



Trade Policy
Training Centre
in Africa

trapca

Annual Report 2013





OUR VISION AND MISSION

VISION

Centre of excellence in Trade Policy Capacity Building for LDCs and low income countries in sub Saharan Africa (SSA)

MISSION

Empower clients through training and research and enhance their trade policy capacity to negotiate for more favourable international trade arrangements

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.



Trade Policy
Training Centre
in Africa

trapca

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 2014

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1.0 - EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This Annual Report aims to document progress towards achieving immediate objectives according to the Work Plan for 2013. Management is pleased to report that trapca has successfully conducted 40 courses within the period under review; fourteen advanced courses, twelve specialised courses, four foundation courses (two onsite and two online), and ten executive courses. In total, 954 participants attended these courses. This means that since 2006 to December 2013, trapca has trained a total of 4,114 participants. A total of 2,413 were trained between 2006 and 2011, 742 in 2012 and 954 between January and December 2013.

The number of participants trained since January 2013 reflects excellent performance in terms of aggregate participant numbers, and this is partly attributable to the positive completion rate of participants in the first e-learning foundation course; the TAF-funded diploma course as well as the executive course held in Nairobi and the CUTS tailored training, joint collaborations and

partnerships with Inter Analysis UK Limited resulted in an executive course on Trade Sift and also with Africa Development Bank, World Bank Institute and COMESA resulted in conducting a COMESA-EAC-SADC Tripartite training workshop, which attracted 33 participants.

Comparative tables 1 and 2 illustrate planned activities for the period against implemented activities.

In total

954

participants attended these courses.

Table 1: Planned Activities Vs Actual Activities (Courses)

| Programme | Annual Planned | Implemented to Date | Deviation from planned | Planned Participants | Attended Participants |
|----------------------------------|----------------|---------------------|------------------------|----------------------|-----------------------|
| Courses | | | | | |
| <i>CITD</i> | 5 | 2 | -3 | 100 | 44 |
| <i>CITD e-learning</i> | 2 | 2 | 0 | 40 | 93 |
| <i>Executive Courses</i> | 4 | 10 | 6 | 40 | 268 |
| <i>Specialized short courses</i> | 7 | 12 | 5 | 140 | 261 |
| <i>Advanced courses</i> | 12 | 12 | 0 | 240 | 288 |

Table 2: Planned Activities Vs Actual Activities (Governance and Monitoring)

| Programme | Annual Planned | Implemented to Date | Performance Variance |
|--|----------------|---------------------|----------------------|
| Governance and Monitoring | | | |
| <i>Donor Meeting</i> | 1 | 1 | 0 |
| <i>Board Meeting</i> | 2 | 2 | 0 |
| <i>Audit</i> | 1 | 1 | 0 |
| <i>Academic Advisory Council Meeting</i> | 1 | 1 | 0 |

EXECUTIVE SUMMARY

Note: The number of projected activities for the specialised courses is 7 and the table indicates that 12 courses were implemented. Out of these, six specialised courses were funded by the Trade Advocacy Fund (TAF) as part of the Specialised Post Graduate Diploma in WTO Law and Dispute Settlement. Five Foundation courses were projected, but only 2 were implemented. Funds for one of the three remaining foundation courses were reallocated to fund 3 Francophone Advanced Modules to facilitate graduation for the Francophone Master of Science class. The remaining 2 courses have been deferred to the academic year for 2014. This change was approved by Sweden. Further, trapca conducted a total of 10 executive courses. These are one, for EAC Secretariat and Member States officials on trade policy analysis; one for trade officials involved in trade negotiations from TAF beneficiary countries, one on statistical trade policy tools for the Ministry of Trade Officers in Kenya, and another for COMESA-EAC-SADC tripartite officials and the remaining six under the PACT-EAC Programme. One course was held in each of the five EAC member states adding up to five courses. The last course was a regional training course that was held in Kampala, Uganda.

During the period under review, three kinds of evaluations took place that included the financial audit for 2012, the Annual review meeting, two Board meetings and the Mid Term Review.

On the financial front, trapca spent a total of US\$2, 738, 276 against the budget US\$3,423,227 representing 80% utilization of the budget for 2013.

The balance of funds (surplus) was approved to be utilized in the 2014 fiscal year. The Centre is reliant on funding from Swedish International Development Cooperation Agency (Sida), the major donor and ESAMI. In 2011, Sida invited ESAMI/trapca and Lund University to submit their proposal for additional funding. The

agreement between Sweden and ESAMI was signed in April 2011. This guarantees the future cash flow of trapca for the foreseeable future.

Additionally, according to the Programme Document, ESAMI is the official owner of trapca, and on this basis, the directors are of the opinion that the Centre is a going concern. Furthermore, Management has undertaken steps to increase the income base through basket funding. During the period under review, the Centre has seen some inflows from other revenue streams totalling US\$942, 732 raised outside Sweden funding, of which US\$695, 616 was expended. The balance of US\$247, 117 is reported as a surplus and is reserved in the ESAMI contribution account.

Sweden commissioned the Mid Term Review (MTR) of the Trade Policy Training Centre in Africa (trapca). The final report of the MTR concluded that, as an institution, trapca has successfully developed its capacity to run high quality courses in trade policy. The structure of courses on different levels, the curriculum, the faculty, the training and the training facilities are excellent, while the living conditions for the students can be improved, although that needs to be balanced with the need to keep costs down. The courses have contributed to building the individual capacity in trade policy, of more than 2,000 persons from least developed and low-income countries in Africa.

As a project, the report confirmed that trapca is highly relevant, effectively producing its expected outputs and is on track to achieve the programme objective to contribute to individual capacity building. However, the report also pointed out that the Results Framework (RAF) needed to be revised to reflect the agreed changes in outputs. The report also made recommendations for other improvements.

The agreement between Sweden and ESAMI was signed in April 2011. This guarantees the future cash flow of trapca for the foreseeable future. Additionally, according to the Programme Document, ESAMI is the official owner of trapca and it is on this basis that the directors are of the opinion that the Centre is a going concern.



2.0 - PERFORMANCE OVERVIEW

PERFORMANCE OVERVIEW

The year 2013 marks the third year of the implementation of the second phase of trapca, which started on 1st April 2011 when Sweden and ESAMI signed the agreement . During the period under review, trapca successfully conducted 40 courses, equivalent to 78 courses against the initially planned 30 courses (70-course weeks). Overall the target was exceeded in terms of both courses and course weeks. In an effort to meet graduating targets for the MSc level, some re-allocation was done that resulted in more than planned advanced courses and fewer foundation courses compared to the planned ones. In terms of courses, these were:

In terms of courses these were:

- Twelve Advanced Courses,
- Twelve Specialized Courses,
- Four Foundation Courses, and
- Ten Executive Courses.

During the period under review a total

954

participants from within and outside Africa attended these courses.





3.0 - PERFORMANCE EVALUATION

PERFORMANCE EVALUATION

3.1 Result Analysis Framework (Raf)

The Programme document (Prodoc) assumptions are based on a twelvemonth's period. In 2012 an amendment was agreed between Sweden and ESAMI through a budget instrument to change the number of participants per course from 25 to 20. The summary is explained in table 2 below but the Centre's detailed results for the period under review is elaborated in annex 1.

Table 3: Outturn of Academic Programmes

| Item | No of courses planned | Actual courses | Planned Course weeks | Actual Course weeks | Deviation in course weeks | Pax planned | Pax Actual | Remark |
|--------------------|-----------------------|----------------|----------------------|---------------------|---------------------------|-------------|------------|---|
| <i>Foundation</i> | 7 | 4 | 28 | 16 | -12 | 140 | 137 | Funds for 1 reallocated to cater for Advanced Franco and 2 deferred to 2014 |
| <i>Executive</i> | 4 | 10 | 4 | 10 | 6 | 40 | 268 | Exceeded |
| <i>Specialised</i> | 7 | 12 | 14 | 24 | 10 | 140 | 261 | Exceeded |
| <i>Advanced</i> | 12 | 14 | 24 | 28 ¹ | 4 | 240 | 288 | Exceeded. Graduated 2 MSc intakes for Anglo and Franco |
| <i>Total</i> | 30 | 40 | 70 | 78 | | 560 | 954 | Exceeded |



¹ The total 28 course weeks include 24 taught course weeks and 4 thesis course weeks

PERFORMANCE EVALUATION

3.2 Training Academic Performance

The forty courses included fourteen advanced courses (12 taught and 2 theses), twelve specialised courses and four foundation courses. trapca also conducted ten executive courses. In total, 954 participants attended the courses offered by trapca during the period under review. In terms of academic performance, the pass rates are used as an indicator to capture individual performance. Overall pass rates across all courses were very good with an average 95 percent pass rate. Courses that presented challenges to students in both short courses and advanced categories were the heavy quantitative courses. These courses were associated with some participants failing to complete key assessments in the courses. The details of the individual course grade distribution are presented in the annex.

3.3 Short Courses

In the Short courses category, trapca offered four Foundation Courses, 10 executive courses and twelve specialised short courses. In total, 666 participants attended the courses.

The executive courses are designed with no examination components as an assessment criteria. In this regard, the executive courses' performance is reflected by the participant numbers. The executive courses undertaken during the period under review include;

- The first executive course was on Trade Sift and this was conducted from 14-18 January 2013 for 28 Officials from the five EAC Member States as well as the EAC Secretariat.
- The second executive course was on statistical trade policy tools. This was held from 4-15 February 2013 and it was organized for 13 core staff for the Ministry of Trade in Kenya.
- The third executive course was also held in Nairobi, Kenya from 27-31 May 2013. This was organized with funding from the TAF for Senior Trade Negotiators, Senior Legal Officers and other Senior Officials involved in trade negotiations on behalf of their respective countries.
- CUTS International funded six courses during the year. One was a regional training course held in Kampala, Uganda, and the other five were national trainings that took place in each of the five EAC

member states. The courses were on Climate, Food Security, and Trade: Developing Coherent Policies and Programmes. The courses were held under the Promoting Agriculture-Climate-Trade linkages in the East African Community (PACT EAC) National Training Programme. This is an ongoing project implemented by CUTS International Geneva and undertaken at the national and regional levels .

The list of courses offered as well as the number of participants in each of those courses is reflected in Annex 2 under Table 7.

3.3.1 Participants' Performance In Foundation Courses

The pass rate captures the participants' academic performance. In the Foundation Courses during the period under review, the average pass rate across the two onsite foundation courses was impressive. This is illustrated in figure 2 below.

