

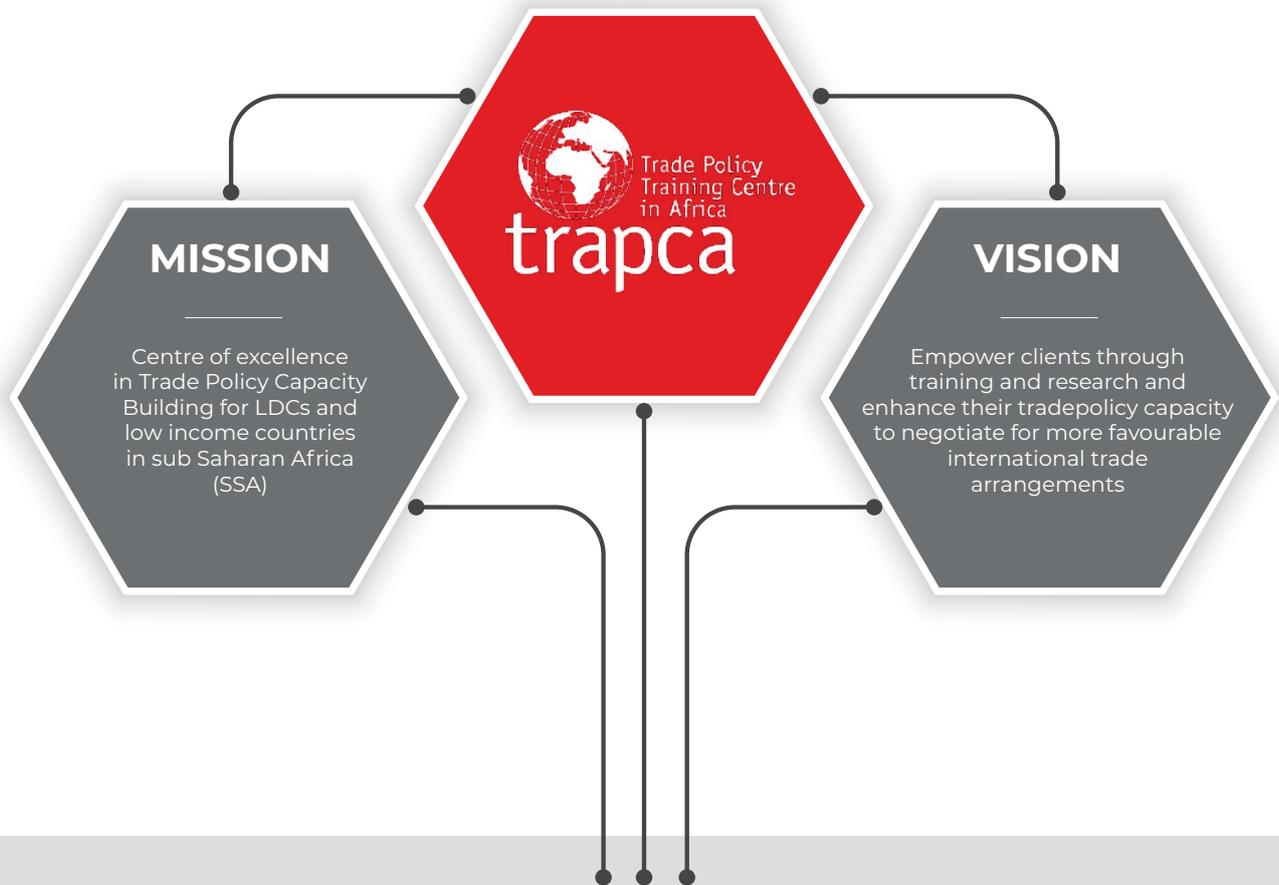


Annual Report 2011

MARCH 2012



OUR VISION AND MISSION



CORE VALUES

Independence:

Remain neutral and independent to gain the trust of all our stakeholders

Integrity and Professionalism:

Serve with integrity and professionalism by being accountable and transparent in all dealings

Teamwork:

Foster team spirit, collaboration and consultation to maximize synergy for improved service delivery

Innovativeness and Creativity:

Innovative and proactive in seeking better and more efficient methods of service delivery.

Statement of Preparation

This Annual Report has been prepared in accordance with article 9.2 of the Agreement by the United Kingdom of Sweden and the Eastern and Southern African Management Institute (ESAMI).

Signed for and on behalf of **trapca**:

Mr. Peter Kiuluku
Executive Director

Date.....

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1.0 INTRODUCTION

The year 2011 marked the fifth anniversary of **trapca**. The phase one period of **trapca** operation was extended to 31st March 2011. The second phase of **trapca** started on 1st April 2011 after Sida and ESAMI signed the agreement. This report aims to document progress towards achieving immediate goals according to the Work Plan and Budget (AWPB) for the period April to December 2011. This report combines periods of the first quarter and April to December. **Trapca** has successfully conducted 26 courses within the period under review;

- Twelve advanced courses,
- Eight specialized courses,
- Two foundation courses and
- Four jointly offered courses.

In total, 513 participants attended these courses compared to 470 planned participants. The new agreement requires that ESAMI/**trapca** raise revenue through charging fees up to 9% in 2011 and 15% to 25% by the end of 2015. During the period under review, **trapca** raised an income of USD 364,743 compared to the planned income of USD 225,000. The positive variance was attributed to the high volume of collaborative courses offered in 2011. The charging of fees had a negative impact on the number of students that attended the **trapca** courses. During the period under review, there were shortfalls between the planned and the actual number of participants in the courses. The negative outturn was more pronounced in the foundation and specialized courses because these courses attract new participants. However, the main challenge associated with a drop number of participants relative to the planned targets is the pursuit of self-sustainability, which requires participants to pay fees. In the typical selection process, at least 70 percent of the applicants are admitted. However, the largest number drops off from the admitted list due to the inability to pay fees. In terms of overall numbers, we still attained the set targets.

The comparative table below illustrates planned activities for the year against implemented activities. The table shows actual activities against the planned. These results show that we still managed to implement all planned activities.

In typical selection process at least

70%

of the applicants are admitted.

1.1 Summary of Activities Implementation Matrix

Programme	Annual Planned	Implemented
Courses		
<i>CITD</i>	2	2
<i>Executive Courses</i>	3	4
<i>Specialized short course</i>	8	8
<i>Advanced courses</i>	12	12
Governance		
<i>Board Meetings</i>	2	2
<i>Academic Advisory Meeting</i>	1	1
<i>Donor Meeting</i>	1	1
<i>Global Faculty</i>	1	1
Evaluation		
<i>Financial Audit</i>	1	1
<i>System Audit</i>	1	1
<i>EIA Audit</i>	1	1
Trade Policy Dialogue		
<i>Trade Policy Research Forum</i>	1	1
<i>Tripartite Forum</i>	1	1
<i>Conference</i>	1	1

During the period under review, four kinds of evaluation took place:

1.2 Financial Audit

Ernst and Young performed a financial audit in March 2011. They ascertained that the financial statement and accounts presented a true and fair view of the state of affairs as at 31st December 2010. The Board adopted and approved the accounts.

1.3 Donor Review meeting

The current Sida/ESAMI agreement empowers the donor review meeting to carry out a monitoring role and make decisions that could impact the program documents. This meeting took place in Addis Abba in April 2011 with all parties.

Decisions of the meeting were recorded, and the minutes were approved. The 2011 accounts have been audited and will be presented to the Board for approval.

1.4 System Audit

Sida commissioned a system audit in May/June. The findings of the audit were that the systems are adequate to support the programs of trapca. However, the report recommended some improvements to the current system for which management has developed an action plan.



1.5 Board meeting

The Board met twice, in April 2011 in Addis Ababa at African Union and in November 2011 in Arusha, where they deliberated on strategy as well as performed the monitoring and accountability role by reviewing and approving submissions by management. The Board meeting preceded a marketing mission that attracted the **trapca** alumni, private and public sectors.

