



Trade Policy
Training Centre
in Africa

trapca



**ANNUAL
REPORT**
2014



OUR VISION AND MISSION

MISSION

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



Trade Policy
Training Centre
in Africa
trapca

VISION

Empower clients through
training and research and
enhance their tradepolicy
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.

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 2015

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Trade Policy
Training Centre
in Africa

trapca

www.trapca.org

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 maximise synergy for improved service delivery

Innovativeness and Creativity: innovative and proactive in seeking better and more efficient methods of service delivery



LUND UNIVERSITY



ESAMI





1.0

**EXECUTIVE
SUMMARY**

EXECUTIVE SUMMARY

This Annual Report aims to document progress made towards accomplishing the immediate objectives according to the Work Plan and Budget for 2014. As part of the evaluation feedback, management is happy to note that the final report of the Mid Term Review 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. In terms of programme implementation, management is happy to report that the planned activities have been achieved and nearly all targets have been exceeded as per the Result Analysis Framework (RAF).'

The key highlights include;

- The target of 34 course weeks in the short courses category was surpassed with successful achievement of 40 course weeks with 389 participants.
- The annual target of 24 course weeks was met with the achievement of 24 course weeks with 283 students in the academic courses
- The annual target of 4 customised training workshops was surpassed with the achievement of 8 customised training workshops
- An increase in the network of **trapca** to 21 institutions in the reporting period with the coming on board of Sustainable Development Strategies Group (SDSG) and the Sustainable Energy - Oil, Gas, and Mining Unit (SEGOM)
- The visibility of **trapca** was enhanced with two policy dialogue events that were held as planned i.e. trade policy research forum held 27th - 28th June 2014 and annual conference held on 20th - 21st November 2014.
- The inception phase of the Trade Facilitation Training Facility in **trapca** was successfully executed.

In summary **trapca** has successfully conducted 36 courses within the period under review: 12 advanced courses, 12 specialized courses, 4 foundation courses (2 onsite, 1 online and 1 tailored), and 8 executive courses. In total 938 participants participated in these courses. This means that since 2006 to December 2014, **trapca** has trained a total of 5,153 participants cumulatively. A total of 2,438 were trained between 2006 and 2011, 763 in 2012, 1,014 in 2013 and 938 between January and December 2014. The number of participants trained during the period under review reflects excellent performance in terms of aggregate participant numbers and this is attributable to the positive completion rate of participants in the courses.

Joint collaborations and partnerships with the Institute for Sustainable Development (IISD), Sustainable Development Strategies Group (SDSG), the Sustainable Energy - Oil, Gas, and Mining Unit (SEGOM) and the World Bank resulted in a five-day tailored training on Negotiation of Mine Development Agreements, which attracted over 30 participants.

Comparative table 1 illustrates planned activities for the period against implemented activities.

Since 2006 to December 2014, **trapca** has trained a total of

5,153

participants cumulatively.

Programme	Annual Planned	Implemented to Date	Deviation from Planned	Planned Participants	Actual Participants
Courses					
CITD	3	3	0	60	55
CITD E-learning	2	1	(-1)	40	39
Executive Courses	4	8	-4	80	222
Specialized Short Course	9	12	+3	180	281
Advanced Courses	12	12	0	240	283

Table 1: Planned Activities Vs Actual Activities

EXECUTIVE SUMMARY

NOTE: The number of projected activities for the specialised courses is 9 and the table indicates that 12 courses were offered (this includes 3 for the Francophone class). A further three francophone specialized courses were rescheduled to 2015 due to the Ebola epidemic. Five Foundation courses were planned and a total of four were conducted, and these were: 2 onsite, one e- learning and one tailored foundation course held in Mozambique. Funds for the remaining foundation

courses were reallocated to fund specialized courses to create a sufficient pool of participants to join the Advanced Class in 2015. The change with regard to the francophone specialized courses as well as offering 3 more specialized courses between November and 12 December 2014 was approved by Sweden. During the period under review, trapca conducted a total of 8 executive courses that addressed key emerging issues for senior management and policy makers.

Programme	Annual Planned	Implemented to date	Turnout Variance
Governance and Monitoring			
Donor Meeting	1	1	0
Board Meeting	2	2	0
Audit	1	1	0
Global Faculty Meeting	1	1	0
Academic Advisory Council Meeting	1	1	0

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

As per the plan, four kinds of evaluation took place; the financial independent audit for 2014, the annual review meeting, the academic advisory council meeting and two Board meetings.

On the financial front, trapca spent a total of US\$2,815,471 against the budget US\$2,970,600 representing 96% utilization of the budget for 2014. It is projected that the remainder of 4% will be utilized in the first quarter of 2015 as these are committed funds. It is noted that 75% of this expenditure utilisation relates to programming costs for trade policy and law courses.

On the other hand, upon the signing of an agreement between

the Government of Sweden and ESAMI on trade facilitation capacity building, trapca spent a total of US\$ 324,937.81 against the budget of US\$ 523,081 representing 62% utilization of the budget for the inception phase of trade facilitation training facility. The remaining 38% will be utilized in the first quarter of 2015, accounting mainly for the launch of the Trade Facilitation Training Facility and bringing on board the Trade Facilitation Expert. In summary, trapca spent a total of US\$ 3,140,409.53 against a combined budget of US\$ 3,493,681 representing a budget utilization of 90% overall and 78% accounted for by programming.



2.0

**PERFORMANCE
OVERVIEW**

PERFORMANCE OVERVIEW

The year 2014 marks the fourth year of the implementation of the second phase of trapca that commenced on 1st April 2011 when Sweden and ESAMI signed the agreement. The objective of this section of the report is to document progress towards attaining immediate objectives according to the Work Plan and Budget (AWPB) for January - December 2014. This report shows a successful out-turn towards the attainment of the immediate objectives as per approved plan. During the period under review, trapca successfully surpassed the target of 30 planned courses by a margin of 6 additional courses, i.e, 20% above the plan. The overall courses offered were:

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

There was a positive out-turn in terms of participants who attended courses for the period under review. A total of 938 participants attended these courses, a positive out-turn of 338 compared to 600 planned participants. The explanatory summary is provided in table 3 below as a preview of the Centre's detailed results for the period under review, and this is also elaborated in annex 1.

A total of

938

participants attended these courses

Item	No of courses planned	Actual courses offered	Planned Course weeks	Actual Course weeks	Deviation in course weeks	Pax Planned	Pax Actual	Remark
Foundation	5	4	20	16	-4	100	94	Funds for 1 reallocated to cater for specialised Franco phone and for 1 e-learning deferred to 2015
Executive	4	8	4	8	4	80	222	Exceeded
Specialised	9	12	18	24	6	180	281	Exceeded
Advanced	12	12	24	24	0	240	283	Exceeded. Graduated MSc candidates included 5 from francophone
Total	30	36	66	72	6	600	938	Exceeded

Table 3: Out-turn of Academic Programmes

PERFORMANCE OVERVIEW

In terms of financial performance, table 4 summarises the expenditure for the period under review. The detailed expenditure report is provided in section 6.

NR.	DETAILS	2014 BUDGET	2014 ACTUAL	VARIANCE	PERCENTAGE
1	Personnel Cost	510,877	510,856	21	0%
2	Programme Cost	2,220,376	2,130,261	90,115	4%
3	Administration Costs	74,200	53,358	20,842	28%
4	Acquisition of Assets	12,000	11,583	417	3%
5	Monitoring and Governance	138,370	120,997	17,373	13%
6	Contingency @ 0.05%	14,776	0	14,776	100%
7	Trade Facilitation	523,081	327,938 .00	195,143.00	38%
GRAND TOTAL	\$3,493,681	\$3,154,993	\$338,688	9.8%	100%

Table 4: Summary Expenditure Report for Jan- Dec 2014

Comment on variance

The overall underutilized budget is 9.8% constituting programming cost accounting for 2.5% for the collaboration with African Universities and trade facilitation accounting for 5.7% budgeted for the Launch and the Trade Facilitation Expert components to be executed in 2015. The 1.6% mainly accounts for savings on administration and monitoring and governance costs.

PERFORMANCE OVERVIEW

2.1 PERFORMANCE EVALUATION

2.2 RESULT ANALYSIS FRAMEWORK (RAF)

The Programme Document (ProDoc) assumptions are based on a twelve-months period. In 2012, a revision was done, changing the number of participants per course from 25 to 20. Annex 1 shows the Centre's detailed results analysis framework for the period under review. Management is happy to report that the key performance target indicators in the RAF have been achieved and most were exceeded during the period under review.

The following is a brief narrative summary.

2.3 TRAINING PERFORMANCE

During the period under review, 36 courses were conducted. These were 12 advanced courses, 12 specialized courses and 4 foundation courses and 8 executive courses.



PERFORMANCE OVERVIEW

2.4 SHORT COURSES

In the short courses category, **trapca** offered 4 Foundation Courses: Certificate in International Trade and Development and 12 specialised short courses. In total, 610 participants attended the courses. This figure includes

13 participants who were awarded a Post-Graduate Diploma in International Trade Policy and Trade Law (intermediate level). 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.



PERFORMANCE OVERVIEW

2.4.1 Participants Performance in Foundation Courses



The participants' performance in the Foundation Courses during the period under review is illustrated in Fig 1.

