



# Annual Report 2016



# OUR VISION AND MISSION



## CORE VALUES

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

# 1

### **Independence:**

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

# 2

### **Integrity and Professionalism:**

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

# 3

### **Innovativeness and Creativity:**

We will be innovative and proactive in seeking better and more efficient methods of service delivery.

# 4

### **Teamwork:**

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

December 2016

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# 1.0

## EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

The Progress Report has documented developments towards achieving immediate project objectives according to the Annual Work Plan and Budget (AWPB) for 2016. The management is pleased to report that trapca has successfully conducted 26 courses as per the annual work plan. These courses were spread out as follows: eleven advanced courses (4 in Rwanda and 7 in Arusha), twelve onsite specialized courses (3 for the Francophone countries, 3 for Rwanda and 6 for the Anglophone Group), two e-learning specialized courses on Trade and Gender and one foundation course which was conducted online. In total, 785 participants have participated in these courses during the period under review thus resulting in a cumulative total number of 6,621 course participants trained from 2006 to December 2016. Management is pleased to report that the 785 students trained were drawn from 29 African countries, out of which 25 countries were Least Developed Countries (LDCs) in Africa and 1 Low Income Country (LIC). The 25 LDCs together with the 1 LICs represented 74 percent of trapca's primary target group of countries.

The 785 participants trained during the reporting period accounts for 140% achievement rate relative to 560 participants that were targeted for training. The 26 courses conducted during the reporting period represent 100% achievement rate relative to 26 courses

planned. The budgetary share of the courses offered was 82% of the overall budget expenditure.

During the period under review, trapca carried out the following monitoring and governance activities:

- An efficiency audit: looking back past five years and recommendations;
- The annual financial audit for the year 2015; and
- The partners Annual Review Meeting.

With regards to expenditure against the approved budget for the year 2016, trapca has spent a total of US\$2,440,207.80 against the budgeted amount of US\$2,538,887 (this includes the Trade Mark East Africa (TMEA) programme cost) thus representing 96% utilization of the budget for 2016. The remaining 4% of unutilized funds mainly account for resources with regards to TMEA courses. The funds could not be utilized in 2016 due to rescheduling of the planned courses at the request of the beneficiaries who sought for a break after dispensing with pre-requisite courses. Currently the Centre is reliant on funding from ESAMI and Sweden as its major donors.

# 6,621

course participants trained from 2006 to December 2016.

<sup>1</sup>Trapca's primary target is 34 African LDC's and 1 African LIC



**2.0**

**PERFORMANCE  
OVERVIEW**

## PERFORMANCE OVERVIEW

The objective of this report is to document progress towards achieving immediate objectives according to the AWPB for 2016. During the period under review, trapca successfully conducted twenty-six courses. These were:

- Eleven advanced courses;
- Fourteen intermediate courses (twelve onsite and two e-learning); and
- One E-learning foundation course.

A total of 785 participants attended these courses and were from various target countries in line with the trapca mandate. The country representation is highlighted under the marketing section of this report. The summary of courses so far conducted is outlined in Table 1 below while the Centre's detailed results for the period under review are elaborated in annex 1.

Table 1: Outturn of Academic Programmes- January to December 2016.

Item	No of courses planned	Actual courses	Planned Course weeks	Actual Course weeks	Deviation in course weeks	Planned Participants	Actual Participants	Remark
Foundation (E-learning)	2	1	16	8	8	40	33	The last course was rescheduled to 2017.
Intermediate	11	12	22 <sup>2</sup>	24	2	360	338 <sup>3</sup>	TMEA-Rwanda students dropped out of the programme.
Intermediate E-Learning	2	2	4	4	0	40	114	The e-learning courses have a fixed cost hence providing flexibility to accommodate more participants.
Advanced	7	11	28	44	16	140	300	Exceeded in participants due to cost savings on travel and accommodation and due to a class of 30 in Rwanda
<b>Total</b>	22	20	76	66	20	560	785	Target exceeded

The outturn of the programmes and courses reflects good progress as per the AWPB. As illustrated in Table 1, there has been an improvement in the completion rate of the e-learning courses with 76 percent at the foundation level relative to the previous average of under 50 percent. Apart from the courses in Rwanda, most courses registered high participation levels. This is reflective of the high demand for these courses. The relatively low participation rate in the pre-requisite courses in Rwanda was attributed to the inability of

the participants to balance work-related tasks with the intensive nature of the courses as well as their mode of delivery. It is noteworthy that the attrition rate in the advanced courses for the same group has dramatically dropped. This could be indicative of undecided and less committed participants at the pre-requisite stage resulting in high attrition. In summary, the academic programme activities were on track as per the annual work plan.

<sup>2</sup>TMEA-Rwanda courses are programmed to run for four weeks each compared to the normal programming. This is as a result of conducting part time evening classes.

<sup>3</sup>The relatively low participation rate is attributed to the courses in Rwanda as a number of students dropped off due to their inability to balance work-related tasks with the intensive nature of the courses.

## PERFORMANCE OVERVIEW

trapca's monitoring and governance is a critical component of its operations. It is ideally understood as dialogue on development and progress made concerning the Centre's mandate. It is an integral part used to monitor and evaluate the progress towards the implementation of the Centre's approved annual work plan and activities as well as its expenditure. In addition,

Annual Review Meetings, Board Meetings and Annual Audits are used to understand how trapca programmes are developed and stimulate change. Below is a table summarizing the monitoring and governance activities that took place during the year under review;

Table 2: Governance and Monitoring Activities Matrix

Programme	Annual Planned	Implemented to date	Deviation from planned	Remarks
Donor Meeting	1	1	0	Done
Board Meetings	2	2	0	Done
Audit	1	1	0	Done
Academic Advisory Council Meeting	1	1	0	Done

On the financial front, trapca approved the budget for the financial year 2016 that was \$2.5 million, with \$1.8 million for programming and \$0.7 million for personnel, administration, and monitoring and governance costs. The Centre accounted for a total of \$2.4 million spent against the budget representing 96% utilization of the allocated resources for the financial year 2016 as per approved annual work plan and budget. The balance of 4% not utilized accounts for the advanced courses rescheduled for 2017 activities in relation to Rwanda/TMEA courses. In addition, management is happy to

inform that the Centre received an unqualified audit opinion for the year ended 2016 from its Independent external auditors Ernst and Young. trapca continues to place high emphasis on being cost efficient concerning the utilization of resources, as well as accountability. In terms of financial performance, table 3 summarises the expenditure for the period under review.

