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MANAGEMENT AUDIT

TransCentury Contract No.: AID/afr-C-1569

Washington, D.C. March 4-13, 1981

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USAID/Lesotho
Maseru
March 31, 1981

TABLE OF CONTENTS

	Item	Page
I.	TransCentury Policy and Methods	1-3
II.	TransCentury Financial Management	3
III.	TransCentury Staff Requirements	4-5
IV.	Phelps Stokes Policy and Methods	6-7
V.	Phelps Stokes Financial Management	8-9
VI.	Phelps Stokes Staff Requirements	10
VII.	The Field Coordinator Position	11
VIII.	Summary Observations and Conclusions	12

Attachment I - TransCentury Contract Cost Data
Attachment II - TransCentury Budget Projections
Attachment III - Phelps Stokes Level of Effort
Attachment IV - TransCentury Recruiter Work Levels

I. TRANSCENTURY POLICY AND METHODS

A. Long Term OPEX Technician

1. Recruitment

In general, TC uses an active, intensive recruitment approach designed to find and recruit those in the job market as opposed to a passive, extensive approach based on general mass media advertising. When a Delivery Order arrives, the designated recruitment officer checks it against resumés on hand and contacts those who appear promising. They also place the opening in their own job bulletin (published under a different AID contract.) The recruitment officer also checks various state employment services, professional listings, and various federal bureaus. Finally, the Program Director and the Senior Recruitment Officer attended six professional society conferences (three in Washington) during 1980 to make openings known, get leads, and meet possible candidates.

Candidates are interviewed and ranked by TC recruiters for relevancy of professional qualifications, experience, and interest. They are also tested and interviewed with respect to their ability to work in an African setting. Recruiters also review, check out, and discuss (i.e., vet) statements given by references. Interviews are conducted in a group setting so that interviewers can cross check their impressions.

In response to a querry on this point, the TransCentury recruiters and the Program Director indicated that TransCentury has no particular preference for third country over American candidates and that their recruitment systems are set up to recruit the most qualified eligible source. Nevertheless, for historical reasons TransCentury's role in development is widely known and third country persons with development related skills leave their resumés with TransCentury. Consequently, TransCentury is particularly able to provide third country candidates for OPEX positions if such candidates are desired. To date Swaziland has selected no third country technicians, Botswana one, and Lesotho four.

The AID review team concurs in the TC recommendation that even candidates pre-selected by the field go through this process and that alternatives to the candidates pre-selected by the field also be considered. In one case, all the pre-selected candidate's references indicated certain managerial shortcomings which also come up during interviews with the recruiters. These shortcomings eventually proved the candidate's undoing the job. The TransCentury interviewees also indicated their feeling that many of the other pre-selected candidates represent known quantities as opposed to the best qualified and experienced candidates available.

With regard to placing greater reliance on mass advertising to recruit, TransCentury recruiters pointed out that professional journals generally come out only quarterly. Indications of interest in response to advertisements in these journals are too few and too slow in coming to serve the project. This opinion corresponds to AID experience with efforts of a previous contractor where their efforts generally were limited to advertisements in professional and popular publications.

On balance, the TransCentury team approach to recruitment seems to be recruiting better qualified candidates more quickly than with the previous contract. We have not encountered the long delays in nominating candidates nor have the host governments rejected entire lists of candidates as occured under the predecessor contract.

2. Orientation

Orientation of OPEXers and their spouses varies from one day to four days according to number of recruits to be oriented, their requirements as determined by interest and experience, and by time available. It commences with a written and oral revlew of administration and logistics (which TransCentury regards as the minimum). It also includes reviews of concerns expressed by OPEXers, presentations by host country embassy representatives and State geographic officers, and cultural considerations. Orientation is continually adjusted based on written and oral feedback given immediately afterwards, or later feedback from the field, and development or receipt of new informational materials. While there were early complaints that orientation was incomplete, sometimes inaccurate, and reflected TransCentury views over USG policy, these seem to have subsided. Written comments from recently arrived OPEXers are generally complimentary.

3. Monitoring and Maintenance

Like orientation, monitoring and maintenance has been progressively refined to meet evolving needs. At present, OPEXers are actively offered an advance to cover furniture and two months salary. TransCentury has developed and is refining a series of form letters designed to inform the OPEXers of receipt of request for reimbursement, how much is involved, and estimated date of payment. Forms along the lines but simpler than AID T & A slips have been developed to notify the OPEXers of deposits to his bank account in the U.S. On balance, as various allowances and procedures are becoming more widely and thoroughly understood on all sides and the information system from orientation through assignment to the field is becoming more formalized, breakdowns are becoming less frequent and the volume and the frequency and intensity of OPEXer complaints is diminishing.

