

2.6.3 Example of Plays

This textbook contained examples of plays incorporating the related materials of international and local organizations. It provided practical materials for playing with children at CTP.

(1) Physical Plays

Children enjoyed creating plays moving all the body in a big space. There were some simple equipments or toys, or if they played with friends, physical exercise expanded.

(2) Watching, Touching and Trying

The children, during the period of great desire to learn and many interests, could have a lot of experience playing with small animals and various things at CTP. They had more fun and satisfaction by finding or doing by themselves.

(3) Plays with Toys Made by Themselves

Children enjoyed creating things using boxes and containers with their imagination: Observe the children, examine how they make toys as well as their competence.

(4) Singing and Dancing

Music corner was a place where the children could come and sing, play the music instruments and dance whenever they liked. Children of different ages could play together and have musical experience.

(5) Looking Picture Book and Listening Stories

Looking picture book and listening stories from instructors were introduced for promoting ECE.

2.7 Training Instructors and Assistant Mothers

2.7.1 Objective Trainee

Target trainee was the instructor and the assistant mother. The objective of training was to train them as executing staff for CTP management and operation. Training period was about two month.

Total number of trainee was 16 staff. Two instructors and two assistant mothers were selected in every pilot project site.

2.7.2 Method and Contents of Training

(1) Instructor for Training and Preparatory Works

Main instructors were counterparts of MFEC with supports of JICA experts and local consultants.

The JICA experts and the counterparts of MFEC jointly prepared training materials to teach CTP management for instructors who had to manage CTP after the training.

(2) Training Program

Training program was prepared in consideration of the trainee's capability and the training period that was about two months. The basic components were as follows:

Table 3.2.12 Components of Training Program

	Hours
CTP operation policy, Regulation, Record and Evaluation	70
Exercise, Play	21
Education	16
Health Care	21
Nutrition	13
Children's Rights	10
Site Visit (Primary School)	65
Site Visit (Others)	10
Others	14
Total	240

The characteristics of the entire training course for instructors of CTP were summarized below.

- About 30% of the training session was allocated for guidance on CTP operation.
- Half of the guidance session on CTP operation was conducted by group discussions and presentations.
- 15% of the training session was allocated for education / exercise of plays.
- Enough time was provided not only for education but also for health care, nutrition and human rights.
- About 30% of the training session was fixed for practical training and visits to sites.

2.7.3 Training Conducted and to be Conducted

Instructors MFEC staff and JICA Study Team had a meeting to discuss the implementation of training in detail before the commencement of training in August. Training to be conducted from August was implemented in the following manner:

- To implement the training in Tambacounda from August 18 to October 11, 2002 (about two months)
- To let instructors and assistant mothers take the training such as lecture, inspection and practice everyday except Sunday
- To carry out the training according to the program and improve it, if needed
- To invite management committee members and supervisory committee members, if necessary to promote local participation.

2.8 Preparation of Micro-project

2.8.1 Objectives and Participants

Main objectives of implementing the micro-project were summarized below:

- To make CTP more attractive and accessible for the local population, particularly for mothers;
- To enhance income generating opportunities for the local participants and increase financial viability of the CTP; and
- To provide opportunity for practical education to children

Participants of the micro-projects were mainly the mothers having children of 0-6 years old in the adjacent village/district.

2.8.2 Implementing Organization and Regulation

(1) Formulation of Implementing Organization

For implementing the micro-project, management system or the Implementing Committee of the local participants was established, which consisted of the following members:

- Representative of the Committee (1)
- Vice representative (1)
- Secretary (1) and Assistant Secretary (1)
- Accountant (1) and Assistant Accountant (1)

Members of the above committee were selected from the local community.

(2) Manual for Implementing Micro-project

For the implementation of the micro-project, cooperative actions between the participants were required such as planning, procurement of materials and equipment, and their financial management. Manual for implementing the micro-project was prepared, which included regulations and operation procedure. Major contents of the manual were:

- The Overall objectives
- Specific objectives
- Teaching methods
- Defining the concept of project
- Initiation procedures for application for a project
 - Raise the idea of a project/presentation of the applying organizations
 - Impacts expected from the project and beneficiaries motivation
 - Technical study/market research/operational conditions/estimate of the means (human resources, material and financial means)/projected trading account
 - Proposed financing plan/activities planning/work organization within the group/financing research
- Implementation of the project
 - Updating of activities planning/functioning mechanism and control /monitoring/evaluation

For the better understanding, an initial orientation on the manual was conducted toward the members of the CTP Management Committee, the women groups, the CTP executing staff, and the educators of CTP.

Orientation for the micro-project was also conducted at each site from June 25 to July 3 and the role to be played in the micro-project was explained individually using the manual. Importance of reporting and accounting were explained as well as accounting method.

Another orientation on the micro-project was planned to be carried out before opening of CTP in October for the purpose of through understanding and actual implementation.

2.8.3 Selection of Proposed Micro-project

JICA Study Team conducted preliminary study on the activities to be carried out in the micro-project. The following three activities were proposed as candidate projects based

on budget and space limitation of CTP.

- Dress making
- Dyeing
- Soap making

The preliminary study was followed by the population intention survey for the selection of the activities. The table below shows the interest of the population at each site.

Two sites in Kaolack showed their interests in milling for the micro-project. Since milling was an effective option in obtaining cash income immediately after starting its operation, introduction of the milling machine was planned in Sagna as an experiment.

As a consequence, the following activities were selected as micro-projects at each site. These activities were subject to change during the project operation according to the circumstances.

Table 3.2.13 Preference of Candidate Projects

	First	Second	Third
Touba Kaolack	<i>Dyeing</i>	<i>Dress making</i>	Soap making
Sagna	<i>Milling</i>	Dress making	Dyeing
Camp Navetane	<i>Dyeing</i>	<i>Dress making</i>	Soap making
Shinthiou Maleme	<i>Dyeing</i>	<i>Dress making</i>	Soap making

Source : JICA Study Team

2.8.4 Preparatory Arrangement

(1) Procurement of Materials

The materials required for each activity were listed below. All of them were constantly available in a local city, which secured the sustainable operation of the micro-project.

Table 3.2.14 Materials for each Activity

DYEING AND BATIK : EQUIPMENT
Fabric/Red fuchsia,Blue etc/Acid/Séguéné/Thread/Wax/Plastic bowl/Iron bowl/Plastic bucket/Iron bucket/Nopalé gas Stover/Mat/Taparka + domes/Clothes airer/Clothes pegs/Gloves/Furnace (cut barrels)/Iron/Pot/Stamp/ Paint brush/Protective mask/Scissors/Large-size needles/Brooms/Eraser
DRESS MAKING NECESSARY EQUIPMENT
Treadle ref. 15ch 1/T3/Cutting table/Scissors/Tools/Fabric
MILLING NECESSARY EQUIPMENT
Milling Machine ,Engine oil ,Exchange parts, Space for milling machine

Source : JICA Study Team

(2) Assistance of NGO

Following to the orientation, technical guidance was provided to the Implementing Committee and participants. Personnel of MFEC and NGOs planed to give technical guidance for the micro-project. The candidate NGOs experienced in those activities are listed below. Further consultation with those NGOs was arranged along needs arises.

ADPES (Association pour une Dynamique de Progres Economique et Social)	
Nationality :	Senegalese
Contact Person :	El Hadji NGOM (Executive Secretary)
Address :	Cite Marguery, No. 67, Derkle, BP 10680
FDEA (Femme, Developpement et Entreprises en Afrique)	
Nationality :	Senegalese
Contact Person :	oukeyna NDIAYEBA (President)
Address :	Villa No. 2B, Zone B, BP 3921

2.9 Construction of Pilot Project

2.9.1 Site Plan for CTP

For the preparation of the site plan of the CTP, the following guidelines were applied:

- About one third (1/3) of the total land area is allocated for building and two third (2/3) for the use of playing ground.
- Location of the building is planned taking into account the shorter approach and appropriate activity lines from the main gate to each room.
- Building is laid out along the east-west axis in order to prevent rooms from strong sunlight, and also against strong wind.
- Building is laid out on the flat area to construct economically.
- Utility lines for electricity and water are to be installed if available.

Based on the above, the site plans of the CTPs were prepared as shown in Figure.

2.9.2 Modification of Design

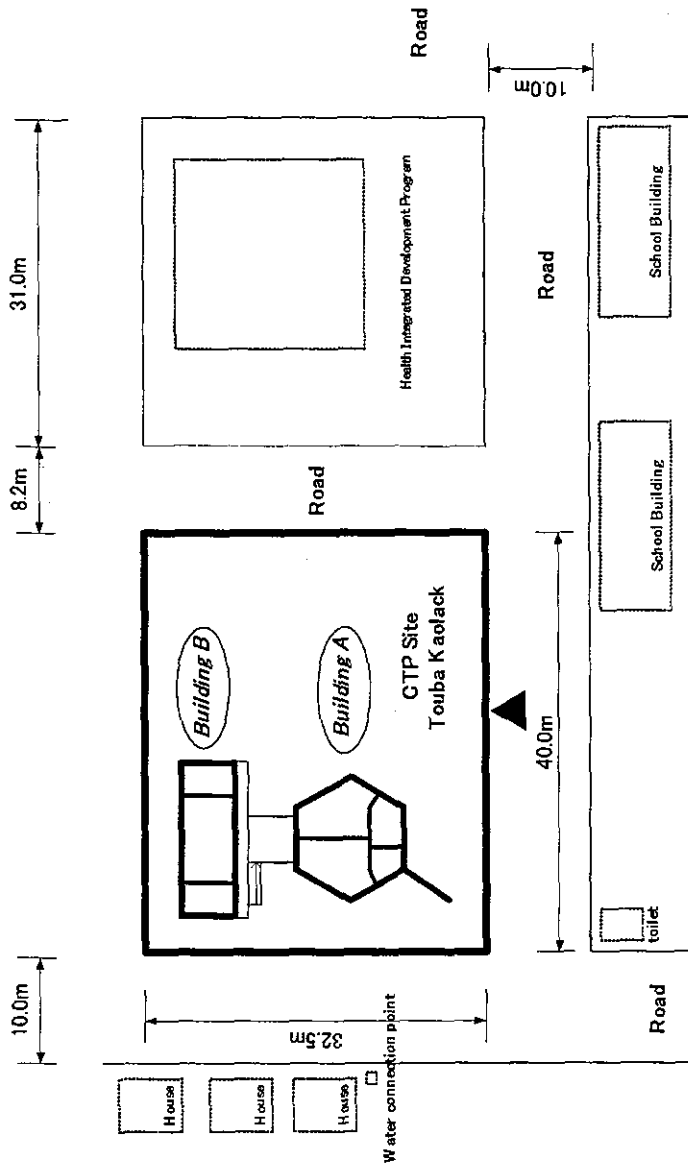
After preparation of the Interim Report(1), the JICA Study Team reviewed and modified floor plans of the CTP in due consideration of sanitary condition.

Modifications to have been made are:

- To separate a kitchen and a health care room from toilet in the building B
- To extend an outside corridor for access to each room in the building B
- To move the location of a ramp corresponding to the extension of the corridor.

Typical floor plans of the CTP were as shown in the following figure.