Table 3: Summary Expenditure Report for January - December 2016

No.	DETAILS	2016 BUDGET	2016 ACTUAL	VARIANCE
1	Personnel Costs	493,267.00	493,291.55	(24.55)
2	Programme Costs	1,840,540.00	1,773,680.91	66,859.91
3	Administration Costs	77,400.00	52,482.77	24,917.23
4	Monitoring and Governance	114,370.00	120,752.57	(6,382.57)
6	Contingency @ 0.05%	13,310.00	0.0	13,310.00
	<b>GRAND TOTAL</b>	<b>2,538,887.38</b>	<b>2,440,207.80</b>	<b>98,679.58</b>



## PERFORMANCE OVERVIEW

### 2.1 PERFORMANCE EVALUATION

#### 2.2 Result Analysis Framework (RAF)

During the period under review twenty-six courses were conducted. These were eleven advanced courses and fifteen short courses.

Table 7 under Annex 1 shows the detailed results for the Centre as against the key performance indicators for the period under review.

#### 2.3 Short Courses

A total of fifteen short courses were conducted under this stream during the period under review. One of the fifteen courses was an e-learning CITD conducted through the trapca e-learning platform. The other fourteen were specialized courses, out of which two were conducted through the e-platform. These were

the Trade and Gender Courses. Three of the remaining twelve specialized courses were held in Kigali, Rwanda under the Regional Integration Capacity Building Programme for the Government of Rwanda. On the other hand, as reflected in Table 9, three of the last nine courses were attended by participants from 13 Francophone African LDCs and the other six by participants from 12 Anglophone African LDCs. The list of courses offered and the respective number of students are highlighted in Annex 2.

##### 2.3.1 Participants Performance in Foundation Course

A total of fifty-five students were admitted into the July 2016 E-learning Course. Fifty confirmed that they would attend the course. However, upon commencement of the course seventeen did not take part. Performance of the thirty-three students that attended the course is illustrated below.

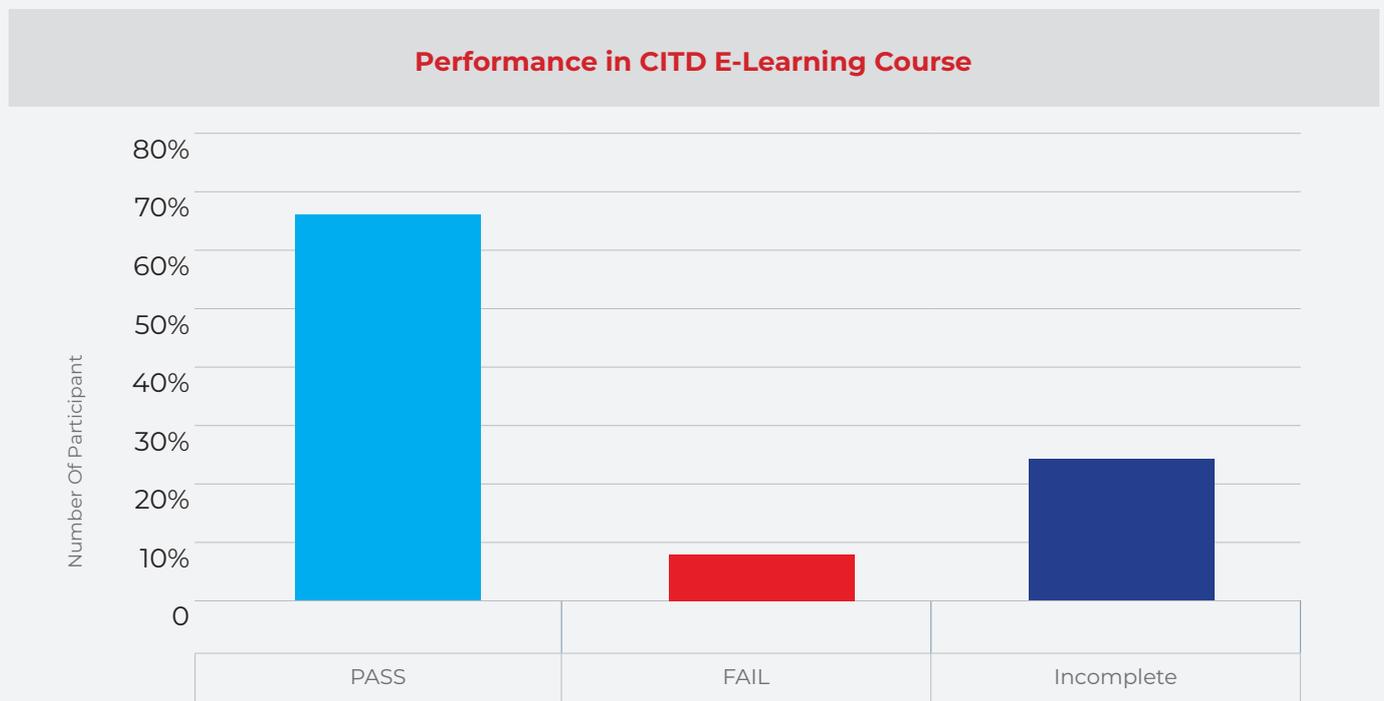


Figure 1: Participants Performance in Foundation Course

## PERFORMANCE OVERVIEW

The average performance across the modules was generally good. Out of the thirty- three, sixty seven percent passed the course, nine percent failed, and the remaining twenty four percent did not complete all modules. The nine percent representing eight of the students that failed will retake the exams during the next e-learning foundation course. On the other hand, the students that failed to complete all modules under this course have also indicated willingness to join the next course in order to successfully complete the course.