4. Evaluation

This appears to be the least developed and least institutionalized aspect of the OPEX operation. This is true both in respect to reports from OPEXers on their work and reports from counterparts on how OPEXers are doing. The Program Director indicates this is a point which TransCentury will commence working on. The recruiters wish to receive performance feedback in order to shape future recruitment activities and selections.

B. Short-Term Consultants

TransCentury has the same network and process as for long termers except they have more university prospects and also people who would take leave from business. Short termers are generally easier to recruit than long termers as university people get off for a term and business people

can take short leaves. We think the Mission should try TransCentury more for short termers.

II. TRANSCENTURY FINANCIAL MANAGEMENT

A. Accounting Procedures

TransCentury requires employees to maintain time cards that identify daily work hours against various activities (contracts and grants) in typical consulting firm fashion. This procedure provides TransCentury some flexibility to allocate workforce to meet fluctuating activity needs and maximize employee productivity.

B. Expenditure Review

Attachment I draws on these records to outline the level of effort by position each month. It also measures total core contract costs against Delivery Orders to give support costs per technician month. While support costs per technician were several times higher during the initial start up period, they have averaged $852 per technician per month from July 1980 through February 1981. Attachment I cost data does not include any technician financing provided through the Delivery Order Mechanism, although the 2.4% overhead charge included in Delivery Orders could be considered a core support cost. Applying the 2.4% as core support would add $100 per technician month on a $50,000 a year Delivery Order. On the other hand, a significant element of TransCentury field salaries underwrite the participant training efforts of the Phelps Stokes Fund.

C. Cost Projections

The TransCentury "rough cut" estimate for a two year contract extension (Attachment II) further indicates that support costs per technician months should continue to fall as OPEX levels rise. That is, Attachment II indicates a $572 monthly support cost per technician at a peak technician load of 100. The problem here is that the reverse is also true. Should OPEX levels fall, per month support costs will rise even with some reassignment of staff to other duties.

D. Cash Flow

According to backup documentation in support of invoice FYR-81-05-0051-18, dated March 2, 1981, the core contract has a balance of $667,286 as of February 28, 1981. This balance would permit monthly expenditures of over $111,000 through end of contract on August 31, 1981. This is from $10,000 to $15,000 more than average monthly expenditures for the past several months. An estimated additional $20,000 in participant training was wrongly charged to the core contract rather than to PIO/P's in late CY 1980. This amount will soon be credited back to the core contract and, consequently, the contract should have a substantial surplus balance on August 31, 1981.

III. NUMBER AND QUALITY OF TRANSCENTURY STAFF REQUIRED TO RECRUIT, ORIENT, MONITOR AND MAINTAIN, AND EVALUATE LONG-TERM TECHNICIANS AND SHORT-TERM CONSULTANTS

A. Recruitment and Orientation

The Senior Recruitment Officer is an Ethiopian refugee who has a Ph.D in African studies and economics from Johns Hopkins. He performed a five months manpower study for AID in Cameroon and served as Chief of Party for an AID agricultural development project in Chad. TransCentury pays him at the rate of $48,000 per year. The second major recruiter, a South African refugee, has a Ph.D. in non-formal education from the University of Massachusetts and has taught there. She is paid at the rate of $25,000 per year. Other recruiters are used as needed. The review team was impressed with the range and intensity of interest and perceptiveness of the recruiters demonstrated during our discussions with them.

While there are strong arguments for maintaining a recruitment staff with the comparatively high qualifications and relevant background of the TransCentury recruiting staff, there is comparatively more room for discussion with regard to workload. The recruiters themselves estimate that using the current system, each can recruit for five positions at once and turn over each recruitment action in a maximum of three months. The Program Director estimates eleven recruitment actions at once. Even the lower estimate given by the recruiters would mean about twenty replacements per year per recruiter. Actually, during CY 1980 when recruitment activity was at its height, the average number of recruitment actions per recruiter at any one time over the year was 5.26. There were 62 placements during the year and a total of 67 placements to date. Of these 67 placements, however, only an estimated 25-35 involved intensive recruitment activity. The remainder involved extending existing technicians carried over from earlier contracts or signing on pre-identified candidates. (See Attachment IV).

