

PAN AFRICAN INTITUTE FOR DEVELOPMENT – WEST AFRICA (PAID-WA)



ANNUAL REPORT

2015/2016

TABLE OF CONTENTS

TABLE OF

TABLE OF CONTENTS	1
INTRODUCTION	2
BRIEF ORGANIZATION DETAILS	3
INTRODUCTION	4
Mission statement	4
Vision.....	4
Core values.....	4
Governance and structure of PAID	4
Brief overview of PAID-WA.....	6
Objectives of PAID-WA.....	6
Areas of intervention.....	7
• Training and Education.....	7
• Consultancy.....	7
• Action – Oriented Research/Research for Development	7
Target audience.....	7
Personnel.....	8
DEPARTMENTAL REPORTS.....	9
Research.....	11
Consultancy and Projects.....	12
Teaching and Learning	18

INTRODUCTION

BRIEF ORGANIZATION DETAILS

NAME: Pan African Institute for Development – West Africa

ACRONYM: PAID-WA

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FOUNDER: Dr. Fernand Vincent

YEAR OF ESTABLISHMENT: 1969

REGISTRATION NO: Decree No. 72-274 of 3rd June 1972

INTRODUCTION

Mission statement

To foster or support economic, social and cultural development of African countries through action – research, support – consultancy and training of African officials to enable them to assume responsibilities at various levels, in order to achieve self – development and improve their living conditions.

Vision

To be the reference centre for concerted, decent and sustainable economic, social and cultural development of the African continent bringing together in every country all persons without distinction of race, nationality, religious origin/affiliation, or belief and the association shall not accept gifts, grants or contributions from any public or private institution which is subject to a condition contrary to its political and religious neutrality.

Core values

- Excellence,
- Field Orientation,
- Professionalism,
- Political and Religious Neutrality
- Vocational Training

Governance and structure of PAID

PAID-WA is one of the five (5) regional institutes that form part of the network of a non- profit making international association designated Pan African Institute for Development (PAID) governed by Article 60 and following the Swiss Civil code.

The network is managed by a General Secretariat endowed with two offices, one in Geneva responsible for International Partnership and another based at Yaoundé, Cameroon.

The five Regional Institutes are responsible for:

- The training of top executive officials

- The support services – counselling and Guidance
- The Management of the projects/consultancy
- Action – Research/Research for Development



Figure 1: PAID Network

The statutory organ is made of the

1. The community of Members
2. The Governing Council
3. The Executive Committee
4. The Management Committee
5. The General Secretariat
6. The Regional Institutes

Brief overview of PAID-WA

PAID - WA as an arm of international Pan African Institute for Development (an international non-governmental organization created in 1964), was established in 1969 to promote this idea by promoting sustainable development through training, research and advisory services at regional, country, organizational and community levels by working in close collaboration with governments, NGOs, civil society organizations (CSOs), institutions as well as international communities. PAID-WA activities cut across Anglophone Africa, particularly the West African counties of Liberia, Sierra Leone, The Gambia, Ghana, Nigeria and Cameroon.

PAID-WA has distinguished itself in standard and professionalism in various aspects of sustainable development and management at the governmental, private and community levels with qualified multi-disciplinary staff from various cultural backgrounds for its diverse programmes. PAID –WA’s extensive knowledge of the local context and skills in capacity development required for the design and facilitation of intervention and study programmes has been the guiding force in establishing the health and development programme in PAID-WA. As an international organization with relevant expertise, PAID-WA has the potential to support health policy and build capacities of institutions for effective and efficient health service delivery.

Objectives of PAID-WA

PAID-WA seeks to work in collaboration with diverse partners at the regional, national and international levels to:

- Offer long and short term capacity building and/or training programmes
- Support in business and advisory services
- Provide consultancy services
- Conduct action – oriented research with a view of supporting evidence – based research for development.

Areas of intervention

- Training and Education
- Consultancy
- Action – Oriented Research/Research for Development

Target audience

PAID – WA's areas of intervention target all groups of people in the society.

- Our educational/training programmes are open to people as young as 17 years.
- Our field activities target women, youths, civil society organisations, national structures and international institutions/organizations.
- We provide advisory services and career counselling/guidance opportunities to many young entrepreneurs and underprivileged youths.

