



Annual Report

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

April 2013

TABLE OF CONTENTS

trapca's Vision, Mission and Core Values	i	6.0 MARKETING ACTIVITIES	34
Statement of Preparation.....	ii	6.1 Introduction	35
Table of Contents	iii	6.2 Marketing activities.....	35
List of Figures.....	iv	6.3 Promotion	35
List of Tables	v	6.4 Marketing Channels.....	35
1.0 EXECUTIVE SUMMARY	8	6.5 Brand Management.....	35
2.0 PERFORMANCE OVERVIEW.....	11	6.6 Outcomes.....	37
3.0 PERFORMANCE EVALUATION.....	14	6.6.1 Country Distribution	37
3.1 Result Analysis Framework (RAF).....	15	6.6.2 Gender Spread.....	39
3.2 Training Performance.....	17	6.6.3 Sector Spread.....	41
3.3 Short Courses	17	6.6.4 Feedback from Students.....	41
3.3.1 Participants Performance in Foundation Courses	18	7.0 FINANCE AND ADMINISTRATION.....	42
3.3.2 Performance in Specialised Courses.....	19	7.1 Human Resources.....	43
3.4 Advanced Short Courses.....	20	7.2 trapca Adjunct Faculty.....	44
3.4.1 Performance in Advanced Courses.....	21	7.3 Financial Performance.....	45
3.5 Executive Courses.....	22	7.3.1 Expenditure proportions	45
3.5.1 World Bank Institute/trapca Joint Course.....	22	7.3.2 Statement of Comprehensive Income For The Year Period Ended 31 st December 2012.....	46
3.5.2 trapca - ACP Multilateral Trading System Programme Joint Course.....	24	7.3.3 Statement of Financial Position as at 31 December 2012	47
3.5.3 Economic Diplomacy Course	25	7.4 Towards Sustainability.....	49
3.5.4 Statistical Training for the Ministry of Trade Officers in Kenya.....	26	7.4.1 Co-funding of Courses	49
3.5.5 trapca and iisd Joint Course.....	26	7.4.2 Training Consultancy	49
3.6 MSc in International Trade Policy and Trade Law.....	26	8.0 ENTERPRISE RISK MANAGEMENT (ERM).....	50
4.0 MONITORING AND GOVERNANCE	27	9.0 CHALLENGES.....	56
4.1 Financial Audit	28	10.0 OUTLOOK FOR 2013	58
4.2 Annual Review Meeting.....	28		
4.3 Board Meeting	28		
4.4 Global Faculty Meeting	29		
4.5 Academic Advisory Council (AAC)	30		
5.0 POLICY DIALOGUES.....	31		
5.1 Trade Policy Research Forum	32		
5.2 Annual Conference.....	33		

List of Figures

FIGURE 1:	PARTICIPANTS COURSE WEEKS.....	12
FIGURE 2:	PARTICIPANTS PERFORMANCE IN FOUNDATION COURSES	18
FIGURE 3:	PERFORMANCE IN SPECIALIZED COURSES.....	19
FIGURE 4:	PERFORMANCE IN ADVANCED COURSES.....	21
FIGURE 5:	COUNTRY PARTICIPATION IN THE TRAPCA/WBI COURSE	22
FIGURE 6:	COUNTRY PARTICIPATION IN THE TRAPCA/ACP MTS COURSE.....	24
FIGURE 7:	COUNTRY PARTICIPATION THE ECONOMIC DIPLOMACY COURSE	25
FIGURE 8:	PERFORMANCE OF MSC IN 2012 VS 2011	26
FIGURE 9:	COUNTRY SPREAD OF ALL TRAINED PARTICIPANTS	37
FIGURE 10:	COUNTRY SPREAD IN TAILORED COURSES	38
FIGURE 11:	PARTICIPANTS DISTRIBUTION BY GENDER	39
FIGURE 12:	EXPENDITURE PROPORTIONS IN 2012	45

List of Tables

TABLE 1:	PLANNED ACTIVITIES VS ACTUAL ACTIVITIES.....	9
TABLE 2:	RESULT ANALYSIS FRAMEWORK.....	15
TABLE 3:	LIST OF FOUNDATION AND SPECIALISED SHORT COURSES	17
TABLE 4:	ADVANCED COURSES OFFERED IN 2012	20
TABLE 5:	2012 ERM REGISTER	28



Trade Policy
Training Centre
in Africa

trapca

In partnership with



www.trapca.org





1.0

EXECUTIVE
SUMMARY

EXECUTIVE SUMMARY

This Annual Report aims to document progress towards achieving immediate objectives according to the Work Plan for 2012. The management is happy to report that **trapca** has successfully conducted 32 courses within the period under review; 12 Advanced Courses, 9 Specialized Courses, 6 Foundation Courses (one in Francophone, four in Anglophone and one through e- Learning) and five Executive Courses (three jointly offered). In total 698 students from 41 different countries attended the completed courses against 513 participants who attended similar courses in 2011.

This reflects excellent performance in terms of aggregate participant numbers and is attributable to an increase in the courses offered compared to the ones planned for. This was facilitated by the utilization of the 2011 exchange gains and collaboration with partners. During the period under review, there was a

significantly higher demand for scholarships. This can be attributed to the inability of participants to pay fees for courses. **trapca** awarded scholarships to majority of students to avoid the experience years' experience of decreased number of participants especially for the foundation level.

Joint collaborations and partnerships with World Bank Institute, African Caribbean and Pacific Secretariat and IISD yielded fruits in terms of increased numbers. **trapca** started partnership discussions with ILEAP and identified potential areas of collaboration.

The comparative table below illustrates planned activities for the period against implemented activities.

Table 1: Planned Activities Vs Actual Activities

Programme	Planned (Annual)	Implemented in 2012	Variance
Courses			
CITD	4	5	+1
CITD e-learning	2	1	-1
Executive Courses	2	5	+3
Specialized short courses	6	9	+3
Advanced courses	10	12	+2
Governance and Monitoring			
Donor Meeting	1	1	0
Board Meeting	2	2	0
Audit	1	1	0
Academic Advisory Council Meeting	1	1	0
Global Faculty Meeting	1	1	0

*During the period under review, there was a significantly **higher demand for scholarships**. This can be attributed to the inability of participants to pay fees for courses. **trapca** awarded scholarships to majority of students to avoid the previous year's experience of decreased number of participants especially for the foundation level.*

EXECUTIVE SUMMARY

Note:

The number of projected activities for the CITD and Specialised Courses exceeds the planned metrics by one and three respectively. This is due to the reorganisation of the AWPB necessitated by the increase in funding from the 2011 exchange gains as approved by Sweden and the need to boost potential qualifying students for intermediate diploma and advanced courses given the pre-requisite structure of these components.

During the period under review, three kinds of evaluation took place that included the financial audit, Annual review meeting and the Board meeting. The financial results for the year are set out in the audit report and are summarized as follows:

Finally, **trapca** experienced some challenges. There were variances between the target number of participants and the actual course participants mainly as a result of the inability of some participants to pay the required fees for the courses. The charging of fees had a negative impact on the number of students who attended **trapca** courses. Management requested that Sweden approved to utilize the previous year's exchange gains to give more scholarships during the second half of the year.

	2012	2011
<i>Operating Surplus</i>	280, 511	475, 543
<i>Taxation</i>	0	0
<i>Surplus for the year</i>	280, 511	475, 543





2.0

PERFORMANCE
OVERVIEW

PERFORMANCE OVERVIEW

The year 2012 marked the second year of the implementation of the second phase of **trapca** which started on 1st April 2011 when Sweden and ESAMI signed the agreement. The objective of this report is to document progress towards achieving immediate objectives according to the Annual Work Plan and Budget (AWPB) for the period January to December 2012. **trapca** successfully conducted:

In total 698 participants from 41 different countries attended the completed courses against 513 participants from 23 countries that attended similar courses in 2011. This is a positive outturn compared to the planned number of students. This translates to 2,939 participants weeks compared to 2,830 participants' weeks. The chart below shows the participants' weeks reported during the period under review:

- Thirty two courses within the period under review;
 - o Twelve Advanced Courses,
 - o Nine Specialized Courses,
 - o Six Foundation Courses (one in Francophone, four in Anglophone and one through e-Learning) and
 - o Five Executive Courses (three jointly offered).



Figure 1: Participants Course Weeks

PERFORMANCE OVERVIEW

The variance in actual numbers of trained participants in the CITD E-learning compared to the planned is attributed to the fact that the course was being piloted for the first time and that some of the participants did not finish all the modules.

In terms of financial performance, the table below summarises the expenditure for the period under review:

Budget Vs. Actual Comparison

S/N	DETAILS	Revised Budget	Actual	Variance	Usage
trapca Financing Plan/Revenue					
1.	Sida Contribution	2,735,922	2,735,922	0	100%
2.	Transfer - accumulated surplus Transfer to deferred capital	468,572	468,572	0	100%
3.	Grant	(2,544)	(2,544)	0	100%
4.	ESAMI Contribution	132,447	134,296	(1,849)	101%
		3,334,397	3,336,245	(1,849)	
Expenditure					
1.	Personnel Cost	613,570	613,570	0	100%
2.	Programme Cost	2,509,650	2,509,501	149	100%
3.	Administration Costs	74,200	73,214	986	99%
4.	Acquisition of Assets	3,000	2,544	456	85%
5.	Monitoring and Governance	138,370	138,113	257	100%
6.	Contingency	0	0	0	
	Transfer to deferred capital grant	(2,544)	(2,544)	0	100%
	Grand Total	3,336,246	3,334,397	1,849	
	Surplus/(deficit)		1,848		

Comment on variance

The variance in revenue is due to budget estimation differences but this was compensated by the reduced expenditure costs. The variance is equivalent to the amount of surplus for the year.



3.0

**PERFORMANCE
EVALUATION**

PERFORMANCE EVALUATION

3.1 Result Analysis Framework (RAF)

The Programme document (Prodoc) assumptions are based on a twelve- month's period. The table that follows shows the Centre's results for the period under review.

Table 2: Result Analysis Framework

Objectives	Indicator	Source of verification	Implementation Status	Comments
Outputs 1. Foundation, Intermediate, Diploma and Advanced courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries	1.1: Annual delivery of 16 course weeks in trapca and 4 course weeks in West Africa, attracting on average 25 students.	trapca annual report, course statistics	20 course weeks achieved with 100 students. In addition 4 course weeks of CITD e- learning achieved with 16 participants.	The student numbers that participated were below target mainly attributed to their inability to pay fees.
	1.2: Delivery of 14 specialised short course weeks, attracting 175 trade practitioners. The target is that at least 25 of these will be awarded a Post- Graduate Diploma in International Trade Policy and Trade Law, Intermediate Level.	trapca annual report, course statistics	18 course weeks achieved with 191 students 13 participants graduated with PGD-Intermediate	Reallocation from exchange gains supported more course weeks than planned for. The students' inability to successfully fulfill all requirements of the diploma explains the variance for the PGD.
	1.3: Delivery of 24 advanced course weeks. The target is that at least 25 students will graduate with a Post-Graduate Diploma in International Trade Policy and Trade Law, Advanced Level. At least 20 of these will complete the whole master's programme and graduate as Masters of International Trade Policy and Trade Law from 2012 going forward.	trapca annual report, course statistics, Graduation report	24 course weeks achieved. PGD-A and MSc graduates PGD-A 15 participants graduated with PGD-A (Anglophone); 22 participants graduated with PGD-A (Francophone) and 16 participants graduated with an MSc	Reallocation from exchange gains supported more course weeks than planned for. The reallocation mainly covered Francophone courses. In the advanced courses 131 (80 per cent of those admitted) participated. The variance is explained by the fees challenge and inability to secure permission from employers.

