

PAN AFRICAN INSTITUTE FOR DEVELOPMENT-WEST AFRICA (PAID-WA), BUEA



PROGRESS REPORT (2015-2016)

ABBREVIATIONS AND ACRONYMS

PAID – Pan African Institute For Development

R/PAID – Regional Pan African Institute For Development

BSc. DS – Bachelor of Science in Development Studies

PGDDM – Postgraduate Diploma in Development Management

HTDDS – Higher Technical Diploma in Development Studies

ICM – Institute of Commercial Management

ICM HRD – Institute of Commercial Management’s Human Resource Development (Diploma, Advanced & Graduate Diploma)

ICM MAPR – Institute of Commercial Management’s Marketing Advertising & Public Relations (Diploma, Advanced & Graduate Diploma)

ICM A&F or ICM ACC/FIN – Institute of Commercial Management’s Accounting & Finance (Diploma & Advanced Diploma)

ICM BMA – Institute of Commercial Management’s Business Management & Administration (Diploma, Advanced & Graduate Diploma)

ICM CUS – Institute of Commercial Management’s Customer Service (Single Subject Diploma)

NEF – National Employment Fund

PNDP – Programme Nationale du Développement Participatif

CDP – Community Development Plan

PNDP CDP – Community Development Plan of PNDP (Programme Nationale du Développement Participatif)

IGMASS – International Global Aerospace Monitoring System

SSTL – Surrey Satellite Technology Limited

SUNERGY – Solar Energy Organisation

UNICEF – United Nations International Children Emergency Fund (now the United Nations Children Fund)

UNAIDS – Joint United Nations Programme on HIV/AIDS

T & D – Training and Development Division of PAID-WA

AV – Audio-visual

AVC – Audio-Visual Clerk

PAO – Personnel Administrative Officer

ITT – Information Technology Technician

AO – Account Officer

LSC – Learning Support Centre

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1. BRIEF HISTORY OF PAID-WA

Created in 1969, PAID-WA is part of the expanding network of the Pan African Institute for Development International (PAID), a highly respected African institution providing capacity development and innovative research outcomes to accelerate the growth and development of the West African countries.

PAID-WA is the hub of African cultural diversity with a rare mix of international students drawn from the region and beyond; offering a learning environment that is highly conducive. We are a regional capacity building and research organisation serving the West African region, with a wide range of inter-disciplinary programmes and specialized diplomas at both the undergraduate and postgraduate levels. Our programme page showcases these disciplines from which prospective students are invited to make their selection. Our team of multi-disciplinary and multi-cultural staff is drawn from the sub-region to provide the pedagogic and support services required to meet the desired needs.

When you walk through the gates of PAID-WA, you begin a relationship that transcends the study programmes and gives you a touch that integrates you in the global society. The institute prides itself in developing lasting relationships with its alumni who are valued members of its global extended family.

Through its consultative status and cooperation with international organizations and governments, PAID-WA benefits from linkages at the regional and global level of PAID. These include: the AU-NEPAD, ECOSOC, UNDP, World Wide Fund for Nature (WWF), UNICEF, Plan International, Commonwealth Organisations, Africa's Management Development Institutions Network (AMDIN), the host governments of PAID regional Institutes, national and international institutions with bilateral cooperation.

2. BACKGROUND OF THE PERIOD COVER

This report covers the activities carried out by PAID-WA during the academic year 2015/2016. Despite the efforts put in by the African countries and leaders to counteract external forces like globalization, insecurity, etc, African countries still face a lot of challenges that calls for immediate solutions in the areas of economic growth, industrialization, poverty alleviation, urban slums and corruptions.

According to PROVIDENCE, a journal of Christianity & American Foreign policy, it is noted that Africa's current economic growth rate is far too low. Sub-Saharan Africa's GDP per capita (at constant 2005 prices) was \$1,036.10 in 2014. At the 1.4% growth rate estimated for 2015, it would take Africa 50 years to double GDP per capita. African industrial development has been stalled since the 1970s. Only one in five workers in Africa has a job in the wage economy. Historically, the only way to generate such jobs on a significant scale in developing countries has been by means of export-oriented manufacturing. But Africa has made little headway in growing export-oriented industries in the past four decades.

The lives of most Africans are marred by poverty, hunger, poor education, ill health, and violence. Although the poverty rate in Africa has dropped in recent years, rapid population growth means that the number of people suffering poverty keeps growing: from 280 million in 1990 to an estimated 330 million in 2012. Of the 20 countries in the world with the worst food and nutrition security, 19 are in Africa. More than two out of five African adults cannot read or write. Health outcomes are worse in Africa than anywhere else in the world, even though life expectancy at birth has risen and chronic child malnutrition has declined since the mid-1990s. Tolerance of domestic violence is twice as high as in the rest of the developing world. Incidents of violence against civilians are on the rise. While this litany of suffering is true throughout sub-Saharan Africa, with regard to all these measures life is particularly harsh for people living in the roughly 34% of Africa where states have collapsed to the point of irrelevance. Every year more Africans live in urban slums. About 400 million Africans lived in cities in 2010, and 60% of those people lived in slums with no access to basic services. By 2050 that number is expected to grow

to 1.26 billion. By 2035 half of all Africans will probably live in cities, with continuing urbanization expected thereafter. Corruption, Perhaps the most upsetting sentence for me in Foresight Africa reads, “No reasonably democratic government in Africa has seen a rupture from corrupt and clientelistic modes of resource distribution.”

The primary responsibility for addressing these challenges rests with Africans. African businesspeople will have to create the industries that will generate the jobs African workers need. African teachers will have to provide the education that African children need to be economically productive and politically effective. African nurses and doctors will have to do the hard work of raising the quality of health care Africans need. African parents will have to give their children the love, security, and discipline they need to grow into responsible and courageous adults. African political leaders will have to make the changes that will reduce corruption and generate the laws, policies, and practices needed to enable and encourage these preceding non-political efforts. And African citizens will have to create the popular pressure that pushes African governments towards these necessary changes. Based on the above challenges faced by Africans, we need an organization like PAID and R/PAID that will create awareness on how to tackle these fundamental problems that affects Africans through its Training, Research and publication programmes that are tailored toward addressing of developmental issues.

