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Trip Report

#0-150

Travelers: James E. Herrington,
INTRAH Program Officer

Country Visited: Senegal

Date of Trip: August 31-September 3, 1985

Purpose: To meet with Africa Consultants,
Inc., to discuss potential for
collaborative relationship with
INTRAH on west and central Africa
regional FP/MCH training activities.

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EXECUTIVE SUMMARY

Mr. James Herrington, INTRAH Program Officer, travelled to Senegal en route from an assignment in Bamako, Mali, to meet with representatives of Africa Consultants, Inc. (ACI), a consulting firm based in Dakar specializing in training, communication, and development in Africa. Mr. Herrington met with ACI representatives to discuss possibilities for ACI support of INTRAH activities through provision of African expertise in clinical and non-clinical family planning, management/supervision, training of trainers, curriculum development, and communication skills for training.

Mr. Herrington also met with USAID/Senegal Population Advisor, Ms. Sara Seims, and Senegal Family Health Project Health Education Specialist, Ms. Priscilla Randall, to discuss possibilities for INTRAH assistance with the training component of the USAID bi-lateral family health project.

SCHEDULE DURING VISIT

**Saturday,
August 31:** Arrive Dakar from Bamako.
Meet with Ms. Priscilla Randall, USAID/
Senegal.
Meet with Ms. Lillian Baer, ACI.

**Monday,
September 2:** Visit ACI training site/offices.

**Tuesday,
September 3:** Meet with Ms. Molly Melching, Culture for
Development, Inc.
Meet with Ms. Sara Seims, Population Advisor,
USAID/Senegal.
Meet with Dr. Jean-Michel Ndiaye, Primary
Health Care Projects Coordinator, USAID/
Senegal.
Meet with Ms. Priscilla Randall.

**Wednesday,
September 4:** A.M.: Depart Dakar.

I. PURPOSE AND OBJECTIVES OF VISIT

The purpose of this trip was to explore the availability of local resources which could assist INTRAH in the development of a regional FP/MCH training site for west and central African countries.

Specifically, INTRAH Program Officer James Herrington was to contact representatives of Africa Consultants, Inc. (ACI), a consulting firm based in Dakar specializing in training, communication, and development in Africa, to discuss:

1. the potential of ACI to locate and recruit African experts in clinical and non-clinical FP/MCH, management/supervision and evaluation of FP/MCH programs, communication skills, training of trainers (TOT), and training in curriculum development;
2. the level of effort ACI core staff could devote to the above; and
3. the potential of ACI to assist with coordination of regional workshops INTRAH sponsors in or near Dakar for west and central African trainees in clinical and non-clinical FP/MCH.

II. ACCOMPLISHMENTS

Mr. Herrington met with Ms. Lillian Baer, Co-Director of ACI, to discuss ACI and INTRAH collaboration in the recruitment of African FP/MCH experts, and the coordination of regional training activities which INTRAH might sponsor in or near Dakar, Senegal.

An unintended outcome of this visit was a meeting with Ms. Sara Seims, Population Advisor, USAID/Senegal, who suggested INTRAH may want to pursue involvement in the training component of the Senegal Family Health Project (bi-laterally funded by USAID and GOS MOH). Ms. Seims suggested

several areas where INTRAH could provide assistance to the Family Health Project, namely:

1. family planning management/supervision training for service providers;
2. expanding the role of nurses to include family planning service delivery through in-service training; and
3. community health education for family planning.

Moreover, Ms. Seims suggested USAID may be interested in INTRAH's inter-regional training (e.g., Africa to Asia).

To further explore the possibilities for INTRAH assistance to the Senegal Family Health Project, Mr. Herrington also met with Ms. Priscilla Randall, Health Education Specialist to the project. Ms. Randall described the changes the project will be anticipating once the new contractor, International Science and Technology Institute (ISTI) comes fully on board in late 1985. A principal training need expressed by Ms. Randall was for the decentralization of training activities to the regional level. Currently, regional project representatives come to Dakar for training.

