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FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

INTEGRATED SYSTEMS IMPROVEMENT PROJECT (ISIP)

Progress Report of the Administrator

Summary

The Administrator's progress report on ISIP summarizes the status of the project as of March 1980, provides details on its implementation as well as on the arrangement for its final stages. The report also covers utilization of funds for ISIP and provides concrete indication as to the practical advantages of the new UNDP systems.

The Governing Council is requested to take note of this report.

80-08397

I. BACKGROUND

Phase I

1. Phase I of the Integrated Systems Improvement Project (ISIP) was implemented under authorization by the Governing Council at its twenty-third session in January 1977 (E/5940, paragraph 58 (r)) which requested the Administrator to develop a system-wide financial and programme information network to improve the quality, timeliness and organization of management information. To this end, the Administrator engaged a consulting organization to prepare a conceptual design for a significantly upgraded management information system for UNDP.

2. Based on a detailed progress report on Phase I of ISIP (DP/329), submitted to the Council at its twenty-fifth session in June 1978, the Administrator was authorized to proceed with Phase II and to enter into commitments in 1979 for a total of up to \$1.2 million for Phase II of ISIP (E/1978/53/Rev.1, decision 25/18).

Phase II

3. The Administrator reported to the twenty-sixth session of the Governing Council (DP/378) in June 1979 on the strategy adopted for the detailed design and implementation of UNDP's information systems, on which work had started on 1 February 1979. In brief, the Administrator chose to concentrate on the design and implementation of selected priority systems within a carefully developed conceptual architecture for the integrated development of all UNDP systems. The specific prerequisite tasks necessary for the integration and operation of all the main systems were identified in the Administrator's report to the Council (DP/378) along with the timetable for work on the priority systems selected for design and implementation in 1979/80.

4. On the basis of the Administrator's recommendations, the Governing Council, at its twenty-sixth session, authorized the expenditure of an additional amount of \$1.2 million to continue the installation of these priority financial and programme information systems, bringing the total authorization to \$2.4 million for 1979 and 1980.^{1/}

II. SUMMARY OF ISIP PHASE II WORK ACCOMPLISHED THROUGH 1 MARCH 1980 AND PROJECTED SCHEDULE OF WORK

A. Institutional Framework and Prerequisite Tasks

5. During the past year, Application Leaders, selected from main user units to lead the studies of priority systems identified for 1979/80 implementation, assumed major responsibility for the design of their systems within the over-all institutional framework. Management and integration of these systems has been accomplished through the development of special institutional arrangements for strong central

^{1/} See Official Records of the Economic and Social Council, 1979, Supplement No.10, (E/1979/40), chapter XXI.

decision-making and monitoring responsibility over systems design, while allowing maximum delegation of responsibility to Application Leaders. A Managerial Policy Group (MPG), chaired by the Deputy Administrator, provided over-all guidance, and the ISIP project team developed the necessary infrastructure and tools for effective co-ordination and management of systems design and installation.

6. The development of the specific prerequisite tasks required for the effective development of all the main UNDP systems has proceeded since June 1979, when the Administrator reported to the Council on their progress. The status of these tasks as at 1 March 1980 is reported below.

Systems standards

7. The UNDP systems development standards, programming principles and documentation standards are used by all applications to ensure that the same methodology is followed for all UNDP systems development activities. A useful addition to these guidelines has been the development of standard forms to ensure consistency in input descriptions, output descriptions, computer file and record descriptions. These systems development standards also include control mechanisms for designing and monitoring systems development projects and have provided the means for tracking the implementation status of each application.

Training

8. To build common understanding and the in-house capability for the development, maintenance and the enhancement of systems, a training course was conducted with the help of the Division of Personnel for user managers, Application Leaders and technical resource personnel on UNDP's specific systems standards and requirements. Training has also been provided in the INQUIRE software language for various staff involved in the design and development of the Programme and Project Management systems. Preliminary training work has also started in the Division of Finance on the requirements for testing and operating EDP-supported systems effectively. The training requirements of UNDP staff who will work in UNDP's new data processing facility have also been drawn up.

Chart of accounts

9. A single Chart of Accounts has been finalized with standard account codes to handle operations for UNDP, OPE and the trust funds. The Chart of Accounts has a hierarchical framework to facilitate aggregation and disaggregation for reporting and reconciliation purposes, including project accounting for OPE and the trust funds. A major task now under way is the development of the conversion programmes and files for changeover of all existing systems to the new 22-digit account codes; this work is scheduled for completion in October 1980.