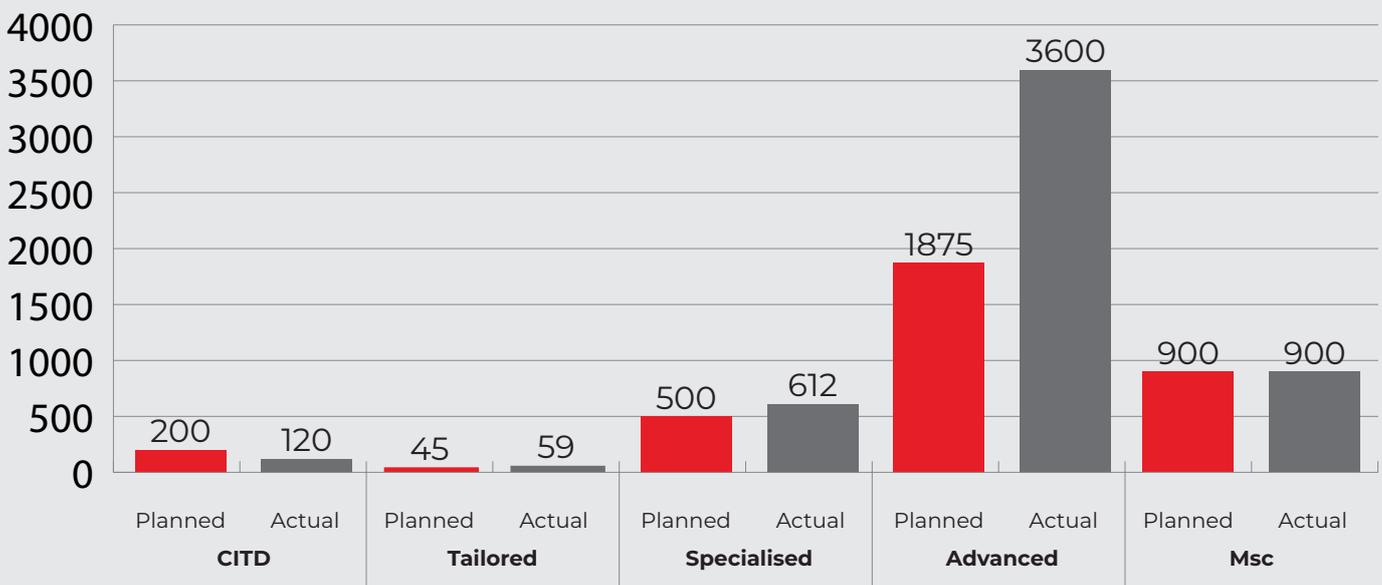




1.6 Participants Weeks

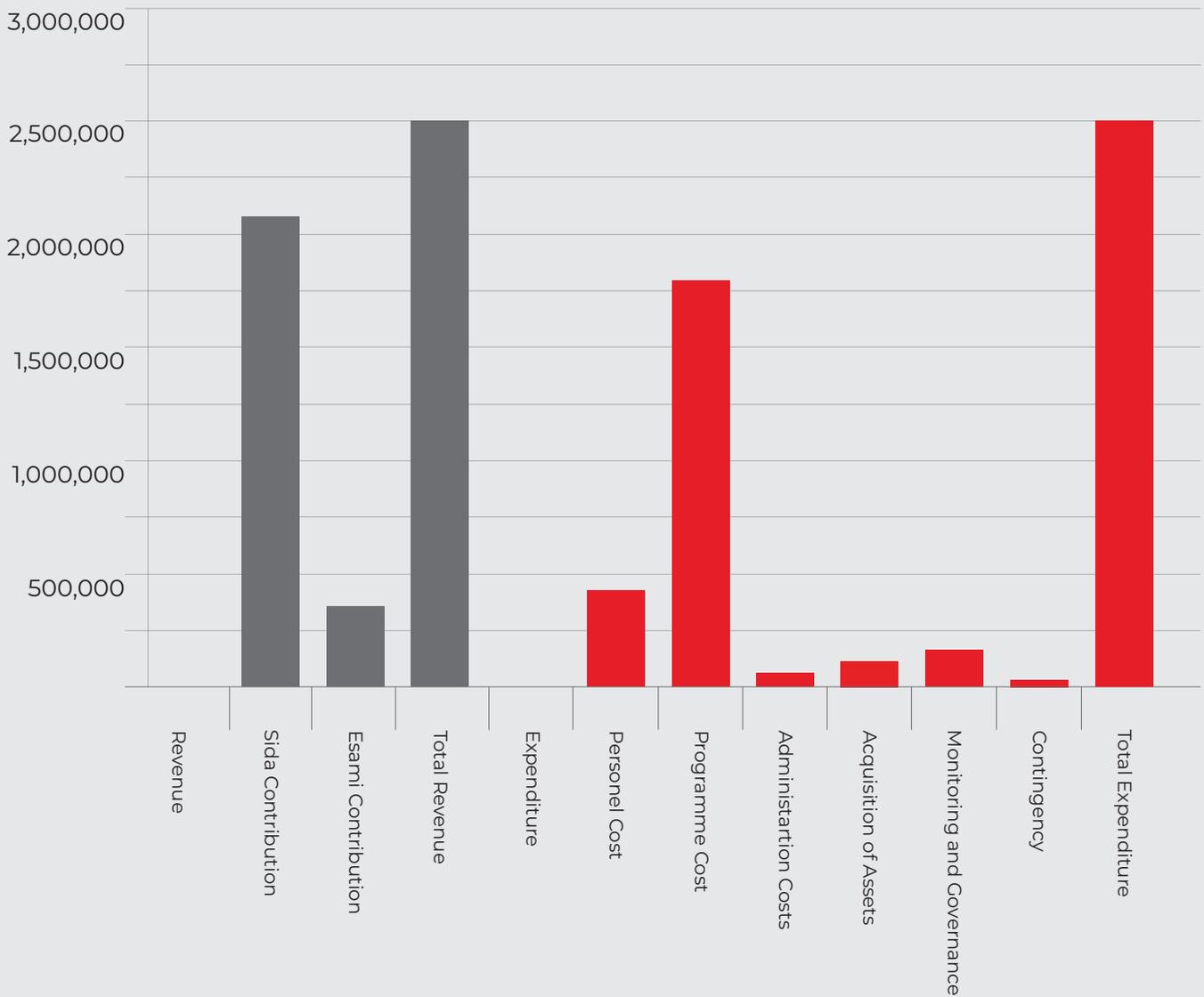
The chart below shows the participants' weeks reported during the period under review:

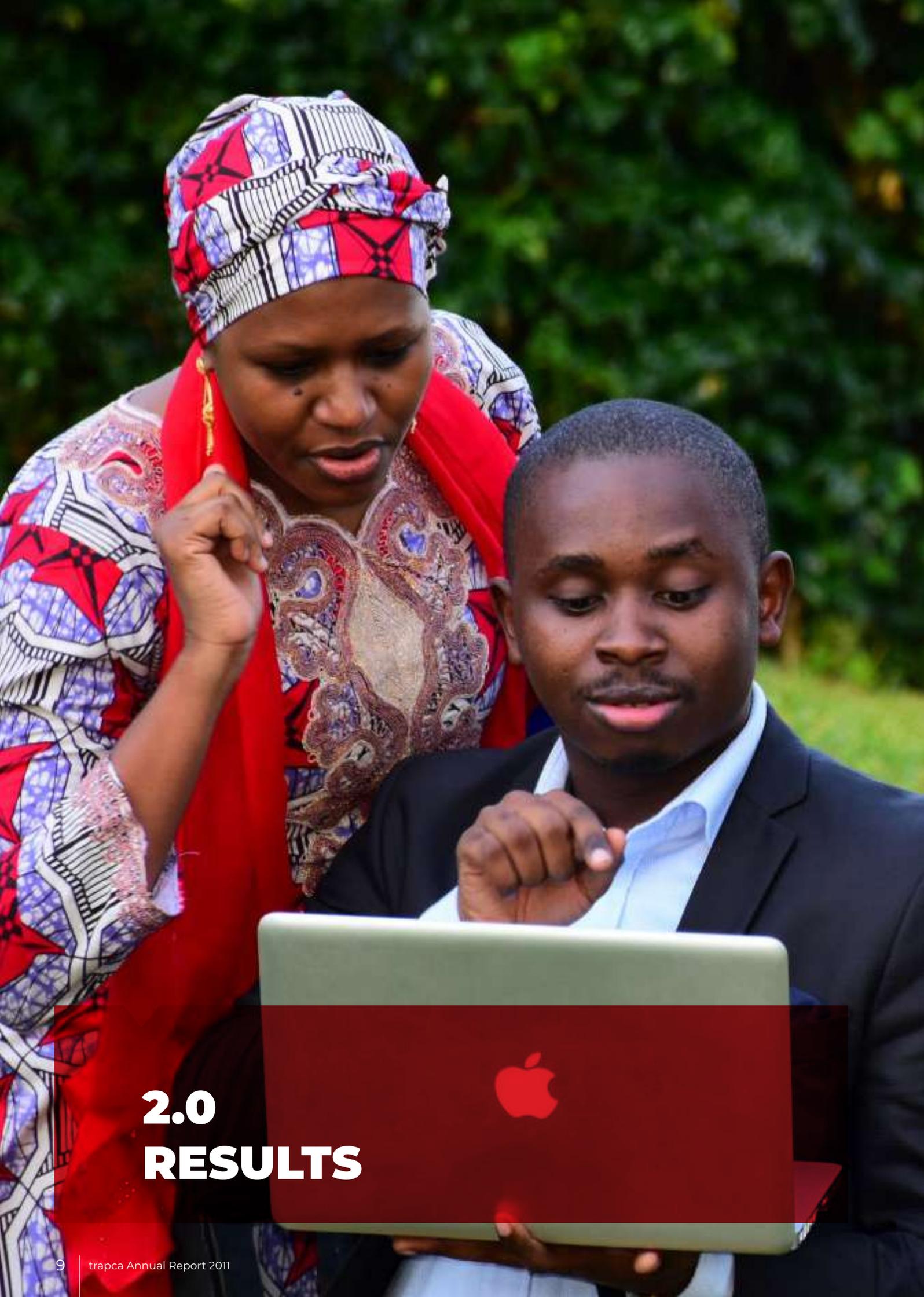
Participants' weeks achieved Jan - Dec. 2011 Completed Courses



1.7 Summary of Expenditure

The graph below shows the total expenditure and its proportion for the reporting period.





2.0 RESULTS

2.1 Project Result Analysis Framework (RAF)

The Program Document (Prodoc) assumptions are based on a twelve-month period. However, the contract was signed in April 2011, leaving management with nine months of implementation. Management, therefore, adjusted the activities to be within the budget and time. The following table shows the Centre's results for the period under review.

Objectives	Indicator	Source of verification	Implementation Status	Comments
<p>Outputs</p> <p>1. The master's program provided for students from LDCs and low-income sub-Saharan African countries;</p>	<p>1.1 Annual delivery of 16 CITD course weeks in trapca and 4 CITD course weeks in West Africa, thus attracting on average 25 students. The target is to train 150 students annually.</p>	<p>trapca annual report, course statistics</p>	<p>120 participants' weeks were attained against 600 participants' weeks planned</p>	<p>Two CITD courses were deferred to finance the advanced courses to get a graduating class.</p>
<p>Foundation, intermediary and Diploma courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries</p>	<p>1.2 Annual delivery of 14 specialized short course weeks, attracting 175 trade practitioners. The target is that at least 25 will be awarded a Post-Graduate Diploma in International Trade Policy and Trade Law, Intermediate Level.</p>	<p>trapca annual report, course statistics</p>	<p>612 participants weeks against 600 participants weeks planned</p>	<p>Exceeded</p>
	<p>1.3 Annual delivery of 24 master's course weeks, thus attracting 30 students. The target is that at least 25 will graduate with a Post-Graduate Diploma in International Trade Policy and Trade Law, Advanced Level. At least 20 of these will complete the master's program and graduate with a Master of International Trade Policy and Trade Law in 2012.</p>	<p>trapca annual report, course statistics, Graduation report</p>	<p>4,590 Participants' weeks were achieved against a planned 3,150 Participants' weeks. 14 graduated with PGD-A against 20 planned and 17 graduated with MSc against 15</p>	<p>trapca exceeded in participants weeks. The number of graduates for the PGD-A was short of 6 due to their inability to meet academic performance requirements to graduate</p>

