

# Annual Report 2015





# OUR

## VISION AND MISSION

### Vision:

To be the Centre of excellence in trade policy capacity building for LDCs and low-income countries in Sub-Saharan Africa (SSA)



### Mission:

To empower clients through training and research and enhance their trade policy capacity to negotiate for more favorable international trade arrangements

## CORE VALUES

In our interactions with other stakeholders in trade policy matters, trapca will be guided by the following core values:

### Independence:

We will remain neutral and independent to gain the trust of all our stakeholders

### Integrity and Professionalism:

We will serve with integrity and professionalism by being accountable and transparent in all dealings

### Teamwork:

We will foster team spirit, collaboration and consultation to maximise synergy for improved service delivery

### Innovativeness and Creativity:

We will be 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 2016

# TABLE OF CONTENTS

trapca's Vision, Mission and Core Values .....	i	6.0 FINANCE AND ADMINISTRATION .....	32
Statement of Preparation.....	ii	6.1 Human Resources.....	33
Table of Contents .....	iii	6.2 Financial Performance.....	34
List of Figures.....	iv	6.2.1 Statement of Comprehensive Income For The Period Ended 31 <sup>st</sup> December 2015.....	34
List of Tables .....	v	6.2.2 Statement of Financial Position as at 31 December 2015.....	34
1.0 EXECUTIVE SUMMARY .....	8	6.3 Towards Sustainability.....	36
		6.3.1 Co-funding of Courses.....	36
		6.3.2 Training Consultancy.....	36
2.0 PERFORMANCE OVERVIEW.....	11	7.0 ENTERPRISE RISK MANAGEMENT(ERM).....	38
2.1 Performance Evaluation.....	14	8.0 CHALLENGES.....	42
2.2 Result Analysis Framework (RAF).....	14	9.0 OUTLOOK FOR 2014.....	44
2.3 Short Courses.....	14	10.0 CONCLUSION .....	46
2.3.1 Participants Performance in Foundation Courses.....	14		
2.3.2 Participants Performance in Specialised Courses.....	16		
2.4 Participants Performance in Advanced Courses.....	17		
2.5 Executive Courses.....	18		
3.0 POLICY DIALOGUES.....	19		
4.0 MONITORING AND GOVERNANCE .....	21		
4.1 Financial Audit.....	24		
4.2 Annual Review Meeting.....	24		
4.3 Board Meetings.....	24		
4.4 Academic Advisory Council Meeting.....	24		
4.5 Students Evaluation of Resource Persons.....	24		
5.0 MARKETING ACTIVITIES.....	25		
5.1 Brand Management.....	27		
5.2 Outcomes.....	28		
5.2.1 Country Distribution.....	28		
5.2.2 Gender Spread.....	30		
5.2.3 Sector Spread.....	30		
5.2.4 Feedback from Students.....	30		

# List of Figures

FIGURE1:	Participants Performance in Foundation Courses.....	14
FIGURE2:	Participants Performance in eLearning Foundation Courses .....	15
FIGURE3:	Participants Performance in Specialised Courses.....	16
FIGURE4:	Performance in Advanced Courses <sup>7</sup> .....	17
FIGURE5:	Country Spread of Trained Participants from regular.....	29
FIGURE6:	Gender Distribution Graph for January- December 2015.....	30

# List of Tables

TABLE 1:	Planned Training Activities Vs. Actual Activities.....	10
TABLE 2:	Planned Governance Activities Vs. Actual Activities.....	10
TABLE 3:	Summary Expenditure Report for Jan- December 2015.....	11
TABLE 4:	Summary Expenditure Report for Jan- December 2015.....	13
TABLE 5:	trapca's Internal Monitoring and Evaluation Systems.....	22
TABLE 6:	Summary Statistics for the Courses and Outreach for January - December 2015.....	27
TABLE 7:	trapca Fund Raising.....	36
TABLE 8:	2015 ERM Register.....	39
TABLE 9:	Result Analysis Framework.....	47
TABLE 10:	List of Foundation Courses offered between January - December 2015.....	49
TABLE 11:	List of Specialised Courses offered between January- December 2015.....	49
TABLE 12:	List of Advanced Courses Ofereed Between January- December 2015.....	50
TABLE 13:	Summary Statistics for the Advanced Courses and Outreach for January - December 2015.....	50
TABLE 14:	Summary Statistics for the Specialized Courses and Outreach for January - December 2015.....	50
TABLE 15:	Summary Statistics for the CITD and Outreach for January - December 2015.....	51



1.0



EXECUTIVE  
SUMMARY

## EXECUTIVE SUMMARY

Management is happy to report that the key performance indicators in the Result Analysis Framework have all been achieved and, in some cases, exceeded during the period under review. The key highlights include:

- Surpassed target of 34-course weeks in the short courses category with successful achievement of 38-course weeks with 594 participants. This was made feasible by leveraging on e-Learning courses and cost savings on tickets and accommodation. In addition, trapca had one executive course that attracted 24 participants;
- Increase in the network of trapca to 23 institutions in the reporting period with the signing of an MoU with UNCTAD as well as holding legal clinics with Graduate Institute, Geneva.
- A successful policy dialogue event on energy during the 10th Annual Conference held from 19th - 20th November 2015; and

Management is delighted to report that all performance dimensions that were planned for were met. The key performance dimensions were achieved; largely efforts towards attracting potential participants to the training programmes through marketing and secondly, the academic outcomes as indicated by the participants' performance in the courses. The marketing and outreach activities translated into 1,584 applicants who were admitted into various academic courses. Of this number, 1,429 confirmed participation and 594 (about 39%) participants attended the training

courses. The significant deviation of 835 confirmed participants is attributed to a constrained funding base that only caters for a maximum of 20 participants per course, hence, excluding about 70% of the potential participants from the training. This signals a huge capacity gap, growing demand within the target countries and the need for an increased funding base so that trapca can accelerate the training interventions.

Regarding academic performance, management is happy to report that trapca has successfully conducted 24 courses within the period under review. The make-up of the 24 includes:

- 12 advanced courses (10 taught and thesis equivalent to 2 modules),
- 7 specialized courses (6 onsite and one online),
- 4 foundation courses (2 onsite and 2 online),
- 1 executive course

In total, 6821 students participated and received academic awards as appropriate (certificates, diplomas and master's degrees). This means that from 2006 to December 2015, trapca trained a total of 5,835 participants cumulatively. A total of 2,438 were trained between 2006 and 2011, 7,632 in 2012, 10,143 in 2013 and 9,384 between January and December 2014.

The number of students trained during the period under review reflects excellent performance in terms of aggregate student numbers.

Comparative table 1 illustrates planned training activities for 2015 against implemented activities.

Since 2006 to December 2015, trapca has trained a total of

# 5,835

A total of 2,438 were trained between 2006 and 2011, 7,632 in 2012, 10,143 in 2013 and 9,384 between January and December 2014.

<sup>1</sup>This includes 22 PGDI (Trade Policy Anglo and Francophone), 29 PGDA, 14 MSc graduates and 24 Executive Course participants.

<sup>2</sup>This includes 13 PGDI, 36 PGDA and 16 MSc graduates

<sup>3</sup>This includes 21 PGDI, 11 PGDA and 28 MSc graduates

<sup>4</sup>This includes 13 PGDI, 26 PGDA and 19 MSc graduates

## EXECUTIVE SUMMARY

Table 1: Planned Training Activities Vs. Actual Activities

Programme	Annual Planned Courses	Courses Implemented to Date	Deviation from planned	Planned Students	Attended Students
<b>Courses</b>					
<i>CITD</i>	2	2	0	40	49
<i>CITD e-learning</i>	2	2	0	40	92
<i>Executive Courses</i>	2	1	-1	40	24
<i>Specialized short courses</i>	6	7	1	120	245
<i>Advanced courses</i>	12	12	0	240	272
<b>Total</b>					<b>682</b>

**Note:** Seven specialised courses were conducted, with one extra course than projected. These included three for the Anglophone group and another three for the Francophone group with a total of 123 students and one E-learning course on Trade and Gender. The E-learning specialised course on Gender was conducted according to the 2013 MTR recommendations, and it had 100 active participants. The francophone group had fewer than planned numbers attributed to some participants' challenges with international health-related travel restrictions into Tanzania. The first E-learning CITD course was offered from August to September 2015, and the last E-learning CITD course was offered from September to December with a total of 45 participants.

During the period under review, several kinds of evaluation took place, namely, the financial audit for 2014, Annual Review Meeting, Board Meeting and Academic Advisory Council Meeting. These activities are indicated in table 2.

