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April 14, 1970.

17p.

To : Mr. James W. Howe, Director, EAORA.
From : ~~Robert A. Young~~
Robert A. Young, Actg. Area Auditor General, USAID/Nairobi.
Subject : Audit Report No. 51/70 (EAR-5) dated April 14, 1970 -
Teacher Education in East Africa Project No. 618-11-650-617
Contract No. AID/afr 420 Teachers College, Columbia
University for the Period July 1, 1966 to December 31, 1969.

Reference: M.O. 798.2

Five copies of the above referenced audit report are attached for your information and distribution as follows:

Director's Office	-	1 copy
Controller's Office	-	2 copies
Project Manager	-	2 copies

Your notice is directed to recommendations No. 1, 3, 4, 5, 6 and 7 which are for your Mission's attention.

There is one recommendation requiring AID/W action.

Total number of recommendations:	7	
Total number cleared	:	-
Total number outstanding	:	7

cc: Inspector General of Foreign Assistance	-	1 copy
Director, Inspections & Investigation Staff	-	1 copy
AG/AUD	-	2 copies
East Africa Desk	-	1 copy
PMCA/AFR	-	2 copies
Contracting Officer/AFR	-	1 copy

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Teacher Education in East Africa
Project No. 618-11-650-617
Contract No. AID/afr 420
Teachers College, Columbia University
For the Period July 1, 1966 to December 31, 1969.

PURPOSE AND SCOPE OF AUDIT

The audit was made to identify and report on any problems which may adversely affect the project implementation and to verify compliance with applicable laws, regulations, contracts, and project agreements.

The audit was conducted in accordance with generally accepted auditing standards and applicable Manual Orders. The field work was performed intermittently during October 1969 - January 1970.

BACKGROUND INFORMATION

The initial project agreement for the Teacher Education in East Africa Project (TEEA) was signed on May 27, 1964. On March 27, 1964 A.I.D. entered into a "Letter of Agreement" with the Teachers College, Columbia University (TCCU) under contract No. AIDc-1911, to provide tutors to teach in the teachers colleges of Kenya, Uganda and Tanzania. On June 27, 1966, Contract No. AID/afr 420 was signed with TCCU. The contractor's scope of work, as outlined in the contract, is summarized below:

- a. Provide teachers for East African secondary schools through December 1967.
- b. Recruit qualified Americans to serve as tutors in the major teachers colleges of Kenya, Tanzania, and Uganda.
- c. Provide staff educators for the various colleges and institutes of education.
- c'. Recruit staff educators to assist in curriculum development for the East African countries.

The purpose of the project as stated in Project Agreement TEEA No. 1, dated June 30, 1964 was to assist the East African Governments in expanding and improving their systems of teacher education in order to place the countries in a better position to meet the manpower requirements of their economic development programs. The project termination date is December 1971.

The financial status of the project as of December 31, 1969 is as follows:

	<u>Obligated</u>	<u>Liquidated</u>	<u>Balance</u>
Contract Services	\$7,005,653.00	\$4,767,303.19	\$2,238,349.81
Commodities	55,180.70	42,484.01	12,696.69
Other Costs	<u>579,443.99</u>	<u>409,318.01</u>	<u>170,125.98</u>
	<u>\$7,640,277.69</u>	<u>\$5,219,105.21</u>	<u>\$2,421,172.48</u>

SUMMARY OF MAJOR FINDINGS

A system was not established for the implementation of recommendations made by a project evaluation team. (Page 4)

The ICCU contractor has not prepared reports on a timely basis. (Page 4)

The contractor did not maintain current property management records to account for property under the custody of the ICCU personnel. (Page 7)

Adequate records were not maintained to ensure that the host government's contributions were received on a timely basis nor were the project agreements clear as to the initial dates the host governments were to begin their contributions. (Page 9)

Although a number of problems have been recounted in the evaluation report of Harris and Holmes and in this audit report, in perspective and on the whole, the project is moving forward on course.

Mission comments were requested and considered in the report, as usual.

FOLLOW-UP ON PRIOR AUDITS

One prior audit has been made of this project; Audit Report No. 20/67 (EAR-1) dated October 5, 1966. All recommendations made in that report have been closed.

