



developments

Summer 2000

The Institutional Impact of HIV/AIDS in Africa

By Malcolm McPherson

Africa's HIV/AIDS pandemic is consuming vast resources, undermining economic growth, and reducing social welfare. Impacts are likely to worsen as the morbidity and death associated with HIV/AIDS intensifies. The response to the pandemic thus far has focused on preventing (or slowing) the spread of HIV and developing basic treatments that, while not a cure, may sharply reduce death and disability.

The campaign has been costly. In many parts of Africa where rates of infection are greater than in wealthy countries, costs are overwhelming. A USAID/AFR/SD-funded study examining the costs of HIV/AIDS found that while some costs are obvious: loss of able-bodied workers, medical treatment, funeral and related expenses, losses from worker absenteeism, costs of training replacement workers, and caring for orphans; other costs, however, have received far less attention. These relate to the organizational disruption due to loss of personnel and changes in attitudes induced by HIV/AIDS.

HIV/AIDS, Organizations, and Institutions

How does a supervisor, who might also have HIV/AIDS but is reluctant to face the issue, discipline subordinates who allow their job performance to deteriorate after discovering their own infection? How do overburdened organizations scale back their objectives and workload while losing staff to HIV/AIDS? What changes can be made by governments, private firms, foreign investors, and donor agencies to minimize opportunistic behavior of staff who are dying and for whom punishment is at worst an inconvenience? How do donor agencies anxious to help offset the depletion of human capital argue for drastic curtailment of public sector activity, in the interests of long-term growth and development?

The implications of these questions are poorly understood by both governments and donors. Social scientists seek to understand the "rules of the game" (institutions) and processes within

Continued on page 2



WHO/Gubb, Tanzania

A Tanzanian couple affected by AIDS

Regional Tree Crops Workshop Spurs West Africa Action Plan

Fruit and nut tree crops offer significant opportunities for smallholder farmers to generate income, and tree crop products account for a large proportion of the foreign exchange currently derived from agricultural trade. Tree crop systems also play a critical role in increasing and sustaining biodiversity and the sound management of natural resources. Despite the actual and potential benefits derived from tree crop systems in Africa, inadequate attention has been given to their development.

To address this issue, a Regional Implementation Workshop on the topic *Sustainable Smallholder Tree Crop Systems: Bringing Environmental Considerations, Producers, Traders, Industry, and Consumers Closer Together* was held May 22-26, in Accra, Ghana. Participants at the workshop, which was co-sponsored by USAID/AFR/SD, Mars, Inc., the American Cocoa Research Institute of the Chocolate Manufacturers' Association, the International Institute for Tropical Agriculture, and the Ghana Cocoa Board, included more than 150 policymakers, producer and community group representatives, researchers, trade, industry, donors and those involved in the provision of services, e.g., agricultural extension, finance, product certification, and information systems. More than 80 of the participants came from five focal countries: Cameroon, Côte d'Ivoire, Ghana, Guinea, and Nigeria.

Continued on page 6

Inside this issue...

Stories Out of School	3
SD at Your Service	5
Roundtable Fosters Farmer to Market Linkages	6
New BSP Publication Available	6
Regional Media Promotes Health Behavior Change ...	7

organizations. Their insights have been useful in African countries where organizations have become dysfunctional due to overextension of state control; from the “personalized rule” of leaders such as Mobutu, Kaunda, Moi, Abacha, and others; and from systems of accountability that favor interests of class and clan over those of the nation.

Reform programs implemented with donor assistance address these problems, but progress has been halting and slow. In several countries, major reforms have been reversed. Yet even without recidivism, progress towards economic and political reform is being compromised by the accelerating impact of HIV/AIDS.

Most African countries face a double bind. Just when they need strong organizations with coherent rules of the game to help repair the damage of years of economic decline, capacities are being undercut by losses and behavioral changes due to HIV/AIDS. How can the damage be contained in ways that do not aggravate pressures already facing these countries? How can loss of discipline and opportunism in the face of individual tragedy, skill depletion, declining morale, and rising inefficiency be addressed thoughtfully, compassionately, and effectively?

Organizational Dysfunction

Generally, the problem is how to induce governments to deal with societal organizational dysfunction when the governments themselves are barely functional.