B. Monitoring and Maintenance

The direct charges to the contract for the positions of Voucher Assistant and Accounting Assistant have averaged approximately one individual full time in each position, although this represents the sum of several individuals' time within the Controller's office. This level of effort does not seem unreasonable given the flow of cost reimbursement payments to OPEXers, financial support of field operations, staff and OPEX payroll, travel and transportation payments, overhead payments, accounting for Delivery Order specific and core costs, billing process to AID, etc. The level of effort in this area should not increase significantly as total active OPEX technicians increase (and this is reflected in the TransCentury Phase II Budget--Attachment II which forecasts two persons full time at both the high and low options).

On balance the TransCentury operation is one that is improving with experience and becoming more cost effective as volumes increase. The cost/output ratio may be improved by seeking efficiencies in TransCentury operations as noted above, but the better pay-off would be in operations or raising the level of TransCentury recruitment support USAID

country programs across the board with appropriate rather than a single common project.

Looking into the future, it would seem that there are two prime areas that cause TransCentury costs projected in Attachment II for the two year extension appear high. First is the level of effort required (low option) for recruitment of 15 long term and four short term technicians per year--a minimum of 1.8 persons of recruiter staff time. This comes out to just over eight placements per recruiter year, far less than anyone's estimate of feasible workload.

The second area of costs projected in Attachment II which is of concern involves initiation of a G & A charge on subcontract costs. This would represent an additional cost element not present in the existing contract.

IV. PHELPS STOKES POLICY AND METHODS

A. Participant Training in United States

Phelps Stokes has established a participant training structure and operation very similar to that traditionally used by OIT. The main difference is that the participant program staff also organizes and manages the orientation.

1. Placement

Like OIT, the placement process begins with assignment of a placement action to a Program Officer according to existing case load, subject matter, and geographic location of most likely institutions. The Program Officer draws on professional reference books, personal contacts, Phelps Stokes experience, and stated Mission preferences to make initial inquiries. In addition to using these factors to select a list of the schools with the most appropriate programs, Phelps Stokes also, according to their Program Director, attempts to distribute students throughout a variety of schools. This is to avoid the possibility of a group of students from any one country forming a country group isolated from the life of the school as a whole. Phelps Stokes endeavors to provide three alternatives for placement to the Mission and host government.

One major difficulty in making placements involved arranging for timely administration of the TOEFEL examination in the field. The TransCentury Field Coordinator is now administering the examination on a practice (unofficial) basis in Botswana. The TransCentury Program Director believes he can become formally certified and able to administer the examination regularly.

The Field Coordinator arranges for advances, travel arrangements are made by the respective Missions, and the Field Coordinator arranges payment for the tickets. This appears suitable.

2. Orientation

Pre-departure orientation has not yet fully developed although preparations are underway. The Field Coordinator is taking steps in conjunction with the Mission EHRO's to improve and formalize these orientations. In contrast, the Phelps Stokes Orientation in Washington takes up to 1 week. Organized by the Program Officers, it appears quite thorough and appropriate. If anything, it could be reduced.

3. Monitoring and Maintenance

Monitoring and maintenance occurs by mail, phone, and visit. Tuition is paid by quarter or semester while allowances are paid directly to the students monthly. The Program Officer reviews charges for correctness, and the accounting clerk draws up sheets for payment, and passes the sheet on to the Phelps Stokes Controller in New York for payment.

4. Evaluation

Formal evaluation of ongoing participants under Phelps Stokes hasn't yet occured as the first group entered training in September 1980. The review team envisions it will resolve around receipt of grade reports and course records and course reports. We don't think much formality or extensive effort will be required.

B. Third Country Training

Phelps Stokes' capability for third country training is just now being developed and reportedly will be in place for the 1981-1982 school year. Their review of Third Country possibilities based on catalogs and visits to institutions is reported by Phelps Stokes to be enroute to the Missions.

Once established, this will likely be AID's only capability for regular Third Country placement in Africa. The present OIT contractors have not developed this capability. Further, it is very possible that there will be a changeover in OIT contractors when current contracts come up for renewal in October-November 1981 as OIT and many Missions are highly dissatisfied with at least one of them and somewhat disgruntled with others.