Mr. Herrington also met with Ms. Molly Melching, Culture for Development, Inc., to discuss her latest efforts in visual aid/training materials for health and family planning. Ms. Melching has been based in Dakar for the past seven years and has developed numerous visual aid/training materials for the non-literate and has more recently focused her efforts on developing a good health board game and good health card game.

Mr. Herrington also met with Dr. Jean-Michel Ndiaye, USAID Coordinator for primary health care programs. Dr. Ndiaye expressed interest in INTRAH's work and wanted to know what types of training activities INTRAH sponsors and

for what target population. Herrington discussed with Dr. Ndiaye INTRAH's recent needs assessment and training activities in west and central Africa.

III. BACKGROUND

During PAC I, INTRAH sponsored four activities in Senegal which included a needs assessment (February/March 1980), training program development (December 1981), family planning management workshop (March/April 1982) and curriculum development workshop (October/November 1982). INTRAH has also sponsored several Senegalese to short courses in family planning held at IHP/Santa Cruz.

Under PAC II, INTRAH has had no direct involvement in Senegal beyond this introductory visit to ACI, due to the large USAID bilateral family health project there.

IV. DESCRIPTION OF ACTIVITIES

Mr. Herrington met with Ms. Lillian Baer of ACI and described the types of training and technical assistance activities INTRAH has provided during PAC I and what is envisioned for PAC II. Ms. Baer was given a copy of INTRAH's latest semi-annual report to supplement the discussion.

Ms. Baer expressed strong interest in pursuing further discussion with INTRAH on developing a more structured relationship for the purposes of:

1. recruiting and providing African and local expertise for FP clinical and non-clinical training and technical assistance to INTRAH;
2. providing ACI assistance in support of INTRAH-sponsored regional training activities conducted in Senegal; and

3. clarifying the necessary level of effort ACI should and could provide to INTRAH. Ms. Baer promised to discuss these points with Mr. Gary Englebert, ACI Co-Director, who was not in Senegal during this assignment.

ACI's latest capability statement is attached (see Appendix B).

V. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

- A. ACI offers a unique potential source of Africa-based expertise which could assist INTRAH in the development, implementation and evaluation of its FP/MCH programs. An Africa-based resource would:
 1. significantly reduce the high transportation costs incurred when using U.S.-based consultants; and
 2. provide expertise which is extremely familiar with the socio-economic, political and cultural conditions of west and central Africa, and capable of effectively and realistically addressing FP/MCH training needs confronting INTRAH in this geographic region.

RECOMMENDATION: INTRAH should follow-up this initial contact with ACI to further explore potential for collaboration.

- B. It appears the USAID/Senegal Population Advisor, Ms. Sara Seims, is open to INTRAH technical assistance to the Senegal Family Health Project.

RECOMMENDATION: INTRAH should develop a proposal for providing technical assistance to the bilateral project based on Ms. Seims' recommendations described above.

APPENDIX A

PERSONS CONTACTED

APPENDIX A

PERSONS CONTACTED

USAID (Telephone: 22-58-80; 22-62-49):

Ms. Sara Seims, Population Advisor

Ms. Priscilla Randall, Health Education Specialist

Dr. Jean-Michel Ndiaye, Coordinator, Primary Health Care
Programs

AFRICA CONSULTANTS, INC. (Telephone: 22-36-37; 22-62-55):

Ms. Lillian Baer, Co-Director

Mr. Rudy Gomez, Training Specialist

CULTURE FOR DEVELOPMENT, INC.:

Ms. Molly Melching, Director

APPENDIX B

AFRICA CONSULTANTS, INC., CAPABILITY STATEMENT

APPENDIX B

AFRICA CONSULTANTS, INC.
B.P. 5270
DAKAR-FANN, SENEGAL
TEL. 22.36.37

CAPABILITY STATEMENT

January 1985

BAOBAB TRAINING AND RESOURCE CENTER · 509 SICAP BAOBABS · DAKAR

INTRODUCTION

Africa Consultants, Inc. was created in the beginning of 1984 to bring together, coordinate and support the activities of a network of talented and experienced development and communication consultants with widely varied but complementary interests and abilities.