Onsite Foundation courses Pass rates

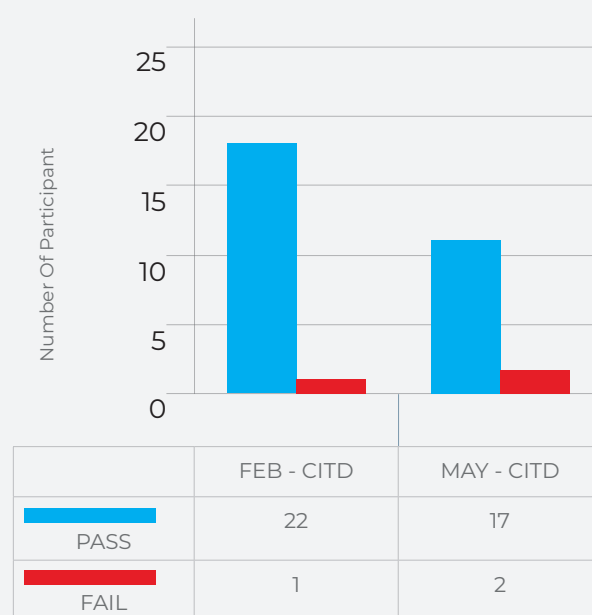


Figure 1: Participants Performance in Foundation Courses

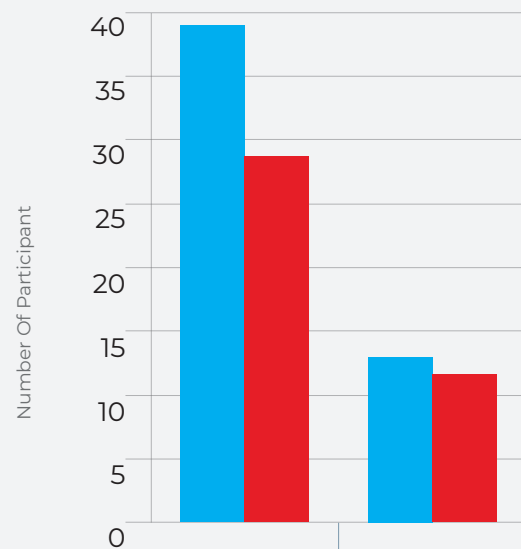
PERFORMANCE EVALUATION



In the February CITD Course, twenty two participants passed the course and only one failed. Further, during the April - May CITD Course, seventeen participants passed the course, and two failed.

Management is happy to report a very good subscription to the March-April e-learning CITD Course that trapca conducted through the UNITAR e-learning portal. The course had a total of sixty eight participants, and out of these, thirty-nine passed the course, while the remaining twenty-nine are expected to graduate in 2014 when they complete pending assignments. In this regard, efforts are underway to facilitate the completion of the outstanding assignments by the concerned participants.

Performance in E-learning Foundation Courses



| | MARCH - E-LEARNING | CITD E-LEARNING |
|---------------|--------------------|-----------------|
| COMPLETED | 39 | 13 |
| NOT COMPLETED | 29 | 12 |

Figure 2: Participants Performance in Foundation Courses

The June - August e-learning had twenty -five participants, with thirteen who successfully completed all the modules. The remaining twelve with outstanding modules will be encouraged to complete them during the subsequent e-learning courses. The outcome shows typical completion rates and challenges associated with e-learning .

PERFORMANCE EVALUATION

3.3.2 Performance In Specialised Courses

The specialised short courses exhibit an excellent pass rate except for the quantitative ones. There was a 100 per cent pass rate in ten out of twelve courses. However, TRP 303: Quantitative Trade Policy Analysis course had an average pass rate of 80 per cent with, 78 per

cent and 81 per cent pass rates in March and October, respectively. The quantitative courses typically present performance challenges to participants, particularly from non-quantitative backgrounds such as lawyers. The chart below shows the participants' performance in the twelve Specialised Courses offered during the period under review. The courses include six funded under TAF and six under the trapca regular budget.

Pass Rate in Specialised Course

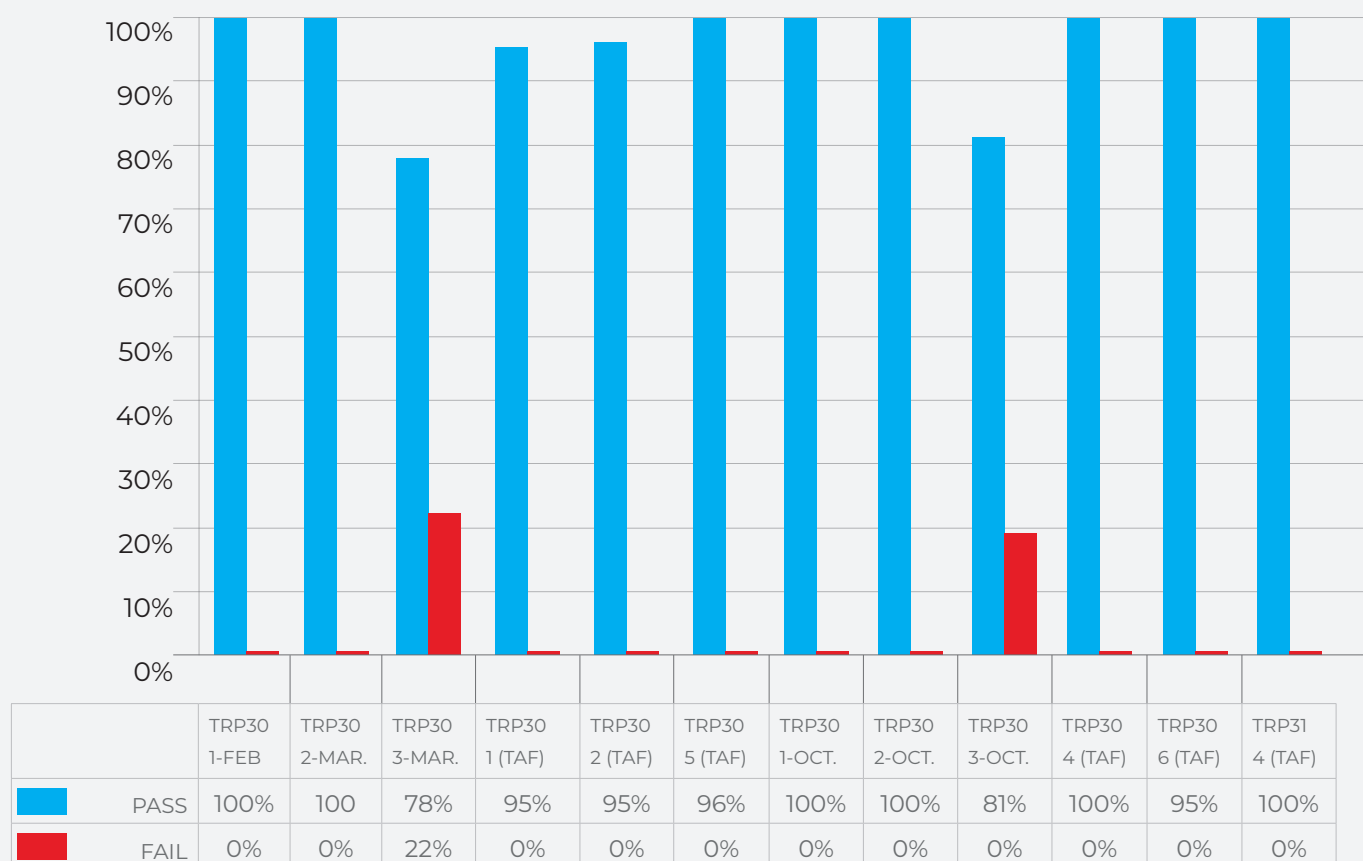


Figure 3: Performance in Specialized Courses²

Some of the participants are yet to complete some of the courses. In TRP 314: Drafting and Interpretation of Trade Agreements, one participant could not take the second module examination as he was recalled back by the employer. Another two participants did not take the final exam in TRP 301 and TRP 305 as they had family problems to attend to and left the course before completion. In another case, one participant is yet to complete an assignment component for TRP 306: Trade and Environment.

²Course codes are as referred below;

- TRP 301: International Trade Policy and Development
- TRP 302: International Trade Law and Development
- TRP 303: Quantitative Trade Policy Analysis
- TRP 304: Trade Negotiations, Leadership and Corporation
- TRP 305: Trade Remedies and Dispute Settlement
- TRP 306: Trade and Environment
- TRP 314: Drafting and Interpretation of Trade Agreements

Post Graduate Diploma- Intermediate Level

Of the participants that attended the various specialised short courses, twenty-one graduated with a Post Graduate Diploma at the Intermediate level. Thirteen of these were from the TAF-funded courses, while eight were from the regular trapca courses.

3.4 Advanced Short Courses

In total, 288 students attended the Advanced Courses during the period under review against 264 who participated during the same period in 2012. The Advanced Courses indicated in table 8 under Annex 2 were offered independently during the period under review.

3.4.1 Performance in Advanced Courses

The overall pass rate for the advanced courses was very good, with an average of 95 per cent pass rate across all courses. There were seven out of twelve courses with an excellent pass rate of 100 per cent. There was an excellent pass rate in seven of the twelve courses with 100 per cent pass rate. These include: TRP509-Trade in Services, TRP 510-Trade Related Intellectual Property Rights & TRIMS and TRP 508-Trade Negotiation, Co-operation and Leadership.

However, similar to previous performance outcomes, the quantitative course TRP 503: Tools for Trade Policy

Analysis had the least pass rate of 68 per cent. The rest of the other courses exhibited normal distribution in pass rate levels. Figure 4 below illustrates the performance of participants in all the twelve Advanced Courses offered during the period under review. The performance across the advanced modules offered during the review period reveals a similar trend to what previously has been observed at trapca.

Participants who failed the courses are expected to re-sit examinations in the failed courses. The course TRP 503 had eight students that failed the examinations. A re-sit examination was arranged for these students. As reflected in figure 4, 4 students also failed TRP 507: Bilateral, Multilateral and Regional Trade Integration examinations. One candidate failed both TRP 506 and TRP 507 in the Francophone group and is expected to re-sit examinations in both courses during the year 2014.



Performance in Advanced Courses

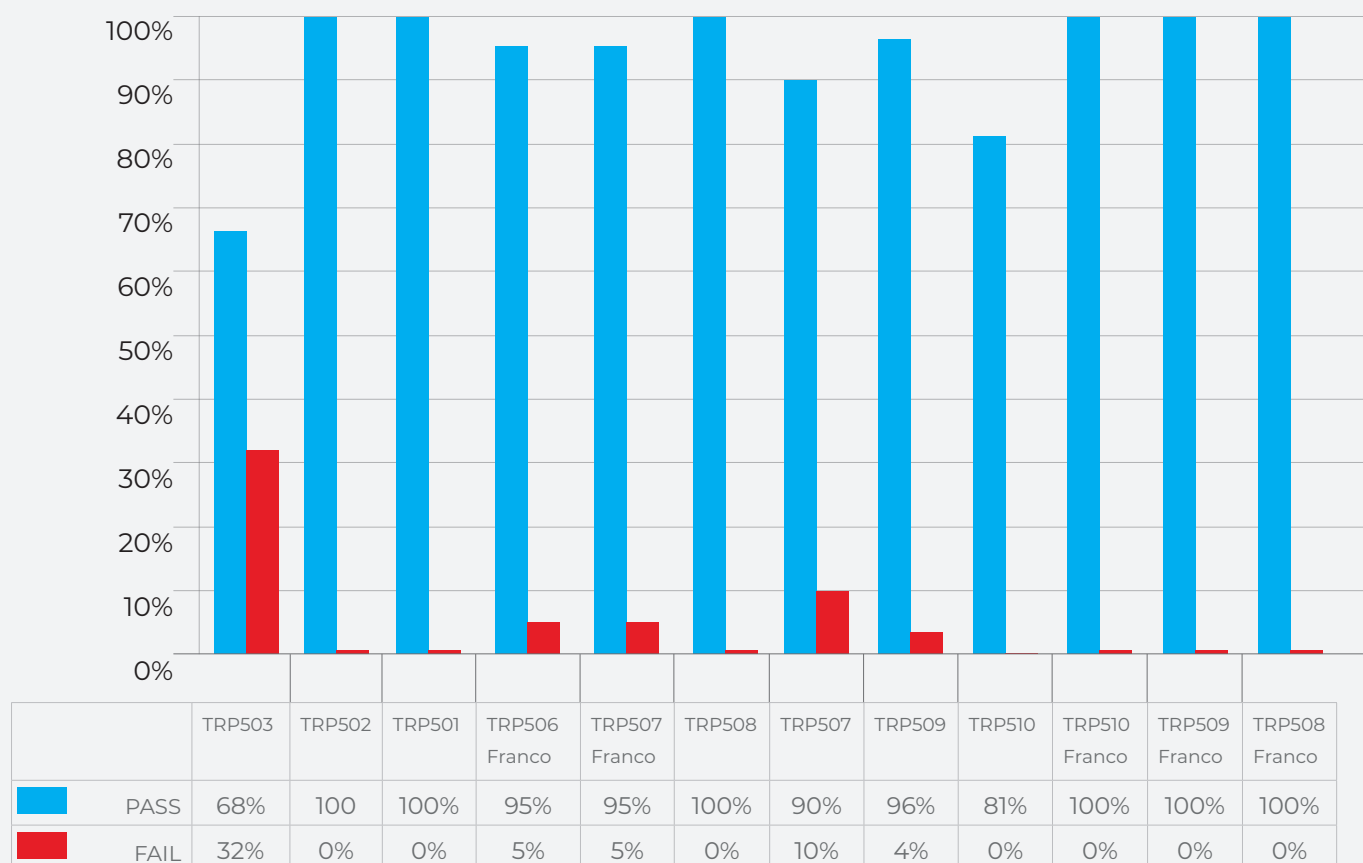


Figure 4: Performance in Advanced Courses³

³ The course codes are;