3. DEVELOPMENT PARTNERS

Over the years, PAID-WA has build multiple development partners including

Partners 2015-16	Partners 2014-15
The Government of Cameroon	The Government of Cameroon
Cameroon Development Corporation (CDC)	WWF-Coastal Forest Programme
Cameroon Development Agency (CAD)	National Employment Fund (NEF)
Environment and Governance Institute (EGI)	African Sisters Education Collaborative (ASEC)
WWF-Cameroon Coastal Forest Programme	New Partnership for Africa's Development (NEPAD)
National Employment Fund (NEF)	United Nations E Programme (UNEP)
African Sisters Education Collaborative (ASEC)	(MBOSCUDA)
United Nations E Programme (UNEP)	
Catholic Church	

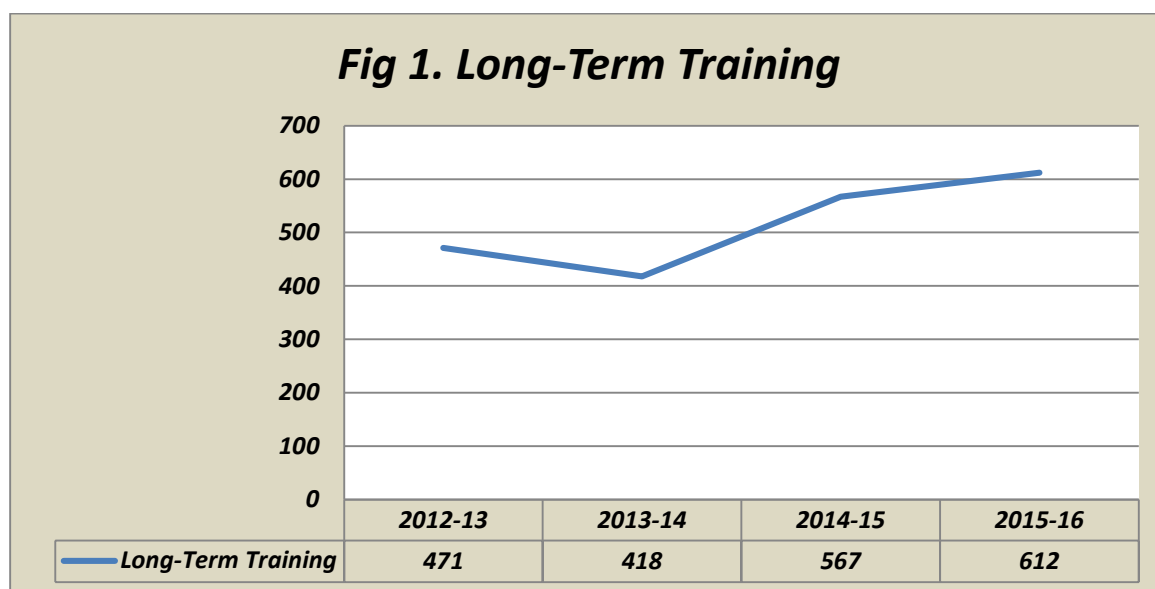
4. TRAINING ACTIVITIES

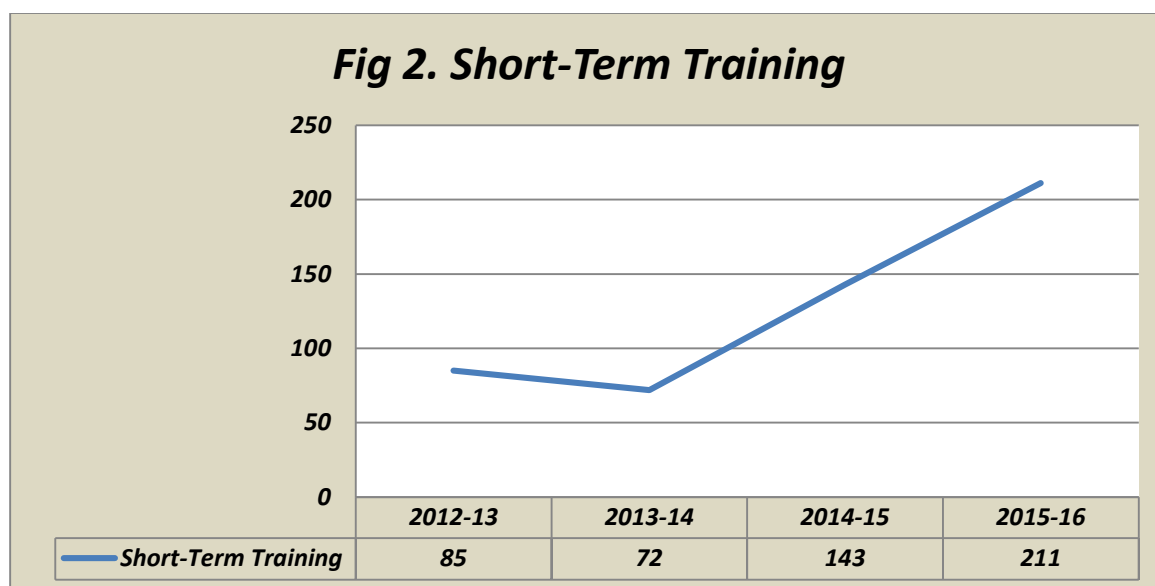
The following statistics and presentation revealed that since 2014/2015, the training programs of the institute have grown steadily. It is noted that this is the period that the management of the institute was changed and the new management with the support of all the staff of the institute has been able to gain public confidence on the type of the academic training programs that the institute offers.

The above growth owes its credit to the expansion of Bachelors and Masters Degree Programs to Bamenda, Yaounde and Douala of PAID-WA where only ICM program was run by the Institute in the past. Furthermore, since 2014/15 PAID-WA introduced Masters of Business Administration (MBA) that has successfully run at the Regional Institute in Buea and Learning Support Centres in Bamenda, Yaounde and Douala.

Table 1: Comparison of the number of students trained during the last 4 years

Year	Long-Term Training	Long-Term Training	TOTAL
2012-13	471	85	556
2013-14	418	72	490
2014-15	567	143	710
2015-16	612	211	823