Perhaps the best known study of the problem of organizational repair is Albert Hirschmann’s *Exit, Loyalty, or Voice*. His research emerged from questions about how organizations are repaired after a major deterioration in performance. The book’s title summarizes the options.

His ideas are evident in organizational responses to the impact of HIV/AIDS. All but a very few have no “exit.” Loyalty is evident in the current widespread accommodation of the disease. One aspect of accommodation—denial—has been particularly destructive. For example, as South Africa was officially denying that HIV/AIDS was a problem, the disease reached major proportions. Accommodation also arises when HIV/AIDS sufferers avoid be-

haviors (apart from increased absenteeism) detrimental to their organization.

The equivalent of “voice” has two effects. First, HIV/AIDS sufferers begin acting in ways deleterious to the organization. This includes misappropriation of property to pay for medical treatment or finance anticipated funeral expenses. A constructive alternative is to modify the organization’s structure, operations, and goals in ways that help maintain performance despite the effects of HIV/AIDS on staff. To date, such an approach has been infrequent. This reflects the general stigma associated with HIV/AIDS and lack of leadership in dealing with the pandemic and its effects. Lack of voice has allowed the damage to intensify.

To maintain organizational performance, despite rising human losses, requires fundamental changes in approach. Training horizons should be shortened and focused material provided. Sustaining performance with declining staff capacity requires that organizational goals be modified. Some operations could be sub-contracted and operational procedures simplified. Mechanisms to protect the organization against indiscipline and opportunism need to be developed. Outside supervisors could be appointed. As auditing is uniformly weak in Africa, external auditors could not only help update long overdue accounts but also help detect losses before they get out of hand. Another response is liquidation of dysfunctional entities and reassignment of their staff. Slow progress has been made in this area through privatization.

Technical Assistance, External Support, and Leadership

Other concerns include:

- ♦ *Technical assistance:* In some situations, rising losses from HIV/AIDS create a need for additional technical assistance. This should be closely matched to activities that support growth and development.
- ♦ *Overloaded development agendas:* Government development agendas, formally outlined in policy framework papers and policy action matrices, are generally too extensive and detailed given capacity limits. In effect, they preprogram failure. Agendas need to be drastically simplified.
- ♦ *Leadership*¹: Lack of leadership has been associated with poor economic per-

formance and even encouraged the spread of HIV/AIDS. Attacks on homosexuals by Mugabe, claims that western attitudes are to blame, and the silence of many leaders have not helped ameliorate the effects of the disease.

♦ *Looking beyond the AIDS pandemic:* What sort of society and economy do African leaders envisage once the effects of the HIV/AIDS pandemic have subsided? What social, economic, and political organizations will help a nation resume its growth and development? What form can these organizations take, given present and expected disruption?

It may seem premature to be looking ahead, but asking such questions serves to affirm that while individuals may not survive, nations do. Moreover, looking ahead is absolutely essential if the national leadership is to anticipate future constraints and opportunities.

A set of principles is needed to guide African countries when the worst of the HIV/AIDS pandemic has passed. These must include commitment to prudent macroeconomic management, downsizing and refocusing of public sector activity, promotion of a more democratic and open society, and reduction in aid dependence.

The problems created by HIV/AIDS are serious and the consequences horrific. Continuing to ignore its organizational and institutional aspects augments the tragedy. Further loss and disruption cannot be avoided, but a start in addressing them will signal hope that the suffering and damage will eventually end.

This article, written for the Public Strategies for Growth and Equity component of AFR/SD’s Equity and Growth through Economic Research (EAGER) project, previously appeared in the autumn 1999 issue of EAGERreport.

Malcolm McPherson is a development fellow at the Belfer Center for Science and International Affairs at Harvard University. He is currently working on an expanded HIV/AIDS and economic growth study for USAID’s Consulting Assistance for Economic Reform project. He can be contacted at Malcolm_McPherson@Harvard.edu.

¹Gray and McPherson (1999) find that quality of leadership has been important in explaining poor economic performance in Africa.