V. PHELPS STOKES FINANCIAL MANAGEMENT

A. Accounting Procedures

1. Core Contract Costs - The system employed by Phelps Stokes to allocate costs to various grants/contracts is to budget employees' time and then charge expenses based on the budget. As a private/non profit organization, Phelps Stokes has far less flexibility to shift staff among activities--it tends to staff programs based on approved positions.

2. PIO/P Costs - Phelps Stokes submits monthly vouchers for reimbursement by line item by PIO/P. The procedure seems to be working well generally, with Phelps Stokes closely monitoring costs. There have been two problems to date, both now in the process of reconciliation. The first is that Phelps Stokes established their own allowance levels rather than using AID standard allowances as given in Handbook 10. The second is that initial Phelps Stokes cost estimates merely reflected suggested assignments of the amounts made available in PIO/Ps rather than independent estimates and were prone to error. Phelps Stokes interviewees attributed this to inexperience and promised that budget estimates would become more realistic as they established a track record. Nevertheless, while Phelps Stokes now has one semester's experience with dozens of participants in forty one colleges, their most recent estimates continue to reflect initial practices and are not realistic.

B. Expenditure Review

Attachment III outlines the level of effort by the Phelps Stokes Fund by organization position, by month. It also shows the core contract support costs per participant month. Use of the Phelps Stokes accounting structure combined with the Mission participant schedules led to two things under SAMDP: (1) Phelps Stokes incurred six months worth of core contract costs ($116,000) prior to receiving any Delivery Orders; and (2) the position of Program Director, as agreed during original contract negotiations, has been financed 100 percent under the contract even though this senior official does become involved in a wide range of policy and operational activities of the Phelps Stokes Washington Bureau - the majority of which are directly associated with SAMDP.

However, the cost effectiveness that Phelps Stokes has been able to achieve is impressive. Taking the costs through AID/OIT as a benchmark, we found that OIT's participant training contractor support costs varied from contractor to contractor but that $150 per participant month represented a current average cost. However, this cost level has been achieved by high volume placements under misssion programs around the world. By February 1981 Phelps Stokes had lowered their support cost per participant month to $246. This level was achieved using five programmers managing 112 participants. The Program Director advised us that the fund could, as the current contract

outlines, backstop 150 participants, 30 per programmer, with no increase in level of effort. Using amounts billed in February 1981, this woud lower the per participant monthly core support costs to $184. Further, the Program Director indicated a willingness to review operations with a view towards further raising the programmer case load. Moreover, we found that programmers are involved in monitoring payments to institutions as well as participants to a very large degree. The Fiscal Officer and Program Director both felt that some of this work could be assumed by accounting staff which would help case loads to rise. There may be a trade-off in lessened control but Phelps Stokes is willing to evaluate their procedures from this perspective.

While Phelps Stokes activity had a slow start, progress improving cost effectiveness to current levels has been significant. As with TransCentury, the best opportunity for further improvement in cost effectiveness lies in increasing volume.

C. Cost Projections

Phelps Stokes was not asked to do a rough cut estimate along the lines of theone done by TransCentury and included as Attachment II. However, Attachment II and the discussions in V.B. and V.E. provide the basis for making such projections.

D. Cash Flow

Per earlier Section II.D.

VI. QUALITY AND NUMBER OF PHELPS STOKES STAFF REQUIRED TO PLACE, ORIENT AND MONITOR AND MAINTAIN PARTICIPANTS

The Phelps Stokes Fund Program Officers all have graduate degrees and related work experience in training, international development, or both. Salary levels are comparable to those of OIT direct hire programmers at the GS 11-12 level.

As with the TransCentury Programmers, we would support keeping Program Officers of the comparatively high qualifications of the Phelps Stokes staff but increase the work load at least to that originally projected (30 participants per Program Officer) and preferrably to a higher level of at least forty.

Also, Phelps Stokes appears to be top-heavy on the management side with both a Director and Deputy Director being charged to the project full time. The Deputy Director also has, however, a participant case load. Nevertheless, given that the Director has outside duties and that training operations are now well established, Phelps Stokes should be able to sustain operations with a part time Director.

VII. THE FIELD COORDINATOR POSITION

Throughout the management review, discussions regarding number, type, and geographic placement of administrative staff needed to perform contractor functions frequently touched on the role of the field coordinator position and whether the position is necessary. The position is new with this contract and represents a separate identifiable cost that could be greatly reduced, if not eliminated, were the position to be abolished.