Table 2: Planned Governance Activities Vs. Actual Activities

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

## EXECUTIVE SUMMARY

In terms of financial performance, table 3 summarises the expenditure for the period under review. The detailed expenditure report is in section 6.

Table 3: Summary Expenditure Report for Jan- December 2015

No.	Details	2015 Budget	2015 Revised Budget	2015 Actual	Variance
1	Personnel Cost	585,064	585,064	585,064	
2	Programme Cost	1,905,415.90	1,712,969.58	1,592,565	120,405
3	Administration Costs	74,200	74,200	61,709	12,491
4	Acquisition of Assets	13,000	29,150	25,377	3,773
5	Monitoring and Governance	138,370	138,370	127,532	10,838
6	Contingency @ 0.05%	13,310	13,310	13,310	0.00
		2,740,255	2,553,063.58	2,405,557	147,507

On the financial front, trapca spent a total of US\$2,405,557 against the revised budgeted figure of US\$2,553,064 representing 94% utilisation of the budget for 2015. The 6% unutilised is due to proactive programming in operations by management that resulted in the Centre realising total savings amounting to \$147,507 as reflected in this report. These savings remaining as of December 2015 and after the first half of 2016 committed costs have been paid back to Sida as per the signed agreement between ESAMI and Sida. This balance was mainly due to cost savings and more effective delivery modes of the courses. trapca savings on budgeted expenditures for the year ending 31st December 2015 account mainly for savings on programming expenditures regarding travel and accommodation as a result of running courses back to back and scheduling courses with a view to minimising the frequency of potential graduates' travel and accommodation expenses. The variance account for 6% of the total variance, of which 5% will cater for programming, whereas 0.42% will be for administration costs and 0.37% for monitoring and governance expenses and 0.21% for asset acquisition.

On the financial front, trapca spent a total of **US\$2,405,557** against the revised budgeted figure of **US\$2,553,064** representing

# 94%

utilization of the budget for 2015.

2.0



## PERFORMANCE OVERVIEW

## PERFORMANCE OVERVIEW

2015 marked the final year of the implementation of the second phase of trapca that started on 1st April 2011 when Sweden and ESAMI signed the 2nd phase agreement. This report aims to document progress towards achieving immediate objectives in line with the Annual Work Plan and Budget (AWPB) for 2015. Management is happy to report that during the period under review trapca successfully conducted 24 courses. These were:

- Twelve Advanced Courses (ten taught and two thesis components);
- Seven Specialised Courses (six onsite and one

online);

- Four Foundation Courses (two onsite and two online); and
- One Executive Course, in collaboration with CUTS.

The successful implementation of the above courses resulted in a total of 683 participants from various target countries for trapca who attended and were awarded various certificates, post-graduate diplomas and masters. The summary is explained in table 2 below, but the Centre's detailed results for the period under review are elaborated in annex 1.

Table 4: 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
Foundation (onsite)	2	2	8	8	0	40	49	Cost savings from tickets and accommodation explains variance used to finance extra students as per target
Foundation (E-learning)	2	2	16	16	0	40	92	It was over-scribed and with a fixed cost. First course had 47 and second had 45 pax but in both courses half of the class completed the entire course
Executive	2	1	2	1	1	40	24	Challenges of programming alignments with partners. Only one executive course was conducted
Specialised	6	7	12	14	2	120	245 <sup>5</sup>	Target exceeded. The variance is explained by the eLearning Gender course and ticket cost savings
Advanced	12	12	24	24	0	240	272 <sup>6</sup>	Target exceeded. Variance explained by ticket costs savings
Total	26	24	64	63	1	520	682	Target exceeded

## PERFORMANCE OVERVIEW

### 2.1 PERFORMANCE EVALUATION

#### 2.2 Result Analysis Framework (RAF)

During the period under review, 24 courses were conducted. There were twelve advanced courses, seven specialized courses, four foundation courses, and one executive course. Annex 1 shows the Centre’s results for the period under review.

#### 2.3 Short Courses

In the short courses category, trapca offered four Foundation Courses: Certificate in International

Trade and Development (two onsite and two online) and seven specialised short courses (six onsite and one online). In total, 364 participants attended the courses. Of this figure, 22 participants 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 course is elaborated in Annex 2 under Table 7.

#### 2.3.1 Participants Performance in Foundation Courses

The average performance of the participants in onsite courses was satisfactory, with about 85 per cent pass rate, as illustrated in figure 1.

### CITD Performance

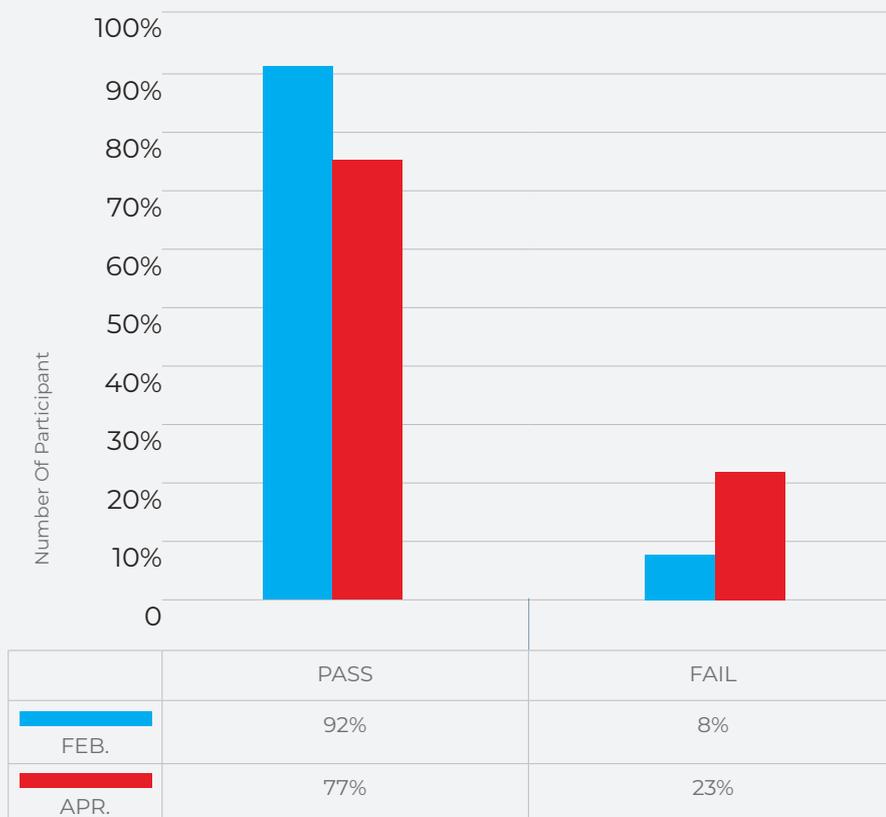


Figure 1: Participants Performance in Foundation Courses

<sup>5</sup>This number includes 100 students who attended TRP 311- Online Trade and Gender Course and 22 who were awarded the PGDI.

<sup>6</sup>This number includes 29 who were awarded PGDA and 14 awarded the MSc

## PERFORMANCE OVERVIEW

In the February CITD Course, 24 participants passed their exams, including one participant who passed after a supplementary examination. Further, during the April CITD Course, 19 participants passed, whereas 6 failed the course. One student did not complete the required modules for the course.

The first e-Learning CITD course had 52 active participants, and 21 participants successfully completed the required modules within the course timelines. The second e-learning CITD course had 40 active participants, and 20 participants successfully completed the required modules within the course timelines. The remaining participants from both courses are expected to complete all modules in 2016. Nonetheless, management will continue to interest and engage the participants to enhance

completion rates. The major challenges raised by the participants that explain their inability to cope with the course timelines included limited access and unreliable internet, which made it difficult for them to be prompt with assignment. Some of the participants cite heavy work-related commitments that limit their time allocation for the course assignments.

Among those who completed the required modules, management is happy to report that the performance in the different modules was generally excellent, resulting in a good number of participants attaining an average grade of C and above. The performance is illustrated in figure 2.