The following institutional capability statement describes many of the projects and areas of involvement begun by individual consultants, and subsequently continued under ACI auspices, as well as activities undertaken since the creation of ACI.

January 1985

Lillian Baer
Gary Engelberg

I. Team building, group dynamics, training of trainers and training design

A. The Sine Saloum Rural Health Project

The Sine Saloum Rural Health Project is a multi-million dollar USAID sponsored primary health care program. Now in its second five year phase, this highly successful program continues to promote the development of community run primary health care facilities and personnel in the largely neglected rural areas.

ACTI consultants have participated in this project individually since 1981, working with the regional and departmental teams to:

- design, implement and evaluate training
- prepare training materials
- develop and strengthen the Regional Supervisory Team
- write the training components of USAID project identification document and project paper
- design the Kaolack Regional Primary Health Care Training Center
- serve as moderator between American and Senegalese personnel

Under ACTI, consultants are continuing their involvement in the project through a comprehensive program that includes:

- improving the training competence of the Regional Supervisory Team
- helping to facilitate the decentralization of training
- assisting project officials with review and improvement of training materials
- participating in overall planning and evaluation of training
- providing audio visual training including the setting up of the audio visual section of the Kaolack training center, coordinating equipment maintenance and the training of maintenance staff
- providing a needs assessment for and subsequent training in appropriate microcomputer training
- identifying and coordinating short-term technical assistance as requested.

B. African-American Labor Center Workers Training

CAAT, as the AALC is known in Senegal, sponsors workers training for the national union - CNTS. ACI was called in by CAAT to examine current CNTS training and make recommendations for improvements. ACI prepared a document for CAAT outlining the changes it judged necessary in the areas of: training design, methodology, training support and training of trainers.

C. The Church World Service Integrated Rural Development Project

Working out of the village of Keur Momar Sarr, situated in the Louga Region of Senegal, this CWS project tries to:

- encourage intensive gardening around the Lake of Guiers by improving water lifting and irrigation systems with the use of appropriate technology methods adapted to the needs and possibilities of the area
- encourage village programming, processing and marketing of production for the maximum profit of the community
- develop a functional literacy program adapted to the activities of the project and aimed at improving management skills and communication among the people in the community
- implement a basic health care and sanitation program aimed at controlling the spread of diseases linked to the consumption of polluted water, poor hygiene, or diseases of a contagious or epidemic nature.

ACI consultants were called in to design and implement a workshop to:

- improve the functioning of the project team
- improve communications between the project team and the villagers
- improve the process of programming
- examine ways in which villagers could be encouraged to take greater responsibility for the project.

D. The USAID Family Health Project

Based on the recommendations in the "Report on the Evaluation of the Senegal Family Health Project," USAID contacted Africa Consultants, Inc. to explore the possibility of a consultation that would help improve communication among the members of the project team, including the representatives of the various groups involved (ministries, USAID, and technical assistance). ACI input was designed as follows:

1. Familiarization with project documents
2. Individual interviews with each member of the team
3. Written recommendations on specific measures to be taken to improve team communication and cohesion
4. Review of recommendations by team and USAID representatives
5. Implementation by the consultants of appropriate points in the recommendations, i.e. facilitation of individual and/or group meetings, preparation and implementation of appropriate group development exercises, etc.

This consultation is in progress (January 1985)

II. Programming and Management Assistance to non-governmental organizations and their consortia

In the area of development, recent years have seen non-governmental or private voluntary organizations grow in importance. ACI consultants have been active in programming and management consultations for such organizations and their consortia both locally (in Senegal) and internationally.

A. CONGAD is a consortium of non-governmental organizations working in Senegal. The three objectives of the consortium as identified in its constitution are to:

- exchange information between NGOs to coordinate their input in development, to share experience, and information
- reinforce the collaboration among development oriented NGOs
- assist in administrative procedures as requested and, as possible, with the Government of Senegal.