Figure 3.2.1 Site Touba Kaolack



Cases de Tout-Petits (CTP)

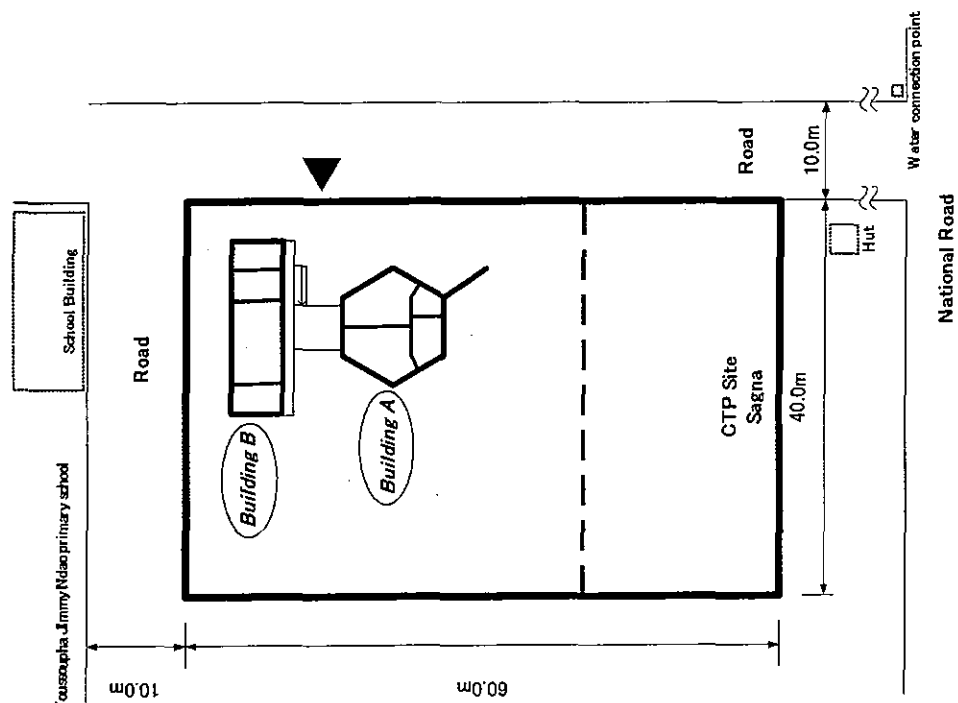
Scale 1:500 0 5 10 20m



Touba Kaolack, Kaolack
Land Area : 40m x 32.5m (1,300m²)

Figure 4.1 Site Plan (Touba Kaolack)

Figure 3.2.2 Site Sagna



Cases de Tout-Petits (CTP)

Scale 1:500 0 5 10 20m

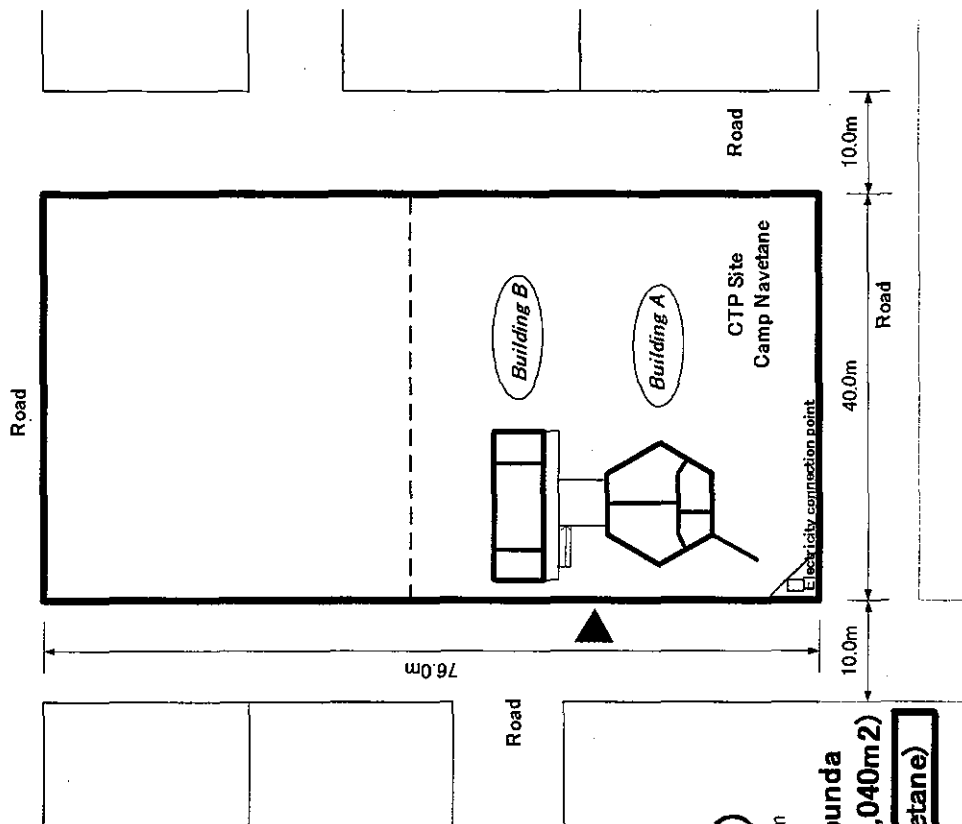


Sagna, Kaolack

Land Area ; 40m x 60m (2,400m²)

Figure 4.2 Site Plan (Sagna)

Figure 3.2.3 Site Camp Navetane



Cases de Tout-Petits (CTP)

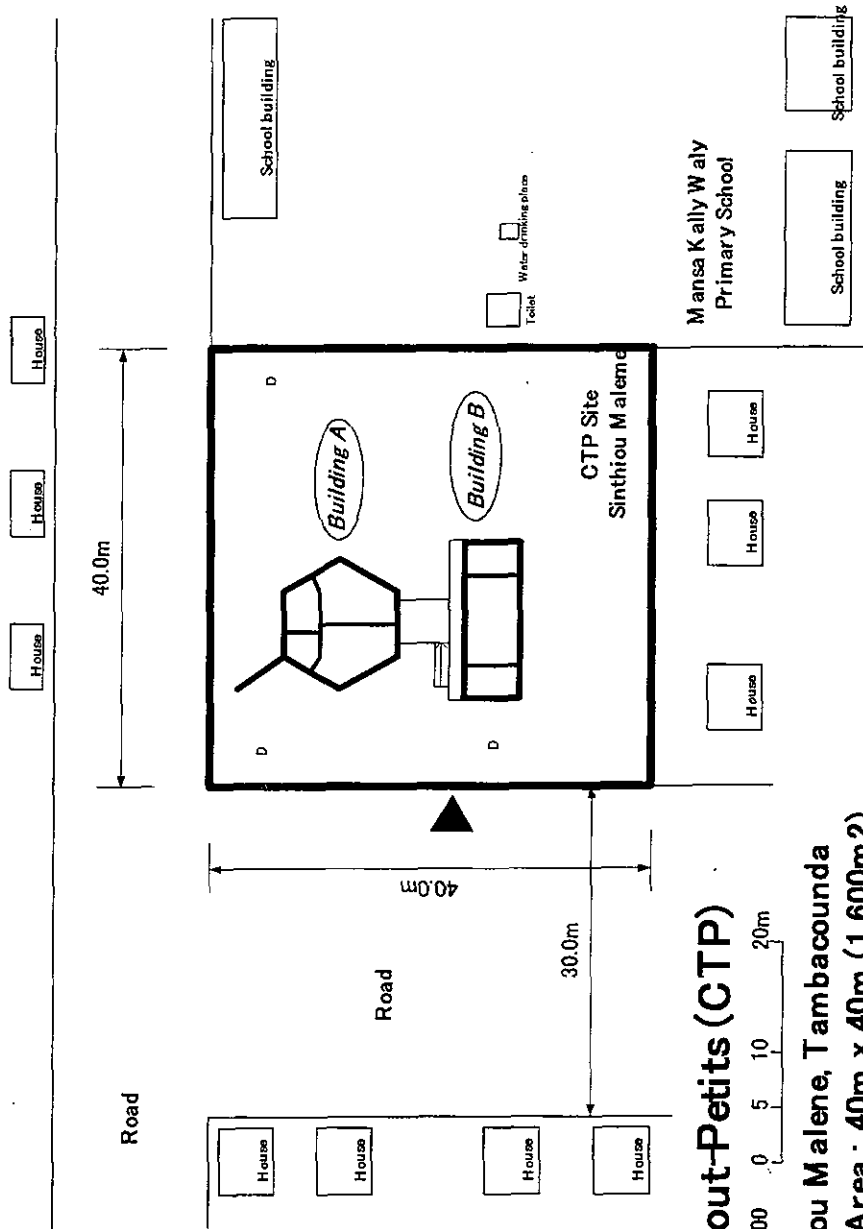
Scale 1:500 0 5 10 20m

Camp Navetane, Tambacounda
Land Area : 40m x 76m (3,040m²)



Figure 4.3 Site Plan (Camp Navetane)

Figure 3.2.4 Site Sintiou Maleme



Cases de Tout-Petits (CTP)

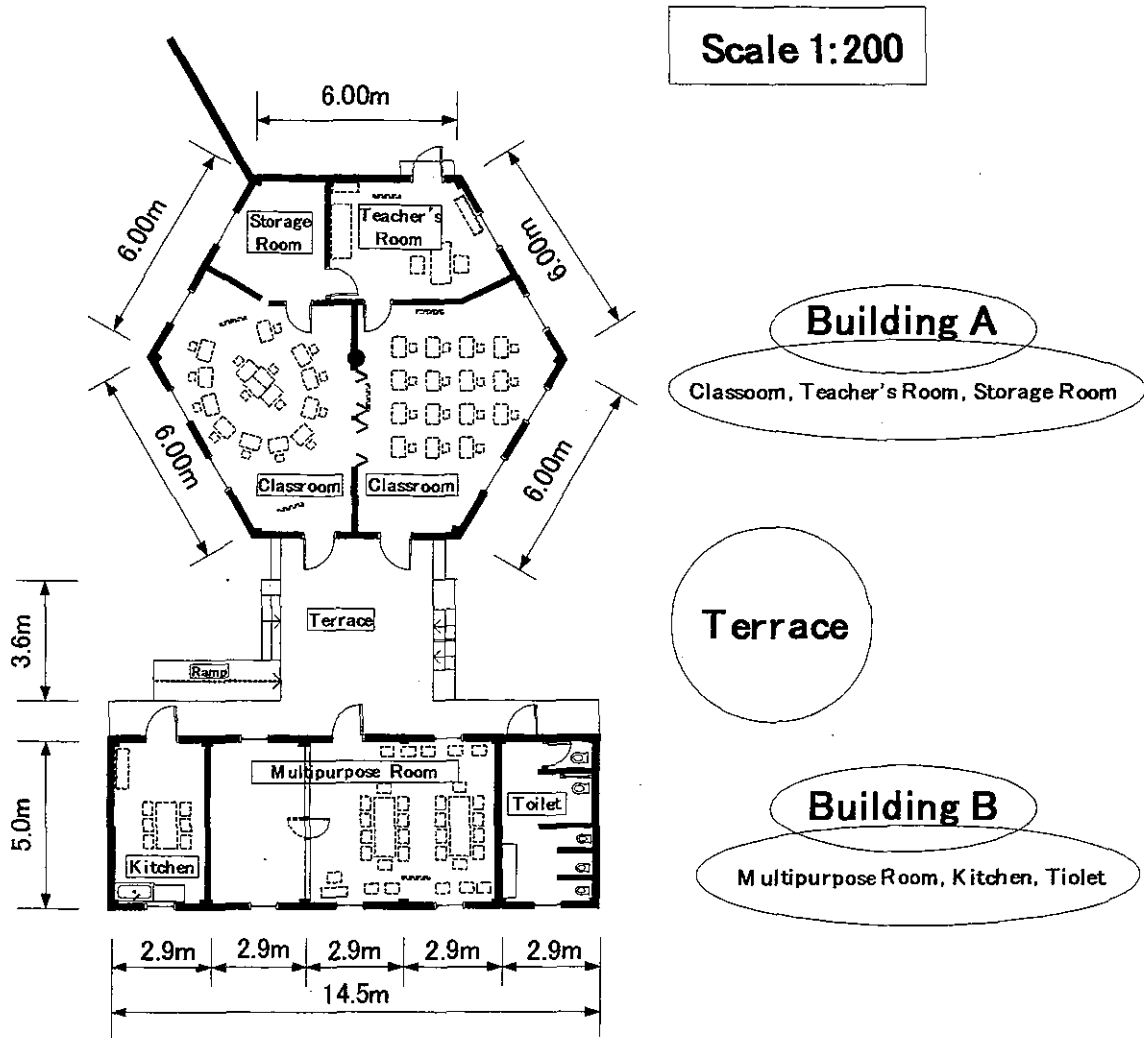
Scale 1:500

Sinthiou Malene, Tambacounda

Land Area : 40m x 40m (1,600m²)

Figure 4.4 Site Plan (Sinthiou Maleme)