The Field Coordinator estimates that he spends forty percent of his time working on arrivals, travel, and personnel matters for OPEXers, forty percent of his time working on departures, travel, and transmitting other information on participants, and twenty percent of his time on self-support and management of his own office.

Many of the Field Coordinator's tasks have evolved over time, the responsibilities of his position are not yet fully defined, and the nature of the position should continue to evolve. Consequently, it is difficult to determine with precision which tasks and what level of workload would justify continuation of the position. During the management review, the most vocal support for continuation of the position came from the Phelps Stokes staff and from the USAID/Lesotho HRDO. The former cited the need to have a central point of communication and follow-up in the field. The latter cited the significantly lesser Mission involvement with arrivals and support of TransCentury OPEXers as compared with those OPEXers still here under the previous IEE contract. USAID/Botswana concurred in the value of having a contractor field representative but also expressed concern at the costs involved. The Field Coordinator himself estimates that ten OPEXers and twenty participants per country are needed at any one time to justify the position.

While, say, Lesotho has received less of the Coordinator's time than Botswana, he has always been available when most needed. His comparative value to Lesotho is thus greater than would be indicated by a straight breakdown of the comparative amounts of time spent in each country.

To enhance the benefits of this position in the future we suggest that comparatively more of his time be concerned with: (1) arranging and facilitating participant departures; (2) administering TOEFEL tests; (3) refining information necessary to facilitate recruitment; and (4) establishing and maintaining evaluation for participants and technicians. Consideration should also be given to his active participation in development of project training plans.

VIII. SUMMARY OBSERVATIONS AND CONCLUSIONS

The TransCentury/Phelps Stokes Fund System as it has evolved no longer represents the old OPEX recruitment mechanism of earlier efforts. Rather it's now a hybrid blending characteristics from each of a number of other types of development assistance activity. Recruitment is more along the lines of an executive placement service than the old hiring hall approach and is clearly more sophisticated than that of some of the institutional contractors. Administrative support approaches that of an institutional contractor or that of backstopping a direct hire. Participant training orientation and placement resembles that of OIT when OIT programmed its participants internally.

The review team was struck by the openess, responsiveness, and receptivity of TransCentury/Phelps Stokes Fund. Compared to other activities recently reviewed there was a good sense of joint AID-Contractor effort. There was also an appealling sense of organizational pride at both TransCentury and Phelps Stokes.

1. Professional Operations in general are conducted competently with persons as highly qualified for the money as AID is likely to get. The two immediate improvements needed are to: (1) obtain budget breakdowns against existing technician Delivery Orders where they haven't yet been provided, and (2) provide budget breakdowns and assign costs against existing PIO/P's. The latter may be facilitated by the TransCentury Controller or an AID Controller meeting with Phelps Stokes staff.

2. There are examples of less than the maximum optimum workload, especially with regard to OPEX recruiting and participant placement, but this is largely because the project isn't as large as expected. There appears to be room to make staff cuts among the recruiters and among the participant Program Officers.

Attach I

	1979 SEPT	OCT	NOV	DEC	HOURS 1980 JAN	FEB	MAR	APRIL	MAY	JUNE
[illegible]	152	153	152	144	174	134	120	152	152	105
RECRUITMENT WORKSHOP COORD.	96	24		128	164	125	217	284	314	223
ADMINISTRAT. OFFICER	152	96	99	104	162.5	113.5	155	154	165.5	168
RECRUITMENT OFFICER	152	176	160	146	176	6	60	190	166	164
RECRUITMENT ASSISTANT	81	84	82	105	163.5	193	197	253	238	152
ADMINISTRATIVE ASSISTANT	133	32	42	4	120	150	147	168	168	[illegible]
SECRETARY	3	-	-	6	6	-	5	2	15	155
VOUCHER ASSISTANT		175	120	120	120	168	168	168	168	168
ACCOUNTING ASSISTANT						135	168	146	168	[illegible]
TRAVEL CLERK		45	3	5	5	6	3	16	18	15
FIELD COORDINATOR	48	176	152	160	176	160	168	176	168	152
TOTAL HOURS	809	914.5	820	922	1267	1,190.5	1,408	1709	1,740.5	1640
TOTAL MAN-MONTHS (160 hrs)	5.1	5.7	5.1	5.8	7.9	7.4	8.8	10.7	10.9	10.3
[illegible]	226	8,311	2869	9,815	13,913	11,624	14,481	19,690	21,362	16,602
TOTAL T/C CORE COSTS	25,044	35,820	32,348	34,448	41,849	37,487	52,138	66,589	62,108	61,754
[illegible]		3	2	-	26	1	7	11	4	-
[illegible]		4	6	6	32	33	40	51	55	55
[illegible] PER TECHNICIAN MONTH	$ [illegible]	$ 8,955	$ 5,391	$ 5,[illegible]	$ 1,308	$ 1,135	$ 1,303	$ 1,306	$ 1,129	$ 1,123