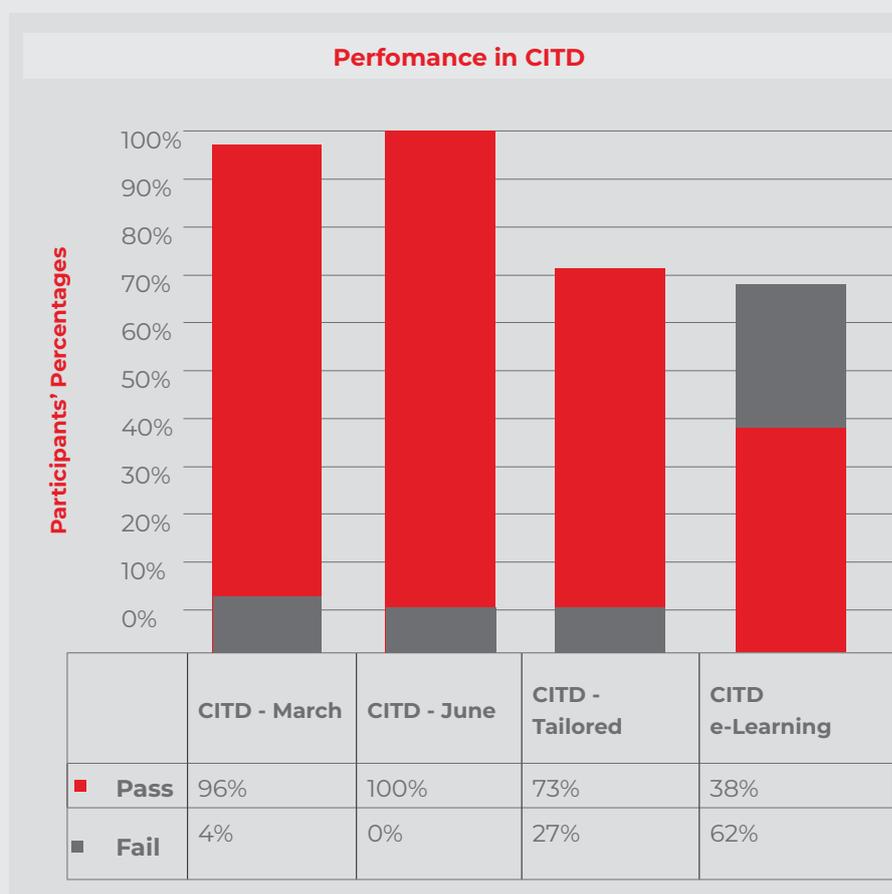


Figure 1: Participants Performance in Foundation Courses

The average performance across the two-onsite CITD courses was comparatively excellent with an average 98 percent pass rate on the first attempt and a 100 percent pass rate with organized re-sit examination for those few with challenges. In the March CITD Course, 23 students passed the course and only one failed. Out of the 23 students, 22 passed on the first attempt while one passed after a supplementary examination. In addition, during the June CITD Course, all 20 participants passed the course having taken the examinations on the first attempt. Both classes had no repeating students.

On the one hand, there was a further excellent performance in the executive. Course that was organized through the Ministry of Commerce, and Industry, Mozambique. The course was run for a period of 2 weeks, from 12th May up to the 23rd May 2014, with a total of 11 participants. The course exposed the participants to data retrieval and analysis, introduction to trade and development, leadership skills, introduction to International Trade Law and Introduction to trade negotiations.

On a positive note, graduates of the CITD eLearning foundation course feature among the top performers in the onsite specialized courses highlighting the positive

PERFORMANCE OVERVIEW

2.4.1 Participants Performance in Foundation Courses

role of the eLearning course in preparing the participants' conceptual understanding of trade issues. The August-October e-Learning CITD attracted 39 participants that were admitted and confirmed for the course. However, typical with e-Learning, the number of active participants' number dropped to 28 of which 15 successfully completed the required course modules. The remaining 13 participants are yet to complete outstanding modules for which they have been encouraged to complete during subsequent e-Learning courses. The outcome shows typical completion rates and challenges associated with e-Learning. However, it has been observed that there may be a need to start charging fees for all students that fail to complete on the first attempt as a way of incentivizing all participants to complete the course on the first attempt. One previous participant is currently in the advanced class and four more have joined specialized courses.

2.4.2 Performance in Specialised Courses

Fig 2 shows the performance of participants in the twelve Specialised Courses offered during the period under review.

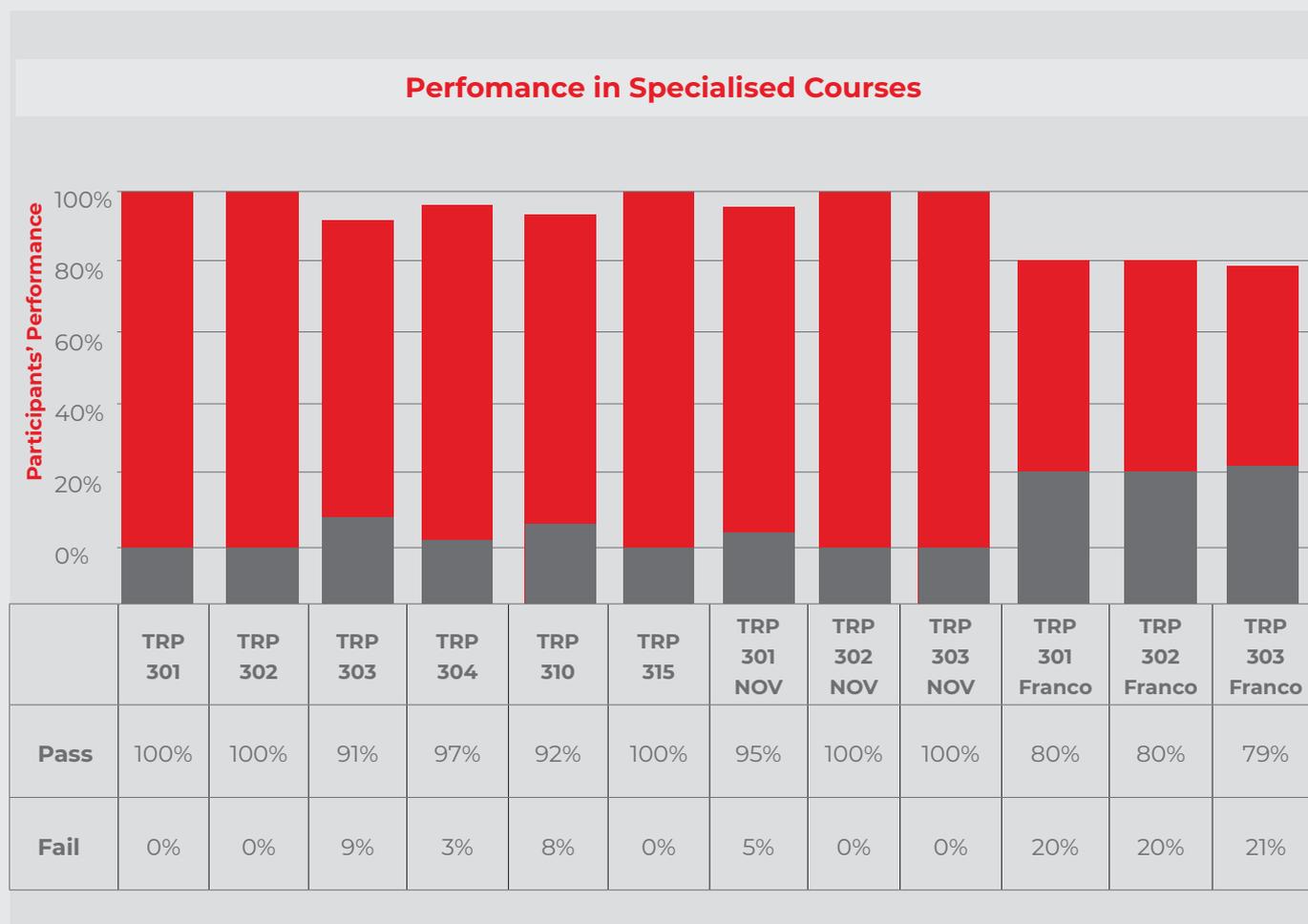


Figure 2: Performance in Specialized Courses

PERFORMANCE OVERVIEW

Course 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 310: Trade in Services
- TRP 315: Drafting and Interpretation of Trade Agreements

On a positive note, the average pass rate for the specialized courses was excellent with a 90 percent pass rate. During the February TRP 301: International Trade Policy and Development, 15 of the 18 students passed the exam on the first attempt while 3 passed the module after taking a supplementary examination. All students passed on the first attempt in the following three modules: TRP 302: International Trade Law and Development, for February as well as November, and TRP 315:

Drafting and Interpretation of Trade Agreements for October.

The other courses had few participants registering a fail in the final examination. Notable among these courses are the quantitatively inclined courses: TRP 303: Quantitative Trade Policy Analysis for March, TRP 301: International Trade Policy and Development for November as well as TRP 304: Trade Negotiations as a few students failed examinations in those courses. These students will take supplementary examinations in the year 2015. A similar pattern was reflected in the Francophone specialized courses. In TRP In TRP 301: International Trade Policy and Development as well as TRP 302: International Trade Law and Development, 20 out of the 25 students passed the modules, while 19 students out of 24 passed TRP 303 module: Quantitative Trade Policy Analysis as reflected by Figure 2. On a positive note, the report shows that out of the students that pursued specialised short courses, 13 graduated with a Post Graduate Diploma at the Intermediate level having successfully defended their research papers.



PERFORMANCE OVERVIEW

2.5 ADVANCED SHORT COURSES

In the Advanced courses category, the results show that there is considerable interest for in the advanced courses and the target was surpassed with a significant number of participants that participated in these courses during the period under review. In total, 328 students attended the Advanced Courses and MSc during the period under review. These includes 26 participants who were awarded a Post-Graduate Diploma in International Trade Policy and Trade Law (advanced level) and 19 students who were awarded Lund University's MSc degree. In terms of performance, there was an excellent performance in seven of the ten courses offered with a 100 percent pass rate. The Advanced Courses indicated in the table 8 under Annex 2 were offered independently during the period under review.