PERFORMANCE EVALUATION

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	5 customised training workshops achieved.	Exceeded
2. Established network of research and trade information centres/ institutions; Network established with African universities for PhD.			The network of trapca increased to 18 institutions in the reporting period Work in Progress	Exceeded trapca is in the process of finalising an MoU with the University of Nairobi
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 forums from 2011- 2015	trapca annual report, activity report, workshop and conference reports	One trade policy research forum held, one tripartite workshop held and the annual conference held	Fully achieved
Main activities				
Training and training follow up;		Annual work plans and budgets	Ongoing	Achieved and ongoing as stated above
Course development;		Annual work plans and budgets	Ongoing	Achieved and ongoing as stated above
Research network activities;		Annual work plans and budgets	Ongoing	Achieved and ongoing as stated above
Planning and implementation of customised training courses;		Annual work plans and budgets	Ongoing	Achieved and ongoing as stated above
Planning and implementation of trade policy dialogues with RECs and other trade institutions;		Annual work plans and budgets	Ongoing	Achieved and ongoing as stated above
Planning and implementation of annual workshops;		Annual work plans and budgets	Ongoing	Ongoing
Development of a plan for long term financial sustainability		Financial sustainability plan presented in 2013	Ongoing	A time table has been developed and shared with stakeholders

PERFORMANCE EVALUATION

3.2 Training Performance

During the period under review, thirty-two courses were conducted. This translates to six additional courses compared to what was achieved in the previous year. This outturn is attributed to additional funding through the utilisation of exchange gains and collaborative support from partners. The courses were: twelve Advanced Courses, nine Specialised Courses, five Executive and six Foundation Courses (four Anglophone, one Francophone and one e-Learning). In total 698 participants participated in the thirty-two courses. **trapca** collaborated with the World Bank Institute and provided a three-day course for negotiators of the COMESA-EAC-SADC Tripartite Free Trade Area on selected integration issues. **trapca** also collaborated with the ACP Secretariat to offer a course on WTO Agreements and the WTO Dispute Settlement System for senior lawyers and trade officials from 25 ACP countries. In addition, **trapca** collaborated with the

International Institute for Sustainable Development (IISD) to offer a course in International Investment Agreements in Botswana for government officials and civil society representatives from Botswana. **trapca** also conducted a three-day Economic Diplomacy Course for African diplomats accredited to Tanzania as well as a course in Kenya for 20 participants from the Ministry of Trade.

3.3 Short Courses

In the short courses category, **trapca** offered six Foundation Courses: Certificate in International Trade and Development and nine specialised short courses. In total 310 participants attended the courses compared to 250 participants as per plan. The participants were 127 more than those who attended the same courses in the previous year.

Table 3: List of Foundation and Specialised Short Courses (Jan-Nov 2012)

Courses	Dates	Trained Participants	Trained in 2011
TRP 100: Certificate in International Trade and Development	13 th Feb - 9 th Mar	18	-
TRP 303: Quantitative Trade Policy Analysis	13 th Feb - 9 th Mar	18	-
TRP 302: International Trade Law and Development	27 th Feb - 9 th Mar	17	-
TRP 301: International Trade and Development	12 th - 23 rd Mar	22	-
TRP 100: Certificate in International Trade and Development	30 th April - 25 th May	17	13
TRP 100: Certificate in International Trade and Development (French)	30 th April - 25 th May	22	-
TRP 100: Certificate in International Trade and Development	6 th - 31 st August	43	17
TRP 100: Certificate in International Trade and Development (e-Learning)	6 th October - 13 th December	16	-
TRP 301: International Trade and Development	27 th August - 7 th September	22	21

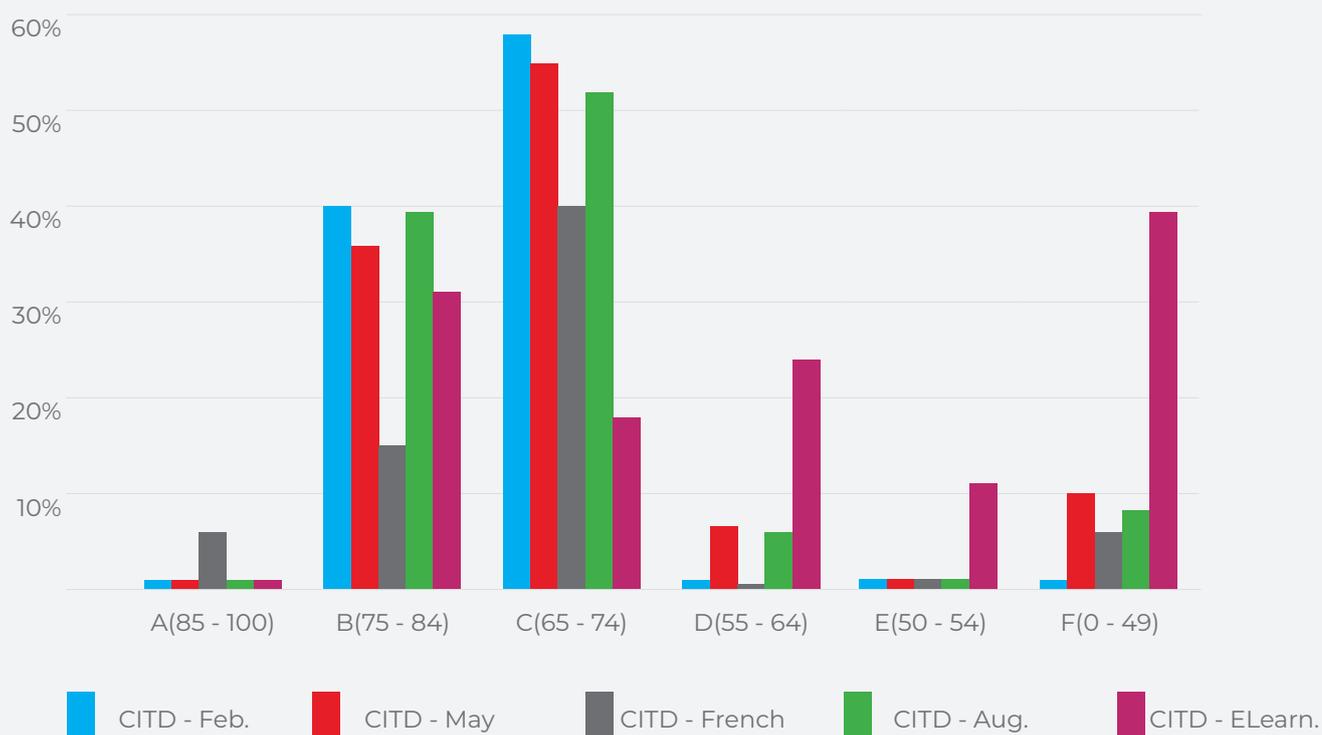
PERFORMANCE EVALUATION

Courses	Dates	Trained Participants	Trained in 2011
TRP 302: International Trade Law and Development	10 th - 21 th September	27	22
TRP 303: Quantitative Trade Policy Analysis	24 th Sept. - 5 th October	30	14
TRP 309: Trade and Agriculture	8 th - 19 th October	17	-
TRP 304: Trade Negotiations and Cooperation	22 nd October - 2 nd November	20	16
TRP 314: Green Economy and Trade Environment	5 th - 16 th November	18	-

3.3.1 Participants Performance in Foundation Courses

The participants' performance in the ECTS grading system for Foundation Courses during the period under review is illustrated below.

Grade Performance in the CITD



PERFORMANCE EVALUATION

The average performance across the three CITD courses was impressive. However, nine participants failed – one in the Francophone course, two in the May Anglophone course and four in the August course and two in the e- Learning course. Among the participants in the e-Learning course, five did not complete some of the modules as well as the analytical paper. These participants will be expected to complete the remaining modules during the year 2013.

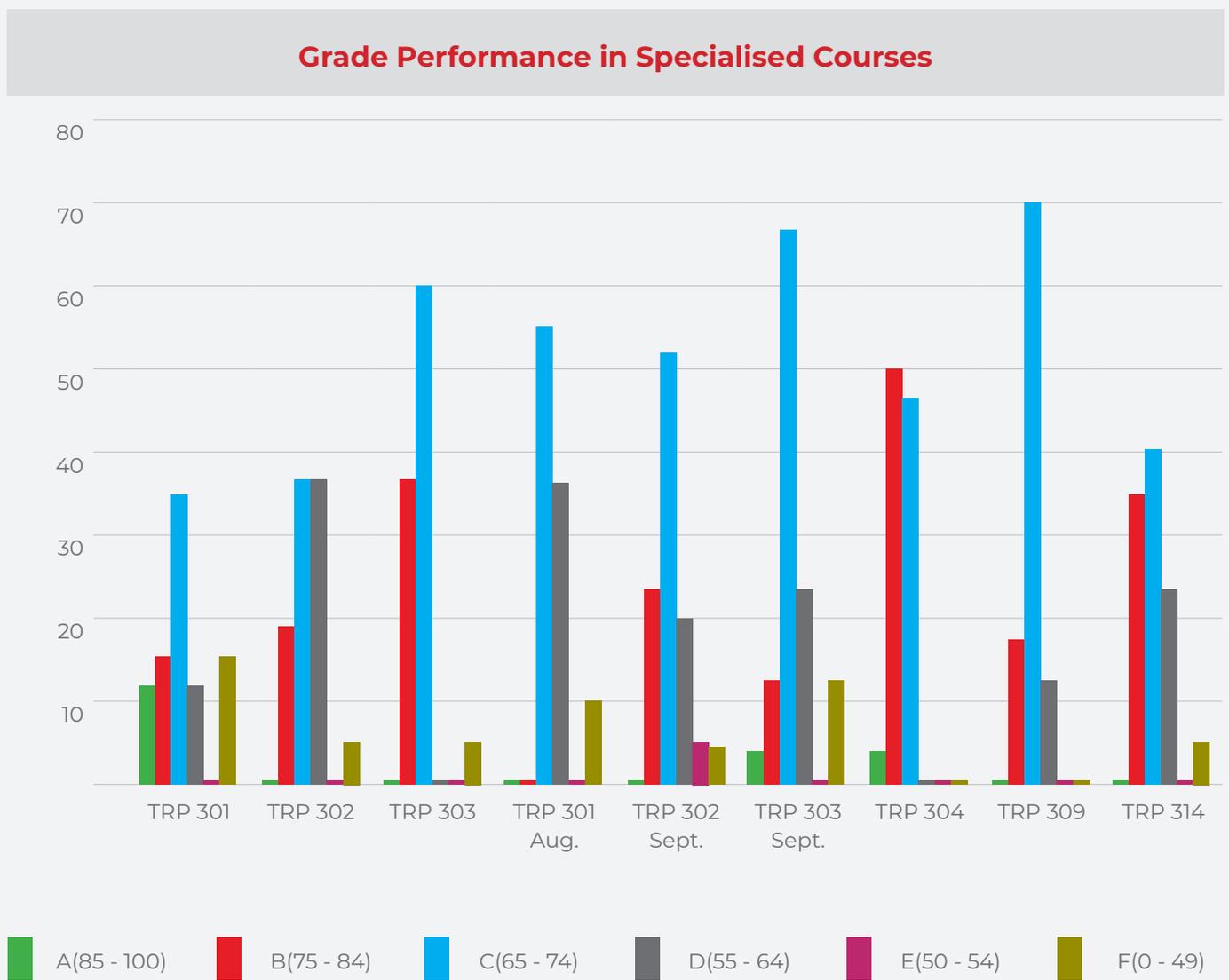
encouraged by the positive response to the e-Learning course. The course has provided useful lessons. But there are fundamental challenges associated with internet connectivity in many countries. Additionally, marketing of e-Learning courses is lengthy and many participants tend to lose concentration and drop out along the way.