FINDINGS AND RECOMMENDATIONS

Project Evaluation

During the months of July and August 1969 an evaluation of the Teachers Education in East Africa Project was made by Dr. Fred Harris and Dr. Frank L. Holmes. The report dated August 15, 1969 was presented to the EAORA on the same date.

The evaluation team's findings which relate to project implementation are summarized below:

- a. The project design was faulty in that it did not meet the AID criterion that projects be self-cancelling through the generation of replacement personnel and that it responded to only a partial segment of the recognizable educational needs of East African countries.
- b. Lines of authority and responsibility had not been adequately defined.
- c. Confusion existed among TCCU tutors, staff educators and other contract, field and campus personnel and representatives of Ministries of Education as to the interpretation of the project goals or objectives.
- d. The contractual and professional rights of tutors supplied by TCCU were largely unprotected. There were inherent ambivalences and contradictions built into the tutors' contractual arrangements.
- e. TCCU liaison with the tutors ranged from satisfactory to poor.

In two of the three countries where tutors were stationed AID personnel appeared to have made more visits to confer with tutors than did the contractor's field personnel.

- f. The Institute programs varied greatly in terms of quality of leadership. In some of the institutes there was little productive work; in one there was commendable progress.
- g. The contractor failed to establish bench marks for governing the progress and determining the achievements of the project.

Fifteen recommendations were made in the TEEA evaluation report. The recommendations were aimed at clearing up confusion pertaining to project objectives, improving the TCCU headquarters staff, establishing clear lines of administrative and operational responsibility, establishing a professional evaluation process, and improving the EAORA management of the project.

In an airgram to AID/W the EAORA took the position that six of the recommendations should be implemented and suggested an alternate approach for one recommendation. Eight of the recommendations were rejected as being either impracticable or not applicable.

We found that EAORA did not have a system established for the implementation of the outstanding recommendations. The Project Manager should have a plan outlined for the date and method of implementation and the person or persons responsible for implementing the outstanding recommendations. Subsequent to completion of the field audit we were advised that five of the six recommendations have been implemented, therefore no recommendation is made.

TCCU Reporting

The TCCU has not submitted required reports to the EAORA on a timely basis. Audit report No. 20/67 (EAR-1) dated October 5, 1966 stated that the semi-annual report, which was then required under the contract, had not been submitted by the contractor. We also found that the semi-annual report for the first six months of 1967 was not prepared but an annual report was submitted for the year 1967. On April 18, 1968 the contract was amended to provide for annual instead of semi-annual reports.

In our Record of Audit Findings (RAF) No. 5, dated December 16, 1969, we stated that the annual report for calendar year 1968 had not been submitted to EAORA by the contractor. In this RAF we recommended that EAORA obtain the required report from the contractor. The report was submitted in January 1970. Although we recommended that EAORA obtain the delinquent report, we question the value of late reports which are submitted merely to satisfy the requirements of a contract. During the audit, the Chief of Party of TCCU told the auditors that the annual report for 1969 would be submitted during the month of February 1970. The report had not been received as of April 13, 1970.

Since it is not unusual to find problems relating to interim reporting in the audit of AID contracts, and since they are typified by the problems found in this project, it was felt worthwhile to report in depth on this problem in this report. Mission personnel have been most helpful in defining the problems involved and in suggesting possible solutions. These problems centered around two areas - value and enforcement of reporting requirements.

In regard to value it must be fairly well agreed that interim reports are valuable only insofar as they serve as available tools for Management. If reports are to be of assistance to Management they must provide useful data on a timely basis. The primary utility, it seems, must relate to measurement of project progress and the identification of problems for the purpose of influencing actions in ensuing months. It was our conclusion in this project that the content of the formal reports were not required to be in this manner in the first instance (that is, by contract provisions). Moreover they were very late, and hence worth little for other than their historical value.

It was agreed in conference with Mission personnel that the best hope for future improvement in this area was for the Mission to inject into the contract negotiations the specific reporting requirements needed to make the reports useful to Mission Management. The Mission should also insist that due dates are carefully planned to be of greatest utility and clearly defined so as to leave no question as to when reports are due. It was suggested that the reports should be drawn against the FIF. We believe that, insofar as possible, interim reports generally should be quantitative (charts, amounts, numerical data) as opposed to narrative. Narrative should largely be limited to support an explanation of quantitative data.