Among the main challenges faced by participants in the e-Learning courses is intermittent Internet connectivity. Feedback from the participants highlighted poor Internet accessibility as a top concern to enable them follow through the course. In addition, several participants reported work-school balance challenges. Participants cited for example work pressure, which required them to travel out of duty station to places where Internet was not reliable making it impossible for them to continue with the course. Typically, intermittent or lack of Internet connectivity is responsible for a good proportion of the attrition cases in the eLearning courses. For example, a student from Comoros cited intermittent Internet connection which forced him to drop out of the course.

### 2.3.2 Participants Performance in Specialized Courses

trapca recorded a total of 338 students in attendance of the twelve onsite specialised courses as detailed in Table 9. The first pre-requisite course in Rwanda commenced with 56 participants. However, due to the work-related

commitments, some of the participants were not able to meet attendance requirements necessary to successfully complete the three courses. By the end of the pre-requisite courses, the participation had reduced to 36 participants. With regard to the courses offered in Arusha, the management is pleased to report that the courses that were offered to the Francophone cohort attracted participants from five African LDCs that have not previously benefitted from trapca courses. These were Central Africa Republic, Comoros, Djibouti, Guinea, and Madagascar.

The performance across the specialized courses revealed a generally good performance by the participants in nine of the said twelve courses. The performance after resit's in the twelve courses is reflected in Figure 2 below. Across all the three groups, there was very good performance in the TRP 302 course as reflected by pass rates of eighty-one percent, ninety five percent and ninety three percent. Also, good performance was recorded in the TRP 301 course across all the three groups, although five of the participants under the Rwanda class passed after taking supplementary examinations. Similarly, under the two TRP 301 courses that were held in Arusha, one student in the Anglophone course and four students in the Francophone course passed after taking supplementary examinations. Between the two students indicated as having failed TRP 301 under the Anglophone course, one also failed a supplementary examination, while the other one did not write this examination, as he had to go back home due to bereavement in his family.

trapca recorded a total of

# 338

students in attendance of the twelve onsite specialised courses as detailed in table 9.