Objectives	Indicator	Source of verification	Implementation Status	Comments
	1.4 Annual delivery of at least 4 customised training courses/ workshops for trapca partners.	trapca annual report, course statistics	59 participant weeks were achieved against the 50 participants weeks planned.	Exceeded
Develop and offer an Executive Trade Policy Management Diploma Programme from 2011.	1.5 Launching of an Executive Management Diploma course in 2011, and an annual delivery of 14 course weeks. The target is that at least 25 Executive Diplomas in International Trade Policy Management will be awarded from 2012.	course statistics	Work in Progress	trapca has proposed an alternative strategy for this deliverable
2. Established network of research and trade information centres/ institutions;			The network of trapca increased to 18 institutions in the reporting period	Exceeded
Network established with African universities for PhD.			Work in Progress	trapca is in discussion with potential partners on collaborating on the PhD programme
3. Fora for trade policy Dialogues; Annual workshop in trade policy issues.	3.1 One annual conference, one annual trade policy workshop, two Regional integration forums, and two Private sector forum from 2011- 2015	trapca annual report, activity report, Workshop and conference reports	One Annual conference was held, one Tripartite Forum held and One Trade Policy Research forum held	Exceeded
Main activities				
Training and training follow up;		Annual work plans and budgets	On going	Achieved and ongoing as stated above
Course development;		Annual work plans and budgets	On going	Achieved and on going as stated above
Research network activities;		Annual work plans and budgets	On going	Achieved and on going as stated above

Objectives	Indicator	Source of verification	Implementation Status	Comments
Planning and implementation of customised training courses;		Annual work plans and budgets	On going	Achieved and on going as stated above
Planning and implementation of trade policy dialogues with RECs and other trade institutions;		Annual work plans and budgets	On going	Achieved and on going as stated above
Planning and implementation of annual workshops.		Annual work plans and budgets	On going	On going
Development of a plan for long term financial sustainability		Financial sustainability plan presented in 2013	On going	a time table has been developed and shared with stakeholders





3.0 ACTIVITIES

3.1 Training Activities

During the period under review, 26 courses were conducted compared to the 25 planned: twelve advanced courses, eight specialized courses, two foundation courses, and four jointly offered courses. A total of 513 students participated in the 26 courses, equivalent to 5,291 participant weeks. It compares favorably with 470 students planned and 4,195 pax weeks. The difference was attributed to overwhelming demand and increased participation in the advanced courses.

Trapca collaborated with The University of Sussex and Inter-Analysis and provided a one-week course in trade policy analysis software developed by the University of Sussex and Inter-Analysis. Trapca aims to incorporate this software in some of the courses. In addition, trapca held one joint course with the World Bank Institute on regional integration and food security and one joint course with IISD in Dakar on Investment agreements. During the period under review, trapca once again hosted an Edulink course on trade policy formulation, which was aimed at enhancing the capacity among lecturers from the members of the North-South network.

3.1.1 Foundation Courses

Two foundation courses were offered during the period under review and 30 participants participated in the trapca Certificate in International Trade and Development.

Table 1: List of foundation courses and number of participants in 2011

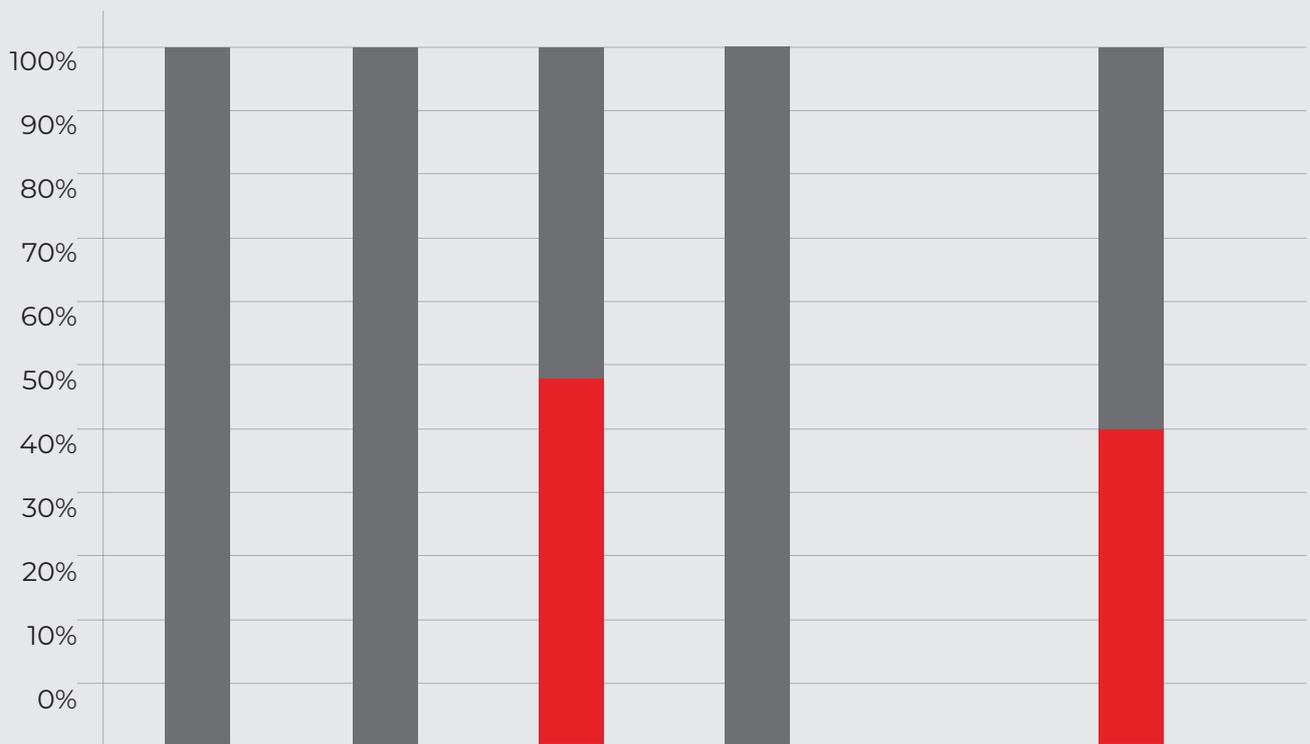
Courses	Dates	Actual No. of Participants	Target No. of Participants
TRP 100: Certificate in International Trade and Development	2 nd - 27 th May	13	25
TRP 100: Certificate in International Trade and Development	31 st Oct - 25 th Nov	17	25

The Academic office rescheduled foundation courses. Two courses were dropped to pave the way for additional funding for advanced courses to raise an MSc graduation class.



3.1.2 Performance of participants in CITD

Performance in Foundation Courses 2011



	A(85 - 100)	B(75 - 84)	C(65 - 74)	D(55 - 64)	E(50 - 54)	F(0 - 49)
TRP 100 NOV.	1	5	7			3
TRP 100 MAY			9	2		2

The average performance in the CITD courses was relatively good with only two students in the May course and three students in the November course failing the course.



3.1.3 Specialized courses

So far, 153 participants have participated in the trapca specialized courses offered. The following specialized courses were offered independently during the period under review.

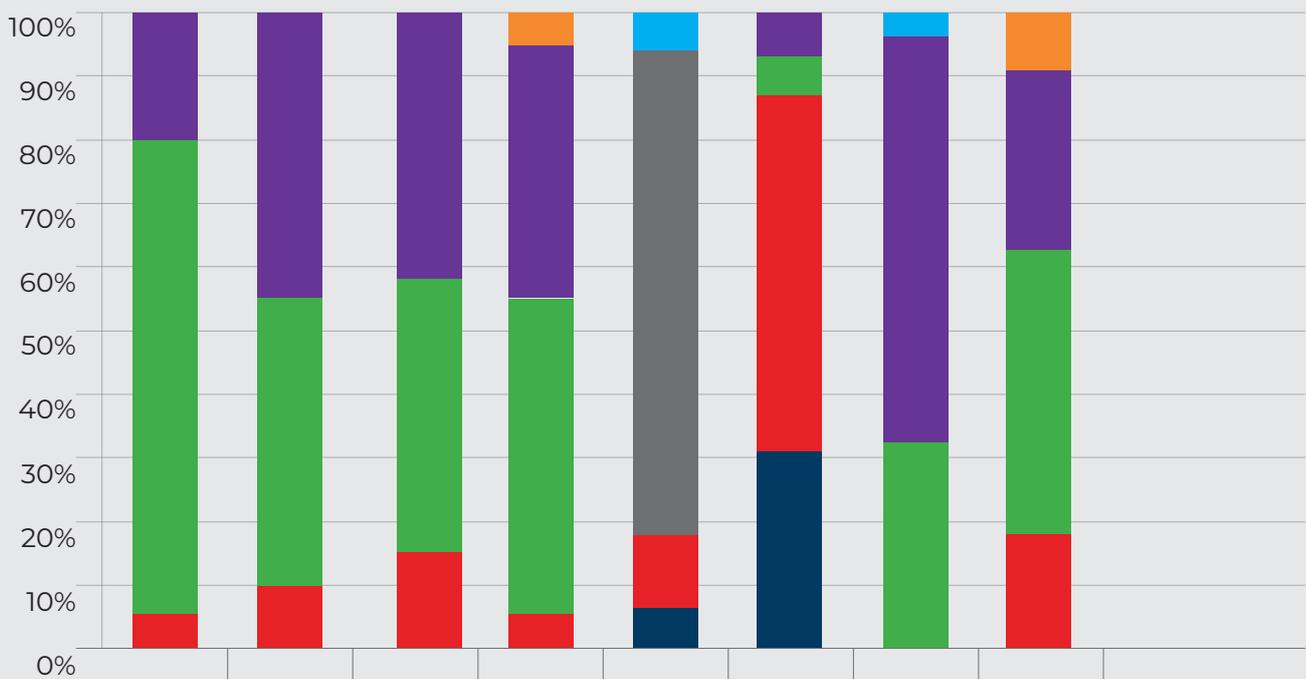
Table 2: List of specialized courses and number of participants Jan 2011- Nov 2011

Courses	Dates	Actual No. of Participants	Target No. of Participants
TRP 301: International Trade and Development	7 th - 18 th Nov	21	25
TRP 302: International Trade Law and Development	24 th Oct - 4 th Nov	22	25
TRP 304: Quantitative Trade Policy Analysis	10 th - 21 st Oct	20	25
TRP 303: International Trade Negotiations and Cooperation	26 th Sep – 7 th Oct	14	25
TRP 304: Quantitative Trade Policy Analysis (Francophone)	23 rd May - 3 rd Jun	16	25
TRP 305: Dispute Settlement under WTO and Regional Trade Agreements (Francophone)	9 th - 20 th May	16	25
TRP 307: Trade and Intellectual Property	28 th Feb - 11 th Mar	22	25
TRP 313: Strategic Management for Trade	14 th Feb - 25 th Feb	22	25

3.1.4 Performance of participants in specialized courses

The performance of the participants in the ECTS grading system is illustrated in the figure below.