If one side of the coin of value in reporting is content, the other side is timeliness. Generally, chronological delinquency destroys content value. Current A.I.D. contract provisions do not provide for assessment of penalties in cases of delinquent reporting. Perhaps this is an indication of the low value placed upon such reporting which has, in turn, depressed its effectiveness as a management tool. If A.I.D. is to increase its management effectiveness it must discern where its management tools should be and then see to it that they are there. One question is how the contractor manages its contract services without effective interim reporting on project progress for its own management purposes. To recommend the imposition of a significant penalty upon a contractor for failure to manage its contract services activities in an effective manner does not appear unreasonable. Not so to manage is costly to the Contractor, A.I.D., and the development program. It is possible that an incentive

payment for timely reporting would improve compliance, however we question the psychology and precedent of a bonus payment for something which should be expected of normal good management. In the absence of recourse to the withholding of payments (which we understand is not possible under the Federal Letter of Credit system and, even if it were possible, this represents at best a cumbersome action, very likely to be more delinquent than the report itself) we suggest penalty assessments of predetermined amounts for delinquent (defined by contract) reporting.

Until contract provisions are more specific and do require reports more useful to Mission Management, it is suggested that the Mission move by suasion through its Project Managers to obtain report content more useful to and for management of the project.

Recommendation No. 1.

EAORA should insist upon the specific language it needs for the "reporting clause" in contracts supporting regional projects in order to obtain interim reports which will serve as realistic tools for management of the projects. Appropriate instructions should be issued to EAORA personnel to implement such action.

ACTION: Mission Director, EAORA.

Recommendation No. 2.

Since this finding relates to "problem reporting" discussed in Finding No. 3 of the AID staff Report on Project Management Problems dated November, 1969, the Auditor General may wish to advise the Steering Committee (see AIDTO A-2762 dated 12-24-69) of this project management problem for whatever study or action, if any, they deem appropriate.

ACTION: AG

In regard to the second problem area - enforcement of reporting requirements under present contract provisions - we find that often such enforcement measures are quite informal, both as to manner of presentation and as to their sequence. It has been stated that follow-up often consists of a series of memos and phone calls which may frequently conform to a series of related or unrelated events

fortuitously occurring at or near the same time that follow-up is due. While we do not fault such informal follow-up, we do believe that simultaneously a rigid, formal pattern of follow-up escalation should be established and adhered to in order (1) to insure that no gaps occur (2) to set a tone of business like urgency (3) to surface the delinquency to each tier of management within the shortest reasonable period and (4) finally to raise the issue to a level where action will be obtained.

At the risk of apparent contradiction to the foregoing suggestion, we must recognize the futility of such stringent follow-up measures for a report already long overdue or for reports where the content is expected to be strictly historical or lacking in substance. In those instances we can only reiterate our suggestion immediately preceding Recommendation No. 1.

Recommendation No. 3.

It is recommended that EAORA establish a general time-phased escalation plan for follow-up action when a contractor becomes delinquent in his reporting requirements. Flexibility can be had though deviation from the general plan with consent of the Mission Director. Deviations should be documented in the project file and they should not be requested for reasons of convenience.

ACTION: Mission Director, EAORA.

The Mission, in its comments on the draft report, state "We believe that this recommendation should be included as part of Recommendation No. 2. AID should establish a standard practice for contractors who are late with reports. However, we agree that Mission Directors should have the flexibility to approve deviation from the agreed reporting plan as long as such decisions are documented in advance."

While the auditor agrees with the Mission comments, he hesitates to recommend action without proper audit foundation. At this point and in this report we are prepared only to recommend action for this Mission. Recommendation for broader action must await an audit with broader scope. For the same reason Recommendation No. 2 has been worded to bring attention to the problem, rather than requiring sweeping action.

Property Management Records

The contractor did not maintain current property management records to account for property under the custody of ICCU. The only inventory record that the contractor had was a typewritten sheet dated October 1, 1967 which listed non-expendable property as of that date. We found that the contractor did not maintain records of materials due in, received and issued.

Recommendation No. 4.

It is recommended that the EAORA ensure that the contractor establishes and maintains adequate records to account for property under the custody of TCCU.

ACTION: Project Manager, EAORA.

Commodities Utilization

An end-use check of commodities under the custody of the TCCU staff revealed that a manual mimeograph machine and a Kodak Verifax Copier, which were located in the headquarter's office of TCCU, were not being used. The contractor's personnel indicated that the machines were no longer needed.

