

**The International Association of PAID operates through for  
Regional Institutes in Africa, one of which is PAID-West Africa.**



**Dr. Mbuki V. Mwamufiya  
President of the Governing Council  
of the International Pan African Institute for Development**

### THE ENGINE OF DEVELOPMENT

PAID-WA has been described as the engine of development in Africa. It has been leading in this domain since 1969, proving the quality of knowledge and skills that have enabled participants to play exemplary roles in the development of their nations.

### RICH PROGRAMMES

Both our academic and non-academic programmes are very rich in content. Our academic programmes include a strong component of the research, and provide not only theoretical grounding but also opportunities for practical applications.

### JOB PROSPECTS

PAID-WA's participants have been highly utilised by government organisations and other key employers within the West African sub region and beyond.

### PATHWAY TO HIGHER DEGREE STUDIES IN AFRICA AND ABROAD

A good number of our participants have earned our internationally recognised Diploma in Development studies as a step towards pursuing higher degrees in reputable universities in Africa and abroad.

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**Welcome to Pan African Institute for  
Development—West Africa (PAID-WA)**



**Mrs. Rosetta Bola  
Thompson  
Director, PAID-WA**

Thank you for considering having your studies at the Pan African Institute for Development, West Africa (PAID-WA), one of the four Institutes of the International Pan African Institute for Development (PAID). Your decision to study at this Institute poses a challenge to us to provide the best to enhance your Academic and professional career.

PAID-WA's Focus is on capacity building for performance, improvement and management; for strengthening dialog and international solidarity; and for promoting participatory and sustainable development at the Pan African level.

PAID-WA equips participants with appropriate knowledge and skills for success in the competitive world of business, industry, and the development realm, and is also committed to the development of the whole person. It is dedicated to helping participants cultivate and nurture the kind of values, beliefs, attitudes and qualities that would enable them create, as well as attract the best organisations for jobs to help achieve Africa's development objectives. The Institute also undertakes practical field studies, research and advisory services.

Our programmes are highly rated internationally due to their rich content, both in depth and in breadth. The staff takes special interest in your personal and academic progress, and are always available to help you acquire your professional objectives. You will find yourself in a warm and caring environment within the PAID-WA family.

PAID-WA's programmes are dynamic, and designed to meet African development needs.

## **INTRODUCTION TO PAID-WA**

### **A Brief History of PAID-WA**

Prior to the establishment in 1964 of the Pan African Institute for Development (PAID), there was an identified need for development agents, particularly in government, to collaborate with the limited number of elite officers, often trained overseas, to foster socio-economic development, particularly in the rural areas. The fact that no national institution for training such personnel existed also encouraged the emergence of this regional Institute.

The increasing need for training middle level development personnel as well as the auspicious environment prevailing in the sixties led to the rapid growth and expansion of PAID. Within a span of 14 years, PAID established four sub regional training centres whose services covered the whole of Sub-Saharan Africa. These are: Pan African Institute for Development–Central Africa (IPD-AC), Douala, Cameroon in 1965; Pan African Institute for Development–West Africa (PAID-WA), Buea, Cameroon in 1969; for the Sahel, IPD-AOS. Ouagadougou, Burkina Faso in 1978; and Pan African Institute for Development – East and Southern Africa (PAID-ESA), Kabwe, Zambia in 1979.

### **PAID-WA Profile**

PAID-WA is a capacity building institution that has been very active in the development arena since 1969. Since then, the Institute has been engaged in providing specialised training dedicated to improving living standards, alleviating poverty, promoting change in gender relations and socio-economic planning and development, and facilitating institutional strengthening, sustainable enterprise development, micro credit management, as well as health and natural resource management.

As is the case with the other sister Institutes, the activities of PAID-WA are governed by the Governing Council of International PAID whose role is to define the Institution's policy and major activities.

PAID-WA has an observer status with some of the international and united nations bodies, ECA, ECOSOC, FAO, , UNICEF, ILO and the AU, UNESCO which enables it to make substantial contribution to the resolution of Africa's socio-economic problems.

### **Academic Staff and Experience**

PAID-WA has a core staff drawn from a variety of cultural, national and disciplinary backgrounds, supplemented by a reliable network of external consultants from universities and the private sector. Many of the staff members are distinguished and internationally recognised lecturers and researchers. The interaction of the core staff with external consultants has produced very encouraging results, and PAID-WA is increasingly recognised as a clearinghouse for highly skilled, experienced and dedicated individuals who are available at all times to answer to development and other related issues.