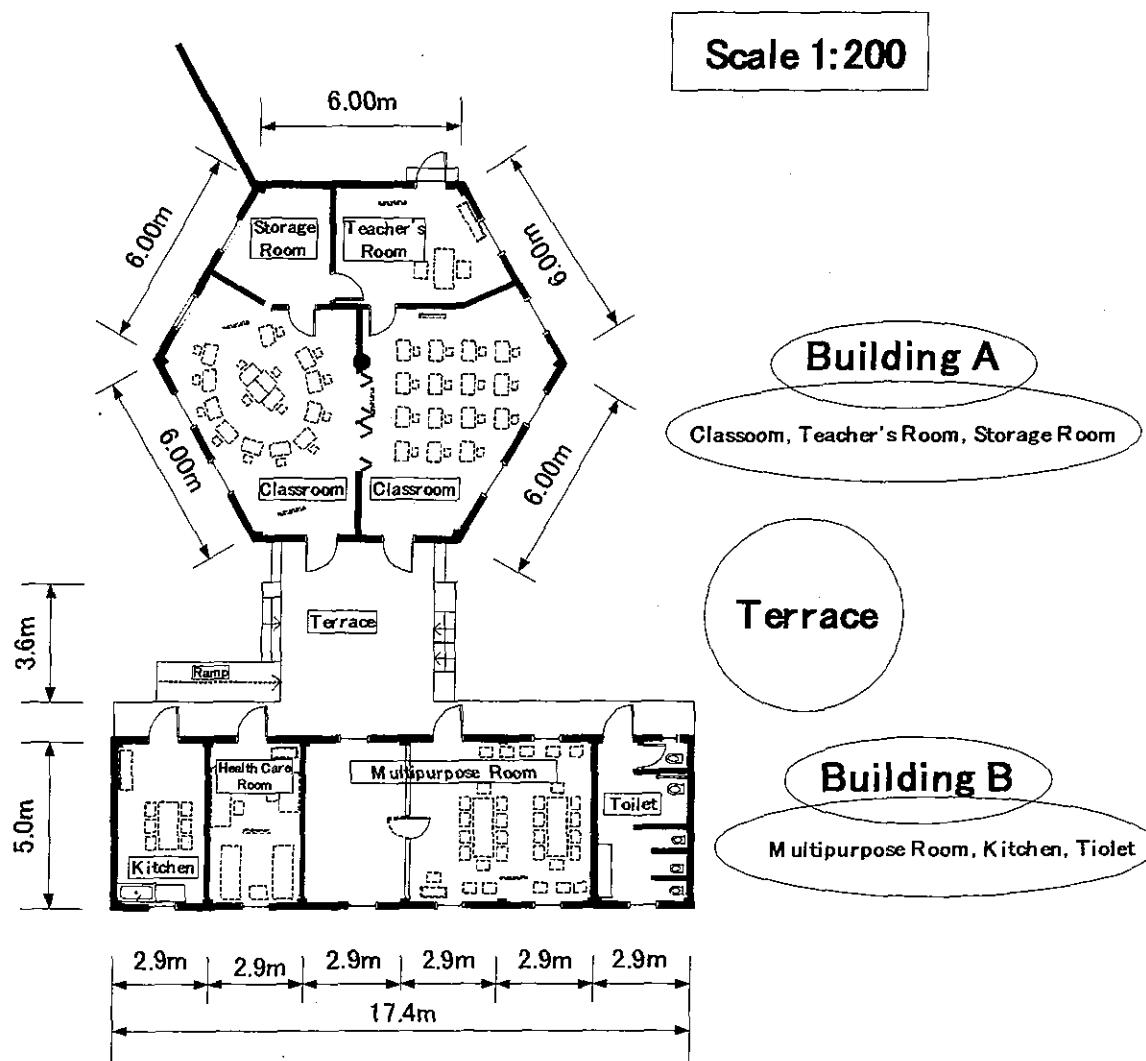
Figure 3.2.5 Site Typical Floor



Note: Above plan is applied to the CTPs in Touba Kaolack, Camp Navetane and Shinthiou Maleme

Figure 3.2.6 Site Typical Floor (Sagna)

Figure 4.6 Floor Plan of the CTP (Sagna)



2.9.3 Bidding and Selection of Contractors

The bidding and selection of the contractors for the construction of the CTP was conducted in the beginning of the second field survey. The process for the bidding and selection of contractors was as follows:

(1) Bidding Lots

For bidding of the construction of the CTP, two lots were formulated combining two sites in each region; One bidding lot included the sites of Touba Kaolack and Sagna in Kaolack region and the other lot included the sites of Camp Navetane and Sinthiou Maleme in Tambacounda region.

(2) Selection of Bidders

For selecting potential bidders, JICA Study Team requested the Governors of the two regions through MFEC to recommend appropriate contractors with similar experience in the regions. In response to the request, three competent contractors were recommended for each region.

(3) Bidding and Selection of Contractors

JICA Study Team requested those construction companies to submit their bids for the construction of two lots on the basis of the technical specifications and drawings prepared during the first field survey. Among the invited companies four companies (two companies for each region) submitted their bids.

JICA Study Team reviewed and evaluated the bids. After evaluation for their bids including the analysis on their supporting documents, the lowest bidders each for Kaolack and Tambacounda were finally selected. The selected two bidders were the largest contractors in the region with similar project experience. They were Enterprise Generale De Mellugrie Batiments-TP-Vidange (EGM.BTV) for Kaolack region and Enterprise Nouvelle De Batiments for Tambacounda region.

After getting approval on the bidding result from JICA Tokyo, contract agreements were signed for the construction of the CTPs on June 7, 2002.

2.9.4 Arrangement for Construction Work

Prior to commencement of the construction work, a site survey was carried out by the JICA expert together with counterpart person and a local architect, where explanation of objectives of the CTP and advice during the construction period such as keeping out of the site and collaboration for the construction were informed to local people.

Instructions to the contractors were also given for the smooth execution of the construction.

During the implementation of the construction work, the selected local architect provided supervising services supported by the JICA expert.

2.9.5 Procurement of Furniture and Equipment

Minimal required equipment and furniture for various activities of the CTP were selected through discussion with MFEC. Chairs and desks for children and teachers,

blackboards, a shelf for document files, mattress, and a swing were used for the purpose of children's education and nursery. Tables and chairs, a blackboard and a micro-project kit were used for mother's group meetings on health care/nutrition program and micro projects in a multipurpose room. Tables and chairs and a cupboard were installed in a kitchen for cooking. A chair and a desk for doctor or nurse, a blackboard, a table and chairs for patients were installed. Beds, health kits, a gas refrigerator and a cupboard were ready for health care treatment and instructions to be installed only in the health care room in Sagna. On the other hand, a bed, a health kit and a cupboard were used for the health care treatment for children in Touba Kaolack, Camp Navetane and Sinthiou Maleme.

The furniture and equipment to be installed were as shown below.

Beside the list, additional furniture and equipment were requested to be installed for the efficient operation of the CTP. They were jungle gym, sliding unit and other related equipment. The JICA Study Team studied the necessity of the request.

Table 3.2.15 List of Furniture and Equipment

No.	Item	Quantity by the place to be installed						Quantity by Site					
		Class room	Multipurpose Room	Teacher Room	Storage Room	Kitchen	Outside Playing Ground	Health Care Room (for Sagna only)	Touba Kaolack	Sagna	Camp Navetane	Sinthiou maleme	Total
1	Chair for children	30							30	30	30	30	120
2	Desk for children	30							30	30	30	30	120
3	Blackboard	2	1				1		3	4	3	3	13
4	Chair for teacher			2			1		2	3	2	2	9
5	Desk for teacher			1			1		1	2	1	1	5
6	Shelf for document files			1					1	1	1	1	4
7	Table		2			1	1		3	4	3	3	13
8	Swing					1			1	1	1	1	4
9	Gas Refrigerator						1		0	1	0	0	1
10	Mattress				8				8	8	8	8	32
11	Chair for adult (plastic)		30			4	2		34	36	34	34	138
12	Bed			*1			2		1	2	1	1	5
13	Health kit			*1			2		1	2	1	1	5
14	Cupboard			*1		1	1		2	2	1	1	6
15	Micro-project kit		1						1	1	1	1	4

Note*: Item is excluded from Sagna

Source : JICA Study Team

CHAPTER 3 CTP OPERATION AND MONITORING

3.1 CTP Operation

3.1.1 Construction of CTPs

Investigation on the four CTPs was conducted by the consulting architect assisted by the MPEC counterpart during November 21 to 24, 2002 for checking the progress of the construction and issuing the provisional acceptance. For the CTP in Sinthiou Maleme additional investigation was conducted on December 14 to confirm the progress of the work.

Through these investigation completion of the overall work was confirmed though there are some minor defects identified, and provisional acceptance of the CTPs were issued on the following date. The identified defects were checked and improved during the course of the monitoring.

Touba Kaolack	November 22, 2002
Sagna	November 22, 2002
Camp Navetane	November 23, 2002
Shinthiou Maleme	December 14, 2002

3.1.2 Opening and Operation of CTPs

After opening ceremony in Touba Kaolack, the operation of the CTP commenced immediately from November 4, 2002. Following the Touba Kaolack, operation of the Sagna CTP was started from November 26 for which opening ceremony inviting the new Minister of the MPEC and representatives of the region/community was held on December 30, 2002.

For the remaining two CTPs in Tambacounda installation of the supplemental infrastructure and procurement of the necessary furniture and equipment were delayed due to unavoidable reasons, and the operation was finally commenced from January 13, 2003 for the Sinthiou Maleme and from January 27, 2003 for the Camp Navetane. Opening ceremonies for the remaining two sites were made on February 1 with the invited guests of the Minister of the MPEC, regional and community representatives, Japanese Ambassador and JICA Representative.

CTP Site	Commencement of Operation	Opening Ceremony
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Touba Kaolaack	November 4, 2002	November 4, 2002
Sagna	November 26, 2002	December 30, 2002
Camp Navetane	January 27, 2003	February 1, 2003
Sinthiou Maleme	January 13, 2003	February 1, 2003

3.1.3 Monitoring and Cine-bus Operation

Monitoring of the CTP operation commenced from November 2002. Since then, the following monitoring surveys were conducted to check the operation of the CTPs and clarify the problems for achieving more sustainable CTP.

Monthly Monitoring Survey:	November 20 to 23, 2002
	December 27 to 30, 2002
	January 21 to 25, 2003
Quarterly Monitoring Survey:	January 21 to 25, 2003

The operation of cine-bus commenced from November, 2002 covering the two sites in Touba Kaolack and Camp Navetane. In December, the operation was made at the remaining two sites, Sagna and Sinthiou Maleme. From January, the cine-bus operation covered all the four sites since all of the CTPs were under operation. The Ciné-bus projected films on vaccination, breastfeeding, water and sanitation.

3.2 Objectives and Method of Monitoring

3.2.1 Monitoring

The objectives of monitoring were:

- To check the operational condition of CTP and clarify the problem including its organizational structure to provide support for achieving more sustainable CTP operation.
- To assess the impact that CTP brought on children and their family, as well as local people, followed by improvement measures, if needed.
- To prepare more practical plan in the final report by incorporating the improvement measures and lesson learned from monitoring.

3.2.2 Items of Monitoring

Monitoring and evaluation of the pilot project were conducted focusing on the following subjects.

(1) Performance of CTP Operation

- Curriculum and training implementation
- Facilities and equipment
- Implementation of micro-project
- Financial performance

(2) Impact of CTP

- Children's growth
- Change of instructors/assistant mothers
- Parent's understanding and participation
- Change of community

3.2.3 Objectives of Cine-bus Operation

The objectives of introducing the cine-bus were:

- To deepen the awareness of local people on the objective of CTP operation and its program;
- To give basic information to local people on sub-sectors such as pre-school education, health, sanitation, nutrition and children's rights; and
- To promote rural participation on CTP through cine-bus service, for example, video screening, explanation and discussion on the film topics.

3.2.4 Contents of Cine-bus Service

Cine-bus, a land-cruiser with cinema screening equipment procured by JICA, visited each CTP site for the screening tour. Equipments procured for this program are as listed below.

- VHS Video player
- Projector
- Screen
- PA
- Generator

Video screening

Following video programs are prepared.

- Activities in Japanese CTP (made by JICA study team)
- Health, sanitation and nutrition education (made by NGO, UNICEF, etc.)
- Environment surrounding children's rights (made by NGO, UNICEF, etc.)
- Introduction to Japanese culture

3.2.5 Method of Monitoring

Baseline Survey was conducted before the opening of CTP to understand the current living environment surrounding the children in the CTP site. After the opening, monitoring was scheduled monthly or bimonthly. It was carried out by the local consultant, subcontracted from JICA Study Team. Monitoring included follow-up support on CTP operation and interview to beneficiaries and CTP Executing Staff. Impact Survey was conducted every six months. Its result was compared to the data from Baseline Survey to assess the impact more specifically.

3.3 Contents and Schedule of Monitoring

Monitoring consisted following 4 surveys including the Baseline Survey which was conducted before the opening of CTP. They contributed for improving the CTP operation as well as maximizing its effectiveness.

3.3.1 Baseline Survey (Oct. 2002)

Prior to the opening of CTP, the Baseline Survey was conducted for the purpose of collecting the baseline data on education, health, and other indicators for the living environment by sampling a number of families in different situation (for example, having a CTP targeted child or not, or education level of the parents). Initial awareness of local community and what they expect of CTP were also surveyed. These data were traced every half a year during the monitoring. The contents of the survey were summarized below:

- Survey on consciousness and children's living environment
 - Education: Consciousness and present situation
 - Health care and Nutrition: Consciousness and present situation about children's health care and nutrition
 - Life: Children's working situation as a labor
- Survey on Expectation

- What CTP give influences to the people concerned (especially the parents of children and the communities) and expectation of CTP.

3.3.2 Follow-up Survey of CTP Operation (monthly)

This survey was mainly conducted to provide follow-up support to CTP operation, as well as to propose improvement measures for the problem arisen during the pilot project.