Performance in Intermediate Courses 2011



	TRP301	TRP301	TRP303	TRP304	TRP304F	TRP305F	TRP307	TRP313
F(0-49)	0	0	0	1	0	0	0	2
E(50-54)	0	0	0	0	1	0	1	0
D(55-64)	4	9	6	8	0	1	14	6
C(65-74)	15	9	6	10	12	1	7	10
B(75-84)	1	2	2	1	2	9	0	4
A(85-100)	0	0	0	0	1	5	0	0

The performance was very good at the intermediate level, with an average grade of at least a C across all the courses. No failed grades were recorded for all courses except RP 304: Quantitative Trade Policy Analysis, and TRP 313: Strategic Management for Trade, which recorded 1 and 2 failed grades, respectively. The failed grades are insignificant given the rest of the pax were awarded a certificate of competence. The course with exceptional performance was TRP 307: Dispute Settlement under WTO and Regional Integration Agreements (Francophone), with all participants being awarded a certificate of competence and over 85 percent attaining a B grade and above.

3.1.5 Advanced Short Courses

A total of 240 students participated in the advanced courses. The following courses were offered under this category.

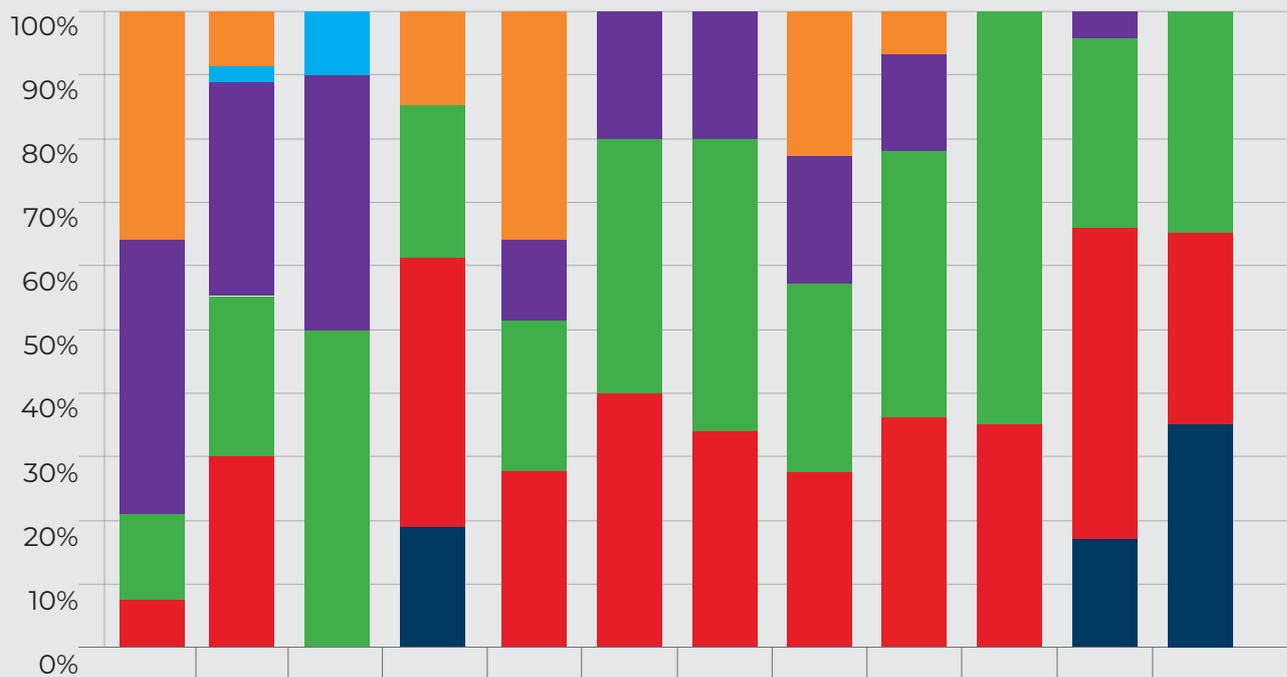
Table 3: Advanced courses offered during Jan 2011 to Nov 2011

Courses	Dates	Actual No. of Participants	Target No. of Participants
TRP 507: Bilateral, Multilateral and Regional Trade Integration	14 th - 25 th Nov	14	25
TRP 506: Drafting and interpretation of trade agreements	31 st Oct - 11 th Nov	14	25
TRP 505: Political economy of commercial policies and development	17 th - 28 th Oct	15	25
TRP 510: Trade Related Intellectual Property Rights (Trips) and TRIMS	30 th May - 10 th Jun 2011	23	25
TRP 502: Legal Foundations of Trade and Trade Policy (Francophone)	23 rd May - 3 rd Jun 2011	26	25
TRP 509: Trade In Services	16 th - 27 th May 2011	25	25
TRP 501: Economic Foundations of Trade and Trade Policy (Francophone)	9 th - 20 th May 2011	27	25
TRP 508: Trade Negotiation, Co-operation and Leadership	2 th - 13 th May 2011	25	25
TRP 504: Sectoral Trade Policies and Development	28 th Mar - 8 th Apr 2011	22	25
TRP 503: Tools of Trade Policy Analysis	14 th - 25 th Mar 2011	25	25
TRP 502: Legal Foundations of Trade and Trade Policy	28 th Feb - 11 th Mar 2011	15	25
TRP 501: Economic Foundations of Trade and Trade Policy	14 th - 25 th Feb 2011	15	25

3.1.6 Performance of participants in the Advanced Short Courses

The performance of the participants in the ECTS grading system is illustrated in the figure below.

Performance in Advanced Courses 2011



	TRP501	TRP501	TRP502	TRP502F	TRP503	TRP504	TRP505	TRP506	TRP507	TRP508	TRP509	TRP510
F(0-49)	5	2	0	1	9	0	0	3	1	0	0	0
E(50-54)	0	1	1	0	0	0	0	0	0	0	0	0
D(55-64)	6	9	4	3	3	4	3	3	2	0	1	0
C(65-74)	2	7	5	6	6	8	7	4	6	15	7	8
B(75-84)	1	8	0	11	7	8	5	4	5	8	12	7
A(85-100)				5	0	0	0	0	0	0	4	8

The performance across the advanced modules offered during the review period reveals a similar trend to what was previously observed at trapca. The performance and pass rate in the more applied courses are normally good. These courses are TRP 504: Sectoral Trade Policies and Development, TRP 505: Political

Economy of Trade and Commercial Policies, TRP 508: Trade Negotiations, Cooperation, and Leadership, TRP 509: Trade in services, and TRP 510: Trade Related Intellectual Property Rights. On the other hand, the performance and pass rates in the more theoretical courses TRP 501: Economic foundations of trade and trade policy and TRP 503: Tools for trade policy analysis, some students tend to struggle to meet the pass mark.

In the TRP 501: Economic foundations of trade and trade policy offered at Arusha, 5 out of 14 failed the final exam, while TRP 501 offered in French in Dakar had 2 out of 27 who failed the final exam. This outcome can be attributed to better academic entry behavior for francophone students. In the TRP 503: Tools for trade policy analysis, 9 out of 25 students failed. The two courses TRP 501: Economic foundations of trade and trade policy and TRP 503: Tools for trade policy analysis, are technical. Those participants with limited backgrounds in economics or quantitative fields get challenged with these courses. Besides being less technical, the relatively higher grades in TRP 502: Legal foundations of trade and TRP 509: Trade in services might be attributed to the fact that these modules are offered after students' conceptual understanding of the issues has been enhanced by taking the TRP 501: Economic foundations of trade and trade policy.

3.1.7 Joint courses



3.1.8 University of Sussex/ InterAnalysis trapca joint course

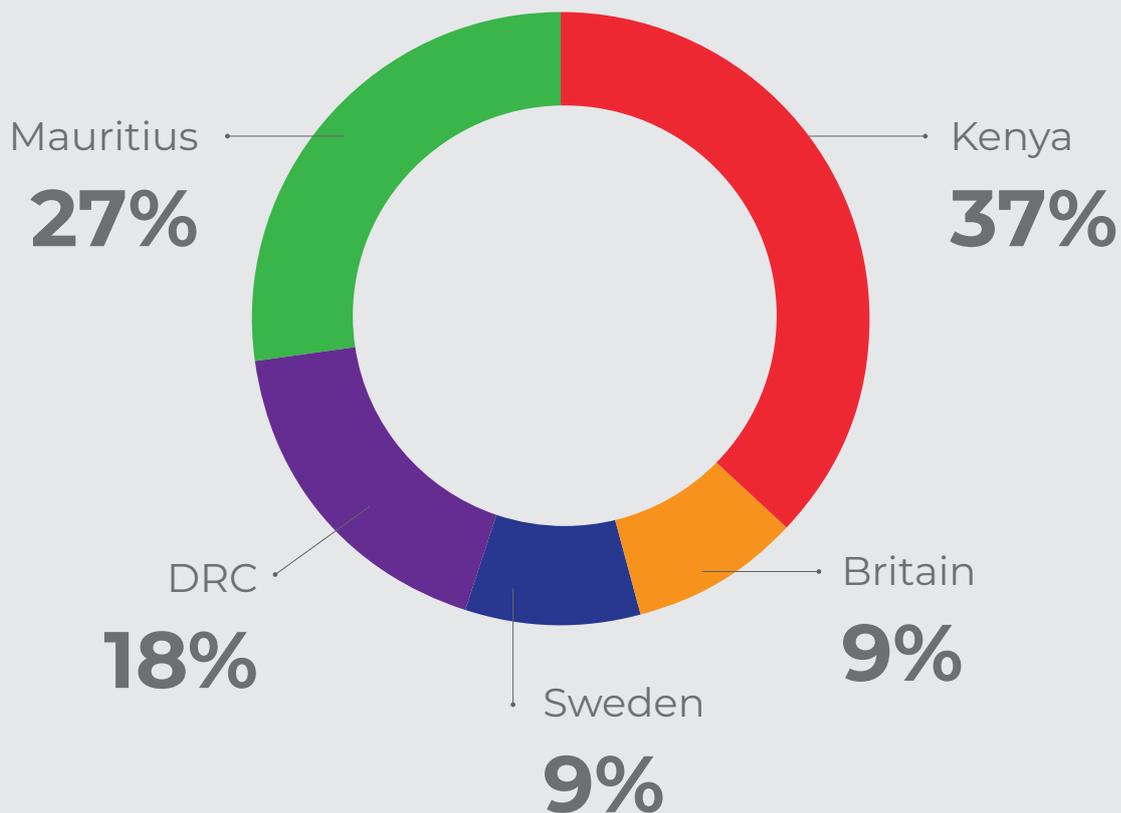
During the period under review, trapca, in collaboration with Sussex University and Inter-Analysis, jointly offered a one-week course in Arusha in a trade policy analysis software called Trade Sift, which the University of Sussex and Inter-Analysis developed. Trapca's view is that this software is highly useful when conducting trade policy analysis and should form part of some of trapca's courses.