On the other hand, thirty-seven participants from the five courses scored grade B. One participant from the Francophone CITD scored grade A. The management is

3.3.2 Performance in Specialised Courses

The chart below shows the performance of participants in the nine Specialised Courses offered during the period under review.

Figure 3: Performance in Specialized Courses



PERFORMANCE EVALUATION

In terms of the average grade for Specialised Short Courses, the performance was very good for (August) TRP 304: Trade Negotiations and Cooperation and TRP 309: Trade and Agriculture, where all students passed. The August TRP 304 had one student who scored grade A. There was an equally very good performance in the (August) TRP 301: International Trade Policy and Development as the two students who failed did so because they had to withdraw from the module. One withdrew due to illness in her family and the other due to lack of fees.

There was a good academic performance in the (February) TRP 303: Quantitative Trade Policy Analysis and TRP 302: International Trade Law and

Development; as well as the (August) TRP 302 where over ninety-three participants passed. The (February) TRP 301: International Trade Policy and Development had two participants with a grade A as well as four participants who scored grade F. The (September) TRP 303: Quantitative Trade Policy Analysis had one participant with grade A while six participants failed the course.

The Specialised Short Courses lead to the award of a Post Graduate Diploma - Intermediate Level. During the year under review, thirteen participants received this award.

3.4 Advanced Short Courses

In total, 264 students attended the Advanced Courses against 240 who participated in 2011. The following Advanced Courses were offered independently during the period under review.

Table 4: Advanced Courses offered in 2012

Courses	Dates	Trained Participants	Trained in 2011
TRP 510: Trade Related Intellectual Property Rights (Trips) and TRIMS	13 th - 24 th February 2012	23	23
TRP 509: Trade in Services	27 th Feb - 9 th March 2012	22	25
TRP 508: Trade Negotiation, Co-operation and Leadership	12 th - 23 th March 2012	22	25
TRP 503: Tools of Trade Policy Analysis	30 th April - 11 th May 2012	24	25
TRP 501: Economic Foundations of Trade and Trade Policy	14 th - 25 th May 2012	22	15
TRP 502: Legal Foundations of Trade and Trade Policy	28 th May - 8 th June 2012	18	15
TRP 503: Tools of Trade Policy Analysis (French)	8 th - 19 th October 2012	23	-
TRP 504: Sectoral Trade Policies and Development	8 th - 19 th October 2012	16	-
TRP 301: International Trade and Development	27 th August - 7 th September	22	22
TRP 504: Sectoral Trade Policies and Development (French)	22 nd Oct - 2 nd Nov. 2012	23	-

PERFORMANCE EVALUATION

Courses	Dates	Trained Participants	Trained in 2011
TRP 505: Political Economy of Commercial Policies and Development	22 nd Oct - 2 nd Nov. 2012	20	15
TRP 505: Political Economy of Commercial Policies and Development (French)	5 th - 16 th Nov. 2012	23	-
TRP 506: Drafting and Interpretation of Trade Agreements	5 th - 16 th Nov. 2012	22	14

3.4.1 Performance in Advanced Courses

The chart below shows the performance of participants in all the twelve Advanced Courses offered during the period under review.

Performance of Participants in the Advance Short Courses

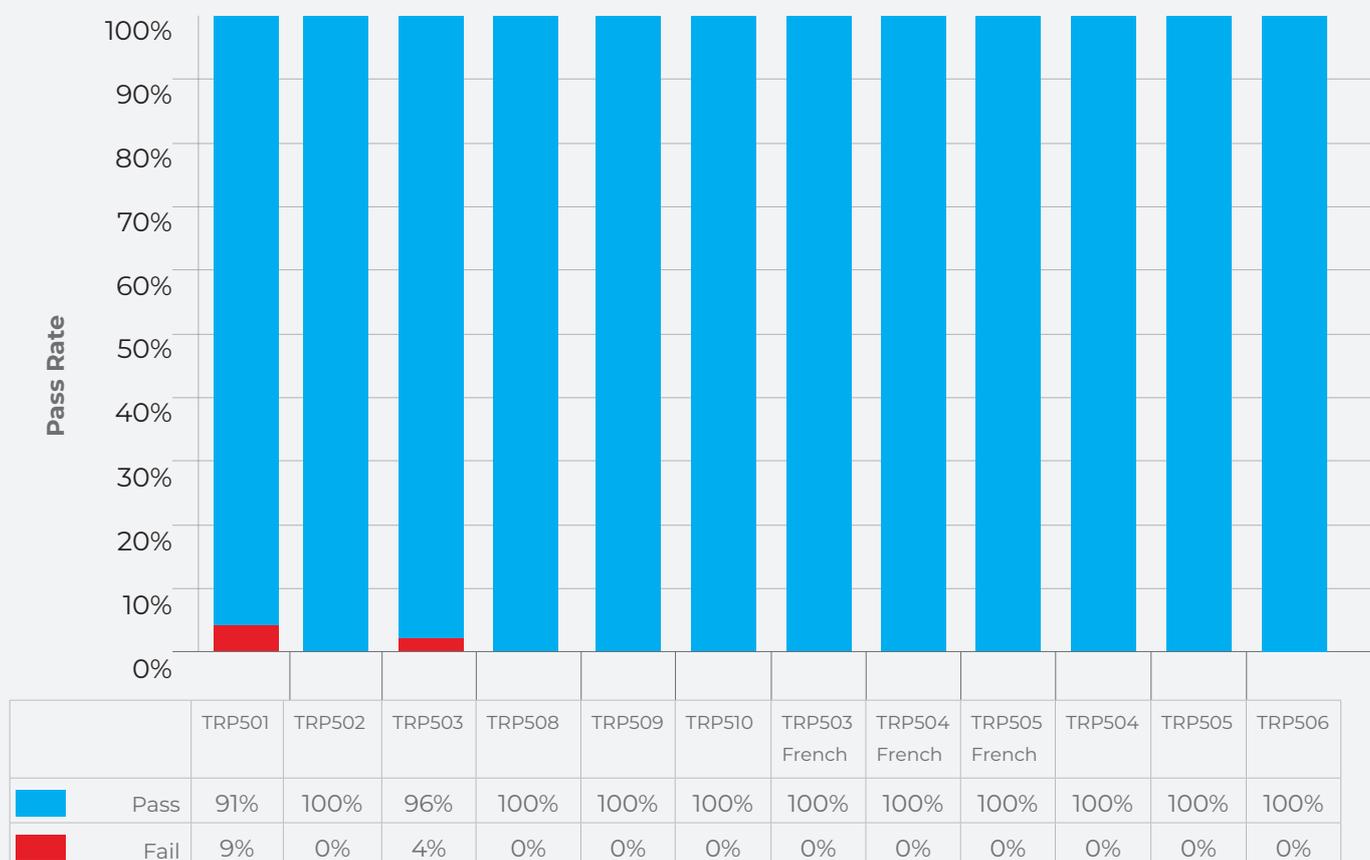


Figure 4: Performance in Advanced Courses

PERFORMANCE EVALUATION

The performance across the advanced modules offered during the review period reveals similar observed past trends. The performance in the more applied courses such as TRP 504: Sectoral Trade Policies and Development, TRP 505: Political Economy of Commercial Policies and Development, TRP 506: Drafting and Interpretation of Trade Agreements, TRP 508: Trade Negotiations, Cooperation and Leadership, TRP 509: Trade in Services and TRP 510: Trade Related Intellectual Property Rights is excellent. In the more theoretical courses like TRP 501: Economic Foundations of Trade and Trade Policy and TRP 503: Tools for Trade Policy Analysis, some participants did not meet the pass mark. Performance in TRP 502: Legal Foundations of Trade and Trade Policy were excellent as was the case in applied courses. It is worth noting the relatively good performance in the theoretical courses. This may be attributed to the introduction of the pre- requisite

intermediate courses as an admission criterion for advanced courses.

Passing TRP 501: Economic Foundations of Trade and Trade Policy, TRP 502: Legal Foundations of Trade, and any other three advanced courses lead to an award of a Post Graduate Diploma in International Trade Policy and Trade Law. During the year under review 27 participants received this award. Fifteen were from the Anglophone MSc track and the other 22 were from the MSc Francophone track. This is the first time for **trapca** to produce graduates under this award from the Francophone countries.

3.5 Executive Courses

3.5.1 World Bank Institute/**trapca** Joint Course

Between 23rd and 25th May, 2012 **trapca** in collaboration with the World Bank Institute jointly offered a three-days course in Arusha on selected integration issues for the COMESA-EAC-SADC tripartite FTA negotiators. In total thirty- eight participants attended the course. The participants came from 17 African countries. See the chart below:

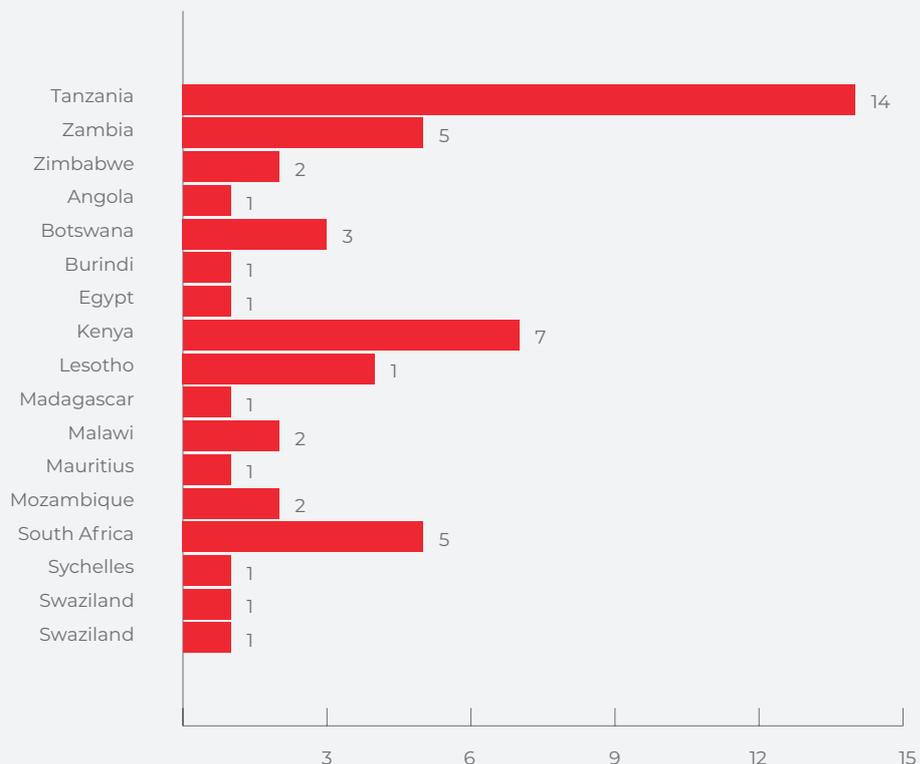


Figure 5: Country Participation in the **trapca**/WBI Course



PERFORMANCE EVALUATION

3.5.2 trapca - ACP Multilateral Trading System Programme Joint Course

From 16th to 27th July 2012, trapca collaborated with the ACP MTS Programme to offer a course on WTO Agreements and the WTO Dispute Settlement System for senior lawyers and trade officials from 25 ACP countries. In total 26 participants attended the course. The country distribution of the participants is reflected in the chart below:

Country Distribution of Participants of the trapca-ACP Joint Course

BAHAMAS	1	MALI	1
BOTSWANA	1	MAURITIUS	1
BURKINA FASO	1	SAO TOME & PRINCIPE	1
COTE D'IVOIRE	1	SENEGAL	1
DOMINICAN REPUBLIC	1	SEYCHELLES	1
ETHIOPIA	1	SIERRA LEONE	1
FIJI	1	SWAZILAND	1
GHANA	1	SUDAN	1
HAITI	1	TANZANIA	1
KENYA	1	TRINIDAD	1
LESOTHO	1	UGANDA	1
MADAGASCAR	1	ZIMBABWE	1
MALAWI	1		

Figure 6: Country Participation in the trapca/ACP MTS Course



3.5.3 Economic Diplomacy Course

Between 17th and 19th September 2012, **trapca** conducted an Executive Course specially tailored to equip African diplomats accredited to Tanzania with selected trade and economic skills. The course attracted nine ambassadors

together with their technical teams. In total, the course recorded an enrolment of nineteen diplomats. The following countries were represented:

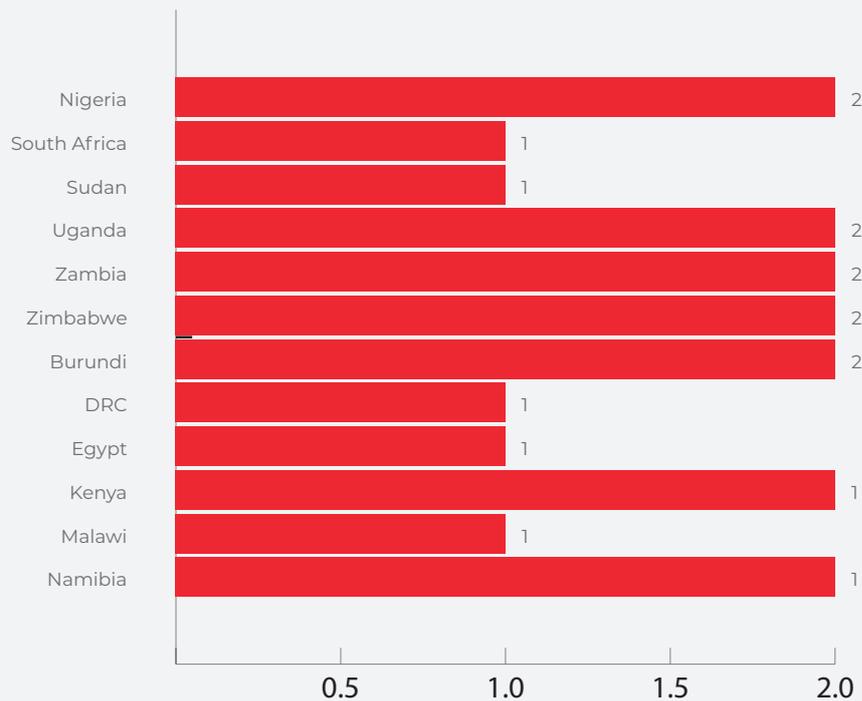


Figure 7: Country Participation the Economic Diplomacy Course



PERFORMANCE EVALUATION

3.5.4 Statistical Training for the Ministry of Trade Officers in Kenya

trapca conducted a Statistical Training for the Ministry of Trade Officers in Kenya. The course had 22 participants, 6 female and 16 male and it was completed in February 2013 with twelve core staff selected for the second phase of the training.

3.5.5 trapca and iisd Joint Course

During the period under review, trapca in collaboration with the International Institute for Sustainable Development (iisd) offered a level 200 series course on International Investment Agreements in Botswana. The course attracted twenty-two participants from the Ministry of Trade, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Finance and Development Planning, Botswana Exporters and Manufacturers Association, Botswana Federation of Trade Unions, Botswana Confederation of Commerce, Industry and Manpower, Botswana Institute for Development Policy Analysis and Botswana National Youth Council.

The course was designed to introduce the participants to International Investment Agreements (IIAs) and in particular Bilateral Investment Treaties (BITs). The

training was deemed necessary to:

- Build capacity for the Ministry of Trade’s personnel and key stakeholders so that they fully understand BITs and how to approach them as well as to understand the SADC BIT template and be able to determine what provisions need to be adopted into the national model.
- Help Botswana to negotiate future BITs from an informed position.

The course feedback evaluation showed that the participants appreciated the applicability and relevance of the course as Botswana engages in International Investment negotiations especially with developed countries and stronger developing countries.

3.6 MSc in International Trade Policy and Trade Law

Sixteen participants were awarded a degree in Master of Science in International Trade Policy and Trade Law during the period under review. The performance of the course work modules required for the MSc degree shows that the average grade for the 2012 graduates was higher compared to the results of the 2011 class. This may be attributed to the introduction of the pre-requisite intermediate courses.

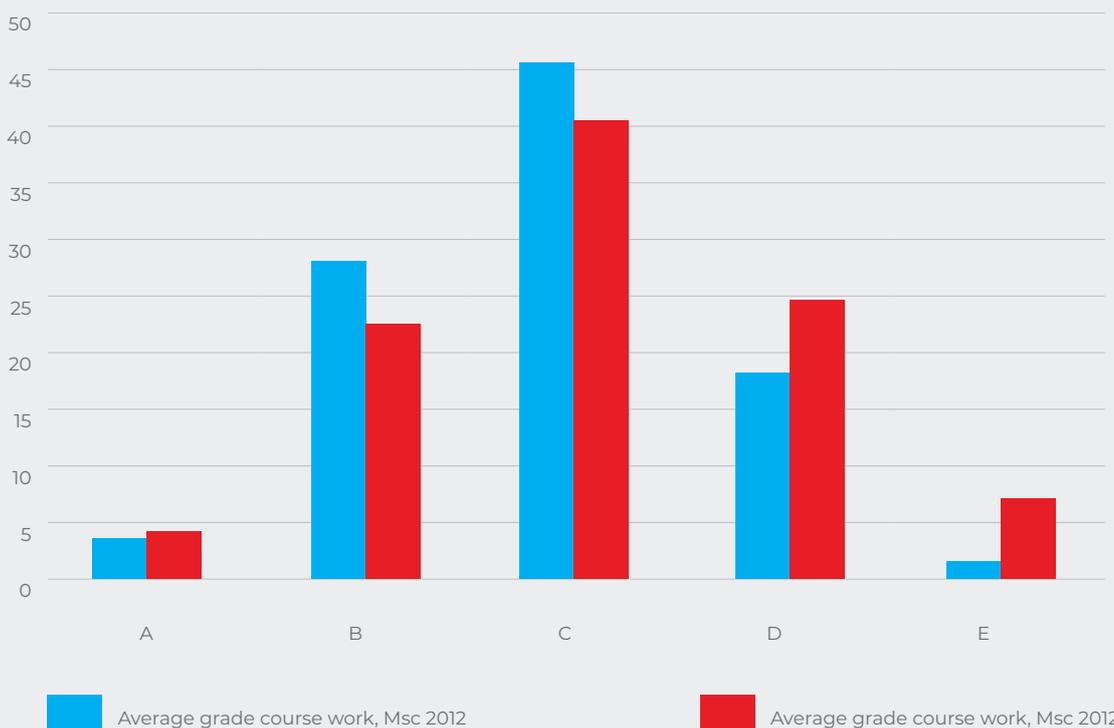


Figure 8: Performance of MSc in 2012 Vs 2011



4.0

GLOBAL FACULTY MEETING

GLOBAL FACULTY MEETING

During the period under review several monitoring and governance were held in 2012 as listed below:

4.1 Financial Audit

Ernst and Young performed a financial audit in March 2012. They ascertained that the financial statement and accounts presented a true and fair view of the state of affairs as at 31st December 2011. The Board adopted and approved the accounts.

4.2 Annual Review Meeting

The current Sida/ESAMI agreement empowers the donor review meeting to carry out monitoring role and make decisions that could impact the programme documents. Three outcomes were agreed on:

- Utilisation of 2011 exchange gains for scholarships.
- Continuation of the amendment discussions on the Programme Document (Progdoc) and budget

alignment.

- A relook at sustainability in view of trapca's core objectives given the mandate to trapca to LDCs and their poverty status, the fee charges may compromise the strategic objectives for which trapca was established.

This meeting took place in Arusha in May 2012 and all parties were represented. Minutes were produced and signed as per agreement. The implementation is under way.

4.3 Board Meeting

The Board met twice: in April and November 2012 in Botswana and Tanzania respectively and deliberated on the Centre' strategic direction. The meetings also served as a monitoring and accountability tool by undertaking reviews of the reports submitted by management.



4.4 Global Faculty Meeting

The 2012 faculty meeting held on the sixth August 2012 generated interesting observations by faculty members. The highlights of the reflections from the faculty members who participated centered on:

- Issues to do with the content and distinction between levels 300 and 500 particularly in the core courses.
- Research methodology for the MSc Programme
- Methods and approaches of examinations.

Below are the highlights of the deliberations from each group.

• Content and distinction between level 300 and 500:

a) Economics component

The faculty recommended that TRP 301 should cover Basic International Trade and Introduce Intermediate Trade Theory. They further recommended that TRP 501 should focus on Intermediate and Advanced Trade Theory and Analysis.

b) Legal Component

The recommendations were categorized into three areas, based on course content, quality of students' learning and assessment. With regards to the quality of learning, the following recommendations were made:

- That level 300 participants should receive more guidance from the lecturer, do independent assignments, develop the ability to work in teams and understand the key concepts and terms in international trade law.
- That level 500 participants should take more responsibility for their learning, develop independent, analytical and critical thinking as well as apply knowledge of international trade law to real life issue in national and regional context.

c) Quantitative Component

The recommendations focused on the course content for TRP 303 and TRP 503. Specific recommendations on what each of the two modules should contain were.