### **WHY PAID-WA IS SPECIAL**

PAID-WA is special in a variety of ways, ranging from the facilities it has, the services it renders and the quality of training it provides. This can be seen clearly from comments made by its participants.



**Augustine Joseph  
Ellie,  
Sierra Leonean**

*I really like the friendliness of the people and the support they give to foreign students. The Institute itself is really innovative and I will remember the excellent course facilities they offer and the high commitment of the*



staff and administration. The development course is useful globally.

**Delphine Andinwo Kajih,**  
**Cameroonian**

*I came to PAID- WA because of its outstanding reputation in development studies and also to broaden my understanding of various interrelated disciplines in development and to prepare for a successful career.*

*The Institute's real advantage is its beautiful campus, the computer centre, the library with well over 30,000 volumes of books and other audio-visual collection. The course content for this programme is amazing, as lectures are combined with practical sessions, which gives me effective mastery of development issues.*

*Sharing ideas with foreign students has been quite rewarding. They possess a wealth of experience to share on development issues. They are argumentative as well as good-humoured.*

*The friendliness and assistance from the staff have been very relaxing. They have offered me tremendous experience and have vividly supported my interest and enthusiasm for academic work. This I enjoy and appreciate very much. I am optimistic that DDS will serve as a milestone in my professional development.*



**Luka Hakim Yatta,**  
**Sudanese**

*Before coming to PAID-WA, I had worked with both international and indigenous Sudanese humanitarian aid agencies in the fields of relief and development. My prime objective of pursuing the Diploma in Development Studies at PAID-WA was to acquire more knowledge and skills, and to refine my field experience in development studies.*

*Situated at the foot of Mount Cameroon, PAID-WA has a conducive and stimulating environment, excellent facilities, and a core of lecturing team with diversified educational backgrounds. The institute has not only exposed me to a multicultural community of students and lecturers but also to substantial, relevant experience which provides me with an enormous opportunity for learning, both inside and outside the classroom.*

*PAID-WA is an institution where no one can afford not to choose for study.*

#### **PAID-WA CAMPUS**

PAID-WA is situated in Buea, the capital of the South West Province of the Republic of Cameroon; a pleasant and secure location that provides an ideal environment for studies. It is one of the most used campuses in Cameroon, not only for academic and research purposes but also for national and international workshops and seminars.

Buea is situated at the foot of Mount Cameroon, some 25 kilometres from the city of Limbe with its Atlantic coast. It is found at an altitude of 900 metres above sea level, which accounts for its cool, hospitable climate.

Buea enjoys a beautiful landscape whose splendour and magnificence is derived from Mount Cameroon, also known as Mount Fako. This Mountain, which is the highest in West Africa, not only makes Buea a city of tourists but also the host of an annual event – the popular Mount Cameroon race.

#### **ACCOMMODATION**

The Institute has 36 rooms that can accommodate 72 students with shared bath/toilet facilities. Optional single or double rooms are also available. In order to secure accommodation on campus, clearly indicate your interest when you are applying for admission.

## **STUDENT SUPPORT SERVICES**

### **Student Health Service**

The campus provides health insurance for boarding students. Hospitals and clinics are located close to the campus; there is a General Hospital about three minutes drive from the campus. Day students can easily have access to medical attention in case of any emergency.

### **Sports and Exercises**

The Institute has a multipurpose sports court. It is accessible to the Buea municipal stadium and Mountain club where you have lawn tennis courts, table tennis and badminton

### **Catering and Housekeeping Services**

The Institute runs a catering service for the staff and fully sponsored students. The catering service provides three meals from Monday to Saturday. The students are given allowances to take care of their Sunday meals.

The cleaning of the rooms, toilets, bathrooms, bed sheets and blinds are taken care of by the housekeeping services.

## **ACADEMIC FACILITIES**

### **Library Services**

PAID-WA library is well furnished with books in various fields of study. It has a stock of over 30000 texts, which include journals and periodicals. It serves PAID-WA staff, students and the general public. There are over 6000 field study research reports

produced by participants after conducting village and zone studies.

Attached to the library is the Audio Visual Unit, which provides training support materials (teaching Aids) to lecturers to back-up their training. Equipment in the unit include overhead projectors, television sets, video decks, cameras, and a collection of video and audio tapes on PAID-WA activities, both in the field and on campus.

