

Annual Report of the Pan African University

Annual Report of the Pan African University

I. ROLE OF THE PAN AFRICAN UNIVERSITY (PAU) IN AFRICA'S DEVELOPMENT

1. The Pan African University (PAU) was created following Decision (Assembly/AU/Dec.290 (XV)) of the Assembly of Heads of State and Government of the African Union during its fifteenth Ordinary Session in July 2010 in Kampala, Uganda. The principal aim of establishing the Pan African University was to create high quality continental institutions that promote quality training, research and innovation within Africa, ensure a steady nurturing of new ideas and also a continuous injection of highly skilled human resources to meet the developmental needs of the continent.
2. The AUC launched the Pan African University as a flagship continental initiative in December 2011. It is a continent-wide university offering postgraduate (Master and Doctoral) programs with the aim of establishing an academic network of already existing post-graduate and research institutions.
3. PAU is expected to be a competitive world class institution with a mission to transform the capacity for knowledge production and knowledge transfer across the African continent, and respond to the challenges set out under Agenda 2063.
4. PAU is a unitary academic, research and innovation institution comprising thematic Institutes hosted in different geographic regions by existing academic institutions operating at the graduate studies level. PAU Institutes are currently operational in four of Africa's five regions (Western, Eastern, Central and Northern regions), whilst preparations are underway to operationalize the fifth PAU Institute in Southern Africa.
5. The Institutes of the PAU are dedicated to the following crucial thematic areas and are located in the corresponding geographic regions set out below:
 - a. The Institute for Basic Sciences, Technology and Innovation (PAUSTI), hosted by the Jomo Kenyatta University of Agriculture and Technology in Kenya (Eastern Africa);
 - b. The Institute for Life and Earth Sciences (including Health and Agriculture (PAULESI), hosted by the University of Ibadan in Nigeria (Western Africa);
 - c. The Institute for Governance, Humanities and Social Sciences (PAUGHSS), hosted by the University of Yaounde II in Cameroon (Central Africa);
 - d. The Institute for Water and Energy Sciences (including Climate Change (PAUWES), hosted by the University of Tlemcen in Algeria (Northern Africa);
 - e. The Institute for Space Sciences (PAUSS) to be hosted by the Cape Peninsula University of Technology with seven (7) south African Universities in the Republic of South Africa (Southern Africa).
6. PAU receives political leadership, Financial, Human Resource and Technical support from AU Member States. Moreover, international donors provide support as Key and Thematic Partners (KTP) towards the establishment of each institute. PAU Thematic

Partners are responsible for strengthening the teaching and research capacity of the Institutes through the acquisition of world-class equipment and facilities as well as the incorporation of best practices and standards. They also provide financial and technical contributions towards the running of PAU Institutes.

7. The Pan African Virtual and E-University (PAVEU) project is a priority education initiative of the AU, one of its flagship projects identified for addressing Agenda 2063. The proposal to operationalize PAVEU as an ODeL (Open, Distance and E-learning) arm of the PAU was endorsed by the Executive Council in January 2018 (Executive Council Decision EX.CL/Dec 987 (XXXII) Rev.1. PAVEU is currently hosted at the PAU Rectorate Headquarters in Yaoundé, Cameroon.

II. ACHIEVEMENTS OF THE PAN AFRICAN UNIVERSITY

1. Admission of Students

- a. The number of applications received by the Pan African University has increased significantly over the past five years. For instance between the 2017/2018 and 2018/2019 academic years the number of students who applied to join the pan African University Institutes increased by 241 percent (from 5,403 to 13,048). Likewise, the number of Member States benefiting from the Pan African University scholarship award increased from 21 in 2012/2013 to 35 in 2015/2016 to 46 in 2017/2018 and again to 53 in 2018/2019.
- b. The selection of students for the 2018/2019 academic years had been carried out by international selection panels established at each of the four PAU Institutes and finalized a list of 428 students (323 for Masters' and 105 PhD degree programs) and submitted their list to the PAU Senate.

Table 1: Student Selection Summary Table for the Pan African University (by Institute and Study Program), 2018-2019 Academic Year*

Institute	Masters'			PhD			Grand Total (MSc and PhD)			Countries represented
	F	M	Total	F	M	Total	F	M	Total	
PAUGHSS	36	39	75	11	15	26	47	54	101	53
PAULESI	30	50	80	12	18	30	42	68	110	
PAUSTI	25	81	106	12	37	49	37	118	155	
PAUWES	31	31	62	-	-	-	31	31	62	
Total	122	201	323	35	70	105	157	271	428	

*36.7 percent of selected students are female.

Table 2 below shows the number of continuing students by Institute and study programs.

Table 2: Continuing PAU Students as at 1st of January 2019, by Institute, Gender and Level of Study

Institute	Masters			PhD			Total		
	M	F	Total	M	F	T	M	F	T
PAUGHSS	41	22	63	52	26	78	93	48	141
PAULESI	55	23	78	48	23	71	103	46	149
PAUSTI	75	23	98	78	27	105	153	50	203
PAUWES	41	26	67				41	26	67
Total	212	94	306	178	76	254	390	170	560

2. Graduation

- a. The Pan African University contributes to the attainment of Aspiration 1 of Agenda 2063. The Pan African University registered remarkable achievements in terms of responding to the continent’s demand for highly qualified and motivated human resources. More precisely, over the past six years, PAU produced 1112 graduates (782 males and 330 females) from 46 countries. This breaks down to 993 Masters’ and 119 PhD graduates. The University has also awarded scholarship to about 1386 students in its five years of operation. The proportion of female graduates stood at 30 %.