- TRP 501: Economic Foundations of Trade Policy
- TRP 502: Legal Foundations of Trade Policy
- TRP 503: Tools for Trade Policy Analysis
- TRP 504: Sectoral Trade Policies
- TRP 506: Drafting and Interpretation of Trade Treaties
- TRP 507: Bilateral, Multilateral and Regional Integration
- TRP 508: International Trade Negotiations and

Post Graduate Diploma- Advanced Level and MSc Degree

During the year under review, thirteen participants received the Post-Graduate Diploma in Trade Policy and Trade Law (Advanced). These included twelve from the Anglophone advanced track and one from the Francophone track.

There were a total of twenty-eight participants that graduated with a Master of Science in International Trade Policy and Trade Law. Out of the twenty-eight, fifteen were from the Anglophone track, while thirteen were from the Francophone track. This is the first time trapca has produced graduates under this award from the Francophone countries.

3.5 Executive Courses

3.5.1 Statistical Trade Policy Tools Course

trapca conducted training on statistical trade policy tools for the Ministry of Trade Officers in Kenya in February 2013. Thirteen core staff attended the course. The course was intended to introduce the staff to important elements that provide the foundation for the statistical and econometric theory relevant for quantitative trade policy analysis.

3.5.2 WTO Dispute Settlement System

The five-day Executive Course on WTO Dispute Settlement System was conducted from 27th – 31st May 2013, in Nairobi, Kenya. The training was organized with funding from the TAF for Senior Trade negotiators, Senior Legal Officers and other Senior Officials involved in trade negotiations on behalf of their respective countries. The course attracted twenty-four participants from fourteen TAF-eligible beneficiary countries, as reflected in the chart below.

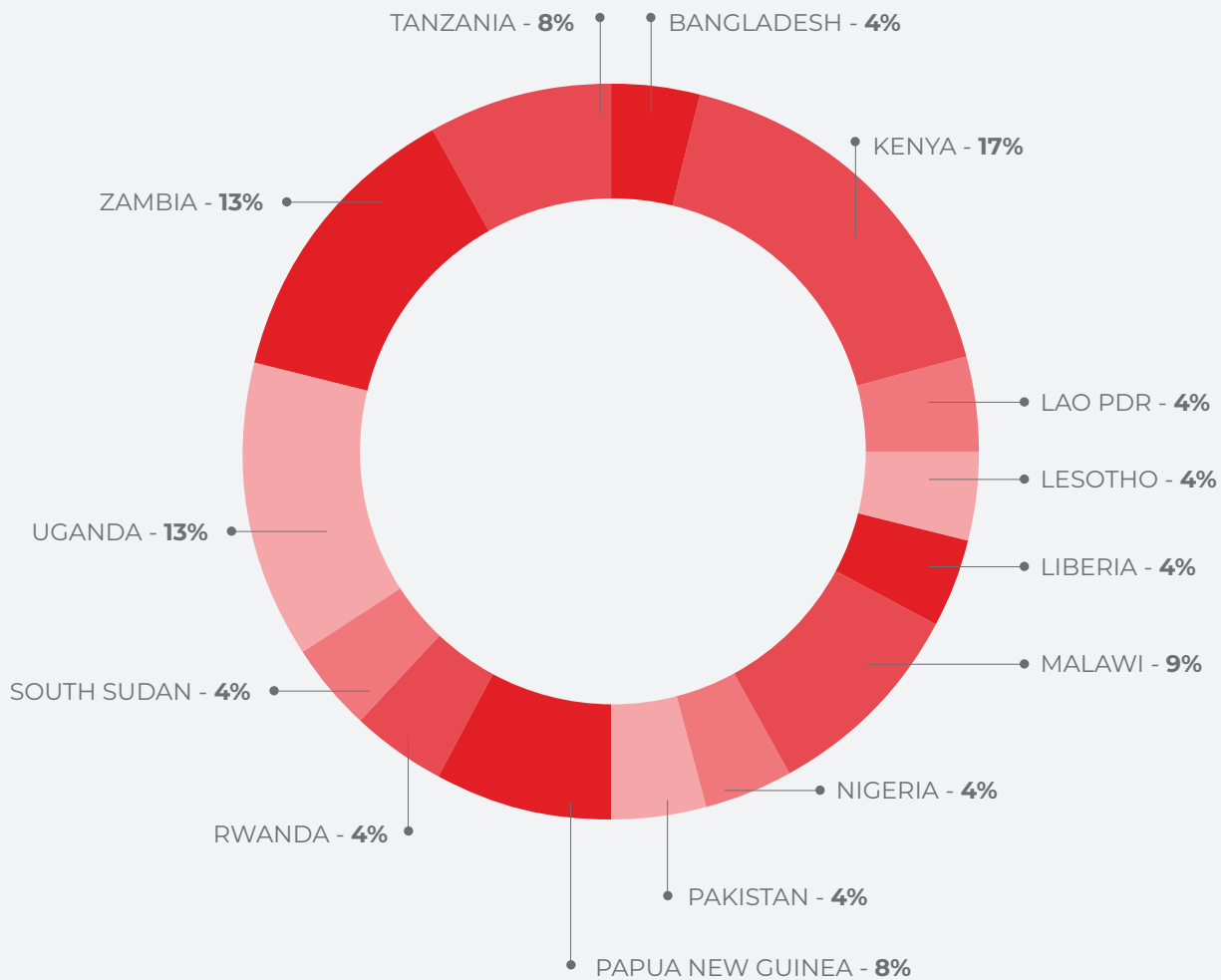


Figure 5: Country Participation in the WTO DSS Course

PERFORMANCE EVALUATION



PERFORMANCE EVALUATION

3.5.3 Executive Courses on Climate, Food, Trade

Trapca, with funding from CUTS International, offered five national trainings and one regional training on Climate, Food, and Trade: Developing Coherent Policies and Programmes. Training with similar focus was conducted in each of the five EAC member countries. The courses were held under the Promoting Agriculture-Climate-Trade linkages in the East African Community (PACT EAC) National Training Programme, which is being implemented by CUTS International Geneva and undertaken at the national and regional levels. The training programme aims to develop adequate and holistic policies addressing climate change-food security-trade (CC-FS-T) linkages in the EAC through the active involvement of representatives of all relevant stakeholders. The first training was held in Nairobi, Kenya and had thirty-three participants drawn from relevant Government Ministries/Departments, Parastatals and Civil Society Organizations. The Second training was held in Dar es Salaam, Tanzania and had twenty-nine participants. The Third training was held in Burundi and had a total of twenty-five Participants. The fourth training was held in Kampala, Uganda and it had twenty-nine participants. The last national training was held in Kigali, Rwanda for twenty-nine participants. The regional training was held in Kampala, Uganda and had thirty-two participants. A total of 170 participants have participated in the said national and regional training programme.

3.5.4 Joint Courses

3.5.4.1 Trade Sift Course for EAC

During the period under review, trapca in collaboration with Inter-Analysis UK Limited offered a one-week course in Arusha on a trade policy analysis software called Trade SIFT, developed by The University of Sussex and Inter-Analysis. The course was conducted in Arusha from 14th – 18th January 2013.

The course was offered to 28 officials from EAC Secretariat and the five EAC Member States. The participants appreciated the software's applicability and relevance to their day-to-day work and research activities.

3.5.4.2 Tripartite Course

trapca collaborated with Africa Development Bank, World Bank Institute and COMESA in conducting a four-day training workshop in Nairobi on Trade Facilitation and Regional Integration in

COMESA-EAC-SADC Tripartite Region. The workshop, which had thirty-three participants, was held in July 2013. The participants evaluated the training as excellent. This outturn was attributed to the relevance of the presentations.

3.6 Annual Conference

The eighth Annual Conference was held on the 21st and 22nd of November 2013 in Arusha, Tanzania, under the theme 'Boosting Intra-African Trade; The Role of Regulation and Policy.' The conference addressed the following key questions:

- a. What lessons can be drawn from the experience of WTO DSS for the regional integration dispute settlement process?
- b. How has the politics of policy-making and implementation shaped the regional integration agenda in Africa?
- c. What implications can be drawn from the experiences of the implementation of RoO and Intellectual Property for the regional trade performance?
- d. What is the role of trade facilitation and regulations on foreign investment, innovation and value chains?
- e. What can be inferred about the implications of regional growth of financial services on regional trade performance?

The conference attracted private sector practitioners, a mix of government and inter-governmental policymakers, experts, academics, researchers and representatives of regional and international non-governmental organizations. In total, 76 participants drawn from 27 countries attended the Annual Conference. A sample of the feedback from evaluation forms shows the participants were of the opinion that the eighth Annual Conference was well organized and had good and well-researched presentations relevant to boosting inter-African trade. Participants suggested that future Annual Conferences should be utilized to re-look at the harmonisation of regulations governing trade in agriculture.



4.0 - MONITORING & GOVERNANCE

MONITORING AND GOVERNANCE

Trapca's internal monitoring and evaluation practices within a programme have been designed to clarify the issues, why the programme is being evaluated, who is evaluating it, when it is evaluated and what the programme wants to do with the data.

Table 4: trapca Internal Monitoring and Evaluation System

| Issue | Why? | Who is evaluating? | When? | Data dissemination |
|---|---|---|---|--|
| Faculty | Quality control | Students | At end of each course unit | Aggregate and share with faculty and trapca staff |
| Logistical Arrangements | Quality control | Students and Faculty | At end of each course | Aggregate and share with ESAMI and trapca staff |
| Workplace | Impact Assessment / Upkeep of alumni database | trapca staff interviews alumni and employers | 18 months- 2 years post course completion | Aggregate and share with partners |
| REC | Impact Assessment / Needs Assessment | trapca staff interviews Regional Economic Community Officials | Annually | Aggregate and share with partners / Aggregate and share with Faculty and AAC |
| Trade Policy Dialogues /Executive Course participants | Quality control | Participants | After each forum | Aggregate and share with partners , trapca staff and faculty |



MONITORING AND GOVERNANCE

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

4.1 Financial Audit

The independent external auditors, Ernst and Young performed a financial audit in February 2014. They ascertained that the financial statements and accounts presented a true and fair view of the state of affairs as at 31st December 2013. The Board will discuss and review before the adoption and approval of the accounts.