2.5.1 Performance in Advanced Courses

Fig 3 shows the performance of students in ten advanced courses offered during the period under review.

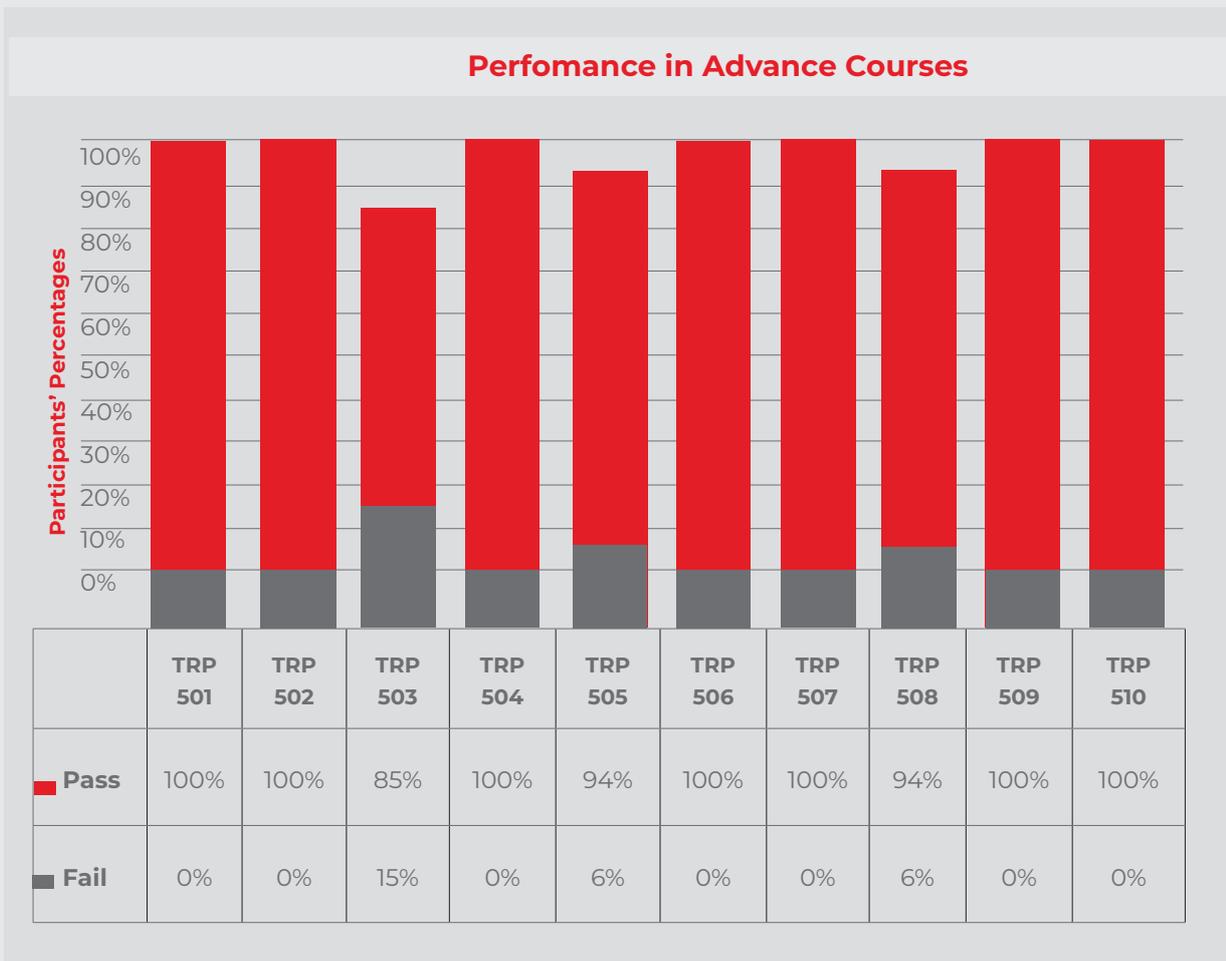


Figure 3: Performance in Advanced Courses

PERFORMANCE OVERVIEW

2.5.1 Performance in Advanced Courses

There was an excellent performance in seven of the ten courses offered with a 100 percent pass rate. These include; TRP 502: Legal Foundations of Trade and Trade Policy and TRP 501: Economic Foundations of Trade and Trade Policy, TRP 504: Trade Policies and Development, TRP 506: Drafting and Interpretation of Trade Agreements and TRP 507: Bilateral, Multilateral and Regional Trade Integration. However, two courses registered some students with the failed examination. In TRP 502, 20 out of the 22 participants passed the examinations on the first attempt while the remaining 2 passed after taking a supplementary examination.

However, the performance TRP 503: Tools for trade policy analysis reflected the typical out-turn with weaker students experiencing challenges with quantitatively biased courses. There were 4 students who failed the TRP 503 examination.

A supplementary examination will be arranged for these students during the year 2015. As reflected by in the figure 3 above, 2 participants also failed to pass TRP 505: Political Economy of Commercial Policies and Development as well as TRP 508: Trade Negotiations and Leadership. These participants will also take supplementary examinations in 2015. There was excellent performance registered in: TRP 506: Drafting and Interpretation of Trade Agreements; TRP 507: Bilateral, Multilateral and Regional Trade Integration; TRP 509: Trade in Services and TRP 510: Trade Related Intellectual Property and TRIMS, as all students passed the examinations on the first attempt.



PERFORMANCE OVERVIEW

2.6 EXECUTIVE COURSES

trapca conducted a total of 8 executive courses during the period under review. A total of 222 participants attended the eight executive courses as detailed in the sections below.

2.6.1 Executive Courses on Climate, Food, Trade

trapca with funding from CUTS International offered a second set of five national training courses in each of the five EAC member countries and one regional training on Climate, Food, Trade: Developing Coherent Policies and Programmes. These training attracted a total of 163 participants.

2.6.2 Joint Courses

trapca with its partners conducted two joint courses. The first course was conducted in conjunction with ICTSD. This was a tailored course on 'Contributing to a Constructive Debate on the EPA in the EAC. The course was held on 13 and 14 February 2014, in Dar es Salaam, Tanzania and attracted 29 participants from the five EAC Member States.

In the second joint course, trapca collaborated with the Institute for Sustainable Development (IISD), Sustainable Development Strategies Group

(SDSG), the Sustainable Energy - Oil, Gas, and Mining Unit (SEGOM) and the World Bank to conduct a five-day tailored training on Negotiation of Mine Development Agreements for government officials from nine African countries. This joint course was held in Arusha from 26-30 May 2014, with a total of 30 participants in attendance.



PERFORMANCE OVERVIEW

2.7 TRADE FACILITATION TRAINING FACILITY (TFTF)

In March 2014, Swedish Government disbursed funds for the inception phase of the TFTF activities. These activities are the subject matter of this section of the report.

2.7.1 Overview of the inception phase

trapca with its partners conducted two joint courses. The first course was conducted in conjunction with ICTSD. This was a tailored course on 'Contributing to a Constructive Debate on the EPA in the EAC. The course was held on 13 and 14 February 2014, in Dar es Salaam, Tanzania and attracted 29 participants from the five EAC Member States.

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2.7.2 Identifying target groups, their needs and relevant development partners

trapca organised two seminal events namely workshop themed "trade facilitation and enhanced trade for developing countries" and a trade facilitation consultative meeting themed "trade facilitation and enhanced trade for developing countries in Africa" on 11th May 2014 and 11th June 2014 respectively. A further event with equivalent effect namely "Focus group discussion with key actors, customs and private sector for East African Countries was held in Nairobi from 16th - 18th July 2014 in Nairobi Kenya. These events were collectively instrumental in facilitating the identification of the target groups from the public and private sectors and civil society including the related needs of these groups. Moreover, key partners in the implementation of the project were also identified and consulted. These included international organizations with a strong mandate of TF such as WCO, WTO, UNECE, UNCTAD, World Bank and OECD. Through the inputs drawn from these events and partnerships that were developed, the TFTF project smoothly took off.



PERFORMANCE OVERVIEW

2.7.3

Literature review, assessing training needs and validation

After a successful assessment of training needs for academic and tailored courses, related curriculum were drawn. In this regard, authoritative literature from UNECE, UNCTAD, WCO and OECD was reviewed. The outcome of the review was later validated through visits to some countries. Follow-up actions included the recruitment of five consultants in partnership with 3 development partners charged with the mandate to design courses and develop the TF curriculum for both executive and academic programs. The curriculum has therefore been developed for specific target groups namely border agencies, staff of regional economic communities, National Trade Facilitation Committees (NTFC), Small and Medium Enterprises (SMEs) and Consumers.

Development and implementation of tailored courses with a view to securing secure quick wins constituted part of the targets set under this category. To this end, a TF sensitization course was run from 13th – 17th October 2014 at ESAMI headquarters in Arusha. The course attracted officials from line ministries and key TF implementing agencies. It attracted 33 participants. It was followed by a course tailored for the benefit of Malawian border agencies from 8th – 12th December 2014. All these courses were successfully run and were used to test curriculum and training materials

2.7.4

Planning and facility design

Under this activity, the key objective was to draw a project document for the TFTF which that was to be fashioned by a series of steps leading to the drawing of a final project document. These steps included procurement of a consultant to prepare project document, consultations with donors, carrying out training needs assessment with Geneva based officials and finally submission of the draft document to the Swedish Government for review. All these activities were concluded successfully.

2.7.5

Staff Recruitment and procurement

The facility is currently fully fledged with the requisite staff complement. On procurement, the office equipment was secured and the ESAMI procurement policy was adhered to. Relevant books and journals will also be procured with a view to guaranteeing academic excellence.