Dictionary of data elements

10. Data are being compiled as work on systems progresses to a detailed level of design and are being entered into an automated data dictionary using software made available by the World Health Organization (WHO) at the International Computing Centre (ICC) Geneva for all UNDP systems. The objective of this task is

to establish a complete dictionary of terms and eliminate any inconsistencies and redundancies in data definitions.

Forms design

11. Since the completion of the detailed design of the General Ledger and Financial Reporting System and the Obligations and Payments System, a major effort has been under way for the redesign of UNDP's main financial forms that provide the necessary information to these core systems. The redesign of financial forms is scheduled to be completed by May 1980.

B. Priority systems for Phase II implementation

12. The Administrator's progress report to the twenty-sixth session of the Governing Council (DP/378), written in the seventh week of Phase II design and implementation, provided a brief overview of ISIP's priority systems and their status as at 15 March 1979. The following paragraphs report on the status of these systems, their main design parameters and their respective planned completion dates as of March 1980. As requested by the Governing Council at its twenty-sixth session, these sections also highlight the advantages of these systems for UNDP operations.

The UNDP Programme and Project Management System (PPMS)

13. This key system is being designed as a cluster of four integrated subsystems consisting of: the Project Budget System (PBS); the Project Expenditure System (PES); the Project Institutional Memory (PIM); and the Country Programme Management System (CPMS). The design methodology provides for project financial and other relevant information to be integrated through a Database Management System (DEMS). All project expenditure information from the Agencies will be passed to the UNDP General Ledger accounting system via the PPMS. This approach will provide more easily accessible, complete and timely records for financial management of the Programme, for project monitoring at a greater level of detail, and for planning and evaluation, both at the programme and the project level.

14. The design parameters include improvement in the definition and quality of data, sharp reduction in turnaround time in entering, collecting and validating project information, and elimination of the need for reconciliation of data by Executing Agencies, UNDP headquarters and Field Offices, all of whom will receive the same information from the same stream. Further, in addition to regular reports, the PPMS database is to serve as a pool of management information which can be accessed on an ad hoc basis to meet the particular needs of users as frequently as required. The PPMS subsystems are being improved in stages in order to provide some improvements as soon as possible in the accuracy and timeliness of information, with other improvements planned progressively for implementation in later stages of development.

Project Budget System (PBS)

15. Version I, which is expected to reduce the existing system's turnaround time by about one-third, and will be operational in late March 1980; and Version II, which involves the transfer of the PBS database from ICC Geneva to New York, will combine the current discrete steps of transcription, data entry and edit steps into one process, thus further accelerating the availability of budget information. Version II is scheduled for implementation in October 1980.

Project Expenditure System (PES)

16. Work on the detailed definition of UNDP's expenditure reporting requirements from the Agencies for resource management, programme management and project monitoring is nearly completed; detailed specifications are scheduled for completion in May 1980. The transfer of the existing project expenditure modules from ICC to New York is scheduled for October 1980 with change-over to the new expenditure system targeted for 1 January 1981.

Country Programme Management System (CPMS)

17. In 1977, Country Programme Management Plans (CPMP) were introduced as a tool for UNDP Field Offices to improve their programme management. These plans contain information on planned management actions and their financial implications. The CPMS is at an early level of design and when installed will capture this planning information in the PPMS database on projects in the pipeline, operational projects and completed projects. The preliminary design for the CPMS will be finalized in March 1980 and the detailed design is planned for completion in September 1980. The system is expected to be fully operational in the first half of 1981.

The Project Institutional Memory (PIM)

18. Since 1979, UNDP has been actively engaged in the development of a Project Institutional Memory which will contain descriptive information pertaining to past and current activities. The Memory contains substantive project information in project-descriptor form (key words) and is being designed bearing in mind the information requirements of CORE I (and eventually CORE II).

19. The data collection and computerization of information is well advanced. As of March 1980, the Project Institutional Memory database is integrated into the Project and Programme Management System. By May, the systems development work should be completed, and the content of this database will increase monthly so that requests can be fulfilled for information in periodic hardcopy reports or on an ad hoc basis. The database, with information on approximately 9,000 UNDP-funded projects, approved from 1974 onwards, is scheduled for completion by end September 1980.