The contents of the survey were:

- Examination of monthly guide plan and weekly guide plan
Examine the monthly guide plan and the weekly guide plans made by instructors of each site at the training session, compare them to the practiced activities as well as modify them. If necessary, the training program was modified as well. Samples of monthly plan and weekly plan were included in the educators' training manual.
- Verification of journal
Check journals kept by instructors to examine dairy topics (accidents, problems) as well as giving them some guidance, if needed, to improve their activities. A sample of journal was included in the educators' training manual.
- Monitoring account of CTP
Audit the accounts of CTP every month. As for its method, check the account book recorded by an accountant of the Management Committee. If some parents had a trouble with paying the tuition fees, the Management Committee was requested to follow and solved the problem. If the trouble was in the collecting system, proper measures were taken such as organizing parent meetings for the examination of the system. If the problem lies in accounting system in the CTP Management Committee, discussion was held to take proper measures. The accounting method and a form of account book were attached to the Regulations of CTP Management Committee.
- Monitoring of micro-project
The activities of micro-project were checked by interviewing the persons in charge. If there were any problems on the implementation, discuss the matter among the people concerned and take necessary measures.
- Collecting opinion sheet
An opinion box was set at each CTP. The opinion sheets were collected from the box and the information was provided to the people after examining the cases.

3.3.3 Interview Survey on Children/Parents and Instructor's Evaluation (bi-monthly)

The objective of this monitoring survey conducted every two months was to learn how the children, their parents, and the people concerned find CTP.

- Interview on children
By interviewing the children/parents of CTP, examine their interests and development. On the basis of the results, guidance was given to the instructors on operation of CTP paying attention to improve the training programs.
- Evaluation survey on CTP operation
Survey on CTP operation was carried out to understand how the parents and the people concerned evaluate the activities of CTP and to find out aspects to be improved. The results were used for improvement of the management including modification on the contents of the regulations and the training programs.

3.3.4 Impact Survey and Evaluation (every 6 months in principle; end-January, 2002, end-June, 2003 and end-November, 2003)

The objective of the Impact Survey and Evaluation was to follow up the Baseline Survey and evaluate the outcomes of the CTP.

- Impact Survey
The objective of the Impact Survey was to check the impact of the CTP implementation by comparing the results of the Baseline Survey. Review of the performance of the micro-project was also conducted.
- Evaluation of the annual plan
Evaluate activities of CTP and modify the annual plan or semi-annual plan, if necessary. The training program was also modified based on the evaluation.

3.3.5 Schedule of Monitoring

After construction of the CTP, operation of the CTP was commenced from late October, 2002. Monitoring was started from October 2002, up to around March 2004. Detailed schedule for monitoring was shown in Table 3.3.1.

Table 3.3.1 Monitoring Schedule

	2002						2003												2004			
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	
Construction of CTP	■																					
1 Baseline Survey				▲																		
2 Monthly Follow-up					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3 Bi-monthly Survey & Analysis						○		○		○		○		○		○		○		○		
4 Impact Survey & Evaluation								□					□					□				

3.3.6 Cine-bus Operation and Schedule

Cine-bus was operated focusing on the following points:

- Screening tour was operated by NGO, subcontracted from JICA Study Team, in close cooperation with MFEC counterparts. Its targets were not only beneficiaries and executing staff of CTP, but also whole local population.
- Cine-bus tours four CTP sites monthly. CTP monitoring was conducted in coordination with the cine-bus tour to hear the local opinion.

It was planned that the cine-bus was operated monthly i.e. visiting each CTP site once a month.

3.4 Supplemental Training

3.4.1 Objective of the Training

Since starting the operation of CTP, instructors and assistant mothers experienced practical problems and/or difficulties in their fields and necessity of supplemental training was recognized during the previous filed survey conducted in January to February 2003.

The objectives of supplemental training were;

- To learn practical knowledge and skills particularly for operation and management of CTP, teaching method, health care and nutrition for children and mothers, and environment.
- To exchange their experience and discuss about solutions.

The effectiveness of the training was reviewed in the succeeding monitoring surveys.

3.4.2 Contents of the Training

Supplemental training for CTP instructors and assistant mothers was implemented referring the existing training manual prepared by the MPEC from 23 June to 11 July 2003 in Tambacounda and 10 instructors/assistant mothers from 4 sites participated. The training curriculums and methods were participatory and/or active method including group discussion, group activities and practice in CTP Camp Navetane.

Major contents of the training were as follows and detailed curriculum provided was shown in Table 3.3.2.

Table 3.3.2 Contents of Supplemental Training

	8:30-10:30	10:45-12:45	15:00-16:30	16:45-18:15
23 – 25 June: Community Approach and CTP Management				
23 June	Maintenance Manual of CTP	Practice of maintenance in CTP	Exchange of experience and discussion about CTP operation and community approach	
24 June	Exchange of experience and discussion about CTP operation and community approach		Roles of each organization related to CTP and cooperation in community	
25 June	Cooperation with Micro Project		Conclusion	Plan of activity
26 – 28 June: Teaching Materials for Preschool Education				
26 June	Teaching and playing materials for preschool children		Practice of preparation of hand-made toys and games using local material	
27 June	Practice of organizing children in CTP		Practice of preparation of hand-made toys and games using local material	
28 June	Practice of preparation of hand-made toys and games using local material			
30 June – 4 July: Health and Nutrition for Children and Mothers				

	8:30-10:30	10:45-12:45	15:00-16:30	16:45-18:15
30 June	Instruction, methodology, communication skills, new concept of PCIME, PAIN, PIC etc.	Diarrhoea (causes, symptoms, treatments) Demonstration of ORT making	Diarrhoea and dehydration and malnutrition caused by diarrhoea	Breast feeding: Strong point, length and instruction for care of breast feeding,
1 July	Oral care and Body hygiene	Reproductive health: Process of pregnancy and STD		
2 July	Malaria: Importance of mosquito net use and how to penetrate a mosquito net with insecticide	Practice of hygiene education to children	Demonstration of first aid in CTP	Practice of hygiene at home and prevention and primary care of diarrhea to mothers in CTP
3 July	Alimentation: Categorising food into three groups and learning functions of each food groups		Nutrition for children: breastfeeding, process of weaning, baby food	Nutrition and growth of the children
4 July	ARI: prevention and traditional and modern treatments	Growth of the children: production of height measures, weight and height measurement and record to growth chart (in the CTP)	Practice on balanced food for children	
7 - 9 July: Preschool Education				
7 July	Yearly , monthly guide plan Time planning		Topic development table, name list, ages ,birthday table, record book for class activity, calling register, preparation notes, advice notes	

	8:30-10:30	10:45-12:45	15:00-16:30	16:45-18:15
8 July	Pedagogical objectives : formulation, characters of good pedagogical objective, Operationalisation of the pedagogical objective, General Principles of education : global, concretization, reference socio-cultural Linguistic Activities (language, stories) Musical Activities (song, poet, nursery rhyme)		Psychophysical Activates	
9 July	Graphical Activities (graphics, drawing, painting) Manual Activities Perceptive-movement Activities Mathematical logic Activities			
10 - 11 July: Environmental Education				
10 July	Theory of preparation of gardening beds	Theory of nursery garden	Practice of preparation of two beds	
11 July	Theory of growing eggplant and Okura	Theory of mulching	Practice of dissemination and a mulch of Okura	

Source: JICA Study Team

3.4.3 Community Approach and Functions of CTP Management

Group discussions on community approach and CTP operation were carried out facilitated by the lecture. The major subjects were maintenance and security of facilities and tools, cooperation with Management Committee, Supervisory Committee, General Assembly, Micro-project and community. Roles of Management Committee, Supervisory Committee and General Assembly were explained and confirmed along with rules and regulations for CTP operation.

Regarding maintenance of CTP, the maintenance manual presented in Annex A was distributed to trainees and explanation on importance of appropriate maintenance, investigation procedure, measurement and coordination in case of breakdown and routine maintenance in accordance with the manual. Practice in CTP was also carried out about maintenance and security of facilities and tools.

As a result, each group of trainees formulated an action plan (4 groups in total, corresponding to 4 CTPs) for concretely implementing the suggested ideas.

3.4.4 Preparation of Teaching Materials for Preschool Education

Group activities to exchange information and experience about guide plan and activities were carried out. Trainees made playing tools from local materials such as maraca, and flag, puppet, and puzzle and they practiced to organize activities using the tools in CTP.

3.4.5 Health Care and Nutrition

There were three main objectives specific to the health and nutrition component: 1) introduction of the new concepts on child health and nutrition introduced by the Ministry of Health, Hygiene and Prevention (MOHHP), i.e., PCIME (Integrated care for child diseases), PAIN (Integrated activities package for nutrition) and PIC (Integrated advice package), 2) reinforcement of the knowledge on the subject previously trained, and 3) gaining the practical skills, including the teaching skills to the mothers.

The main activities were carried out through the lectures, demonstrations and practices in the CTP. Although all the trainees had some practical knowledge on health and nutrition from the previous training, there were several topics found as their weakness and needed more attention, such as on usage of toothbrush, insecticide treatment of mosquito nets, usage of the western type of toilet, and the growth of the children. These topics were dealt with the modification of the program through the discussion between the Senegalese counterparts and Study Team member, according to their actual level of knowledge.

For the component, there was collaboration from the Tambacounda hygiene regional office (MOHHP) on demonstration of insecticide treatment of mosquito net and weighing children.

During the course of the training, the following two problems were identified:

- 1) difficulty in access to the scale to weigh the children, and
- 2) delay in the distribution of the mosquito nets.

The scales both in the Health Center and Health Post were not easy to be lent for the CTPs. The distribution of the mosquito net, donated by JICA, was delayed at the regional level and the mothers did not have access yet. It was, therefore, recommended that the MPEC was to enhance further collaboration with the MOHHP for facilitating the access both at the central level and at the regional level.

3.4.6 Early Childhood Education

The training on the Early Childhood Education was carried out through the pilot classes by the trainees, observations, plenary discussions, and lectures. The main achievements through the training on the subject were: 1) acquisition of self-observation and analysis skills, 2) reinforcement of the knowledge and skills on the subject, and 3) acquisition of the pedagogic knowledge and skills which were not covered in the previous training, such as mathematical logics and psycho-movement.

During the training, it was observed that the trainees had been improving understanding of a child's status of knowledge, language ability, capability of understanding, and his/her personality, which made them to obtain a better operational skill to conduct a class. This also enabled the children to be more comfortable to express themselves in front of other children and instructors. However, it was also recognized that their communication skills with the children could be improved through the observation of more experienced instructors' classes. The constraint of language was also discussed since Wolof was not necessarily the mother tongue for the instructors and the children. Although non Wolof speaking instructors were gradually improving the Wolof language skill, so as the children, they still found it difficult to have a class in Wolof, especially for the children of age 2-4. The MPEC recommended to conduct the classes of 2-4 years-old children in Wolof as much as possible, whilst the class of 5-6 years-old children needed to be conducted in Wolof but gradually introducing French as a preparation for primary school.

3.4.7 Environmental Education

After presenting the definition of environmental education, presenting its contents and objectives, its relation to nutrition and health care was explained. The lectures and practices were made on material for horticulture, inputs for horticultures, setting of perimeter for horticulture, preparation of a good tree nursery, eggplant and okra growing, cultivation schedule, and micro-irrigation.

During the training, it was observed that it was possible to introduce such activity in CTP and to have positive results and that the CTP instructors had strong interests in the vegetable gardens for purpose of education and harmonious development of early child, better environment, and additional income generation etc. Throughout the training, CTP instructors obtained the skills how to 1) plough, 2) apply manure and fertilizer, 3) sow, 4) sprinkle and 5) prepare plant beds.

However, it was observed that some female instructors find this activity physically difficult. Therefore, in order to develop this activity in each CTP, it was necessary to have understanding and support from the Management Committees and the local population. It was recommended to the CTP instructors that Management Committees should consider involving CTP janitor or temporary volunteer labor for further development of this activity.

3.5 Exchange Meeting among CTP Related Staff

Exchange meeting was held in CTP Touba Kaolack in Kaolack from 4 to 5 December. Instructors, assistant mothers, members of management committees and Micro-projects participated and discussed about their experiences in the first year operation.

The participants were 29 representatives of Instructors/assistant mothers, Management Committee members and Micro-project members. See Annex C for detail.

3.5.1 Objectives of the Meeting

Since last November, most of the CTPs have been operated for about 10-12months. The exchange Meeting was held in this timing with the following objectives.

- To compile the experience of the CTP operation by each group of participants
- To present their own success story and problems to other CTP participants
- To exchange their opinions and to discuss for the solution

Meeting Flow:

The flow of the meeting was as summarized below.

First step:

All the participants were divided into three groups, namely, instructor/assistant mother, Management Committee and Micro-project.

Second step:

Difficulties and problems experienced during CTP operation were extracted and discussed for solution.

Third step:

Results of the discussion were presented by each group on which comments were provided by other groups.

Fourth step:

Further discussion in each group after receiving comments and their future direction for solution was confirmed.

3.5.2 Major Issues and Proposed Improvement

(1) Group of Instructors/Assistant Mothers

The major issues and their solutions were as follows. Detailed discussions were summarized in Annex D.