The course attracted 18 senior participants from various ministries and universities. Most of them were either part of trapca's faculty or part of trapca alumni and came from 7 different countries. The participants appreciated the software's applicability and relevance to their day-to-day work, research activities, and teaching. Besides being provided with the software, the participants also received a laptop.

3.1.9 Edulink

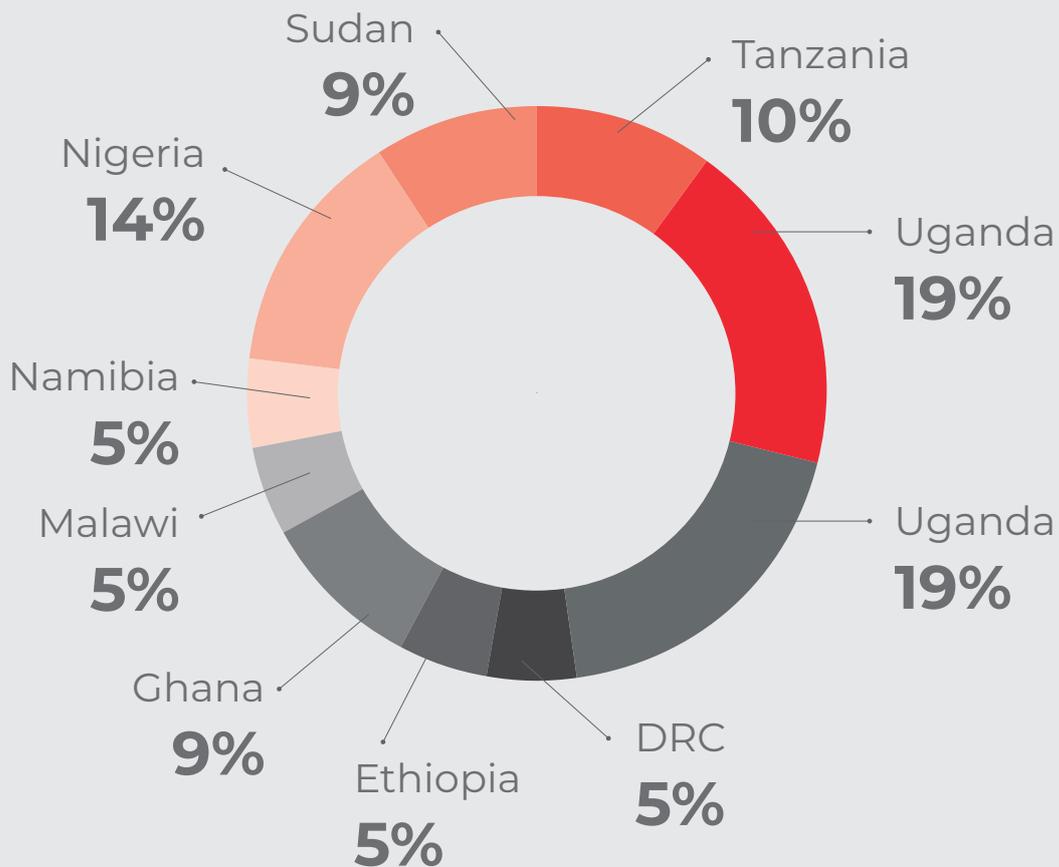
Between the 4th and 15th of April, trapca once again hosted an Edulink course. The course was for lecturers; this time, the first week was on the political economy of trade, and the second week was an introduction to the trade policy software Trade SIFT. In total, eleven participants attended the course.

The graph below shows country diversification among the participants.



3.1.10 World Bank trapca joint course

Between 30th May and 3rd June , trapca, in collaboration with the World Bank Institute, jointly offered a one-week course on Regional Integration and Food Security in Africa. In total, 21 participants attended the course. The participants came from ten different African countries, as shown in the graph below.



3.2 Sample Feedback

The following is a selected sample of feedback from students and faculty extracted from a tracer survey done in November 2011.



'I have been a member of trapca's Academic Advisory board since its inception. Indeed I was actively involved in the initial design of the syllabus and module content for its diploma and Master's courses. This has taken me both to Arusha and Geneva for meetings. I have also been involved with the teaching and delivery of one of the Master's modules (TRP501: Economic Foundations of Trade and Trade Policy). As someone who has been active in doing research and giving policy advice on trade policy in Africa for nearly three decades, I was delighted to be given the opportunity to contribute to building the capacity for African countries to design, implement and negotiate better policies toward regional trade and international integration. The need for this increased capacity was evident and pressing, and

trapca is playing a significant role in tackling the issue. It is creating cohorts of future policymakers and leaders in the trade field and providing opportunities for the community of trade policymakers in Africa to share and exchange ideas.

The courses trapca runs are deliberately designed to combine analytical and technical rigor with operational and policy relevance and to combine inputs from established academic researchers and policymakers. Those delivering the courses on the economics and law of international trade policy come from Universities, national policy institutes, and international agencies. They offer the experience of operational trade issues and trade negotiations, often unavailable in University and vocational courses.

Prof. Chris Milner,
Head of School of Economics, University of Nottingham, UK.



I am pleased to inform you that this year Lesotho is the coordinator of the Africa Group on WTO issues. This means I will be chairing the WTO experts group during the year 2012/2013. This new task adds to my being the focal point on NAMA for the LDC group, Focal Point on trade and the environment under ACP, and deputy focal Point on NAMA under the same Africa Group. This has been a tremendous achievement for only three years in Geneva. As I briefed you, it also adds to having been coordinator of G 77 and China under UNCTAD in 2011. With this, I can't but always thank trapca for the worthwhile investment. I believe it to be a true testimony of the impact of trapca for one as a non-economist or lawyer; I have been able to sail through.

Tsotesi Makong,
First Secretary, Lesotho Permanent Mission, Geneva, trapca student.



Having gone through training at trapca has enhanced my understanding of trade and policy issues. My contributions in parliamentary debates on trade matters have been focused and informed, including EAC issues, ongoing COMESA-EAC-SADC tripartite FTA, and EAC-EU EPA negotiations.

Hon. Safina Tsungu,
Member of Parliament, EAC



The skills I gained at trapca will forever be an asset in my career in international trade policy I am able to understand the various trade jargon and apply analytical, theoretical, and negotiation skills in my day-to-day work.

Apart from the skills, I built a great network of trade policy experts and specialists from all over Africa and the world. My classmates and lecturers have from time to time offered valuable advice on various issues.

When I commenced training at trapca, I was an economist at the Ministry charged with a number of responsibilities such as preparation of various policy briefs for the Minister and Permanent Secretary as well as representing Kenya in negotiations of various elements of the EAC customs union and common market and the Economic Partnership Agreement with the EU (EPAs). During and after the training, I got more comfortable with these duties and was allocated more and more responsibilities in these areas. I was the alternate coordinator for the High-Level Taskforce on the EAC Common Market negotiations in Kenya, participated in the Special Economic Zones Taskforce and EPAs negotiations, and led various other processes of drafting country position papers in the areas of Trade, customs, investments, and private sector development. I also coordinated Kenya's participation (at the technical level) in the 1st EAC COMESA SADC Tripartite summit and 2nd EAC Investment Conference and follow-up actions on these. In early 2010, I joined the CIDA regional program at the Canadian High Commission in Nairobi, and again, the skills have continued to be quite useful.

Hellen Oriaro,
Development Officer, CIDA Regional Program,
Canadian High Commission, Nairobi, Kenya,
trapca alumni.



Courses at trapca have honed my analytical skills in organization, analysis, and presentation. Since joining trapca, I have left my position as a trade economist at the EU and joined a more senior position at the World Bank as a country economist. The new work requires more analytical work, a competency I have gained through the trapca MSc course.

Temwa Gondwe,
Country Economist, World Bank,
Malawi



3.3 Policy Dialogues

3.3.1 Fourth Trade Policy Research Forum

The fourth **trapca** Trade Policy Research Forum was held in Arusha, Tanzania from 8 – 9 August 2011. The theme of the conference was “**African Trade Blocks: Challenges and Prospects**”.

The two-day forum was organized into five sessions, each involving presenting thematically related papers . This report identifies the key issues that were deliberated during the forum. Additionally, the forum covered the launch of a book, part of which content was based on a paper previously presented at a similar **trapca** forum . The book “Africa Regional Trade Agreements as Legal Regimes” was written by James Thuo Gathii and published by Cambridge University Press .