Recommendation No. 5.

It is recommended that EAORA take action to transfer the property to a location where it can be properly used.

ACTION: Project Manager, EAORA.

Unauthorized Procurement

Two refrigerators were procured locally at a cost of \$728.99 by OSARAC under the TEEA Project although funds had not been provided under the project. We also found that source waivers had not been issued for the procurement of the refrigerators.

Under PIO/T 80010, \$24,847 were provided for the procurement of refrigerators by the TCCU. On April 30, 1969 funds were transferred from the contract to PIO/C 80045. The PIO/C document was dated April 29, 1969. This PIO/C provided funds for the procurement of eighty refrigerators including the two which were previously purchased by OSARAC on October 8, 1968 and November 15, 1968 respectively. These refrigerators should have been procured by the contractor from contract funds but OSARAC did not have the authority to procure the refrigerators under project funds.

An Airgram dated April 25, 1969 was sent by EAORA to OSARAC requesting that a source waiver be prepared by OSARAC for the Director of EAORA's signature. The waiver was requested as justification for the local purchase of a General Electric refrigerator at a cost of \$462.33. We found no evidence that OSARAC supplied the waiver.

In our RAF No. 1 dated December 2, 1969 we recommended that a source waiver be issued for the refrigerators procured by OSARAC. During the audit OSARAC transferred the cost of the two refrigerators from the TEEA project to the USAID/Zambia trust fund. Therefore, no recommendation is made in this report.

Receiving and Inspection Report

Receiving and Inspection Reports had not been prepared for sixty-one refrigerators which were received during the months of September and October 1969. During the audit we recommended that the Receiving and Inspection Reports be prepared. This action was taken during the audit, therefore, no recommendation is made in this report.

Host Government Contributions

Amendments 4, 5 and 6 to the Project Agreement contain different provisions regarding cash contributions to be made by Tanzania, Uganda and Kenya. We found that adequate controls are not being exercised to ensure that contributions are made on a timely basis.

The USAID/Kenya Controller's records show that as of November 28, 1969 the following cash contributions had been made toward the personnel costs of Teachers College Educators:

Uganda	\$22,799.85
Tanzania	8,122.50
Kenya	-
Total	<u>\$30,922.35</u>

The projects agreements are not clear as to the initial date contributions were to begin. For example Amendment No. 4 states that Uganda's contributions "are to be paid to USAID/Uganda on a quarterly basis in advance, commencing at the termination of the initial two year tour of duty."

Neither the Project Manager nor the Office of the Controller maintained records to ensure that contributions were made on a timely basis. The Project Manager should ascertain the date that each of the governments were to begin their contributions and consider issuing revisions to the project agreements to state the date of

initial contributions. The USAID/Kenya Controller should establish records to ascertain if the contributions of the host governments are received on a timely basis and should establish a system of follow up for delinquent contributions.

Recommendation No. 6.

It is recommended that the EAORA ascertain the dates that each of the governments were to begin their contributions and make their determination a part of the project record.

ACTION: Project Manager, EAORA.

Recommendation No. 7.

It is recommended that records and controls be established to ensure that the contributions of the host governments are received on a timely basis and that a system of follow up on delinquent contributions be initiated.

ACTION: Controller, USAID/Kenya.

APPENDIX A

Teacher Education in East Africa
 Project No. 618-11-650-617
 Contract No. AID/afr 420
 Teachers College, Columbia University