## PERFORMANCE OVERVIEW

### Performance in Specialised Courses

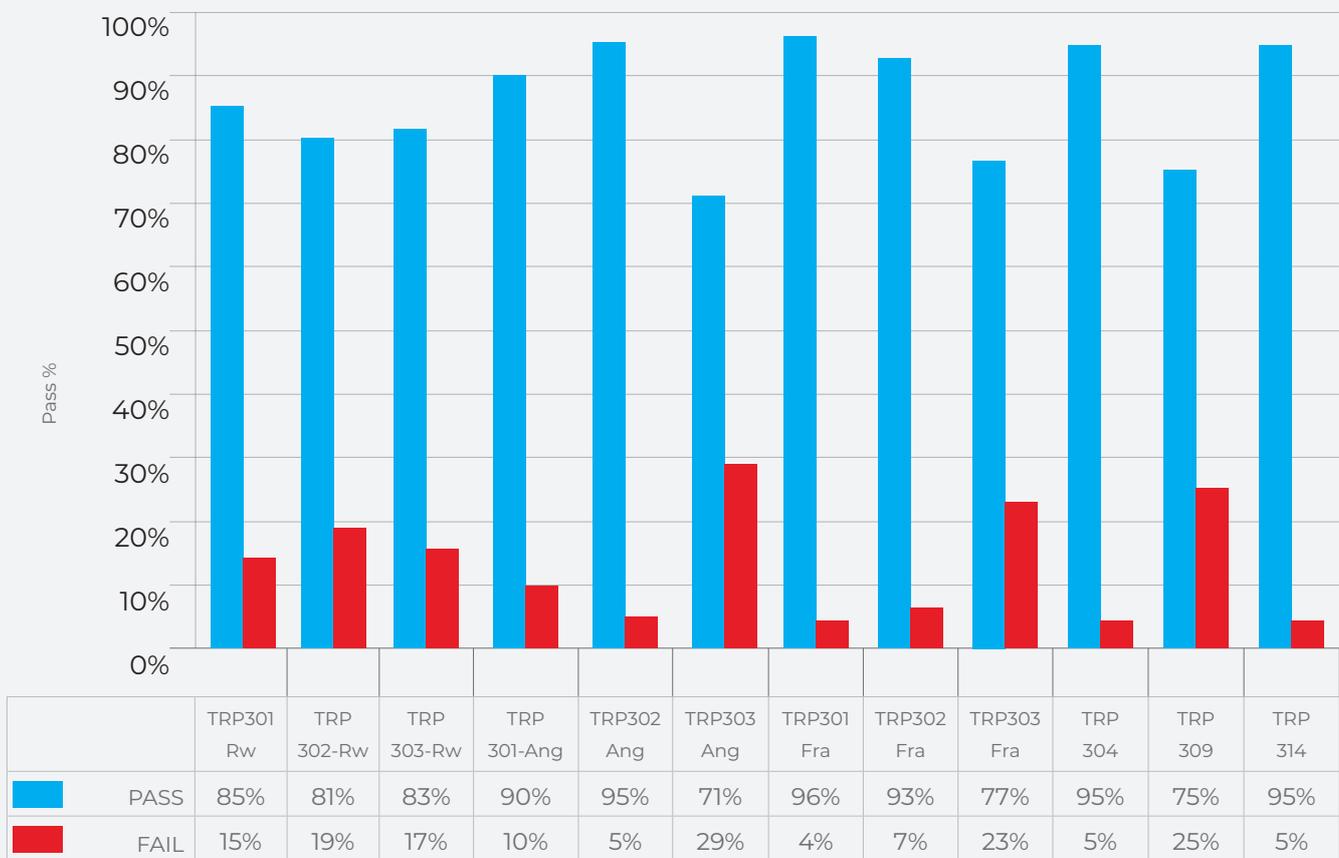


Figure 2: Participants Performance in Specialised Courses<sup>4</sup>

<sup>4</sup>The Specialised Courses that were offered are:  
 TRP 301: International Trade Policy and Development  
 TRP 302: International Trade Law and Development  
 TRP 303: Quantitative Trade Policy Analysis  
 TRP 304: Trade Negotiations and Cooperation  
 TRP 309: Trade in Agriculture  
 TRP 314: Green Economy and Trade

## PERFORMANCE OVERVIEW

There was typical performance in the quantitatively inclined course TRP 303: Quantitative Trade Policy Analysis with a seventy-seven percent pass rate. In the Rwanda class, six students passed while six failed the supplementary examinations. In the Anglophone class in Arusha, six of the ten students that failed the course took supplementary examinations and five of them passed. Out of the remaining five, four are expected to take supplementary examinations in 2017 and the remaining one student has withdrawn from the programme in line with the academic regulations. Unlike the other two classes, the Francophone cohort appears to be particularly strong in quantitative courses as evidenced by five students attaining an overall grade of A and another five attained grade B. This is supported by results of the previous Francophone class where seven students attained a grade A and six attained a grade of B out of a class with twenty-four. This notwithstanding, six students failed the TRP 303 course and they are expected to take supplementary

examinations in due course. It is important to point out that one student from Comoros who was among the six failed in TRP 301 despite taking a supplementary examination.

Ten participants from the Anglophone class that took the courses in Arusha graduated with a Post Graduate Diploma at the Intermediate Level on 19th November 2016.

The management is further pleased to report that the first eLearning intermediate course in Trade and Gender had a very good completion rate. The second course however had a forty percent completion rate. Despite this performance, the average pass rate for the eLearning courses in Trade and Gender was very good as illustrated in Figure 3 below.

### Performance in Trade and Gender Course

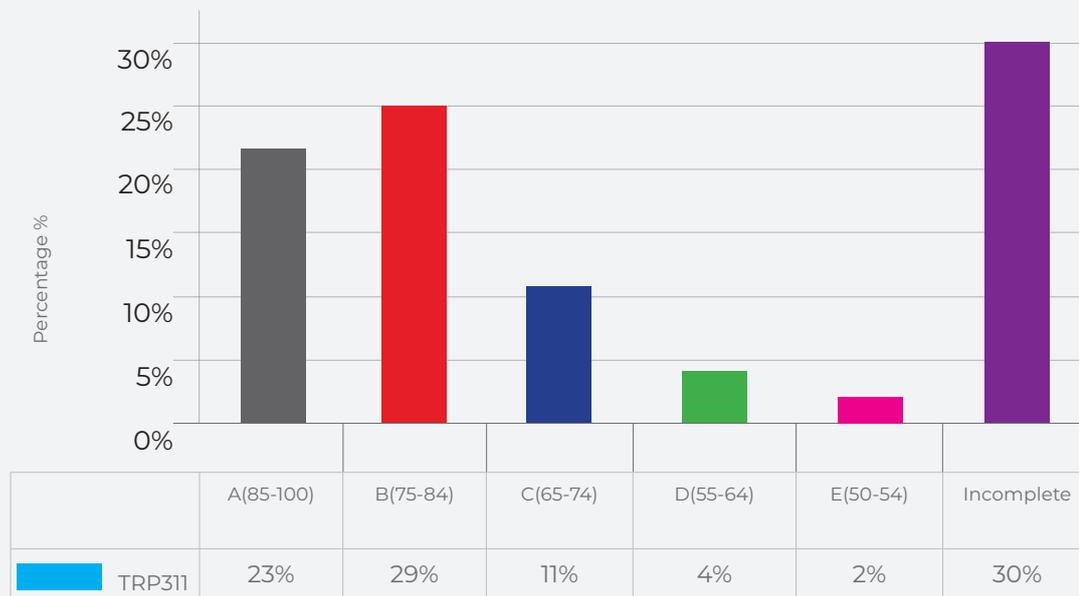


Figure 3: Participants Performance in the Trade and Gender E-learning Course

In view of Figure 3 above, the management is pleased with the overwhelming response regarding the Trade and Gender eLearning course because some of the participants that graduated in other trapca course streams are registering for the course. The management rolled out the eLearning course on Trade and Gender in the year 2015, and since then, a total of 214 participants have attended this course as follows; 100 during the year 2015 and the other 114 during the year 2016.

## PERFORMANCE OVERVIEW

### 2.4 Advanced Courses

A total of 300 students attended eleven advanced courses during the period under review. The advanced courses indicated in Table 9 under Annex 2 were offered independently. The performance of students in these courses is illustrated in Figure 6. As can be observed, the average performance was excellent with almost 96 percent pass rate.