- b. In the 2018-2019 academic year alone, a total of 368 students graduated from the four Pan African University Institutes (Table 4). The breakdown of graduates by study program was 281 Masters' and 87 PhD degree graduates. With regard to gender parity, 31 percent of the 2018-2019 graduates were female.

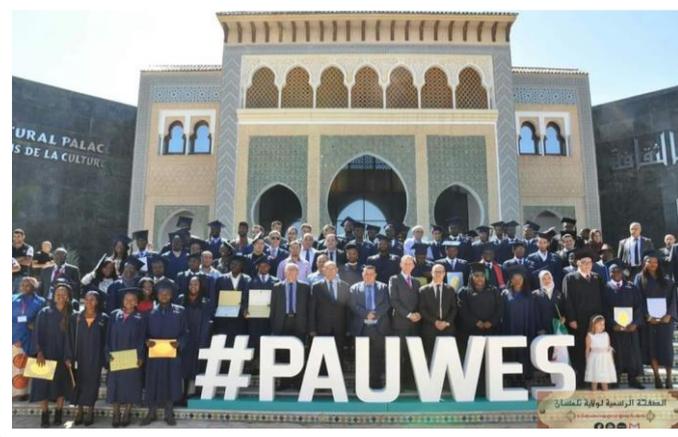


Table 3: Total Number of PAU Graduates by Level of study and Institute as at 31 December 2019

Institute	MSc.			PhD			Total		
	M	F	Total	M	F	T	M	F	T
PAULESI	176	78	254	19	4	23	195	82	277
PAUGHSS	178	95	273	27	6	33	205	101	306
PAUSTI	183	65	248	43	20	63	226	85	311
PAUWES	156	62	218				156	62	218
Total	693	300	993	89	30	119	782	330	1112

30 % of female graduates

Table 4: PAU Graduates by Level of study and Institute in the 2018-2019 Academic Year December 2019

Institute	MSc.			PhD			Total		
	M	F	Total	M	F	T	M	F	T
PAULESI	57	24	81	8	2	10	65	26	91
PAUGHSS	43	21	64	27	6	33	70	27	97
PAUSTI	49	21	70	29	15	44	78	36	114
PAUWES	40	26	66				40	26	66
Total	189	92	281	64	23	87	253	115	368

3. Scientific Productivity

a. Patents Title

(i) Nwagbogu Judith

Title of the Invention: Azadirachta indica Bark Extract Silver Nanoparticle Anticancer

Formulation.

Inventors: Nwagbogu Judith.O, Maina N.W, Kirira P.G, Mwitari P.G

(ii) Tonui Ronald,

Title of the Invention: Diagnostic Kit for Detecting Maize Chlorotic Mottle Virus and Sugarcane

Mosaic Virus and Method Thereof.

Inventors: Tonui Ronald, Kasili Remmy, Runo Steven, Alakonya Amos

(iii) Arthur Hunduza,

Title of the Invention: Bromelain Encapsulated in Chitosan Nano-Carriers as a Gastrointestinal

Nematocide in Ruminants.

Inventors: Arthur Hunduza, Prof. Naomi Maina, Dr. John Kagira, Dr. Dickson

(iv) Godfrey Nattoh,

Title of the Invention: Probiotic Yorghut Fortified with Mushroom and process of Preparation Thereof.

Inventors: Godfrey Nattoh, Prof. Erastus Gatebe, Dr. Julius Maina, Dr. Fredrick Musieba

(v) Jean Baptiste N

Title of the Invention: Malaria hybrid drug pharmacophores as scaffold.

Inventors: Jean Baptiste N, Dr. Joseph N, Dr. Kirira

(vi) Yahaya Gavamukulya

Title of the Invention: Synthesis of Silver Nanoparticles from Extracts of Annona muricata and Use Thereof

Inventors: Yahaya Gavamukulya, Dr. Esther N Maina, Dr. Edwin S Madivoli, Prof. Hany A El-Shemy, Prof. Gabriel Magoma and Prof. Fred Wamunyokoli

(vii) Lucy Muthoni Mwai

Title of the Invention: paper-based nanokit for amplification of HPV 16/18 detection for screening of cervical cancer

Inventors: Lucy Muthoni Mwai, Dr Mutinda Cleopus Kyama, Dr Caroline Wangari Ngugi and Dr Edwin Walong

(viii) Jesse Kaleku

Title of the Invention: Method of Extracting High Concentration and Quality Potato Genomic DNA

Inventors: Jesse Kaleku, Dr. Victor Mobegi, Dr. Eric Magembe.

(ix) Bara Fagdéba David

Title of the Invention: Combination Therapies for Treatment of Multidrug-Resistant Malaria Parasites and Method Thereof

Inventors: Bara Fagdéba David, Prof. Gabriel Magoma, Peter Mwitari

b. Scientific Publications

The Pan African University Students and staff published 170 scientific articles on peer reviewed journals during the 2018-2019 academic year.