Stories Out of School



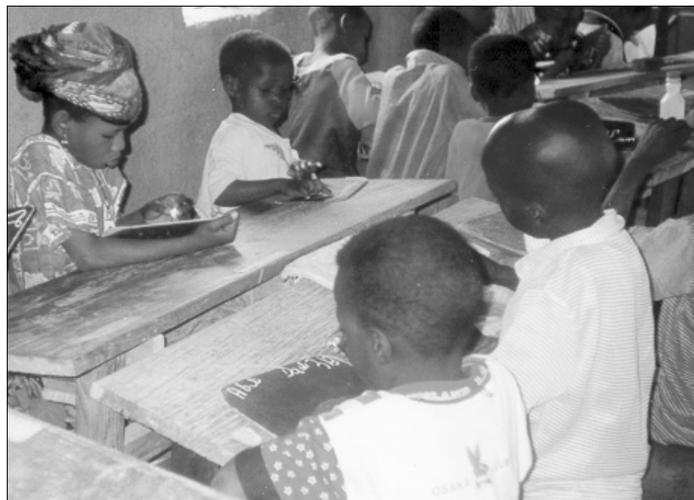
This special focus on basic education, sponsored by the Africa Bureau's SD Education Team, is a regular feature in SD Developments. USAID Missions and others interested in sharing thoughts and experiences are welcome to contribute material for future columns.

Community Schools in Mali: The Great Shift?

By Dr. Yolande Miller-Grandvaux

When Malians overthrew their country's 23-year-old dictatorship in 1991, they kicked open the doors to less government control, growing democratic practice, and sweeping reform of local institutions. In some urban centers parents took advantage of this new environment: confronted with one of the lowest student access rates in the world they built their own schools and provided many necessary education services. In the capital city of Bamako and the secondary cities of Segou, Mopti, and Sikasso, these new *ecoles de base* soon mushroomed. The USAID Mission in Mali quickly realized the potential and began to support similar efforts in rural areas, supporting projects implemented by Save the Children and World Education, two U.S.-based PVOs, through which communities built classrooms, recruited pupils, hired teachers, provided the necessary supplies, and democratically managed and sustained their own schools. The USAID/Washington/SD Education Team provided conceptual on-going support through technical guidance and research in community participation.

Almost a decade later, thanks in part to four international PVOs, dozens of local NGOs, and steady financial and technical support from USAID, community schools are now flourishing



Yolande Miller-Grandvaux

Students in a Malian community school

throughout the country. At last count, Mali had 1,434 community schools and 1,906 public elementary schools. In the three most densely populated regions, these home grown schools actually outnumber public schools.

While community schools come in a variety of shapes and sizes, a common model is now being seen: local NGOs, trained and supported by international PVOs, provide training to communities in basic school and financial management, democratic gover-

Continued on page 4

Joining Hands to Improve Learning

By Ash Hartwell

Universal Primary Education has brought so much change to our education system that it threatens to weaken the reform effort. Uganda needed a countrywide initiative that called us to join hands and think and work together. When you think you do not have the seed, someone brings the seed. IEQ (Improving Educational Quality Project) came at the right time.

—Geraldine N. Bitamazire, Minister of State for Basic Education

Waving her prepared speech, Ms. Bitamazire told an eager audience of 500 Ugandan educators, parents, and pupils that she would speak from her heart rather than from her text to describe what she had just witnessed as she visited three schools in Kazo County, Mbarara District. She said that the changes in the relationship between the Kazo community and the three schools, as well as the work of the three stakeholder groups (parents, teachers, and pupils) to improve the quality of teaching and learning was cause for celebration. She explained that this approach could relieve the stress to the education system resulting from the 1.2

million additional pupils coming into the primary schools since the Government of Uganda in 1997 announced its policy of providing universal free primary education. The systems struggles to train and support qualified teachers, supply materials, and construct and maintain facilities for schooling the approximately one-third of the Ugandan population that is in primary school.

This innovative activity in Uganda is one of 13 country-based projects conducted under the IEQ Project and funded by USAID for the last eight years. IEQ's overall purposes are to inform decisions about policy and practice that reflect the reality of the school experience, and to strengthen the capacity of host country educators and researchers.