The UNDP Financial Information System (FIS)

20. The FIS is being designed as an integrated network of financial systems with the General Ledger and Financial Reporting System (GLFRS) at the apex in which

aggregated information will be received from the detailed accounting records carried in the other FIS systems, and to which aggregated project budget and expenditure information is to be passed electronically to the GLFRS from the Programme and Project Management System. (The UNDP GLFRS will also be the repository for detailed accounting for OPE, Trust Fund and Government-executed projects, and expenditures against the UNDP Administrative Budget.) Obligation, payments and vendor data will be maintained separately from the GLFRS in the Obligations and Payments System (OPS) as data entered in this system need to be updated with greater frequency than other general ledger data. The Income and Cash Management system (ICM) maintains the accounts for the day-to-day management of UNDP's cash and investments and is to be updated on-line to ensure that information on balances is up-to-date. The Administrative Budget Formulation and Appropriations Control Systems maintain appropriation and allotment information in separate Administrative Budget Systems files, with access to the GLFRS database for administrative budget expenditure reporting purposes.

21. These systems have all been designed with the objective of providing the Administrator with accurate and timely summary financial information on UNDP and the Trust Funds and extreme care has been taken to identify the kinds of reports required for effective financial management. Further, each of these systems has been tailored to meet the daily operational requirements of the units they serve.

The General Ledger and Financial Reporting System (GLFRS), Obligations and Payments System (OPS) and the Accounts Transaction Processor (ATP)

22. The detailed design of these elements of the UNDP accounting system has been completed and negotiations are under way for the acquisition of a pre-programmed application software package (March 1980). The Accounts Transaction Processor (ATP) is a major improvement over the existing cumbersome data entry system and provides for on-line data entry, edit and validation of accounting entries to the GLFRS and OPS. This will greatly reduce the elapsed time required for data entry, edit and validation of accounting entries to the GLFRS and OPS. This will greatly reduce the elapsed time required for data entry and update of the General Ledger files, and through the GLFRS it will be possible to provide more up-to-date interim financial statements at more frequent intervals. The testing and installation of the basic features of these new systems is expected to be completed by December 1980.

The Income and Cash Management Systems (ICM) and the Cash Forecasting System (CF)

23. The Income and Cash Management System (ICM), which is in the final stages of design, will provide records of accounts receivable and income for all sources of funds administered by UNDP, including a 10-year historical record of voluntary contributions, Government cash counterpart contributions, voluntary programme costs, cost sharing and assessed programme costs. In the cash management area, records will be maintained on cash remittances to Agencies, field offices and other disbursements. The system will also maintain the records of assets held by UNDP and monitor interest earnings, gains/losses on exchange, currency exposure and bank activity. Standard reports and ad hoc reports produced on demand will be available in each area covered by the systems.

24. The Cash Forecasting system draws on the information in the ICM and will serve as a cash planning and decision-making tool for UNDP and UNDP-administered Trust Funds. It will provide a cash and currency flow forecasting model and will produce currency profiles of all currencies managed by UNDP over a 12-month time horizon, generate forecasts of the cash requirements of Agencies, field offices and headquarters, and facilitate preparation of documents for the Governing Council. The system will produce variance reports comparing actual transactions to the annual and quarterly forecasts.

25. In summary, these systems in support of UNDP's Treasury functions will provide timely information on cash balances, contributions, assets, cash flows and currency availability and utilization for all 150 currencies managed by UNDP. This will increase UNDP's ability to reduce the level of cash balances held in banks, to increase interest earnings, to follow up more closely on contributions and other receivables and to improve currency management. The Income and Cash Management System is expected to be operational in July 1980 and the Cash Forecasting System by September 1980.

The Budget Formulation System and the Appropriations Control System

26. Work on modification of the Budget Formulation System was completed on schedule in May 1979 and generated the schedules and annexes of the 1980-1981 biennial budget, presented to the twenty-sixth session of the Governing Council. The system provides for the automatic calculation of the cost of salaries and wages and payrolled common staff costs, based on the staffing table established for a particular organizational unit and time period. Other common staff costs and common operating costs are also captured in the database. Through an iterative process various combinations of staffing table costs and inflation percentages are fed in until the final budget schedules are produced. Further, the system is capable of classifying costs and analyzing changes in these costs under appropriation headings, by object of expenditure as well as by organizational unit.