- Position of Instructors/Assistant mothers
 - Instructors/assistant mothers expected assurance of their status for sustainable CTP activity (salary and status as civil servant such as public kindergarten teachers have).
 - Proposed improvement: Leave this issue to MPEC
 - Position of assistant mothers was treated different from instructors by MPEC. Considering importance of the role of assistant mothers, they should be treated equally.
- Salary Level of Instructors/Assistant Mothers
 - They understood that salary raised depends on financial situation of each CTP and they expected to examine the properness of amount of Registration fee and monthly fees for next year.
 - In order to assure payment of salary, the deadline of payment of monthly fee should be kept strictly.
 - These issues were examined again after assuring stability of balance.
- More Respect for Responsibility
 - More respect of position of instructors and assistant mothers and responsibility was to be given by Management Committee.
 - Management Committee agreed to this issue.

- Roles of Management Committee
 - Roles of Management Committee should be clarified and respected.
 - Employment of housekeeper was to be considered.
- Public Relation
 - Actual situation of CTP was to be informed to the parents of children.
 - This was accepted up to the extent of what they can do right now, but finance was examined after observation of its progress.
- Micro-project
 - Members of Micro-project should understand the position and importance of Micro-project for CTP operation. All the Micro-project activities should be done for supporting CTP operation and personal income were not prioritized.
 - This was reconfirmed.

(2) Group of Management Committee

The major issues and their proposed improvement were as follows.

- 1) Lack of support for sustainability
 - Sustainability of CTP operation required supports of the Ministry, local authority, local council, community and religious leaders.
- 2) Difficulty in collecting monthly fee
 - Warning should be sent to parents of children in case of delay of payment. Establishing parents association was required as well as activity to make aware of the importance of payment.
- 3) Weak analysis of locality for micro-project
 - Activities of Micro-project should be harmonized in actual condition of the community.
- 4) Lack of communication between management committee and CTP staffs
 - It was necessary to have more dialogues among 3 groups, instructor/assistant mother, Management Committee and Micro-project. This kind of exchange meeting was quite important for strengthen relations among them.
- 5) Lack of transparency
 - It was indispensable to keep transparency of accounting of CTP operation. For improving transparency;

- i) Decisions should be made under discussion between Management Committee and CTP staffs.
- ii) Prepare accurate account book and person in charge keep the records
- iii) Bills must be kept at each purchase
- iv) Minute should be kept at each meeting

(3) Group of Micro-project

Operation of the Micro-project has not been successfully implemented except in Sagna. In the meeting, this group confirmed their present problems and discussed for improvement.

Issues

The followings are the major issues pointed out by the Micro-project group in the Exchange Meeting. There were many severe comments because of its little contribution to CTP management.

- Lack of funds
 - Most of the fund was used for experimental and training.
- Training in management
 - Activity of the Micro-project needed management skills.
- Lack of communication between Management Committee and Micro-project
 - More intensive communication was required.
- Lack of materials
 - Most of the materials were used for experimental and training.
- Lack of collaboration with other group
 - More collaboration with other group such as NGO was required.
- Lack of marketing activity (e.g. Exhibition)

(4) Proposed Improvement

The contents of Micro-project for the first year were selected by the needs of community. However, based on the experience of the Micro-project conducted at 4CTPs, the following aspects were to be included for selection of the Micro-project.

The necessary conditions should be:

- High needs in the community
- Involvement of large group (not limited persons)
- Accumulated experience in the community/persons involved
- High market demand
- Simple process and low running cost

Conclusive Remarks

The following are summary points of the Exchange Meeting.

- Lack of transparency was one of the most important problems raised by the meeting, which was to be tackled with the MPEC support.
- Continuous support from the MPEC and local government was requested to attain sustainability of CTP operation.
- It was proved that the instructors/assistant mothers and Micro-project needed more intensive communication with the Management Committee.
- Members of Management Committee and Micro-project, in particular, discussed actively on their similar problems.
- The Exchange Meeting was proved to be a good occasion to explore their problems and exchange views, and the periodical exchange meeting was much expected.
- The anxiety of instructors/assistant mothers was future status and responsibility, which was to be clearly determined by the MPEC.

3.6 Results of Monthly and Quarterly Survey

3.6.1 First Year Operation

During November 2002 to January 2003, 4 CTPs commenced the first year operation as shown in Table 3.3.3. The operation was successfully carried out without any major problems except the unexpected number of children registered and enrollment of two years old children. No serious accidents occurred thanks to instructors' and assistant mothers' efforts.

Table 3.3.3 Schedule of CTP Operation for the First Year

Site	Start operation	Close of First Year
Touba Kaolack	Nov / 4 / 2002	End of July 2003
Sagna	Nov / 27 / 2002	End of July 2003
Camp Navetane	Jan / 27 / 2003	End of July 2003
Sinthiou Maleme	Jan / 13 / 2003	End of July 2003

Source: JICA Study Team

3.6.2 Schedule of Monitoring Survey and Cine-bus Operation

The monitoring surveys conducted during the first year operation, from December to September 2003 were as follows;

- Monthly Monitoring Survey: From February to September 2003

- Quarterly Survey: March 2003
- Impact Survey: April 2003

Monthly monitoring surveys were conducted every month during February to September 2003 to monitor daily activities checking children's safety measure, logistic administration and condition of facility. And problems and solutions in CTP operation, Management Committee and Micro-project were discussed based on the results. The monitoring team checked condition of facilities, administrative documents and accounting, and carried out interview with instructors/assistant mothers, members of Management Committee, member of Micro-project and parents of children in CTP using check list.

Quarterly survey was conducted in March 2003 to inspect institutional and financial sustainability of CTP operation, and Micro-project. The monitoring team carried out structured group interview survey to instructors/assistant mothers, members of Management Committee, participants of Micro-project, parents of CTP children and participants of Cine-bus.

Impact survey was conducted in April 2003 to assess preliminary impact of the pilot project on improvement of environment surrounding early childhood. The survey consisted of individual interview to instructors/assistant mothers, members of Management Committee, members of Micro-project, parents of children in and out of CTP and children in CTP.

Cine-bus operation was held every month in principle during March to October 2003 near the CTPs providing video programme about issues on environment for children including children's right, health and nutrition for 1.5 to 2 hours. Hundreds of people (about 300 – 500) participated to each operation. Features of the Cine-bus operation are summarized in the following table.

Table 3.3.4 Summary of Cine-bus Operation (March to October 2003)

Month	Subject	Place	Participants
March	Environment of Children Hygiene and Sanitation	Touba Kaolack	350-400
		Sagna	300
		Camp Navetane	250-300
		Sinthiou Maleme	(canceled) *1
May	HIV/AIDS	Touba Kaolack	400-450
		Sagna	400-450
		Camp Navetane	(canceled) *2
		Sinthiou Maleme	250-300
June	Family Planning	Touba Kaolack	400-450
		Sagna	400-450
		Camp Navetane	300-350
		Sinthiou Maleme	350-400
July	Children's right	Touba Kaolack	300
		Sagna	300
		Camp Navetane	300
		Sinthiou Maleme	350
September	Children's right	Touba Kaolack	300
		Sagna	300
		Camp Navetane	250
		Sinthiou Maleme	350
October	Health	Touba Kaolack	300
		Sagna	300
		Camp Navetane	300
		Sinthiou Maleme	350

*1: Members of the CTP were fully involved in collecting monthly fee.

*2: Heavy rain in Camp Navetane

Source: JICA Study Team

3.6.3 Operation and Management of CTPs of First year

(1) Enrollment of Children

Number of children to be received was originally designed at 60 of 3 to 6 years old for each CTP, however, most of CTPs received over 60 children including 2-year-old children because of strong demand of community members.

(2) Enrollment Record

Figure 3.3.1/3.3.2/3.3.3/3.3.4 show trend of the children registered in each CTPs from February to July 2003.

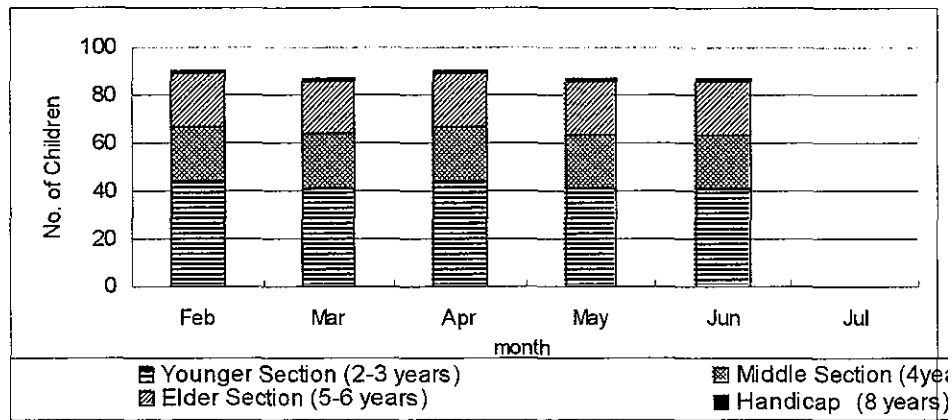
Since the CTP operation strongly relied on the community, management committees had to reply the demand from the community as far as possible.

1) Touba Kaolack

In Touba Kaolack (Figure 3.3.1), attendance of children has been stable until June. However, from July, children's attendance became unstable because

some parents thought that there was no class during the holidays (from June) like in public schools.

Figure 3.3.1 Number of Children in Touba Kaolack



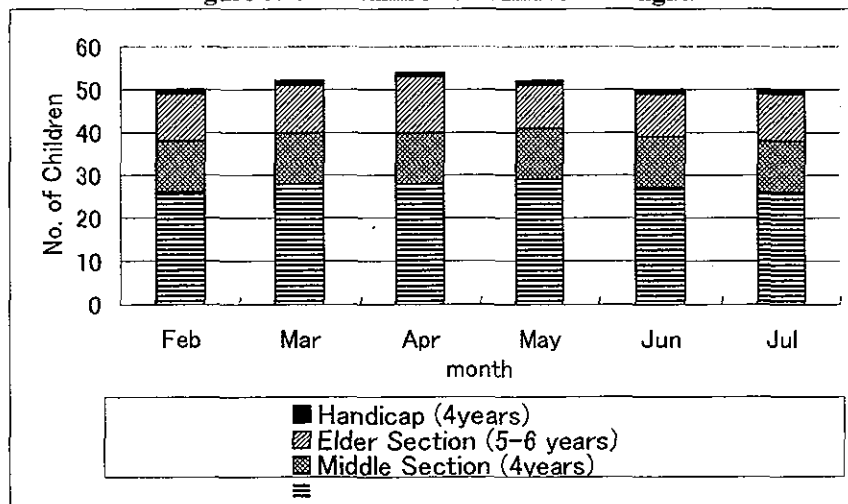
Source: JICA Study Team

2) Sagna

In Sagna (Figure 3.3.2), the number of enrollment was under the capacity, due to the limited financial capacity and smaller size of the community.

The number of registered children fluctuated because of sickness or removal from the village. During June to July, instructors and assistant mothers kept on their activities without salary.

Figure 3.3.2 Number of Children in Sagna



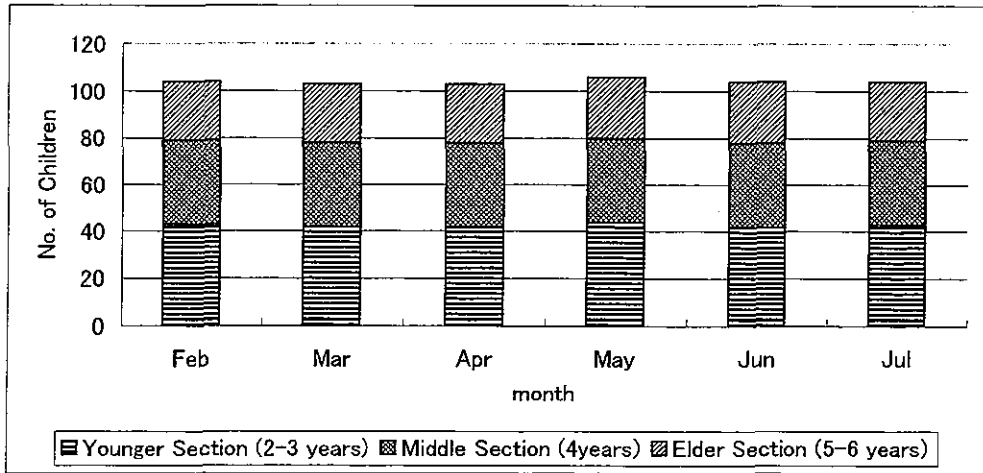
Source: JICA Study Team

3) Camp Navetane

Among 4 sites, Camp Navetane had the largest number of enrollment as shown in Figure 3.3.11. In order to relieve the burden on the instructors/ assistant

mothers, participation of volunteers has been very active. Attendance of children was stable because sufficient notice on long-term holidays was provided to parents.