- Research Methodology for the MSc Programme
Several recommendations on general guidelines,

the structure of a research proposal and the thesis were made. Suggestions were also made on the distinctions between thesis done by participants with a background in economics and those with a legal background.

• Examinations – Methods and approaches

The following recommendations were made on methods of assessment:

■ Assignments

- Pre-session assignments should be retained but the focus should be specific own country problem. The policy stand of the problem and proposed solution to the problem should be part of the assignment.
- Onsite session-assignment should be group assignment focusing on regional perspective. Post-session assignments should be retained as well.

■ Structure of the final examination

The faculty recommended that in the final written examination, the following question format should be followed:

- Policy question; theory based question asking students to interpret and demonstrate its relevance, creative question where the student is suggesting own solutions to problem and problem question which a student has to solve.
- The faculty also recommended that assessment of e-learning modules should take the form of: Assignments, E-Platform Forums, Open Book Examinations and Onsite Written Examinations. The group also recommended use of strong anti-plagiarism measures and training of instructors on how to set open book examinations as a means of quality control.

GLOBAL FACULTY MEETING

4.5 Academic Advisory Council (AAC)

During the reporting period, the Academic Advisory Council met in Geneva in October 2012 and deliberated on the following issues:

a) Reviewed and provided feedback on the training offerings for the period January to September 2012. The AAC noted that the performance of students had improved from the previous years. The AAC urged management to maintain the academic excellence of **trapca**.

b) The AAC noted the growth of the **trapca** faculty and commended management for having recruited Francophone faculty.

c) The AAC urged **trapca** to secure more reading and reference materials for the Francophone students.

d) The AAC noted that, in as much as graduation

numbers were performance indicators, it should not be at the expense of academic quality.

e) Reviewed the reports from the Trade Policy Dialogue events and provided inputs into the topics/themes for future forums. Specifically, the AAC recommended that the Tripartite Regional Integration forum be transformed into a training event, having shown great success from the training organized in 2012.

f) Received and deliberated on report from the Faculty meeting.

g) Recommend that the Proposed PhD Programme should focus on International Trade Policy and Trade Law

h) Recommended the Academic calendar for 2013 for approval by the Board subject to budget availability.





5.0

**POLICY
DIALOGUES**

5.1 Trade Policy Research Forum

The 5th trapca Trade Policy Research Forum was held in Arusha, Tanzania on 7th and 8th August 2012, under the theme: **“African Trade Under Climate Change and the Green Global Economy”**.

The two-day forum had fifty-four participants and was opened with a keynote speech that was presented by Dr Patrick Low, Chief Economist at the World Trade Organisation (WTO). In his address, entitled “Reflections on the Trade and Climate Change Nexus”, Dr Low made the following three propositions:

- There is a non-trivial potential for a destructive clash of the climate change and trade regimes. Dr Low observed that the potential regime clash was not being addressed globally as there was a lack of uniform pre-agreed emission reduction commitments, and individual countries were taking their own isolated initiatives. The resultant differentiated approaches had leakage and competitiveness implications. To illustrate, he noted that if the EU imposed a carbon emission restriction on its steel industry but Brazil did not, the EU steel industry would lose its competitiveness in relation to Brazil and complain against such a restriction.
- Governments are not facing up to this challenge.
- Although, the sub-Saharan African region (except South Africa) may not be a large emitter of carbon dioxide or be implicated directly in this problem, this is a shared problem because the resulting collateral damage will be generalised.

The keynote address was followed by a plenary

discussion in which several questions were raised in response to Dr Low’s presentation. The unilateral inclusion of the aviation industry in the EU Emissions Trading Scheme (ETS) was questioned as this was viewed as harsh and not a wise decision as it could trigger unnecessary trade wars linked to climate change. The response from

Dr Low was that the EU thought it could force many other nations into this idea and preferred its own future to addressing climate change. It was his view that unilateralism was a high stake option as countries tended not to implement their commitments.

The forum was organized into five sessions, each of which involved the presentation of thematically related papers and plenary discussions of the presentations as follows:

- Session one which had four presenters focused on the Trade and Climate Change Agenda.
- Session two which focused on Climate Change and African Agriculture had three presenters.
- Session three focused on Climate Change Adaptation and during this session two papers were presented.
- Session four also had two presenters who focused on Climate Change Mitigation.
- The last session had three presenters who focused on Climate Change Implications.

The participants commended the decision to hold the Trade Research Forum under a topical theme as it contributed to having a successful, very relevant and timely forum. The participants also observed that the quality of the papers presented during the forum was very high and this was attributed to trapca’s decision of having papers reviewed before the forum.



5.2 Annual Conference

The seventh Annual Conference was held on 22nd and 23rd of November 2012 in Arusha, Tanzania under the theme 'Promoting Services Trade in Developing Countries: Chasing a black cat in a dark room?' The conference had the following key objectives:

- a. Examine the nature, characteristic features and trends of services trade in developing countries;
- b. Explore the role of services trade in national development from the perspective of developing countries;
- c. Critically assess the implications and the opportunity cost of the current focus of developing countries on trade in goods at the expense of trade in services;
- d. Explore the policy imperatives that should guide developing countries in their quest to promote and optimally benefit from trade in services; and

- e. Examine the legal frameworks that can secure developing countries' interests in global and regional trade in services.

The conference attracted private sector practitioners, a mix of government and inter-governmental policy makers; experts, academics, researchers and representatives of regional and international non-governmental organizations. A sample of the feedback from evaluation forms shows that most participants were of the opinion that the annual Conference was well organized, had good presentations and was based on a timely theme. Participants suggested that future annual Conferences should be utilized to give policy recommendations for the proposed Continental Free Trade Area and as well as improvement of existing Regional Economic Communities.





6.0

MARKETING
ACTIVITIES

6.1 Introduction

During the period under review, **trapca** increased its reach through various marketing activities namely marketing visits, brand management, promotion and hosting of regional events.

6.2 Marketing activities

trapca marketing activities are driven by the Centre's desire to create an enhanced public awareness through the integrated marketing strategy which ultimately results in quality service delivery and increased course participation. Towards this end, the **trapca** website, which is the main marketing delivery channel, has been upgraded to enhance its look and increase ease of navigation.

6.3 Promotion

trapca conducted a marketing mission in Gaborone, aimed at increasing visibility in Southern Africa and fostering collaboration with the SADC secretariat. In December 2012, **trapca** conducted yet another marketing mission in Geneva. The mission availed an opportunity for **trapca** to meet donor organizations and promote its activities to the donor community. The meeting also led to the successful signing of an agreement between **trapca** and Trade Advocacy Fund (TAF). The agreement ushers in new Post Graduate Diploma courses on WTO Law and Dispute Settlement to be offered by **trapca**. The participants will be drawn from 75 TAF beneficiary countries. TAF is a capacity building facility to strengthen trade policy in target countries funded by UKAid.

6.4 Marketing Channels

Central to **trapca** marketing activities is the utilization of the website as the main channel followed by the ESAMI networks and face-to-face interactions. **trapca** continues to invest both time and resources to populate and maintain the website to ensure easy navigation and information sharing with all its clients. This is demonstrated by the increase in the number of new applications received through the website. The **trapca** Website statistics report (2012) shows that the month of October had 35,315 page views compared to 12,846 in August and 8,854 in September 2012. This may

be attributed to the increased number of applications for the last quarter courses and potential conference participants. September saw lesser traffic maybe because the majority of those accessing the site were onsite students. However, the numbers increased in October probably due to the fact that besides students, visitors and potential conference participants frequently visited the site to upload conference papers and access conference information. The popularity of the website may also be attributed to the fact that out of the thirty courses offered between January and November 2012, twenty two of them targeted continuing students who are expected to access course outline, evaluate courses and access results through the e-learning portal.

6.5 Brand Management

trapca continued to promote its brand by offering high quality courses and hosting thematic events. Feedback from our alumni has given us assurance of our position in the market.

Some of the graduates put this in perspective:

'Indeed, I have been engaged in several ways with public officials especially on research reviews, EPA negotiations/preparatory meetings as a committee member and I sit in National Committee on WTO. Such activities have been boosted by the immense knowledge and skills acquired during my trapca sessions and am usually delighted to meet trapca alumni in meetings organized

by AU, World Bank, Africa development bank, EU etc representing their governments'.

"I am glad to inform you that I have been reelected back to EALA for another five year term. One of my strong campaign points was that I am a Trade Policy Expert trained by trapca on a scholarship from SIDA to help the EAC integration process, so the training should not go to waste because I am a human resource specifically developed to further the EAC integration process.

MARKETING ACTIVITIES



MARKETING ACTIVITIES

6.6 Outcomes

This section highlights the participants' distribution by sector, gender and country.

6.6.1 Country Distribution

trapca courses attracted and trained 698 students trained Jan- Dec 2012 students from 41 countries, as shown in the table below. This is an increase from 2011 when 23 countries participated in trapca courses.