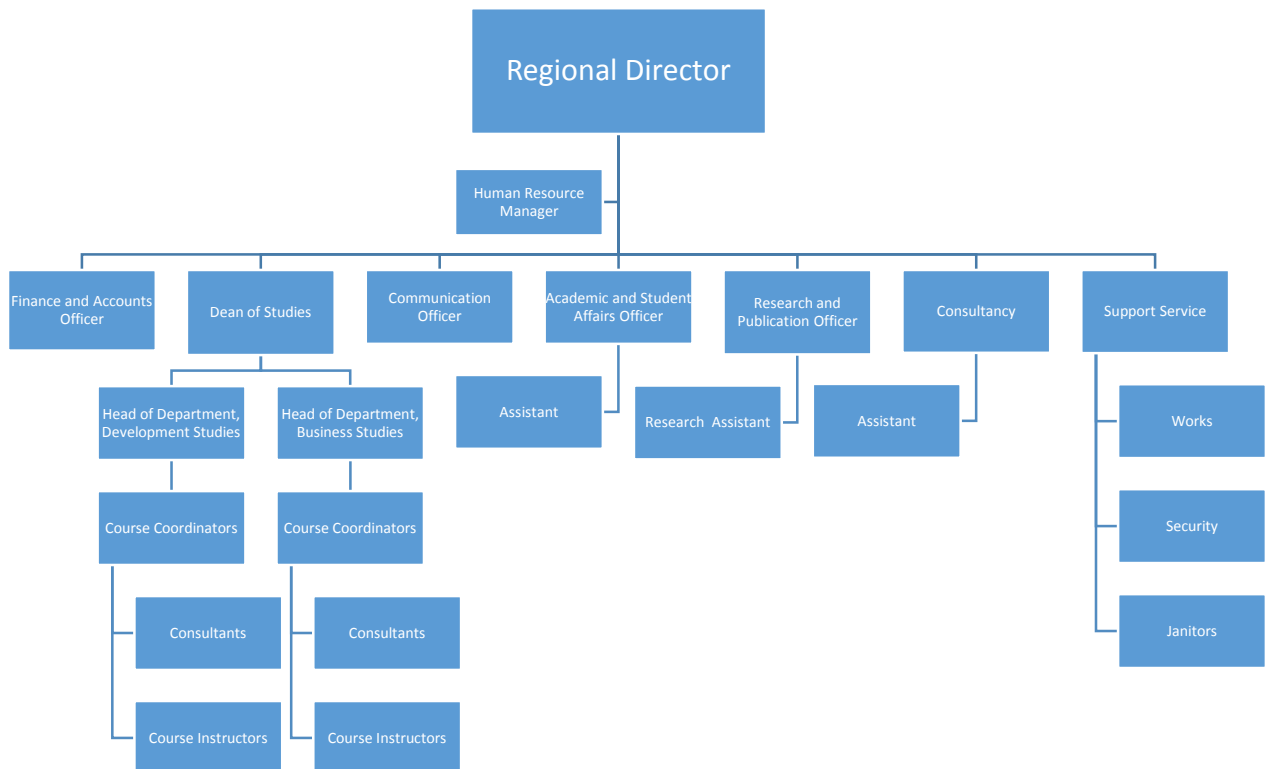
Personnel

New Hires:

Volunteers

Consultants

Organisational Profile of PAID-WA



DEPARTMENTAL REPORTS

PAID-WA fosters coherence and cooperation in its teaching, research and consultancy services, and focuses on deploying her resources efficiently and effectively to achieve her aims.

Academic units, the departments are organized into two groups: Development and Business Studies.

Administrative and support services—such as Academic and Student Affairs Officer, Finance, Human Resource Management, Communication and Publications, Information Technology and Facilities cut across the various departments and units.

The following throws more light on the activities and dealings of PAID-WA.

Communication and Publications

The focus of the PAID-WA communication team is to bring to the lamplight the exploits of the institution to individuals, companies, organizations and the public at large.

Key Values: The office of the Communications and Publications strives to incorporate integrity, respect for others, collaborative spirit, intellectual growth and creativity as values.

Objectives: To support PAID-WA's strategy to increase its brand awareness and to grow its partnership base

To produce a high quality content information for dissemination across PAID-WA's online, social and print communication channels

The following have been recorded as successes by the department:

a. Publication Platform

PAID-WA, has as a prime concern the desire to extend frontiers of knowledge through the publication of scholarly, well investigated articles on innovative development issues. This is one of its a priori strategies it seeks to attain its mission in promoting sustainable development. To this, the publication platform-PAID-WA Publications has been established to achieve this vision. This has as content: monthly Newsletters-PAID-WA Newsletter (which is already operational with two editions already in circulation), the quarterly magazine-The Developer, reports on the various activities of PAID-WA and the PAID-WA Journals

b. Revamping of Social Media Usage

In an effort to showcase the exploits and achievements of PAID-WA, the social media pages have been revamped and rendered much more active. Over the past three months activity on these pages have significantly increased indicative of progress.