Session one focused on the Dynamics in Regional Trade Agreements. This session explored developments in regional trade agreements, based on four papers. The first paper on “Regional integration in COMESA: state of play and challenges. The second paper was on “Financing Economic Partnership Agreements: challenges and policy options for implementing the proposed development matrix under the East Africa Community/ European Union Economic Partnership Agreement. The third paper focused on the state of play and challenges within ECOWAS. The fourth paper took a legal perspective with a focus on the Neo-Liberal turn in Regional Trade Agreements.

In session two, bilateral investment treaties (BITS) and regional trade agreements (RTAs). The first presentation focused on Africa-China investment agreements and implications for broader Africa-South economic cooperation while the second paper assessed the Proliferation of bilateral and regional trade agreements.

The third session dwelt on exchange dynamics and implications on trade. One paper looked at the Exchange Rate Sensitivity of the Trade Balance from the context of Malawi while the other assessed the Exchange Rate Policy and Africa’s Foreign Trade. The last two sessions covered issues on bilateral, regional integration and multilateral arrangements. One of the papers focused on the Uruguay Round Agreement on Agriculture and Doha Round Agreement on Agriculture Negotiations. Another dwelt on trade outcomes in Africa’s Regional Economic Communities and Institutional Framework. In the last session on the papers focused the implications of Bilateral Arrangements on Regional Integration Initiatives while another focused on the implications of African regional integration and the multilateral arrangements. Among the papers presented, the last one dwelt on EPA negotiations between the EU and the Central sub-region.



b) Global faculty meeting 2011

The 2011 faculty meeting on 10th August 2011 generated interesting observations by faculty members. This is a brief on highlights of the reflections from the faculty members. The faculty meeting was organized in three thematic groups. During the group sessions, the group representatives made presentations on their deliberations. The first group focused their deliberations on issues concerning the eLearning platform's population with course lecturers' reference material. The second group deliberated on assessment modes, and the third group focused on curriculum review.

Among the highlights of the deliberations from the faculty meeting include the following.

- On eLearning the faculty members emphasized the need to appreciate peculiar challenges of virtual teaching and ensure that there are control mechanism complied by both lecturers and students especially with timelines.
- On assessments, the faculty members suggested that it is important to make particular materials that are relevant to critical concepts compulsory for students to read before onsite sessions by tagging pre-session assignment to it. On curriculum, it was suggested that levels of depth and complexity in common concepts that span certificate to MSc should be taken into account to avoid exposing students to more complicated material at certificate level or vice versa.





3.3.2 The COMESA - EAC- SADC tripartite FTA

The timeous event on “COMESA, EAC, and SADC Tripartite FTA: The Road Ahead” brought together various stakeholders in the Tripartite Free Trade Area (TFTA) regional integration process in Arusha, Tanzania. They reviewed the progress of the talks, identified potential obstacles, and highlighted areas that can be used to build consensus .

The two day forum held on 5th and 6th September 2011 was judged to be informative, by the private sector constituency and public sector negotiators, and rich in the discourse of the policy issues - market integration, Rules of Origin, trade facilitation and industrial development - that need to be considered by policy makers and the three participating regional economic communities (RECs); Common Market of Eastern and Southern Africa (COMESA) East African Community (EAC) and Southern African Development Community (SADC).

As the tripartite member states prepare for formal negotiations in 2012, **trapca** hopes to, in the medium term; provide the outcomes of the meeting to the member states (negotiators) in a analytical policy brief that will capture the aspirations and concerns of the various constituents that were at the meeting and, in the long term; contribute to the process by continuing to hold relevant and informal TFTA discussions with all the constituents. In the interim, this document provides the highlights and outlines the key policy questions that came out of the meeting.

Conclusion:

The TFTA initiative is no doubt ambitious. The goodwill of the 26 countries’ to be part of it, is laudable but the effort and work that will be directed to achieving it should not be underestimated. At the first instance, it may be useful to identify the areas that have the potential to cause wide gulfs amongst the parties and solve them so as to generate momentum and more appetite for the project resulting in an “early harvest”. But the ultimate achievement will be in using the opportunity for trade to create development in the TFTA states.

3.3.3 The Annual conference

The 6th annual trade policy conference, which coincided with trapca's 5th anniversary celebrations-, was held at the ESAMI Headquarters in Arusha, Tanzania, on 24th and 25th November 2011. The theme of the Conference was 'Foreign Land Acquisitions in Africa: Implications for Trade, Investment, and Development Policies.'

Land acquisition in Africa by foreign investors is on the rise. To this end, the 6th conference was organized to debate contemporary issues in this arena. The conference also had another objective: to develop concrete policy interventions and recommendations that harness foreign investment in the land on the continent. The land has always been central to African livelihoods, and in many (if not all countries), it triggered arms struggles leading to the independence of African countries. Apart from being one of the key factors of production, land in Africa has sentimental and social values that distinguish Africans as a people. Africa's development trajectory is still centered on land, and as such, the land remains a critical strategic resource upon which the developmental revolution and evolution are anticipated.

The conference deliberations generated the following emerging issues besides formal opening and closing sessions at the beginning and the end of the Conference, respectively:

On the implications of acquisition of land rights:

- Many lease agreements cover extended periods from 50 - 99 years.
- It emerged that beyond land acquisitions lies hidden drivers, including the need to propel food security, energy security, water security, and other aspects from the foreign investors.
- Contracts drawn tend to favor the investors, and clauses dealing with dispute settlement should be scrutinized.
- Land acquisitions in Africa by foreign investors propel growth in investing countries more than the host country.
- Land acquisitions in Africa present both risks and opportunities, and it is the role of African people to manage and mitigate the risks and enhance the opportunities.

On foreign land acquisition implications in East and West Africa

- Local, indigenous and weak communities (including women and children) are threatened by land acquisitions in Africa, resulting in loss of land, income, and violation of their human rights .
- There is a real challenge regarding possible water-related conflicts amongst African riparian states like those sharing huge river basins, including the Nile, Congo, and Zambezi, as water demand grows to satisfy new uses from newly acquired land .

On bio-fuels and carbon farming

- If not handled well, biofuel production and carbon farming could lead to severe food shortages in Africa.
- The need to address climate change and the emergence of the green (global) economy is one of the key drivers in the current land rush in Africa. The twin fronts of biofuels production and the carbon market are central.

On FDI in land with regard to legal implications

- The notion of idle or underutilized land needs re-thinking as, typically, there is no such land.
- It emerged that although the justification for land acquisition is sometimes based on the fact that Africa has idle land, much of the land being grabbed is highly productive. This is a point supported by the fact that many lands are going to private investors (including pension funds).
- African governments and politicians actively promote foreign land acquisitions, including concessions on so-called 'land-for oil' or 'land-for-food' deals.
- It emerged that land acquisition was real, and Africa could not wish it away .
- Although lack of capacity arose, the overall understanding was that monitoring and evaluation were significant concerns .
- Participation of key policymakers in trapca activities could be increased so that deliberations feed directly to those that influence policy.

In response to emerging issues highlighted above, the following were some of the key policy interventions and recommendations that came out of the conference:

- African governments need to develop new generation land management policies that address the emerging challenges of land acquisitions .
- Regulatory mechanisms to screen foreign direct investment in the land should be immediately instituted at an Africa Union level. If this fails, the RECs could be good starting points for harmonization.
- Full cost-benefit analysis of land acquisition deals should be undertaken, emphasizing social costs and benefits.
- African governments need to know what is taking place in their territories, and to this end, land audits are eminent. This requires that governments ask questions, including; who is acquiring land? Where? To what extent? For what purpose? How much productive land does the country have ?



4.0 **MARKETING ACTIVITIES**

4.1 Introduction

The year 2011 marks a market consolidation phase for **trapca**. In the current phase, **trapca** will further increase its reach through marketing activities, namely promotion, brand management, event management, and marketing visits. This is the first time **trapca** has rolled out the complete course fees plan since we started charging fees in 2009. We are still monitoring the impact, showing a drop in participant numbers across all course levels. Since the funding contracts were signed late, we were also late in providing market information, as it was unclear what level of subsidy would be available to students. The impact of this delay is evident in both drops in the number of applications and actual numbers. Sometimes the market takes time to absorb or react to corporate initiatives. While this may be a blip, we will monitor any severe negative outcomes closely. There is still a real case for increased funding at some course levels. All students, even funded ones, meet part of their upkeep costs in a cost-sharing scheme that increases ownership of the core constituency- the LDCs.

In the current phase, **trapca** will further **increase its reach through marketing activities namely promotion, brand management, event management and marketing visits.**

4.2 Marketing activities

In order to harness e-marketing, trapca 's e-learning platform was officially launched during the period under review. The new platform enables faculty and students to post assignments, results, and course material. This new initiative has led to increased navigation of the website. As a result, there has been an increase in online applications for courses.

4.3 Promotion

As part of the annual marketing plan, trapca placed the 2011 course advertisements in all ESAMI member countries. The website's popularity has increased through aggressive marketing. trapca received 80% of the course applications through the website. This is a notable increase of 10% compared to 2010. This outturn can be attributed to a better design of the website and an e-learning platform that encourages continued use of the website.

trapca initiated a new collaboration with the University of Sussex as an additional avenue to market the centre and to increase visibility and credibility in the market. The first joint courses with the World Bank Institute continued to increase our marketing reach, through advertisements on the Institute's website.

4.4 Marketing Channels



trapca 's main marketing channel has been mainly through the website. This is for both information on courses and email communication. The second channel uses ESAMI networks, which involve face-to-face interaction through marketing visits. The third channel has been referrals from trapca alumni. During the period under review, the website still ranked the most common channel through which participants learned about trapca courses, followed by referrals and ESAMI visits .

4.5 Brand Management

Trapca continued to promote its brand by offering high-quality courses and events. Feedback and commitment from our alumni have assured us of our position in the market. The commitment is demonstrated through the alumni initiative to form the trapca alumni network (TAN), a forum to present academic articles and papers our own trapca alumni wrote. The papers and the constructive discussions demonstrate the quality image of trapca training.

