

# Supervision mission of the African Center of Excellence (CEA) for the Mother and Child Health (SAMEF)

Site Visit  
Université Cheikh Anta Diop de Dakar (UCAD)  
May 6 & 7 2019

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## Participants:

- CEA-SAMEF : Ousmane Ndiaye, Jean-Charles Moreau, Cheikh Touba Ndiaye,...
  - World Bank: Himdat Bayusuf, Astrid Sophie F Uytterhaegen, Wedoud Kamil
  - Association des Universités Africaines (AUA): Adeline Addy
  - Experts: Solomon Agbor (Baltimore, USA), Sylvain Meuris (Brussels, Belgium)
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## 1. Visit to Rector Ibrahima Thioub

This visit brought together the representatives of the World Bank and the two African Centers of Excellence (CEA) hosted at Cheikh Anta Diop University (UCAD): CEA-SAMEF & CEA AGRISAN.

Ms. Himdat Bayusuf, representing the World Bank, introduces the supervision mission by recalling the modalities of passage from project ACE1 to project ACE3 Impact by underlining the will of the World Bank to leave the national authorities fully responsible for the management of projects and the need to achieve the objectives of the conventions to bring about the release of funds made available to Senegal.

She also expressed satisfaction at the results achieved by the teams in place and her confidence in the success of the CEAs at UCAD.

Rector Ibrahima Thioub explains that part of the delays observed in achieving the objectives of the CEA-SAMEF is linked on the one hand to difficulties and administrative delays and on the other hand to the inexperience in terms of management team project. He also regrets the misunderstanding that occurred during the establishment of agreements with the World Bank that failed to provide for the payment of import fees for equipment while the Senegalese Universities are exempt. Despite all the steps, the national administration demanded the application of these taxes for all orders of CEA-SAMEF. This unforeseen situation has created considerable budget problems and significantly slowed the Center's development agenda, which is regrettable. However, he confirmed that this situation was taken into account when establishing the ACE3 Impact projects.

Moreover, he insists on the need to harmoniously integrate the development of the CEA within the UCAD for the benefit of the entire university community which includes 80,000 students and to avoid at all costs that their developments are experienced as a transplant.

It is clear that the start of the process of accreditation of university teaching in CEA-SAMEF first at the national level, then at the regional level and finally that must be done internationally through the French accreditation agency and through the Royal College of Physicians and Surgeons of Canada. These evaluations already have an extremely positive impact on all academic activities. Even though the preparation of the files useful for these accreditations concentrate a large part of the activity of the authorities of the UCAD, it

represents a powerful pressure and a unique opportunity for academic actors involved to reflect on the organization, the teaching and the research within the UCAD.

Finally, he is confident in the experience acquired by the teams during ACE1 projects to accelerate the development of CEA activities within UCAD for the benefit of the entire university community.

## **2. Visit of CEA-SAMEF**

The supervision mission was received during the two-day visit to a meeting room located on the first floor of a building facing the Faculty of Medicine, Pharmacy and Dentistry on UCAD's university campus. In addition to the CEA, this building houses other services of the Faculty. A large sign on the facade indicates the presence of CEA-SAMEF.

Prs Ousmane Ndiaye and Jean-Charles Moreau present the five people of the management team of CEA-SAMEF and remind that the premises occupied by the CEA-SAMEF belong to the Faculty of Medicine, Pharmacy and Dentistry. CEA-SAMEF is therefore an integral part of the Faculty and occupies premises in the same way as laboratories or academic services. The Dean of the Faculty, excused, is also part of the Steering Committee of CEA-SAMEF. However, it would have been useful if, during this visit, the experts could discuss with him how the CEA-SAMEF is integrate as an internal body of the Faculty of Medicine.

### **2.1. ACE1 results report and implementation of the ACE3 Impact project**

Ms. Himdat Bayusuf, representing the World Bank, introduced the meeting, noting the need to finalize as soon as possible the objectives of the ACE1 project so that the funds still available could be released. She said that the schedule implies that all the requests for release of funds are finalized for the month of September 2019.

She expressed the satisfaction of the World Bank to see:

- CEA-SAMEF become an attractive training center for students from the region and that
- several academic courses and vocational training have been accredited by national and regional authorities. A first international accreditation was obtained via the French *ad hoc* organization. An accreditation process by Canada is underway but not yet finalized.

However, she regrets that the problems of customs duties, not anticipated in the initial agreement, have considerably slowed the realization of investments in the simulation laboratory and the medical bus.

She hopes that the discussions will focus successively on the progress of the ACE1 project and then on the ACE3 Impact project objectives.

Professor Ousmane Ndiaye then takes up all the objectives and results obtained for the ACE1 project and the important questions concerning the ACE3 Impact project and the achievement of objectives.

### **2.2. Recruitment, training and accreditation**

The results are encouraging especially at the level of regional students. The latest verification of results introduced by the Association of African Universities (AAU) shows that the objectives will be achieved for more than 60%.

He also points out that some of these trainings are carried out at the request of partners, such as UNICEF, which so contributes to the resources of CEA-SAMEF.