III. FINANCIAL REPORT

1. PAU has benefitted immensely from the support of African Union Member States, Host countries and Universities, Key and Thematic partners, since its establishment. African Union Member States, AfDB and KFW have provided the bulk of the funds for the programmes in the respective PAU Institutes. The host countries/universities and other key thematic partners have also provided support in kind and/or cash as well as extended technical support necessary for PAU to realize its goals. It is important to note that most of the support from the partners is used to run the PAU programmes whereas construction work is the responsibility of host countries.
2. In the 2019 budget year, the Pan African University received budgetary approval amounting to USD 22 million for its operations. Out of this amount USD 1 million was provided by our partners KFW towards the Pan African Institute of Water & Energy Sciences. These funds were deployed for the award of scholarships, stipend, research

grants, lecturers' fees, operational costs and other technical and statutory meetings. The detailed summary of the budget per structure is as indicated in Table 5 below.

Table 5: Distribution of the Pan African University budget (2019) by structure and Allocation Type

Structure	Original Budget in USD	Supplementary budget in USD	Total budget in USD
PAU -Operational Budget	2,821,977.00		2,821,977.00
PAU -Program Budget	493,729.00		493,729.00
Sub Total	3,315,706.00		3,315,706.00
PAVeU	1,134,139.00		1,134,139.00
PAUWES -Program Budget	1,414,600.00		1,414,600.00
PAUGHSS -Program Budget	2,935,220.00	1,541,000.00	4,476,220.00
PAULESI -Program Budget	3,242,612.00	1,859,200.00	5,101,812.00
PAUSTI -Program Budget	4,166,880.00	2,430,400.00	6,597,280.00
Sub Total	12,893,451.00	5,830,600.00	18,724,051.00
Total	16,209,157.00	5,830,600.00	22,039,757.00

IV. PAN AFRICAN VIRTUAL AND E-UNIVERSITY (PAVEU)

a. The PAVEU Task Force was expanded from 4 to 12 and the Task Force has since met twice; in October 2017 and February 2018 respectively, to finalize the project Implementation document. In addition, the Task Force made the following recommendations:

- (x) That a learning management system for PAVEU of either SAKAI (educational software platform designed to support teaching, research and collaboration) or Modular Object-Oriented Dynamic Learning Environment (MOODLE) be chosen and procured
- (xi) That an independent Intranet to provide 'a private network accessible only to PAVEU staff and students be pursued and implemented
- (xii) That the PAVEU Learning Management System (LMS) be hosted on a dedicated server in a private cloud.

(xiii) That PAVEU purposefully engages the regional research and education networks (RRENs) and partners to strategically address internet connectivity issues in African countries for the success of the Initiative

b. A Workshop of experts and stakeholders to identify and prioritize potential Academic Programs for PAVEU was held from 20 to 23 March 2018 in Addis Ababa, Ethiopia. The academic programs will enable African students obtain degrees, diplomas and certificates, and participate in research agendas, addressing the AU's ultimate aim of building knowledge, Human Resources, capabilities and skills for Africa's future. Recommendations shall be presented to the PAU Senate at the appropriate time for approval.

c. A Workshop of experts meeting was held from 15th to 17th July 2019 in Yaoundé, Cameroon and from 19th to 20th September 2019 in Addis Ababa, Ethiopia. The following issues were identified as areas for urgent attention before the launch of the PAVEU and must be achieved before end of November 2019;

- (i) Learning Management System (LMS) Customization, Installation, and testing
- (ii) Domain registration, security, and putting the system online
- (iii) Converting existing topics into online self-instruction led topics
- (iv) Uploading the topics of entrepreneurship course into the system and creating the whole course
- (v) Training PAVEU technical staff
- (vi) Linking content from partners (UNESCO, AVU.. etc)
- (vii) Call for application and marketing courses

d. The PAVEU Core positions have been identified and recruitment of staff is underway.

e. **The Pan African Virtual and E-University was officially launched on 20 December 2019 at an official ceremony held in the Cameroonian capital, Yaoundé. PAVEU launched the call for student applications in mid-December 2019 and courses will commence on 15 January 2020.**

V. ACTIONS TAKEN TO DEVELOP AND/OR STRENGTHEN PARTNERSHIPS

In 2019 the Pan African University (through the Department of Human Resources, Science and Technology) took part in a number of fora aimed at establishing/strengthening partnerships. Key among them include:

- a. PAU Partners' Outreach Forum was held on December 12th, 2019 at the AUC premises in Addis Ababa, Ethiopia. The main objectives of the Forum included:
 - Share information about the Strategic Plan and latest PAU developments;
 - Exchange on the needs and reforms of the African higher education and research landscape and the role model PAU could be in this context; and
 - Reach out to Member States, partners and stakeholders and discuss their support to PAU.