CONTRACTOR STAFF PERSONNEL

<u>Name</u>	<u>Position</u>	<u>Date of</u>	
		<u>Arrival</u>	<u>Departure</u>
C.J. Manone	Chief of Party	8-22-66	11-13-68
		12- 7-68	
R. Stevenson	Deputy Chief of Party	8-17-67	1- 4-68
C.S. Rose	Admin. Assistant	3-31-65	3-25-67
		6-13-67	6- 2-69
J.L. Durham	Admin. Assistant	2- 8-69	
C.L. Graham	Admin. Associate	9-16-69	
L.O. Smith	Regional Operations Officer	8-11-68	
E. Rubin	Instructional Materials Specialist	6-26-69	
J. Cavanaugh	Institute Staff Member	8-15-65	8- 1-67
		9-17-67	8-16-69
A.H. Schelske	Institute Staff Member	8-15-65	8- 1-67
		9-17-67	8-16-69
R.C. Anderson	Institute Staff Member	6-21-66	7-31-68
L. Feldman	Institute Staff Member	9-21-68	
R.J. Stallberg	Institute Staff Member	7-27-69	
D.H. Martin	Institute Staff Member	8-14-65	4-18-67
		6-26-67	6-30-69
		8-17-69	
L. Arnold	Institute Staff Member	8-16-67	9-30-68
I. Hollinghead	Institute Staff Member	8-15-66	7-22-68
G. Otto	Institute Staff Member	9-15-66	7-16-68
G. Edmonds	Institute Staff Member	10- 1-66	8-30-68
B.D. Vogeli	Institute Staff Member	8-25-68	
R.A. Myers	Institute Staff Member	7-20-69	
A.J. Willy	Institute Staff Member	8-21-69	
H.S. Anderson	Institute Staff Member	8- 4-65	7-29-67
		9-16-67	7-25-69
A.F. Beniati	Institute Staff Member	8- 4-65	1-31-67
		2-16-67	8- 8-67
		9-28-67	2-18-68
		2-29-68	6-23-69
J. Careccio	Institute Staff Member	11-11-68	

APPENDIX B

Teacher Education in East Africa
Project No. 618-11-650-617
Contract No. AID/afr 420
Teachers College, Columbia University

Directory of Teacher Education in East Africa Tutors
posted to
Teacher Education Institutions in Kenya, Tanzania, Uganda and Zambia

KENYA

<u>College</u>	<u>Tutor's Name</u>	<u>Group</u>
ASUMBI TEACHERS' COLLEGE Kisii, Kenya.	Kelsey, Kenneth	1968
EREGI TEACHERS' COLLEGE Maragoli, Kenya.	Testa, Richard	1968
HIGHRIDGE TEACHERS' COLLEGE Nairobi, Kenya.	Lee, Mable (Miss)	1964, 1969.
KAGUMO TEACHERS' COLLEGE Nyeri, Kenya.	Clere, Earl Hoss, Theodore Kent, Ralph (Dr.)	1968 1968 1968
KAMWENJA TEACHERS' COLLEGE Nyeri, Kenya.	Schipper, Clyde.	1968
KENYATTA COLLEGE Nairobi, Kenya.	Averitt, Benjamin Baker, Donald Bassett, Marjorie (Mrs.) Bassett, Raymond (Country Chairman) Biersteker, Joseph Child, V. Gene Cook, Ray Cowie, James Fezler, Loyd (Dr.) Hummel, David Kysia, Sleiman Quinlan, Thomas Spence, Vernon Stade, Ramon Sutcliffe, James Tianen, Walter	1968 1969 1965, 1967. 1965, 1967. 1969 1969 1968 1966, 1968. 1969 1969 1965, 1967. 1968 1969 1967, 1969. 1967, 1969. 1969
KISII COLLEGE Kisii, Kenya.	Culter, Alex Hobkirk, Robert	1969 1968

APPENDIX B (Cont.)

KENYA

<u>College</u>	<u>Tutor's Name</u>	<u>Group</u>
MACHAKOS TEACHERS' COLLEGE Machakos, Kenya.	Makau, Marna (Mrs.) Stokes, Robert Wallingford, Helen (Mrs.)	1964, 1966, 1968. 1968 1965, 1967, 1969.
MERU TEACHERS' COLLEGE Meru, Kenya.	Perry, Matthew	1968
SIRIBA TEACHERS' COLLEGE Maseno, Kenya.	Myers, Betty (Miss) Rohn, Ellen (Mrs.)	1968 1968
ST. LAWRENCE TEACHERS' COLLEGE, EGOJI Meru, Kenya.	Detro, Glenn Terry, Frank Wiley, Norman, Jr.	1968 1968 1969
ST. MARK'S TEACHERS' COLLEGE, KIGARI Embu, Kenya.	Sandager, Lee	1969
THOGOTO COLLEGE Kikuyu, Kenya.	Cochrane, Frank	1967, 1969.