BEST AVAILABLE DOCUMENT

	JULY	AUGUST	SEPT	OCT	NOV	DEC	JAN	FEB.
BOSS	96	154	154	92	65	[illegible]	50	152
[illegible] COORD.	252	223	221	170	123	78	164	144
[illegible]	152	168	148	176	144	164	168	140
[illegible]	176	160	128	176	136	109	144	40
[illegible]	168	162	166	165	96	142	126	144
[illegible]	152	136	152	176	104	144	160	114
[illegible]	2	2	1	176	299	176	172	152
[illegible]	168	168	168	112	168	112	112	112
[illegible]	165	122	191	157	118	300	301	296
[illegible]	[illegible]	-	15	18	16	14	-	33
[illegible]	76	128	168	176	144	40	168	304 [1]
TOTAL HOURS	1,538	1,450	1,453	1,597	1,416	1,383	1,665	1,631
TOTAL MAN-MONTHS (LABOR)	9.6	8.9	9.1	10.0	8.9	8.6	10.4	10.2
[illegible]	[illegible]	[illegible]	16,745	15,052	12,474	15,602	18,257	15,585
TOTAL [illegible] COSTS	[illegible]	59,620	70,835	57,753	57,199	36,545	51,570	69,430
[2] [illegible] DELIVERIES	7	5	-	1	1	1	-	
[2] [illegible] DELIVERIES	72	67	67	68	69	70	70	71
SUPPORT COSTS PER TECHNICIAN MONTH	[3] 763	[4] 540	[5] 1,058	[6] 840	[7] 830	[8] 522	[9] 757	[10] 778

[1] FN SECRETARY HOURS REFLECTED FIRST TIME - PRIOR MONTHS AND FROM PETTY CASH

[2] DELIVERY ORDERS RECEIVED BY TC

TransCentury Corporation
1759 Columbia Road, N.W.
Washington, D.C. 20009
TELEPHONE: [illegible] 328-1400
CABLE: TRANSCEN
TELEX: 64408
WARREN W. WIGGINS, PRESIDENT

March 10, 1981

Mr. Robert Bonnifon
Agency for International Development
Department of State
Washington, D.C.

Dear Bob:

As you, Jon Gant and Byron Bahl have requested during our various discussions about the Southern Africa Manpower Development Assistance Project, enclosed are the three items.

1. Two preliminary, "rough cut" budgets reflecting the levels of effort needed for both the low and high estimates of recruitment per year.

2. A chart reflecting the level of recruitment activity throughout the life of the project to date.

3. A budget indicating the total cost of the Field Coordinator in Botswana, including his office and staff charges as well as his personal allowances.

We have already given each of you a packet containing various orientation materials which we provide to OPEXers prior to their departure to post. If you have questions about any of this, please let us know.

We've all enjoyed the chance to discuss the project in detail with you. Best wishes.

Sincerely,

Carolyn M. Long
Vice President

Enclosures

Jon Gant
Byron Bahl

EQUAL OPPORTUNITY EMPLOYER

SAMDAP BUDGET

	Low Estimates 1/		High Estimates 2/	
	% Time	Dollars	% Time	Dollars
Personnel - Home Office 3/				
Project Director - C. Long	75%	$ 37,500	90%	$ 45,000
Recruitment Coordinator - A. Birara	80%	32,000	100%	40,000
Administrative Officer - J. Parker	100%	25,000	100%	25,000
Recruiter - N. Seshibe	50%	10,950	100%	21,900
Recruiter - E. Walters	50%	10,403	50%	10,403
Orientation Trainers - R. Bates	40 days	8,767	60 days	13,151
Accounting Assistant - G. Dopwell	100%	14,235	100%	14,235
Accounting Assistant - M. Zerai	100%	12,000	100%	12,000
Administrative Assistant - T. Dillon	100%	15,000	100%	15,000
Secretary - R. Wolde Marian	100%	12,000	100%	12,000
SUBTOTAL		177,855		208,689
Field Staff				
Field Coordinator - D. Smith	100%	37,400	100%	37,400
Administrative Assistant - F. Serems	100%	6,625	100%	6,625
SUBTOTAL		44,025		44,025
Home Office Fringe @23%		40,907		47,998
Field Staff Fringe @27%		10,126		10,126
Overhead @60% of I & III		131,257		154,012
Overhead @30% of II & IV		16,245		16,245
Travel & Transportation		32,000		32,000
Allowances		42,000		42,000
Other Direct		55,000		65,000
Total Direct Costs Plus Overhead 4/		549,415		620,095