PAU's stakeholders were able to learn more about PAU's developments and the main aspects of the Strategic Plan, engage into discussions and find out more about the potential for cooperation. The Participants of the Partners' Forum included:

- STC EST members;
 - African Union Commission, Offices, Departments, Agencies and Institutions;
 - PAU Council, Strategic Planning Committee, Host Universities and Rectorate;
 - PAU Students and Alumni;
 - PAU Key and Thematic Partners;
 - African and international higher education and research Institutions;
 - International partners and multilateral organisations;
 - Development banks and agencies; and
 - Foundations and private sector representatives.
- b. The Government of the Republic of Korea will provide a budgetary support of 186,000 USD in support of the Pan African University during the 2020 budget year. The fund will be used to promote cooperation between the Pan African University and Korea Universities in science, technology, innovation, research and development through collaborations, skills transfer, exchange program and capacity building.

- c. The second phase of the Japanese Government support to the Pan African University Institute for Basic Sciences, Technology and Innovation which will be implemented beginning 2020 has been negotiated between the African Union Commission, the Government of Kenya and the Government of Japan.
- d. An African Union High Level Delegation led by Dr. Mahama Ouedraogo, Director of the Department of Human Resources, Sciences and Technology, to the International Institute for Water and Environmental Engineering (2iE) in Ouagadougou. Burkina Faso. 11-14, November 2019.
- e. An African Union High Level Delegation led by H.E. Prof. Sarah Anyang Agbor, Commissioner for the Department of Human Resources, Sciences and Technology, to the Open University, United Kingdom, 28 October- 1 November 2019.
- f. International Symposium on High Skilled Human Resources Development and Inter-University Collaboration for Science, Technology and Innovation (STI) Promotion in Africa, Side Event of the 7th Tokyo International Conference on African Development (TICAD), co-organized by the Japan International Development Agency (JICA), Sustainable Development Goal Center for Africa (SDGC/A), and the Japanese National Graduate Institute for Policy Studies (GRIPS), held in Yokohama, Japan, August 27, 2019.
- g. An African Union High Level Delegation led by H.E. Prof. Sarah Anyang Agbor, Commissioner for the Department of Human Resources, Sciences and Technology, to University of Wolver Hampton, Wolver Hampton, United Kingdom, 22-24 July 2019..
- h. The 2nd Higher Education Forum for Africa, Asia and Latin America (HEFAALA) Symposium under the theme “Internationalization of Higher Education in the New Era of World (Dis)Order”, held in Addis Ababa, Ethiopia, 26-27 July 2019.
- i. A five person African Union Commission Delegation led by Dr. Mahama Ouedraogo, Director of the Department of Human Resources, Sciences & Technology (African Union Commission) to Germany to discuss on the implementation status of the support from the German Government (GIZ and KfW) and plan future areas for joint action, Berlin, Germany, 5-7 August, 2019.
- j. A three person African Union Commission Delegation led by H.E Prof. Sarah Anyang Agbor, Commissioner for Human Resources, Sciences & Technology that paid a working and experience sharing visit to the Islamic Republic of Iran, 9-12 March 2019.
- k. A four person African Union Commission Delegation led by H.E Prof. Sarah Anyang Agbor, Commissioner for Human Resources, Sciences & Technology to the Headquarters of the African Development Bank Group to discuss on the implementation status of the first phase of the grant to

the Pan African University and negotiate on the possibility of a second phase, Abidjan, Cote d'Ivoire, 4-5 March 2019.

I.

VI. THE PAN AFRICAN UNIVERSITY ALUMNI ASSOCIATION (PAUAA)



- i. The PAU Alumni Association (PAUAA) was officially established in December 2017. The constitution of PAUAA was then validated and the officials of the PAUAA were elected.
- ii. A meeting between the Pan African University Alumni Association (PAUAA) executive committee members and the management of the Pan African University took place in Yaoundé-Cameroon from the 11-12th March 2019. The main agenda of the meeting was to chart ways and means of effectively operationalizing the PAUAA.
- iii. An important outcome of the meeting was a presentation of the PAUAA Plan of Action for 2019-2020 by the Vice President- Miss Rehema. Some of the critical activities highlighted to be pursued by PAUAA included but were not limited to develop an interactive website, publication of an e-newsletter, organization of Webinars, organization of an annual conference and General Assembly, lobbying and establishment of partnerships with potential employers and PAU/AUC partners such as the RECs, UNECA, GIZ, JICA, and the EU. The PAUAA Action Plan for 2019-2020 was finally adopted pending modifications from the Bureau before onward submission to the PAU Administration.
- iv. In line with the goal set out in the PAU Strategic Plan, a meeting will be convened in February 2020 to develop an Alumni Strategy

and concrete actions plans for engaging PAU graduates and key stakeholders.

VII. MEETINGS AND WORKSHOPS

1. Planning and Coordination Meetings

In 2019 the Pan African University held three Planning and Coordination Meetings that brought together the PAU Institute Directors and the Rectorate staff. The meetings were aimed at developing joint action plans, evaluating progress, sharing experience and providing solutions to outstanding problems. The dates of the meeting and the venues are provided in Table 6 below.