4.2 Annual Review Meeting

The current Sida/ESAMI agreement empowers the donor review meeting to monitor and make decisions that could impact the programme documents. The meeting took place in Arusha on 25th April 2013, and all parties were represented. Three outcomes were agreed on:

- Continuation of the amendment discussions on the Programme Document (Prodoc) and budget alignment
- Finalisation of the Basket fund consultancy
- The undertaking of the Mid-Term Review (MTR)
- That sustainability of **trapca** does not mean self-financing or fee-paying by LDC participants. Sweden views **trapca's** sustainability in line with how **trapca** finds other ways of financing its activities to meet the core objectives and safeguard the needs of the LDC and female participants. One way could be to establish and operationalize a basket fund.
- Sweden communicated that it had decided to transfer the Intellectual Property rights to ESAMI for the publication: LDC and World Trade – Second Edition by Stefan De Vylder. ESAMI thanked Sweden for the transfer of Intellectual Property rights to ESAMI.
- The meeting was informed of a Nordic Aid for Trade Meeting on 5th June 2013. Sweden will, at this meeting, share information on **trapca** activities. **trapca** was requested to come up with a one-page write-up on its activities to be presented at the meeting as a way to solicit alternative funding.

Minutes were produced and signed as per agreement.

4.3 Board Meeting

The first Board meeting took place in May in Lusaka, Zambia, and the second was held in Bujumbura, Burundi. The Board deliberated on strategic direction. The meeting also served as a monitoring and accountability tool by undertaking reviews of the reports submitted by management. The outcomes of the Board meeting were:

- Approval of the Annual Report for 2012;
- Approval of the audited Financial statements that were presented by the audit manager of Ernst and Young;
- Approval of the Annual Work Plan and Budget for 2013;
- Endorsement of the Annual Work Plan and Budget for 2014;
- Approval of the recommendations of the Academic Advisory Meeting;
- Instruction to complete the basket fund mechanism in 2013.

4.4 Mid term Review

Sweden commissioned the Mid-Term Review (MTR) of the Trade Policy Training Centre in Africa (**trapca**). The final report of the MTR concluded that, as an institution, **trapca** has successfully developed its capacity to run high-quality courses in trade policy. The structure of courses on different levels, the curriculum, the faculty, the training and the training facilities are excellent. The MTR observed that the living conditions for the students could be improved, although that needs to be balanced with the need to keep costs down. The courses have contributed to building the individual capacity, in trade policy, of more than 2,000 persons from least developed and low-income countries in Africa. As a project, the report confirmed that **trapca** is highly relevant, effectively producing its expected outputs and is on track to achieve the programme objective to contribute to individual capacity building. However, the report also pointed out that the Results Framework (RAF) needed to be revised to reflect the agreed changes in outputs. The report further made recommendations for improvement. To this effect, **trapca** has prepared an action plan for implementing actionable recommendations by the MTR.

MONITORING AND GOVERNANCE

4.5 Global Faculty Meeting

The 2012 faculty meeting held on 6th August 2012 generated interesting observations by faculty members. This culminated in several recommendations being made for updating and review of the **trapca** courses.

Owing to this, 2013 was dedicated to implement the said recommendations, and as a result, no global faculty meeting was held in 2013.

4.6 Academic Advisory Council (AAC)

The AAC met in October 2013 and deliberated on the Training Report for the period between January and December 2013. The AAC made several recommendations, key among them being:

- **trapca** to put in place mechanisms that will ensure that only those MSc candidates that receive written approval from a supervisor should proceed to the thesis write-up stage;
- **trapca** to review the list of Global Faculty members; and
- **trapca** to continue developing capacity for the COMESA-EAC-SADC tripartite FTA negotiators.

4.7 Students Evaluation of Resource Persons

trapca administers evaluation forms for each of the courses on offer. With regard to the 28 out of the 37 courses that were offered during the period under review, **trapca** administered a Resource Person Evaluation Form for each of the two weeks that each module was offered as well as the end of Module evaluation form for each module.

Evaluation of Resource Persons focuses on the following areas:

- Overall presentation;
- Subject coverage;
- Subject organization;
- Teaching methodology;
- Recommended reading materials;
- Quality of handouts and knowledge of the Resource Person.

On the other hand, the end of the module evaluation form is aimed at getting participants' views on how the module, in general, may be improved.

Results of these evaluations indicated that the expectations of the participants in all the modules were fully met. The suggestions for improvement on the modules have also been compiled for consideration and possible implementation.



MONITORING AND GOVERNANCE





5.0 - MARKETING ACTIVITIES

trapca continued to engage in marketing activities during the period under review. The marketing activities were aimed at widening the participation base to more countries, brand visibility and general promotion of trapca offerings.

5.1 Marketing activities

trapca embarked on marketing activities to maintain the Centre's visibility and sustainability beyond the project period. The marketing drive has begun to bear positive results. trapca signed a Memorandum of Understanding with the Trade Advocacy Fund to deliver a PGD in WTO law and Dispute Settlement Understanding, an Executive course in Dispute Settlement System and develop a case study in Dispute Settlement Mechanism. During the period under review, trapca received a framework contract with Trade Mark East Africa as a potential training service provider for the next three years. The highlight of 2013 was that trapca was awarded a grant by the Swedish government to create a Trade Facilitation Facility within trapca. The facility will be officially launched in 2014.

5.2 Promotion

trapca conducted a marketing mission in Burundi, Ivory Coast, Senegal, Rwanda and Zambia aimed at increasing visibility and outreach in these countries. Since January 2013, trapca has engaged in targeted marketing in order to attract eligible participants for the new Post Graduate Diploma courses on WTO

Law and Dispute Settlement as well as the Executive Course, which were conducted in April-May 2013. The marketing missions led trapca to new partnerships with the University of Rwanda – College of Business and Economics, The Rwanda Management Institute (RMI) and the Ministry of Finance in Senegal. Promotional material and marketing instruments were produced and distributed through several channels.

5.3 Marketing Channels

The website remains central to trapca marketing activities and is the main marketing channel followed by the ESAMI networks and face-to-face interactions. Considerable effort and resources have been invested in the website maintenance to ensure the information is current and easy to access. These efforts have borne fruit, and the navigation of the site is easy and friendly to our clients as can be observed in table 4 that 2, 422 people applied for the courses of which 62% were admitted.

Table 5: Summary Statistics for the Courses and Outreach for January - December 2013

| SUMMARY | Advanced Courses | Specialized Courses | CITD | E-CITD | Executive Courses | Total |
|--------------|------------------|---------------------|------|--------|-------------------|-------|
| Applications | 437 | 721 | 139 | 104 | 385 | 1,786 |
| Invitations | 0 | 441 | 12 | 28 | 155 | 636 |
| Admissions | 378 | 551 | 143 | 122 | 305 | 1,499 |
| Confirmation | 342 | 387 | 50 | 96 | 280 | 1,156 |
| Attended | 288 | 261 | 44 | 93 | 268 | 954 |

The detailed break down of applications and admissions is appended as annex 2.

MARKETING ACTIVITIES

5.4 Brand Management

trapca's presence in the global area continued to deepen with the appointment of one of our faculty member, Dr. Mukhisa Kituyi as the Secretary General of the United Nations Conference on Trade and Development (UNCTAD). Dr. Kituyi, previously served as Minister of Trade and Industry for the Government of Kenya. In the same light, two of trapca faculty members, Prof. Gathii and Dr. Ngangjoh were nominated by the Governments of Kenya and Cameroon respectively to contest for the Appellate Body of the World Trade Organization (WTO). These nominations affirm the fact that trapca faculty enjoys international recognition.

Feedback from our alumni has also given us assurance of our brand position in the market place. Some of the graduates put their learning outcomes in perspective:

"..... I started my new post as Manager-Research with the Trademark East Africa..... for sure trapca has changed my life to a great extent. We were 180 people from six countries interviewed for one post, but the trapca knowledge enabled me to penetrate and acquire the job. Actually when we were at the interview I noted non of my competitor has a TRAPCA knowledge this made me to gain a lot of confidence..."

(Elias Baguhme, Tanzania)

"I am pleased to inform you that this year (2013) 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 environment under ACP and deputy focal Point on NAMA under the same Africa Group. This has been tremendous achievement for only having been in Geneva for 3 years now. In fact, it also adds to having been coordinator of G 77 and China under UNCTAD in 2011. With this, I cant but always thank trapca for the investment worthwhile. I believe to be a true testimony of the impact of trapca which for one as a non economist or lawyer, I have been able to sail through."

(Tsetetsi Makong, Lesotho)

5.5 Outcomes

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

5.5.1 Country Distribution

trapca regular courses trained 686 students, while the tailor-made courses had 268 participants. The regular courses attracted students from 55 countries. These are: 67 participants came from Cameroon, 52 from Kenya, 9 from Swaziland, 74 from Uganda, 48 from Zimbabwe, 18 from Liberia, 27 from Burkina Faso, 3 each from Madagascar, Burundi, Botswana, and Pakistan, 6 from Samoa, 11 each from Sierra Leone and Ivory Coast, 2 from Ghana and Jamaica, 8 from Benin, 58 from Ethiopia, 30 from Nigeria, 93 from Tanzania, 38 from Zambia, 41 from Malawi, 21 from Lesotho, 9 from Senegal, 7 each from South Sudan and Togo, 4 each from Grenada and India, 1 each from Papua New Guinea, Bangladesh, Belgium, Brazil, Central African Republic, Chad, China, Egypt, Fiji, Guyana, Guinea Bissau, Haiti, Indonesia, Italy, Kyrgyzstan, Lebanon, Nepal, Panama, Peru, Philippines, Russia, Saint Lucia, Spain, Taiwan, Tonga, Tunisia, and the United Kingdom.

Samoa, 11 each from Sierra Leone and Ivory Coast, 2 from Ghana and Jamaica, 8 from Benin, 58 from Ethiopia, 30 from Nigeria, 93 from Tanzania, 38 from Zambia, 41 from Malawi, 21 from Lesotho, 9 from Senegal, 7 each from South Sudan and Togo, 4 each from Grenada and India, 1 each from Papua New Guinea, Bangladesh, Belgium, Brazil, Central African Republic, Chad, China, Egypt, Fiji, Guyana, Guinea Bissau, Haiti, Indonesia, Italy, Kyrgyzstan, Lebanon, Nepal, Panama, Peru, Philippines, Russia, Saint Lucia, Spain, Taiwan, Tonga, Tunisia, and the United Kingdom.