SAMDAP BUDGET

(continued)

	% Time	Dollars	% Time	Dollars
XI. General & Administrative Expenses @10.6% of X 5/		$ 58,238		$ 65,730
XII. Subcontract		-0-		-0-
SUBTOTAL		607,653		685,825
XIII. Fixed Fee (7%) 6/		42,536		48,008
SUBTOTAL		650,189		733,833
Second Year (add 10%)		721,709		807,216
GRAND TOTAL - 2yrs		$1,371,898		$1,541,049
AVERAGE MONTHLY COST		$ 57,162		$ 210
PEAK OPEX LEVEL		100		120
SUPPORT COSTS PER TERM. MONTH		$ 572		$ 535

15 Long-Term OPEX Recruitments/year
4 Short-Term OPEX Recruitments/year
33 OPEX To Maintain In-Country-[illegible]
1 In-Country Training Workshop

25 Long-Term OPEX Recruitments/year
8 Short-Term OPEX Recruitments/year
~~33~~ OPEX To Maintain In-Country-[illegible]
2 In-Country Training Workshops

Salaries used are as of September, 1981.

No G&A staff have been budgetted as direct charge. Prefer 10.6% of travel and orientation; 2.41% of salary toppings and allowances in D.O.'s.

No G&A % was taken on subcontract in original budget. Should be taken on renewal budget.

Fee will continue @7%, as originally negotiated.

— see discussions about the salaries.

YEARLY COSTS FOR

FIELD STAFF PERSONNEL AND FIELD OFFICE

I. **Payroll Costs**			
Field Coordinator	$37,400		
Field Secretary	6,625		
TOTAL FIELD STAFF SALARIES		$44,025	
Fringe Benefits		10,126	
TOTAL FIELD STAFF SALARIES AND FRINGE BENEFITS			$ 54,151
II. Overhead: 30% of Total Field Staff Salaries and Fringe Benefits			16,245
III. Routine Annual Field Coordinator Allowances and Reimbursable Living Expenses			
Post Allowance	775		
Post Differential	3,740		
Annual Rent (Est. F8580)	11,400		
Utilities (Est. $150 per month)	1,800		
Guard Service	900		
Storage	2,200		
Education Allowance	10,000		
R & R or Home Leave ($2200 x 4 persons)	8,800		
TOTAL ROUTINE ANNUAL ALLOWANCES AND LIVING EXPENSES			39,615
Field Coordinator Travel			
Round Trip Circuit Air Fare Gabs/Manzini/Maseru/Gabs	600		
Per Diem: 7 days each city	800		
ONE TRIP TOTAL	1,400		
ESTIMATED COST - 5 TRIPS ANNUALLY			7,000

V. Field Office Annual Expenses

Rent	$ 3,000	
Communication Charges	[illegible]	
Office Supplies and Equipment	[illegible]	
Postage/Xerox/Printing	[illegible]	
Other Miscellaneous Office Charges	[illegible]	
TOTAL FIELD OFFICE ANNUAL EXPENSES		$ 10,650

End of Tour Costs

Return Travel to U.S. $1350 x 4 persons	[illegible]	
Air Freight	[illegible]	
TOTAL END OF TOUR COSTS		10,400
Total Items I-VI		138,061
G&A at 10.6% of Item VII		14,634
TOTAL COSTS		$152,695