Table 6: Dates and Venues of the PAU Planning and Coordination Meetings in 2019

Date	Venue
19-21 February 2019	PAUWES – Tlemcen, Algeria
16-17 May 2019	PAUSTI –Nairobi, Kenya
12-13 July 2019	PAULESI - Ibadan, Nigeria

a) First Workshop on the PAU Communication Strategy (14 to 15 February 2019, Nairobi, Kenya)

To meet the current needs of the PAU in terms of communication, Kopperkollektive, which was the consultancy firm selected to review the PAU communication Strategy was commissioned to:

- Strengthen the communication strategy and working plan in terms of raising awareness for PAU among all African member states and other relevant stakeholders such as political stakeholders, donors, higher education partners.
- Support the operationalization of the existing communication strategy
- Support the creation of channels to cooperate and strengthen communication with the different stakeholders.
- Raise awareness about the importance of a structured corporate branding among the decision-makers of the PAU
- Update and revise the central PAU website incl. concept development, content proposal, graphic design, programming.

The purpose of this workshop, conducted by Kopperkollektive, was to bring on board all the decision makers of the PAU in terms of external communication (branding, communication channels, etc.); to support the project in terms of promotion, create awareness, establish PAU's competitive advantage, reposition and differentiate the PAU brand which could be reflected in a competition for excellent students, increase autonomy and accountability

competition for legitimacy / resources, pro-actively managing reputation to better “amortize” crisis and attract key stakeholders. The meeting started with a focus on the importance of having a clear and defined identity of the PAU and each of the institutes – in alignment with the overall PAU identity. On the second day, the workshop focused on the website of the PAU, the current situation, technical details and the next steps to create one of the most important products to promote the university.

More specifically this workshop organized with the PAU Institute Directors and communication managers aimed to review the existing communication strategy with special attention to strengthening the PAU brand identity. Revise the current situation of how the PAU is perceived and propose solutions to the current corporate branding challenges to ultimately promote the university and attract key stakeholders.

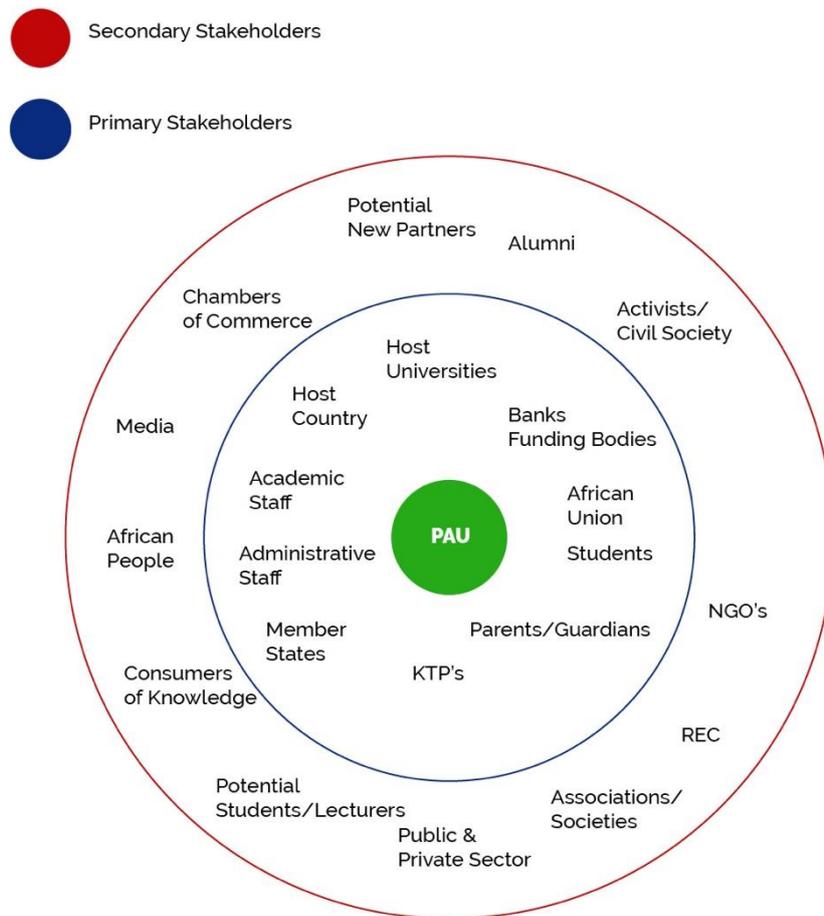
It was also intended to discuss all the technical details of the PAU website as well as the content structure, to understand the needs of the university and agree on a plan to build a site map and content architecture to proceed with the creation of the website. This workshop was also an opportunity to understand the previous experiences of key stakeholders with the PAU websites.

With regard to the PAU brand identity, agreement on a pragmatic way forward on how to strengthen PAU’s brand identity (logo, corporate design and messaging) was made, with the aim to heighten awareness and strengthen its reputation with its stakeholders, taking into account the different institutes. This will serve as a basis for the new PAU website and operationalising the communication strategy.

Concerning the PAU Website, it was agreed to define of key elements in line with PAU brand identity, desired structure, and technical aspects.

The stakeholder map is a crucial tool to determine the relevant publics of the PAU, with this information it would be possible to build a messaging matrix to align the communication of the PAU and its institutes (content of the next workshop).





Remark - The PAU Council, the PAU Rectorate, Senate and all other governing bodies of the PAU are enshrined in the green circle in the middle.

b) **Second Workshop on the PAU Communication Strategy (14-15 May 2019, Nairobi, Kenya)**

The purpose of this workshop was to present and discuss the revised *PAU Communications Strategy* and to align the external communication of the PAU in terms of channels of communication, products, key messages and branding.