### Participants Performance in CITD E-learning Courses

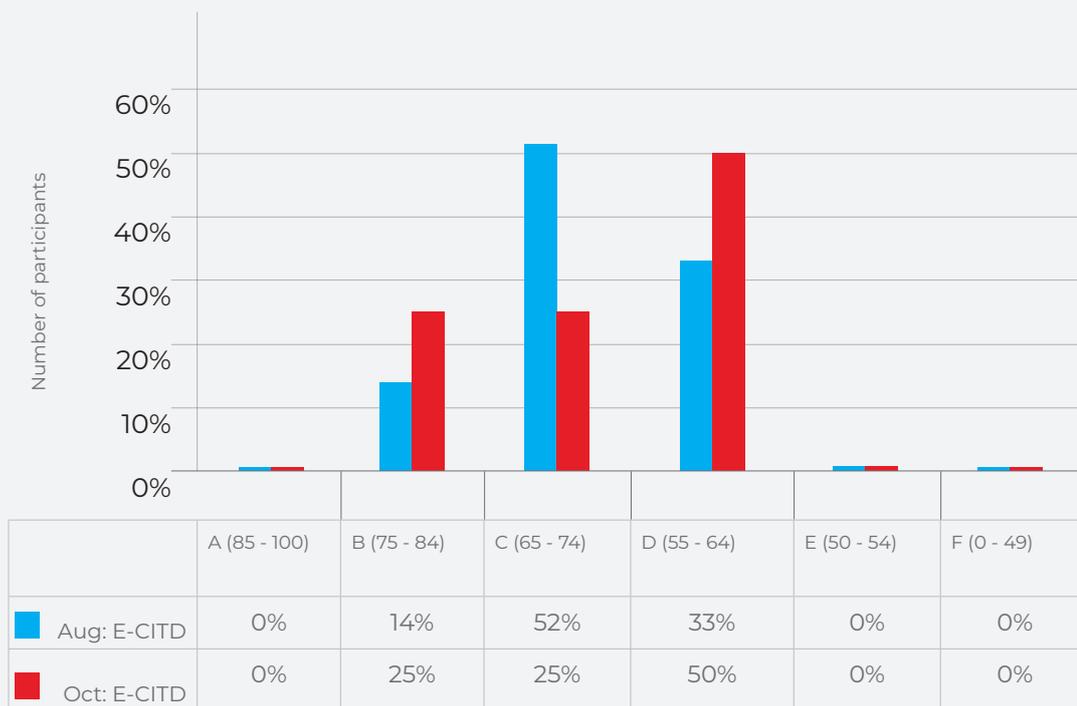


Figure 2: Participants Performance in eLearning Foundation Courses

## PERFORMANCE OVERVIEW

It is noted that the completion rates for CITD e-learning are much lower than CITD on-site. The difference can be attributed to participants' associated challenges when juggling office work and school. Participants have expressed the difficulty of being able to dedicate time for study during office hours amidst heavy office workload. Another challenge that participants have frequently voiced is the poor internet connectivity in some of the areas they are located. These individuals reported participation challenges coupled with limited monitoring compared to when participants are physically present on campus. This explains the high dropout rate. Management plans to encourage

the 41 participants who successfully completed the E-Learning CITD course to enroll in the specialised courses so as to graduate with Post Graduate Diploma at the Intermediate Level in 2016.

### 2.3.2 Participants Performance in Specialised Courses

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

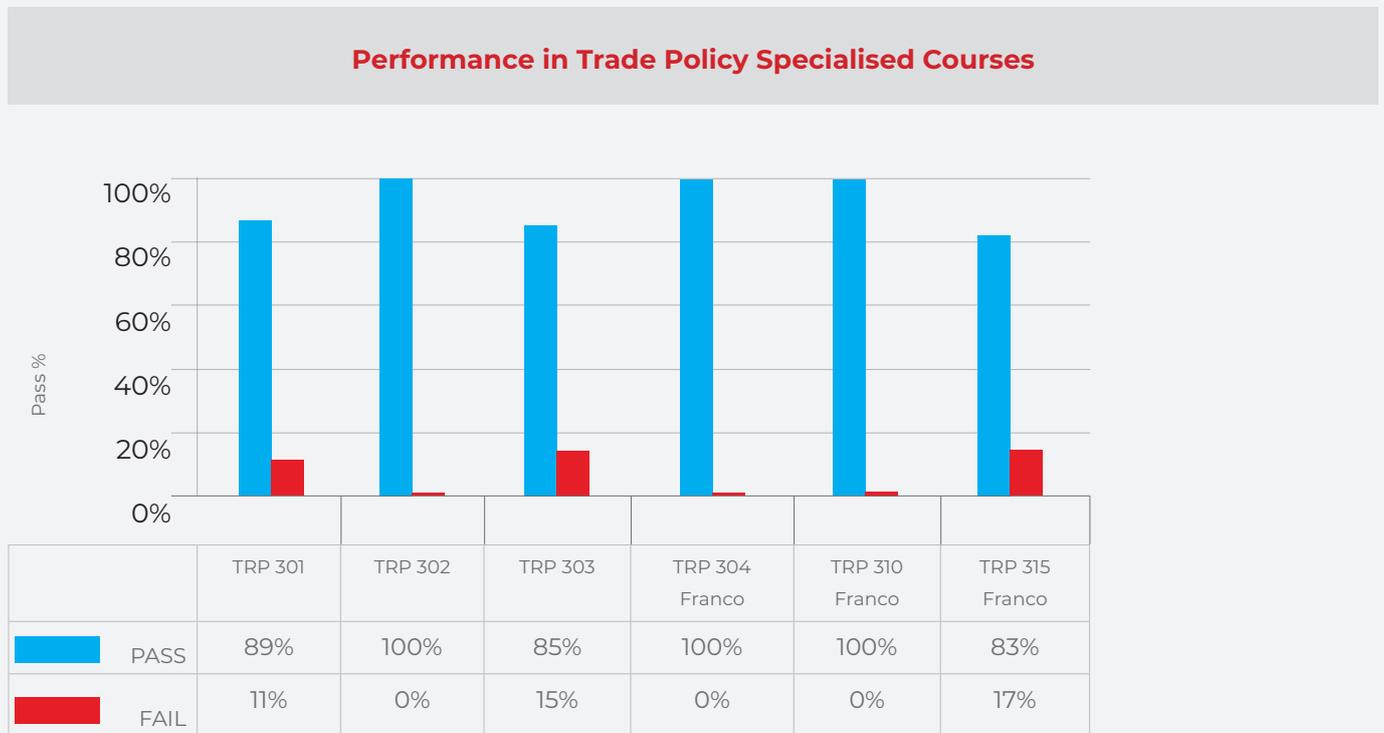


Figure 3: Participants Performance in Specialised Courses

Management is happy to report that the average pass rate for the specialized courses was excellent, with a 93 percent pass rate. During the November TRP 301: International Trade Policy and Development, twenty-four of the twenty-seven students passed the first attempt. The other three will be expected to take supplementary examinations in 2016. All students passed on the first attempt in the following courses: TRP 302: International Trade Law and Development, for October 2015, and TRP 304: International Trade Negotiations and Cooperation (Francophone) and TRP 310: Trade in Services (Francophone). However, in the Francophone TRP 315: Drafting and Interpretation of

Trade Agreements for October 2015, two students failed. One other student reported late for the course and hence did not meet the course requirements.

During the period under review, twenty-two students graduated with a Post Graduate Diploma at the Intermediate Level, having successfully defended their research papers. Eleven were from the Anglophone class, and the other eleven were from the Francophone class.

## PERFORMANCE OVERVIEW

### 2.4 Participants Performance in Advanced Courses

During the period under review , 272 students attended the MSc/Advanced Courses and received various awards at post-graduate diploma and master’s levels . This number includes 29 participants who were awarded the Post-Graduate Diploma- Advanced and 14 participants who were awarded the MSc degree. The Advanced Courses indicated in table 8 under Annex

2 were offered independently. The performance of participants in ten advanced courses offered during the period under review is illustrated in figure 3. As can be observed, the performance was excellent; on average, with about a 99 percent pass rate.