Figure 3.3.3 Number of Children in Camp Navetane

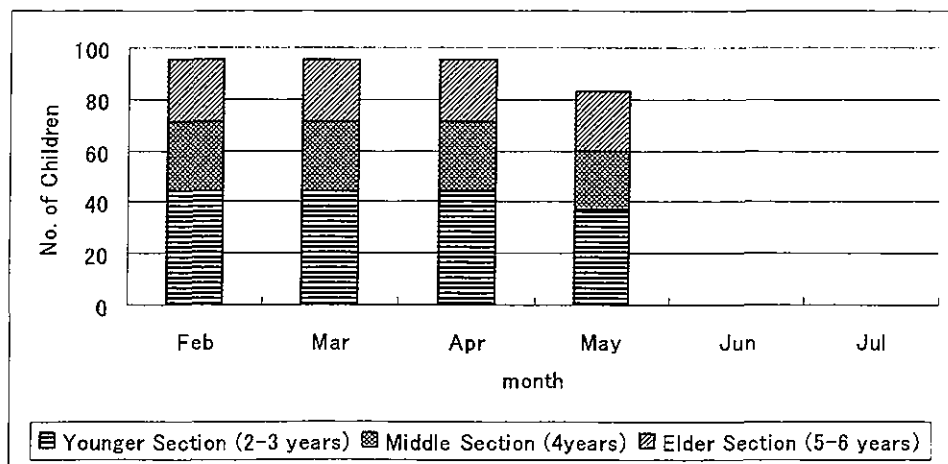


Source: JICA Study Team

4) Sinthiou Maleme

In Sinthiou Maleme, there were only three instructors/ assistant mothers in CTP although regular number was four. However CTP operation went well because of the active support of the Management Committee. After setting long-term holiday from June, same as public schools, the CTP reopened in July suddenly following other CTPs.

Figure 3.3.4 Number of Children in Sinthiou Maleme



(3) Problem and Solution

1) Over enrollment

Some of CTPs had troubles of lacking facility and play materials corresponding to the increase of enrolments. Because of over enrollment, numbers of trained instructors and assistant mothers was not enough to take care of all the children sufficiently. To support instructors and assistant mothers, some old women called “Grand Mother” and Micro-project members visited CTP to take care of children voluntarily.

2) Participation of 2-year-old children

Although the target age of CTP children was set at 3-6 years old, CTPs accepted to have 2-year-old children because of a strong demand of local community. According to the parents 2-year-old children require much time for care more than other aged children and keeping them at CTP helps mothers a lot.

Since as 2-year-old children need different treatment, the instructors/ assistant mothers faced troubles and requested some information related to dealing with 2-year-old children during the monitoring survey. For responding their request, the supplemental training provided a course for younger children. To support instructors and assistant mothers, some old women called “Grand Mother” and Micro-project members visit CTP to take care of younger children voluntarily.

For future operation, a separate program concerning treatment of 2-year-old children should be formulated in the training course. Some measures should be taken such as obligating volunteers in CTPs corresponding to size of enrollment.

3) Participation of handicapped children

Two CTPs (Touba Kaolack and Sagna) received handicapped children (one child in each site) that provided a certain impact on instructors, assistant mothers, other children and their parents.

At the first meeting held in Tambacounda, a representative of a handicapped people group participated and asked if handicapped children can participate to the pilot project. Responding to this, JICA Study Team studied the social situation of handicapped people and modified the CTP building plan with considering handicapped children. Subject regarding treatment of handicapped children was included in the curriculum of the initial training course. The handicapped children in those CTPs had some hesitation at the beginning, but they could enjoy participating to CTP activities with other children by the end of the first year.

(4) Guide Plans and Teaching Activities

1) Guide plan

All CTPs prepared guide plans as shown in Table 3.6.3. Instructors/assistant mothers carried out several activities such as singing, dancing, playing and story telling accordingly.

Table 3.3.5 Preparation of Guide Plans as of July 2003

	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Daily plan	○	○	○	○
Weekly plan	○	○	○	○
Monthly plan	○	○	○	○
Annual plan	○	○	○	○

Source: JICA Study Team

In the beginning of CTPs operation, instructors and assistant mothers elaborated each their timetable by their own initiatives. Through supplemental training in July 2003, CTPs elaborated their guide plans further. Considering the results obtained from the training, additional support and monitoring proved to be important.

Table 3.3.6 shows annual and monthly guide plan and Table 3.3.7 shows weekly guide plan in CTP Touba Kaolack as examples. All the CTPs prepared similar guide plans. According to the annual plan, monthly activities were planned and implemented for each objective. Weekly guide plan consisted of daily time table to carry out the objectives in the monthly guide plan.

Table 3.3.6 Annual and Monthly Guide Plan of CTP Touba Kaolack

Months Activities	Language	Physical exercises	Mathematical logics	Perceptive exercises	Song (title in Wolouf)	Drawing	Handy craft
October	Good behaviour	Settlement	Under On	Cleaned Room	Sama Bop Bi	Drawing Practice	Instruction
November	Good Behaviour	Social toys	Under On	Cleaned Room	Classe Bi bafa Nekh	Drawing Practice	Cutting
December	Human Body	Walk	Up Down	Black White	Droit de l'enfant	« Le Point » Drawing using points	Modelling
January	School	Walk	Inside Outside	Long Short	Domu Deye Domu baye	« Le Point » Drawing using points	Modelling
February	The feast	Running	In front of Behind	Much A little	A lity A la Lity	« Le Rond » Drawing using symbols	Colouring
March	Family House	Running with obstacle	Near	Heavy Smooth		« Le Rond » Drawing using symbols	Colouring
April	The Fruits	Launched	Far	Old-Young			Painting
May	Vegetable	Launched	By side	Round			Painting
Jun	Household Animals	Jump	Before	Sweet Salted			Paper folding
July	The garden	Jump	After	Full Empty			Glueing

Source: JICA Study Team

Table 3.3.7 Weekly Guide Plan of CTP Touba Kaolack

Hours	Monday	Tuesday	Wednesday	Thursday	Friday
8H -8H 30	Welcome	Welcome	Welcome	Welcome	Welcome
8H30- 8H50	Psychomotoring	Psychomotoring	Psychomotoring	Psychomotoring	Psychomotoring
8H50 -9H20	Language (G 1.2.3)	Language (G 1.2.3)	Language (G.1.2.3)	Language (G.1.2.3)	Language (G.1.2.3)
9H20 -10H	Graphisme (G1.2.3)	Graphisme (G.1.2.3)	Graphisme (G.1.2.3)	Graphisme (G1.2.3)	Graphisme (G1.2.3)
10H -10H30	Musical training	Musical training	Musical training	Musical training	Musical training
10H30- 11H	Snacke	Snacke	Snacke	Snacke	Snacke
11H-11H45	Break	Break	Break	Break	Playtime afternoon
11H45-12H20	Perceptivomotoring	Logico Maths	PerceptivoMotoring	Logico Maths	
12H20-12H55	Manual activities	Manual activities	Tale	Nursery rhyme	
12H55-13H	Putting away	Putting away	Putting away	Putting away	
13H-13H30	Go Home	Go Home	Go Home	Go Home	

Source: JICA Study Team

2) Problems and solution

a) Curriculum contents

The duration of initial training (three months) was not enough for instructors and assistant mothers to learn sufficient variety of contents such as songs and games. Therefore, instructors and assistant mothers felt insufficiency in the contents as the classes progressed. To solve this problem, they participated to supplemental training to learn new contents and to exchange their experience in each sites. The supplemental training included programmes for preparation of guide plan including playing activities and materials, treatment of 2-year-old children and exchange of information among CTPs. Consultation with teachers of neighboring schools was also conducted. Regarding insufficiency of equipment (toys) due to the excess number of registered children that became not a main obstacle because children played without having any toys.

b) Other supports

In some of CTPs, teachers and/or retired teachers of elementary school supported voluntarily to transfer their know-how of preparing varied guide plans. However, not all of the know-how was suitable to preschool children. Koran teacher (Arabian language teachers) were also invited to some CTPs to teach Arabian Language to children and “Grand Mere” and “Grand Pere” (elder people) contributed to tell some fairy tales and stories to children to vary guide plans.

(5) Management of Children and Security

1) Attendance record

In the beginning stage, registrations of attendance were conducted not at all the CTPs. Recognizing that attendance record of instructors/assistant mothers and children was very important to explain the CTP situation to parents of children, registration of them was instructed at the supplemental training course. As a result, all the sites kept their registration records.

From those attendance records, the monitoring team has found some cases of accident at CTP and on the way to/from CTP. Though those cases were not serious, many of those accidents happened just after opening of CTP. Therefore, it might be effective that some instructions to prevent accidents should be provided to children and their parents as well as instructors/assistant mothers at the opening of CTPs.

The instructors/assistant mothers should always know reasons of children's absence and CTP should pay attention to some of parents' financial problems, diseases or accidents on the basis of the attendance records.

2) Rain holidays

The concept of summer holidays was one of difficult issues for CTP. Some parents expected three-month holidays like primary school, and some expected CTP open as long as possible reducing mother's work load. In consultation with the MPEC and in due consideration of the fact that the instructors/assistant mothers physically needed some rests, the holidays were fixed at August – September during the rainy season instead of summer holidays.

However, the information on the rain holidays was not well informed to the parents that caused confusion among parents in sending their children and payment of monthly fee to CTP in July. It was also to be clarified the working and payment conditions for the CTP staff during the rain holidays.

(6) Maintenance of Facilities

1) Maintenance situation

Maintenance of the facilities has been made well in general in accordance with the prepared maintenance manual. All the CTPs were maintained with sufficient cleaning service including toilets. Most of the equipments and toys were kept well except some troubles caused by inadequate use. However, control and management of water and electricity were not conducted satisfactorily that caused expensive bills to the some CTPs. In the supplemental training, the maintenance manual was also reviewed and further efforts for saving water and electricity were implemented by locking water tap and turning off main electricity switch at night.

After operation of the CTPs, many plants were introduced in their gardens mainly by the community people that contributed to improvement of the living environment of the CTPs. Furthermore, harvested vegetables or fruits were provided to the children and used as materials for nutrition and health care.

For the health care, first aid box installed at the CTPs were well maintained after learning the treatment during the supplemental training.

2) Lessons for future operation

For future operation, the maintenance manual was to be reviewed by all the CTP related staff including Management Committee members and necessary information was to be transferred to the children, particularly at the initial

stage of the class opening. This was necessary for not only for keeping good conditions and avoiding accident, but also for reducing operating cost of the CTPs.

In future, relatively large scale maintenance might be required, the cost of which was too much for the community, and to be supported by the MPEC.

(7) Micro-projects

1) Micro-project

Summary of Micro-project selected by the each community are shown in Table 3.3.8.

Initially, flour mill was introduced in Sagna, where milling activity has been conducted since August 2002. Training for the dyeing for 3 other sites was conducted in Touba Kaolack. Beside, sewing machines were introduced to the three sites (Touba Kaolack, Camp Navetane and Sinthiou Maleme), but those are not utilized yet because the member did not have enough technique to use sewing machine. Current situation of the Micro-project is summarized below.

Table 3.3.8 Summary of Micro-project

Site	Micro-project	Training (Work Shop)	Operation Start
Touba Kaolack	Dress Making, Dyeing	30/Dec/2002-3/Jan2003	5/Jan/2003
Sagna	Milling	25/Aug/2002-29/Aug/2002	26/Aug/2002
Camp Navetane	Dress Making, Dyeing	14/Mar/2003-19/Mar/2003	25/Mar/2003
Sinthiou Maleme	Dress Making, Dyeing	20/Mar/2003-25/Jan/2003	30/Mar/2003

Source: JICA Study Team

Income of some sites included not only product selling but also income from participation fee and some events such as dying course for other inhabitants.

2) Operation situation

a) Flour mill

The flour mill at Sagna has been well operated and provided financial contribution to CTP. The reasons of successful operation were;

- Majority of the people used the flour mill and contributes to the benefit of the community.
- Simple operation and transparency of accounting.
- Community people had experience of operating mill and get lessons.

- Success of the future operations depended on assuring a fund for replacement or changing major parts of the mill.

b) Dyeing/ Dressmaking

Dyeing and dress making activities have not been implemented successfully that is caused by the following reasons.

- Complicated process

Dyeing included several processing activity. Though training was provided to the participants of the activity, most of the participants had no experience before and their performance could not reach to a certain level for business within the limited time. Besides, the complicated process required the detailed accounting that made the participants difficult to follow.

- Marketing knowledge required

Both dress making and dyeing need marketing knowledge, without which produced products cannot be sold.

- Social aspects

Unlike the mill, activity of dyeing was limited to a certain group due to the limited available fund. Members of the dyeing activity were selected from close people to the CTP staff, that jeopardizes transparency of the activity as a whole

3) Lessons gained

Through the operation of the above Micro-project, the following lessons were gained for the implementation.

- Activity of the Micro-project was to be simple one without many and complicated processing steps
- Activity of the Micro-project was to include many participants that guaranteed transparency to the community
- Activity of the Micro-project was to be the one that community people had much experience and learned problems
- Activity of the Micro-project was to be a quick cash producing one in view of the original objectives to support CTP operation

(8) Cine-bus Operation

The Cine-bus shows have been popular at each site among all generations from children to elder persons. After several operations, it was observed that films using local language helped people better understand. Films introducing Japan contributed to some

international cultural exchange. The Cine-bus operation was sometimes cancelled because of heavy rain or the request of counterpart and a community in case of mourning and a big damage from heavy rain.