Attach III

EFFORT – PERCENTAGE OF SALARY CHARGE

	SEPT	OCT	NOV	DEC	1980 JAN	FEB	MAR	APR	MAY	JUNE
[illegible]				100%	100%	100%	100%	100%	100%	100%
[illegible]				60%	60%	60%	60%	60%	60%	60%
[illegible]				50%	30%	30%	30%	30%	30%	30%
[illegible]				60%	[illegible]	100%	100%	100%	100%	100%
[illegible] DRUEL	DATA NOT READILY AVAILABLE			100%	100%	100%	100%	100%	100%	100%
[illegible]				100%	100%	100%	100%	100%	100%	100%
[illegible]				100%	100%	100%	100%	100%	100%	100%
[illegible]				100%	100%	100%	100%	100%	100%	100%
[illegible]							100%	100%	100%	100%
[illegible]							100%	100%	100%	100%
[illegible]										
[illegible]										
[illegible]										
[illegible]	–	–	–	[illegible]	6.9	[illegible]	8.9	8.9	8.9	8.9
HOME OFFICE SALARIES [illegible]	8,633	[illegible]	9,250	18,186 [1]	12,032	10,907	14,532	14,282	13,828	14,282
TOTAL P/S CORE COSTS	11,997	20,891	12,770	30,890	19,324	20,329	23,543	22,901	21,128	23,066
# PARTICIPANT DELIVERY ORDERS							6	14	10	7
CUMULATIVE DELIVERY ORDERS	–	–	–	–	–	–	6	20	30	37
SUPPORT COSTS PER TECHNICIAN MONTH	–	–	–	–	–	–	$ 3,923	$ 1,145	$ 704	$ 623

[1] COST INCLUDES TWO POSITIONS WHICH TERMINATED IN DEC NOT INCLUDED IN 6.7 MM FIGURE.

PERCENTAGE OF SALARY CHARGE 198

		JULY	AUGUST	SEPT.	OCT	NOV	DEC	JAN	FEB.
DIRECTOR		100%	100%	100%	100%	100%	100%	100%	100%
DEPUTY D.		60%	60%	60%	100%	100%	100%	100%	100%
PROGRAM		30%	30%	30%	50%	50%	50%	50%	50%
ADMIN. C.		100%	100%	100%					
RESEARCH/MATERIAL DEVEL		100%	100%	100%	100%	100%	100%	100%	100%
ACCOUNTING CLERK		100%	100%	100%	100%	100%	100%	100%	100%
FISCAL OFFICER		100%	100%	100%	100%	50%	50%	50%	50%
ADMIN. ASSISTANT		100%	100%	100%	100%	100%	100%	100%	100%
SECRETARY		100%	100%	100%					
PROG. OFFICER		100%	100%	100%	100%	100%	100%	100%	100%
RESEARCH & EVAL OFFICER					100%	100%	100%	100%	100%
ADMIN. ASSISTANT					100%	100%			
TR PROG. OFF							66%	66%	66%
TOTAL MAN-MONTHS		8.9	8.9	8.9	9.5	9.0	8.7	8.7	8.7
TOTAL OFFICE SALARIES		14,986	14,573	14,338	17,414	17,964	18,168	16,121	16,121
TOTAL P/S CORE COSTS		23,114	25,608	26,337	29,626	38,912 [1]	23,206 [1]	27,579	27,579
# PARTICIPANT DELIVERY WEEKS		22	14	3	2	4	6	9	15
CUMULATIVE DELIVERY WEEKS		59	73	76	78	82	88	97	112
SUPPORT COSTS PER TECHNICIAN MONTH		$ 392	$ 351	$ 347	$ 320	$ 475	$ 264	$ 284	$ 246

[1] DEC. INCLUDES CREDIT CORRECTION FOR ERROR IN NOV

Attachment IV.

Transcentury Recruiter [illegible]

PM = Person Months of TC recruiter time
R = Number of positions under active Recruitment
D = Departure (1-5 days per)

979	PM	R	D	R/PM	R + D / PM
ept.	[illegible] p/m's	-	-		
ct.	1.[illegible]	3	1	1.69	2.25
ov.	1.58	3	1	1.90	2.53
ec.	2.37	3	-	1.27	1.27
980					
	3.15	19	11	6.03	9.52
eb.	2.03	18	2	8.87	9.58
ar.	2.96	18	6	6.08	8.11
pr.	4.54	23	7	5.07	6.61
ay	4.49	25	2	5.57	6.01
une	3.37	19	6	5.64	7.42
ly	3.73	20	3	5.36	6.17
g.	3.45	20	8	5.80	8.12
pt.	3.19	12	8	3.76	6.27
.	3.21	10	3	3.12	4.05
.	2.26	9	2	3.98	4.87
c.	2.06	8	2	3.88	4.85
1					
.	2.71	7	1	2.58	2.9[illegible]
	2.05	7	1	3.41	3.90