IEQ was implemented during an 18-month period in Kazo County, an area of ranching and dairy farming approximately 240 kilometers from the capital, Kampala. The Kazo Model has 16 teachers and 900 pupils. The community engaged in a methodology called Participatory Action Research (PAR), which combines self-evaluation and action. PAR is a radical departure from the way communities typically function (e.g. parents leave teaching to

Continued on page 4



Uganda *Continued from page 3*

teachers) because the process requires speaking out, engaging in new behaviors, and self-reflection. In this context, the goals were to strengthen the school-community relationship to improve the quality of education in the local schools, and ensure that local residents continue to directly support the educational process.

The Ugandan IEQ Team launched this project by meeting with the local stakeholder groups to generate confidence and trust in the PAR process; listening to community members, parents, and pupils describe what quality education means in concrete terms; and utilizing an iterative process of assessment, analysis, actions, and continued assessment to improve aspects of the educational process leading

to better teaching and learning. The PAR tools include community map making, diagrams, and problem trees to guide thinking, and discussions about both the problems that needed to be addressed and the actions required to solve them. In each of the three schools, three groups—community members, teachers, and pupils—worked independently because the groups were more comfortable working with peers.

One group collected data on pupil absenteeism by making community maps and visiting homes to learn how a pupil's daily schedule may influence school attendance. They learned that female pupils wake up an hour earlier than males because they have more chores to do before they come to school. As a consequence of the home visits, the daily schedules of many children were changed so more of them could attend school. At a 600 pupil school where no new buildings had been constructed for the previous 40 years, community members made bricks and constructed a four-classroom block and three latrines, and refurbished the headmaster's office. A sustainability committee listed plans for future construction.

The three stakeholder group discussions covered many aspects of educational quality. Teachers initiated peer visitations to observe one another and provide feedback on instructional strategies; pupils were invited to evaluate teachers' skills and reported on qualities of good pupils (e.g. does not dodge lessons); and community members noted the need for more facilities, materials, trained teachers, and the provision of lunches for their children.

As Uganda struggles to meet the challenges of providing all of its children with a quality basic education, effective means of actively engaging parents, communities, teachers, and the pupils themselves in self-organized efforts to improve learning must develop. This project demonstrated a credible way forward.

This article was based on the recently completed case studies, *Perspectives of Quality Learning: From Research to Action and Participation as Method to Improve Education Quality: The Principles*, prepared by the Ugandan IEQ Team.

Ash Hartwell is a member of the AFR/SD basic education team. He can be reached at ashtrish@igc.org.

Mali *Continued from page 3*

nance, and organizational development. The communities themselves build or rehabilitate schoolhouses. Elected school management committees recruit and pay teachers, provide school supplies, monitor student and teacher attendance, and communicate with school and Ministry of Education officials. Beyond the training, some NGOs subsidize supplies, at a 50 percent matching rate.

Communities demonstrate a remarkable level of empowerment that could not have been imagined a decade ago. Farmers walk to rural radio stations to broadcast teaching vacancies. Parents monitor a teacher's attendance and ensure that he or she comes on time and actually teaches. Other school management committees pay the transportation costs for education counselors to visit and advise teachers. Some schools have managed on their own to attract funding from outside sources to build school additions and health units. In other cases parents demand greater accountability from local education officials, thereby limiting financial abuse and corruption.

Community schools are gaining formal acceptance. While USAID remains the lead funding source, four other donors now also support similar projects in disadvantaged regions (Kayes, Dogon, and Timbuktu). For the government's part, it reacted to the community school movement with resistance at first. Finally, in 1998, the Ministry of Education gave formal private school status to community schools and agreed to include their statistics as part of the education management information system. The current education reform policy now in-

tegrates the schools into the country's 10-year education plan and promises future support.

While access rates for girls and boys have rocketed as a result of this new approach, other issues have not been resolved. In this locally owned process, who will assure standards and consistency among teachers and school management committees? How sustainable are they? After the start-up support and enthusiasm fades, are smaller communities able to maintain schools, supplies and staff? Should it be their responsibility? On the national scale, what is the relationship of these new schools to the formal system? How will students be integrated in later years? Are the schools creating a parallel education structure competing with the conventional education systems? Are they the new model or a successful but temporary phenomenon?