With regards to accreditations, Professors Ndiaye and Moreau underline the importance of all the exchanges with the members of the Royal College of Physicians and Surgeons of Canada which allowed them to become aware and to integrate new and improved methods of governance of the center. They point out that changes in governance also inspire the Faculty. While additional budget costs have slowed the process with Canada, they are convinced of the need to continue the analysis with them and introduce the necessary governance reforms. It would be advisable for the CEA-SAMEF to establish very quickly a precise schedule of next steps so as not to discourage Royal College colleagues. The potential notoriety provided by their accreditation is a crucial step in the development of the Center of Excellence.

### **2.3. Governance**

CEA-SAMEF has recruited administrative agents to assist in the day-to-day management of the center as well as the accounting preparation of the exchanges with the AAU and the World Bank. The presence of the Dean and all department heads of the Faculty within the Steering Committee represents an asset in the integration of CEA-SAMEF into UCAD. In addition, the presence of several CEAs within the UCAD will allow synergies in terms of administration and management. CEA-SAMEF, given its experience, will be asked to participate actively and put in place a common manual of procedures and good practice.

### **2.4. Communication**

The CEA-SAMEF website and Facebook page are functional and linked to the Faculty of Medicine website. However, they currently reflect too much an inventory of the CEA-SAMEF's governance activities that interests only the center's management and the stakeholders.

The site must be developed towards the natural public of a University Center of Excellence that are the students, the teachers and the researchers and to highlight:

- Training offers,
- Teaching programs,
- Professional utility of certifications and diplomas.
- Agenda and programs of seminars, meetings, symposiums, ...
- Short News about the success of CEA-SAMEF, ...

The Webmaster must think and work to the website in terms of external visibility and attractiveness of the CEA-SAMEF.

### **2.5. Teaching methods and digital resources.**

The ongoing project with the Ministry of Higher Education for connectivity with remote locations and open digital spaces is in excellent progress. This network is being established throughout Senegal and is expected to provide high-speed connections for instantaneous exchange and discussion of clinical case between practitioners. This network will also enable distance education and will be open to the entire university community in Senegal. Accelerating the use of digital technologies to ensure visibility seems a priority. A special effort on remote access to digital resources is essential and the implementation of MOOC (massive open online course) specific to CEA-SAMEF will contribute to ensure its sustainability.

## **2.6. Heavy investment of ACE1**

This is obviously the major difficulty of the ACE1 project which in the budget projects did not provide for the payment of customs duties. This situation has slowed the whole CEA-SAMEF heavy deployment process. We hope that the management of CEA-SAMEF will be able to find, with the active help of the World Bank, accounting solutions to remove the blockage of these two crucial issues for the attractiveness of CEA-SAMEF.

Buildings dedicated to the training: The partitioning of the premises is now realized in Mezzanine.

Simulation Center: The ordered material has not arrived yet. Delays are related to financial problems. The funds initially planned were 200 million CFA and the taxes lead to an unexpected overshoot of 30 million. CEA-SAMEF, with the help of the World Bank should find the accounting solutions useful to free the funds. However, it is reassuring to note that the trainings have already started using "low-fidelity" simulation equipment.

Medical Bus: The tractor is currently stuck in the port of Dakar while the trailer is waiting for realization at the British supplier.

This part of the ACE1 project is currently blocked.

## **2.7. Research**

The setting up of the Scientific Committee allows a dialogue between research teams. Currently, the results of these activities are not visible and should be systematically valued on the CEA-SAMEF website.

## **3. Meeting with students in pediatric training**

The discussion with these young doctors shows the attractiveness of CEA-SAMEF in terms of specialized training. Indeed, the support by the World Bank, whose availability of scholarships through the PASET, represents a plus that allows to achieve specialization without too much difficulty. The lack of a National Exam Ranking young graduates for access to specialized training remains a major problem for health planning in Senegal. They also emphasize the positive support for their training via the seminars, which they would like more technical and via the simulation center. They deplore the difficulties of accessing a computer network as well as to the international medical literature. In the discussion, we noted the lack of sanitary protection and clear procedures for harassment. These points should be clarified and communicated via the CEA-SAMEF website. Young doctors are very keen on international training but do not know the existing possibilities. Communication via the CEA-SAMEF website on Erasmus+ exchange programs and opportunities for bilateral exchanges between countries is desired.

## **4. Conclusions and recommendations**

This supervision visit was very reassuring and convincing as to the relevance and durability of the CEA-SAMEF.

The management of CEA-SAMEF has efficiently prepared the visit of the delegation, made it possible to meet all its members, put at its disposal all the documents of progress of the project and answered the questions of the experts with all the necessary clarity without

minimizing the difficulties of the context. They must be thanked for their warm and efficient welcome.

The current major success of CEA-SAMEF is the excellent recruitment of students. Experts hope that the focus will soon be on external outreach and projects with regional impact.

The experts declare themselves available to analyze with the Steering Committee all documents and agenda useful for a good finalization of the ACE1 project and a realistic and robust plan for the development of the ACE3 Impact project. They are convinced of the relevance and the health and social utility of the CEA-SAMEF project as a training reference center.