2.7.6

Piloting developed course materials for quick wins

The marketing of the Courses and the recruitment of participants was done successfully. The Courses generated huge interest and surpassed the expectations with a participation level of over the minimum target of 20 participants per course. This motivated management to offer a specialised Course on Trade Facilitation and Border Management issues for border agencies in Malawi in December 2014. Participants expressed keen interest in enrolling in the TF Courses. To ensure quality assurance, feedback was sought and the rating was excellent from participants.

2.7.7

Designing and delivering courses

The curriculum for the academic courses is in progress and this will be enhanced during 2015. During the inception phase, four curricula were developed for courses scheduled for 2015. This includes the Foundation course in trade facilitation, Executive level courses for policy-makers and two intermediate courses on Border Agencies and Agricultural Standards.

PERFORMANCE OVERVIEW

2.8 FINANCIAL ANALYSIS INCEPTION PHASE

NOTE	BUDGET ITEM	FIVE MONTH BUDGET TOTAL	ACTUAL	VARIATION
1	PERSONNEL COSTS	58,163.30	78,192.59	(20,029.29)
2	PROGRAMME COST			
	Needs clarification with Partners in Geneva	20,100.00	20,977.20	(877.20)
	Document Review, TNA and Document Validation	40,000.00	51,514.81	(11,514.81)
	Planning and Facility Design	20,000.00	26,473.58	(6,473.58)
2.1	Review /workshop refine needs in consultation in Arusha	31,700.00	13,000.00	18,700.00
2.2	Curriculum Review and Development	40,000.00	23,123.00	16,877.00
2.3	Piloting of developed course materials for quick wins	120,000.00	78,433.26	41,566.74
2.4	Marketing and Launch	65,500.00	10,094.13	55,405.87
2.5	Trade Facilitation Expert	55,347.75	-	55,347.75
2.6	IT Support and Maintenance	3,000.00	-	3,000.00
	TOTAL PROGRAMME COSTS	395,647.75	223,615.98	172,031.77
3	ADMINISTRATION COSTS	6,750.00	409.00	6,341.00
4	ASSETS ACQUISITION	24,000.00	3,000.43	20,999.57
5	MONITORING AND GOVERNANCE	25,320.00	22,720.00	2,600.00
6	Contingency 2.6%	13,196.00	-	13,196.00
Grand Total		523,077.05	327,938.00	195,139.05

PERFORMANCE OVERVIEW

2.9 2015 TFTF PROJECT ACTIVITIES

The project implementations phase will be carried out in 2015 with a series of courses already lined up for delivery during the course of the year. In conclusion, **trapca** is pursuing partnerships with like-minded entities with a view to formalizing these partnerships and enhance trapca's visibility and significance as a center of excellence in trade policy, trade law and trade facilitation.





3.0

**POLICY
DIALOGUES**

POLICY DIALOGUES

Management is happy to report that two key policy dialogues were held during the period under review that provided a strategic platform for streamlining the training interventions through rich and expert discussions of current trade policy issues pertinent to developing countries. The trade policy forum and the conference attracted key experts in the trade issues from around the world who interfaced with a critical representation of trapca's policy makers and important players in both the private and civil society sectors.

Recognizing the important role trade facilitation plays in leveraging Africa out of poverty through enhanced regional integration, trapca organized the 9th annual conference around the trade facilitation theme. There were 106 regional stakeholders from sub-Saharan Africa and Europe who attended the 9th trapca Annual Conference in Arusha, Tanzania. There was sharing of ideas, empirical evidence and expertise on unlocking export competitiveness and the role of trade facilitation. Taking into cognizance recent advancements made towards the full implementation of the WTO's Trade Facilitation Agreement (TFA), and the growing

realization that effective implementation of Trade Facilitation (TF) measures goes beyond simply fixing borders, the theme of the conference was "Unlocking Export Competitiveness: The Role of Trade Facilitation." Participants into the conferences were drawn from both regional and international arena and encompassed key stakeholders from government, academia, research institutions, the private sector, and civil society.

The conference was preceded by the 6th Trade Policy Research Forum held during in June 2014 that which focused on the theme; Trade Reforms, Trade Patterns and Global Value Chains". The forum attracted key trade policy researchers who debated on key issues with policy implications with a focus on implications of global value chains on developing countries, trade reforms, financial reforms and export performance, WTO NAMA negotiations and export patterns, exchange rate volatility, agricultural value addition, value chain finance. Other papers covered regional agreements and investment policy, resource rents and value chain, double taxation agreements, development rules of origin and reducing trade costs.





4.0

MONITORING AND GOVERNANCE

MONITORING AND GOVERNANCE

Trapca's internal monitoring and evaluation practices within the programme has been designed in such a way that it provides clarity on the issues being evaluated, why the programme is being evaluated, who is evaluating it, when it is evaluated and use of the data.

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

Table 5: trapca Internal Monitoring and Evaluation Systems

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

4.1 FINANCIAL AUDIT

The independent external auditors, Ernest and Young conducted a financial audit in March 2015. They concluded that the financial statements and accounts presented are true and fair views of the state of affairs of trapca as at of 31st December 2014. The Board will discuss and review before the adoption and approval of the accounts.



MONITORING AND GOVERNANCE

4.2 BOARD MEETING

The Board had its first meeting on the 16th of May in Addis Ababa, Ethiopia and deliberated on the strategic direction of the Center and reviewed the progress made. 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:

- Performance review and approval of the Annual Report for 2013
- Approval of the audited financial statements for 2013 that were presented by the audit manager of Ernst and Young.

The second Board meeting took place on the 17th of November 2014, in Dar es Salaam, Tanzania. The meeting focused on:

- Review of **trapca's** performance for the period January to December 2014, on both the programme and financial reporting for the period.
- Approval of the 2015 Annual Work Plan and Budget.

4.3 IMPLEMENTATION OF MID TERM REVIEW RECOMMENDATIONS

Sweden commissioned the Mid Term Review (MTR) of **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.

As a project, the report confirmed **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 Analysis Framework (RAF) needed to be revised to reflect the agreed changes of in outputs. The report further made recommendations for further improvement. To this effect, **trapca** is currently implementing an action plan addressing recommendations by the MTR. Some of the recommendations were tabled during both the 2014 Faculty Meeting and AAC Meeting resulting in refined implementation strategies.

4.4 GLOBAL FACULTY MEETING

The 2014 faculty meeting held on 26th June generated interesting observations by members. The faculty members were organized into five groups and the groups focused their deliberations on gender mainstreaming, trade facilitation, virtual platform, class participation and the Rwanda assignment. Among the key recommendations from the group deliberations were the following:

- There is a need for a specialized course on gender and trade. Further, faculty members have to be encouraged to contextualize gender in applied courses;
- **trapca** should consider setting up a task force to help in developing a curriculum for trade facilitation courses;
- Faculty members and MSc students must effectively use the virtual platform for thesis supervision;
- **trapca** should consider introducing a grade for class participation to encourage active participation by all participants. It was further recommended that faculty members should be provided with profiles of class members of the course they will facilitate to address issues related to adult learning; and
- Faculty members recommended that **trapca** should seek clarification during the inception phase on some key capacity areas that were missed out by the TORs for the Rwanda Assignment.

MONITORING AND GOVERNANCE

4.5 ACADEMIC ADVISORY COUNCIL (AAC)

The AAC met during the month of October 2014 and considered the following items: Training Review for January - September 2014; Highlights of the 2014 Trade Policy Dialogue Events, Implementation of the Regional Integration

Capacity Building Project for Rwanda and the Academic Calendar for the year 2015. The AAC made recommendations regarding implementation of the MTR recommendation on gender mainstreaming in **trapca** courses. The AAC recommended that from 2015, Management should consider introducing as part of compulsory pre-session work for all students, a course on gender and trade which will be done through the e-platform before the participants come on campus for onsite learning.

4.6 STUDENTS EVALUATION OF RESOURCE PERSONS

trapca administers evaluation forms for all of the courses on offer. With regard to Concerning the 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 hand-outs 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 have been compiled as part of course reports. The suggestions for improvement on the modules will also be compiled for consideration of a possible implementation.

The overall impression of the courses as evaluated by the students is captured in the marketing section of this report.





5.0

**MARKETING
ACTIVITIES**

MARKETING ACTIVITIES

5.1 INTRODUCTION

trapca continued to engage in marketing activities to increase its footprint in the target areas. These activities are aimed at widening the participation base to more countries; brand visibility and general promotion of trapca offerings.

5.2 MARKETING ACTIVITIES

trapca embarked on marketing activities aimed at ensuring the Centre's visibility and sustainability beyond the project period maintained. This includes printing and distributing brochures to target markets and visitation by ESAMI marketing Department at Head-quarters and country offices. During the period under review, trapca also conducted a marketing mission in Addis Ababa, Ethiopia where the team visited various organizations to market trapca activities. The highlight of 2014 trapca activities was the signing of the Trade Facilitation Agreement between ESAMI and the Government of Sweden to offer capacity building on trade facilitation to LDCs and LICs in Sub-Saharan African Countries.

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. The website has been maintained to ensure that the information is current and is user friendly. These efforts have borne fruit and the navigation of the site is easy and friendly to our clients.

SUMMARY	ADVANCED COURSES	SPECIALIZED COURSES	CITD
Applications	546	402	140
Invitations	0	75	26
Admissions	471	427	155
Confirmation	422	396	125
Attended	283	282	94

Table 6: Summary statistics for the Courses and Outreach for Jan-Dec 2014

The detailed breakdown of applications and admissions is appended as part of annex 2.