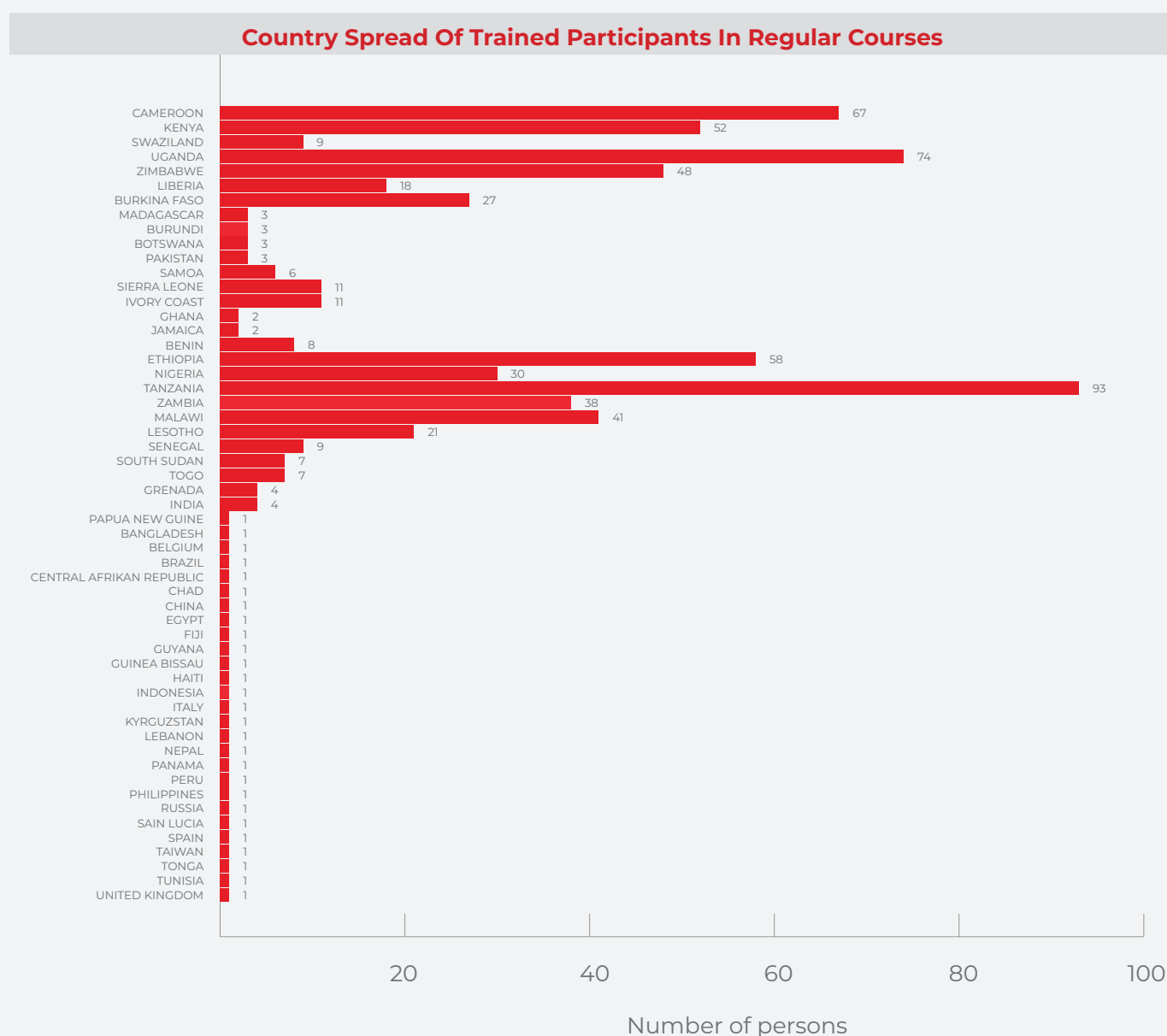


Figure 6: Country Spread of Trained Participants from regular courses

MARKETING ACTIVITIES



Country Spread Of Trained Participants from tailor made courses

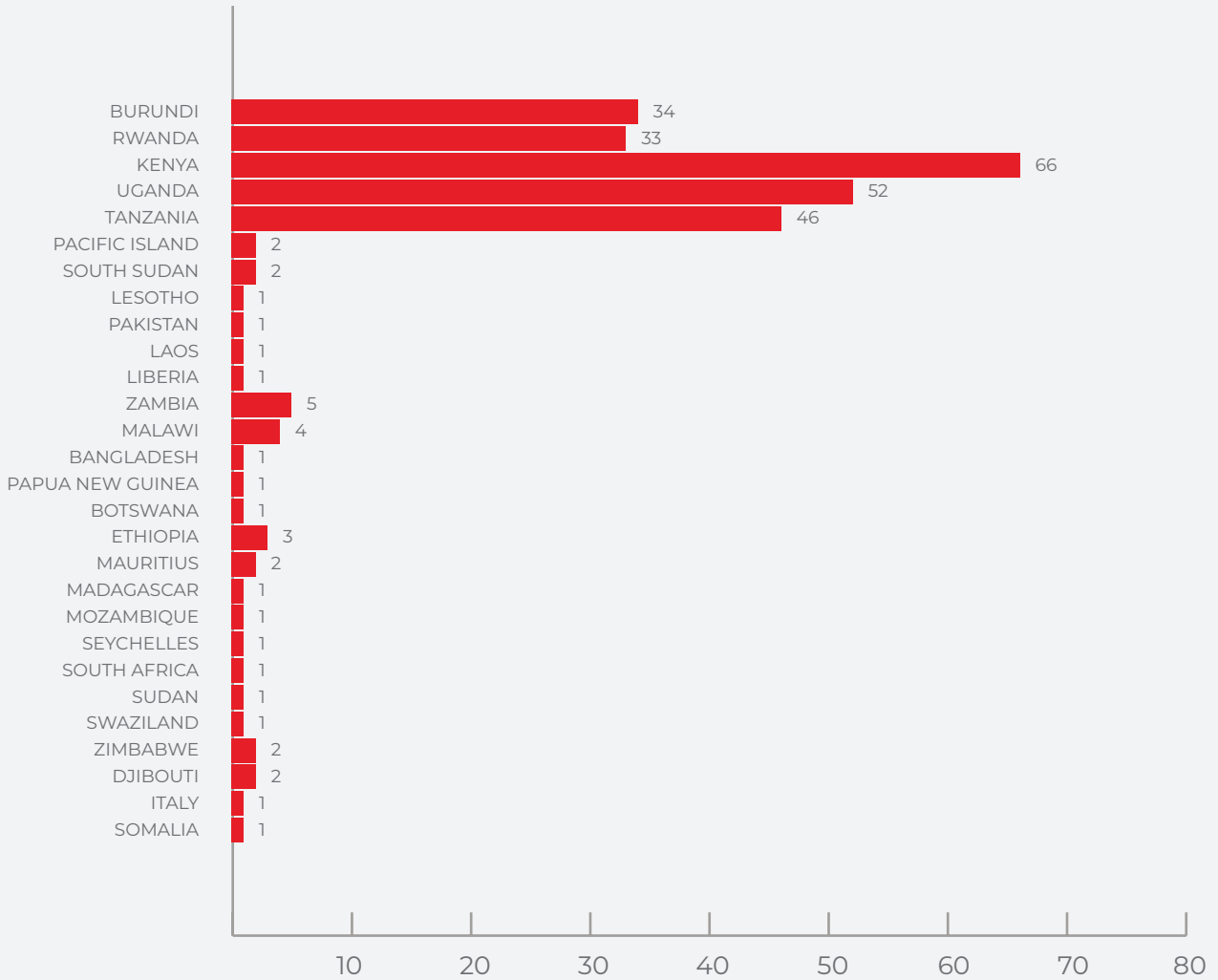


Figure 7: Country Spread of Trained Participants from tailor made courses



MARKETING ACTIVITIES

5.5.2 Gender Spread

The overall gender spread was sixty percent (60%) male and forty (40%) female across all courses. The gender representation during the period under review saw a one percent (4%) increase in female participation compared to the same period in 2012, which had thirty-six percent (36%) of female participation.

Gender distribution has generally improved in the second phase of **trapca** funding compared to the first phase. This improvement is attributed to management’s deliberate effort to attract female participation in all

the courses. The incentive comes in the form of offering full sponsorship for qualified female participants from LDC and LIC.

One notable outcome of management’s effort is seen through the MSc graduation Class of 2013. Ten (10) out of fifteen (15) students who graduated are female. The performance of the female participants is also commendable and justifies the need to continue supporting female participation in these courses.