Represented in CONGAD are most of the non-governmental organizations in Senegal, both international and national, large and small.

ACI consultants participated individually in the design and facilitation of the initial organizational meeting in November of 1981. ACI continues to work with CONGAD on a voluntary, non-profit basis, participating in financial management, the preparation of proposals to funding agencies, the ongoing preparation and updating of consortium budgets and accounting, the meetings of the executive committee (in an advisory capacity) and ongoing contact with all CONGAD members.

- B. PACT, Private Agencies Collaborating Together, is an international consortium of private, non-profit agencies working in developing countries to improve the conditions of life of people who have limited access to resources. PACT currently has over twenty members.

ACI provided PACT with a consultant to serve as resource person and facilitator for their world wide consortium meeting in New York in June 1984. Other activities with PACT have included the preparation of conference documents/case studies on country consortia, and consultation as field evaluator for various PACT-funded projects.

- C. The Ford Foundation is a private, nonprofit, philanthropic organization. It works mainly by granting funds for educational, developmental, research and experimental efforts designed to produce significant advances on selected national and international problems.

The Regional Office for West Africa was transferred to Dakar, Senegal in December 1983. ACI consultants were called upon to:

- provide logistic and administrative support for the opening of the new Dakar office, prior to the arrival of the staff. This included assisting in negotiating the government agreement
- prepare background studies and recommendations on training and placement possibilities available to women in Senegal in "non-traditional" areas of employment, both rural and urban
- prepare background information and program recommendations for possible programming in job/employment services

- D. The Overseas Education Fund is an American, non-governmental organization which promotes the improvement of women's economic conditions as a critical factor in the development efforts of their countries. OEF's projects and activities aim to increase women's income and productivity and enhance the quality of their lives.

OEF requested the services of ACI to conduct a talent search for qualified Senegalese women for the position of West Africa Regional Representative, based in Dakar. ACI presented the OEF Africa Director with possible candidates, recommendations and an interview schedule plus a locale for such meetings in ACI's Baobab Training and Resource Center.

Based on a subsequent redesign of the OEF program in Senegal and the Sahel, which accorded increased programmatic responsibilities to the Dakar office, the ACI talent bank again provided the candidate hired by OEF to set up this office and train her replacement.

- E. UNDP (United Nations Development Program)

ACI was asked by the UNDP Non-Governmental Liaison Service to provide consulting services to CONGAD (NGO consortium in Senegal) in its preparation of the TREE PROJECT consultation to take place in Senegal in early 1985. Designed to bring together all NGOs working in Senegal and representatives of neighboring country NGO consortia, plus donor organizations and support groups, this consultation should enhance a grass roots development effort in reforestation and other activities involving trees (wood lots, wind breaks, dune stabilization, fruit trees, etc.). ACI participation focuses on assistance in logistics and organization, facilitation of consultation program activities and follow up support to ensure continuity after the consultation.

- F. Management Sciences for Health - The PRITECH Project

The PRITECH Project, funded by USAID, will work in the Sahel countries providing health-related technical assistance to USAID and host country government health development activities.

ACI has assisted this US organization to identify the appropriate government channels for establishing its organization's project and facilitating administrative procedures for its installation in Senegal.

III. Language training, cross-cultural programs and orientation for non-Senegalese working and living in Senegal

- A. Intensive courses in English for non-anglophone people. ACI has successfully completed two intensive English courses for Senegalese employees of USAID in Senegal, and currently has requests for additional programs. Courses are encouraged for Senegalese employees by AID to promote its stated policy of Senegalization and increased job responsibility for local employees.

ACI courses focus on oral-aural work, complemented by written material and writing skills as the oral-aural level improves. Courses are planned with supervisors and students/AID employees to meet specific job needs and include material relevant to their job descriptions and tasks.

ACI is also planning two additional programs for staff of two USAID sponsored projects, one in family health and the other agricultural research.