MARKETING ACTIVITIES

5.4 BRAND MANAGEMENT

trapca's presence in the global arena continued to deepen with the appointment of our alumni to different key positions of responsibility that include Country Economist with IMF, Regional Network of Agricultural Policy Institutes (ReNAPRI) coordinator, Power Africa Manager and another member as Chairperson for the WTO Committee on Import Licensing. The alumni sent the following feedback:



*I write to inform you that I assumed the position of Economist with the International Monetary Fund (IMF), Harare Office, having worked for the Ministry of Finance and Economic Development for the past 9 years. I remain thankful and indebted to the late Prof. Gote Hanson, Prof. Hans Falck and the entire trapca family for the opportunity to study for an Msc in International Trade Policy and Trade Law. I thank you for your patience and determination. Proudly **trapca** Alumni and forever thankful.*

(Petronella A. N. Chishawa, Zimbabwe)

*...I just want to thank the entire **trapca** team and of course Lund University for the tremendous opportunity of studying the MSc as a fully sponsored student and for instilling all the knowledge I have acquired about international trade policy and trade law in me...of course with a specific focus on LDCs.....Not surprisingly, this degree has opened me up to a world of opportunity. Even before I had completed the MSc, I was able to secure a job as Regional Coordinator of the Regional Network of Agricultural Policy Research Institutes (ReNAPRI) moving from my job as Policy Analyst for Zambia Association of Manufacturers (ZAM), on the basis of graduating in November.At the tender age of just 25, I have been able to achieve quite a lot and look forward to contributing substantially to the development of consistent, coherent, regional agricultural policy and applying all that I have learnt from **trapca***

(Chipego Zulu, Zambia).



*....I am delighted to inform you that I was offered a position in USAID in a new initiative called Power Africa Trade Africa as their Office Manager. I would like to extend my sincere gratitude to you and the whole **TRAPCA** team for affording me the opportunity to get the knowledge and training i have with which i now have faith in my capabilities to take up this position. Power Africa Trade Africa has its Trade office in Nairobi and the Power office in Pretoria. I look forward to working in this team and taking the **TRAPCA** flag high. Once again, I thank you for the opportunity afforded me at **TRAPCA***

(Pamela Cheuka, Zimbabwe).

*"....Keeping with the tradition of bringing you to speed with the investments **TRAPCA** has made in people like myself, it is always a pleasure for me to share latest developments in my career. As you may be aware, last year I was privileged to be appointed the chair the WTO Committee on Trade Related Investment Measures (TRIMS Committee). I was further privileged to draft the African Ministers of Trade Ministerial Declaration on WTO Issues which got to be instrumental in WTO`s MC9 negotiations and outcomes. That said, this year is my last in Geneva following what will add up to 6 years having served in Geneva by February 2015. The good news is that like in 2012, I have yet another privilege of being appointed the coordinator of the African Group for the year 2014/5 at a time when the survival of the multilateral trading system is facing its ultimate test. I must also inform you that at the WTO itself, I will be relinquishing my role as the chair of TRIMS Committee this year and assume chairmanship role of yet another WTO Committee, namely, Committee on Import Licensing. With all these, many have asked as to how can a small delegation such as Lesotho which has only one officer covering the WTO take up such big responsibilities. The answer is simple, I never thought that the many sleepless nights we had in **TRAPCA** will translate into cultivation of a work ethic that I could not have had, had it not been for the **TRAPCA** sleepless nights. I can tell you that **TRAPCA** is the reference point for every little success I have had so far.*

(Tsoetsi Makong, Lesotho)

MARKETING ACTIVITIES

5.5 OUTCOMES

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

5.5.1 Country Distribution

In the regular courses, **trapca** trained 658 students who came from 24 countries. These are: 100 participants came from Ethiopia, 90 from Tanzania, 56 from Zambia 58 from Cameroon, 64 from Uganda, 52 from Kenya, 32 from Malawi, 33 from Zimbabwe, 13 from Lesotho, 25 from Nigeria, 18 from Swaziland, 5 from Botswana 4 from Liberia, 8 from Burundi, 20 from Rwanda, 11 from Ivory Coast, 15 from Burkina Faso, 29 from Senegal, 6 from Benin, 3 each from Togo and Comoros, 11 from Mozambique and 1 each from Sierra Leone and Ghana. This is reflected in figure 5. In addition, **trapca** in cooperation with partner institutions trained 222 participants in tailored courses. These participants were drawn from Least Developed Countries (LDCs) and Low-Income Countries (LICs).

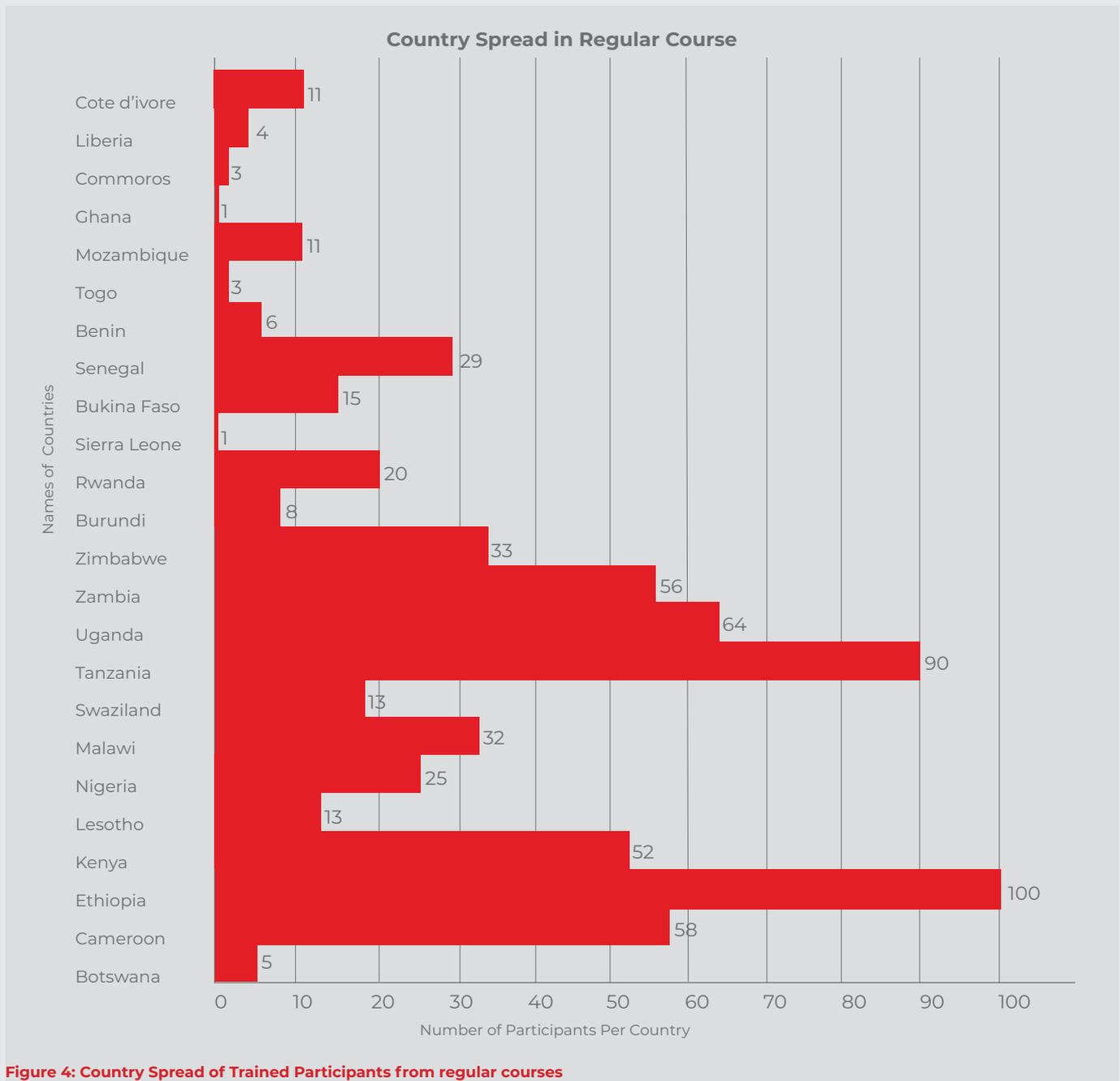


Figure 4: Country Spread of Trained Participants from regular courses

MARKETING ACTIVITIES

5.5.2 Gender Spread



The overall gender spread was 63% male and 37% female across all courses as indicated in figure 7 below. However, similar to the past two years, there was excellent female participation in the advanced courses as female participation accounted for 46% of the class as shown by the figure below;