27. The Budget Appropriations Control system is closely aligned to the Budget Formulation system and, once the UNDP budget is approved by the Governing Council, the budget formulation database becomes the appropriation database for allotment control purposes. The main tasks of this budget monitoring system are to compare the appropriations as approved by the Governing Council with the level of allotments which have been issued, and to compare projected expenditures with these allotments. (Projections are made on the basis of actual expenditure data drawn from the General Ledger and an expenditure model for extrapolating estimates of expenditures over the full period covered by an allotment.) This system is a critical tool for the over-all monitoring of UNDP appropriations and expenditure patterns and is currently being readied for testing. It is scheduled for completion in June 1980.

The Automated Personnel System (APS)

28. Detailed design level II, for the improvements of this system, was completed at the end of February 1980. Following the completion of necessary preparatory

tasks, detailed design level III will commence late in March 1980. The current work plan calls for all the new enhancements to this system to be fully operational in February 1981. The system will provide comprehensive information on all UNDP staff members stationed both at headquarters and in the field and thus enhance considerably the ability of the Division of Personnel to carry out its functions, particularly those relating to manpower planning, staff movements and personnel administration. The APS will be hosted in New York rather than in ICC, thus permitting more immediate access to the data and reducing the turnaround time for hard-copy reports from the current eight weeks to five days. In addition, certain of the data will be available on an on-line and interactive basis.

Other systems activities assisted by ISIP

29. Several other new systems projects and enhancements to existing systems have also started during the past year. Work is being financed by a special contribution of \$100,000 from the Government of Japan to improve field office accounts and will receive high priority in the coming months. This application is expected to reap benefits for the Agencies and UNDP through the introduction of significant improvements in accounting practices and procedures, especially those relating to the handling of Agency disbursements by UNDP field offices.

30. Also, ISIP has provided guidance to the Office of Projects Execution (OPE) and the United Nations Capital Development Fund, now in the first stages of developing their own internal Programme and Project Management Systems for project management. These are to be fully integrated with the main Programme and Project Management Systems and the Financial Information Systems which are the repository for the detailed accounting for OPE and the Trust Funds.

31. The UNDP Payroll Interface System is being enhanced to meet the requirements of the UNDP Financial Information systems and the Automated Personnel System. This system links the output of the United Nations Payroll with the staffing tables controlled by the Budget Section with the Automated Personnel System, and distributes the payroll charges into the General Ledger. The work on revising the staffing table programmes to include OPE, and Trust Fund personnel, and to recast all the Payroll Interface programmes is scheduled for completion in September 1980.

D. Progress in the definition of the technical environment for operation and development of UNDP's Integrated Information System

32. As various priority systems reached the detailed design phase, it became evident that a different and improved technical environment was required to operate these systems effectively. During the summer and fall of 1979, the Phase I recommendation that UNDP install a computer and make various technical improvements in UNDP's data processing capabilities were examined in greater depth. A feasibility study, prepared with the assistance of outside consultants, recommended the acquisition of a computer in order to:

- (a) Provide systems users with better control over their operating environment;

(b) Improve the timeliness of information;

(c) Shorten the edit-entry-correction-validate-correction report cycle by performing all of these processes on a computer at UNDP;

(d) Eliminate the transcription step (from source documents to key-entry forms) in project budget, personnel and the administrative budget expenditure monitoring and control systems;

(e) Perform all editing and validation on-line in one step; e.g. the validation of account codes.

33. Following the approval of the recommendations of the feasibility study, a Request for Proposal (RFP) was prepared and sent to computer vendors. The responses to the RFP were carefully evaluated by a team of in-house technical staff and outside consultants and the IBM 4331 system was selected for the following reasons:

(a) Compatible system and application software: Application software developed by UNDP and currently operational at the New York Computing Centre (NYCC) and International Computing Centre (ICC) are readily convertible for use in an IBM 4331;

(b) Communications compatibility: With the "3270 Pass-Thru" capability, the terminals located on the UNDP 4331 computer will have direct access to programmes and files on the New York Computing Centre (NYCC) mainframe computer of the United Nations. The systems being developed under ISIP place a heavy emphasis on integration with some applications located on the 4331 and some on the mainframe at the NYCS.