While the long-term impact of this revolution in education is as yet unclear, one thing is certain; in a new and transforming way, the people of local communities in Mali are taking charge of their children's education and quickly expanding the once limited access to schooling. Community schools are not quite private schools, not quite charter schools, and not quite public schools. But for their part, parents swear they are here to stay. As more countries—Benin, Ethiopia, Ghana, Guinea, and Malawi—embark upon this new direction, Mali can stand as their model.

Dr. Yolande Miller-Grandvaux is a member of the AFR/SD basic education team. She can be reached at 202-884-8637 or ymiller@aed.org.

SD at Your Service

With this issue, we begin a series of profiles to introduce the staff members of the Africa Bureau's Office of Sustainable Development. Dana Ott and Bob Groelsema are both members of AFR/SD's Democracy and Governance Team through a Reciprocal Support Services Agreement with the U.S. Department of Agriculture's Foreign Agriculture Service, International Cooperation and Development.

You need to have long term vision in order to make progress in the democracy and governance (DG) sector, says Dana Ott, a democracy specialist in AFR/SD. "Most of the work we do is untraceable," she says, "but we are starting to see a new generation of leaders."

Ott, who has worked with AFR/SD for over two years, sees her primary responsibility as helping mission DG programs make their way through the bureaucracy of USAID/Washington, particularly on issues such as cross-sectoral programming. "In



Dana Ott

the field it's much simpler to see the links between different sectors," she explains. "[In Washington] we tend to just see the bureaucratic problems. We are trying to educate USAID/Washington about lessening the burden on missions."

Some of her other responsibilities include providing technical assistance with strategic planning and developing initiatives to achieve DG strategic objectives, as well as keeping an eye on DG trends across the continent, particularly in Southern Africa, the subregion she backstops for.

Ott says she has always had an interest in Africa, since her mother is Egyptian, but it took her a little while to realize that she wanted to focus her professional life on the region. After toying with thoughts of becoming first an engineer, then a lawyer, African politics won out, taking her as far as a Ph.D. with a dissertation examining democracy in The Gambia and Trinidad & Tobago. "This is a rare opportunity," she says. "There are very few jobs where there is the potential to affect so many lives."

She admits that the paperwork can get overwhelming, but says the people, both in the field and in Washington, sustain her. "What keeps me here is seeing the extreme dedication," she says. "I am constantly amazed at the resilience, especially among the foreign service national staff."

She finds working with cross-sectoral linkages—using the overlap between DG and other sectors such as environment, economic development, health, and education—an exciting and motivating challenge. "We're the new frontier," she says. "There are no guideposts. There are no right answers."

Dana Ott, rural decentralization specialist within AFR/SD/DG, can be reached at 202-712-5883 or dott@usaid.gov.

It is simple for Bob Groelsema to explain why he has a passion for African development issues. "The biggest challenges are there," he says. "If it were too easy, it wouldn't be interesting."

Groelsema has been facing these challenges since he went to Zaire as a Peace Corps volunteer to teach English and build fish ponds. Since then he has also worked in Chad on a humanitarian relief project and did his Ph.D. dissertation in Guinea on the connection between ethnicity and political parties, an obviously potentially explosive topic.

He sees conflict, whether ethnic, political, or otherwise, as one of two key threats to development on the continent. Groelsema is particularly proud of work he did to develop a conflict prevention strat-

egy that has now become a regional special strategic objective.

The other threat he sees is, of course, HIV/AIDS. The DG team is currently working on an assessment of potential synergies between the DG and health sectors to help address that crisis. "My goal is to encourage decision-makers to adopt a multi-sectoral approach," he says. This project may do just that.

In the meantime, Groelsema is encouraged by many smaller scale successes. He tells of visiting a village in Guinea



Bob Groelsema

where the rural group enterprise (RGE) had purchased a rice huller and mill through a microfinance project. The group had elected officers, demonstrated

transparent accounting, and had just made their final credit payment. With money earned from the mill, they had added a room to their school and built a mosque.

"A woman told me she would be the next president of the RGE," he explains. "She said she had learned a lot about organizing, strength, and independence." This is what he thinks DG projects are supposed to do. "Our projects are like nurseries for leaders of all ages."

Groelsema backstops the West Africa subregion, helping to revise strategic plans and sort through the bureaucracy in Washington. He also provides technical assistance to missions region-wide.