4.1 LONG –TERM TRAINING

Table 2: Number of Students Train in Long-Term Training

Programmes	Specialisations	Number of students			Number of students			Variance			Remarks
		2015-16			2014-15			Difference (a-b)	% = a-b/b*100	Comments*	
		In Situ	E-learning	Total (a)	In Situ	E-learning	(b)				
MASTERS	Agriculture and Environment	4	0	4	2	0	2	2	100.0%	Increase	
	Regional Planning and Project Management (RPPM)	18	0	18	24	0	24	-6	-25.0%	Decrease	
	Strategic Human Resources Management (SHRM)	29	1	30	35	0	35	-5	-14.3%	Decrease	
	Peace, Conflicts, and International Relations (PCSIR)	55	3	58	28	2	30	28	93.3%	Increase	
	Environment and Natural Resources Management	26	0	26	13	0	13	13	100.0%	Increase	
	Accounting and Finance	13	0	13	13		13	0	100.0%	Increase	
	MBA - Human Resource Development	6	0	6	4	0	4	2	100.0%	Increase	
	MBA - Procurement LSCM	18	0	18	12	0	12	6	100.0%	Increase	
	MBA - Accounting & Finance	3	0	3	2	0	2	1	100.0%	Increase	
	MBA - Oil, Gas & Energy	1	0	1	1	0	1	0	100.0%	Increase	
	MBA-Project management	33	9	42	5	4	9	33	100.0%	Increase	
	MBA-strategic management	31	2	33	6	2	8	25	100.0%	Increase	
	MBA-supply chain management	12	0	12	3	0	3	9	100.0%	Increase	
	MBA-Financial management	17	0	17	2	0	2	15	100.0%	Increase	
	MBA-Occupational health and safety Management (OHSM)	1	0	1	1	0	1	0	100.0%	Increase	

	MBA-Marketing management (MM)	8	0	8	1	0	1	7	100.0%	Increase	
	Security Studies (SS)	7	0	7	0	0	0	7	100.0%	Increase	
	Public Health (PH)	6	0	6	0	0	0	6	100.0%	Increase	
	Gender and project management (GPM)	3	0	3	0	0	0	3	100.0%	Increase	
	Energy Management (EM)	1	0	1	0	0	0	1	100.0%	Increase	
	Accountancy (ACC)	6	0	6	0	0	0	6	100.0%	Increase	
	T1: TOTAL MASTERS	298	15	313	152	8	160	153	95.6%	Increase	1
PGD	Development Management	1	0	1	2	0	2	-1	-50.0%	Decrease	
	Human Resources Management and Development (HRMD)	0	0	0	5	0	5	-5	-100.0%	Decrease	
	Peace and Humanitarian Action (PHA)	3	0	3	3	0	3	0	0.0%	stable	
	Financial Management, Planning and Development (FMPD)	0	0	0	1	0	1	-1	-100.0%	Decrease	
	Criminology and security management (CSM)	0	0	0	1	0	1	-1	-100.0%	Decrease	
	T2: TOTAL PGD	4	0	4	12	0	12	-8	-66.7%	Decrease	2
B.Sc	Social Work (SW)	15	0	15	13	0	13	2	15.4%	Increase	
	Banking, Microfinance and Development	3	0	3	0	0	0	3	0.0%	stable	
	Business Management	3	0	3	0	0	0	3	0.0%	stable	
	Gender, Migration and Refugee Studies	11	0	11	3	0	3	8	266.7%	Increase	
	Environment and Agricultural Development (EAD)	26	0	26	21	0	21	5	23.8%	Increase	
	Gender and project management (GPM)	7	2	9	2	0	2	7	100.0%	Increase	
	Marketing (MKT)	7	0	7	5	0	5	2	100.0%	Increase	
	Management and Entrepreneurship (MGT AND ENT)	16	0	16	9	0	9	7	100.0%	Increase	
	Human resource management (HRM)	41	0	41	23	0	23	18	100.0%	Increase	
	Accounting and finance (ACC/FIN)	22	0	22	28	0	28	-6	100.0%	Increase	
	Community and Public Health (CPH)	7	0	7	0	0	0	7	100.0%	Increase	
	Project Planning and Management (PPM)	3	0	3	0	0	0	3	100.0%	Increase	
	T3: TOTAL B.SC/LICENSE	161	2	163	104	0	104	59	56.7%	Increase	3
HTDDS/HND	Project Planning, Management and Evaluation (PPME)	4	0	4	4		4	0	0.0%	stable	
	Human Resources Management and Development (HRMD)	0	0	0	3		3	-3	100.0%	Increase	
	Peace and Humanitarian Action (PHA)	0	0	0	2		2	-2	-100.0%	Decrease	
	Environment and Geo-information Science (E&GIS)	0	0	0	2		2	-2	100.0%	Increase	
	T4: TOTAL HTDDS/HND	4	0	4	11	0	11	-7	-63.6%	Decrease	4
OTHER	Buea Campus (ICM)	71		71	114		114	-43	-37.7%	Decrease	
	Bamenda Learning Support Centre (ICM)	11		11	30		30	-19	-63.3%	Increase	
	Diploma in Project Mgt (Bamenda LSC)	0		0	28		28	-28	100.0%	Increase	

	Douala Learning Support Centre (ICM)	29		29	70	0	70	-41	-58.6%	Increase	
	Yaounde Learning Support Centre (ICM)	17		17	38		38	-21	-55.3%	Increase	
	T5: TOTAL OTHER PROGRAMMES	128	0	128	280	0	280	-152	-54.3%	Increase	5
TOTAL LONG-TERM TRAINING		595	17	612	559	8	567	45	7.9%	Increase	6

Remarks 1: The Masters Degree programmes of PAID-WA, remains the force and the main source of revenue for the institute. During 2015/16, these programmes witness a general growth of 95.6%. This shows that the institute has to develop Masters Degree programmes that are highly professional to maintain the public confidence and ensure sustainability.

Remarks 2: During the academic year 2015-2016, the Post Graduate Diploma (PGD) program of PAID-WA fall by 66.6%. This fall is as the result of the fact that most students now prefer to study 2 Years Masters Degree program than 1 Year Post Graduate Diploma (PGD) program.

Remarks 3: During the academic year 2015-2016, the Bachelor Degree programs of PAID-WA grow by 56.7%. This growth came from two factors. (1) The introduction of Bachelor Degree program in Bamenda LSC. (2) The Bachelor Degree programs of PAID have started gaining confidence in the public. Most students now prefer studying Bachelor Degree than ICM program.

Remarks 4: During the academic year 2015-2016, the HTDDS program of PAID-WA fall by 63.6%. This fall is as the result of the fact that most students now prefer to study 3 years Bachelor Degree program than HTDDS. However, there is an ongoing training in kumba in HTDDS with about 70 students.

Remarks 5: During the academic year 2015-2016, Other Long Program (ICM and Diploma in Project Management) of PAID-WA fall by 54.3% this was due to the fact that Diploma in Project Management did not run this time in Bamenda and moreover, ICM is deteriorating and B.Sc is gaining ground.

Remarks 5: During the academic year 2015-2016, PAID-WA long-term programs grow by 7.9%. This growth came from several factors. (1) The strengthening of MBA Program in Buea, Douala and Masters of Science program in Bamenda. (2) The strengthening of E-learning system in Buea campus. (3) The offering of scholarship to Masters and Bachelor Degree participants (4) the strengthening of the public communication. In addition, the following new programs were run by the institute.