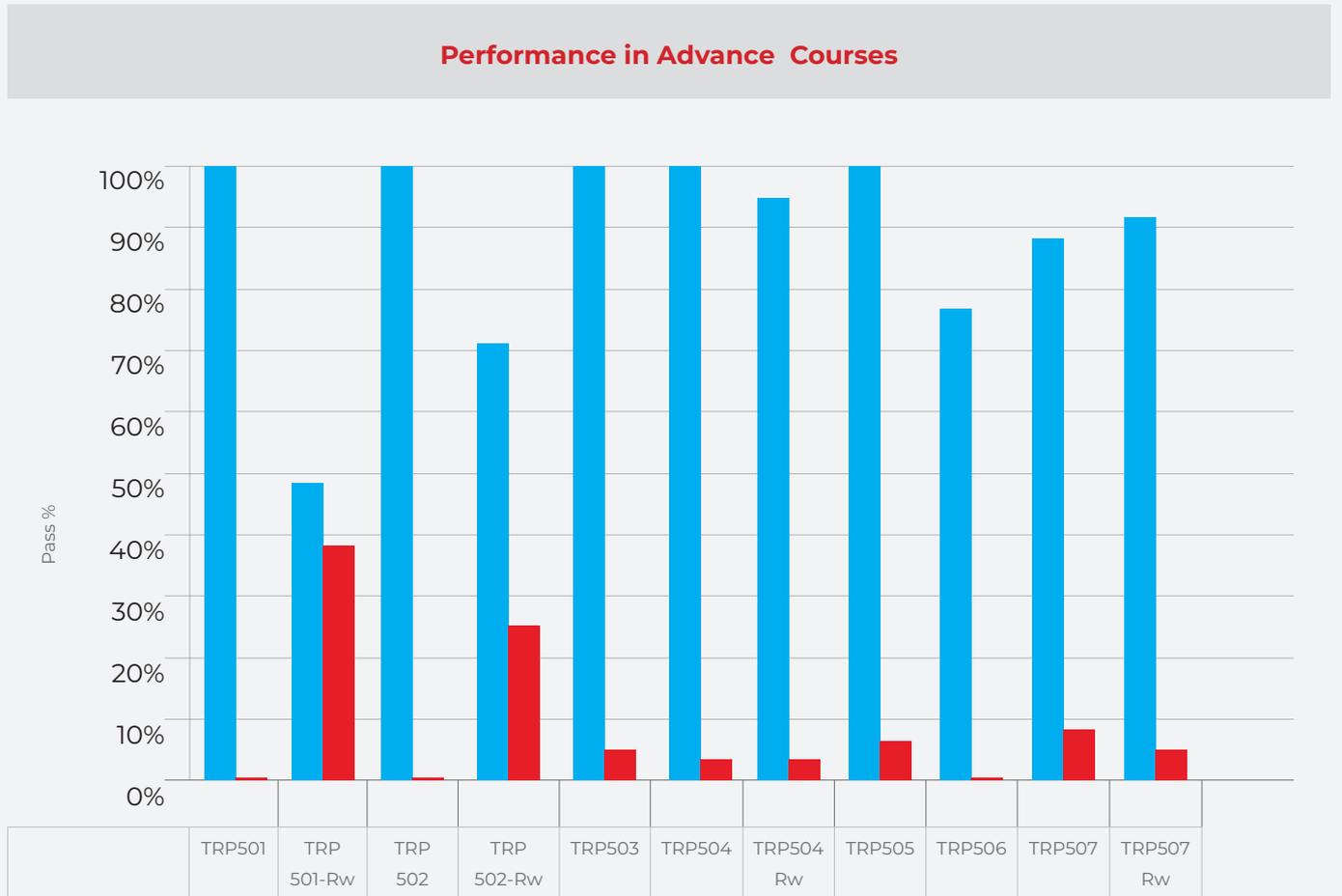


Figure 4: Participants Performance in Advanced Courses<sup>5</sup>

<sup>5</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 and Development
- TRP 505: Political Economy of Commercial Policies and Development
- TRP 506: Drafting and Interpretation of Trade Agreements
- TRP 507: Regional, Bilateral and Multilateral Trade Integration

## PERFORMANCE OVERVIEW

All students passed on the first attempt in TRP 505: Political Economy of Commercial Policies and Development; and TRP 506: Drafting and Interpretation of Trade Agreements. Equally all students passed on the first attempt in TRP 502: Legal Foundations of Trade and Trade Policy that was offered in Arusha, while 8 in the one that was offered in Kigali will have to take a supplementary examination in 2017. One student failed in the TRP 504: Sectoral Trade Policies and Development which was offered in Arusha and two students are yet to take a deferred examination in TRP 504 which was offered in Kigali. However, the performance in TRP 503: Tools for Trade Policy Analysis and TRP 501: Economic Foundations of Trade and Trade Policy reflected the typical outturn with some students experiencing challenges with quantitatively biased courses. There was one student who failed the examination for TRP 503 in Arusha. In this course also,

one student withdrew due to employment-related reasons and is expected to retake the course the next time it is offered. In TRP 501 offered in Arusha three students passed on the second attempt, while in the one offered in Rwanda, twelve students are yet to take a supplementary examination.

The successful completion of the advanced courses offered in Arusha culminated in graduation by trapca of nineteen participants with a Post Graduate Diploma, Advanced Level, on 19th November 2016.

Further, trapca graduated nineteen participants with a Master of Science (MSc) Degree. Management is pleased to report that out of the nineteen, ten were female students.





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**3.0**

**POLICY  
DIALOGUES**

## POLICY DIALOGUES

In line to enhance the dissemination of the research and knowledge outputs to key actors in the trade arena within the target countries, policy dialogues have provided an important platform to make this happen. To mark trapca's coming of age since its establishment, the policy dialogue in 2016 was dedicated to the Centre's 10<sup>th</sup> anniversary. This was achieved when trapca celebrated 10 years of being a Centre of excellence in international trade policy and trade law. The Anniversary was celebrated under the theme **"trapca at 10"** from 16<sup>th</sup> -

17<sup>th</sup> November 2016. The 10<sup>th</sup> years' anniversary attracted trade experts, trapca alumina and founding partners of the Centre and the keynote speech was held by Patrick Low, formerly World Trade Organization (WTO). The event successfully provided an opportunity to highlight the significance of trapca programmes and their contribution to capacity building for LDCs and sub-Saharan African LICs.

trapca celebrated

# 10 years

of being a Centre of excellence in international trade policy and trade law.