4.6 Outcomes

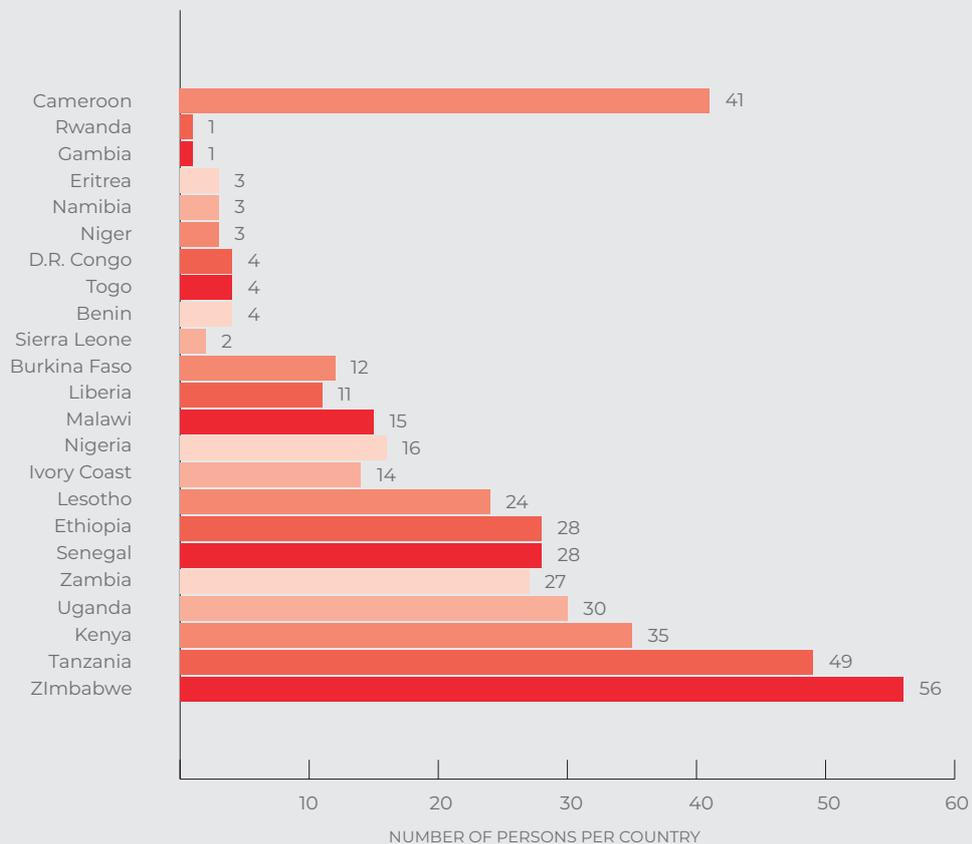
4.6.1 Courses and participants

In 2011, **trapca** offered 26 courses, 4 of which were tailor-made. The courses continued to attract participants from the legal profession and economists from Low-income Sub Saharan countries .

4.6.2 Country Distribution

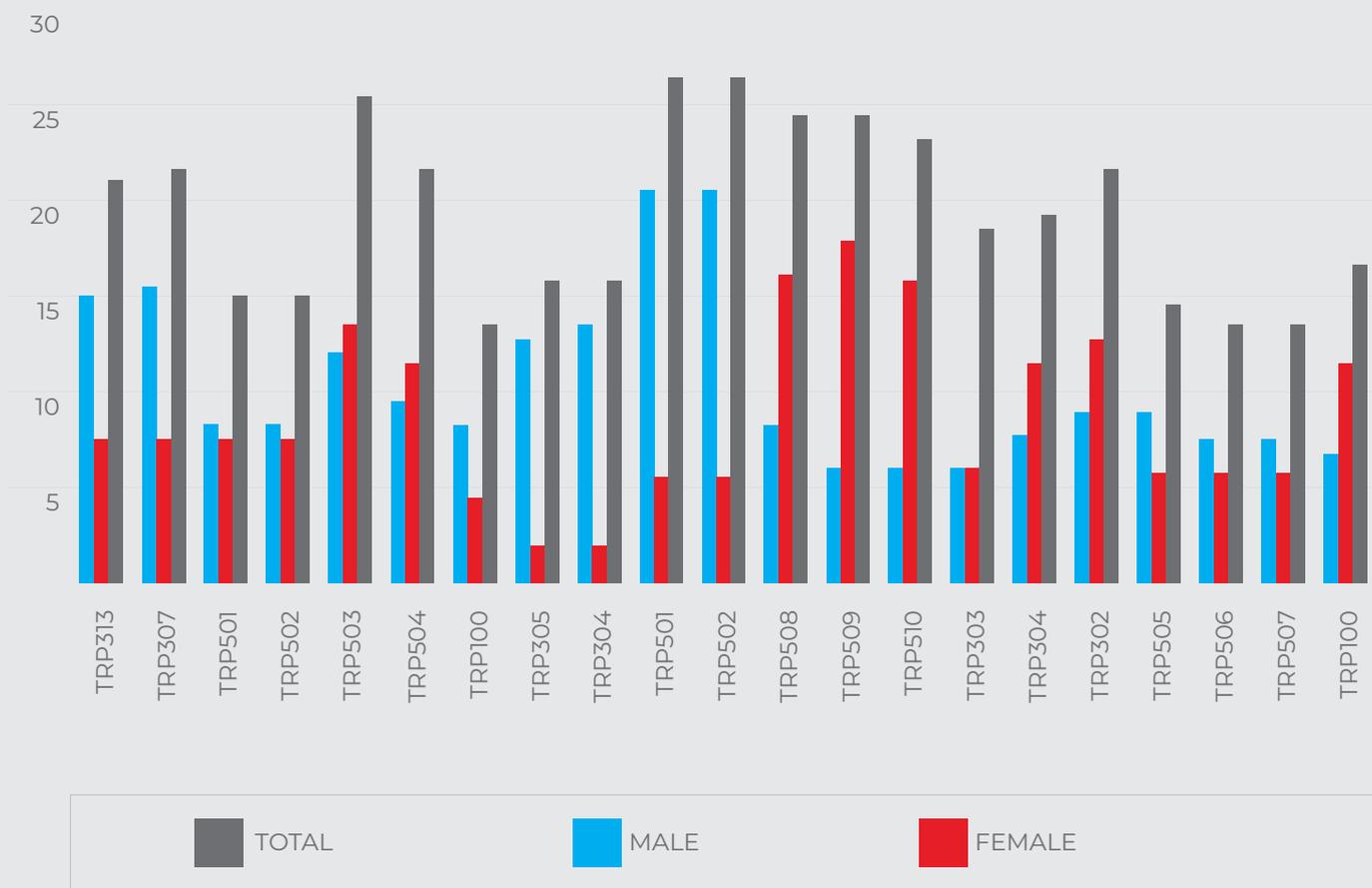
The chart below shows that 23 countries were represented in the **trapca** courses. The courses attracted 411 participants, excluding four tailor-made courses.

There were 41 participants from Cameroon. Rwanda and Gambia had 1 participant each. Eritrea, Namibia, and Niger had 3 participants each. D.R Congo, Togo, and Benin had 4 participants each. Sierra Leone had 2 participants. Burkina Faso had 12. Liberia had 11. Malawi had 15. Nigeria had 16. Ivory Coast had 14. Lesotho had 24, and Ethiopia and Senegal each had 28. Zambia had 27. Uganda had 30. Kenya had 35. Tanzania had 49, while 56 were from Zimbabwe .



4.6.3 Gender Spread

trapca continuously endeavored to obtain gender balance in all its courses. The year 2011 saw female participation increase to 45% of the total number of participants who attended the courses, while male participation stood at 55%. The increase is attributed to management's decision to offer a full scholarship to female participants to encourage them to participate in the training .



4.6.4 Sector Spread

The sectors were represented as follows: 249 (60.6percent) were from Public Sector, 114 (27.7 percent) were from Private Sector and 48 (11.7 percent) were from Non-Governmental Organizations.

4.6.5 Feedback from Participants

The overall impression of the courses attended as rated by the 411 participants in attendance was as follows:

Course Content: 229 participants rated the course content and delivery as excellent. 142 participants rated the course as very good, while 40 participants rated the course as adequate.

Course Materials: Participants commended trapca for introducing the e-learning platform and posting course materials and results online. This enabled them to access the materials way before course commencement. Participants also cited that access to course material ahead of lectures gave them time to read through the notes before the lecture and enhanced their understanding of the modules .

Facilities: Food and accommodation were rated at 74.5%. The rating during the reporting period increased by 5.5% from 2010. This is attributed to implementing some of the suggestions received in the evaluation reports from participants.

4.6.6 Potential for marketing courses for the year 2012

trapca increased visibility in the region and beyond through e-marketing and by distributing promotional materials during the 6th Annual Conference.

The first trapca newsletter was launched and distributed in a ceremony to commemorate the 5th trapca Anniversary on 24th November 2011. trapca also placed course advertisements in the press and through its website as continuous marketing for courses.

trapca also placed course advertisements in the press and through its website as continuous marketing for courses.

In addition to ESAMI marketing missions, trapca will visit EAC, COMESA, and SADC secretariats to market our courses and activities and enter into collaborations with the regional blocks. The 11th Board meeting will be held in Gaborone, doubling up with a meeting with SADC officials .



5.0 PROGRAMME AND FINANCIAL MANAGEMENT

5.1 Programme and Management

Trapca's management structure is part of ESAMI but with specific administrative bodies as follows:

- The Board of Directors;
- The Academic Advisory Council;
- Trapca executive management;
- The Annual Review Meeting

5.1.1 Board of directors

Membership of the Board of Directors during the period under review was as follows:

- Professor Bonard Mwape Board Chairman (ESAMI Director General)
- Dr. Chungu Mwila, Board Member (Director, COMESA)
- Mr. John Majo, Board Member (ESAMI Manager Finance and Administration)
- Mr. Rashid Kaukab, Board Member (Associate Director- CUTS)
- Ms. Beatrice Chaytor, Board Member (Consultant ILEAP)
- H.E. Mr. Erastus Mwencha, Board Member (Vice Chair African Union)
- Professor Göte Hansson, Ex Officio Member (Academic Director)
- Mr. Peter Kiuluku, Ex Officio Member (Executive Director)

Note: Mr John Majo replaced Mr. Peter Mitiambo upon expiry of tenure of office.