New Programmes	Number Trained
1) MASTERS DEGREE	
Security Studies (SS)	7
Public Health (PH)	6
Gender and project management (GPM)	3
Energy Management (EM)	1
Accountancy (ACC)	6
2) BACHELOR DEGREE	
Community and Public Health (CPH)	7
Project Planning and Management (PPM)	3
TOTAL	33



PAID-WA, Graduation on 24th June 2016



The President of PAID and the Secretary General during PAID-WA, Graduation on 24th June 2016



Masters Degree students graduating for PAID-WA

4.2SHORT –TERM TRAINING

Table 3: Number of Students Train in Short-Term Training

Training	2015-16			2014-15		
	Beneficiary Institution/Country	Duration	Number	Beneficiary Institution/Country	Duration	Number
SDC-PPME	Participants from the Private sector	2 months	44	Participants from the Private sector	2 months	93
SDC-PHA	Participants from the Private sector	2 months	2	Participants from the Private sector	2 months	1
SDC-HRMD	Participants from the Private sector	2 months	0	Participants from the Private sector	2 months	11
SDC-GIS	Participants from the Private sector	2 months	5	Participants from the Private sector	2 months	3
Management of Small Enterprise	Participants from the Private sector	3 to 9 months	158	NEF NWR/Cameroon	1 Week	8
Management of Small Enterprise			0	NEF NWR/Cameroon	1 Week	11
ICM customer service single subject Diploma			2	PAIDWA-ICM/Cameroon-England	2 months	16
<i>Sub-total (1)</i>			211			143

As noted here, the institute did not just witness growth in long-Term Training but equally Short-Term Training as well. The Short-Term Training grew by 48% as computed in Table 4 below:

Table 4: Short-Term Training Compared to the Previous Year

2015-16 (a)	2014-15 (b)	Variation	% de variation
		C= (a)-(b)	D = (c/b)*100
211	143	68	48%



Short-Term Training with Cameroon Opportunity Industrialization centre (COIC)



The Regional Director with COIC students on the final day of their training.

Table 5: Organization of Seminars, Colloquies

Theme	Partners	Number of Participants	Date	Venues	Structure
Seminar on Climate Change and Development	IQCarbone, Canada	42	11-14 August 2016	Buea	

During the academic year, PAID-WA organized one seminar on Climate Change and Development in partnership with IQCarbone, Canada. The seminar had total participants of 42 persons.



Students and Lecturers attending a **seminar on Climate Change and Development** in partnership with IQCarbone, Canada.

Table 6: Classification of Students by Sponsorship

Programmes	2015-16							2014-15						
	Self-sponsored		Sponsored				Total number of students	Self-sponsored		Sponsored				Total number of students
			Government		Non-Gov't/ Private					Government		Non-Gov't/ Private		
	Number of students	% of total	Number of students	% of total	Number of students	% of total		Number of students	% of total	Number of students	% of total	Number of students	% of total	
Masters	308	98%	5	2%	2	1%	313	151	94%	7	4%	2	1%	160
PGD	2	50%	2	50%	0	0%	4	11	92%	1	8%	0	0%	12
BSC	162	99%	1	1%	1	1%	163	103	99%		0%	1	1%	104
HTDDS	4	100%	0	0%	0	0%	4	11	100%		0%	0	0%	11
Other Long Courses	128	100%	0	0%	0	0%	128	280	100%		0%	0	0%	280
Short Courses	211	100%	0	0%	0	0%	211	124	87%	19	13%	0	0%	143
Sub-Total (1)	815	99%	8	1%	3	0%	823	680	96%	27	4%	3	0%	710

Analysis of Table 6

Sources of Tuition Fees	2015-16	2014-15	Comments
Self sponsor	99%	96%	The analysis shows that since 2011 over 92% of students of PAID-WA are self sponsor. For This reason a scholarship scheme is necessary to encourage them.
Government sponsor	1%	4%	Several negotiations are undertaken with the government of Cameroon and Gambia to gain government sponsorship
Private/non-governmental sponsor	0%	0%	Several negotiations are undertaken with many private organizations
	100%	100%	

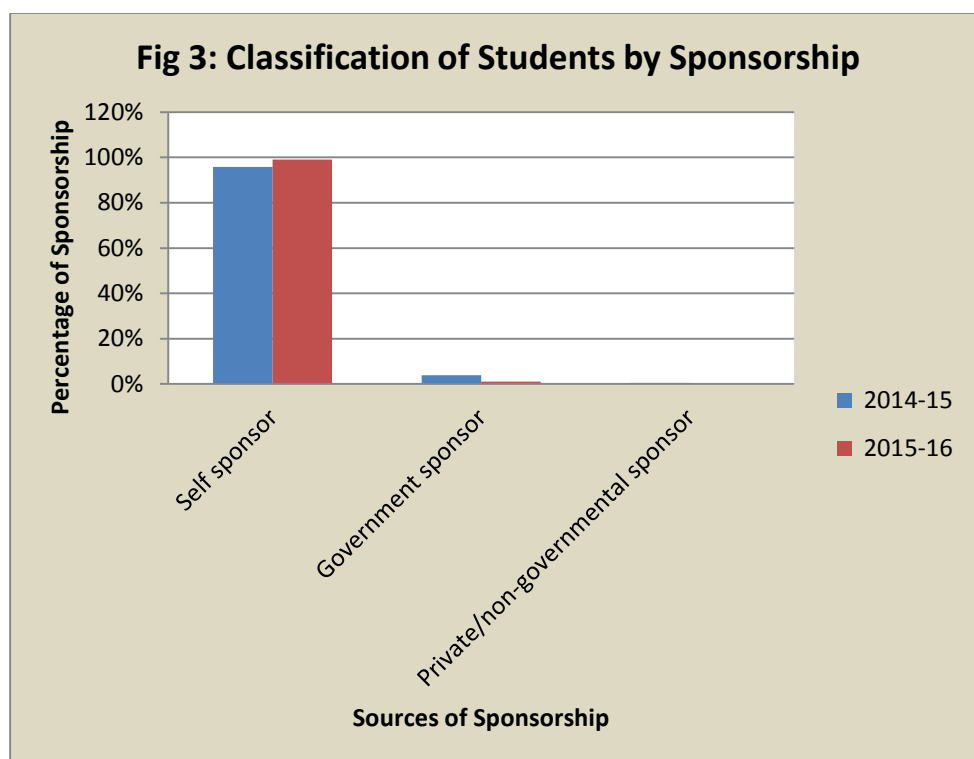


Table 7: Classification of Students by Gender

Programmes	2015-16					2014-15				
	Gender				TOTAL	Gender				TOTAL
	Men	% of total	Women	% of total		Men	% of total	Women	% of total	
Masters	140	45%	173	55%	313	68	43%	92	58%	160
PGD	1	25%	3	75%	4	5	42%	7	58%	12
BSc.	80	49%	83	51%	163	43	41%	61	59%	104
HTDDS	2	50%	2	50%	4	10	91%	1	9%	11
Other Long Courses	59	46%	69	54%	128	114	41%	166	59%	280
Short Courses	96	45%	115	55%	211	65	45%	78	55%	143
<i>Sub-Total (2)</i>	378	46%	445	54%	823	305	43%	405	57%	710