4.0

MONITORING &  
GOVERNANCE

## MONITORING & GOVERNANCE

The year commenced with an efficiency audit assessing the Centre's utilization of resources in line with the approved activities. Moreover, the annual financial audit was also conducted in addition to the overall efficiency audit that focused on the efficiency of programme systems for the last five years from 2011 to 2015.

The Independent external auditors' from PriceWaterHouseCoopers (PwC) conducted an efficiency audit in January 2016 for the past five years from January 2011 to December

2015, whilst Ernst and Young conducted the annual financial audit for the year ended 2015 in February 2016. The management is pleased to report that both reviews were positive and concluded that the systems, financials statements and accounts presented exhibited a true and fair view of the state of affairs as of 31st December 2015.

### 4.1 Efficiency Audit

Sida appointed PwC Sweden to carry out the systems-based audit on trapca in January 2016. The assignment focused on analysing system's efficiency of trapca's internal operational and financial management control for the period from 2011 to December 2015. This was done to determine whether the existing systems can guarantee quality and accuracy in the entire organizational chain. More particularly, under the assignment, there was an assessment of:

- trapca's organizational structure, its relevance concerning its functions and duties;
- Whether trapca has the competence, capacity and routines that direct its operations towards its own goals and contribute to the fulfilment of the over-arching development cooperation goals as well as to the trade policy development goals of Sub-Saharan African LDCs and Low-Income Countries (LICs);
- The internal communication mechanisms throughout the whole cooperation chain as well as the organization's compliance with Sida's Agreements to determine whether the Sida funds were used for intended purposes as stipulated in the agreements;
- The effectiveness of the aid from Sida to trapca over the review period and whether the goals of the funding have been met; and
- Whether trapca was progressively building helpful

partnerships and becoming a more self-sustaining organization.

The audit found the systems to be adequate and that trapca's financial management control systems were able to guarantee quality and accuracy in reporting. In addition, the audit pointed out some areas of improvements to enhance effectiveness and efficiency.

Overall the review concluded that the financial statements and accounts presented a true and fair view of the state of affairs for the five years. The efficiency audit report made recommendations that are of importance to use in comparing performance efficiency in line with the Centre's resources. The management has proactively taken on board recommended areas of improvement to improve the internal systems of trapca. In line with Article 12.7 of the phase two contract between Sida and ESAMI, management prepared an action plan that identifies strategies addressing the recommendations of the efficiency audit. The action plan was discussed and accepted by Sida and its implementation has started.

### 4.2 Board Meetings

The Board had its first meeting during the period under review on 4th July 2016 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 2015
- Approval of the Audited Financial Statements for 2015 that was presented by the audit manager of Ernst and Young.
- Approval of the Progress Report

The second Board meeting took place on 25th November 2016, in Addis Ababa, Ethiopia. The meeting focused on:

- Review of trapca's performance for the period January to November 2016, on both the programme and financial components.
- Noting of the draft 2017 Annual Work Plans and Budgets for Trade Policy and Trade Law and Trade Facilitation.

## MONITORING & GOVERNANCE

### 4.3 Academic Advisory Council Meeting

The Academic Advisory Council (AAC) met on 30 September 2016 and considered the following items: Training Review for January-September 2016; Highlights of the tracer survey results; Highlights of the new trapca strategy; Curriculum update and the Academic Calendar for the year 2017.

### 4.4 Students Evaluation of Resource Persons

In its quest to maintain high-quality standards, trapca administers evaluation forms for each of the courses and training offered per calendar year. The evaluations are administered for both the resource persons for each of the two weeks that each module was offered as well as the end of module evaluation form for each module. The 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.

The 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.



## MONITORING & GOVERNANCE





# 5.0

## TRACER SURVEY 2015

## TRACER SURVEY 2015

Towards the end of 2015, trapca engaged Imani Development Consultants to carry out a tracer study of its programmes. As part of the study, the consultants engaged trapca alumni as well as their employers and trapca faculty. The conclusions of the study were positive and therefore confirmed the findings of the previous studies regarding trapca's impact on the abilities, professional networks and careers of its alumni. The survey found that 89 percent of the respondents indicated that trapca training had impacted positively on the quality of the alumni work experience. This is evident in the alumni's ability to collect and analyse trade data, design, and develop policies and generate

policy strategies, engage in trade negotiations, facilitate trade through improved customs procedures and agency coordination, and provide effective leadership at the organisational and regional level. This is in part exemplified in Figure 5 which also shows an increasing number of alumni who stated that their studies had helped them become more confident and capable in their work, as well as progress in their careers.