#### Performance in Advance Courses

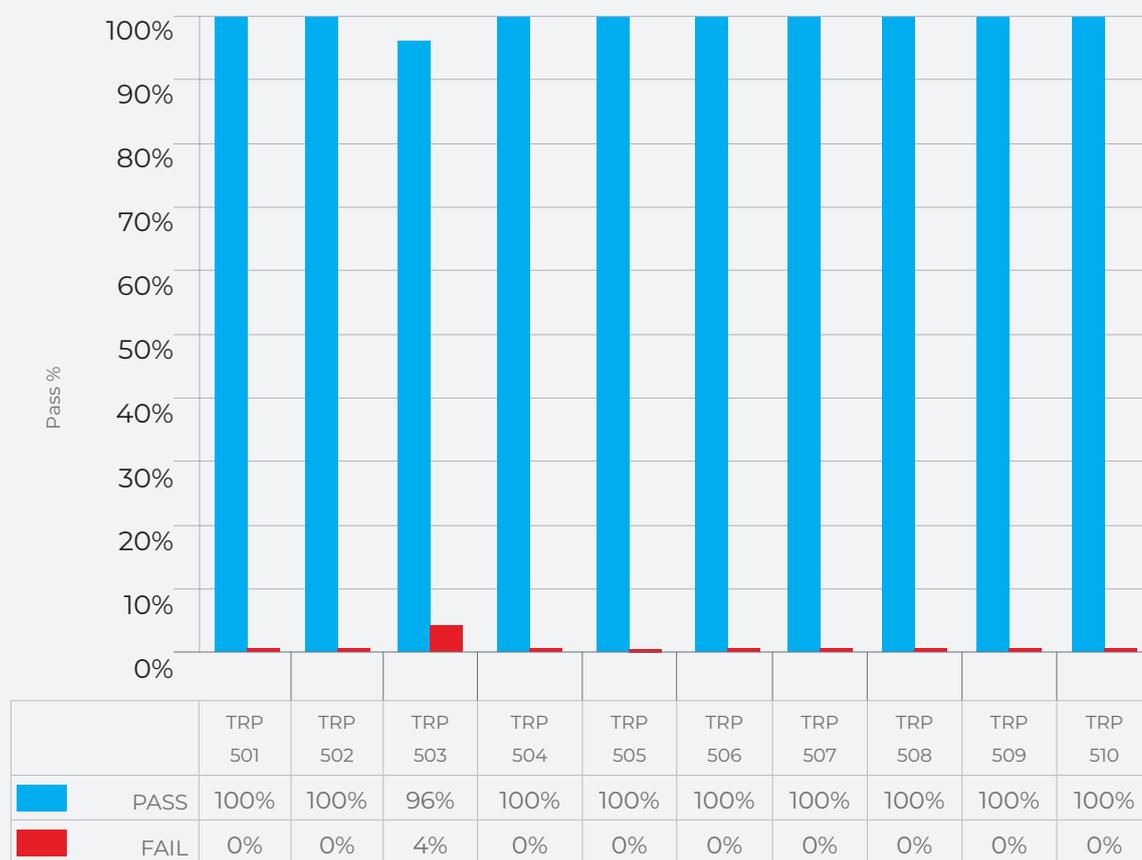


Figure 4: Performance in Advanced Courses<sup>7</sup>

<sup>7</sup>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: Trade Negotiation, Co-operation and Leadership
- TRP 509: Trade in Services
- TRP 510: Trade Related Intellectual Property Rights and TRIMS

## PERFORMANCE OVERVIEW

All participants passed on the first attempt in TRP 501: Economic Foundations of Trade and Trade Policy; TRP 502: Legal Foundations of Trade and Trade Policy; TRP 504: Sectoral Trade Policies; TRP 505: Political Economy Of Commercial Policies and Development; TRP 506: Drafting and Interpretation of Trade Agreements and TRP 507: Bilateral, Multilateral, and Regional Trade Integration; TRP 508: Trade Negotiation, Co-operation, and Leadership; TRP 509: Trade in Services and TRP 510: Trade Related Intellectual Property Rights and TRIMS. However, the performance in TRP 503: Tools for Trade Policy Analysis reflected the typical outturn with weaker students experiencing challenges with quantitatively biased courses.

About twelve participants had marginal passes , and one participant failed the examination for TRP 503, and he will be required to retake the course.

### 2.5 Executive Courses

trapca, in collaboration with CUTS International, offered one regional training on climate change, food security, and trade: developing coherent policies and programmes. This training was conducted in Nairobi, Kenya, and had a total of twenty-four participants drawn from all five EAC countries.



3.0



POLICY  
DIALOGUES

## POLICY DIALOGUES

One key policy dialogue was held during the period under review and provided a strategic platform for streamlining trapca’s contribution to the competitiveness of Africa through its 10th Annual Conference. Energy plays an important role in leveraging the competitiveness of Africa’s tradable products through reduced production and logistics costs. The Annual Conference was held under the theme “Energy as a Determinant of Competitiveness” from 19th - 20th November 2015.

This 10th Annual Conference attracted key experts involved in energy and trade issues from around the world. The experts interfaced with trapca’s students and some players in the private sector.



4.0



## MONITORING & GOVERNANCE

## MONITORING AND GOVERNANCE

trapca's internal monitoring and evaluation practice has been designed in such a way to provide clarity on the issues being evaluated, why the programme is being evaluated, who is evaluating it, when it is evaluated and the use of the data.

Table 5: trapca's Internal Monitoring and Evaluation Systems

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



## MONITORING AND GOVERNANCE

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

### 4.1 Financial Audit

The independent external auditors, Ernst and Young, performed a financial audit in March 2016. They ascertained that the Centre's financial statements and accounts presented a true and fair view of the state of affairs as at 31 December 2015.

### 4.2 Annual Review Meeting

The current Sida/ESAMI agreement empowers the donor review meeting monitor and make decisions that might impact the programme. The meeting took place in Arusha on 17th June 2015, and all parties were represented. The meeting made decisions on the programme's progress as captured in the agreed minutes. The meeting reviewed the timelines of TFTF implementation and made a one-year no-cost extension. In addition, several activities and outputs were realigned with the new timelines.

### 4.3 Board Meetings

The Board had its first meeting during the period under review on 22nd June 2015 in Addis Ababa, Ethiopia and deliberated on the strategic direction of the Centre and 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:

- Approval of the Annual Report for 2014
- Approval of the Audited Financial Statements for 2014 that were presented by the audit manager of Ernst and Young.
- Approval of the Progress Report

The second Board meeting took place on 11th December 2015, in Nairobi, Kenya. The meeting focused on:

- Review of trapca's performance for the period January to December 2015, on both the programme and financial components.
- Approval of the 2016 Annual Work Plans and Budgets for Trade Policy and Trade Law and Trade Facilitation.

### 4.4 Academic Advisory Council Meeting

The AAC met on 2nd October 2015 and considered the following items: Training Review for January - September 2015; Revisions to the Students Handbook; Trade Policy and Trade Law and Trade Facilitation Curriculum; Highlights of the 2015 Trade Policy Dialogue Events; Implementation of Regional Integration Capacity Building Project for Rwanda and the Academic Calendar for the year 2016. The AAC made recommendations on the key items and management effected the recommendations.

### 4.5 Students Evaluation of Resource Persons

trapca administers evaluation forms for each of the courses on offer. Resource persons' evaluation and end-of-module evaluation for each module was carried out. 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 module evaluation aims to get 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 and 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

trapca continued to carry out marketing activities to ensure the Centre's visibility and sustainability beyond 2015 are maintained. Some of the activities included the marketing of courses through printing and distribution of brochures and prospectus to target markets. In addition, market visitations by ESAMI were also undertaken.

trapca held the 10<sup>th</sup> Annual Conference under the theme 'Energy as a determinant of Competitiveness. The conference brought together policymakers, energy regulators, and governments to share and forge the way forward on how the respective governments can ensure efficiency and effectiveness of energy supply. This event is used to profile the Centre and enhance its visibility to key audiences in the region.

A key marketing activity for 2015 was the Trade and Development Symposium at the Ministerial Conference (MC10) in Nairobi. The trapca side event deliberated on the role of trade-related capacity building as an enabler of the Continental Free Trade Agreement (CFTA) process. Among the event speakers were H.E. Mr. Erastus Mwencha, the Deputy Chairperson of the Africa Union Commission, Prof. Stephen Lande, President of Manchester Trade, and Dr. Junior Davis of the United Nations Conference on Trade and Development (UNCTAD)

trapca also launched the Trade Facilitation Facility in the year under review. The event was graced by the Secretary General of the United Nations Conference on Trade and Development (UNCTAD), H.E. Dr. Mukhisa Kituyi, the Deputy Chairperson of the African Union Commission, H.E. Mr. Erastus Mwencha, the Ambassador of Sweden to the World Trade Organisation (WTO), H.E. Mr. Daniel Blockert, and the Director General of ESAMI, Prof. Bonard Mwape.

During the period under review, trapca explored areas of potential cooperation with the African Union Commission (AUC) in the field of trade policy. Subsequently, a Memorandum of Understanding was drafted to formalize future cooperation between trapca and the African Union Commission. The process toward the conclusion and signing of the MoU is in progress. trapca was invited to participate in several AUC organised events as follows: in the second donor roundtable meeting for the benefit of the African Union that was held on 2<sup>nd</sup> July 2015 on the margins of trapca's TTF reference group meeting in Geneva. The meeting provided a platform for trapca to showcase its capacity-building activities. trapca participated in the AUC-organized meeting on Boosting Intra Africa Trade (BIAT) coordination and review held from 25<sup>th</sup> – 27<sup>th</sup> November 2015 in Cape Town, South Africa. The meeting deliberated on the state of play, the role of capacity-building institutions like trapca in the BIAT program, and the way forward.