Analysis of table 7:

Gender	2015-2016	2014-15	Comments
Male	46%	43%	During the academic year 2015-2016, the gender balance of the institute change by 3%.
Female	54%	57%	
<i>Sub-Total (2)</i>	<i>100%</i>	<i>100%</i>	

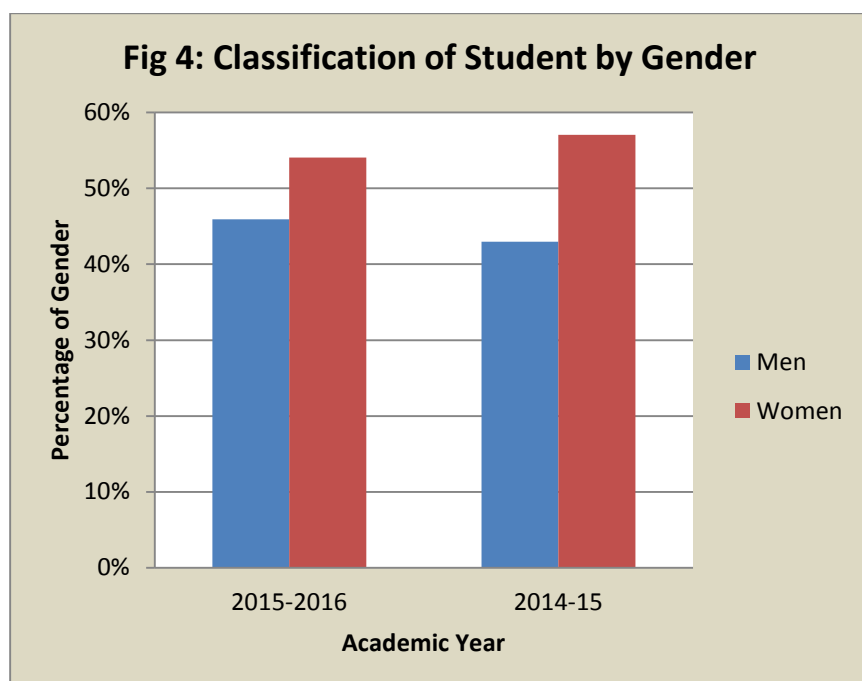


Table 8: Number of People Trained by Country of Origin

Country of origin	Number of people trained					
	2015-16			2014-15		
	Long-term	Short-term	Total	Long-term	Short-term	Total
Cameroon	592	211	803	544	140	684
Nigeria	5		5	8	1	9
Sierra Leone						
Liberia						
The Gambia	9		9	7		7
Ghana	1		1	2		2
Equitorial Guinea	3		3	4		4
DRC*					1	1
Chad*						
South Sudan*				1		1
Congo	1		1	1		1
Tanzania	1		1		1	1
Sub-Total (2)	612	211	823	567	143	710

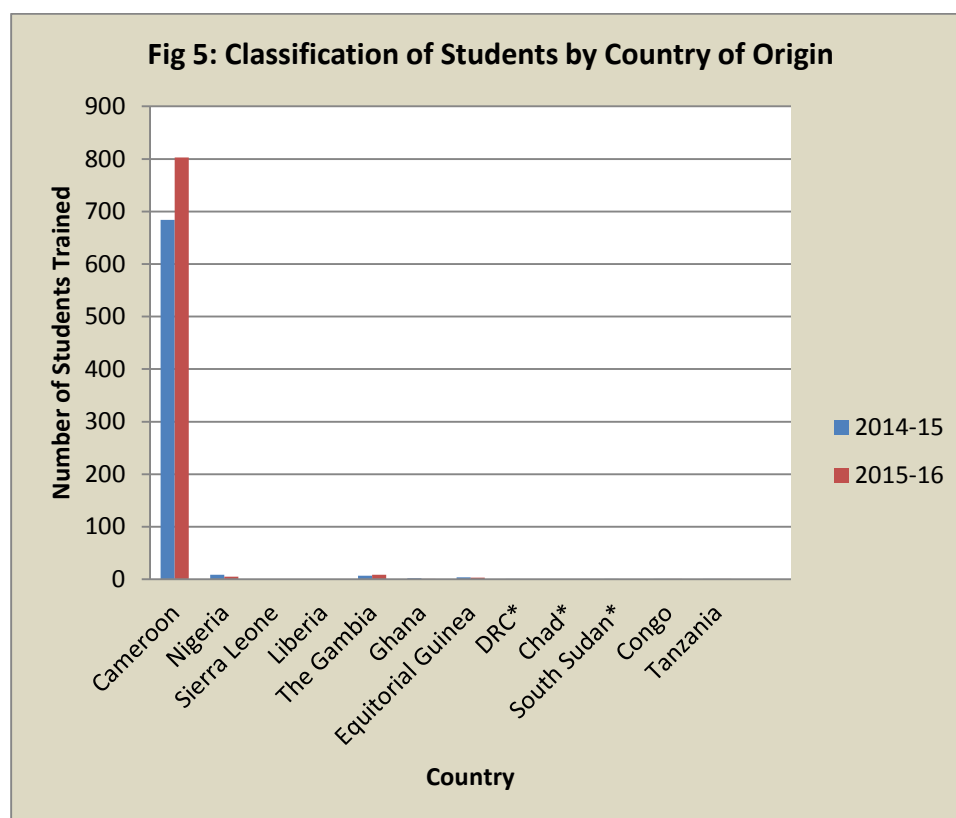
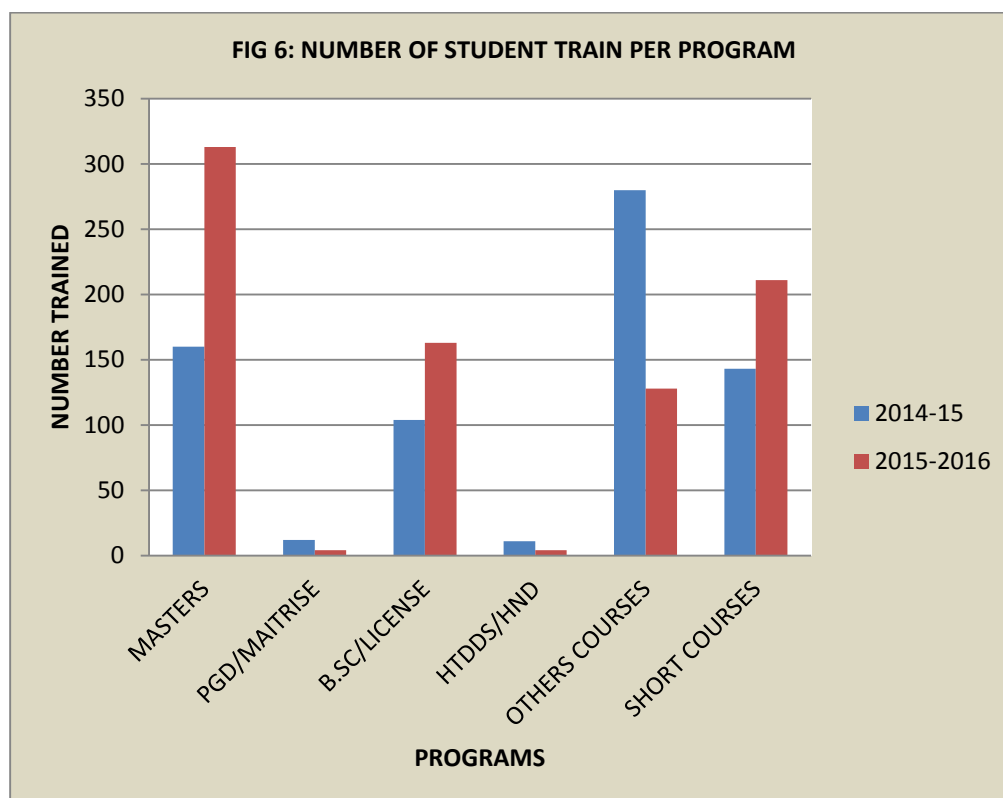