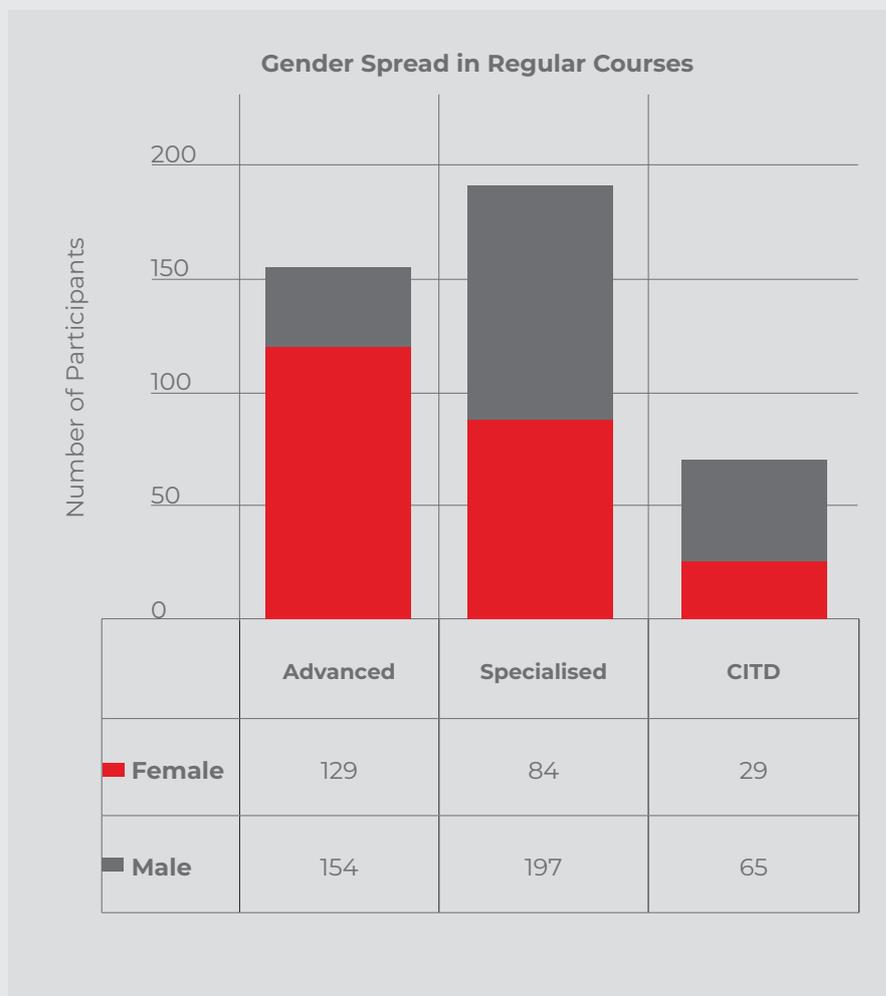


Figure 5: Gender Distribution Graph for January- December 2014

5.5.3 Sector Distribution

Students came from diverse sectors. Out of a total of 880 participants who attended both regular and tailored courses during the period under review, 546 participants 62% were from Public Sector, 228 participants 26% were from Private Sector, 53 participants 6% were from the Academia, 44 participants 5% from Non Governmental Organizations, while 9 participants 1% were from Regional Economic Communities.

MARKETING ACTIVITIES

5.5.4 Feedback from Students

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

(a) Expectations: Eighty two percent (82%) 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 eighteen percent (18%) evaluated the course as very intense. Those who evaluated the course as intense cited the fact that they did not have prior orientation in trade issues. The CITD participants requested management consider increasing the duration of course delivery.

(b) Course Content: Seventy seven percent (77 %) of the students rated the course content and delivery as excellent, while the remaining twenty three (23%) students rated the courses as very good.

(c) Course Materials: Seventy five percent (75%) of the students rated the course material and literature used for **trapca** courses excellent. Twenty Five percent (25%) of students rated the course material as very good. This is an improvement from the same period last year. The student noted with appreciation the timely uploading of the materials before the course commencement, which gives time for revision before the onsite session starts.

(d) Time for delivery: The Foundation course still received concerns about the time allocated for the course, where students felt it was inadequate. However, the students appreciated the fact 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 and very good respectively. The students noted with appreciation ESAMI management's efforts by upgrading the rooms with new fitting and equipment, and commended the management for implementing the upgrading of rooms as cited in their evaluation forms.





6.0

**FINANCE AND
ADMINISTRATION**

FINANCE AND ADMINISTRATION

6.1 HUMAN RESOURCES

trapca has increased its 2014 staffing levels by two and also with one change on the position of Principal Finance and Administration Officer with Mr Mpfya Mutapa replacing Mr David Kalaba. trapca has also recruited Mr Markon Alphonse as its Senior Accountant and Mrs Diana Geria as the Programme Assistant for Trade Facilitation Facility. The 2014 staffing levels are now as follows:

ARUSHA OFFICE

Mr. Peter Kiuluku	Executive Director Dr. Caiphos Chekwoti Trade Policy Expert
Mr Mpfya Mutapa	Principal Finance and Administration Officer
Mr. Thokozani James Ngwira	Trade Law Expert
Mr Markon Alphonse	Senior Accountant
Ms. Beatrice Wangari	Programme Assistant
Mrs Diana Geria	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 Programme Coordinator



FINANCE AND ADMINISTRATION

6.2 TRAPCA ADJUNCT FACULTY

International Trade Economists	International Trade Law Experts
<ol style="list-style-type: none"> 1. Achike Ifeyinwa Anthonia, Ph.D 2. Adjovi Epiphane 3. Aikaeli Jehovaness, Ph.D. 4. Ajumbo Gerald 5. AKA Bédia François, Ph.D. 6. Ancharaz Vinaye, Ph.D. 7. Andriamananjara Soamiely, Ph.D. 8. Bacrot Celine 9. Baffes John, Ph.D. 10. Bhasin Vijay, Ph.D. 11. Brenton Paul, Ph.D 12. Chaitoo Ramesh 13. Chekwoti Caiphias, Ph.D. 14. Chukwuma Agu, Ph.D. 15. Degbelo Jacques, Ph.D. 16. Dihel Nora, Ph.D. 17. Falck Hans, Ph.D. 18. Falvey Rod, Ph.D. 19. Ghoneim Ahmed, Ph.D. 20. Gullstrand Joakim, Ph.D 21. Hartzenberg Trudi, Ph.D. 22. Heydon Kenneth 23. Hisali Eria, Ph.D. 24. Huchet Jean-Francois, Ph.D. 25. Kabiru Waruhiu Henry 26. Kaukab S. Rashid 27. Kirru Joy, Ph.D. 28. Kunaka Charles, Ph.D 29. Kuwahara Hiroaki, Ph.D. 30. Laborde David, Ph.D. 31. Laird Samuel 32. Low Patrick, Ph.D. 33. Mangani Ronald, Ph.D. 34. Maur Jean-Christophe, Ph.D 35. Marel Erik van den, Ph.D 36. Milner Chris, Ph.D. 37. Mbithi Lucia Mary, Ph.D. 38. Molua Ernest Lytia, Ph.D. 39. Mugume Adam, Ph.D. 40. Mutenheri Enard, Ph.D 41. Mwila Chungu, Ph.D. 42. Nkendah Robert, Ph.D. 43. Olawole Wumi, Ph.D. 44. Patel Chandra, Ph.D. 45. Pearson Mark 46. Reed Geoff 47. Rudaheranwa Nichodemus, Ph.D. 48. Sichilima Mupelwa 49. Ssemogerere Germina, Ph.D. 50. Tarr David, Ph.D 51. Zanini Gianni, Ph.D 	<ol style="list-style-type: none"> 52. Ado Koffi, Ph.D. 53. Bossche Peter Van den, Ph.D. 54. Choukroune Leila, Ph.D. 55. Diouf El Hadji, Ph.D. 56. Erasmus Gerhard, Ph.D 57. Ewelukwa Uche, Ph.D. 58. Gappah Petina, Ph.D. 59. Gathii James, S.J.D., Ph.D. 60. Häberli Christian, Ph.D. 61. Herran Roberto Rios, Ph.D. 62. Kaggwa Moses 63. Katende Esther 64. Kategekwa Joy, Ph.D 65. Kessie Edwini, S.J.D. 66. Kindiki Kithure, Ph.D. 67. Kwakwa Edward, S.J.D. 68. Mangeni Francis, Ph.D. 69. Mbengue Makane Moise, Ph.D 70. Mbobu Kyalo 71. Ngangjoh-Hodu Yenkong, LL.D. 72. Ngwira Thokozani James, LLM 73. Nyirenda, Kenyatta, LLM 74. Odari Edgar 75. Otieno-Odek James, S.J.D. 76. Pannizon Marion, Ph.D. 77. Pavot David, Ph.D 78. Pierre Sauvé 79. Poretti Pietro, Ph.D. 80. Sabune Sheila 81. Saurombe Amos, Ph.D 82. Tomkiewisz Vincent, Ph.D 83. Zunckel Hilton <p>International Trade and Political Economy Experts</p> <ol style="list-style-type: none"> 84. Björkdahl Annika, Ph.D. 85. Mukhisa Kituyi, Ph.D. 86. Yeboah Dickson, Ph.D 87. Woolcock Stephen, Ph.D. <p>International Trade and Political Economy Experts</p> <ol style="list-style-type: none"> 88. Banda Dezydellian 89. Dieye Cheikh Tidiane, Ph.D. 90. Kahuma Terry, Ph.D 91. Kerenge Appolonia 92. Lyewe Martin 93. Mumba Joseph, Ph. D. 94. Mwape Bonard, Ph. D. 95. Patek Stanislaw, Ambassador

FINANCE AND ADMINISTRATION

6.3 FINANCIAL PERFORMANCE

This section highlights the financial performance for the period under review. The following pages highlight the financial performance and position of the Centre as at of 31st October 2014.