Management is happy to report that the outreach activities translated into 1,584 applicants who were admitted into the various courses. Out of this number, 1,429 were admitted and confirmed participation. However, the actual number attained was 617 students who enrolled in the training courses. The deviation is mainly attributed to a constrained budget that limits funding support to only a maximum of 20 participants per course. The marketing outcome signals high demand and capacity gap within the target countries. In terms of outreach, the participant response is reflected in table 6.

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

A key marketing activity for 2015 was the **Trade and Development Symposium** at the Ministerial Conference (MC10) in Nairobi.

## MARKETING ACTIVITIES

Table 6: Summary Statistics for the Courses and Outreach for January - December 2015

SUMMARY	Advanced Courses	Specialized Courses	CITD	E-CITD	Executive Courses	Total
Applications	499	296	136	116	32	1079
Invitations	0	602	42	18	0	662
Admissions	467	820	147	118	32	1584
Confirmation	425	757	114	101	32	1429
Attended	229	223	49	92	24	617

## 5.1 Brand Management

trapca's presence in the global area deepened further with the appointment of our alumni to different key positions of responsibility that include Professional Associate at World Customs Organization (WCO), National Expert in charge of Coordination and Monitoring at United Nations Industrial Development Organization (UNIDO), Trade Expert at Common Market for Eastern and Southern Africa (COMESA), and Chief Trade Promotion Officer, Ministry of Trade, Namibia.

### 5.1.1 New Job Opportunities:

'I would like to extend thanks and appreciation to the trapca and Lund University families for the level of support they provided to me throughout my studies . Today I am reaping the rewards from the knowledge and skills acquired through the scholarship scheme. Currently, the World Customs Organization (WCO) in Brussels, Belgium, through my administration (Liberia Revenue Authority-Department of Customs), has hired my service to work within the Trade Facilitation Directorate as a Professional Associate representing my country-Liberia. On 3rd September, 2015, I took up my new assignment and had the opportunity to meet the Secretary General of the World Customs Organization (WCO,) Mr. Kunio Mikuriya, for a briefing. I give the Almighty God the glory first and, secondly, the entire administrative and academic staff of trapca and the Lund families for their endurance and time in imparting knowledge and skills to me.

Today am ably representing not only my country but the Institution

BRAVO TO THE GREAT TRADE INSTITUTION-trapca/LUND !!!!!!!!!!!!!'

**Wounpay Doe,**

Liberia

---

"I just wanted to inform you that I was recruited as National Expert for Coordination and Monitoring of the Programme for Improving Business Competitiveness (PACOM) at UNIDO Regional Office for Central Africa. I take this opportunity to warmly thank trapca for the training and the degree I received there. They are crucial for my career. I'll be very happy to share my experience with trapca students"

**Jacob Kotcho,**

Cameroon

## MARKETING ACTIVITIES

### 5.1.2 Career Progression:

"... Shortly after completing the course for the Msc, I was employed by the Economic Policy Research Centre as an Assistant Research Fellow in the Department of Trade and Regional Integration. When my 2-year contract at the Centre was coming to an end, I was promoted to the level of a Research Fellow in the Department of Trade and regional integration. As a result of my excellent performance and effort, I extended in enhancing the visibility of the Centre at various public policy forums and formulation, especially in trade negotiations at the region. I joined the Ministry of East African Community Affairs as a Trade Economist at an advisory level under the TradeMark East Africa Capacity Building Project. I was tasked with capacity building of Senior Staff of the Ministry in the area of Trade Policy Analysis and Research, as well as provision of technical guidance in the implementation of the EAC Common Market Protocol and developing the various chapters of the National Policy on EAC Integration. Cabinet approved the National Policy of EAC Integration, and now being implemented. I worked under the project till its completion in March 2015. After the Ministry of EAC, I joined the Common Market for Eastern and Southern Africa (COMESA) on 30th March 2015, as a Trade Expert under the ACBF capacity-building programme to COMESA in Trade Policy Analysis and Economic Research. The above career growth and contribution to regional trade integration owes its success to the LUND program with support from the Swedish taxpayers'

**Lawrence Othieno,**

Uganda

### 5.1.3 Promotion

"I was blessed with a promotion last year from a Trade Officer to Chief Trade Promotion Officer heading the Sub-division: Import, Export and Trade Measures (Import and Export Control, Trade Remedies and Trade Facilitation) in the Directorate of International Trade- Ministry of Industrialization, Trade, and SME Development, Republic of Namibia. Furthermore, I'm part of Namibia's delegation negotiation of the ongoing COMESA-EAC and SADC Tripartite FTA (Technical Working Group on Trade Remedies and Dispute Settlement)"(Lynnox Mwiya, Namibia)

**Lynnox Mwiya,**

Namibia

The testimonies above reaffirms the fact that the trapca brand within the region and internationally has enjoyed good visibility over the period under review. The course offerings and participation in key international events has been carefully done to enhance the Centre's reputation.

## 5.2 Outcomes

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

### 5.2.1 Country Distribution

trapca trained 617 students in the regular courses. The participants came from 26 countries. These are: 63 participants came from Cameroon, 67 from Ethiopia, 77 from Kenya 6 each from Lesotho and Swaziland, 22 from Nigeria, 27 participants were from Malawi, 32 from South Sudan, 68 from Tanzania, 55 from Uganda, 66 from Zambia, 50 from Zimbabwe, 5 from Gambia, 4

from Botswana, 1 each from Chad, Ghana, Comoros and Geneva, 12 from Benin, 13 from Burundi, 7 each from Rwanda and Cote d'Ivoire, 18 from Burkina Faso, 3 each from Togo and Senegal while 2 came from D.R Congo. This is reflected in the figure 4. These participants were drawn from Least Developed Countries (LDCs) and Low Income Countries (LICs).