During the month of Ramadan (November) the projection time coincided with fast breaking at home, and its projection was cancelled.

Outcome

Effects of Cine-bus operation were identified as follows:

- Cine-bus provided useful information on improvement of environment of early childhood such as health, nutrition and human rights clearly and enjoyably.
- The communities understood and paid some attentions to the activities of CTPs.

3.6.4 Financial Situation of CTPs of First Year

During the initial 6 months operation, the Management Committee tried to manage financial sustainability of CTP operation. Micro-project was started for financial support for CTP. Preliminary analysis of the monthly income and expenses was as follows.

(1) Summary of Revenue and Expenses

Financial situation of CTP for the first year operation is summarized in Table 3.3.9.

Table 3.3.9 Financial Situation of CTPs for the First Year

		(FCFA)			
(Operation period*)		Touba Kaolack (9month)	Sagna (9month)	Camp Navetane (8month)	Sinthiou Maleme (9month)
Income					
Registration Fee**	(1)	315,000	223,410	460,000	45,000
Monthly Fee	(2)	688,500	108,250	886,000	467,100
Others	(3)	58,290	262,975	266,270	389,215
Total of monthly income ((2)+(3))	(4)	746,790	371,225	1,152,270	856,315
Average of (4)	(5)	82,977	41,247	144,034	95,146
Annual income ((1)+(2)+(3))	(6)	949,565	594,635	1,612,270	901,315
Average of (6)		105,507	66,071	201,534	100,146
<i>*CTP Touba Kaolack started from December</i>					
<i>** Sagna: total of cash and millet selling (182,910)</i>					
Expense					
Salary of CTP staffs		690,000	537,000	1,102,500	605,000
Instructors /Assistant mother		(480,000)	(392,000)	(820,000)	(435,000)
Janitor/Cleaner/etc		(210,000)	(145,000)	(282,500)	(170,000)
Charge		391,450	76,225	559,567	279,757
Electricity		(27,601)	(0)	(71,600)	(104,162)
Water		(240,059)	(25,625)	(89,125)	(2,500)
Maintenance		(20,100)	(14,550)	(277,312)	(33,800)
Others		(103,690)	(36,050)	(121,530)	(139,295)
Annual expense	(7)	1,081,450	613,225	1,662,067	884,757
Average of (7)	(8)	120,161	68,136	207,758	98,306
Balance (6)-(7)		-131,885	-18,590	-49,797	16,558

Source: JICA Study Team

(2) Coverage Ratio of Annual Income to Annual Expense

The following table shows coverage ratio of actual annual income including registration fee, monthly fee, and contribution from Micro-project and others to all the annual expenses. Coverage ratio of actual income was around 90% in Touba Kaolack, Sagna and Camp Navetane, and annual income in Sinthiou Maleme could cover all the expense for the first year.

Table 3.3.10 Coverage Ratio of Total Income to Annual Expense

	(FCFA)			
	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Annual Income	949,565	594,635	1,612,270	901,315
Annual expense	1,081,450	613,225	1,662,067	884,757
Coverage ratio	87.8%	97.0%	97.0%	101.9%

Source: JICA Study Team

(3) Coverage Ratio of Total Monthly Income and Annual Expense

The following table shows coverage ratio of total actual monthly income including fee, contribution from Micro-project and others to actual monthly expense. Coverage ratio of actual income was around 60-70% in Touba Kaolack, Sagna and Camp Navetane, and over 95% in Sinthiou Maleme.

Table 3.3.11 Coverage Ratio of Total Monthly Income to Annual Expense

	(FCFA)			
	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Total of monthly fee and other income	746,790	371,225	1,152,270	856,315
Annual expense	1,081,450	613,225	1,662,067	884,757
Coverage ratio	69.1%	60.5%	69.3%	96.8%

Source: JICA Study Team

(4) Coverage Ratio of Total Income from Monthly Fee and Annual Expense and Collection Rate of Monthly Fee

The following table shows coverage ratio of actual monthly income only from fee to actual monthly expense. Coverage ratio of actual income from fee was around 50-60% except Sagna. The ratio in Sagna was the lowest (18%) because the unit rate of monthly fee (FCFA 500) was quit lower than other sites (FCFA 1,500 – 2,000).

Table 3.3.12 Coverage Ratio of Income from Monthly Fee to Annual Expense

	(FCFA)			
	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Income only from monthly fee	688,500	108,250	886,000	467,100
Total expense	1,081,450	613,225	1,662,067	884,757
Coverage ratio	63.7%	17.7%	53.3%	52.8%

Source: JICA Study Team

As shown in the following table, if monthly fee was collected fully, income from monthly fee could cover, at least, salary for CTP staff in Touba Kaolack, Camp Navetane and Sinthiou Maleme. Therefore, if running cost was saved, financial sustainability of the above 3 CTPs might be improved.

Table 3.3.13 Coverage Ratio of Full Income from Monthly Fee to Expense

	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Total of Monthly Fee	793,500	184,000	1,240,000	693,000
Total expense	1,081,450	613,225	1,662,067	884,757
Coverage ratio	73.4%	30.0%	74.6%	78.3%

Source: JICA Study Team

The following table shows collection rate of registration and monthly fees. Collection rate of monthly fee in rural areas, Sagna (58.8%) and Sinthiou Maleme (67.4%), were lower than urban areas (86.8% in Touba Kaolack and 71.5% in Camp Navetane).

However, overall collection rate (monthly fee and registration fee) in Sagna was the second highest in 4 CTPs because collection rate of registration fee was high. In Sinthiou Maleme, because of low collection rate of registration fee, overall collection ratio was the lowest.

Table 3.3.14 Collection Rate of Registration Fee and Monthly Fee

	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Expected full income (1st Year)				
Max. of No. of children	90	54	106	95
Unit Rate of Registration Fee	3,500	1,000	5,000	500
Total of Registration Fee*	315,000	236,910	530,000	47,500
Accumulate No. of Children	529	368	620	462
Unit Rate of Monthly Fee	1,500	500	2,000	1,500
Total of Monthly Fee	793,500	184,000	1,240,000	693,000
Total of expected income from fees	1,108,500	420,910	1,770,000	740,500
Actual Income				
Registration Fee**	202,775	223,410	460,000	45,000
Monthly Fee	688,500	108,250	886,000	467,100
Total income from fees	1,003,500	331,660	1,346,000	512,100
Collection rate of registration fee	64.4%	94.3%	86.8%	94.7%
Collection rate of monthly fee	86.8%	58.8%	71.5%	67.4%
Overall collection rate	80.4%	78.8%	76.0%	69.2%

*Sagna: plus income from millet selling

**Sagna: total of cash and millet selling (182,910)

Source: JICA Study Team

(5) Financial Situation of Each CTP

Detailed balance sheets for each CTP are shown in Annex A. In general, collection rate of monthly fee was low because notification of rain holiday to parents was not clear enough. Some parents thought CTP was closed from June or July same as public schools and they did not let their children go to CTP neither pay monthly fee.

1) Touba Kaolack

- Total income covered about 88% of expense, and monthly income covered only 69%.
- High collection rate of monthly fee (86%) contributed to this financial stability.
- Contribution from Micro-project was not sufficient because operation of the Micro-project itself was not stable yet as described in 2.3.1.

2) Sagna

- Total income covered 85% of expense because of high collection rate of registration fee, but coverage ratio of monthly income was 60%.
- Sufficient contribution from Micro-project covered 44% of total income.
- Improvement of collection rate of monthly income (58%) could be important for sustainable operation.

3) Camp Navetane

- Total income covered 97% of expense because of high collection rate of monthly fee (71%).
- Coverage ratio of monthly income was only 69%.
- Contribution from Micro-project was not sufficient because operation of the Micro-project itself was not stable yet as described in 2.3.1.

4) Sinthiou Maleme

- Sinthiou Maleme was the only CTP that total income exceeded expense.
- Efforts of management committee for income generation such as holding events greatly contributed.
- Collection rate of monthly fee was low (67%).
- Contribution from Micro-project was not sufficient because operation of the Micro-project itself was not stable yet as described in 2.3.1.

(6) Countermeasures for Improving Sustainability

Originally, all the CTPs were planned to be operated with financial viability as much as possible. For attaining this, the Management Committee and CTP staff made great efforts as described below.

1) Increasing collection rate of monthly fee

Members of the Management Committee and CTP staff collaborated to collect fee from unpaid parents through frequent visiting.

2) Cooperation from community

To gain supplemental income for CTP operation, various activities were organized in collaboration with their communities. The activities included organizing dance party, bazaar and women's wrestling, particularly, in Sinthiou Maleme.

3) Request for local government support

Requests for assistance to local government have been issued by the Management Committees. With the support from the MPEC, financial supports were provided to two CTPs, Sinthiou Maleme from the regional

council of Tambacounda, and Touba Kaolack from regional council of Kaolack.

3.6.5 Organization for Operation

(1) General Assembly

General Assembly was held twice at each site between April and June, 2002 before establishing CTP operating system. The activities of each General Assembly were as follows:

- 1) 1st General Assembly (April 2002)
 - Orientation of CTP
 - Agreement with the community on participation in the project
 - Request to select CTP staffs
 - Request to select members of Management Committee
 - Request to discuss on CTP operation rules (registration fee, salaries for instructors/assistant mothers)
 - Request to select Micro-project activities
- 2) 2nd General Assembly (June 2002)
 - Approval of CTP staffs
 - Approval of members of Management Committee
 - Approval of CTP operation rules (registration fee, salaries for instructors/assistant mothers)
 - Approval of selection of Micro-project activities

(2) Supervisory Committee

The Supervisory Committee was to be held in case of urgent problems or difficulties of coordination within the CTP. As for this the frequency was different according to sites. For example, in Sagna, delayed payment of the monthly fees caused the committee to open many times to intervene between the CTP and parents, and to improve this situation. However, supervisory functions of the committee were to be strengthened further for intensifying of the CTP operation.

(3) Management Committee

- 1) Frequency of meetings of the committee

In all sites, the meeting of the committee was held at least twice a month. Besides, many committee members visited CTP more frequently to communicate with instructors and assistant mothers. As for the collection of

delayed payment of fees, committee members played an important role by contacting families to request earlier payment.

2) Problems and countermeasure

Important problems concerning the activity of the Management Committee were lack of communication with the CTP staff (instructors and assistant mothers) and also with the Micro-project leaders. A trouble in treating instructors and assistant mothers was also one of the examples of lacking communication.

For improving this, importance of the mutual communication among CTP staff and Management Committee was to be confirmed and regular meeting was to be held between them.

Another problem related to the Management Committee was the fact that the members had their own jobs and work for the Management Committee as voluntarily. Some incentives were to be considered for mobilizing more frequently and more involvement of the CTP operation from central or local government (such as honorable award after several years' service).

3.6.6 Second Year Operation

(1) Enrollment of Children

Number of registered children for the second year in each CTP was as follows.

Table 3.3.15 Number of Registered Children for Second Year

Register of Enrollment	Touba Kaolack		Sagna		Camp Navetane		Sinthiou Maleme	
	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
Small section (2-3 years)	16	20	5	6	22	19	8	20
Middle section (4years)	6	12	11	11	27	22	11	20
Large section (5-6 years)	6	6	8	6	18	24	6	9
Handicap (8 years)	1	0	0	0	0	0	0	0
Total boys and girls	29	38	24	23	67	65	25	49
Total	67		47		132		74	

Source: JICA Study Team

The following comments were the difference from the last year.

- Touba Kaolack
 - The number of registered children was 67. Compared to last year, it was decreased by 30%.
 - According to the Management Committee, main reason of the decrease in the registration number was the increase of the fee.

- Sagna
 - Since there were many parents who considered the financial burden serious, the number of children was the least among the 4 sites.
- Camp Navetane
 - The big increase of the number of newly registered came from the good reputation of the CTP in this area and the scarcity of equivalent establishments in the area.
- Sinthiou Maléme
 - The decrease in the number of newly registered was caused by the fact that some parents hesitated to send their children due to lack of financial means.

(2) Fee Structure for Enrollment

The list below shows the difference of registration fee and monthly fee between the first year and the second year. Each site learned from the result of the first year and worked out in fixing price of fees and how to collect them.

For example, last year at Sagna, the rural site of Kaolack, they accepted agricultural products as registration fee and had difficulty to store them. From this lesson, they collected the fee in cash for the new term.

Table 3.3.16 Registration Fee and Monthly Fee

Site	Former Registration fee	New Registration fee	Former Monthly fee	New Monthly fee
Touba Kaolack	3,500FCFA	6,500FCFA	1,500FCFA	2,100FCFA
Sagna	1,000FCFA 50kg Millet	2,500FCFA	750FCFA	750FCFA
Camp Navetane	5,000FCFA,	5,000FCFA	2,000FCFA	2,000FCFA
Sinthiou Maleme	500FCFA	1,000FCFA	1,500FCFA	1,500FCFA

Source: JICA Study Team

(3) Management Structure

The results of the monitoring surveys have proved that the role of Management Committee was quite important for operating CTP. There was no change in members from the first year.

