor past performance records.	5.8% (25)	17.8% (77)	26.9% (116)	6.0% (26)	43.5% (188)	432
					answered question	434
					skipped question	225



38. Past performance information in PPIRS sometimes is not considered in source selection because:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
The procurement team has first-hand knowledge of the bidder's work.	3.0% (13)	21.6% (93)	30.0% (129)	6.3% (27)	39.1% (168)	430
The priority in quickly awarding contracts outweighs the administrative requirement of considering past performance.	2.1% (9)	13.4% (57)	37.2% (158)	13.6% (58)	33.6% (143)	425
answered question						430
skipped question						229

39. Please provide any comments you may have as a user of past performance and integrity information during source selection.

	Response Count
	87
answered question	87
skipped question	572

40. During October 1, 2011 through May 29, 2013, I served as a contracting officer (CO), a contract specialist, or a CPARS assessing official (AO).

		Response Percent	Response Count
Yes		28.1%	179
No		71.9%	458
answered question			637
skipped question			22

41. How frequently did the following occur:

	Always	Frequently	Occasionally	Rarely	Never	Rating Count
Focal points registered contracts in CPARS within 30 days after contract award.	16.9% (30)	38.8% (69)	22.5% (40)	15.7% (28)	6.2% (11)	178
AORs completed CPARS evaluations within 30 days of the end of the annual rating period, or the end of the contract.	8.6% (15)	25.7% (45)	35.4% (62)	23.4% (41)	6.9% (12)	175
AOs validated CPARS reports within 30 days of report completion.	14.0% (24)	42.7% (73)	24.0% (41)	12.3% (21)	7.0% (12)	171
Contractors commented on their performance reports within 30 days of receipt.	14.2% (24)	42.6% (72)	26.6% (45)	8.3% (14)	8.3% (14)	169
AOs finalized CPARS reports within 30 days after receiving contractor input or after contractor input was due.	17.6% (30)	38.8% (66)	22.4% (38)	14.1% (24)	7.1% (12)	170
During disputes, reviewing officials (RO) made final determinations on report content within 30 days.	16.8% (27)	28.0% (45)	21.7% (35)	14.3% (23)	19.3% (31)	161
					answered question	181
					skipped question	478

42. Past performance guidance from USAID’s Office of Acquisitions and Assistance (OAA) was:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Clear	13.3% (24)	57.2% (103)	16.7% (30)	4.4% (8)	8.3% (15)	180
Up-to-date	12.4% (22)	52.8% (94)	15.2% (27)	3.4% (6)	16.3% (29)	178
Consistent	11.4% (20)	52.8% (93)	16.5% (29)	3.4% (6)	15.9% (28)	176
Widely communicated	12.4% (22)	52.5% (93)	15.8% (28)	5.6% (10)	13.6% (24)	177
answered question						180
skipped question						479

43. OAA provided clear guidance on:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
When to include past performance as a selection factor in solicitations and awards.	19.0% (34)	55.9% (100)	10.1% (18)	1.1% (2)	14.0% (25)	179
Sufficiently recording PPII consideration and decisions for contracts.	12.4% (22)	48.3% (86)	20.2% (36)	1.7% (3)	17.4% (31)	178
Obtaining and considering past performance information for assistance agreements and grants.	13.1% (23)	46.3% (81)	18.3% (32)	1.1% (2)	21.1% (37)	175
answered question						179
skipped question						480

44. OAA provided clear guidance on how I can:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Ensure adequate consideration of past performance information when selecting contracts.	14.9% (27)	52.5% (95)	16.0% (29)	1.7% (3)	14.9% (27)	181
Ensure adequate use of integrity information when selecting contracts.	14.9% (27)	50.3% (91)	17.1% (31)	1.1% (2)	16.6% (30)	181
Provide adequate oversight in completing performance evaluations.	11.7% (21)	49.4% (89)	21.7% (39)	1.1% (2)	16.1% (29)	180
Ensure timely completion of performance evaluations.	12.3% (22)	50.8% (91)	21.2% (38)	1.7% (3)	14.0% (25)	179
Guide AORs/CORs to prepare more informative performance evaluations.	12.4% (22)	44.1% (78)	23.7% (42)	4.5% (8)	15.3% (27)	177
answered question						182
skipped question						477

45. To what extent do you agree that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
I had the ability to hold CORs/AORs accountable for completing performance evaluations.	6.8% (12)	40.7% (72)	18.6% (33)	8.5% (15)	25.4% (45)	177
answered question						177
skipped question						482

46. All of my staff, CORs, and AORs received:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Formal training (earning CPEs) related to conducting past performance evaluations.	7.6% (13)	17.0% (29)	35.1% (60)	12.9% (22)	27.5% (47)	171
Formal training related to the use of past performance and integrity information (PII) in source selection.	4.1% (7)	22.4% (38)	34.1% (58)	12.9% (22)	26.5% (45)	170
Formal past performance training prior to being granted access to CPARS.	5.9% (10)	25.3% (43)	32.9% (56)	11.8% (20)	24.1% (41)	170
answered question						172
skipped question						487