- i.** Facebook: The Facebook likes moved from 1200 to 2401 (50% increase) in the past three months.
- ii.** Twitter: In less than a month of usage, the followers moved from 2 to 32 (93.75% increase)

Research

PAID-WA focuses on Action – Oriented Research/Research for Development. The aim of dedicating a full department for research is to ensure we continually improve our research performance and, through our research, impact our society. The University has four key research objectives for the period 2016–2018 to:

- consolidate world-class research strength through our selected areas of strategic investment
- demonstrate research of international standing in all our discipline areas
- maintain a culture of research quality and performance that is well supported by infrastructure (physical and electronic), and resources (financial and human)
- Maintain our core commitments as a university to innovation, bringing disciplines together, and undertaking developmentally relevant research which provides demonstrable community benefit.

To achieve these, the staff of this unit are committed to orientate and assess students' research topics, identify and allocate supervisors to students, address the complaints of students and supervisors related to research, examine all the students' theses before pre-defence, identify and orientate external examiners for planned defences.

Achievements

1. The department of research has been at the forefront of compiling and bringing together internal and external examiners for theses defences.

2. The Assistant Research Officer makes sure she prepares the necessary documentation for internal and external examiners with regard to invitation letters, their contracts and the payments.
3. Finally, the research department has been involved in finalising corrections with students and eventual submission of the final theses to the PAID Library for public use.

The above therefore shows the Department of Research has been functioning well. One remarkable success over this period is that the Department has and will continue to improve on the quality of theses submitted by students, and will continue to sensitise them on the importance of conducting proper field work.

Consultancy and Projects

The support Consultancy and Projects Unit of Pan African Institute for Development – West Africa (PAID-WA) is mandated to fundraise for the institute through proposal writing and coordinate implementation of activities so generated by the department and related departments of the institution.

Support-Consultancy of the Institute aims at reinforcing capacities of leaders and managers of public and private institutions as well as the civil society organizations by providing them with appropriate consultancy services for their actions.

The department engages in development projects and program management which consists of designing, implementing, monitoring and evaluating technical cooperation program in a participatory and concerted manner to ensure sustainable development of the society. The department carries out these activities as a means of raising funds for the institution.

Resource mobilization or fundraising refers to all activities involved in securing new and additional resources for the organization. Resource mobilization is often referred to as ‘New Business Development’. It also involves making better use of, and maximizing, existing resources and ability of the institution to acquire resources and the ability of the department to mobilize people towards accomplishing the institution's goals.

Within the framework of its mandate, the department has involved in a series of fundraising activities through grant proposal writing.

Within the past six months, the team has worked endlessly to write proposals and submit for the following projects: The National Endowment for Democracy Fund proposal, Call for tender to carry out an evaluation of the CBCHS' Community Initiative AIDS Care and Prevention, Canadian Fund for Local Initiative (CFLI), Partnership for Economic Policy (PEP), Call for tender to train FORUDEF and CAD staff members, CFH's 2016 Grants, Round 2: Improving the Production of Conservation, Food & Health in Developing World, New PEP Call for Proposals - PAGE II (Round 1), African Women Development Fund (AWDF), African Union Research Grants II Open Call for proposals 2016 Edition

Achievements

I. OIC

PAID-WA and OIC have arrived at a partnership for PAID-WA to train all graduating OIC students on SMALL ENTERPRISE MANAGEMENT. This is geared towards giving these students an edge in today's highly competitive global marketplace.



OIC Students at the small enterprise management Training.

II. Climate Change and Development Intensive Capacity Building Seminar

This two-week intensive course was generally intended to introduce students and practitioners in West Africa to the latest thinking on climate change and its relation to development. Specifically,

it was intended to enable participants develop in-depth knowledge of the political, economic and development of climate change science, adaptation and mitigation at various levels from subnational, national to international and provide participants with a range of conceptual tools to help them better understand, explain and propose climate and development policy in sub-Saharan Africa and situate it within the experience of other regions of the world. The course was a collaborative effort between the Quebec Carbon Institute (IQCarbone) and the Pan African Institute for Development- West Africa (PAID-WA).

A total of forty two (42) participants composed of graduate students, climate change researchers, university lecturers, national and international NGO staff, staff of some decentralized services of government ministries and private sector executives attended the course.