### **Information Technology Services**

The Institute runs an information and technology centre from Monday to Saturday. From this centre, students access the Internet and telephone at their own expense.

### **Production and Reproduction Services**

The reproduction unit is responsible for the production and reproduction of pedagogic materials. Materials other than those approved for this purpose can be produced at minimal costs, to be borne by the participants.

## **THE PAID-WA PROGRAMMES**

PAID-WA runs both academic and non-academic programmes.

### **1. ACADEMIC PROGRAMMES**

#### **PRODUCING HIGH SKILLED PROFESSIONALS**

Participants who enrol on our academic programmes graduate with internationally recognised academic certificates or diplomas. At the moment we are running one main programme, namely Development Studies Programme.



### **A Note for International Students**

International students can study boarding or day students. But it is strongly advised that they apply as boarding students because accommodation is very difficult to get in Buea due the presence of a University and other institutions of higher learning. Besides, transportation is a big problem, especially in the rush hours of the day.

If English is not your first or official language, you may need to provide evidence of proficiency in the language before the beginning of the programme. The Institute provides a 4-week intensive English language course for students with limited proficiency, prior to the start of the programme.

### **General Entry Requirements**

Applicants are required to hold a minimum of GCE Advanced Level certificate with at least two years professional experience; a post-secondary specialised diploma in a relevant field, plus a minimum of three years professional working experience; or a University degree with a minimum of one year professional working experience.

### **How to Apply for Admission**

Interested candidates or their sponsors should contact PAID-WA for applications forms and further details, or download these from our website (See contacts).

As you apply for a place of study at PAID-WA, it is appropriate that you should be aware of the following:

- The application is duly signed by the applicant, and either hand-delivered or sent by post or email.
- Applicants are responsible for ensuring that all the information and accompanying materials provided in connection with their applications is authentic and accurate.
- It is the responsibility of the applicant to ensure that the application is appropriately completed and that the file is complete.
- The completed application becomes the confidential property of the Institute and is not returnable.
- The Institute may at any time require applicants to provide satisfactory verification of the information and documents submitted as part of their application.

### **Opening and Closing Dates for Application**

Applications are received from January to July each year, for candidates who intend to get on the programme in October that same year. Late applications may be transferred to the following year.

### **Admission Policy**

Admission to courses at our PAID-WA is based on merit and timely submission of applications, and is highly competitive. PAID-WA notifies candidates of their acceptance at least 6 weeks before the start of the course.

### **Teaching, Learning & Assessment**

The institution employs a highly participatory teaching-learning approach that combines lectures, group and plenary discussions, experience sharing and fieldwork/internship. It makes ample use of both visual and audio visual aids. Participants are assessed on the basis of performance in written assign-

ments and examinations, as well as oral presentations.

#### **(i) DIPLOMA IN DEVELOPMENT STUDIES**

This programme is a multi-disciplinary programme that runs for one academic year, from October to July. It prepares participants for an integrated approach to development issues. The main objective is to equip participants with the skills needed to handle problems more effectively in rural and urban communities. Participants graduate with either a Diploma in Development Studies (DDS) or a Certificate in Specialised Development Studies (CSDS). The programme is run in three phases, as described below:

##### **RURAL SYSTEM ANALYSIS (RSA)**

This phase examines the theories and concepts underlying rural development so participants can understand the complexities of issues in rural areas. The core disciplines covered in this course include topics such as agricultural development, sociology and participatory rural appraisal.

**OR**

##### **ACTION ORIENTED RESEARCH (AOR)**

This phase equips participants with a powerful methodology for rural development research. Participants acquire knowledge and skills in Rapid Rural Appraisal (RRA), which features an interdisciplinary team assessment that combines multiple techniques for data acquisition and analysis.

##### **SPECIALISED DEVELOPMENT STUDIES (SDS)**

This phase runs for eight weeks, from May to June, with the aim of enabling participants to acquire knowledge and skills in one of five areas of specialisation. Each of these courses can be separately taken as a certificate course to earn a CSDS. Also, participants who enrol on the DDS programme may decide to start at this phase and proceed with the rest of the pro-

gramme later, to earn a DDS only.

#### ***I) Human Resource Management and Development (HRMD)***

It is now generally accepted that man (i.e. the human being) constitutes the most precious resource of a nation, an agency, or a business enterprise. There

may be raw materials, machines and techniques, but in the end it is man that must, in the first place, define development and business goals and objectives and then use the materials, machines and techniques to achieve the desired ends. It is, therefore, obvious that the human resource is the most important factor in the success or development of any organisation, firm or enterprise deserves special attention.