He thoroughly enjoys his job. Like Ott, he is sustained in his work by the feeling of doing something worthwhile. And he knows there is much left to do. "I'm not satisfied yet," he says. "I don't know yet where it all might lead."

Bob Groelsema, civil society analyst within AFR/SD/DG, can be reached at 202-712-1735 or rgroelsema@usaid.gov.

Roundtable Fosters Farmer to Market Linkages

The first Agribusiness in Sustainable Natural African Plant Products (A-SNAPP) Roundtable, held in Cape Town, South Africa, April 4-6, 2000, brought together African producers and processors, European and American wholesale herb buyers, and government agencies in an effort to explore and promote the trade of sustainably produced natural products from Africa. More than 140 delegates from 16 countries attended the three-day meeting, which was sponsored by USAID through the Africa Bureau's Office of Sustainable Development (AFR/SD).

The roundtable covered a wide range of topics including the status of African natural products production, an international market overview, international trade and regulation of plant-based products, sustainable agriculture, and intellectual property rights. AFR/SD agribusiness advisor Jerry Brown chaired two sessions, one on the international approach to natural plant products and one on constraints and opportunities in market development linkages.

The roundtable was organized by A-SNAPP's three implementing partners, the Herb Research Foundation (HRF), Purdue University, and the Agricultural Research of South Africa (ARC). A-SNAPP is a three-year project funded by USAID/AFR/SD to provide marketing assistance, quality management, and training to help African growers and entrepreneurs achieve excellence in the production of competitive, world class natural products. A-SNAPP's vision is to promote the sustainable production of high-quality African natural plant products, and to develop and enhance small African farms and natural product businesses, while protecting natural resources.

In a session on international approaches, Rob McCaleb (HRF), Jim Simon (Purdue), and Elton Jefthas (ARC) discussed the A-SNAPP approach to natural plant product commercialization and the potential role of Africa as a supplier. By establishing small and medium enterprises, rural agribusiness will become empowered and linkages between producers and market established. Niche markets need to be

continued on page 8

Crops *Continued from page 1*

The workshop in Ghana followed up on efforts initiated at the Sustainable Tree Crop Program (STCP) Forum, held in October 1999, in Washington, D.C. During the forum, participants arrived at a broad-based consensus to move ahead with the implementation of the STCP, a coordinated effort by industry, government, research, conservation, and development agencies to assist smallholder tree crop farming in Africa. The program is co-funded by USAID's Africa Trade and Investment Policy Reform Program, AFR/SD, and the U.S. chocolate industry. STCP addresses issues relevant to farmers, traders, manufacturers, and policymakers, and seeks to bring together all of these stakeholders and enabling them to collaborate.

The Regional Implementation Workshop was strategic in two perspectives: it consolidated the efforts of implementing agents in five countries who are engaged in work at all levels that support smallholder sustainable tree crop development. Second, it played a key role in mobilizing interest and resources to support the implementation of an integrated program for sustainable tree crop development in West Africa.

Jerry Brown, an agribusiness advisor in AFR/SD, said the workshop was very successful. "It went beyond our expectations to get such a high level of collaboration from the cocoa industry." He added that the industry continues to show strong interest; representatives met with the USAID Administrator in late July. "It's not just words. They're following up with action," said Brown.



Cocoa pods

The objective of the regional workshop was to review and validate an integrated action plan for the STCP, which will enable a series of activities in grower and business support services, research and technology transfer, policy reform, and market system development to be initiated in West and Central Africa. In support of this objective, the Ghana workshop also addressed:

- ♦ broadening awareness and mobilizing support in the global community (including industry, donor, research, and NGO groups) for ongoing efforts, opportunities, and challenges in West Africa for smallholder-based sustainable tree crop development;
- ♦ broadening awareness within West Africa of ongoing sustainable tree crop efforts, and strengthening linkages among implementing agents across countries and areas of interest;
- ♦ providing an environment where potentially fruitful future partnerships may be created; and
- ♦ providing information on the process for establishing the long-term management

Continued on page 8

New Biodiversity Support Program Publication

The Africa and Madagascar Program of the Biodiversity Support Program has just published *Understanding and Influencing Behaviors: A Guide* by Bruce Byers. This book, designed for field practitioners, explains methods for identifying, collecting, and analyzing information about people's behaviors toward the environment. By understanding the root causes of behaviors, lasting solutions can be found to conservation and natural resources management issues. Case studies in the report are drawn from African projects, but can be applied to other regions. This document is the culmination of BSP Africa's Analysis of Behaviors in Conservation and Development project, which was begun in 1992. A French translation is forthcoming.