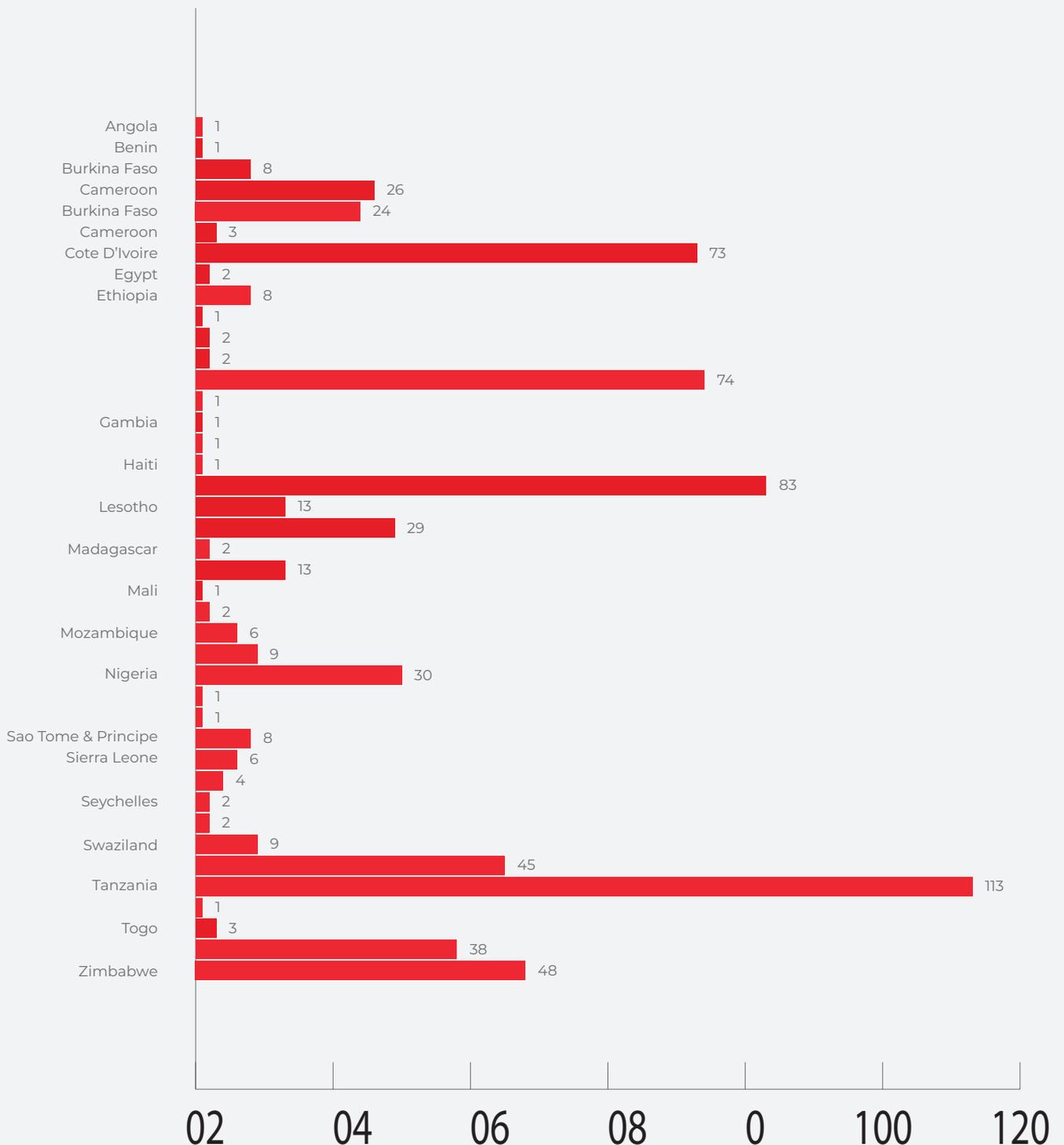


Figure 9: Country Spread of all Trained Participants

MARKETING ACTIVITIES

The charts below represents the distribution of participants in the 32 courses offered by trapca during the period under review. The courses have been categorize into; tailored and short courses:

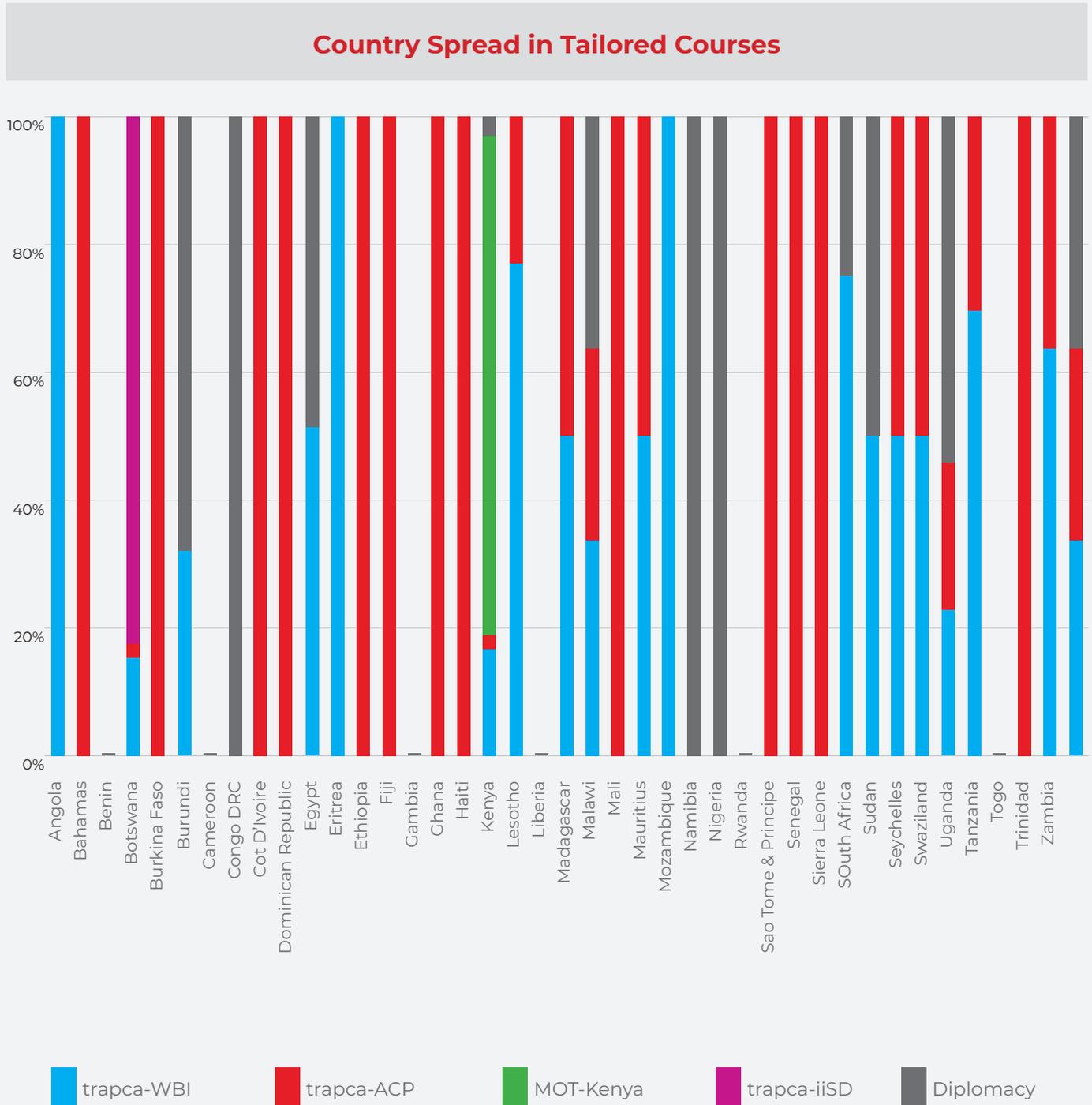


Figure 10: Country Spread in Tailored Courses

6.6.2 Gender Spread

The overall gender spread was sixty four percent (64%) male and thirty-six percent (36%) female across all courses. However, gender spread for the advanced courses deserves special mention. In TRP 501, TRP508 and TRP 509, 55 percent of the students were female; in TRP 503, 54 percent of the students were female and in TRP 502, and the **trapca**-ACP joint course 50 percent of the students were female. The graph below shows gender distribution in all the courses offered during the period under review. For the **trapca** Sweden sponsored courses, gender balance was 60% male and 40% females.

trapca made deliberate efforts to enrol female participants in the courses. In the earlier years, the ratio

was for female to male 30:70 but this has increased to 40:60 respectively. These statistics are representative of the existing disparities in the labour force and actual total enrolment numbers within the training programme. The rise in female participation in **trapca** offerings over the years is attributed to management's decision to prioritize funding to deserving female participants from LDC countries. By so doing **trapca** is influencing and motivating female participation in governance and policy formulation.

Distribution of Participants by Gender

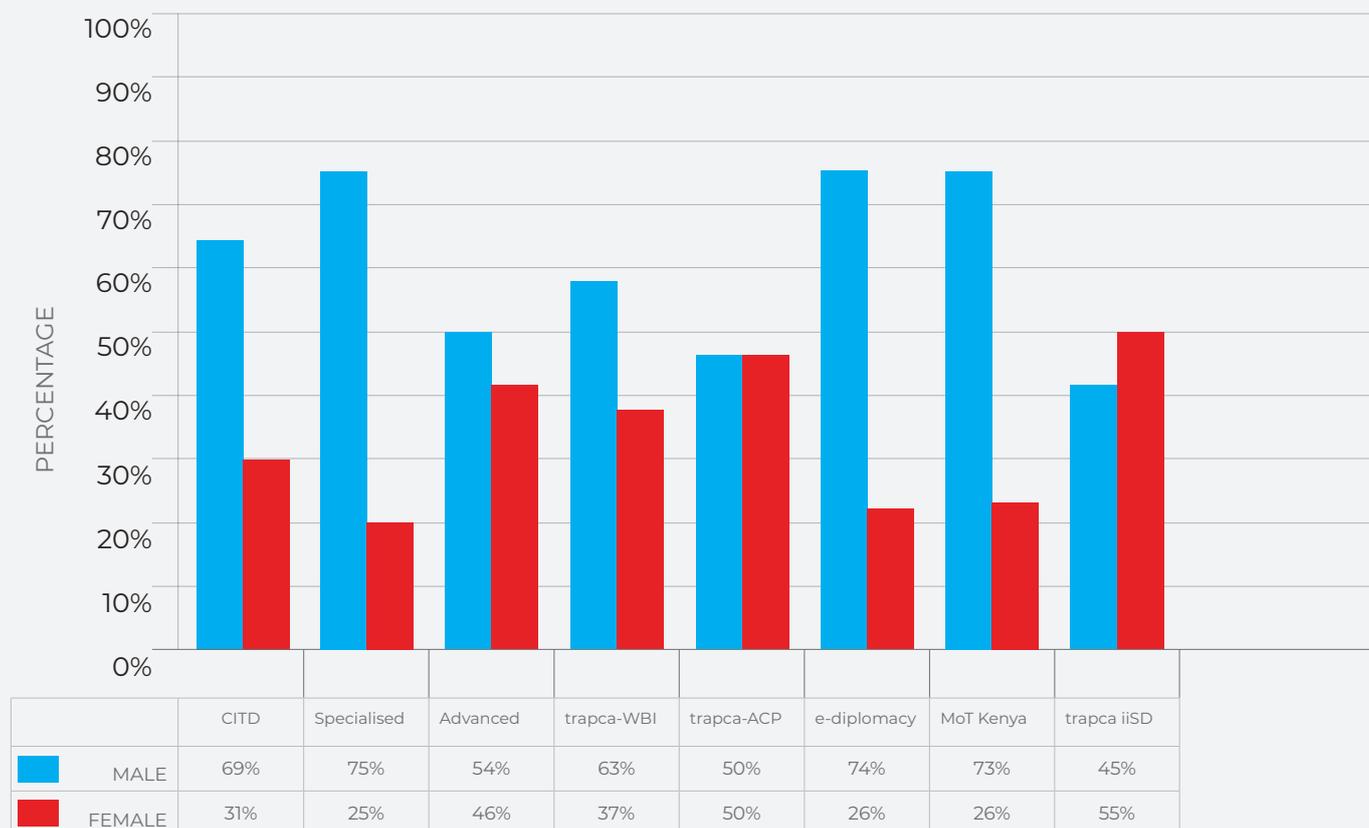


Figure 11: Participants Distribution by Gender

MARKETING ACTIVITIES



6.6.3 Sector Spread

Participants were drawn from various sectors. Out of a total of 698 students who attended courses during the period under review, 384 were from Public Sector, 229 students were from Private Sector, 52 were from the Academia, 58 were from Non Governmental Organizations, 12 were from Regional Economic Communities and 7 were from other organizations like embassies.

6.6.4 Feedback from Students

The overall impression of the courses as evaluated by the students were as follows:

(a) Expectations: Ninety percent (90%) of the students who evaluated the courses stated that their overall expectations of the courses they took were fulfilled. This may be attributed to continuous course reviews by the Academic Advisory Council, faculty and management of trapca.

(b) Course Content: Sixty Eight percent (68%) of the students rated the course content and delivery as excellent, while the remaining thirty two (32%) students rated the courses as very good. This implies a well-structured course menu in line with students' expectations.