Gender distribution for Regular and Executive Courses

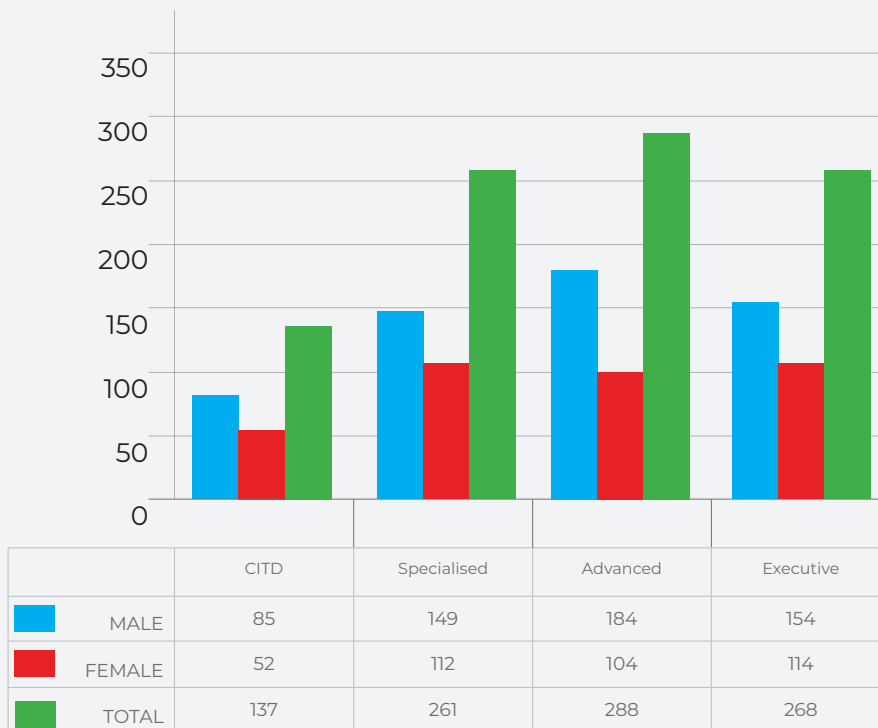


Figure 8: Gender Distribution Graph for January- December 2013

MARKETING ACTIVITIES

5.5.3 Sector Spread

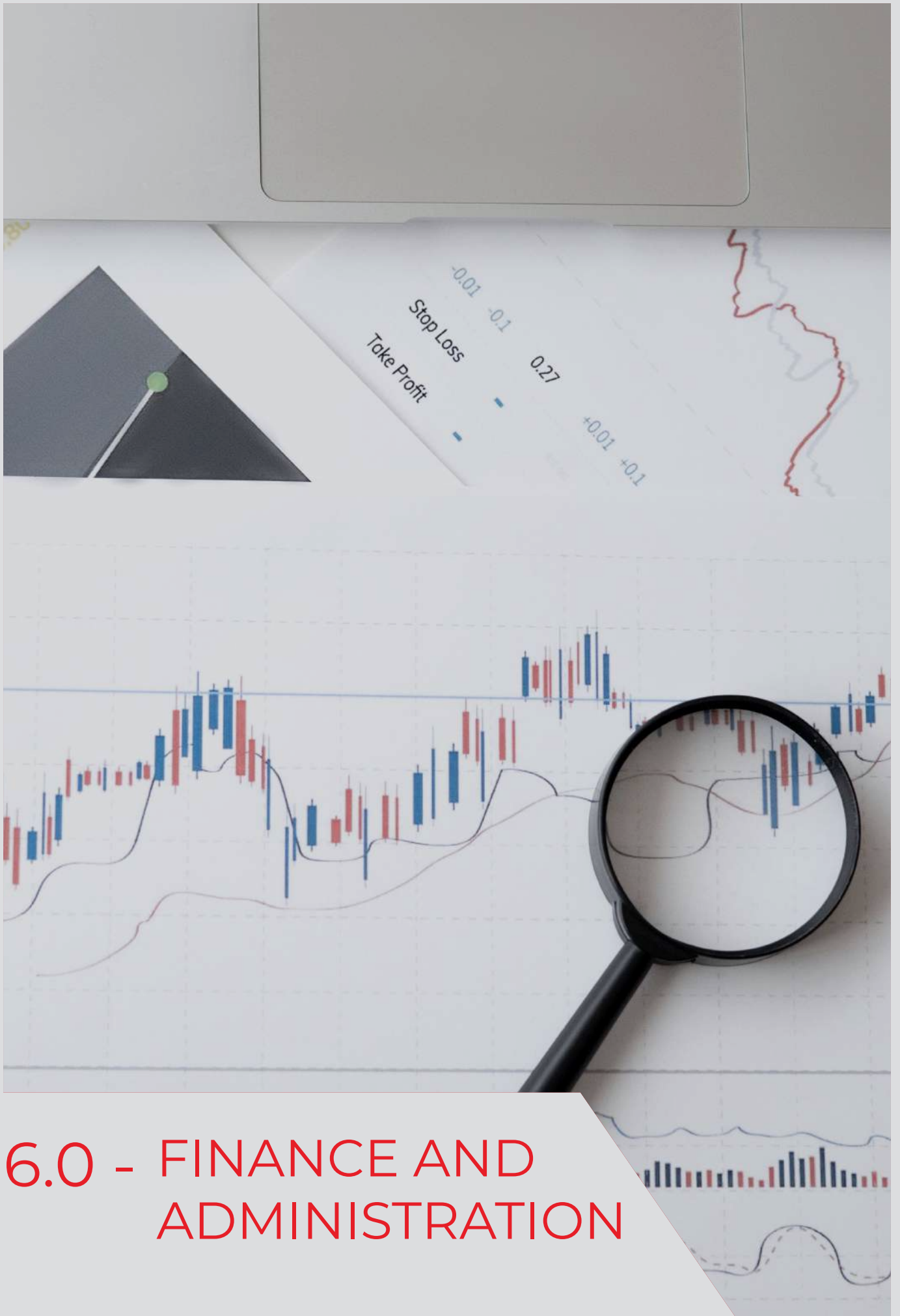
Students were from various sectors. Out of a total of 954 participants who attended courses during the period under review, 540 participants (57%) were from Public Sector, 290 participants (30%) were from Private Sector, 38 participants (4%) were from the Academia, 55 participants (6%) were from Non-Governmental Organizations, while 31 participants (3%) were from Regional Economic Communities.

5.5.4 Feedback from Students

The overall impression of the courses as evaluated by the students was 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 **trapca** management. The other ten percent (10%) evaluated the course as very intense, way beyond their expectation, considering they did not have prior orientation in trade issues.
- b. **Course Content:** Seventy two percent (72 %) of the students rated the course content and delivery as excellent, while the remaining twenty eight (28%) students rated the courses as very good.
- c. **Course Materials:** Forty five percent (45%) of the students rated the course material and literature used for **trapca** courses excellent. Fifty Five percent (55%) 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 inadequate. Whereas the 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 was rated as good. ESAMI has undertaken further renovations on the boarding facilities to ensure the student's expectations are met, while increase in variety of food offered may contribute to high satisfaction level.





6.0 - FINANCE AND ADMINISTRATION

FINANCE AND ADMINISTRATION

6.1 Human Resources

trapca has maintained its 2012 staffing levels. The 2013 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 |
| Professor Yves Bourdet | Academic Programme Coordinator |
| Dr. Therese Nilsson | Academic Programme Coordinator |
| Dr Karin Olofsdotter | Academic Programme Coordinator |
| Dr. Fredrik Wilhelmsson | Academic Advisor |

6.2 trapca Adjunct Faculty

| International Trade Economists | | |
|---------------------------------|-----------------------------|-------------------------------|
| Achike Ifeyinwa Anthonia, Ph.D | Ghoneim Ahmed, Ph.D. | Mbithi Lucia Mary, Ph.D. |
| Adjovi Epiphane | Gogue Aime, Ph.D | Molua Ernest Lytia, Ph.D. |
| Aikaeli Jehovaness, Ph.D. | Gullstrand Joakim, Ph.D | Mugume Adam, Ph.D. |
| Ajumbo Gerald | Hartzenberg Trudi, Ph.D. | Mutenheri Enard, 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 Caiphas, 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 | |
| Falvey Rod, Ph.D. | Milner Chris, Ph.D. | |

FINANCE AND ADMINISTRATION

International Trade Law Experts

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

International Trade and Political Economy Experts

| | | |
|-------------------------|-------------------------|--|
| Björkdahl Annika, Ph.D. | Woolcock Stephen, Ph.D. | |
| Mukhisa Kituyi, Ph.D. | Yeboah Dickson, Ph.D. | |

International Trade and Management Experts

| | | |
|-----------------------------|----------------------------------|--|
| Banda Dezydarian | Kalaba David, ACCA, MBA | Mumba Joseph, Ph. D. |
| Dieye Cheikh Tidiane, Ph.D. | Kalaba David, ACCA, MBA | Mwape Bonard, Ph. D. Patek Stanislaw, Ambassador |
| Kahuma Terry, Ph.D. | Lyewe Martin Mumba Joseph, Ph.D. | Patek Stanislaw, Ambassador |





FINANCIAL PERFORMANCE

FINANCE AND ADMINISTRATION

This section highlights the financial performance for the reporting period. Ernst and Young conducted the audit and ascertained that the financial statements present 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 2013.

6.3.1 Statement of Comprehensive Income For The Year Period Ended 31 December 2013

| DETAILS | NOTE | 2013 USD | 2012 USD |
|------------------------------------|------|------------------|------------------|
| REVENUE | | | |
| Sweden contribution | 8 | 2,669,504 | 3,201,950 |
| ESAMI contribution | 8 | 106,600 | 134,296 |
| Course fees | | (2,622,947) | |
| Direct expenses | 9 | (2,234,204) | (2,622,947) |
| Amortisation of capital grant | 10 | (26,050) | 32,153 |
| | | 542,294 | 745,451 |
| Operating expenses | | | |
| Library and website development | 11 | (12,425) | (20,108) |
| Administration expenses | 12 | (75,058) | (82,418) |
| Advertising and promotion | 13 | (95,881) | (88,816) |
| Advertising and promotion | 13 | (88,816) | (128,216) |
| Motor vehicle operations | 14 | (6,980) | (6,406) |
| Amortization | 10 | 26,050 | (32,153) |
| Other operating expenses | 16 | (313,719) | (513,703) |
| | | (478,013) | (743,603) |
| | | 64,281 | 1,848 |
| Operating surplus | | | |
| Finance income | 16 | 620,680 | 278,663 |
| Operating surplus before tax | | 684,961 | 280,511 |
| Taxation | 18 | - | - |
| Net Surplus for the year | | 684,961 | 280,511 |
| Other comprehensive income | | 0 | 0 |
| Total comprehensive surplus | | 684,961 | 280,511 |

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

FINANCE AND ADMINISTRATION

6.3.2 Statement of Financial Position as at 31 December 2013

| | NOTE | 2013 USD | 2012 USD |
|------------------------------------|------|------------------|----------------|
| ASSETS | | | |
| Non current assets | | | |
| Property and equipment | 18 | 60,532 | 85,189 |
| Intangible assets | 19 | - | 320 |
| | | 60,532 | 85,509 |
| Current assets | | | |
| Trade and other receivables | 20 | 28,846 | 100,524 |
| Due from related party | 21 | 2,690,439 | 549,273 |
| Cash and cash equivalents | 22 | 272,262 | 6,107 |
| | | 2,991,548 | 655,904 |
| Total assets | | 3,052,080 | 741,414 |
| FUNDS AND LIABILITIES | | | |
| Funds | | | |
| ESAMI contribution | 25 | 428,653 | 181,536 |
| Accumulated surplus | | 972,443 | 287,483 |
| | | 1,401,096 | 469,019 |
| Non current liabilities | | | |
| Deferred capital grant | 10 | 59,995 | 85,509 |
| | | 59,995 | 85,509 |
| Current liabilities | | | |
| Trade creditors | 23 | 32,511 | 46,630 |
| Due to related party | 21 | 1,379,327 | 13,387 |
| Other payables and accruals | 24 | 179,151 | 126,869 |
| | | 1,590,988 | 186,886 |
| Total funds and liabilities | | 3,052,080 | 741,414 |

The detailed financial statements and accompanying notes are presented separately.

FINANCE AND ADMINISTRATION

6.4 Towards Sustainability

As trapca explores the basket funding options, management has been making efforts of sourcing for financing in different ways.

6.4.1 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.

6.4.2 Training Consultancy

Besides co-hosting the level 200 courses, trapca has been conducting training consultancies. During the period under review, a total of US\$942, 732 was raised outside Sweden funding, of which US\$695, 616 was expended. The balance of US\$247, 117 is reported as a surplus and is reserved in the ESAMI contribution account. This was audited and ascertained in the Financial Report. The table below gives a summary of fundraising by trapca management.

Table 2: trapca Fund raising

| DETAILS | | USD |
|-------------------------------------|------------------|----------------|
| Opening balance At 1st January | | 181,536 |
| Students Fees | | 8,553 |
| Student Fees collected by ESAMI | | 26,443 |
| ESAMI contribution 2013 | | 167,260 |
| Sale of T-shirts | | 84 |
| Surplus on Trade Sift consultancy | | 862 |
| Income | 45,408 | |
| Expenditure | (44,546) | |
| Surplus on CUTS consultancy | | 38,080 |
| Income | 95,000 | |
| Expenditure | (56,920) | |
| Surplus on TAF consultancy | | 109,820 |
| Income | 459,454 | |
| Expenditure | (349,634) | |
| Surplus on governments consultancy | | 120,281 |
| Income | 140,531 | |
| Expenditure | (20,250) | |
| ESAMI Invoicing | | (35,065) |
| Leave days and 13th Cheque | | (56,158) |
| ESAMI contribution to Revenue | | (133,043) |
| Increase/(decrease) in contribution | | 247,117 |
| At 31 Dec 2013 | | 428,653 |



FINANCE AND ADMINISTRATION

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

a) Inter-Analysis - TradeSift

A joint course on TradeSifts for EAC was held together with Inter-Analysis in Arusha. The total income from this was US\$45,408 and expenditure was US\$44,546. This resulted in a net surplus of US\$862.

b) CUTS International Geneva Consultancy

During the period under review, **trapca** signed four agreements with CUTS Geneva worth US\$120,000 (and US\$165,000 since 2012) to draft training manuals and conduct training for the EAC PACT Project. During the fiscal year, US\$95,000 was received and US\$56,920 was spent on the project activities. The net surplus was reported as US\$38,080

i) Trade Advocacy Fund (TAF) Training Consultancy

In December 2012, **trapca** signed a contract with the Trade Advocacy Fund (TAF) to train 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 involved mounting six specialised courses and one executive course between May and November 2013. Further, **trapca** developed a case study

that focuses on challenges faced by LDCs and LICs in utilizing the WTO Dispute Settlement System. The value of this assignment was US\$459,454 of which US\$349,634 were spent on the project, leaving a net surplus of US\$109,820.

ii) Ministry of Trade, Government of Kenya and Ministry of Trade, Industry and Commerce, Botswana

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).

trapca was also awarded a contract to train officials from the Ministry of Trade in Trade and Investments. These assignments were worthy of a net surplus of US\$140,531 in revenues and US\$20,240 in expenditure. The net surplus was US\$120,281.

iii) Trade Mark East African Capacity Building/Training

Framework Contract In September 2012, **trapca** bid for the Trade Mark East African training framework contract. **trapca** has a framework contract for the capacity building component of TMEA for a period of three years with possibility of extension since April 2013.