To order hard copies of this publication, call 202-861-8347; an electronic version will be available soon at <http://www.bsponline.org>.

Regional Media Approach Promotes Behavior Change

Yamba-Songo, *Les Clés de La Vie* (The Keys of Life) is a serial radio-drama developed by the USAID-funded Family Health and AIDS Prevention Project (SFPS) to improve reproductive and child health practices in West and Central Africa. The 26-episode series delivers targeted messages through an entertaining storyline that depicts the personal and social dilemmas related to family planning (FP), HIV/AIDS and sexually transmitted diseases (STDs), and diarrheal disease. The series was originally broadcast throughout the region from April to December 1997 and rebroadcast from November 1998 to June 1999 on local stations in the project's four focus countries—Burkina Faso, Cameroon, Cote d'Ivoire, Togo—and on the regional radio station, Africa No. 1, reaching an estimated audience of over 40 million.

The unique multinational effort, under the direction of Atelier Théâtre Burkinabé, brought together scriptwriters and popular radio actors from the project's focus countries and tailored the script for several key target audiences. To reach the maximum number of urban men and women of reproductive age in West and Central Africa, the episodes were recorded in French—the one common language—and featured country-specific elements, including locations, traditions, and words from local languages. The series followed the young protagonist, Songo, on a journey to find his father. The story presented everyday situations and relied upon characters' evolution to model desired behaviors and actions for listeners. The emphasis on adolescent characters and storylines proved attractive to youth, one of the target groups.

Market research shaped the series by making the story, characters, and situations interesting and relevant to the different age and gender groups the project wanted to reach. The project relied on a variety of qualitative and quantitative methods at critical points to develop, refine, monitor, and evaluate the series.

Listeners Know and Practice Target Behaviors

An endline survey, conducted in January 1998 in the major city of each target country, measured self-reported exposure to and impact of the series on knowledge, attitudes, and behaviors. The broad range of exposure to the series (from 11 percent in Cameroon to 32 percent in Burkina Faso) suggests that broadcasting over more popular stations during better times of the day in conjunction with a more intensive promotional campaign could significantly increase the program's reach.

Series listeners demonstrated greater knowledge of FP methods, ways of preventing HIV/AIDS and STDs, and had higher awareness of oral rehydration salts (ORS)—three main messages—and reported more positive attitudes about the issues targeted in the series than those who hadn't listened to the series.

The project also measured reported behaviors following the series. Those exposed to the series were more likely to report having used a condom than those not exposed, both in the last two months (65 percent vs. 49 percent) and with the last occasional partner (84 percent vs. 62 percent). Those exposed to the series were also significantly more likely than those not exposed to have sought FP information or methods in the past year (24 percent vs. 16 percent) and to have ever used ORS to treat diarrhea in children under five (38 percent vs. 29 percent). All these differences are statistically significant at 90 percent.

When asked how *Yamba-Songo, Les Clés de La Vie* had led them to change their lives or behavior, 52 percent of series listeners reported that they had taken some action regarding family planning (including 20 percent who said they spoke to their partner about FP, 16 percent who said they asked for FP information, and 13 percent who claimed they started using a FP method), 16 percent stated having taken some action regarding ORS and 73 percent

reported having taking some action regarding AIDS/STDs (including 40 percent who reported using a condom more often and 33 percent who reported having fewer partners).

Maximizing Impact through Rebroadcasting Reinforced Series

The above evaluation results show that a regional radio series can be an effective strategy to bring about positive behavior change, as well as changes in knowledge and attitudes. Based on insights into how to reach a larger audience provided by the research, the SFPS project implemented a stronger promotional campaign and media plan for the rebroadcast, using more popular stations and hours. The rebroadcast also included two new features for each episode: short reminder spots to reinforce the key messages and a quiz contest to encourage audience interaction and participation.