The consultancy focused on strengthening PAU's communication strategy to raise awareness, support the establishment of channels to strengthen communication with key stakeholders, sensitize on the need for a structured corporate branding, review and operationalise the existing communication strategy and finally update and review the current PAU website.

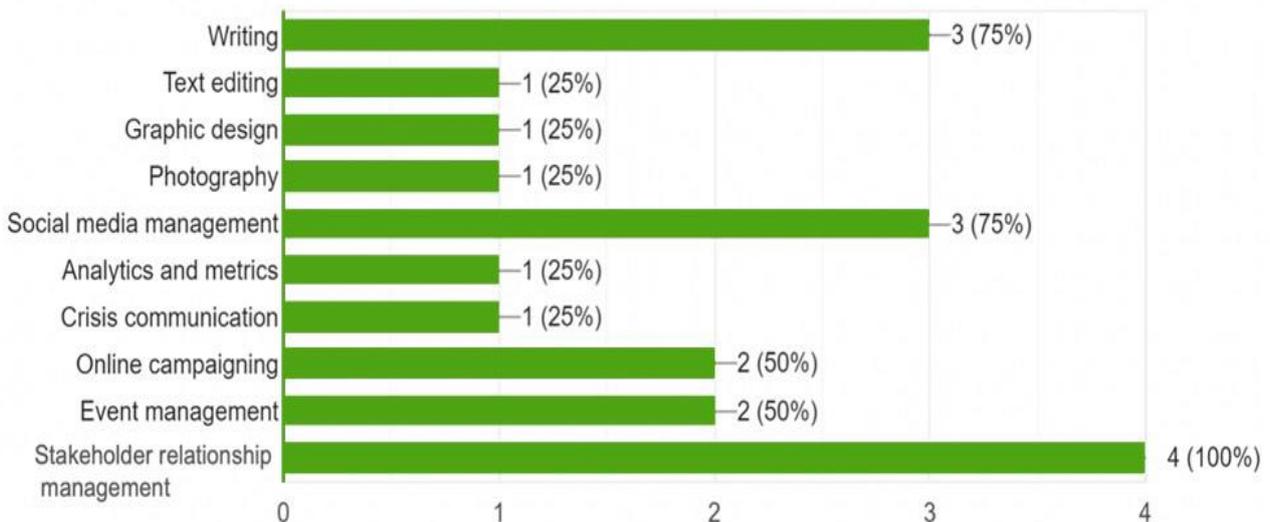


The workshop began with the presentation of the process where it was clear that the main objective of the consultancy was to create awareness within the key stakeholders for different purposes.

During the workshop a presentation was made on the results of the survey sent to the participants to assess their knowledge, skills and improvement opportunities.

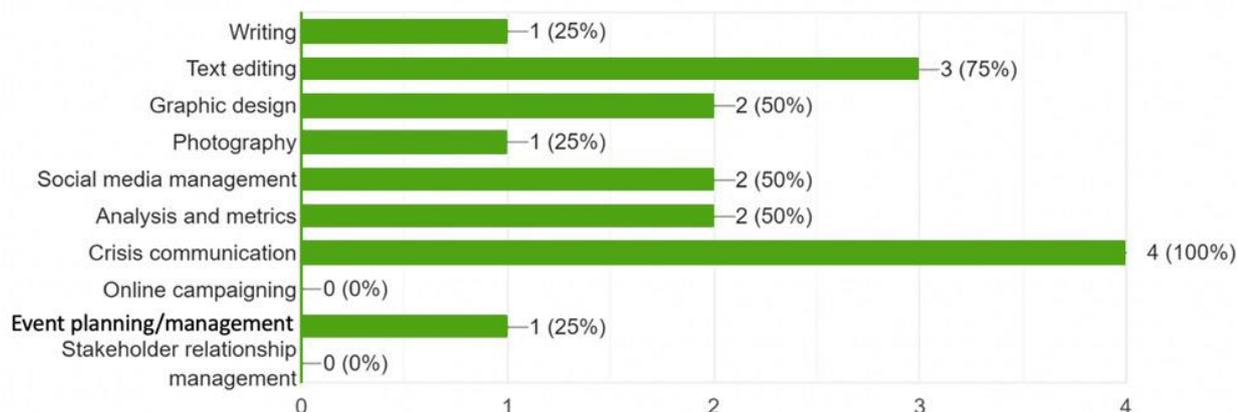
What do you consider to be your strengths as a communications officer?

4 responses



In which areas do you think you would benefit of capacity building or training?

4 responses



Conclusions:

Strengths	Weaknesses
Text writing	PAU Communications Strategy and Crisis Communication Management are unfamiliar
Social media management	Monitoring tools – metrics and analytics
Stakeholder relationship management	Lack of experience in graphic design

The presenting team (moderator and consultants), introduced the basic elements to build a communication strategy. After this theoretical presentation, participants were involved in a series of practical sessions, distributed into various working groups. The various exercises included a mapping group exercise, a messaging matrix exercise and an exercise on the implementation of a roadmap.