Table 9: Summary of Training Activities

Programmes	Number of people trained				
	2015-2016	2014-15	2013-14	2012-13	2011-12
MASTERS	313	160	68	37	38
PGD/MAITRISE	4	12	25	39	
B.SC/LICENSE	163	104	60	34	25
HTDDS/HND	4	11	15	32	24
OTHERS LONG TERM COURSES	128	280	250	329	323
SHORT COURSES	211	143	72	85	103
OVERALL TOTAL	823	710	490	556	513



5. SUMMARY OF SUPPORT –CONSULTANCY ACTIVITIES

Table 10: Summary of Support –Consultancy Activities

2015-16				2014-15			
Programmes	Partners	Main Objectives	Obtained Results	Programmes	Partners	Main Objectives	Obtained Results
Civil Society Organisations (CSOs) Institutional Development Training	WWF-Cameroon Coastal Forest Program/Cameroon Action For Development (CAD)	To develop the CSO in institutional Governance	Five CSOs were trained in strategic planning	National Youth Scholarship (NYS)	Cameroon Community Development Agency (CAMCODA)	To enhance Youth's entrepreneurial capacity for self reliance	439 youth were trained
Training of Reverend Sisters	ASEC/SLDI UK	Web-Design	Strengthening of the capacity of Reverend Sisters on web-designing	Civil Society Organisations (CSOs) Institutional Capacity Assessment	Environment and Governance Institute	To assess the institutional capacity of civil society organisation in the South West Region of Cameroon	The capacity of Five (5) CSOs were assessed
Training of Reverend Sisters	ASEC/SLDI UK	Basic-Technology (Nigeria)	Strengthening of the capacity of Reverend Sisters on basic-technology (Nigeria)	Civil Society Organisations (CSOs) Institutional Development Training	WWF-Cameroon Coastal Forest Program/Cameroon Action For Development (CAD)	To develop the CSO in institutional Governance	Five CSOs were trained in strategic planning
Training of Reverend Sisters	ASEC/SLDI UK	Basic-Technology (Cameroon)	Strengthening of the capacity of Reverend Sisters on basic-technology (Cameroon)	Training of Reverend Sisters	ASEC/SLDI UK	Administration and Finance	
				Staff Institutional capacity development program	Royal Development Centre-Kumba (RUDEC-Kumba)	To strengthen the capacity of participants in Office Administration and File Management, Agricultural Development and Accountancy	5 person's capacities were strengthen
					Cameroon Development Corporation (CDC)		

					Apostolic Church		
				Training on Small Business Management	National Employment Fund-South West Region (NEF-SWR)	Entrepreneurship capacity development	

6. SUMMARY OF ACTIVITIES OF ACTION-RESEARCH

Table 11: Summary of Activities of Action-Research

2015-16					2014-15				
Programmes	Partners	Main Objectives	Research Category	Obtained Results/ Comments	Programmes	Partners	Main Objectives	Research Category	Obtained Results/ Comments
Masters Reserch Programme in: Regional Planning and Project Management Environment and Agriculture Peace and International Relations Strategic Human Resource Management	Masters students, communities and organizations.	To develop capacity of participants in various development issues.	Masters academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues	Masters Reserch Programme in: Regional Planning and Project Management Environment and Agriculture Peace and International Relations Strategic Human Resource Management	Masters students, communities and organizations.	To develop capacity of participants in various development issues.	Masters academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues
PGD Program research in: Development Management Peace and Conflict Management Human Resource Management Development	PGD students, communities and organizations.	To build capacities of participants in chosen field	PGD academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues	PGD Program research in: Development Management Peace and Conflict Management Human Resource Management Development	PGD students, communities and organizations.	To build capacities of participants in chosen field	PGD academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues

BSc research in: Social studies Environment and Agriculture Human Resource Management Accounting, Micro Finance and Entrepreneurship Marketing Management	BSc students, communities and organizations.	To build capacities of participants in chosen field	BSc. academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues	BSc research in: Social studies Environment and Agriculture Human Resource Management Accounting, Micro Finance and Entrepreneurship Marketing Management	BSc students, communities and organizations.	To build capacities of participants in chosen field	BSc. academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues
HTDDS research in: Project Planning, Management and Evaluation (PPME), and Peace Conflict Management and Humanitarian Action (PCMHA)	HTDDS students, communities and organizations.	To build capacities of participants in chosen field	HTDDS academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues	HTDDS research in: Project Planning, Management and Evaluation (PPME), and Peace Conflict Management and Humanitarian Action (PCMHA)	HTDDS students, communities and organizations.	To build capacities of participants in chosen field	HTDDS academic research works in PAID-WA	Strengthening the capacity of students in carrying research in various societal issues