This course equips participants with knowledge and skills necessary for their effective management and development of human resources. Specifically, the course presents proven methods and techniques for identifying and fulfilling the human resource needs of an organisation, and developing the organisation's human resources effectively and efficiently, with a view to maximising their productivity.

#### ***II) Project Design Planning and Management (PDPM)***

The success with which any development project achieves its objectives is determined by the skills, abilities and motivations of its managerial staff. Project Design, Planning and Management helps project managers and would-be managers ensure that development projects achieve their objectives. Specifically, this course presents methodologies for identifying, formulating, appraising, selecting, monitoring and evaluating projects. This specialisation also explores ways of fundraising and managing such funds for project implementation and sustainability.

### **III) Gender Policy Analysis, Planning and Development (GPAPD)**

An awareness of the importance of gender is increasingly critical to the success of development projects. Acquiring analytical skills in gender makes a difference in the strategic thinking and perspectives of those charged with gender policy analysis and mainstreaming. The purpose of this course, therefore, is to equip participants with skills that will enable them to integrate gender issues in the formulation and implement of development projects. At the end of the course, participants should be able to gain a good understanding of the main concepts of gender in development and the need for gender-sensitive planning, identify gender related issues in development systems and formulate strategies to address them, acquire gender analytical skills for planning, monitoring and evaluation of development projects and for sectoral analysis, use participatory gender-sensitive appraisal tools in data collection and analysis, and integrate gender perspectives into policy and organisational systems..

### **IV) Marketing Management Project (MMP)**

Marketing has emerged as one of those specialist areas where a lot of career opportunities exist but which, unfortunately, has been grossly neglected by educational and training institutions.

The purpose of this course is to enable the students to acquire in-depth knowledge and practical skills in marketing management and marketing research techniques necessary for them to be effective in today's turbulent business environment.

At the end of the course, participants should be able to demonstrate the ability to formulate and implement



marketing plans, understand the dynamic business environment and how it affects marketing activities, master the techniques of marketing research and apply them to various marketing situations.

### **V) Micro-finance Management and Governance (MMG)**

Leading experts in Micro-finance agree that insufficient management and relative scarcity of technically skilled human resources are among the key constraints to growth and outreach of the global micro-finance sector. Achieving efficiency, effectiveness and significant outreach in this sector requires skilled, ambitious managerial leaders who can manage the growth of micro-finance services and institutions efficiently.

This intensive training course is designed to equip senior and middle level managers of micro-finance institutions and other persons interested in micro-finance with new perspectives, practical knowledge and strategic capabilities necessary services they offer. The course will address issues like effective governance and strategic management of micro-finance institutions, credit delivery methodology and channels, loan analysis and delivery, accounting and financial management for micro-finance, and micro-finance and gender.

### **(ii) OTHER PROFESSIONAL DIPLOMAS**

Other professional diploma and advance diploma programmes are expected to take off during this period.

## **2. NON-ACADEMIC PROGRAMMES**

### **Upgrading your knowledge and skills**

Non-academic programmes are short courses that run at specific periods of the year, with the aim specifically of building the capacities of various categories of people who may earn attesta-

tions, but which are not academic certificates. These courses are categorised into tailor-made and individually tailored programmes.

**Requirements for Selection**

These vary, depending on the nature of a course and its objectives. Visit our website for details on the courses we offer.

**How to Apply for Selection**

Again, this depends on the nature and objectives of a course. visit our website for details on each course of your choice.

**Teaching Methodology**

The courses employ participatory and experiential teaching-learning approaches, which include: brief introductory lectures, discussions, experience sharing, brainstorming/practical individual and group exercises, and questions and answers in plenary sessions. There is adequate use of visualisation tools/facilities, including flash cards, flip charts, Power Point and overhead projectors.

**TAILOR-MADE PROGRAMMES**

These are pre-designed programmes that serve the needs of a wide range of interested people. Selection can be made from the modules numbered I – IX.

**I) Micro-Initiatives and Economic Empowerment Programmes**

- Sustainable Enterprise Develop-



- ment and Management
- Business Advisory and Promotional Skills
- Strategic Marketing

Management.

- Product Development and Business Management.
- Effective Salesmanship and Customer Care.