7.0 - ENTERPTISE RISK MANAGEMENT (ERM)

ENTERPRISE RISK MANAGEMENT(ERM)

The trapca Enterprise Risk Management register includes identifying, profiling, assessing, and analyzing 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 2013:

| No. | Date Identified | Risk | Probability (L,M,H) | Impact (L,M,H) | Effect on trapca | Mitigation Strategies |
|-----|-----------------|--|---------------------|----------------|--|---|
| 1. | 01-Jan-13 | Failure by donors to subscribe to the basket fund | Medium | High | Unable to achieve Centre's objective | Effective marketing of trapca to donors |
| 2. | 01-Jan-13 | 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 |
| 3. | 01-Jan-13 | Ineligibility of applicants from beneficiary countries | Medium | Medium | Uneven country spread | Uneven country spread |
| 4. | 01-Jan-13 | Geographical spread | Medium | High | Unable to reach all project target group | Target marketing and spreading the advert widely |
| 5. | 01-Jan-13 | 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 |
| 6. | 01-Jan-13 | 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 |
| 7. | 01-Jan-13 | 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 |

ENTERPRISE RISK MANAGEMENT(ERM)

| No. | Date Identified | Risk | Probability (L,M,H) | Impact (L,M,H) | Effect on trapca | Mitigation Strategies |
|-----|-----------------|--|---------------------|----------------|---|---|
| 8. | 01-Jan-13 | Feedback from participants suggests learning objectives not achieved | Medium | Medium | Capacity building objective not met | Obtain learning expectations at the start of each course Weekly onsite assignments Pre-session assignments two weeks before the commencement of each course |
| 9. | 01-Jan-13 | Policy Dialogues briefs and reports not referred to or utilized by LDCs and LICs officials | Medium | High | Impairment of project outcomes or impact | Dissemination and popularization of the Case studies in beneficiary country |
| 10. | 01-Jan-13 | Loss of key staff | Medium | High | Unable to complete key tasks | Competitive remuneration package Conducive working environment |
| 11. | 01-Jan-13 | 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. Trapca is owned by ESAMI and can be easily cushioned but with loss of funding to women and LDCs. Alternative financing options |
| 12. | 01-Jan-13 | Poor Reputation | Medium | High | Corporate brand damage Non sustainable business Loss of customer confidence and loyalty | Prompt and effective communication with all categories of stakeholder - donors, employees, clients and suppliers. Strong and consistent enforcement of controls on governance, business and legal compliance. Continuous monitoring of threats to reputation. |

ENTERPRISE RISK MANAGEMENT(ERM)

| No. | Date Identified | Risk | Probability (L,M,H) | Impact (L,M,H) | Effect on trapca | Mitigation Strategies |
|-----|-----------------|---|---------------------|----------------|--|---|
| | | | | | Loss of donor confidence Financial loss | Ensuring ethical practice throughout the trapca operations. |
| 13. | 01-Jan-13 | 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 |
| 14. | 01-Jan-13 | Poor intra-project communications | Low | Medium | Disjointed work, lack of cohesion. Monitor project activities. | Monitor project activities. Team building activities and events |
| 15. | | Corruption | Low | High | Loss of reputation Wasted resources Loss of public confidence direct financial loss Adverse effects on other staff and the morale of the Centre generally. | Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents. Effective internal controls and monitoring Employee sign off that they will not engage in corrupt activities |

A detailed analysis of these risks is discussed in the ERM and Compliance report.



8.0 - CHALLENGES

CHALLENGES

trapca experienced some challenges. These challenges were twofold:

8.1 Academic Challenges

There were two main academic related challenges. These were:

- Reliability of Internet connectivity, especially for the data retrieval module that requires constant access to the Internet. Management will consequently procure backup modems to be utilized by Resource Persons for Data Retrieval Modules when similar challenges arise.
- Ensuring completion of all modules by all participants enrolled in the e-learning course was also another challenge faced by trapca. At the beginning of the Foundation E-learning Course, 25 participants were actively participating, but only 12 of these completed the 4 modules. Some of the participants that dropped off attributed their failure to challenges with regard to Internet connectivity in their respective countries as well as work pressure.

8.2 Marketing outreach challenges

During the period under review, participants reported some logistical challenges. These include:

- Lack of employer permission to attend the courses citing heavy workloads requiring their personal attention.
- Finance related challenges





9.0 - OUTLOOK FOR THE YEAR 2014

Courses will be conducted in both **English and French** language in year 2014.

The Anglophone courses will be conducted at all levels while the francophone courses will be conducted at the intermediate level.

trapca is in the process of setting up a basket fund. The purpose of this is to detail how **trapca's** future funding could be designed as well as options for future financiers that **trapca** could approach for possible contribution to the basket fund. The Basket fund statutes and mechanisms are under discussion. New collaboration with the Africa Development Bank, World Bank Institute, COMESA, CUTS, and the TAF means **trapca's** outreach will become wider with new revenue streams beyond Sweden funding. **Trapca**, with funding from Sweden, will set up a Trade Facilitation Training facility to provide training courses for LDCs and LICs tailored to the practical implementation of a future WTO Trade Facilitation Agreement.





10.0 - CONCLUSION

CONCLUSION

| Objectives | Indicator | Source of verification | Implementation Status | Comments |
|---|--|--|--|--|
| Outputs 1. Foundation, Intermediary, 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 20 course weeks, attracting on average 20 students per course. Annual delivery of 8 course of CITD e-learning attracting on average 20 participants. | trapca annual report, course reports | 16 course weeks achieved with 137 participants distributed as: 8 onsite course weeks with 44 students and 8 eLearning course weeks with 93 participants. | 8 onsite course weeks have been deferred for execution during the year 2014 and the remaining 4 course weeks were reallocated to Advanced Francophone Courses. |
| | 1.2: Delivery of 14 specialised short course weeks, attracting 140 trade practitioners. The target is that at least 20 of these will be awarded a Post-Graduate Diploma in International Trade Policy and Trade Law, Intermediate Level. | trapca annual report, course reports | 24 course weeks achieved with 261 students, out which 134 were from the scheduled trapca programme and 127 were from the TAF funded Post Graduate Diploma Programme. 9 Students graduated with Post Graduate Diploma Intermediate Level and another 13 Students graduated with a Specialised PGDI in WTO Law and Dispute Settlement. | The target exceeded for both number of participants trained and PGDI graduates. |
| | 1.3: Delivery of 24 advanced course weeks. The target is that at least 20 students will graduate with a Post-Graduate Diploma in International Trade Policy and Trade Law, Advanced Level (PGDA). At least 20 of these will complete the whole master's programme and graduate as Masters of International Trade Policy and Trade Law (MSc) from 2013 going forward. | trapca annual report, course statistics, graduation report | 24 course weeks with 288 participants achieved: 14 in Anglophone and 10 in Francophone. 13 graduated with PGDA and 28 Graduated with MSc. Out of the 28, 13 were from the Francophone class and 15 were from the Anglophone class. | Target for MSc was exceeded. |

CONCLUSION

| 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 reports | 10 customised training workshops achieved. | Target was exceeded by 6 courses. |
| 2. Established network of research and trade information centres/institutions; | | | The network of trapca increased to 19 institutions in the reporting period with the coming on board of Africa Development Bank | Achieved and ongoing |
| Network established with African universities for PhD. | Number of students admitted to the PhD programme | Memo-randum of Understanding | Work in Progress, waiting for response from UoN | ESAMI is in the process of finalising an MoU with the University of Nairobi to jointly offer PhD degrees in Business, Law and Economics on a collaborative basis |
| 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 | Ongoing, The trade policy research forum was differed to 2014 and the Annual Conference was held on 21-22 November 2013. The Tripartite forum was executed as an executive training in July 2013 | Research Forum Deferred to 2014. |
| Main activities | | | | |
| Training and training follow up; | | Annual work plans and budgets | Ongoing | Ongoing and largely achieved. |
| Course development; | | Annual work plans and budgets | Ongoing | Ongoing and largely achieved. |
| Research network activities; | | Annual work plans and budgets | Ongoing | Ongoing and largely achieved. |

CONCLUSION

| Objectives | Indicator | Source of verification | Implementation Status | Comments |
|---|-----------|-------------------------------|-----------------------|---|
| Planning and implementation of customised training courses; | | Annual work plans and budgets | Ongoing | Ongoing, 9 implemented. |
| Planning and implementation of trade policy dialogues with RECs and other trade institutions; | | Annual work plans and budgets | Ongoing | Ongoing |
| Planning and implementation of annual workshops; | | Annual work plans and budgets | Ongoing | Ongoing |
| Development of a plan for long term financial sustainability | | Basket fund statutes | Ongoing | Basket fund statutes have been finalized and management is approval process of ESAMI Board. |



Annex 2: List of Courses Offered in 2013

Table 6: List of Foundation and Specialised Short Courses

| Courses | Dates | Trained Participants | Target No. of Participants |
|--|--|----------------------|----------------------------|
| TRP 100: Certificate in International Trade and Development | 11 th Feb - 8 th March 2013 | 23 | 20 |
| TRP 301: International Trade and Development | 11 th - 22 nd February 2013 | 23 | 20 |
| TRP 302: International Trade Law and Development) | 25 th Feb - 8 th March 2013 | 24 | 20 |
| TRP 303: Quantitative Trade Policy Analysis | 11 th - 22 nd March 2013 | 23 | 20 |
| TRP 100: Certificate in International Trade and Development (e-learning) | 18 th March – 12 th April 2013 | 68 | 20 |
| TRP 100: Certificate in International Trade and Development | 15 th April - 10 th May 2013 | 21 | 20 |
| TRP 301: International trade Policy and Development (DSU) | 6 th - 17 th May 2013 | 19 | 25 |
| TRP 302: International Trade Law and Development (DSU) | 20 th - 31 st May 2013 | 21 | 25 |
| TRP 305: Trade Remedies and Dispute settlement (DSU) | 3 th - 14 th June | 25 | 25 |
| TRP 100: Certificate in International Trade and Development (e-learning) | 24 th June - 16 th August 2013 | 25 | 20 |
| TRP 301: International trade Policy and Development | 9 th - 20 th September 2013 | 24 | 20 |

CONCLUSION

| Courses | Dates | Trained Participants | Target No. of Participants |
|--|---|----------------------|----------------------------|
| TRP 303: Quantitative Trade Policy Analysis | 23 rd September - 4 th October 2013 | 21 | 20 |
| TRP 302: International Trade Law and Development | 7 th - 18 th October 2013 | 19 | 20 |
| TRP 304: Trade Negotiations and Cooperation (DSU) | 7 th - 18 th October 2013 | 17 | 25 |
| TRP 314: Drafting and Interpretation of Trade Agreements (DSU) | 21 st October - 1 st November 2013 | 23 | 25 |
| TRP306: Trade and Environment (DSU) | 4 th - 15 th November 2013 | 22 | 25 |
| Total | | 398 | 350 |



Table 7: Advanced Courses offered in 2013

| Courses | Dates | ained Participants | Targeted Participants |
|--|--|--------------------|-----------------------|
| TRP 503: Tools of Trade Policy Analysis | 15 th - 26 th April 2013 | 25 | 20 |
| TRP 502: Legal Foundations of Trade and Trade Policy | 29 th April - 10 th May 2013 | 28 | 20 |
| TRP 501: Economic Foundations of Trade and Trade Policy | 13 th - 24 th May 2013 | 29 | 20 |
| TRP 506: Drafting and Interpretation of Trade Agreements (French) | 15 th - 26 th April 2013 | 20 | 20 |
| TRP 507: Bilateral, Multilateral and Regional Trade Integration (French) | 29 th April - 10 th May | 19 | 20 |
| TRP 508: Trade Negotiation, Co-operation and Leadership | 24 th June - 5 th July 2013 | 24 | 20 |
| TRP 507: Bilateral, Multilateral & Regional Trade Integration | 8 th - 19 th July 2013 | 30 | 20 |
| TRP 509: Trade in Services | 22 nd July - 2 nd August 2013 | 26 | 20 |
| TRP 510: Trade Related Intellectual Property Rights & TRIMS | 5 th - 16 th August 2013 | 28 | 20 |
| TRP 510: Trade Related Intellectual Property Rights & TRIMS (French) | 7 th - 18 th October 2013 | 19 | 20 |
| TRP 509: Trade in Services (French) | 21 st October - 1 st November 2013 | 20 | 20 |
| TRP 508: Trade Negotiation, Co-operation and Leadership (French) | 4 th - 15 th November 2013 | 20 | 20 |
| Total | | 288 | 240 |