(c) Course Materials: Thirty Seven percent (37%) of the students rated the course material and literature used for trapca courses excellent. Sixty three percent (63%) students rated the course material as very good.

(d) Time for delivery: Students for the Foundation Courses generally commented that the time allocated for each of the modules covered under the course was not adequate. Whereas time is still a challenge, the students are happy that the one month period allows them the flexibility of utilizing their leave days in the absence of study leave from their employers.

(e) Facilities: Food and accommodation were rated as good. Continuous improvement and maintenance of the boarding facilities and an increase in the variety of food offered may contribute to excellence.





7.0

FINANCE AND
ADMINISTRATION

7.1 Human Resources

trapca has increased its 2011 staffing levels by one with the coming in of a Trade Law Expert. The 2012 staffing levels are now as follows:

Arusha Office

Mr. Peter Kiuluku	Executive Director
Dr. Caiphas Chekwoti	Trade Policy Expert
Mr. David Kalaba	Principal Finance and Administration Officer
Mr. Thokozani James Ngwira	Trade Law Expert
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

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

The support from Lund University continued at the same level as that of 2011. The major role in 2012 was on quality assurance and responsibility for the examination of the Diploma and Master programmes.



7.2 trapca Adjunct Faculty

International Trade Economists

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

International Trade Law Experts

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

International Trade and Political Economy Experts

Björkdahl Annika, Ph.D.	Mukhisa Kituyi, Ph.D.	Woolcock Stephen, Ph.D.
-------------------------	-----------------------	-------------------------

International Trade and Management Experts

Banda Dezydarian	Kerenge Appolonia	Mwape Bonard, Ph. D.
Dieye Cheikh Tidiane, Ph.D.	Lyewe Martin	Patek Stanislaw, Ambassador
Kahuma Terry, Ph.D	Mumba Joseph, Ph. D.	

FINANCE AND ADMINISTRATION

7.3 Financial Performance

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 31st December 2012.

7.3.1 Expenditure proportions

The expenditure is categorized as Personnel, Programme, Administration, Acquisition of Assets and Monitoring and Governance costs. The Chart below shows the proportions of expenditure in these categories:

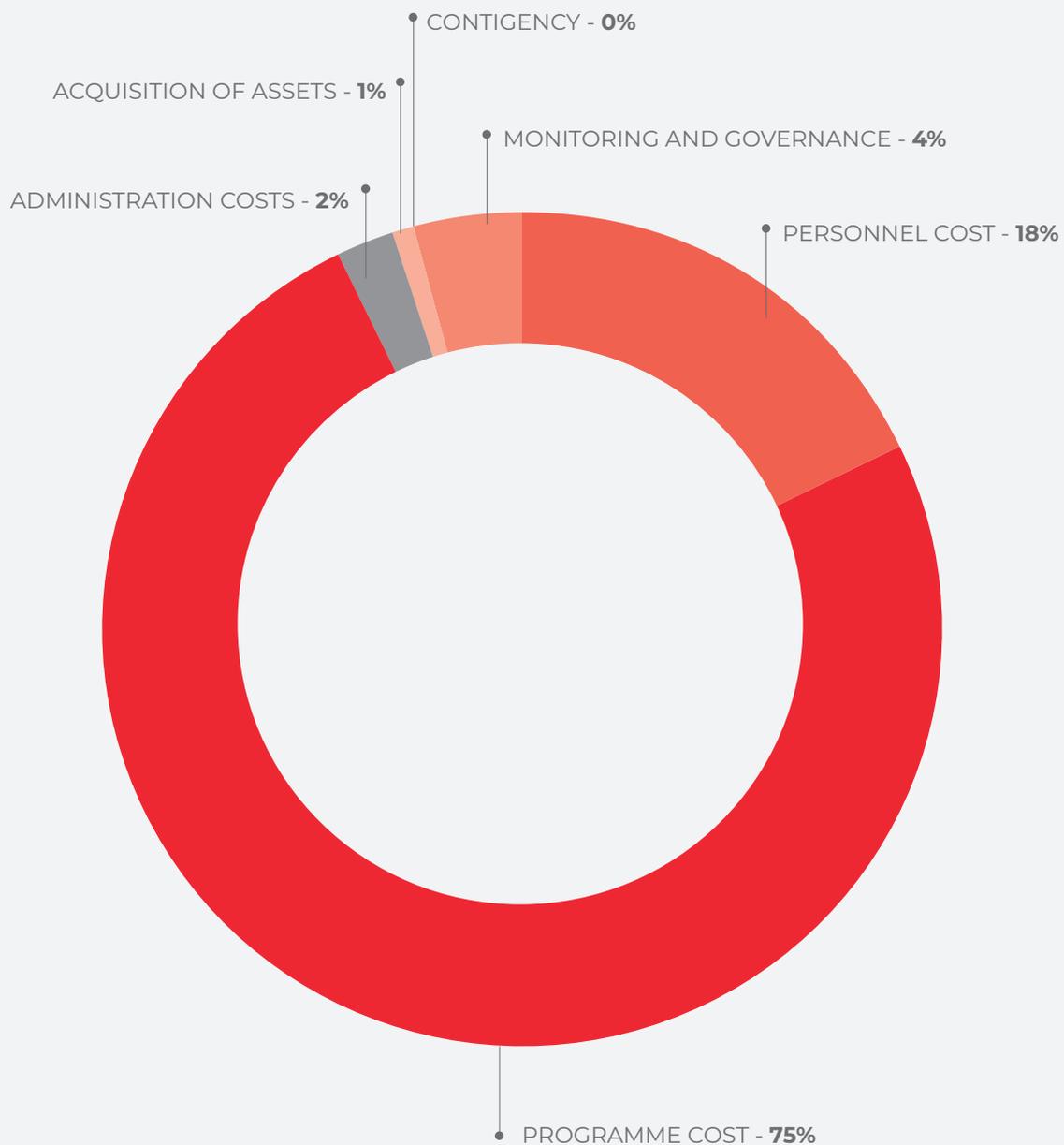


Figure 12: Expenditure Proportions in 2012

FINANCE AND ADMINISTRATION

Programme costs were the highest in last half with 75% of the overall expenditure whereas acquisition of assets were the lowest with 1% of the total spent from January to December 2012. The report below shows the financial performance of trapca for the period under review:

7.3.2 Statement of Comprehensive Income For The Year Period Ended 31st December 2012

STATEMENT OF COMPREHESIVE INCOME FOR THE YEAR PERIOD ENDED 31 DECEMBER 2012

	NOTE	2012 USD	2011 USD
REVENUE			
SIDA contribution	8	3,201,950	2,418,139
ESAMI contribution	8	134,296	364,743
		(2,622,947)	
Direct expenses			(2,115,275)
		713,298	667,607
Operating expenses			
Amortization of capital grant	10	32,153	25,862
Other fee income	11	-	-
Administration expenses	12	(82,418)	(104,022)
Advertising and promotion	13	(88,816)	(128,216)
Motor vehicle operations	14	(6,406)	(12,312)
Library and website development	15	(20,108)	(27,525)
Amortization	10	(32,153)	(25,862)
Other operating expenses	16	(513,703)	(388,561)
		(711,450)	(660,636)
Operating surplus		1,848	6,971
Finance income	17	278,663	468,572
Operating surplus before tax		280,511	475,543
Taxation	18	0	0
Net Surplus for the year		280,511	475,543
Other comprehensive income		0	0
Other comprehensive surplus		280,511	475,543

Note: The notes indicated in the report for reference are detailed in the audited financial statements presented along with this report.

7.3.3 Statement of Financial Position as at 31 December 2012

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2012

	NOTE	2011 USD	2010 USD
ASSETS			
Non current assets			
Property and equipment	19	85,189	113,508
Intangible assets	20	320	1,609
		85,509	115,118
Current assets			
Trade and other receivables	21	100,524	99,743
Due from related party	22	549,273	519,180
Cash and cash equivalents	23	6,107	200,238
		655,904	819,161
Total assets		741,414	934,279
FUNDS AND LIABILITIES			
Funds			
ESAMI contribution	26	181,536	145,877
Accumulated surplus		287,483	475,543
		469,019	621,421
Non current liabilities			
Deferred capital grant	10	85,509	115,118
		85,509	115,118
Current liabilities			
Trade creditors	24	46,630	33,630
Due to related party	22	13,387	58,578
Other payables and accruals	25	126,869	105,533
		186,886	197,741
Total funds and liabilities		741,414	934,279

The detailed financial statements and accompanying notes are presented separately.



FINANCE AND ADMINISTRATION

7.4 Towards Sustainability

As **trapca** explores the basket funding options, management has been making efforts of sourcing for financing in different ways and from different sources. This section highlights the efforts of **trapca** in sourcing finance.

7.4.1 Co-funding of Courses

Since 2010, **trapca** has been organizing courses that are co-funded by partners. This included the World Bank Institute (WBI), The International Institute for Sustainable Development (IISD), the African Pacific Caribbean (ACP) Secretariat and EDULINK. These initiatives have proved to be cost effective.

7.4.2 Training Consultancy

Besides co-hosting the level 200 courses, **trapca** has been conducting training consultancies.

a) Ministry of East African Community, Tanzania

In 2010, **trapca** conducted training for the officials from the Ministry of East African Community in Tanzania. The audited financial statement reported a revenue of USD30, 000 from this assignment in 2010.

b) Government of Burundi

In 2010, **trapca** conducted training for the officials from different ministries from the Government of Burundi. The audited financial statement report revenue of USD15, 000 from this assignment

During the period under review, different assignments were won and consultancies are under way to be completed in 2013. These are:

c) Ministry of Trade, Government of Kenya

trapca won a contract for Statistical and econometrics training and modeling for officials from the Ministry of Trade in Kenya. The capacity building was in line with the support of the Ministry of Trade in the implementation of Kenya's New National Trade Policy and Private Sector Development Strategy Goal 3 (Economic Growth

through Trade Expansion). This assignment is worth US\$114,000 and revenues and costs will be reported in the 2013 fiscal year.

d) Trade Advocacy Fund (TAF) Training Consultancy

In December 2012, **trapca** signed a contract with the Trade Advocacy Fund (TAF) to training officials from 83 countries. The overall objective of the training activities to be offered by **trapca** is to develop and/or enhance the capacity of trade officials from the TAF eligible beneficiary countries to understand and apply WTO Law, and to utilize the WTO Dispute Settlement System. This consultancy involves mounting six specialized courses and one executive course between May and November 2013. Further, **trapca** will come up with a case study that focuses on challenges faced by LDCs and LICs in utilizing the WTO Dispute Settlement System. The value of this assignment is US\$455,000 (GBP298, 000) and revenues and costs will be reported in the 2013 fiscal year.

e) CUTS International Geneva Consultancy

In September 2012, **trapca** signed an agreement worth US\$45, 000 with CUTS Geneva to draft training manuals for the EAC PACT Project. During the period under review, US\$10,000 was received and is reported in the audited financial statement. The rest of the financials will be reported in the 2013 fiscal year.

f) Ministry of Trade, Industry and Commerce, Botswana

trapca was awarded a contract to train officials from the Ministry of Trade in Trade and Investment Agreements. This assignment was concluded in January 2013 and is worth US\$25,000. Revenues and costs will be reported in the 2013 fiscal year.

g) Trade Mark East African Capacity Building/Training Framework Contract

In September 2012, **trapca** bid for the Trade Mark East African training framework contract. **trapca** was delighted on 10th April 2013 to sign a framework contract for the capacity building component of TMEA for a period of three years with the possibility of extension.