7. HUMAN RESOURCES /CAPACITY DEVELOPMENT

Table 14: Classification of Staff* by gender and status *including the lectures

Institutes	Staff Category	2015-16					2014-15				
		Number of Staff					Number of Staff				
		Men	% of Total	Women	% of Total	Total	Man	% of Total	Woman	% of Total	Total
PAID-WA	Professional Staff (Full-time)	15	63%	9	38%	24	19	68%	9	32%	28
	Part-Time Consultants	38	79%	10	21%	48	35	78%	10	22%	45
	Administrative and Technical Staff	18	78%	5	22%	23	16	76%	5	24%	21
	Sub-total 3	71	75%	24	25%	95	70	74%	24	26%	94

The number of staff of the institute remained relative the same through 2015/16 academic year with men having having 75% against 25%

8. INFRASTRUCTURAL DEVELOPMENT PROJECTS

8.1 Construction of 14 new classrooms project

The rapid growth of students' population led to the construction of 14 new classrooms. In facts, these classrooms are very helpful because since 2014/2015 academic year, the students' population is growing rapidly.



Front view of the 14 newly constructed classrooms in PAID-WA, Buea Campus



Side view of the 14 newly constructed classrooms in PAID-WA, Buea Campus.



Back view of the 14 newly constructed classrooms in PAID-WA, Buea Campus.

8.2 Construction of Dr Fernand Vincent International Conference Centre project

It was realized that PAID-WA lacks conference centre in which conferences, seminars and symposiums can be organized. For this reason, the institute has undertaken a construction of 1 200 capacity hall in which such events can be organized. The construction is ongoing.



View of Dr Fernand Vincent International Conference Centre in PAID-WA, Buea Campus under construction



Front view of Dr Fernand Vincent International Conference Centre in PAID-WA, Buea Campus under construction

8.3 Agricultural green house project

Before 2014/2015 academic year, it was realized that PAID-WA trained a lot of students in the domain of agriculture but lack the necessary infrastructures like green house and poultry house for demonstrations. Based on this reality,



View of green house in PAID-WA, Buea Campus

8.4 Agricultural Poultry project



View of Poultry farming in PAID-WA, Buea Campus

During the academic year 2015/16, the budget of PAID-WA was implemented as follows:

Sections	Notes	amount provided	amount realized	difference	Realization rate	Observations
1-OPERATIONAL BUDGET		-				
		-				
A) HUMAN RESOURCES BUDGET		-		-		
Managerial staff		30,050,616	29,734,186	316,430	98.95%	
Head of Departments and LSC Coordinators		27,570,000	26,830,000	740,000	97.32%	
Lecturers and Program Coordinators		93,552,808	81,721,934	11,830,874	87.35%	
Support Staff		57,578,339	68,772,373	- 11,194,034	119.44%	
Volunteers		9,180,000	13,340,000	- 4,160,000	145.32%	
Miscellaneous expenses		38,895,388	38,219,794	675,594	98.26%	
Total Budget for Human Resource		256,827,151	258,618,287	- 1,791,136	100.70%	
		-		-		
B) ACTIVITIES BUDGETS		-		-		
Training		88,678,530	66,100,464	22,578,066	74.54%	
Action - Research		22,100,000		22,100,000	0.00%	
Consultancy				- 466,667	121.21%	

		2,200,000	2,666,667			
Publication		1,200,000	-	1,200,000	0.00%	
Support		800,000	3,066,700	-	2,266,700	383.34%
Total Budget for Activities		114,978,530	71,833,831	43,144,699	62.48%	
		-		-		
C) OVERHEAD BUDGET		-		-		
UTILITIES		-		-		
Purchase of Projectors		2,380,500	2,020,000	360,500	84.86%	
Internet		12,750,000	12,581,585	168,415	98.68%	
IT technician service for Microsoft		400,000	400,000	-	100.00%	
Electricity/water and utilities		5,110,000	5,601,470	-	491,470	109.62%
Fuel		3,240,000	3,904,510	-	664,510	120.51%
ADMINISTRATIVE		-		-		
Office supplies and stationeries		4,800,000	9,679,435	-	4,879,435	201.65%
Publication and marketing		4,000,000	4,904,500	-	904,500	122.61%
Staff mission		9,600,000	10,402,500	-	802,500	108.36%
Vehicle Maintenance		1,200,000	5,199,000	-	3,999,000	433.25%
Payment for lecture notes		10,400,000	-	10,400,000	0.00%	
Equipments Maintenance				-	6,724,280	533.82%

		1,550,000	8,274,280			
ICM Registration		31,000,000	27,121,718	3,878,282	87%	-
Pocket allowances		6,000,000	4,980,000	1,020,000	83.00%	
Local transportation		1,800,000	2,643,254	- 843,254	146.85%	
Receptions		1,850,000	992,860	857,140	53.67%	
PAID-WA Canteen		500,000	-	500,000	0.00%	
Security materials and equipments		460,000	130,000	330,000	28.26%	
Materials for Events		200,000	-	200,000	0.00%	
fungicides and herbicides		100,000	-	100,000	0.00%	
Documentation		3,850,000	10,894,482	- 7,044,482	282.97%	
Bank charges		1,690,000	2,084,868	- 394,868	123.36%	
Training of laundry staff		200,000	-	200,000	0.00%	
Foreign student feeding		6,100,000	5,653,925	446,075	92.69%	
Rents		2,400,000	3,560,000	- 1,160,000	148.33%	
Renovation of Bamenda LSCs Campus		2,500,000	1,278,300	1,221,700	51.13%	
Archive library		600,000	-	600,000	0.00%	
INSURANCE		-		-		
Vehicle insurance		600,000	247,040	352,960	41.17%	

Student insurance		950,000	2,431,000	-	1,481,000	255.89%	
Staff insurance		1,000,000	1,133,500	-	133,500	113.35%	
GRADUATION		-		-			
Graduation Ceremony		8,000,000	3,363,600		4,636,400	42.05%	
Graduation Robes		6,000,000	6,000,000	-		100.00%	
PETTY PROJECTS		-		-			
Poultry projects		3,850,000	2,847,400		1,002,600	73.96%	
Green house projects		600,000	727,900	-	127,900	121.32%	
Snail Farming		200,000	11,500		188,500	5.75%	
Bee house projects		225,000	-		225,000	0.00%	
Tree planting in PAID-WA		500,000	130,000		370,000	26.00%	
PAID-GS		-		-			
PAID-WA contribution to PAID-GS		13,681,550	-		13,681,550	0.00%	
Other Support to PAID-GS		-		-			
MISCELLANEOUS BUDGET OF OVERHEADS		-		-			
Unforeseen items		6,000,000	12,143,694	-	6,143,694	202.39%	
Total Budget for Overheads		156,287,050	151,342,321		4,944,729	96.84%	
		-		-			