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Table 8: Summary Statistics for the Advanced Courses and Outreach for 2013

| SUMMARY | TRP 501 | TRP 502 | TRP 503 | TRP 507 | TRP 508 | TRP 509 | TRP 510 | TRP 506 | TRP 507 | TRP 510 | TRP 509 | TRP 508 |
|--------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Applications | 35 | 38 | 40 | 49 | 49 | 48 | 48 | 26 | 26 | 26 | 26 | 26 |
| Invitations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Admissions | 28 | 26 | 28 | 42 | 42 | 41 | 41 | 26 | 26 | 26 | 26 | 26 |
| Confirmation | 29 | 28 | 25 | 36 | 37 | 36 | 36 | 24 | 24 | 22 | 23 | 23 |
| Attended | 29 | 28 | 25 | 30 | 24 | 26 | 28 | 20 | 19 | 19 | 20 | 20 |

Table 9: Summary Statistics for the Specialised Courses and Outreach for 2013

| SUMMARY | TRP 301 | TRP 302 | TRP 303 | TRP 301 DSU | TRP 302 DSU | TRP 305 DSU | TRP 301 | TRP 302 | TRP 303 | TRP 304 | TRP 314 | TRP 306 |
|--------------|---------|---------|---------|-------------|-------------|-------------|---------|---------|---------|---------|---------|---------|
| Applications | 23 | 21 | 19 | 183 | 183 | 183 | 32 | 32 | 29 | 0 | 8 | 8 |
| Invitations | 20 | 15 | 14 | 58 | 58 | 66 | 45 | 45 | 45 | 25 | 25 | 25 |
| Admissions | 41 | 36 | 33 | 39 | 39 | 47 | 76 | 76 | 73 | 25 | 33 | 33 |
| Confirmation | 29 | 24 | 23 | 24 | 24 | 29 | 53 | 50 | 48 | 23 | 30 | 30 |
| Attended | 23 | 24 | 23 | 19 | 21 | 25 | 24 | 19 | 21 | 17 | 23 | 22 |

Table 10: Summary Statistics for the CITD and Outreach for 2013

| SUMMARY | CITD Feb | CITD April | CITD E-learning March | CITD E-learning June |
|--------------|----------|------------|-----------------------|----------------------|
| Applications | 69 | 70 | 92 | 12 |
| Invitations | 0 | 12 | 0 | 28 |
| Admissions | 66 | 77 | 89 | 33 |
| Confirmation | 29 | 21 | 68 | 28 |
| Attended | 23 | 21 | 68 | 25 |

Table 11: Summary Statistics for the Executive and Outreach for 2013

| SUMMARY | MOT Kenya | Tripartite | WTO - DSS | CUTS Kenya | CUTS Uganda | CUTS Tanzania | CUTS Burundi | CUTS Rwanda | CUTS Regional | Trade sifit |
|--------------|-----------|------------|-----------|------------|-------------|---------------|--------------|-------------|---------------|-------------|
| Applications | 13 | 0 | 20 | 39 | 71 | 137 | 31 | 39 | 32 | 0 |
| Invitations | 0 | 93 | 19 | 0 | 0 | 0 | 0 | 0 | 0 | 40 |
| Admissions | 13 | 33 | 38 | 33 | 30 | 30 | 30 | 30 | 32 | 35 |
| Confirmation | 13 | 33 | 28 | 33 | 29 | 29 | 25 | 22 | 32 | 33 |
| Attended | 13 | 33 | 24 | 33 | 29 | 29 | 25 | 22 | 32 | 28 |



CONCLUSION

Table 12: Detailed participant performance in individual courses

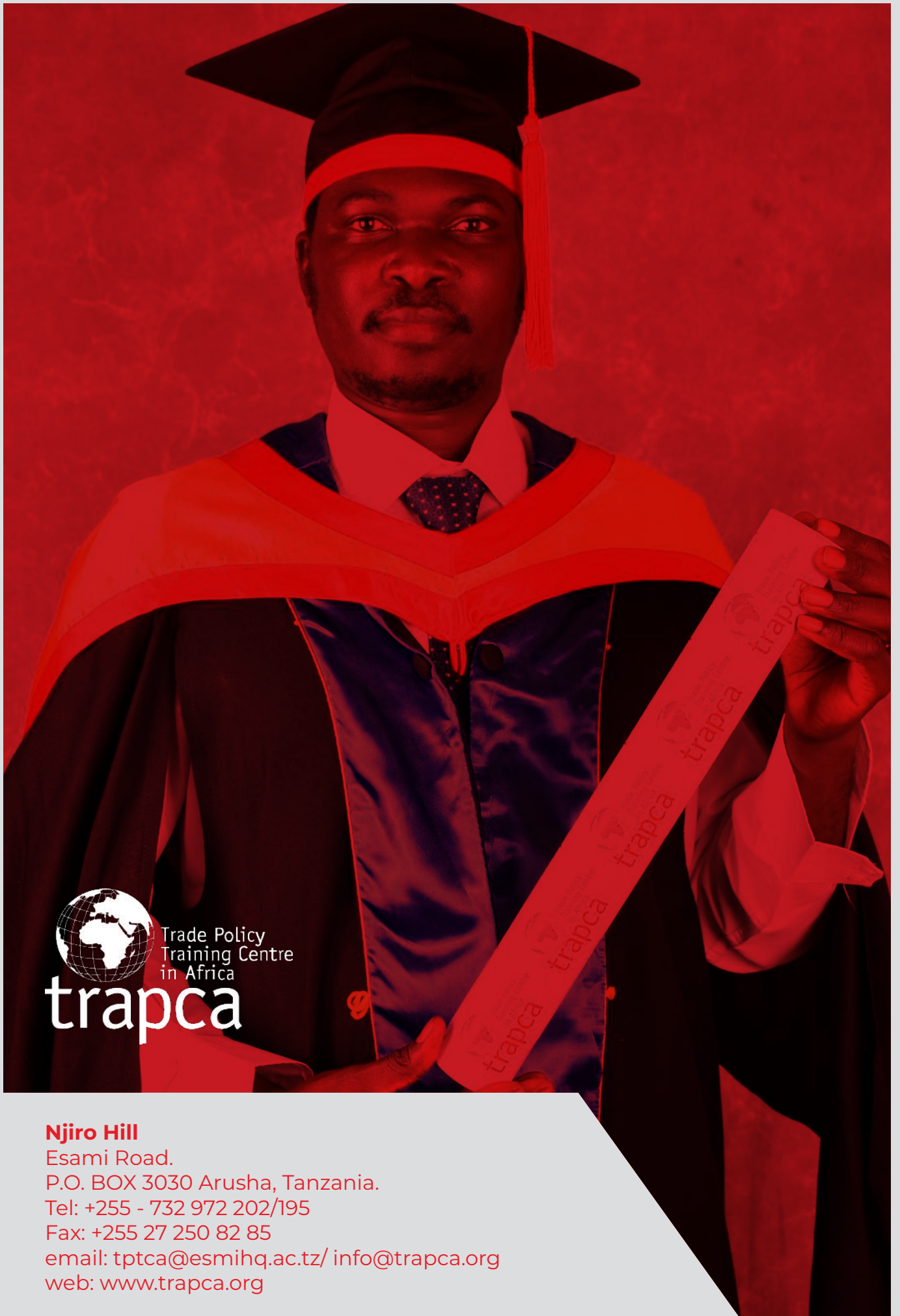
| SUMMARY | A (100-85) | B (75-84) | C (65-74) | D (55-64) | E (50-54) | F (0-49) |
|----------------------------------|---------------|--------------|-----------|-----------|-----------|----------|
| FOUNDATION COURSES (CITD) | | | | | | |
| February: 23 Pax | 0 | 2 | 20 | 0 | 0 | 1 |
| March: 21 Pax | 1 | 13 | 2 | 1 | 0 | 2 |
| SPECIALISED COURSES | | | | | | |
| TRP 301 - FEB: 23 Pax | 0 | 0 | 0 | 21 | 2 | 0 |
| TRP 302 - MAR: 24 Pax | 1 | 18 | 14 | 1 | 0 | 0 |
| TRP 303 - MAR: 23 Pax | 0 | 6 | 9 | 3 | 0 | 5 |
| TRP 301 - TAF: 19 Pax | 1 | 6 | 8 | 3 | 0 | 1 |
| TRP 302 - TAF: 21 Pax | 1 | 8 | 9 | 2 | 0 | 1 |
| TRP 305 - TAF: 25 Pax | 0 | 15 | 8 | 1 | 0 | 1 |
| TRP 304 - TAF: 17 Pax | 0 | 6 | 9 | 2 | 0 | 0 |
| TRP 306 - TAF: 22 Pax | 0 | 3 | 12 | 6 | 0 | 1 |
| TRP 314 - TAF: 23 Pax | 0 | 1 | 10 | 12 | 0 | 0 |
| TRP 301 - OCT: 24 Pax | 2 | 7 | 11 | 1 | 0 | 3 |
| TRP 302 - OCT: 19 Pax | 0 | 4 | 11 | 4 | 0 | 0 |
| TRP 303 - OCT: 21 | 3 | 10 | 4 | 1 | 0 | 4 |

| SUMMARY | A (100-85) | B (75-84) | C (65-74) | D (55-64) | E (50-54) | F (0-49) |
|-------------------------|---------------|--------------|-----------|-----------|-----------|----------|
| Pax | | | | | | |
| ADVANCED COURSES | | | | | | |
| TRP 501: 23 Pax | 0 | 9 | 13 | 1 | 0 | 0 |
| TRP 502: 28 Pax | 3 | 11 | 9 | 5 | 0 | 0 |
| TRP 503: 25 Pax | 1 | 2 | 5 | 6 | 1 | 8 |
| TRP 507: 30 Pax | 0 | 0 | 6 | 17 | 3 | 4 |
| TRP 508: 24 Pax | 0 | 12 | 12 | 0 | 0 | 0 |
| TRP 509: 26 Pax | 0 | 2 | 17 | 7 | 0 | 0 |
| TRP 510: 28 Pax | 2 | 20 | 5 | 1 | 0 | 0 |
| TRP 506 Franco: 20 Pax | 0 | 3 | 10 | 3 | 0 | 1 |
| TRP 507 Franco: 19 Pax | 0 | 2 | 10 | 6 | 0 | 1 |
| TRP 508 Franco: 20 Pax | 3 | 10 | 7 | 0 | 0 | 0 |
| TRP 509 Franco: 20 Pax | 0 | 0 | 14 | 6 | 0 | 0 |
| TRP 510 Franco: 19 Pax | 0 | 4 | 15 | 0 | 0 | 0 |



trapca is in the process of setting up a **basket fund**. The purpose of this is to detail how trapca's future funding could be designed as well as options for future financiers that trapca could approach for possible contribution to the basket fund.





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