## MARKETING ACTIVITIES

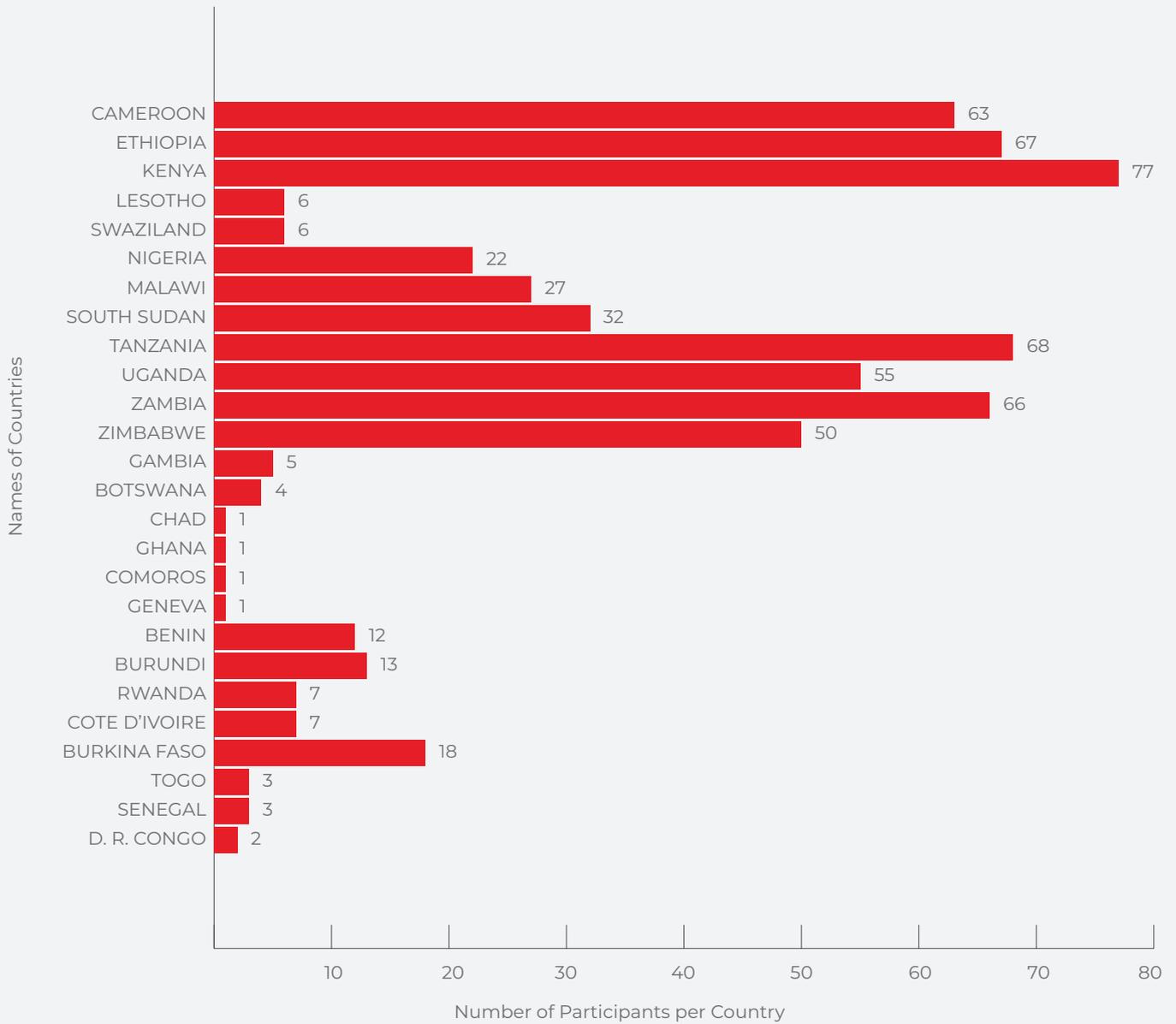


Figure 5: Country Spread of Trained Participants from regular

## MARKETING ACTIVITIES

### 5.2.2 Gender Spread

The overall gender spread was well represented with fifty-seven percent (57%) male and forty-three (43%) female across all courses as indicated in figure 6 below.

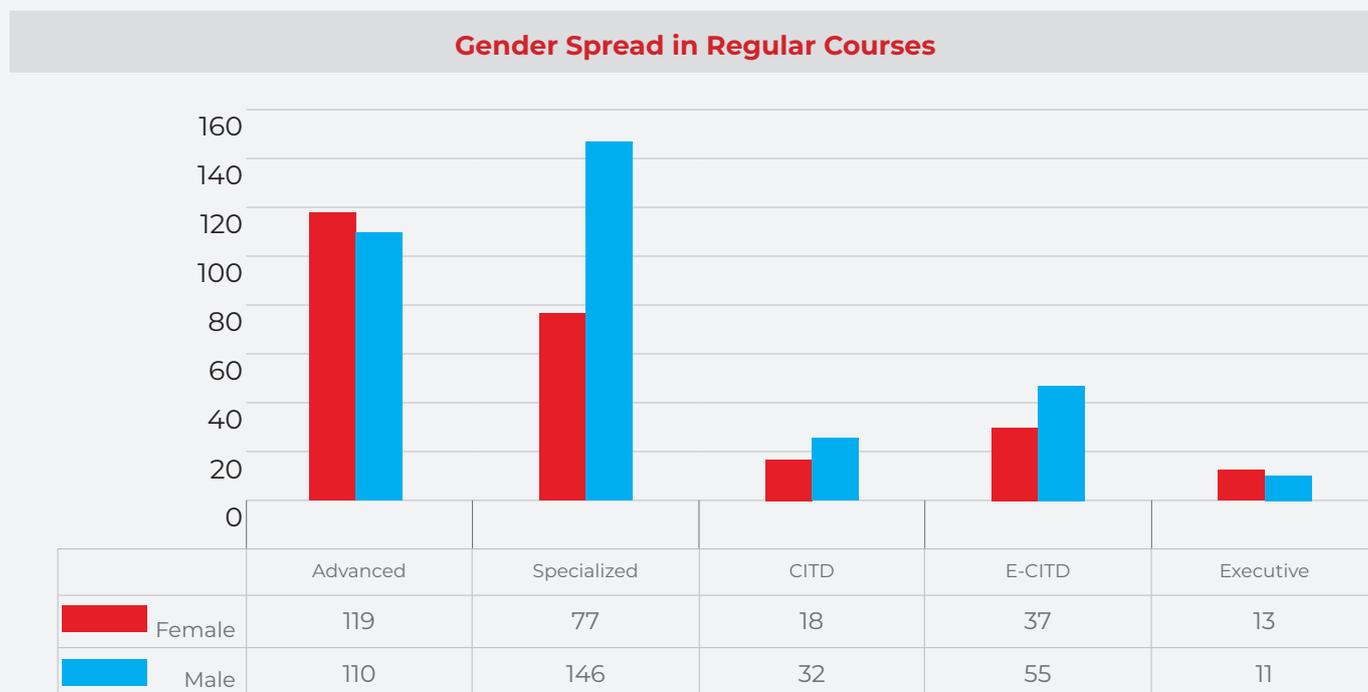


Figure 6: Gender Distribution Graph for January- December 2015

### 5.2.3 Sector Spread

Out of a total of 617 participants who attended both the regular and executive courses during the period under review, 414 participants (67%) were from Public Sector, 147 participants (24%) were from Private Sector, 31 participants (5%) were from the Academia, 25 participants (4%) were from Non-Governmental Organizations.

### 5.2.4 Feedback from Students

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

- a. **Expectations:** Eighty-two percent (82%) of the students who evaluated the courses affirmed that their overall expectations of the courses they took were fulfilled. They commended trapca for availing resource materials on the e-learning platform, giving them access to reading materials, and engaging a very competent faculty. The remaining eighteen percent (18%) evaluated the course as very intense. They cited the duration of the courses was too short to allow them time to master the subject.
- b. **Course Content:** Eighty percent (80 %) of the students rated the course content and delivery as excellent, while the remaining Twenty per cent (20%) of the students rated the course as very good.
- c. **Course Materials:** Eighty one percent (81%) of the students rated the course material and literature used for trapca courses excellent. Nineteen percent (19%) of the students rated the course material as very good. This is an improvement from the same period last year. The student once more appreciated the timely uploads of course materials on the trapca e-learning platform.
- d. **Time for delivery:** The MSc course students commented on the two weeks' time allocated for each module as too short for mastering the subject. However, they appreciated trapca for availing of detailed course materials that they can refer to once they get back home.
- e. **Facilities:** ESAMI facilities received good ratings. Food was rated good while accommodation was rated as very good. The students commended ESAMI for continuously carrying out maintenance of the facilities.

MARKETING ACTIVITIES



6.0



## FINANCE AND ADMINISTRATION

## FINANCE AND ADMINISTRATION

## 6.1 Human Resources

There has been an increase in staffing levels with the recruitment of the Trade Facilitation Expert. The 2015 staffing levels are now as follows:

## Arusha Office

Mr. Peter Kiuluku	Executive Director
Dr. Caiphas Chekwoti	Trade Policy Expert
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
Mr Mpafya Mutapa	Principal Finance and Administration Officer
Mr Tsotetsi Makong	Trade Facilitation Expert
Mr Markon Alphonce	Senior Accountant
Mrs Diana Geria Dribidu	Administrative 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



## FINANCE AND ADMINISTRATION

## 6.2 Financial Performance

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 Center's financial performance and position as at 31st December 2015 .

## 6.2.1 Statement of Comprehensive Income for The Period Ended 31 December 2015

DETAILS	NOTE	2015 USD	2014 USD
<b>REVENUE</b>			
Sweden contribution	8	3,477,912	3,882,990
ESAMI contribution	8	11,657	108,793
Course fees		19,594	26,013
Direct expenses	9	(2,260,281)	(2,650,470)
Amortisation of capital grant	10	(31,039)	(27,381)
		<b>1,217,799</b>	<b>1,339,945</b>
<b>Operating expenses</b>			
Administration expenses	12	(61,709)	(53,358)
Trade Facilitation	11	(1,165,232)	(246,745)
Amortization	14	31,039	27,381
Other operating expenses	10	(81,112)	(68,840)
Governance and Evaluation	13	(127,532)	(120,996)
		<b>(1,404,546)</b>	<b>(462,558)</b>
		<b>(186,747)</b>	<b>877,387</b>
<b>Operating (deficit)/ surplus</b>			
Finance income	15	(499,374)	7,755
Operating surplus before tax		(686,121)	885,142
Taxation	16	-	-
		<b>(686,121)</b>	<b>885,142</b>
<b>Net Surplus for the year</b>			
Other comprehensive income		-	-
		<b>(686,121)</b>	<b>885,142</b>
<b>Total comprehensive surplus</b>			

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

## FINANCE AND ADMINISTRATION

## 6.2.2 Statement of Financial Position as at 31 December 2015

Description	NOTE	2015 USD	2014 USD
<b>ASSETS</b>			
Non current assets			
Property and equipment	20	42,429	47,852
Intangible assets	17	119	358
		42,548	48,210
<b>Current assets</b>			
Trade and other receivables	18	15,389	42,667
Due from related party	20	1,728,006	1,922,039
Cash and cash equivalents	22	239,575	630,170
		<b>1,982,970</b>	2,594,876
Total assets		<b>2,025,518</b>	<b>2,643,084</b>
<b>FUNDS AND LIABILITIES</b>			
<b>Funds</b>			
ESAMI contribution	25	529,798	448,038
Accumulated surplus		1,172,745	1,857,584
		<b>1,702,543</b>	<b>2,305,622</b>
<b>Non current liabilities</b>			
Deferred capital grant	14	42,012	47,673
		<b>59,995</b>	<b>85,509</b>
<b>Current liabilities</b>			
Trade creditors	23	25,624	25,624
Due to related party	20	26,690	15,039
Other payables and accruals	24	228,648	249,126
		<b>280,963</b>	<b>289,789</b>
<b>Total funds and liabilities</b>		<b>2,025,518</b>	<b>2,643,084</b>

The detailed financial statements and accompanying notes are presented separately.