TOTAL FOR OPERATIONAL BUDGET (I)	1	528,092,731	481,794,439	46,298,292	91.23%	
		-		-		
		-		-		
II. INVESTMENT BUDGET		-		-		
Equipping 14 classrooms		10,000,000	16,469,700	- 6,469,700	164.70%	
Completion of 14 classroom		120,000,000	123,000,000	- 3,000,000	102.50%	
Construction of New Hall		75,000,000	52,000,000	23,000,000	69.33%	
School Management Software		6,000,000	941,000	5,059,000	15.68%	
Acquisition of 36 settee bus		30,000,000	-	30,000,000	0.00%	
Acquisition of Generators		4,200,000	-	4,200,000	0.00%	
Drilling of Bolt hole and related water connection		7,300,000	7,142,550	157,450	97.84%	
Completion of poultry house project		8,000,000	6,134,800	1,865,200	76.69%	
Completion of bee house house project		2,000,000	1,135,300	864,700	56.77%	
Fire Estinguishers		400,000	-	400,000	0.00%	
Purchase of office furnitures		1,000,000	2,800,000	- 1,800,000	280.00%	
lawn mower machines		400,000	-	400,000	0.00%	
PAID-WA publication platform		1,000,000		1,000,000	0.00%	
TOTAL FOR INVESTMENT BUDGET (II)	2	265,300,000	209,623,350	55,676,650	79.01%	

		-		-		
TOTAL EXPENDITURES (I+II)	3	793,392,731	691,417,789	101,974,942	87.15%	
		-		-		
INCOME BUDGET		-		-		
		-		-		
1-TRAINING INCOME		-		-		
ICM		150,000,000	109,028,980	40,971,020	72.69%	
HTTDS		8,000,000	1,862,000	6,138,000	23.28%	
Bachelor Degree		150,000,000	154,660,000	- 4,660,000	103.11%	
Post Graduate Degree		10,000,000	8,737,000	1,263,000	87.37%	
Masters		300,000,000	411,507,172	- 111,507,172	137.17%	
Diploma program		45,000,000	30,150,000	14,850,000	67.00%	
Short-Term Courses		10,000,000	16,141,000	- 6,141,000	161.41%	
Registration Fees		9,500,000	14,200,910	- 4,700,910	149.48%	
2-PROJECT INCOME		-		-		
Green house project		700,000	470,950	229,050	67.28%	
Poultry project		6,000,000	1,421,900	4,578,100	23.70%	
Bee house project		100,000	-	100,000	0.00%	

3- ADMINISTRATIVE INCOME		55,000,000	5,234,924	49,765,076	9.52%	
3- CONSULTANCY		45,000,000	26,446,629	18,553,371	58.77%	
4- ACCOMMODATION		4,000,000	5,629,900	- 1,629,900	140.75%	
5- OTHER INCOME		92,731	14,158,894	- 14,066,163	15268.78%	
TOTAL REVENUE	4	793,392,731	799,650,259	- 6,257,528	100.79%	

SUMMARY TABLE OF BUDGET IMPLEMENTATION

NOTES	BUDGET ITEMS	BUDGETED FIGURES	REALIZED FIGURES	VARIANCE	RATE OF IMPLEMENTATION
1	OPERATIONAL BUDGET	528,092,731	481,794,439	46,298,292	91.23%
2	INVESTMENT BUDGET	265,300,000	209,623,350	55,676,650	79.01%
3	TOTAL EXPENDITURE BUDGET	793,392,731	691,417,789	101,974,942	87.15%
4	TOTAL REVENUE	793,392,731	799,650,259	- 6,257,528	100.79%

10 CHALLENGES AND PROPOSE SOLUTIONS

S/N	Challenges	Propose Solutions
1	<p>BAMENDA LEARNING SUPPORT CENTRE (BAMENDA-LSC)</p> <p>This centre has growing widely in student population and need that a campus should be build in other to accommodate the students and give PAID the image it deserves. Further, we need to recruit at least 5 permanent staff in this centre and equip the library.</p>	<ol style="list-style-type: none"> 1. Construction of Bamenda centre by 2018 2. Recruitment of 5 permanent staff during 2016/17 academic year 3. Equip the library
2	<p>YAOUNDE LEARNING SUPPORT CENTRE (YAOUNDE-LSC)</p> <p>This has also growing widely in student population and need that a campus should be build in other to accommodate the students and give PAID the image it deserves. Further, we need to recruit at least 5 permanent staff in this centre and equip the library.</p>	<ol style="list-style-type: none"> 1. Construction of Yaoundé centre by 2020 2. Recruitment of 5 permanent staff during 2016/17 academic year 3. Equip the library
3	<p>DOUALA LEARNING SUPPORT CENTRE (DOUALA-LSC)</p> <p>This has equally growing widely in student population and need that we recruit at least 5 permanent staff in this centre and equip the library.</p>	<ol style="list-style-type: none"> 1. Recruitment of 5 permanent staff during 2016/17 academic year 2. Equip the library
4	<p>PAID-WA, BUEA</p> <ul style="list-style-type: none"> ▪ The institute has not been able to carry out researches and the results publish in a well known journal. 	<ol style="list-style-type: none"> 1. Conduct researches in different areas like human right, poverty, urban slum, etc.

	<ul style="list-style-type: none"> ▪ The institute has not been able to win big projects from international organizations ▪ The institute now operates in a market with high level of competition from other institutions like the University Buea, University of Bamenda, St Monica University, Catholic University Institute, etc, all offering similar programs to that of PAID-WA. 	<ol style="list-style-type: none"> 2. Continue to apply for projects funded by international and local organizations. 3. The institute has to develop high quality programs and intensify on the quality of its Masters and Bachelor Degree programs to guarantee the sustainability of the institute in the midst of the present stiff competition.
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11 CONCLUSION

Training remains the major source of revenue for PAID-WA. For the 2015/16 academic year, PAID-WA witnessed a significant growth in its training programs both short and long terms. This growth contributed greatly to the financial strength of the institute 2015/16. This growth was due to the major academic reforms and re-structuring made from the month of August 2014.

Considering the recent crisis that the institute is presently facing, there are indicators that 2016/2017 might not be fruitful as compare to 2015/2016 academic year.