### Areas in which trapca training and qualifications have helped alumni (2015 tracer survey)

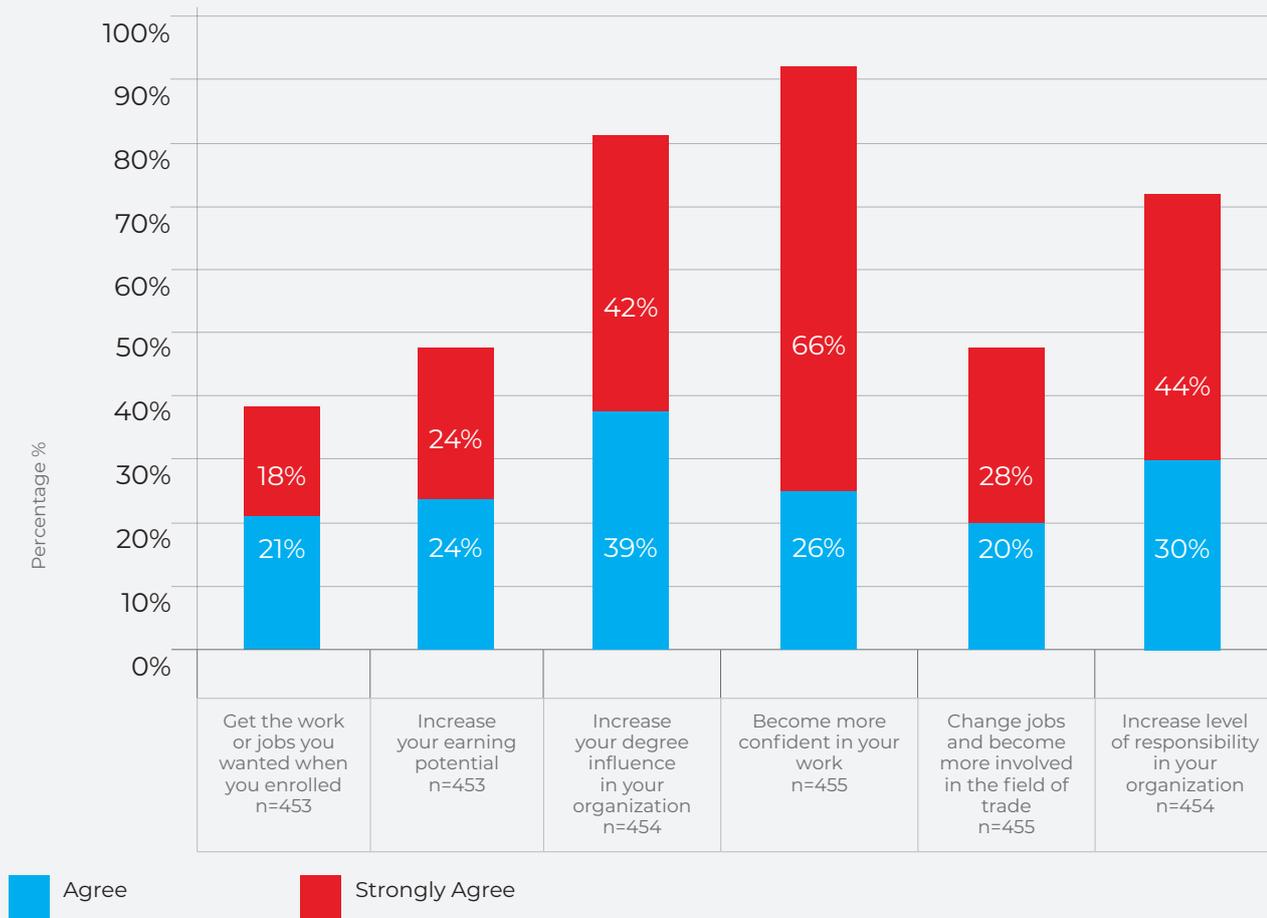


Figure 5: Feedback from trapca Alumni on Career Impact of trapca Training

## TRACER SURVEY 2015

The feedback confirms the earlier findings in the previous tracer survey conducted in 2013. This affirms the relevance and impact of the trapca courses, content and delivery approach.

On the other hand, the discussions with alumni, faculty staff and employers revealed that trapca remains relevant and fulfils an important need in Africa. It was further revealed that trapca has enhanced alumni's contribution to their organizations. In line with this, over two-thirds of the respondents said their studies through trapca had enabled them to contribute slightly or significantly more to public sector institutions (78%), think tanks (70%) and regional economic communities (66%) such as the EAC, SADC, ECOWAS, CEMAC, COMESA. However, the evaluation also identified some areas where trapca can further enhance its impact. Some of these areas include a bigger emphasis on Africa- specific and recent case studies, increased collaboration with employers and other organizations in Africa and increased awareness of trapca in West African Countries.

**trapca has enhanced alumni's contribution to their organizations.**





## 6.0

# MARKETING AND OUTREACH ACTIVITIES

## MARKETING AND OUTREACH ACTIVITIES

During the period under review, trapca strengthened its marketing and outreach campaign aimed at **ensuring that the Centre's visibility is enhanced**. Some of the activities included marketing of courses through printing and distribution of the prospectus and newsletters to target markets as well as market visitation by ESAMI.

The African Union Council (AUC) invited trapca to be part of the African Union's group of technical experts charged with drawing Continental Free Trade Area (CFTA) draft texts. The draft texts were submitted to the African Union (AU) Member States during their negotiations in their December trade negotiations forum session. In total trapca participated in four technical meetings of the CFTA experts group.

These sessions presented an opportunity for trapca to raise pertinent issues of interest to LDCs in line with its core mandate and interface with various stakeholders such as regional economic communities and key experts in various portfolios ranging from trade facilitation, and trade in services to trade remedies. This interface extended trapca's network of and reach to potential partners. More importantly, the network has provided trapca with an avenue to widely market its programs in conjunction with other international organizations. Preliminary discussions on potential partnerships were initiated and it is expected that over time these discussions will be concretized. Among others, a potential partnership with the Economic Community of West African States (ECOWAS) was explored as well as with other regional economic communities. It is in this context that regional economic communities present in the meetings accepted to disseminate trapca's call for applications to its currently running courses that are well subscribed. This has provided a great avenue to reach out to beneficiaries that are under-represented in the Centre's programs. It is expected that trapca at a later stage will interface with the Member States in its capacity as an academic institution with deep-seated expertise in trade in the context of CFTA negotiations. This will enable the centre to profile itself to high-ranking and decision-making officials of the beneficiary countries.