5.1.2 Academic Advisory Council (AAC)

AAC membership is drawn from relevant trade, technical, regional integration and academic institutions. This also contributes to the marketing of **trapca** in addition to its main function as being responsible for the quality of **trapca's** academic programme, together with the Academic Director. The present composition of the Academic Advisory Council (AAC) is as follows:

Dr. Christophe Bellman	Programme Director, ICTSD
Mr. James Musonda	Senior Trade Advisor, COMESA
Dr. Dominique Njinkeu	Lead - Trade Facilitation Specialist, World Bank
Professor Sam Laird	University of Nottingham and Consultant
Professor Chris Milner	Head, School of Economics, University of Nottingham
Dr. Petina Gappah	Legal Counsel-Advisory Centre on WTO Law (ACWL)
Professor Göte Hansson	trapca, Academic Director
Mr. Peter Kiuluku	trapca, Executive Director



5.1.3 Executive Management

The management capacity was assessed in the MTR, which recommended the hiring of a Trade Law Expert (TLE) and a Business Development and Marketing Officer. At present, **trapca** is giving priority to employing a TLE, to become effective in early 2012. The current composition of the management team is as follows:

Arusha Office

Mr. Peter Kiuluku	Executive Director
Dr. Caiphos Chekwoti	Trade Policy Expert
Mr. David Kalaba	Principal Finance & Administration Officer
Ms. Beatrice Wangari	Programme Assistant
Mr. Emil Karume	Driver/Clerk
Ms. Pauline J Khamis	Academic Support Clerk
Ms Anne Mrosso	Office Assistant

Lund University Staff

Prof. Gote Hansson	Academic Director*
Dr. Hans Falck	Deputy Academic Director
Prof. Joakim Gullstrand	Deputy Academic Research Director
Dr. Susanna Thede	Academic Advisor
Dr. Therese Nilsson	Programme Coordinator

5.1.3.1 Subsequent Events

Management pays tribute to Prof Hansson, who passed on in January 2012. ESAMI sponsored two staff to attend the funeral in Lund, Sweden. **Trapca** received over 100 tributes for the late Prof Hansson, which was passed on to the family.

5.1.4 Annual Review meeting

The current Sida/ESAMI agreement empowers the donor review meeting to monitor and make decisions that could impact the program documents. This meeting took place in Addis Abba in April 2011 with all parties. Decisions of the meeting were recorded, and the minutes were approved and signed as per the contract requirement.

5.1.5 trapca's global faculty

For its training program, **trapca** is relying on its global adjunct faculty of 82 resource persons, mainly from LDCs and low-income sub-Saharan African countries but also other persons with direct practical experience in trade negotiations. Favorable course evaluations from students regularly verify the high quality of these resource persons. The current list of the faculty is shown below :

International Trade Economists

Achike Ifeyinwa Anthonia, Ph.D	Ghoneim Ahmed, Ph.D.	Milner Chris, Ph.D.
Aikaeli Jehovaness, Ph.D.	Hansson Gote, Ph.D.	Mbithi Lucia Mary, Ph.D.
Ajumbo Gerald	Hartzenberg Trudi, Ph.D.	Molua Ernest Lytia, Ph.D.
AKA Bédia François, Ph.D.	Heydon Kenneth	Mugume Adam, Ph.D.
Ancharaz Vinaye, Ph.D.	Hisali Eria, Ph.D.	Mwila Chungu, Ph.D.
Andriamananjara Soamiely, Ph.D.	Kaukab S. Rashid	Nkendah Robert, Ph.D.
Baffes John, Ph.D.	Kabiru Waruhiu Henry	Olawole Wumi, Ph.D.
Bhasin Vijay, Ph.D	Kaukab S. Rashid	Patel Chandra, Ph.D.
Brenton Paul, Ph.D	Kirru Joy, Ph.D.	Pearson Mark
Chaitoo Ramesh	Kunaka Charles, Ph.D	Reed Geoff
Chekwoti Caiphias, Ph.D.	Kuwahara Hiroaki, Ph.D.	Rudaherawa Nichodemus, Ph.D.
Chukwuma Agu, Ph.D.	Laborde David, Ph.D.	Sichilima Mupelwa
Degbelo Jacques, Ph.D.	Laird Samuel	Ssemogerere Germina, Ph.D.
Dihel Nora, Ph.D	Low Patrick, Ph.D.	Tarr David, Ph.D
Falck Hans, Ph.D.	Mangani Ronald, Ph.D.	Zanini Gianni, Ph.D
Falvey Rod, Ph.D.	Maur Jean-Christophe, Ph.D	

International Trade Law Experts

Ado Koffi, Ph.D.	Häberli Christian, Ph.D.	Mbobu Kyalo
Bossche Peter Van den, Ph.D.	Herran Roberto Rios, Ph.D.	Ngangjoh-Hodu Yenkong, LL.D.
Choukroune Leila, Ph.D.	Kaggwa Moses	Otieno-Odek James, S.J.D.
Diouf El Hadji, Ph.D.	Katende Esther	Pannizon Marion, Ph.D.
Erasmus Gerhard, Ph.D	Kessie Edwini, S.J.D.	Pierre Sauvé
Ewelukwa Uche, Ph.D.	Kindiki Kithure, Ph.D.	Poretti Pietro, Ph.D
Gappah Petina, Ph.D	Kwakwa Edward, S.J.D.	Sabune Sheila
Gathii James, S.J.D., Ph.D.	Mangeni Francis, Ph.D.	Zunckel Hilton
Guei Françoise	Mbengue Makane Moïse, Ph.D	

International Trade and Political Economy Experts

Björkdahl Annika, Ph.D.	Mukhisa Kituyi, Ph.D.	Woolcock Stephen, Ph.D.
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International Trade and Management Experts

Chinyanga Clement, Ph. D.	Kahuma Terry, Ph.D	Mumba J Mwape Bonard, Ph.D. osep
Dieye Cheikh Tidiane, Ph.D.	Lyewe Martin	Patek Stanislaw, Ambassador

5.2 Financial Management

This section highlights the financial performance for the reporting period. Ernst and Young conducted the audit and ascertained that the financial statement presents a true and fair view of the state of affairs for the period ended. The following pages highlight the financial performance and position of the Centre as at 31 December 2011.

STATEMENT OF COMPREHESIVE INCOME FOR THE PERIOD ENDED 31 DECEMBER 2011

	Nine months ended 31 December 2011 USD	Three months ended 31 March 2011 USD
Revenue		
SIDA contribution	2,098,246	392,059
ESAMI contribution	364,743	-
Direct expenses	(1,854,424)	(260,851)
	608,565	131,208
Operating expenses		
Amortization of capital grant	21,659	4,203
Administration expenses	(77,955)	(26,067)
Advertising and promotion	(122,216)	(6,000)
Motor vehicle operations	(9,012)	(3,300)
Library and website development	(3,850)	(23,675)
Amortization	(21,659)	(4,203)
Other operating expenses	(601,594)	(59,042)
Operating surplus	6,971	72,167
Finance income	468,572	-
Operating surplus before tax	475,543	72,167
Taxation	-	-
Net Surplus for the year	475,543	72,167
Other comprehensive income	-	-
Total comprehensive surplus	475,543	72,167

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2011

	Nine months ended 31 December 2011 USD	Three months ended 31 March 2011 USD
ASSETS		
Non current assets		
Property and equipment	113,508	50,033
Intangible assets	1,609	1,646
	115,118	51,679
Current assets		
Trade and other receivables	99,743	54,874
Due from related party	519,180	267,525
Cash and cash equivalents	200,238	234,097
	819,161	556,496
Total assets	934,279	608,175
FUNDS AND LIABILITIES		
Funds		
ESAMI contribution	145,877	311,797
Accumulated surplus	475,543	72,167
	621,421	383,963
Non current liabilities		
Deferred capital grant	115,117-	51,679-
	115,117	51,679
Current liabilities		
Trade creditors	33,630	2,500
Due to related party	58,578	53,910
Other payables and accruals	105,533	116,123
	197,741	172,533
	934,279	608,175

The detailed financial statements and accompanying notes are presented separately







6.0 **CHALLENGES**

6.1 Conflicting objectives

As **trapca** strives to realize its vision of trade policy capacity building, three elements inherent in the program documents generate challenges in realizing a balance: the pursuit of capacity building for Least Developed Countries, sustainability, and academic excellence. The special target group enshrined in the vision and mission of **trapca** are Least Developed Countries and Low income sub-Saharan African countries. Fulfilling this endeavor necessitates a gender and country balance in selecting participants. In doing so, it is critical that participants should meet the training expenses. However, given the academic nature of the training, the selection of the participants should be on academic merit.

It is clear from the three features of the training model pursued by **trapca** that generating a balance between them presents a pertinent challenge. A participant may afford to pay for the courses but not meet the academic selection criteria. Worse still, the participant may neither afford nor meet the academic selection criteria at the minimum but come from an LDC country least represented. In practice, we have only selected participants who meet the minimum academic criteria while leaving out some more qualified participants to balance country distribution. We pay attention to the country distribution to avoid a scenario in which the class is dominated by participants from one or two countries that may not even be in the LDC group.

The implication of the said three elements of LDC focus, sustainability, and academic excellence is that some of the participants selected post-weak performance in the courses.

6.2 Operation Challenges

When writing the phase two program document, it was envisaged that the activities would run for twelve months. However, the agreement was only signed in April 2011. Therefore the activities had to be implemented within a time frame of nine months. Some activities had to be rescheduled to 2012 to allow time for planning and preparations.

6.3 Market Specific Challenges

(a) Tuition Fees

Trapca participants expressed their challenge in raising tuition fees for the courses. Some governments have issued circulars suspending funding for training due to financial constraints. Participants have requested trapca management for further subsidies to enable them to complete the courses.

(b) Leave

Participants cited difficulties in being granted leave for more than a month from employment, which led to delays in completing their course work as scheduled.

(c) Internet Access:

Whereas the participants commended the e-learning portal, participants from Eritrea shared their challenges in accessing the e-learning platform due to low internet connectivity in their country, which led to delays in accessing assignments through the e-learning platform.







Trade Policy
Training Centre
in Africa

trapca

Njiro Hill
Esami Road.
P.O. BOX 3030 Arusha, Tanzania.
Tel: +255 - 732 972 202/195
Fax: +255 27 250 82 85
email: tptca@esmihq.ac.tz / info@trapca.org
web: www.trapca.org