Course Structure

Over the two week period, the course explored themes including:

- | | |
|--|-------------------------------|
| I. Introduction to climate change | I. Mitigation: Energy |
| II. Political economy of development | II. Food Security |
| III. International climate change politics | III. Adaptation |
| IV. Climate change policy | IV. Other Country Experiences |
| V. Mitigation: Land-use Change and Forests | V. Low-Carbon Development |

Each day was divided into three 1h30 lecture sessions. During the first two sessions, the instructor, Dr Mark Purdon, introduced key concepts and the last end-of-day workshop session was used to explore issues in detail in preparation for the final climate policy implementation simulations. Lecture sessions were based on PowerPoint presentations that addressed the specific topic and associated readings.



Cross-section of students during lectures

In preparation for each lecture, participants were expected to cover one required pre-reading. The required pre-readings were drawn from a wide range of academic sources, commensurate with the broad, interdisciplinary nature of the course. Pre-readings were made available as a printed course package prior to the start of the course.

During the course, a field excursion was undertaken to Likombe, a REDD+ village situated at the Eastern flank of the Mt Cameroon area. During this exercise, course participants had exchanges with the villagers on their experiences with climate change and on adaptation and mitigation practices.



Participants on field excursion in Likombe

At the end of the two week period, participants were decomposed into country teams. Based on the knowledge and skills acquired during the course, these groups were required to simulate the

elaboration of the Intended National Determined Contributions (INDCs) of Ghana and Tanzania. At the end of this iterative process, each group made a presentation of the country's ambition for reducing emissions, taking into consideration the country's specificities and capacity.

At the end of the training, a 60 minutes closed-book, written exam was undertaken by the participants. Participants who successfully completed the course with at least a 50% mark received a certificate of course completion from PAID-WA and IQCarbone.



Cross section of participants at the end of training

VI. HTTDS for the Bilingual Apostolic Bible School Kumba

The HTTDS program will be taught to the apostolic pastors in training at the Bilingual Apostolic Bible School Kumba. The program will run through to 2017.



Students during a group work session

In the Pipeline

a. Partnership with Hartwick College

A multi-dimensional, multifaceted partnership with Harwick College is under consideration.

Hartwick and PAID-WA have been cooperating since 2015 in organizing study abroad experiences for two students and an exploratory three weeks trip for Hartwick Faculty and staff recently. The Parties now wish to establish a Cooperation Agreement in order to further develop their partnership for the purpose of enrolling Hartwick students in the semester, academic year, summer or winter term Study Abroad programs offered at PAID-WA.

Thus, we look forward to a long standing mutual partnership between the two institutions as we continue to exploit more fields of potential partnership.

With the setup of a consultancy and project office in charge of fundraising and projects execution in PAID-WA things will be done differently in that the office will adopt the new approach in resource mobilization through proposal writing. We shall employ development strategies to mainstream and follow the Standard Business Development Framework in fundraising through proposal writing which involve Market segmentation, Long-term positioning, Opportunity assessment, Capture planning, Proposal planning, Proposal development, and Post-submission and execution.

With this new approach the office will be able to better strategize taking into consideration that proposal writing process is a highly focused one and requires significant effort at all stages of the business development cycle.

It's good to understand that business development cuts across organizational functions and locations and brings together teams who do not regularly work with each other or work on proposals. It's a shared understanding of responsibilities, roles and activities that makes proposal development more efficient and effective.

We also wish for a better collaboration with other departments so as to be able to put up winning proposals for the institution.

Teaching and Learning

PAID-WA's learning is organized around two departments: Development Studies and Business Studies. Courses in both the programs ran throughout the two semesters with no major issues except for a little unavoidable delay in the school calendar.

Orientation

Orientation activities are vital for the long-term success of university students. The Academics and Student Affairs Office ensures that orientation sessions are planned and implemented successfully. The 2015/2016 academic year saw an innovation in that orientation sessions were organized at the beginning of both semesters.

The international students' orientation was integrated with the main orientation with significant collaboration between the students and staff.

Feedback showed that this threw more light on PAID-WA programs, functioning and activities and created a more consistent experience for students across the departments. This is evident in the reduced complaints of missed courses and graduate seminars



Second Semester Orientation

Examinations

In an effort to render PAID-WA programs very flexible and friendly, examinations are now scheduled to run in two phases in every semester. This took effect in the second semester of 2015/2016 academic year.