Monitoring indicates that the rebroadcast revised series had a higher reach and interest, based on requests for copies, feedback from the radio stations, and listener response to the quiz contests. One popular private station in Burkina Faso reported an average of 430 quiz entries per episode, some of which evolved into on-air discussions of related health topics. These indicators suggest that the rebroadcast has also led to increased levels of knowledge, eventually resulting in additional positive behavior change.

For more information, check the Family Health and AIDS Prevention website, <http://www.payson.tulane.edu/SFPS/> or contact the deputy program manager, USAID/Family Health and AIDS—West and Central Africa, Abidjan, Côte d'Ivoire, telephone: 225-41-45-28, fax: 225-41-34-60; or Eddy Momat, Media Specialist, SFPS/Abidjan, Cote d'Ivoire, telephone: 225-47-10-18, fax: 225-47-17-28.

identified for exploitation by rural farmers and strategies developed to meet the market demands. Above all, the farmers need backup and support for technical and agricultural expertise. ARC, a partner in the A-SNAPP team, offers this support to the emerging farmer and communities in Africa. Key to the A-SNAPP approach is a market-driven orientation, first seeking markets, market development, and business linkages to connect reputable buyers with quality suppliers, then helping both to improve relationships, increase trade, and maximize income to African businesses.

In a session on medicinal plants, the president of the National Traditional Healers Association of South Africa, Patience Koloko, gave her own perspective on the use of medicinal plants. She noted that due to a lack of trust, a wealth of indigenous knowledge of natural plant products is mostly withheld from outsiders.

One of the greatest attractions for many attendees was the videoconference sessions, which gave participants an opportunity to speak directly (via satellite) with representatives of major buyers such as Celestial Seasonings, Tom's of Maine, KHL Flavors, Frontier Natural Products Cooperative, Whole Herbs, and Botanicals International, and ask questions about market needs and demands and how to enter the marketplace competitively. Local South African companies that participated in the roundtable included Robertet, Cape Nature Tea, and Grassroots Natural Prod-

ucts. Several European-based natural products companies also attended.

"The roundtable was a resounding success," said HRF president, Rob McCaleb. "All of the countries involved see this as an important opportunity to go beyond commodity food crops into more specialized food products."

Roundtable participants recommended next steps such as developing specific processes in which research and marketing share responsibility, encouraging transparency in technology transfer, doing strategic market planning across the region, continuously exchanging interactive market and technical information, developing products linked to market research, and passing legislation on organic certification, benefit sharing, and intellectual property rights.

For more information about A-SNAPP, contact them c/o HRF, telephone: 303-449-2265; e-mail: info@herbs.org; or web site: www.herbs.org/africa.

and development of the STCP, including next steps for coordination and establishing a competitive funding mechanism to allocate future resources.

Activities being proposed for STCP support were reviewed at the workshop by a broad set of interest groups and experts in the subject matter being addressed.

By the end of the regional workshop participants decided on activities to be sponsored by the STCP in the first year, funding and resources to be made available to implement activities, responsibilities for implementing the activities, operating procedures (including financial and performance reports) and next steps. It is anticipated that the activities approved will be implemented over a 12-month period, generally building on existing projects.

For more information about the STCP, contact: Jeff Hill at 202-219-046 or jhill@afri-sd.org; or Jerry Brown at 202-219-0450 or jbrown@afri-sd.org.

SD Developments is published by the Office of Sustainable Development, Bureau for Africa, U.S. Agency for International Development. It is designed to foster better understanding of SD's activities and facilitate dialogue with our African colleagues.

Editors: Christine Chumler and Patricia Mantey

SD Developments is produced by the Africa Bureau Information Center (ABIC), operated by the Academy for Educational Development, Inc. under contract to USAID. ABIC is part of the Research and Reference Services project of USAID's Center for Development Information and Evaluation. Contributions are welcome. Send them to: The Editors, *SD Developments*, Africa Bureau Information Center, 1331 Pennsylvania Avenue, NW, Suite 1425, Washington, D.C. 20004-1703 USA; fax: 202-661-5890; e-mail: abic@rrs.cdie.org; www.usaid.gov/regions/afr/abic



Africa Bureau Information Center
1331 Pennsylvania Avenue, NW, Suite 1425
Washington, D.C. 20004-1703 USA