47. Information entered in CPARS by AORs consistently:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Was clear.	2.4% (4)	43.2% (73)	25.4% (43)	3.6% (6)	25.4% (43)	169
Defined acronyms.	2.4% (4)	40.8% (69)	27.2% (46)	3.0% (5)	26.6% (45)	169
Had understandable terminology.	2.4% (4)	48.5% (82)	20.1% (34)	3.0% (5)	26.0% (44)	169
Was comprehensive.	1.8% (3)	39.3% (66)	28.6% (48)	4.2% (7)	26.2% (44)	168
Was well supported by examples.	2.4% (4)	34.9% (59)	30.8% (52)	5.3% (9)	26.6% (45)	169
Provided enough detail to justify the contractor's performance rating.	2.4% (4)	44.0% (74)	21.4% (36)	6.0% (10)	26.2% (44)	168
Provided information relevant to the project or USAID needs.	2.4% (4)	53.6% (90)	16.1% (27)	1.2% (2)	26.8% (45)	168
Provided enough detail to allow source selection officials to make informed decisions.	3.0% (5)	42.6% (72)	24.9% (42)	1.8% (3)	27.8% (47)	169
Influenced the decisions of source selection officials.	3.6% (6)	41.7% (70)	15.5% (26)	0.6% (1)	38.7% (65)	168
Accurately reflected partner performance.	3.0% (5)	47.6% (79)	16.9% (28)	1.8% (3)	30.7% (51)	166
Was valuable.	4.1% (7)	51.5% (87)	16.0% (27)	1.2% (2)	27.2% (46)	169
answered question						170
skipped question						489

48. Integrity information entered in FAPIIS consistently:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
Was written clearly.	3.1% (5)	35.4% (57)	11.2% (18)	0.6% (1)	49.7% (80)	161
Influenced source selection decisions.	3.1% (5)	34.6% (56)	6.8% (11)	0.6% (1)	54.9% (89)	162
answered question						163
skipped question						496

49. Reassignments of AORs/CORs affected my ability to ensure:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
The timely completion of past performance evaluations.	16.8% (28)	40.1% (67)	15.6% (26)	0.0% (0)	27.5% (46)	167
The quality of past performance evaluations.	16.8% (28)	40.1% (67)	13.2% (22)	0.6% (1)	29.3% (49)	167
answered question						167
skipped question						492

50. To what extent do you agree that:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
My own reassignment affected my ability to provide performance evaluation oversight.	9.0% (15)	28.9% (48)	30.7% (51)	3.6% (6)	27.7% (46)	166
Due to staff limitations, I had to act as both the AO/CO/contract specialist and the AOR/COR for the same contract.	3.0% (5)	17.5% (29)	43.4% (72)	17.5% (29)	18.7% (31)	166
Contractors are more likely to contest CPARS reports when there is more detail.	3.6% (6)	22.9% (38)	30.7% (51)	8.4% (14)	34.3% (57)	166
The time it takes to address contractors contesting performance reports hampers balanced performance evaluations.	6.6% (11)	26.5% (44)	26.5% (44)	5.4% (9)	34.9% (58)	166
AORs/CORs do not respond to my e-mails or phone calls regarding performance evaluations.	4.8% (8)	20.0% (33)	37.0% (61)	6.7% (11)	31.5% (52)	165
answered question						167
skipped question						492



51. Past performance information sometimes is not considered in source selection because:

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
The procurement team has first-hand knowledge of the bidder's work.	2.4% (4)	21.7% (36)	36.7% (61)	12.7% (21)	26.5% (44)	166
The priority in quickly awarding contracts outweighs the administrative requirement of considering past performance.	1.2% (2)	15.8% (26)	44.8% (74)	13.3% (22)	24.8% (41)	165
answered question						166
skipped question						493

52. In your opinion, what are the barriers to conducting performance evaluations on time?

	Response Count
	51
answered question	51
skipped question	608

53. During the period from October 1, 2011 through May 29, 2013, did you select USAID grant recipients and/or signed cooperative agreements?

		Response Percent	Response Count
Yes		27.5%	175
No		72.5%	461
answered question			636
skipped question			23

54. Please indicate your level of agreement with the following statements based on your overall experiences at all posts from October 1, 2011 to May 29, 2013. Note: Assistance refers to grants or cooperative agreements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Can't Judge	Rating Count
I was required to consider past performance information when selecting a recipient for assistance.	27.3% (48)	59.1% (104)	9.1% (16)	2.3% (4)	2.3% (4)	176
I obtained past performance information when selecting a recipient for assistance.	21.1% (37)	64.0% (112)	9.7% (17)	2.3% (4)	2.9% (5)	175
It would be useful to have a past performance database for assistance recipients.	47.5% (84)	40.1% (71)	5.1% (9)	2.8% (5)	4.5% (8)	177
I was able to access reliable past performance information when awarding assistance.	5.7% (10)	48.9% (86)	31.3% (55)	4.5% (8)	9.7% (17)	176
Past performance information would be useful in making assistance award decisions.	45.5% (80)	48.9% (86)	2.3% (4)	0.6% (1)	2.8% (5)	176
USAID provided clear guidance on how to incorporate past performance information into source selection for assistance.	12.5% (22)	46.0% (81)	22.7% (40)	10.2% (18)	8.5% (15)	176
To streamline workload, I have seen others award assistance instead of contracts.	13.2% (23)	23.6% (41)	31.6% (55)	5.7% (10)	25.9% (45)	174
				answered question		177
				skipped question		482

55. Please provide any observations you have regarding the use of past performance information in selecting an assistance partner.

**Response
Count**

36

answered question

36

skipped question

623