## FINANCE AND ADMINISTRATION

### 6.3 Towards Sustainability

As trapca explores other sustainable funding options, management has been making efforts to source financing in different ways .

#### 6.3.1 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.

#### 6.3.2 Training Consultancy

Besides the co-hosting of the level 200 courses, trapca has been conducting training consultancies. During the period under review, a total of US\$200,987 was raised outside main operating income of which US\$119,227 was expended. The balance of US\$81,760 is reported as 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 fund raising by trapca management.

Table 7: trapca Fund Raising

DETAILS		USD
Opening balance At 1 <sup>st</sup> January		448,038
Students Fees		2,947
Student Fees collected by ESAMI		8,739
ESAMI contribution 2015		171,600
Sale of T-shirts		-
Surplus on CUTS consultancy		4,500
Income	12,500	
Expenditure	(8,000)	
Surplus on consultancy assignments		3,940
Income	13,940	
Expenditure	(10,000)	
Surplus on TAF consultancy		109,820
Income	459,454	
Expenditure	<b>(349,634)</b>	
ESAMI Invoicing		-
13 <sup>th</sup> Cheque, Board travel & Honorarium		(119,227)
ESAMI contribution to Revenue		(72,499)
Increase/(decrease) in contribution		81,760
<b>At 31 Dec 2015</b>		<b>529,798</b>

## FINANCE AND ADMINISTRATION

During the period under review, trapca had one assignment and consultancies that were completed in 2015. These are:

**a) CUTS International Geneva Consultancy**

During the period under review, trapca signed an agreement with CUTS Geneva worth US\$ 12,500 to draft training manuals and conduct training for the EAC PACT Project. US\$12,500 was received during the fiscal year, and US\$8,500 was spent on the project activities. The net surplus was reported as US\$4,500.



7.0



## ENTERPRISE RISK MANAGEMENT (ERM)

## ENTREPRISE 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 ending 31st December 2015:

Table 8: 2015 ERM Register

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
1.	1-Jan-15	Immigration regulatory changes and heightened regulatory scrutiny may affect the manner in which our products or services will be delivered.	Medium	High	Adverse effect on project output and ultimately reduced number of target graduates	Increase target number for pax for non-affected regions and advise pax if possible to arrange VISA's before travel.
2.	1-May-15	Economic conditions in markets we currently serve may reduce growth opportunities for capacity development in the area of trade policy.	Low	Low	This will significantly reduce the number of pax and hence overall impact on trapca's contribution to improving LICs and LCDs on trade related issues	Executive leadership and on-going involvement.
3.	1-Jan-15	trapca may not be sufficiently prepared to manage cyber threats that have the potential to disrupt operations and/or damage its brand (53%)	Low	High	Loss of Data	Strengthening relationships between trapca and the I.T. service provider and maintaining two backup systems one offsite and the other offsite
4.	19-Feb-15	Sustaining customer loyalty and retention is a moving target or evolving customer preferences and/or demographic shifts in our existing customer base (48%)	Low	Low	Disruption in scheduled courses due to low numbers of participants	Marketing trapca programmes in line with developmental strategic goals for LICs and LDCs
5.	1-Apr-14	Change of Swedish government policy	medium	High	Unable to complete key tasks/Reduced funding	Diversified funding base
6.	1-Sep-14	Transit risk in relation to Participants and resource persons e.g. health matters such as Ebola	Low	Low	Adverse effect on project output and ultimately reduced number of graduate	Increase target number for Pax for non-affected regions
7.	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 counselling during on site course and post-session assignments

## ENTREPRISE RISK MANAGEMENT(ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies	
8.	1-Jan-13	Unmet learning objectives	Low	Medium	Capacity building objective not met	Obtain learning expectations at the start of each course Motivation letters from students at the time of application	
						Weekly on site assignments	
						Pre-session assignments two weeks before the commencement of each course	
9.	11-1-Jan	Policy Dialogue briefs and reports not referred to or utilized by LDCs and LICs offici	Low	High	Impairment of project outcomes/impact	Dissemination and popularization of the Case studies as well a policy briefs in beneficiary country	
10.	30-Nov-15	Changes in priorities of donors, reduction of funding due immigration related expenses in Europe.	Low	High	Reduction in resource envelope of resources, lack of commitment, change in strategy	Make sure that Donors are aware of the impact trapca is creating.  Alternative financing options	
11.	1-Jan-13	Potential Lack of buy-in by key stakeholders	Low	High	Failure to achieve project benefits.	Executive leadership and on-going involvement.	
						Service levels reduced	Proactive Communications and planning focus.
						Ineffective work practices. More fragmented processes. Poor Communication.	
						Non sustainable business	Strong and consistent enforcement of Non sustainable business controls on governance, business and legal compliance.
						Loss of customer confidence and loyalty	Continuous monitoring of threats to reputation.
						Loss of donor confidence Financial loss	Ensuring ethical practice throughout the trapca operations.

## ENTREPRISE RISK MANAGEMENT(ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
12.	1-Jan-13	Corruption	Low	High	Loss of reputation	Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents.
					Loss of public confidence	Effective internal controls and monitoring
					Direct financial loss	Employee sign off that they will not engage in corrupt activities Institute whistle blower policy
					Wasted resources	



8.0



## CHALLENGES AND ACHIEVEMENTS

## CHALLENGES AND ACHIEVEMENTS

trapca experienced some challenges and accomplished some key achievements as outlined below.

### a. Academic Challenges

There were two main academic related challenges.

These were:

- With regard to the e-learning courses, reliability of internet connectivity in participants' countries of residence contributed to low completion rate in the first e-learning course and also hindering progress in the second e-learning course. This notwithstanding, management will scale up provision of e-learning courses as a method of choice among participants. This is due to the fact that e-learning mode addresses a long-term challenge associated with participants' inability to attend onsite courses on a continued basis in a given academic year. Moreover, a trend is beginning to emerge whereby e-learning participants at CITD level turn to do very well at the specialised level of courses.
- Language related challenges contributed to poor performance among participants from some countries in the onsite Foundation Courses.

### b. Logistical Challenges

Similar to the previous years, during the period under review, participants reported that the following logistical challenges:

- Lack of permission from employers was a challenge to attend the courses due to heavy workloads requiring their personal attention. Since last year, Management is encouraging participants to apply for all courses scheduled for the year well in advance to enable them obtain permission in good time and this is having some positive results. As noted above and further by virtue of not requiring employers permission for enrolment in courses as a question of necessity, e-learning mode of courses is positively enhancing participants' ability to enrol and participate in onsite courses.
- Participants from some previous Ebola affected countries being refused permission to travel from their country without health certification.
- Delayed confirmations from the e-learning applicants also resulted in rescheduling of the first e-learning course to the second half of the year.

### c. Financial Challenges

The main financial challenge relates to the foreign exchange risk. This is the financial risk exposure arising from the difference between the operational currency for trapca and the financing currency from Sweden. Currently, there has been an adverse movement in the exchange rate against the Swedish krona, which has been depreciating in relation to 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 significant constraint on budgeted activities.