6.3.1 STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST DECEMBER 2014

	Note	2014 USD	2013 USD
Revenue			
Sweden contribution	8	3,882,990	2,669,504
ESAMI contribution	8	108,793	106,600
Course fees	8	26,013	26,443
Direct expenses	9	(2,650,470)	(2,330,085)
Amortisation of capital grant	14	(27,381)	(26,050)
		1,339,945	446,412
Operating expenses			
Library and website development	14	-	(12,425)
Administration expenses	12	(53,358)	(82,037)
Trade Facilitation	11	(246,745)	-
Amortisation	14	27,381	26,050
Other operating expenses	10	(68,840)	(190,144)
Governance and Evaluation	13	(120,997)	(123,575)
		(462,558)	(382,132)
Operating surplus		877,387	64,281
Finance income	15	7,755	620,680
Operating surplus before tax		885,142	684,961
Taxation	16	-	-
Net Surplus for the year		885,142	684,961
Other comprehensive income		-	-
Total comprehensive surplus		885,142	684,961

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 31ST DECEMBER 2014

ASSETS	Note	2014 USD	2013 USD
Non current assets			
Property and equipment	20	47,852	60,532
Intangible assets	17	358	-
		48,210	60,532
Current assets			
Trade and other receivables	18	42,667	28,846
Due from related party	19	1,922,039	2,690,439
Cash and cash equivalents	22	630,170	272,262
		2,594,875	2,991,548
Total assets		2,643,085	3,052,080
FUNDS AND LIABILITIES			
Funds			
ESAMI contribution	25	448,038	428,653
Accumulated surplus		1,857,585	972,443
		2,305,623	1,401,096
Non current liabilities			
Deferred capital grant	14	47,673	59,995
		47,673	59,995
Current liabilities			
Trade creditors	23	25,624	32,511
Due to related party	19	15,039	1,379,327
Other payables and accruals	24	249,126	179,151
		289,789	1,590,988
Total funds and liabilities		2,643,085	3,052,080

The detailed financial statements and notes for the year ended 31 December are presented separately.

FINANCE AND ADMINISTRATION

6.3.3 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 of in these categories:

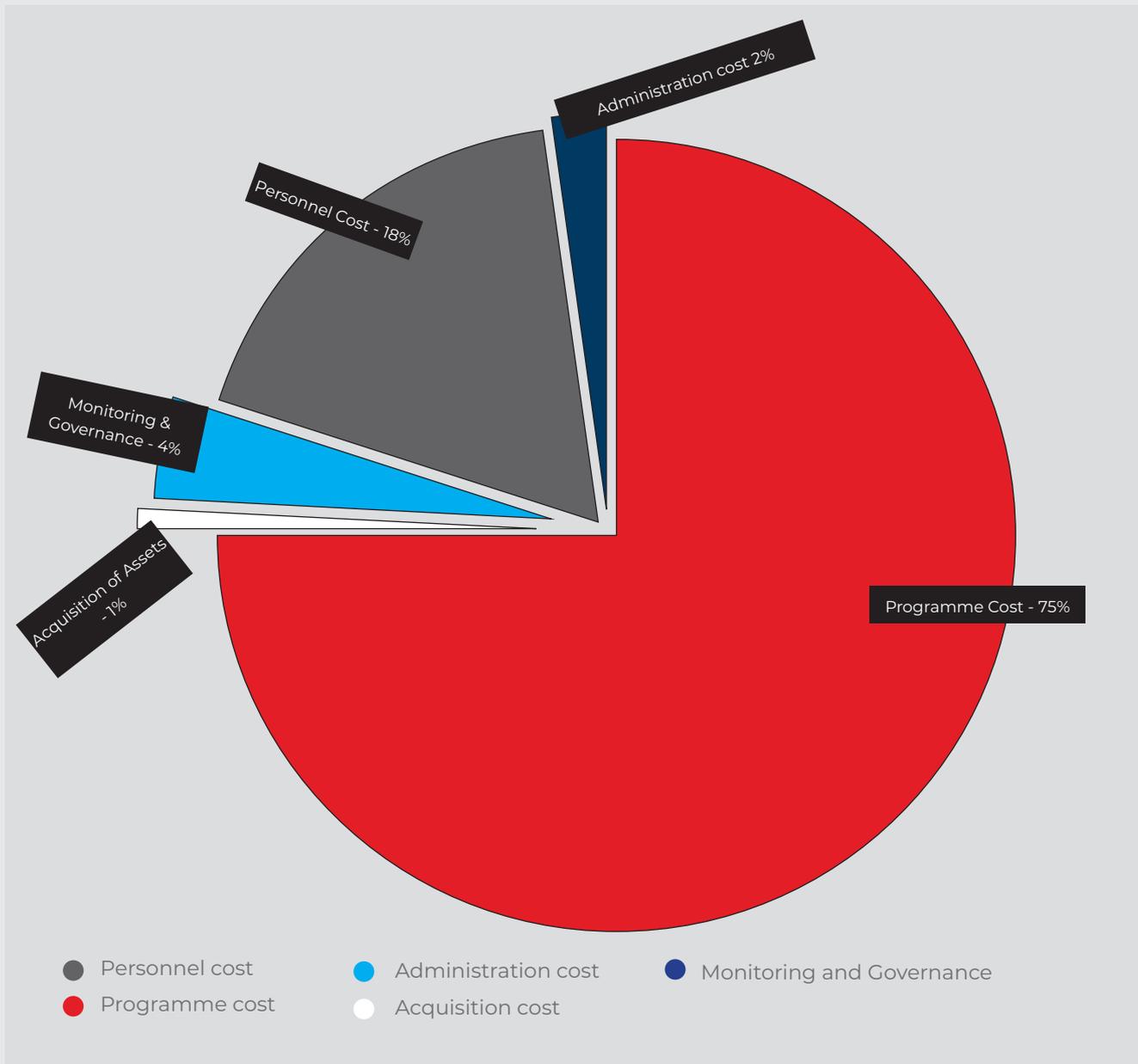


Figure 6: Expenditure Proportions

Programme costs were the highest in in their the year 2014 with 75% of the overall expenditure whereas acquisitions of assets were the lowest with 1% of the total spent from January to December 2014.

FINANCE AND ADMINISTRATION

6.4 TOWARDS SUSTAINABILITY

As **trapca** continues to explore the basket funding options, management has been making efforts to of sourcing for financingsource financing in several ways, joint delivery courses; donor funded courses and some limited consultancy or commissioned work by donors.

6.4.1 Consultancy

During the period under review, a total of US\$ 94, 452 was raised outside Sweden funding of which US\$ 75,067 was expensed. The Balance of US\$ 19, 385 is reported as a surplus and is reserved in the ESAMI contribution account. This was audited and ascertained in the financial report, below is a summary showing the funds raised by **trapca** management during the year 2014:



trapca Fund raising

At 1 st January	428,653
Increase in contribution	
Students Fees	10,152
Student Fees collected by ESAMI	
ESAMI contribution	84,300
Sale of T-shirts	
Leave days and 13 th Cheque	(75,067)
ESAMI contribution to Revenue	
Increase/ (decrease) in contribution	19,385
At 31st Dec	448,038



7.0

**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 31 December 2014:

Table 7: 2014 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.	1-Apr-14	Change of government policy	Low	medium	Unable to complete key tasks/ Reduced funding	Basket fund	Low	Low
2.	1-Sep-14	Transit risk in relation to participants and resource persons eg health matters such as Ebola	Medium	High	Adverse effect on project output and ultimately reduced number of graduate	Increase target number for Pax for non affected regions	Low	Low
3.	1-Sep-14	Failure by the participants to complete the diploma and MSc requirements	Medium	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
4.	1-Jul-14	Costs could rise significantly during the course of the project	low	High	trapca may be unable to financially support the project.	Ensure tight control of costs. Early procurements of services and goods	Low	High
5.	1-Jan-13	Unforeseen incidents causing unavailability of scheduled resource person	Low	Low	Disruption in scheduled course	Each course has been planned with substitute resource person. Early contract and confirmation of availability	Low	Low
6.	1-Jan-13	Feedback from participants suggests learning objectives not achieved	Low	Medium	Capacity building objective not met	- Obtain learning - Weekly onsite assignments - Pre-session assignments two weeks before the commencement of each course	Low	Medium

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	1-Jan-13	Policy Dialogues briefs and reports not referred to or utilized by LDCs and LICs officials	Low	High	Impairment of project outcomes/ impact	Dissemination and popularization of the Case studies in beneficiary country	Medium	Medium
8	1-May-14	Changes in priorities of Donor	Low	High	Removal of resources, lack of commitment, change in strategy or closure of project.	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)	Low	High
9	1-Jan-13	Potential Lack of buy-in by key stakeholder	Low	High	<ul style="list-style-type: none"> - Failure to achieve business and project benefits. - Service levels reduced - Ineffective work practices. More fragmented processes. Poor Communication. 	<ul style="list-style-type: none"> - Executive leadership and ongoing involvement. - Proactive Communications and planning focus. 	Low	High
10	1-Jan-13	Poor Reputation	Low	High	<ul style="list-style-type: none"> - Corporate brand damage - Non sustainable business - Loss of customer confidence and loyalty - Loss of donor confidence - Financial loss 	<ul style="list-style-type: none"> - Strong and consistent enforcement of controls on governance, business and legal compliance. - Continuous monitoring of threats to reputation. - Ensuring ethical practice throughout the trapca operations. 	Low	Medium
11	1-Jan-13	Corruption	Low	High	<ul style="list-style-type: none"> - Loss of reputation - Loss of public confidence - Direct financial loss - Wasted resources 	<ul style="list-style-type: none"> - Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents. 	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)
					- Adverse effects on other staff and the morale of the Centre	- Effective internal controls and monitoring - Employee sign off that they will not engage in corrupt activities		





8.0

CHALLENGES

CHALLENGES

trapca experienced some challenges. These challenges were threefold:

8.1 ACADEMIC CHALLENGES

There were two main academic related challenges. These were:

- Reliability of internet connectivity especially for the data retrieval module that require constant access to internet. The management has procured a backup modem to be utilized by Resource Persons for Data Retrieval Modules when similar challenges arise. The management further expects that the situation will largely be addressed with the installation of optical fiber internet by ESAMI.
- Ensuring completion of all modules by all participants enrolled into the e-learning course continues to be a challenge. At the beginning of the Foundation E-learning Course 28 out of the 39 enrolled participants were actively participating but only 15 of these completed the 4 modules. Some of the participants that dropped off attributed their failure to challenges with internet connectivity in their respective countries as well as work pressure. However, some of the course facilitators have indicated that this may be partly attributable to the fact that all participants are on full scholarship and hence do not take the course seriously. The management will therefore come up with strategies to address this challenge.