- Business Communication Skills.
- Starting Your Own Business.
- Business Financing and Credit Management.
- Investing For The Future.

**II) Gender, Governance and Development Programmes**

- Gender Sensitive Data Collection and Analysis.
- Strategic Management Skills for Women Executives.
- Gender Sensitive Project Plan-



ning and Management.

- Gender Policy Analysis for Parliamentarians, Policy Makers and Government Executives.

**III) Rural and Community Development Programmes**

- Participatory Approaches to Rural Development.
- Sustainable Development Projects in Rural Communities.
- Resource Mobilization for Rural Development.
- Initiating and Sustaining Rural Infrastructure.

- Accessing and Managing Funds within the PRSP Framework.
- Strategic Rural Project Planning, Management and Supervision for Local Administrators.
- Participatory Monitoring and Evaluation of Rural Projects.

**IV) Capacity Building and Institutional Strengthening Programmes**

- Formation and Management of Self-help Groups (NGOs, CSOs, CIGs, etc).
- Strengthening CSOs for the Promotion of Good Governance and Development.
- Lobbying, Advocacy and Negotiation skills.
- Good Governance and Participatory Project Development Techniques for Community Leaders.
- Good Governance and Participatory Leadership for Traditional Chiefs.
- Governance and Accountability in Micro-finance Management.

**V) Training and Development Programmes**

- Basic Trainers Skills Development.
- Advanced Trainers' Skills Development.
- Training Methods and Techniques.
- Curriculum Design and Development.
- Developing Communication Tools.

**VI) General Management Programmes**

- Strategic Management Skills for Senior Executives.
- Effective Management and Supervisory Skills for Managerial Staff.
- Effective Staff Performance Appraisal and Evaluation.
- Total Quality Management and

Control.

- Change Management and Organizational Behaviour.
- Effective Time Management.
- Finance for Non-Finance Managers.
- Project Design, Proposal Writing and Fundraising.
- Consultancy Skills Development.
- Effective Communication for Managers.
- Inter- Personal Communication and Team Building.

**VII) Environment and Development Programmes**

- Environmental Impact Assessment for Sustainable Development.
- Participatory Bio-Monitoring for Sustainable Resource Management.
- Environmental Planning for Sustainable Development.
- Clean Development Mechanism of the Kyoto Protocol: Implication for African Development.
- Responding and Adapting to Climate Change: Sensitisation Seminar.

**VIII) Health and Development Programmes**

- Counselling and Caring for People Living with HIV/AIDS.
- Health Communication and Delivery Strategies.
- Community Health Project Planning and Management.
- Mainstreaming HIV/AIDS for Rural Development Projects.

**IX) Computer and IT Programmes**

- Website Development and Management.
- Basic IT Skills for Executives.
- Database Management Techniques.
- Desk-top Publishing.

**INDIVIDUALLY TAILORED**

## **PROGRAMMES**

These are programmes that are tailored to meet the specific needs of individuals or organisations. Previous programmes of this nature include: Partnership Building and Networking for Development Institutions, Conflict, Disaster and Governance: Framework for Management and Development, and Computer Applications for Managerial Staff. The programmes may be national or international in nature and are usually sponsored by governments, institutions, projects or donor agencies.

## **SOURCE OF FINANCIAL SUPPORT**

The institute does not offer scholarships, except on very rare occasions. Therefore, applicants are required to source their own funds. Applicants may search for scholarship in organisations such as the Commonwealth Fund for Technical Cooperation, the EU, Action Aid, World Council of Churches, World Vision, the ILO, USAID, Misereor, some UN agencies, The Dutch, Swiss, Canadian Governments and various African Governments.

## **FUTHER INFORMATION**

### **Fees for Academic Programmes**

Two categories of participants are recognised, namely: those on tuition, board, and lodging; and the day only participants. Participants who enrol on the Diploma Course in Development Studies (DDS) are required to pay 70% of the fees before or upon registration, and the remaining 30% before the end of the first quarter. Those who enrol on the SDS course only are required to pay complete fees before starting classes.

Day participants have the option of paying only for their tuition fee, pedagogic support and field work. The

total full fee for the diploma in devel-

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opment studies is FCFA3,9000 (Euro6,000) or a fee of FCFA 2,199,000 (Euro3,260) for day participants.

### **Fee for Non-Academic Programmes**

These fees vary according to content and duration. Please request for a copy of the course brochure for full details .

### **For Further Information, Please Contact:**

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