The main achievements of the workshop included an exchange of best practice examples of the work at the institutes and collegial advice, the development of stakeholder maps for each institute, the creation of an implementation roadmap of the revised *PAU Communications Strategy*. This workshop also identified the next steps at institute level, mapped out the PAU social media channels and trained PAU staff on the management of the new PAU website. Several recommendations were made including the need to train PAU communication staff on the basics of communication, the production of videos, and media management, and promotion of a product and provide basic training in communication. It was also recommended to use the AU style Communication Guide as an inspiration guide to create PAU Style Communication and media guideline. In addition, the need for unity was expressed and solutions were suggested in that line.

The outcomes of the meeting included an agreement on a way forward for the operationalization of the revised *PAU Communications Strategy*, align understanding of the elements of a communications strategy as well as communication channels. It also pointed out the need to enhance the management skills for social media and align the implementation of the communication strategy at the level of Institutes. Finally, it was also

agreed to enhance capacities in the development of communication strategies and how to use TYPO3.

From 17 to 18 October 2019, was organized at Hotel La Falaise in Yaounde, Cameroon, a two-day workshop for PAU IT and Communication Officers.

Activities carried out on the first day included:

Session 1: Introduction of the workshop

The first session was divided in three parts:

- 1. Round of introduction of all the participants with welcoming words from the Rectorate – Mr. Celestin Gouem, the PAU Senior Admin and Finance Officer, Sebastien Kuhn was the moderator of all the sessions.**



- 2. Takeaways from the previous workshop:**

This was a practical exercise to get to know the takeaways of the participants in the previous workshop, the level of knowledge of social media, and the experience working with PAU.

- 3. Presentation on the outcomes of the consultancy by Kopperkollektive**

Carlos Vargas presented the achievements of the

consultancy including the Communication Strategy, trainings, Crisis Communications Manual, PAU Strategic Plan, and products developed (PAU Style guide).

Session 2: Communication Strategy

The second session consisted of a group activity where each institute presented their advancements in terms of communication strategy. The participants presented by replying to three questions: 1. What were they key takeaways from the last workshop? 2. What worked well and what did not? 3. What do they need to succeed?



Session 3: Website

The new website was presented to the participants announcing the launch planned for next week. Carlos Vargas explained the technical details from the website.

Group exercise: The participants were divided into two groups to discuss over what is the content that should be included on the website.

Session 4: Implementation plan



The fourth session focused on the introduction of the Communication's implementation plan, presented by Carlos and Chancelle. There was a reminder to the participants to use this as a tool for their communications, the strategy includes key messages for the different target audiences of PAU.

On the following day, four other sessions were also held including:

Session 1: Social Media

This session focused on the importance of social media channels for PAU. The consultant, Annerie, did a presentation on the topics including the relevance of telling a story, the audiences, the tone of voice, among others. A group exercise followed where participants were asked to create a persona with the kind of tone of voice PAU should have, looking at what type of character would it have, the tone, the language, and the purpose.

The day started with an interactive exercise moderated by Sebastien to point out to the importance of working together, building goals, working together towards achieving it, reacting, leadership, collaboration.

Presentation: Social Media: What and Why? Annerie – Consultant

The presentation gave an overlook of what is social media, what channels available, the freedom and the responsibility that come with it, and the importance of collaboration in an organization such as PAU and its communications group.

Group exercise: break into groups to create PAU's persona.

Session 2: How to be strategic in Social Media?

The consultant, Annerie, did a presentation on social media strategy, addressing the channels to be used and the trends in other universities. Additionally, AU DIC representative, Faith, introduced the best practices they are using and how they can be adapted to PAU.

Session 3: Social Media Strategy

The third session of the day focused on using social media strategically. First, Annerie presented some key features to consider and later the participants did group exercise to create two campaigns on the launch of the website and the Partners event that PAU is having soon.

Session 4: Centralize the information from PAU

This session focused on how to create a Google Drive. Was also raised, the need to get the right information always, a Communication strategy, documents from the workshop, as well as the importance to create a doc with all the email accounts, users and passwords from the social media as well as a communications group that is going to be accessible.



c) PAU QUALITY ASSURANCE WORKSHOP AND PAU STUDENT HANDBOOK, 17, 18 and 19 JUNE 2019

From 17 to 19 June 2019, was held in Yaounde, Cameroon, the workshop on Quality Assurance and Academic Rules and Regulations. Organized by the AUC in collaboration with the GIZ, this workshop is the continuation of the first one which took place in May 2018 in Addis Ababa, and resulted in the agreement that PAU would adhere to *African Standards and Guidelines for Quality Assurance in Higher Education (ASG-QA)*, which is a comprehensive framework endorsed by the African Union in 2018.

Held at the Rectorate of the Pan African University, this workshop was attended by PAU Rectorate staff, PAU Institutes' Directors and Deputy Directors, three consultants including Mrs. Erica Gillard who is a specialist in policy and planning, systems development, quality assurance and gender issues, Mr. [Don Westerheijden](#) who is a senior research associate at the Center for Higher Education Policy Studies ([CHEPS](#)) of the University of Twente and Prof. Berhanu.