8.2 LOGISTICAL CHALLENGES

During the period under review, participants reported that lack of permission from employers was a challenge to attend the courses due to heavy workloads requiring their personal attention. The management is now encouraging students to apply for all the courses scheduled for the year well in advance to enable them to obtain permission in good time.

8.3 FINANCIAL CHALLENGES

There are twenty scholarships for each course. However, the demand for the courses goes beyond and this calls for the additional participants to contribute to their training. Lack of funds to pay for the already subsidized fees pose as a challenge with either the employers declining to fund participants citing budgetary constraints or the participants not being able to fund themselves due to low income and salary levels in LDC and LIC countries.

Foreign exchange risk: this is the financial risk exposure arising from the difference between the operational currency/currencies for trapca and financing currency, from Sweden. Currently, there has been an adverse movement in the exchange rate, against the Swedish krona, which has been depreciating significantly in relation to concerning the USA dollar (trapca's operational currency) since last year. This has resulted in trapca incurring exchange losses at the date when the transaction is completed, causing a some constraints on operations. This will however be covered by previous exchange gains and we have been closely monitoring.



9.0

**OUTLOOK FOR THE
YEAR OF 2015**

OUTLOOK FOR THE YEAR OF 2015

Courses will be conducted in both **English and the French language in the year 2015.**

The Anglophone courses will be conducted at all levels while the francophone courses will be conducted at the Intermediate level to enable participants that attended the three pre-requisite Intermediate courses held in Dakar, Senegal graduate with a Post Graduate Diploma.

trapca with funding from Sweden will launch a Trade Facilitation Training facility (TFTF) to provide training courses for LDCs and LICs tailored to the practical implementation of the WTO Trade Facilitation Agreement. trapca has made several consultations aimed at the development of the curriculum and this has created the potential for new partnerships with UNCTAD, WCO, WTO, ITC, and UNECE. TFTF has successfully conducted its first courses and management is currently reviewing the feedback from participants to inform the organization of subsequent courses.

trapca will also roll out courses under the Rwanda assignment during the month of February 2015. New collaboration with the Institute for Sustainable Development (IISD), Sustainable Development Strategies Group (SDSG), the Sustainable Energy - Oil, Gas, and Mining Unit (SEGOM) and TMEA in addition to the existing collaborations with Africa Development Bank, World Bank Institute, COMESA, CUTS and the TAF means trapca's outreach will become wider with new revenue streams beyond Sida funding.





Trade Policy
Training Centre
in Africa

trapca

TRADE FACILITATION

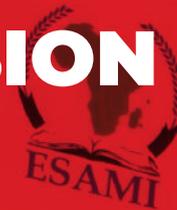
Prospects and challenges
for africa"



February 2015
Arusha, Tanzania



LUND UNIVERSITY



10.0

CONCLUSION

CONCLUSION

In line with **trapca's** mandate, a total of 938 participants have successfully been trained across the four levels of the training programmes in **trapca's** capacity building initiative during the year 2014. The majority of these participants were from LDCs as per the mandate.

trapca will continue to effect improvement on the issue of gender balance as evidenced by the 46 percent of the participants' representation in the advanced courses being female. Encouraging progress has also been made on the utilization of E-learning as a medium of learning. During the year 2015, the E-learning platform will be effectively utilized to enhance sustainability given its lower cost advantage and gender mainstreaming among all participants of the **trapca** academic courses.

Lastly, **trapca** is pleased to note the continued positive impact of its programmes as evidenced by the positive feedback from its alumni partly highlighted under the marketing section of this report. This underscores the conclusions made by the 2013 Mid-Term Review.

Annex 1: Results Analysis Framework (RAF)

Table 8: Result Analysis Framework

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 95 participants distributed as: 8 onsite course weeks with 45 students, 4 eLearning course weeks with 39 participants and 4 tailored foundation course weeks with 11 participants.	8 onsite course weeks were reallocated to specialized 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 281 students. 13 participants graduated with PGDI.	The target exceeded.
	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. At least 20 of these will complete the whole Master's programme and graduate as Masters of International Trade Policy and Trade Law from 2013 going forward.	trapca annual report, course statistics, graduation report	24 course weeks with 283 participants achieved. 26 participants graduated with PGDA and 18 participants graduated with MSc.	Target for course weeks achieved.
	1.4: Annual delivery of at least 4 customised training courses/workshops for trapca partners.	trapca annual report, course reports	8 customised training workshops achieved.	Target exceeded.

CONCLUSION

Objectives	Indicator	Source of Verification	Implementation Status	Comments
2. Established network of research and trade information centres/ institutions;			The network of trapca increased to 21 institutions in the reporting period with the coming on board of Sustainable Development Strategies Group (SDSG) and the Sustainable Energy - Oil, Gas, and Mining Unit (SEGOM)	Achieved and ongoing
Network established with African universities for PhD.		Memorandum of Understanding	Work in Progress	trapca has finalized an MoU with the University of Nairobi to jointly offer PhD degrees in Business, Law and Economics on a collaborative basis. Students will be enrolled during the year 2015
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	The trade policy research forum held 27-28 June 2014 and annual held on 20-21 November 2014.	Target achieved.
Main activities				
Training and training follow up;		Annual work plans and budgets	Ongoing	Ongoing and achieved.
Course development;		Annual work plans and budgets	Ongoing	Ongoing and achieved
Research network activities;		Annual work plans and budgets	Ongoing	Ongoing and achieved
Planning and implementation of customised training courses;		Annual work plans and budgets	Ongoing	Ongoing,
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		Financial sustainability plan presented in 2013	Ongoing	The draft statutes under consideration by the Board.

CONCLUSION

Table 9: List of Foundation and Specialised Short Courses, Jan- Dec 2014

Courses	Dates	Trained Participants	Target No. of Participants
TRP 100: Certificate in International Trade and Development	3 - 28 March 2014	24	20
TRP 301: International Trade and Development	11 - 22 February 2014	18	20
TRP 302: International Trade Law and Development)	25 Feb - 8 March 2014	17	20
TRP 303: Quantitative Trade Policy Analysis	11 - 22 March 2014	23	20
TRP 100: Tailored Certificate in International Trade and Development for Mozambique	12 - 23 May 2014	11	20
TRP 100: Certificate in International Trade and Development	2 - 27 June 2014	20	20
TRP 301: International Trade and Development (Dakar)	9 - 20 June 2014	25	20
TRP 302: International Trade Law and Development (Dakar)	23 June - 4 July 2014	25	20
TRP 303: Quantitative Trade Policy Analysis (Dakar)	7 - 18 July 2014	24	20
TRP 100: Certificate in International Trade and Development (E-learning)	11 August - 3 October 2014	39	20
TRP 315: Drafting and Interpretation of Trade Agreements	6 - 17 October 2014	29	20
TRP 304: Trade Negotiations and Cooperation	20 - 31 Oct 2014	30	20
TRP 310: Trade in Services	3 - 14 November	26	20
TRP301: International Trade Policy and Development	3 - 14 November	21	20
TRP 303: Quantitative Trade Policy Analysis	17 - 28 November	22	20
TRP302: International Trade Law and Development	1 - 12 December	21	20
	Total	375	320

CONCLUSION

Table 10: Advance Courses offered between January- December 2014

Courses	Dates	Trained Participants	Target No. of Participants
TRP 501: Economic Foundations of Trade and Trade Policy	24 February – 7 March 2014	21	20
TRP 502: Legal Foundations of Trade and Trade Policy	10 - 21 March 2014	22	20
TRP 503: Tools of Trade Policy Analysis	24 March - 7 April 2014	27	20
TRP 504: Sectoral Trade Policies and Development	5 - 16 May 2014	32	20
TRP505: Political Economy of Commercial Policies	19 - 30 May 2014	34	20
TRP 506: Drafting and Interpretation of Trade Agreements	2 - 13 June 2014	35	20
TRP 507: Bilateral, Multilateral and Regional Trade Integration	16 - 27 June 2014	24	20
TRP508: Trade Negotiations, Co-Operation and Leadership	6 - 17 October 2014	31	20
TRP 509: Trade in Services	20 - 31 October 2014	29	20
TRP 510: Trade Related Intellectual Property Rights & TRIMS	3 - 14 November	28	20
	Total	283	200

Table 11: Summary statistics for the Advanced Courses and Outreach for January-December 2014

SUMMARY	501	502	503	504	505	506	507	508	509	510
Applications	43	44	39	72	71	71	64	49	47	46
Invitations	0	0	0	0	0	0	0	0	0	0
Admissions	40	42	43	63	62	62	52	36	36	35
Confirmation	31	32	31	61	60	60	50	36	36	35
Attended	21	22	27	32	34	35	24	31	29	28

CONCLUSION

Table 12: Summary statistics for the Specialized Courses and Outreach for January-December 2014

SUMMARY	301	302	303	301F	302F	303F	315	314	310	301	302	303
Applications	32	30	36	24	24	24	46	46	46	31	31	32
Invitations	0	0	0	10	10	10	0	0	0	15	15	15
Admissions	30	28	35	30	30	30	45	45	45	36	36	37
Confirmation	26	24	30	26	26	26	43	43	43	36	36	37
Attended	18	17	23	25	25	24	29	30	26	21	21	22

Table 13: Summary statistics for the CITD and Outreach for Jan-Dec 2014

SUMMARY	CITD MARCH	CITD May	CITD June	e-CITD Aug
Applications	39	11	48	42
Invitations	20	0	0	6
Admissions	53	11	45	46
Confirmation	36	11	35	43
Attended	24	11	20	39





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