8.0

ENTERPRISE RISK
MANAGEMENT
(ERM)

ENTERPRISE RISK MANAGEMENT (ERM)

The trapca Enterprise Risk Management register includes the identification, profiling, assessment and analysis of key risks for trapca operations. The summary below includes: a summary of all the key risks; whether the likelihood of each risk is low, medium, or high; whether the potential impact of each risk is low, medium or high; what mitigation approach is being taken by trapca for each risk; and what effect is the mitigation expected to have on both the likelihood and impact of each risk) for the year ended 31st December 2012:

Table 5: 2012 ERM Register

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies	Post Probability (L, M, H)	Post Impact (L, M, H)
1.	01-Jan-12	Limited response from applicants for the courses hence below expected participants	Low	High	Unable to complete key tasks	Effective marketing of the courses in the LDCs and LICs	Low	High
2.	01-Jan-12	Ineligibility of applicants from beneficiary countries	Medium	Medium	Uneven country spread	Adverts clearly state the entry requirements for the training	Low	Low
3.	01-Jan-12	Geographical spread	Medium	High	Unable to reach all project target group	Target marketing and spreading the advert widely	Medium	Medium
4.	01-Jan-12	Failure by the participants to complete the diploma and MSc requirements	High	High	Adverse effect on project output on number of graduate	Stringent admission criteria, academic counseling during on site course and post-session assignments	Medium	High
5.	02-Jan-12	Costs could rise significantly during the course of the project	Medium	High	trapca may be unable to financially support the project.	Ensure tight control of costs. Early procurements of services and goods	Low	High
6.	02-Jan-12	Unforeseen incidence causing unavailability of scheduled resource person	Medium	Low	Disruption in scheduled course	Each course has been planned with substitute resource person. Early contract and confirmation of availability	Low	Low

ENTERPRISE RISK MANAGEMENT (ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies	Post Probability (L, M, H)	Post Impact (L, M, H)
7.	02-Jan-12	Feedback from participants suggests learning objectives not achieved	Medium	Medium	Capacity building objective not met	<ul style="list-style-type: none"> · Obtain learning expectations at the start of each course. · Weekly onsite assignments · Pre-session assignments two weeks before the commencement of each course 	Low	Medium
8.	02-Jan-12	Policy Dialogues briefs and reports not referred to or utilized by LDCs and LICs officials	Medium	High	Impairment of project outcomes/ impact	Dissemination and popularization of the Case studies in beneficiary country	Medium	Medium
9.	02-Jan-12	Loss of key staff	Medium	High	Unable to complete key tasks	Competitive remuneration package Conducive working environment	Low	Medium
10.	02-Jan-12	Changes in priorities of Donor	Medium	High	Removal of resources, lack of commitment, change in strategy or closure of project.	Make sure that Donors are aware of the impact trapca is creating. Retain any parts of the work of the project that could be useful in any future development (integration of trapca into ESAMI as a specialized Trade Centre) Alternative financing options	Low	High

ENTERPRISE RISK MANAGEMENT (ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies	Post Probability (L, M, H)	Post Impact (L, M, H)
11.	02-Jan-12	Lack of institutional (ESAMI) buy-in	Low	High	Failure to achieve business and project benefits.	Executive leadership and ongoing involvement.	Low	High
					Service levels reduced	Communications and planning focus.		
					Ineffective work practices. More fragmented processes. Poor Communication.	Social networking interfaces (such as Thursday Tea)		
					Corporate brand damage	Prompt and effective communication with all categories of stakeholder - donors, employees, clients and suppliers.		
12.	02-Jan-12	Poor Reputation	Medium	High	Non sustainable business	Strong and consistent enforcement of controls on governance, business and legal compliance.	Low	Medium
					Loss of customer confidence and loyalty	Continuous monitoring of threats to reputation.		
					Loss of donor confidence	Ensuring ethical practice throughout the trapca operations.		
					Financial loss			

ENTERPRISE RISK MANAGEMENT (ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies	Post Probability (L, M, H)	Post Impact (L, M, H)
13.	02-Jan-12	Costs could rise significantly during the course of the project	High	High	trapca may be unable to financially support the project.	Ensure tight control of costs. Have a 'pot' of money available in case risk occurs	Low	Medium
14.	02-Jan-12	Poor intra-project communications	Low	Medium	Disjointed work, lack of cohesion. Demotivated staff	Monitor project activities. Team building activities and events	Low	Low
15.	02-Jan-12	corruption	Low	High	Loss of reputation	Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents.	Low	High
					Loss of public confidence	Effective internal controls and monitoring		
					direct financial loss	Employee sign off that they will not engage in corrupt activities		
					Wasted resources			
					Adverse effects on other staff and the morale of the Centre generally.			

ENTERPRISE RISK MANAGEMENT (ERM)

Fig 8a: Risk profiling

trapca
Pre-Mitigation
Risk
Assessment
Map



Fig 8B: Pre-mitigation Matrix

trapca
Pre-Mitigation
Risk
Assessment
Map

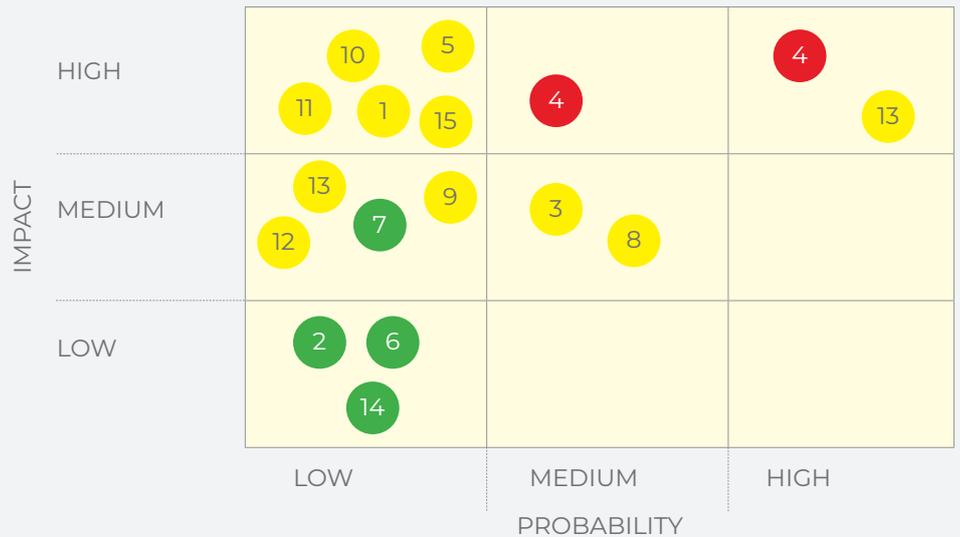
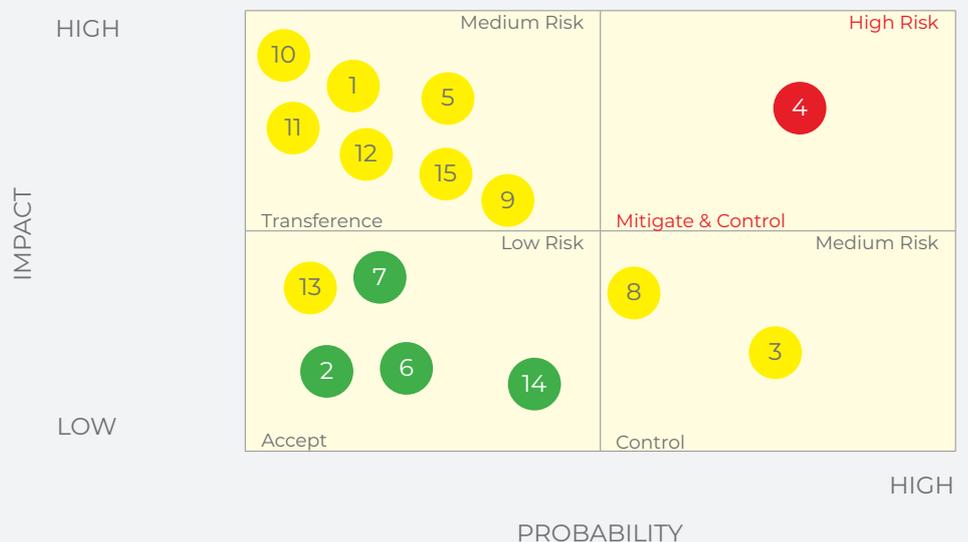


Fig 8C: Post Mitigation Matrix

2012 Risk
Mitigation
Strategy
Matrix





9.0

CHALLENGES

trapca experienced some challenges. These challenges were twofold:

(a) Tuition Fees:

There were variances between the target number of participants and the actual course participants mainly as a result of the inability of some participants to pay the required fees for the courses. The charging of fees had a negative impact on the number of students who attended trapca courses. trapca students continued to express their challenge in raising tuition fees for the courses. Students' requests management for further subsidies to enable them to complete the courses. Fifty two percent of the students did not attend the courses even after being offered partial scholarships for travel and accommodation citing that they could not afford

to pay the already subsidized fees. trapca Management and Sweden acted by utilizing the previous year's exchange gains to give more scholarships during the second half of the year. As highlighted in section 7.4 above, trapca has been making efforts to source more funds. The establishment of the basket fund will be another sustainable mechanism of dealing with this challenge.

(b) Internet Access:

Internet access has been cited as a challenge especially in the foundation course causing delays in data retrieval. This consequently affects submission time for assignments. ESAMI has installed a new server to mitigate this.





10.0

**OUTLOOK FOR
2013**

The aftershocks of the slowdown of the global economy will inevitably have an impact on the Centre in 2013. However, the Centre has developed demand driven courses that have been consistently rated as relevant by students, faculty and other stakeholders. This has established a firm foundation for **trapca** and this gives the Centre optimism for the future. **trapca** has revised its strategic plan and a new marketing plan has been crafted to widen market share thereby ensuring sustainability. This is also demonstrated by the extension of the new office block funded by ESAMI.

Courses will be conducted in both English and the French language in 2013. In the francophone more courses have been planned for 2013 with a possible graduation of the first Francophone MSc class in November 2013. **trapca** has launched new initiatives under planned trade policy dialogues to help countries

deepen and strengthen the regional integration process.

trapca has developed terms of reference for basket funding. The purpose of this financing plan is to detail how **trapca's** future funding basket fund could be designed as well as options for future financiers that **trapca** could approach for the possible contribution to the basket fund.

New collaboration with the World Bank Institute, International Institute of Sustainable Development (IISD) and the UKAid means **trapca's** outreach will become wider with new revenue streams beyond Sida funding.



New collaboration with the World Bank Institute, International Institute of Sustainable Development (IISD) and the UKAid means trapca's outreach will become wider with new revenue streams beyond Sida funding.







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