Phase One: This session was scheduled from the 23-27th of May 2016. The courses that were scheduled for this session included courses of low credit values (0.75 and 1.5 credit values) and thus had relatively low work load.

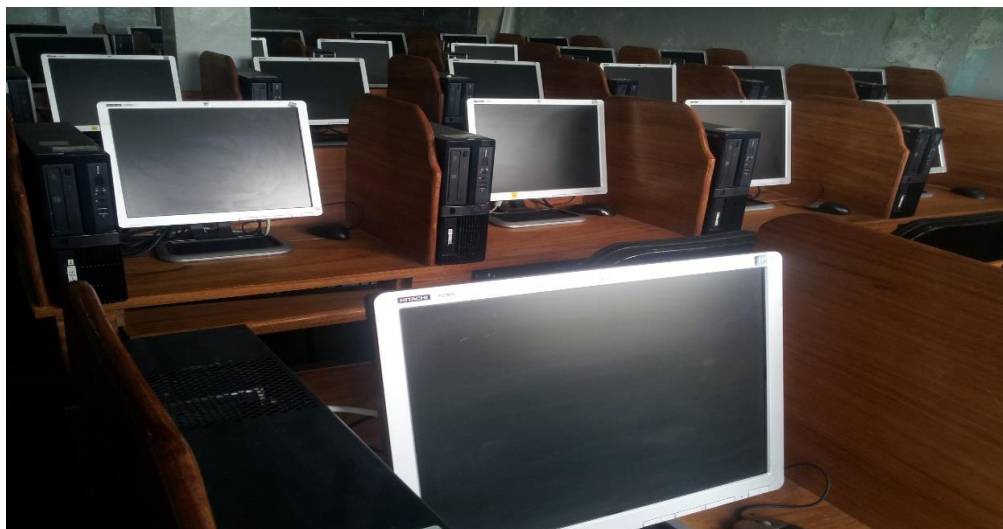
Second Phase: This session spanned from the 25th July through to 5th August 2016 and included the specialization courses with high credit values (3 and 6 credit values) and relatively high work load.

Learning Spaces and avenues

a. IT

With the recent globalisation of higher education and the shift towards learner-centred pedagogy, teaching and learning spaces used outside formal classes are changing. Thus, the increasing use of mobile devices, emerging technologies, and changing social patterns. This therefore creates a need to improve the social zones of campuses to help develop a sense of connection thereby promoting social engagement with other students, hence supporting student-student collaboration. PAID-WA explores factors necessary to achieve this by creating an IT Center with both wireless and landline internet connections

Constant innovations has improved internet access across the whole campus, not just in the IT Unit and Library; and is accessible to all the staff and all students.



Cross-section of PAID-WA IT Center

b. Library

Education, especially at the higher level, has been described more as a process of learning than of teaching, thereby signifying the self-efforts to be put in by students. To this, PAID-WA has gone a long way to furnish her library with new current books, journals and magazines that cut across various disciplines.

The social and technological change demands increased emphasis to upgrade libraries to complement the educational process, this has perpetuated the creation of a neutral, non-threatening environment for learning in the PAID-WA Library. The PAID-WA library has been segmented into the traditional and E-Library. The E-library has computers and books assessable to students, all this in a bit to encourage the cultivation of curiosity, intuitive thinking, intellectual energy and live-long learning for the teachers and learners of the PAID-WA community.



Cross-section of PAID-WA Library

c. Infrastructural Enhancements

PAID-WA has recently embarked on large investments in infrastructure. The positions and design of the new buildings looked at the whole campus as a learning environment.

This can be seen in the location of the 1200 Auditorium under construction at the entrance and the classrooms (completed and in use) at the rear of the campus.

The newly constructed classrooms (fourteen in number) are designed such that a student is entitled to a movable desk and a chair; with every room having numerous power outlets-thus individualised learning.

PAID-WA is taking a lead in Buea in pioneering inclusive education by creating a friendly environment for students with disability. This has been achieved by reducing the structural/physical barriers, evident in the newly constructed rungs/rail throughout the campus. Also PAID-WA is offering five scholarships to the physically challenged in the upcoming 2016/2017 academic year.



A. New Classroom Block



B. 1200 Auditorium under construction

d. Vocational Training

Vocational training and Green Enterprise is a compulsory course for all first year students both at the masters and BSc levels. This course usually runs during the first semester. To ensure the effective and efficient management of the course, more consultants were brought on board this session.

The vocational training has two disciplines:-Agriculture and Food Processing. Agriculture had the following as specializations: Crop production and Protection (Green house and field practice), Snailry, Apiary, mushroom cultivation and poultry. Students are given the opportunity to make a choice between these specializations and food processing.