### d. Achievements

The trapca's brand continues to grow exponentially. In this context, the continental reach of trapca and its recognition as a centre of excellence in the African Continent has been registered in continental institutions ranging from regional economic communities to continental bodies. trapca has been recognised as a partner in continental and other regional initiatives. Moreover, the demand for trapca's courses continues to grow as evidenced by a big pool of students eligible to enrol in trapca's programs. This has led to creation of competitive environment with regard to applications to courses offered by trapca.

trapca further established partnerships with internationally renowned academic institutions, namely Graduate Institute, Geneva and Georgetown University in the United States. The partnership was established in a form of joint legal clinics aimed at solving real life legal problems. Through this partnership trapca students engaged in rigorous and research that was carried out jointly with students from the partner institutions. In this context, trapca students carried out high quality research for the benefit of the African Union under the framework of Continental Free Trade Area (CFTA).

Similar to trapca's program with the Government of Rwanda, there has been an express demand from individual governments for comprehensive and targeted training albeit not feasible due to lack of resources. This echoes the continued relevance of trapca program offerings to target beneficiaries.

9.0



OUTLOOK FOR  
THE YEAR 2016

## OUTLOOK FOR THE YEAR 2016

Courses will be conducted at all levels during the year 2016, but for the foundation level, emphasis will be made on online delivery. trapca will also run the specialised course on Trade and Gender for all participants that were not able to participate in the first course that was offered in 2015. The e-learning platform will be utilized to increase coverage to include participants from target countries that have not been fully benefitting from the onsite courses.

trapca expects as part of 2016 - 2021 to undergo a systems efficiency audit in January 2016; at the same time trapca has commenced discussions with the Sweden on end of project review, and renewal. During the first half of the year 2016, trapca will also finalize preparations for a possible new project phase to be funded by the Government of Sweden.



10.0



CONCLUSION

## Annex 1: Results Analysis Framework (RAF)

Table 9: 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 34 short course weeks, attracting on average 20 participants. The target is to attain 1040 participant weeks (of which 680 onsite). <sup>8</sup>	trapca annual report, course reports	20 onsite short course weeks achieved with 175 participants, out of which 22 participants graduated with PGDI and 50 with Post Graduate Certificate. An additional 16 e-learning course weeks achieved with 41 participants and additional 2 course weeks also conducted online for the Trade and Gender Course with 100 participants. A total of 1080 participants weeks attained	Planned participants weeks exceeded partly due to offering courses through the e-learning platform. However due to funding limitations fewer than 34 course weeks were budgeted for.
	1.2: Annual delivery of 20 advanced course weeks, attracting on average 20 students. The target is to attain 1200 participant weeks (of which 400 onsite) at advanced level. <sup>9</sup> At least 15 of the students will complete the whole master program and graduate as Masters of International Trade Policy and Trade Law.	trapca annual report, course statistics, graduation report	20 course weeks with 229 participants achieved. A total of 29 participants graduated with Post Graduate Diploma-Advanced Level and 14 participants graduated with MSc. A total of 1374 participant weeks attained.	Target for course weeks achieved and participant weeks exceeded.
	1.3: Annual delivery of at least 2 customized training courses/workshops for trapca partners.	trapca annual report, course reports	1 Customised course conducted for 22 EAC participants under the PACT EAC Programme	Target not achieved.
2. Established network of research and trade information centres/institutions;			The network of trapca is currently at 23 institutions with the signing of an MoU with UNCTAD as well as the Graduate Institute, Geneva	Achieved and on-going
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 are likely to be enrolled during the year 2016

## CONCLUSION

Objectives	Indicator	Source of verification	Implementation Status	Comments
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	Annual Conference held from 19-20 November 2015.	Depending on funding availability Trade Policy Forum to be held 2016.
Main activities				
Training and training follow up;		Annual work plans and budgets	On-going	On-going and achieved.
Course development;		Annual work plans and budgets	On-going	On-going and achieved
Research network activities;		Annual work plans and budgets	On-going	On-going and achieved
Planning and implementation of customised training courses;		Annual work plans and budgets	On-going	On-going
Planning and implementation of trade policy dialogues with RECs and other trade institutions;		Annual work plans and budgets	On-going	On-going
Planning and implementation of annual workshops;		Annual work plans and budgets	On-going	On-going
Development of a plan for long term financial sustainability		Financial sustainability plan presented in 2013	On-going	The draft statutes under consideration by the Board. The 2015 Annual Review Meeting considered the report and proposed a way forward.

<sup>81</sup>1. Calculation for CITD participants' weeks is same as actual weeks offered (4 participant's weeks each). 2. Calculation for Specialized is 4 participants' weeks each (2 for pre-session and 2 onsite).

<sup>9</sup>In Advanced Courses, each module is equivalent to 6 participant weeks (2 pre, 2 onsite and 2 post-session).

Table 10: List of Foundation Courses offered between January - December 2015

Courses	Dates	Trained Participants	Target No. of Participants
TRP 100: Certificate in International Trade and Development	2-27 February 2015	24	20
TRP 100: Certificate in International Trade and Development	27 April -22 May 2015	25	20
TRP 100: Certificate in International Trade and Development, E-learning	August - September 2015	52	20
TRP 100: Certificate in International Trade and Development, E-learning	19 October - 11 December 2015	40	20
TOTAL		141	80

Table 11: List of Specialised Courses offered between January- December 2015

Courses	Dates	Trained Participants	Target No. of Participants
TRP 301: International Trade Policy and Development	2 - 13 November	27	20
TRP 302: International Trade Law and Development	19 - 30 October	26	20
TRP 303: Quantitative Trade Policy Analysis	5 - 16 October	26	20
TRP 315: Drafting and Interpretation of Trade Agreements (Francophone)	5 - 16 October	11	20
TRP 310: Trade in Services (Francophone)	20 - 31 October	17	20
TRP 304: Trade Negotiations and Cooperation (Francophone)	2-13 November	16	20
TRP 311: Trade and Gender (E-Learning)	16 - 27 November	100	20
Total		223	120

## CONCLUSION

Table 12: List of Advanced Courses Offered Between January- December 2015

Courses	Dates	Trained Participant s	Targeted Participant s
TRP 501: Economic Foundations of Trade and Trade Policy	27 April- 8 May 2015	27	20
TRP 502: Legal Foundations of Trade and Trade Policy	11 - 22 May 2015	25	20
TRP 503: Tools of Trade Policy Analysis	25 May - 5 June 2015	28	20
TRP 504: Sectoral Trade Policies and Development	2-13 February 2015	19	20
TRP 505: Political Economy of Commercial Policies	16 - 27 February 2015	22	20
TRP 506: Drafting and Interpretation of Trade Agreements	2-13 March 2015	23	20
TRP 507: Bilateral, Multilateral and Regional Trade Integration	16 - 27 March 2015	22	20
TRP 508: Trade Negotiations, Co-operation and Leadership	5 - 16 October 2015	21	20
TRP 509: Trade in Services	19 - 30 October 2014	21	20
TRP 510: Trade Related Intellectual Property Rights & TRIMS	2 - 13 November	21	20
Total		229	200

Table 13: Summary Statistics for the Advanced Courses and Outreach for January - December 2015

SUMMARY	501	502	503	504	505	506	507	508	509	510
Applications	43	44	46	54	57	58	64	44	44	45
Invitations	0	0	0	0	0	0	0	0	0	0
Admissions	40	42	43	53	52	52	52	44	44	45
Confirmation	31	32	31	51	50	50	50	43	43	44
Attended	27	25	28	19	22	23	22	21	21	21

Table 14: Summary Statistics for the Specialized Courses and Outreach for January - December 2015

SUMMARY	301	302	303	315	310	304	311
Applications	74	74	76	24	24	24	0
Invitations	0	0	0	0	4	4	594
Admissions	48	48	50	24	28	28	594
Confirmation	36	36	38	17	18	18	594
Attended	27	26	26	11	17	16	100

Table 15: Summary Statistics for the CITD and Outreach for January - December 2015

SUMMARY	CITD Feb	CITD April	E-CITD Sept	E-CITD Oct
Applications	62	74	48	68
Invitations	21	21	18	0
Admissions	70	77	63	55
Confirmation	54	60	53	48
Attended	24	25	52	40



---

**The trapca's brand continues to grow exponentially.** In this context, the continental reach of trapca and its recognition as a centre of excellence in the African Continent has been registered in continental institutions ranging from regional economic communities to continental bodies.





LUND UNIVERSITY



EMBASSY OF SWEDEN



**Njiro Hill**

Esami Road.

P.O. BOX 3030 Arusha, Tanzania.

Tel: +255 - 732 972 202/195

Fax: +255 27 250 82 85

email: [tptca@esmihq.ac.tz](mailto:tptca@esmihq.ac.tz)/ [info@trapca.org](mailto:info@trapca.org)

web: [www.trapca.org](http://www.trapca.org)