The findings on the Management Committee were summarized as follows

- The Management Committee played a role as coordinator in case of some discord among instructors and assistant mothers.

- The members of Management Committee were not paid having their own job. Some measures should be taken for keeping their motivation in the future.

(4) Teaching Staff and CTP Operation

1) Teaching staff

- The instructors and assistant mothers showed improvement after a year experience. For example, they had confidence in answering to the parents and contacting the children.
- At the Exchange Meeting organized in 2003, they showed some changes of attitude.
- At the beginning of CTP operation, they had been worried about operating CTP but a year later, at the beginning of the second year, their concerns were instability of their future (status guarantee).
- An assistant mother of Sinthiou Maleme, the rural site of Tambacounda, quitted CTP because of uncertainty of her future (financially). However, the site had soon another one and had no trouble in operation. The new one participated in the training course of instructors organized by the government.

2) 2-year-old children at CTP

Each site had 2-year-old children this year as well as last year. The situation having 2-year-old children was summarized as follows.

- At the beginning of CTP operation, CTP was planned to accept children of 3-6 years old. But with a strong demand of the local residents, CTP started with some 2-year-old children.
- According to the parents, this meant to reduce their works considerably because the children of 2-3 years old needs much time for treating.
- The instructors and assistant mothers had some problems in treating 2-year-old children and needed some information.

3) Supports of grandmothers

In the second year as well, some CTPs had over enrollment. For dealing with this situation, the Management Committee requested cooperation of local volunteers called grandmothers (elderly women). Some volunteer women called grandmothers took care of children. Some women who participated in Micro Project helped children as well.

4) Attendance record and accident control

(a) Attendance record

At the beginning of CTP operation, some sites did not have roll book for children and attendance book for instructors and assistant mothers. In the second year, the Project tried to improve the situation and all the sites have attendance record.

(b) Accident control

- The monitoring surveys showed that there were some accidents in the first year. In the second year, there was no accident reported because the instructors and assistant mothers were more relaxed and be able to watch around.
- The children were instructed how to use plays.
- The instructors and assistant mothers were instructed to pay attention when the children came together for play.
- Grandmothers, participants of Micro Project and members of Management Committee were also instructed to pay attention to children using faucets and plays.

(5) Maintenance of CTP Facilities

The results of monitoring survey on maintenance of CTP facilities were summarized as follows.

- The toilets were kept clean so far. All the users of toilets were instructed to keep cleaning them.
- Not only the instructors and assistant mothers but also all the participants of CTP read and understood the maintenance manual prepared by the Project.
- After the training on usage of first aid box organized at the supplemental training course, the first aid box was well managed. (An assistant mother who used to be a nurse gave the course).

(6) Micro-project

1) Flour Mill

The flour mill at Sagna functioned well and contributed to provide cash for CTP operation. For the future operation, its success depended on assuring a deposit for changing parts of the mill.

2) Dressmaking/ Dyeing

The sites where dressmaking and dyeing were selected for the Micro-projects had some difficulties. However, dyeing activities were implemented intermittently at the CTP where funds for the materials were available.

(7) Financial Situation

The analysis of the financial situation between October 2003 and April 2004 is as follows.

1) Summary of revenue and expenses.

Financial situation of 4 CTPs for the above-mentioned period is summarized in Table 3.3.17.

Table 3.3.17 Financial Situation of CTP for the Second Year (October 2003-April 2004)

Operation period		Touba Kaolack 7month	Sanga 7month	Camp Navetane 7month	Sinthiou Maleme 7month
Income					
Registration Fee	(1)	467,000	38,000	685,000	74,000
Monthly Fee	(2)	693,000	36,000	1,618,000	337,500
Others	(3)	680,750	256,000	0	218,000
Total of monthly income ((2)+(3))	(4)	1,373,750	292,000	1,618,000	555,500
Average of (4)	(5)	196,250	41,714	231,143	79,357
Total Income ((1)+(2)+(3))	(6)	1,840,750	330,000	2,303,000	629,500
Average of (6)		262,964	47,143	329,000	89,929
Expense					
Salary of CTP staffs		690,000	350,000	1,155,000	247,500
Instructors / Assistant mother		(650,000)	(330,000)	(840,000)	(225,000)
Janitor/Cleaner/etc		(40,000)	(20,000)	(315,000)	(22,500)
Charge		588,988	6,450	322,858	197,125
Electricity		(6,420)	(0)	(38,060)	(42,920)
Water		(65,263)	(0)	(64,923)	(250)
Maintenance		(15,325)	(0)	(56,700)	(9,400)
Others		(501,980)	(6,450)	(163,175)	(144,555)
Total expense	(7)	1,278,988	356,450	1,477,858	444,625
Average of operation period	(8)	182,713	50,921	211,123	63,518
Expense per child per year		2,762	1,169	1,561	1,061
Balance ((6)-(7))		561,762	▲ 26,450	825,142	184,875

Source: JICA Study Team

2) Coverage ratio

This section examined the coverage ratio of Total Income to Total Expense (1), Total Monthly Income to Total Expense (2) and Total Income from Monthly fee to Total Expense (3).

a) Coverage ratio of total income to total expense

The following table shows the coverage ratio of the total income, which includes registration fee, monthly fee, contribution from the Micro-project

and others to all the actual expenses between October 2003 and April 2004.

Table 3.3.18 Coverage Ratio of Total Income to Total Expense

(FCFA)

(Oct.2003-Apr.2004)	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Total Income	1,840,750	330,000	2,303,000	629,500
Total Expense	1,278,988	356,450	1,477,858	444,625
Coverage Ratio	143.9%	92.6%	155.8%	141.6%

Source: JICA Study Team

Except the ratio for Sagna, the ratios of the other three sites show more than 100%. These coverage ratios seem to show financial sustainability of the CTPs in Touba Kaolack, Camp Navetane and Sinthiou Maleme but it should be careful that the data covers only for the first seven months of the second year, while the registration fee which is supposed to be utilized throughout the year is collected only at the beginning of the year.

b) Coverage ratio of total monthly income to total expense

The following table shows the coverage ratio of total actual monthly income, which included monthly fee, contribution from Micro-project and others to actual monthly expense.

Table 3.3.19 Coverage Ratio of Total Monthly Income to Total Expense

(FCFA)

(Oct.2003-Apr.2004)	Touba Kaolack	Sagna	Camp Navetane	Sinthiou Maleme
Total Income (only from monthly fee and other income)	1,373,750	292,000	1,618,000	555,500
Total Expense	1,278,988	356,450	1,477,858	444,625
Coverage Ratio	107.4%	81.9%	109.5%	124.9%

Source: JICA Study Team

The coverage ratio for Touba Kaolack, Camp Navetane and Shintiou Maleme reaches up to 100%, while that of Sagna shows only 81.9%. These ratios tell us that the CTPs at first three sites run financially quite well, while the CTP at Sagna is under difficulty. However, comparing with the first year operation, whose coverage ration was only 17.7%, the ratio shows that the financial situation of Sagna is getting better.

c) Coverage ratio of total income from monthly fee to total expense

The following table shows coverage ratio of actual monthly income only from fee to actual monthly expense. Although the coverage ratios for

Touba Kaolack and Sinthiou Maleme presented in the table 3.3.18 and 3.3.19 show more than 100%, those ratios in table 3.3.20 decrease down to 54.1 % for Touba Kaolack and 75.9% for Sinthiou Maleme. These decreases indicate that substantial income is included in other income such as special fund for exchange meeting (587,100FCFA) for Touba Kaolack and assistance from the local government (200,000FCFA) for Sinthiou Maleme.

Table 3.3.20 Coverage Ratio of Income Only from Monthly Fee to Total Expense

	(FCFA)			
<i>(Oct.2003-Apr..2004)</i>	<i>Touba Kaolack</i>	<i>Sagna</i>	<i>Camp Navetane</i>	<i>Sinthiou Maleme</i>
Total Income (only from monthly fee)	693,000	36,000	1,618,000	337,500
Total Expense	1,278,988	356,450	1,477,858	444,625
Coverage Ratio	54.1%	10%	109.4%	75.9%

Source: JICA Study Team

The total income only from monthly fee at Sagna is only 36,000FCFA. In other words, the collection rate of the monthly fee at this site is very low, which results in the difficult situation of its financial management. If monthly fee is collected fully from all the children, financial situation of the four CTPs will be led as is shown in the following table.

Table 3.3.21 Coverage Ratio of Expected Income Only from Monthly Fee to Total Expense

	(FCFA)			
<i>(Oct.2003-Apr.2004)</i>	<i>Touba Kaolack</i>	<i>Sagna</i>	<i>Camp Navetane</i>	<i>Sinthiou Maleme</i>
Expected Total Income from monthly fee	972,300	228,750	1,894,000	628,500
Total Expense	1,278,988	356,450	1,477,858	444,625
Coverage Ratio	76.0 %	64.2%	128.2%	141.4%

Source: JICA Study Team

As shown in the above table, if the monthly fee was collected from all the children, the coverage ratio would reach much higher number. This means that financial sustainability of CTPs will be much more assured by collecting the monthly fee from all attending children. Especially at Sinthiou Maleme income only from monthly fee will be able to cover all the expenses, while it covers only 75.9% at present as is shown in table 3.3.20. However the CTP at Sagna still carries the financial problem. This is because that this site's monthly fee is much lower than that of the other sites (750FCFA for Sagna, 1,500-2,000FCFA for the other sites).

d) Collection rate of registration and monthly fees

The following table shows collection rate of registration and monthly fees. Except Sagna, collection rate of the registration fee was high. As for the monthly fee, Sagne and Sinthiou Maleme showed low collection rate.

Table 3.3.22 Collection Rate of Registration Fee and Monthly Fee

	(FCFA)			
	Touba Kaolack	Sagna	Camp Navetane	SinthiouMaleme
Expected full income (Oct2003-Apr.2004) Max. of No. of children	67	47	139	74
Unit Rate of Registration Fee	6,500	2,500	5,000	1,000
Total of Registration Fee	435,500	117,500	695,000	74,000
Accumulate No. of Children	463	305	947	419
Unit Rate of Monthly Fee	2,100	750	2,000	1,500
Total of Monthly Fee	972,300	228,750	1,894,000	628,500
Total of expected income from fees	1,407,800	346,250	2,589,000	702,500
Actual Income				
- Registration Fee	467,000	38,000	685,000	74,000
- Monthly Fee	693,500	36,000	1,618,000	337,500
Total income from fees	1,160,500	74,000	2,303,000	411,500
Collection rate of registration fee	107.2%	32.3%	98.6%	100.0%
Collection rate of monthly fee	71.3%	15.7%	85.4%	53.7%
Overall collection rate	82.4%	21.4%	89.0%	58.6%

e) Overall comments on financial situation

If we only see the coverage ratio of total income to total expense, it seems that the CTPs at Touba Kaolack, Camp Navetane and Sinthiou Maleme are financially manageable. However as is already explained in the previous section, the CTPs at Touba Kaolack and Sinthiou Maleme received the extra income during the concerned period. For the CTPs to become financially sustainable in the long term, it is important that their expenses would be covered only by the stable income such as the registration and monthly fee. In this sense, the CTP at Sagna is financially unsustainable with the present registration and monthly fee, while the CTPs at the other three sites are sustainable if the fees are collected fully.

In order to make the CTPs sustainable in the long term, it is recommended that the CTP at Sagne, which represents in this Study the situation of the rural area where the fees collectable from the local population are limited, should ask for the local government the periodic financial assistance, while the CTPs in the other sites need to create the system with which the fees can be collected fully.

(8) Community Participation

As originally planned, CTP operation has been carried out under initiative of the local residents.

The followings are some examples of residents' participation.

- All the members of the Management Committee were selected from the local residents,
- All the instructors and assistant mothers were selected from the people who lived in the local community.
- All the participants of Micro-project were the local residents.
- At Touba Kaolack, the local residents took initiative for taking actions in order to get some funds from the local government.

(9) Cine-bus Operation

Here are remarks and performance of Cine-bus Operation.

- The Cine-bus operation was popular among participants of every generation.
- The participants understood well the contents translated in the most popular local language.
- The participants enjoyed the film which presents Japan, that helped international exchange.
- Sometimes Cine-bus operation, conducted in open air, was cancelled not only because of rain, but also for expressing the condolence over death of CTP children and disaster from heavy rain.

Table 3.3.23 Cine-bus Operation

	Theme	Number of participants			
		Touba Kolack	Sagna	Camp Navetane	Sintiou Maleme
Oct.	Children's right	200—350	300—350	200—250	250—300
Nov.	Health	300—350	300—350	200—250	300—350
Dec.	Vaccination	300—350	300—350	200—250	250—300
Jan.	Cancelled by cold, bad weather				
Feb.	Diarrhea, Public sanitary	200—250	300—350	200—250	300—350