34. The IBM 4331 which is being leased from IBM will be sited on UNDP premises with a planned start date of 1 April 1980 for initial operations. The system will be used for data entry functions for all application systems in UNDP in an environment where 20 terminals and eight local printers will be distributed among the application users and Division of Management Information Services (DMIS), as per their respective requirements. The system will also process the entire Income and Cash Management System.

35. While the decision to acquire a computer is well supported on the basis of the improved efficiency in system operations, the analysis of the acquisition also demonstrated that the leasing and operating costs are to be offset by savings in the level of UNDP's annual payments to ICC Geneva, in data transmission costs and in savings in UNDP's subvention to NYCC for various data entry operations. In fact, it is estimated that the use of the new UNDP data processing facility will result in net savings in UNDP's data processing costs from 1980 onwards.

D. Co-operation with Executing Agencies

36. The Executing Agencies and the Inter-Organization Board for Information Systems (IOB) secretariat continued to extend their fullest co-operation and support through-

out the reporting period. Structured contacts with Agencies have been maintained on a regular basis since the Agencies participated in late 1978 in an in-depth review of the Phase I report. Their participation in this instance was especially helpful to the Administrator in the adoption of an implementation strategy for ISIP. Subsequently, Agencies have been consulted on their accounting practices and their data requirements from UNDP, as well as UNDP's reporting requirements from them with regard to project budgets, project expenditures and cash forecasting and replenishment. These consultations have proven to be extremely valuable not only to the UNDP Application Leaders but also to UNDP managers.

37. Most recently, in February 1980, UNDP convened an interagency meeting in New York to inform the Agencies and the IOB on the progress of the UNDP systems development effort as it entered its third year, and to permit them to offer their views and suggestions on its general and specific aspects. Thus, the meeting not only discussed the ISIP conceptual design and its technical environment but also reviewed each and every system reported above. UNDP was able to ascertain from this meeting the Agencies' views and opinions of the project at this stage in its evolution and incorporate them, as appropriate, in the systems' applications under development. In this manner, UNDP and the Agencies were able to secure a better interface between their respective systems through clarification of respective roles and requirements.

III. ARRANGEMENTS FOR THE TRANSFERENCE OF ISIP FUNCTIONS

38. As may be inferred from the previous sections of this report, by far the major part of the ISIP project has been carried out. Designs and specifications for virtually all the priority systems have been completed with most of the new systems scheduled to come on stream on or before the end of this year. From the record of the progress reported to date, it would appear that the project approach in implementing this major effort under the day-to-day management of the ISIP group has proved efficient and effective. The need at this stage is to ensure: (a) a logical and smooth transition from the design and implementation of new systems to their maintenance; and (b) the development of enhanced systems as needs are identified. The Administrator is most cognizant of the necessity for a successful transfer of the operation and has initiated various measures to facilitate it.

39. It is expected that the ISIP group will be dissolved by 30 June 1980. Steps are being taken to capitalize on the experience to date so as to ensure that further systems development in UNDP - including enhancements - will continue in an orderly way. The ISIP functions are being taken over as a regular part of Division of Management Information Services (DMIS) operations. One essential step to this end is the strengthening of DMIS to ensure its ability to operate efficiently the new systems and the new data processing facility without prejudice to its other continuing functions. Requisite personnel are being realigned from within UNDP and are also being recruited from outside (within existing budgetary limits). On the management side, ISIP is turning over to DMIS its project planning and monitoring procedures, while training in ISIP project management techniques is taking place. During the transitional period, begun in March 1980, systems development schedules have been reviewed with DMIS, and projections updated for all resource requirements for 1980-1981.

40. The Administrator recognizes that the integrated systems development project benefitted significantly during ISIP's lifetime from the co-ordination and overview role of the Management Policy Group (MPG), chaired by the Deputy Administrator. Consequently, the Administrator intends to retain the MPG both to monitor UNDP's information systems development and to serve as a broad-based advisory and decision-making body in the area of information policies and practices. The maintenance of the MPG functions recognizes the continuing need for the user managers involvement in the definition of maintenance and enhancement requirements of the new systems.