UGANDA

BISHOP KITCHING TEACHER TRAINING COLLEGE Ngora, Uganda.	Selden, Sherman (Dr.) Whaling, Harold	1967, 1969. 1969
BISHOP WILLIS TEACHER TRAINING COLLEGE Iganga, Uganda.	Paarlberg, Teunis Fenton, H. Banning	1968 1969
BULOBA TEACHER TRAINING CENTRE Kampala, Uganda	Mayerson, Paul	1965, 1967, 1969.
BUSUBIZI TEACHER TRAINING COLLEGE Mityana, Uganda.	Stafford, Elmore	1967, 1969.
CANON LAWRENCE TEACHERS' COLLEGE, BOROBORO Lira, Uganda.	Coates, Ross Parker, Francis Polcyn, Charles	1968 1966, 1968. 1967, 1969.
CHRIST THE KING TEACHER TRAINING COLLEGE Gulu, Uganda.	Arrigo, Diane (Miss) Coleman, Joann (Miss)	1968 1968

APPENDIX B (Cont.)UGANDA (Cont.)

<u>College</u>	<u>Tutor's Name</u>	<u>Group</u>
KABWANGASI TEACHER TRAINING COLLEGE Mbale, Uganda	Isaac, Amos.	1968
KIBULI TEACHER TRAINING COLLEGE Kampala, Uganda	Albright, Neil	1965, 1967, 1969.
KINYAMASIKA TEACHER TRAINING COLLEGE Fort Portal, Uganda	Barker, James Carwile, Lois (Miss) Regan, Patricia (Miss) Tempest, Ronald	1968 1968 1969 1969
LADY IRENE COLLEGE, NDEJJE Bombo, Uganda	Coxson, Betty (Miss) Fillinger, Louis	1966, 1968. 1966, 1968.
NATIONAL TEACHERS' COLLEGE, KYAMBOGO Kampala, Uganda	Ashby, Eugene Birdsall, Byron Burdick, Clarence Green, Ronald Howard, Moses	1967, 1969. 1966, 1968. 1968 1968 1966, 1968.
SANCTA MARIA TEACHER TRAINING COLLEGE, NKOKONJERU Lugazi, Uganda	Symonds, Erma (Miss)	1965, 1967, 1969.
ST. AUGUSTINE'S TEACHER TRAINING COLLEGE, BUTITI Fort Portal, Uganda	Ferguson, Valma (Miss)	1967, 1969.
ST. JOSEPH'S TEACHER TRAINING COLLEGE, NKOZI Mpigi, Uganda	Duplessie, Donald Henderson, Roberta (Miss) Weeks, Muriel (Mrs.)	1969 1968 1968
ST. MARY'S TEACHER TRAINING COLLEGE, BUKEDA Mbale, Uganda	Brooks, Johnnie (Mrs.) Ellery, Barbara (Mrs.)	1969 1968
ST. URSULA'S TEACHER TRAINING COLLEGE, NYONDO Mbale, Uganda	Branch, Robert	1969

APPENDIX B (Cont.)

UGANDA (Cont.)

<u>College</u>	<u>Tutor's Name</u>	<u>Group</u>
SHIMONI TEACHER TRAINING COLLEGE Kampala, Uganda	Wilson, Douglas	1964, 1966, 1968.
UGANDA COLLEGE OF COMMERCE Kampala, Uganda	Smith, Donald	1969

TANZANIA

COLLEGE OF NATIONAL EDUCATION, BUTIMBA Mwanza, Tanzania	Sauers, Bernard	1968
COLLEGE OF NATIONAL EDUCATION, DAR-ES-SALAAM Dar-es-Salaam, Tanzania	Kay, George (Dr.)	1968
	Mullins, J. Dale (Dr.)	1968
	Sims, Dudley (Country Chairman)	1967, 1969.
COLLEGE OF NATIONAL EDUCATION, KOROGWE Korogwe, Tanzania	Brinker, W. Dale	1968
COLLEGE OF NATIONAL EDUCATION, MARANGU Moshi, Tanzania	Hector, Henry	1968
	Hense, James	1968
	McLeod, G. Darrell	1968
	Schober, John	1968
COLLEGE OF NATIONAL EDUCATION, MPWAPWA Mpwapwa, Tanzania	Cole, Peter	1968

ZAMBIA

KITWE TEACHER TRAINING COLLEGE Kitwe, Zambia	Rinehart, Robert	1968
	Rinehart, Virginia	1968
THE TEACHERS' COLLEGE, KABWE Kabwe, Zambia	Hunter, Don	1968