Also the field farms were extended to create more space for practical's and experiments.

PAID-WA received an award from the International Trade Fair which took place in Yaoundé from March 29 to April 8 2016. The award winning product: - “Healthy Living” is a PAID-WA natural Juice produced by the Food Processing Unit of the PAID-WA’s Vocational Training Program. Upon exhibition at the trade fair, the juice was used for entertainment at the Minister’s Pavilion for three (3) days.



A. Students in the Greenhouse during Vocational Training.



B. Food Processing Unit at the International Trade Fair 2016

Others Learning Enhancers

e. Water Supply

The irregular water supply to the institution impeded the smooth functioning of the institution as the agriculture unit, food processing unit and the other hygiene and sanitation activities greatly relied on proper and regular water supply. To solve this issue, the institution invested in having a bore hole dug on campus. This has ensured the regular supply of water.

f. Social Life

To spice the student life by ensuring that students get the most of life while studying, PAID-WA has instituted the culture of encouraging and promoting student activities. This is evident in the revived football club which is currently participating in the second division football tournament.

Other student clubs very active in PAID-WA are: The Debate Club which brought home the best debater and the best Public speaker prizes home in the 2016 commonwealth debate competition; and the YALDA which organizes several conferences on and off campus on the importance of youth engagement and positioning for the AU Charter and AU Agenda 2063



A. PAID-WA Sports Club



B. PAID-WA Debate Club

Student feedback

Survey tools to capture information about different aspects of studying in PAID-WA experience, from lectures through to examinations were instituted at PAID-WA with aims to improve learning and teaching. The feedback resulted in teachers and academic leaders having a better view of the student experience.

All PAID-WA students were given the opportunity to provide feedback on courses they have taken before collecting their first semester results. To ensure adequate responses, the Survey Team constructed the tool to comprise a comprehensive range of activities. Also, it incorporated elements aimed at increasing students' awareness of their rights to complain in a case of unfavorable learning situations. Survey results showed that PAID-WA students were increasingly satisfied with their course content and delivery vis-à-vis their expectations. Though the question “why the so many courses per student?” kept coming up.

In addition, key issues identified from student evaluation of courses were indexed in course profiles for existing courses and these will be further discussed during the pedagogic meeting for 2016/2017 academic year.

Teaching and Learning Feedback

A system to continuously collect feedback on the progress of the taught courses is in place. The program coordinators are tasked to submit a monthly report to the Heads of Departments, who will act on any challenges and/or difficulties of the various departments. The Heads of Departments in turn submit a comprehensive monthly report to the Dean of Studies. Major challenges are immediately tabled to the attention of the Dean of Studies for immediate action.

Work-ready Graduates and Graduate Success

PAID-WA employs an institutional approach to preparing students for successful participation in the world of work. The drivers of change is creating value by embracing digital technologies and innovation and a strong integration with industry. PAID-WA has an extensive range of co-curricular activities which aims at increasing students' awareness of career options, encouraging their participation in informal and not-for-profit work experience, building links with potential employers and facilitating the development of job search skills.

PAID-WA has taken upon itself to provide information on trainings in Career Development and available jobs to students and Alumni through the monthly newspapers, the Facebook and twitter pages and on the school notice boards.

Also, PAID-WA has created the on-campus summer volunteer opportunities for students. During the first semester, two agriculture students: Zafack Woubeng Aurelie L. and Kah Stephanie Dingene were opportune to be PAID-WA Summer Volunteers

Final year students are placed with outstanding institutions in their field of study to ensure students with a systematic way of receiving mentorship that enhance their employment opportunities and pre-exposes them to the job market.



Zafack Woubeng Aurelie L. and Kah Stephanie Dingene receive Attestations of their Summer Volunteerism Participation

Staff Development

Having in mind that staff members are the key to the any university's success, PAID-WA ensures that it recruits top-quality staff with the experience and/or potential to perform their roles effectively.

To ensure that the already employed staff pursue adequate career development and remain relevant, PAID-WA gives her staff the opportunity to go back to school. To this, over 80% of currently employed staff at PAID-WA are taking courses at various levels of education and at different institutions.

Records Keeping and Information Management

PAID-WA has determined to transition to a more reliable records management system as this will assist staff to better manage their records, reduce the risk of loss and improve the 'findability' by digitalizing and automating the system. To this, a School Management Platform has been designed which is currently in its trial phase.