- B. Courses in local (national) languages. Since January 1984, ACI has organized numerous Wolof courses, for over 100 students of various nationalities and professions. Classes focus on oral skills to enable non-Senegalese coming to live and work in Senegal to communicate and satisfy their basic comfort, security and professional needs in the local language. Instructors are native speakers, and materials are geared to real-life use and applicability. Classes are small (maximum 6 students per class). Solid backstopping and constant revision of materials ensure the continued relevance of the course.

- C. Individual language classes are planned with the students to meet specific needs. To date, ACI has organized a French course for an office administrator, an English program for secretaries, and a Wolof course for the West Africa representative of an international foundation, as well as an intensive French course for Catholic Relief Services country directors and an intensive French course for a Guinea Bissauan going to Birkin Faso for training in hydrology.

D. Kalamazoo College program. Each year, this program brings 2-8 American college students to the University of Dakar for an academic year. ACI involvement in the program began with individual consultants over five years ago. ACI currently plans, implements and evaluates an annual program of intensive and ongoing language learning in Wolof, an initial cross-cultural program and ongoing support and backstopping for these students. Kalamazoo, which manages to send over 80% of its student body abroad for one of the four undergraduate years, finds this program to be one of the most successful of its programs abroad.

ACI is considering the possibility of other similar programs for other foreigners coming to Senegal: missionaries, volunteers and other non-governmental organization staff working in development.

E. The International School of Dakar is an American-curriculum school for grades 1-9, created in Dakar in the fall of 1983, and currently teaching over 60 students from 17 nations. The program is conducted entirely in English and uses materials from the United States.

In early 1984, the school board approached ACI with the request to prepare recommendations for "internationalizing" the school program. ACI prepared a series of recommendations for a program that would include curriculum development, teacher training, contact with parents and pilot classes to:

- capitalize on the cultural diversity of the school
- increase pupils' contact with Senegal, and
- improve language instruction.

F. Area Studies Lectures. As a complementary activity for students studying language at ACI's Baobab Training and Resource Center, and as a service to interested members of the expatriate community, ACI organized a three week Thursday night lecture series on Senegalese history and modern Senegalese society. The lectures offered by Professor Samba Ka of Dakar's Ecole Normale Supérieure were greeted with enthusiasm. ACI plans on repeating and expanding these lectures in the future.

IV. Support Services

ACI responds to requests from many national and international organizations, and individuals, for information and advice on development strategies, local contacts and sources of information, job possibilities, and other areas generally considered under the title of "networking".

Over its first year of operation, ACI has received numerous requests both for the recruitment of short and long term consultants, technicians and support staff, from its talent bank and community contacts, as well as numerous job applicants that have been placed. Among others, ACI has located consultants for: Peace Corps, OEF, Ford Foundation, UNDP and Church World Service.

To improve its ability to respond to such requests, ACI has begun the process of computerizing its training and development documentation center and will soon be able to provide easily retrievable information on a wide variety of development and development-related subjects: agriculture, health, training, group dynamics and organizational development, language instruction, management, talent bank, development institutions, women in development, etc.

ACI also offers translation, interpretation and secretarial services to foreigners and Senegalese working in development-related sectors in Senegal. Organizations that have benefitted from these services in the recent past include Peace Corps, OEF, PACT, ORSTOM (a world-wide, French-sponsored scientific research network), YMCA, The Detroit Jazz Center, and the Duluth Port Authority.

V. Small Business Development

ACI consultants working individually began an experiment in small business development for unemployed youth several years ago. This experiment continues under ACI auspices, in the form of a young people's batik cooperative. Members create, display and sell their artwork, and manage their own business on the premises of ACI's Baobab Training and Resource Center. A successful demonstration of youth initiative with support from ACI advisors, this cooperative began with one young artist, a primary school leaver, who has subsequently trained more than a dozen others over the past six years.

ACI consultants also provide organizational assistance to the Baobab Orchestra, one of Senegal's more popular dance bands.