IV. SOURCES AND APPLICATION OF FUNDS

41. Tables 1, 2 and 3, attached, set out ISIP's sources of funds, their utilization and the ISIP staffing table, respectively, for 1979 and 1980. The data in table 2 compare actual expenditures in 1979, projected expenditures for 1980, and the two years combined with the amounts approved by the Governing Council at its twenty-sixth session meeting in June 1979 as per document DP/GC/XXVI/BFC/CRP.4. Based upon the figures reflected in these tables, the Administrator is confident that the approved appropriation for ISIP will not be exceeded, barring small increases in costs due to inflation.

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ANNEX I

ISIP Source of Funds*

(in U.S. Dollars)

	<u>1979</u>	<u>1980</u>	<u>Total</u>
1. Total Cost (NET)	1 080 303 =====	1 351 166 =====	2 431 469 =====
2. Total Sources (NET)	<u>1 080 303</u>	<u>1 351 166</u>	<u>2 431 469</u>
2.1 From Government	595 000	-	595 000
2.2 From UNDP Administrative Budget	485 303	1 351 166	1 836 469

* Excluding \$100,000 Japanese Contribution dedicated towards the improvements of Field Office Accounts.

ANNEX II
ISIP 1979-1980 Application of Funds
 (as of 31/3/1980)
 (in U.S. Dollars)

Programme	1979 (CRP/4)			1979 Actual Expenditure			1980 (CRP/4)			Projected 1980			Total 1979-80 (CRP/4)			1979-80 Projected Total March 1980		
	ISIP	DMIS	TOTAL	ISIP	DMIS	TOTAL	ISIP	DMIS	TOTAL	ISIP	DMIS	TOTAL	ISIP	DMIS	TOTAL	ISIP	DMIS	TOTAL
Category of Expenditure																		
011-013 Salaries and Wages	390 400	136 900	527 300	380 683	-	380 683	367 100	179 000	546 100	187 438	229 173	416 611	757 500	315 900	1 073 400	568 121	229 173	797 294
100 Common staff costs	150 500	20 900	171 400	87 665	-	87 665	118 300	61 300	179 600	42 548	52 022	94 570	268 800	82 200	351 000	130 213	52 022	182 235
Sub-total	540 900	157 800	698 700	468 348		468 348	485 400	240 300	725 700	229 986	281 195	511 181	1 026 300	398 100	1 424 400	698 334	281 195	979 529
040 Consultants			314 000			627 923			490 000			828 797			804 000			1 456 720
180 Training			-			-			-			1 000			-			1 000
240 Travel on Official business			19 500			34 683			17 000			15 000			36 500			49 683
330 External printing and binding			10 000			193			7 000			-			17 000			193
370 External data processing			76 000			-			100 000			71 000			176 000			71 000
410 Rental and maintenance of office premises			71 000			30 633			78 000			15 000			149 000			45 633
420 Utilities			4 500			1 449			5 000			2 000			9 500			3 449
430 Rental and maintenance of office equipment			4 000			4 649			4 000			2 000			8 000			6 649
440 Communications			12 000			4 209			10 000			4 175			22 000			8 384
510 Stationery and office supplies			8 000			452			7 000			1 000			15 000			1 452
610 Office furniture and equipment			1 000			2 373			10 000			-			11 000			2 373
TOTAL GROSS			1 218 700			1 174 912			1 453 700			1 451 153			2 672 400			2 626 065
Estimated Income			(138 700)			(94 609)			(133 700)			(99 987)			(272 400)			(194 596)
TOTAL NET			1 080 000			1 080 303			1 320 000			1 351 166			2 400 000			2 431 469

ISIP STAFFING TABLE

Programme	I. Professional and Higher Levels								II. General Services and Manual				III. UNDP JPO
	ADM DA AA	D-2	D-1	P-5	P-4	P-3	P-2	Total	Other G-5	GS	M	Total	
<u>Integrated Systems Improvement Project (ISIP)</u>													
a) <u>ISIP Staff</u>													
1980	-	1	-	-	3	-	1	5	1	3	-	4	-
1979	-	1	-	1	3	-	1	6	-	5	-	5	-
b) <u>MIS Staff</u>													
1980	-	-	-	1	2	1	1	5	-	3	-	3	-
1979	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL													
1980	-	1	-	1	5	1	2	10	1	6	-	7	-
1979	-	1	-	1	3	-	1	6	-	5	-	5	-