Several topics were discussed including:

- The current state of PAU, notably experience sharing among institutes and the Rectorate;

- The ideal PAU Quality assurance framework, considering the Strategic Plan;
- How to overcome challenges and move forward;
- Implementation, follow-up and evaluation issues were also raised during discussions.



Presentations were punctuated by discussions, and group sessions were organized for the various participants to work on topics such as the learning process and student assessment and achieving learning outcomes. Group work was followed by restitution sessions by the various groups.

Several resolutions were taken including amongst others:

- Implementing very soon the framework document with clear designated responsibility and timeline;
- Developing a clear roadmap and action points on how to implement the PAU Quality Assurance framework in order to cultivate Excellence!

The workshop also focused on the PAU Student Handbook (Draft). The audience looked at the document, which contains Rules, Regulations, Policies, and Procedures for Student Life at PAU and provided their inputs. The following issues were raised for discussion:

- What does good practice look like?
- What should be measured and how?
- How will we measure whether we have achieved our goals?
- The responsibilities.

As a way forward at the end of this workshop, it was recommended to:

- Identify issues that should go into the PAU Student Handbook;
- Follow the Student Life Cycle Concept;
- Write in a language that is appropriate for PAU and Post Graduate Education;
- Make reference to other policy and procedure documents;

- Make reference to Host University Rules, Regulations;

Make reference to programmes and specific requirements.

2. Council Meetings

The following PAU Council /Council Standing Committee meetings were held in 2018-2019 academic year:

- The Pan African University Council Meeting, held at the Headquarters of the African Union Commission, in Addis Ababa on 12-13 February 2019;
- The Pan African University Council Bureau Meeting held at the Headquarters of the African Union in Addis Ababa, Ethiopia on 7 June 2019;

3. PAU Communication Workshops

In order to increase the visibility of PAU both on the continent and beyond, PAU engaged in a holistic review of its communication strategy to give more credence to the institute, boost multilateral partnerships, and strengthen its status as a world class higher education institute. In this respect, a couple of workshops were organized with the support of the GIZ and KfW, to build the capacities of PAU Communication and IT staff.

Table 7: Dates and Venues of workshops on the PAU Communication Strategy in 2019

Date	Venue
14-15 February 2019	Addis Ababa, Ethiopia
14-15 May 2019	Nairobi, Kenya
17-18 October 2019	Yaounde, Cameroon

VIII. INSTITUTIONAL DEVELOPMENT PROCESSES

1. PAU is currently developing the following strategic documents and guidelines:

- Five (5) year Strategic Plan (2020-2024), the Plan is finalized and approved by the PAU Council;
- Financial Sustainability plan;
- Academic Rules and Regulations;
- Manual for Financial Management and Administration of the PAU;
- PAU Staff Rules and Regulations, Salary Scheme and Management Structure;
- Quality Assurance Framework;

- Research and Publication Policy (finalized and approved);
- Guideline for establishment and operationalization of Entrepreneurship Centre.

The strategic plan is the main guiding policy document of the University for the next five years. In accordance with the strategic plan, a new personnel structure that ensures implementation of the institutional development process has also been developed. All the ongoing PAU processes are monitored in order to be harmonized and aligned leading to their integration in the overarching Strategic Plan. The Pan African University Council approved the Strategic Plan in February 2019.

IX. CHALLENGES

1. Since the launch of PAU, hiring of long-term academic as well as administrative staff has proven a very complex challenge within the regulatory framework of AU.
2. The recruitment process for Long Term Academic Staff (LTAS) is among the key challenges facing PAU. Currently, the institutes massively depend on part-time academic staff, mainly contracted from host universities and from abroad and have limited contact with students, which has resulted in students not having enough consultation with the lecturers as well as levels of supervision that are not adequate. This situation has significant impact on the quality and delivery of the programs.
3. There is a difficulty of applying certain rules, regulations and procedures of both the AUC and the partners in one and the same recruitment process. The recruitment of administrative staff faces procedural issues and many layers of approvals from both the funding partners and Commission's Staff Recruitment Rules and Regulations. These have impacted the recruitment and on boarding processes resulting in the PAU Rectorate and Institutes to operate with limited capacity.
4. Delay in the operationalization of the Pan African University Institute for Space Sciences (PAUSS).
5. Lack of sustainability of funding from Member States and Partners for PAU for the coming years. There is an increasing concern due to external funding dependency.

X. WAY FORWARD: CONSOLIDATIONS OF PAU, FOCUS ON QUALITY AND REPUTATION

1. Recruitment of regular staff (academic and administrative) and short term professionals
2. Complete and consolidate the ongoing PAU institutional development processes (Strategic Planning, Academic Rules and Regulations...)

3. Ensure the Financial Sustainability of PAU:
 - a. Explore sources of funding to support research, entrepreneurship, internship, innovation and business incubation in the PAU system.
 - b. Identify Key and Thematic Partners for PAULESI, PAUGHSS and PAUSS.
4. Operationalization of the Pan African University Institute for Space Sciences (PAUSS).
5. Exceptions in AUC recruitment procedures as relates to the recruitment of PAU academic staff are needed– need for better alignment to the needs of an academic setting
6. Full operationalization of the Pan African Virtual and E-University (PAVEU) project.