trapca participated in the United Nations Conference on Trade and Development (UNCTAD) XIV Conference from 17<sup>th</sup> to 22<sup>nd</sup> July 2016. On that occasion, the Centre partnered with UNCTAD and CUTs International to a highly successful side event. The event was graced

by dignitaries inter alia UNCTAD Secretary General, Dr Mukhisa Kituyi, H.E. Fatima Haram Acyl, AU Commissioner for Trade and Industry, Dr Pradeep S. Mehta, Secretary General of CUTS International and trapca Executive Director, Mr Peter Kiulukuku. The side event tackled an important question, namely, "How can the CFTA support Africa in meeting Sustainable Development Goals (SDGs)?" The highlight of the event was the launch of the CFTA Civil Society Platform. trapca alongside UNCTAD and CUTS International will be one of the partners to oversee the operationalization of the platform. In a nutshell, the meeting provided trapca with an opportunity to raise its profile internationally.

In a bid to further profile the Centre as an institution of excellence and raise its visibility, trapca further hosted a highly successful session at the occasion of the WTO's 2016 Public Forum. The session attracted over 100 participants. It was graced by the presence of the UNCTAD Secretary-General, trapca Executive Director, WTO's Enhanced Integrated Framework (EIF) Executive Director as well as a private sector representative. The session tackled the subject matter of SDG's and inclusive business. Similarly, this session enhanced trapca's visibility as an institution of excellence. It is expected that trapca will continue to profile itself to attract more development partners to support the work of the Center.

The demand for trapca courses is high as represented in the number of applications received from course applicants. However, the numbers of those who finally attend these courses significantly drops due to among other reasons; lack of permission from employers, lack of enough resources to sponsor all admitted participants, health-related complications and family issues that emerge after one has accepted admission.

## MARKETING AND OUTREACH ACTIVITIES

Table 4: Summary Statistics for the Courses and Outreach for January - December 2016

SUMMARY	Advanced Courses	TRP Specialized Courses	e-CITD
Applications	532	588	63
Invitations	0	408	15
Admissions	491	597	55
Confirmation	463	540	50
Attended	300	452	33

### 6.1 Brand Management

trapca is well regarded for the quality of training it presents to its clients. The outcome of these pieces of trainings has seen our alumni being appointed during the year to different key positions of responsibility that include Chief Economist-Domestic Trade at the Ministry of Trade, Zambia, and Chief Trade Officer at the County Government, Kenya. Below are selected samples of the testimonies by trapca alumni:

#### Career progression:

I'm greatly honoured and appreciative to have pursued the programmes offered by TRAPCA; even before completion of my Msc. International Trade Policy and trade law opportunities opened up and was first offered a position of "Assistant trade Officer" at the UK Trade and Investment at British High Commission in Dar es Salaam in 2012; in a year's time, I assumed a position of "Representative Officer"; in charge of infrastructure, Environment, Transportation and Construction Systems at Sumitomo Corporation, a Japanese multinational trading company;. There is no doubt these fruits are a result of knowledge and vitality obtained at TRAPCA, I remain thankful to founders of this invented training centre and the entire TRAPCA management, sponsors and partners. Forever Trapca Alumni, **Beatrice Mesuli, Tanzania**

"I wish to give a little feedback of progress made since undergoing the TRAPCA Training in WTO Law and Dispute Settlement Understanding in 2013 .....I was confirmed in my position as Chief Economist -Domestic Trade and given the responsibility of Chairing the National Working Group that deals with issues of Trade Facilitation such as One Stop Border Post (OSBP) and the Simplified Trade Regime. In this regard, the National Working Group which consists of broad stakeholders from the Government and key institutions from the public sector have come up with a roadmap and prioritised 6 Border posts for establishment of OSBPs namely at Kasumbalesa with Democratic Republic of Congo (DRC), Mwami/Mchinji with Malawi, Kazungula with Botswana, Victoria Falls with Zimbabwe, Nakonde with Tanzania and Katima Mulilo with Namibia.

The emphasis is to concentrate on a few and ensure that we start with the softer infrastructure and then hard infrastructure. the working group is also looking at other Border Management issue..... The department is also dealing Trade Policy Formulation with emphasis on inclusive Domestic Trade Regulations strengthening in order to ensure the local markets are working in terms of retail and wholesale trade and also improving the distribution channels and other business linkages for SMEs development and local product development".

**Sunday Chikoti, Zambia**

.....having exhibited educational prowess and technical expertise that cuts across the entire mandate of the Department of Trade, I was appointed Chief Officer, Trade I would highly attribute this to the fact that am trapca alumni having undertaken several certificate courses and the MSc in International Trade Policy and Trade Law".. **Sheila Mukunya, Kenya**

## MARKETING AND OUTREACH ACTIVITIES

### 6.2 Outcomes

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

#### 6.2.1 Country Distribution

trapca trained 785 students in the regular courses. The participants came from 29 countries. These are: 7 participants from Comoros, 6 participants each from Central African Republic (CAR), Chad, Djibouti, Guinea, Mali, Nigeria and Niger, 9 participants each from Cameroon, Liberia and Burkina Faso, 3 participants

each from Sierra Leone, Lesotho, Madagascar and Togo, 48 participants from Ethiopia, 52 from Zimbabwe, 33 from Kenya, 260 from Rwanda, 38 from Malawi, 21 from South Sudan, Burundi and Gambia, 63 participants from Tanzania, 57 from Uganda, 61 participants from Zambia, 13 from Benin, 1 from Swaziland, while 8 participants came from DR Congo. This is reflected in Figure 6. These participants were drawn from LDCs and LICs.

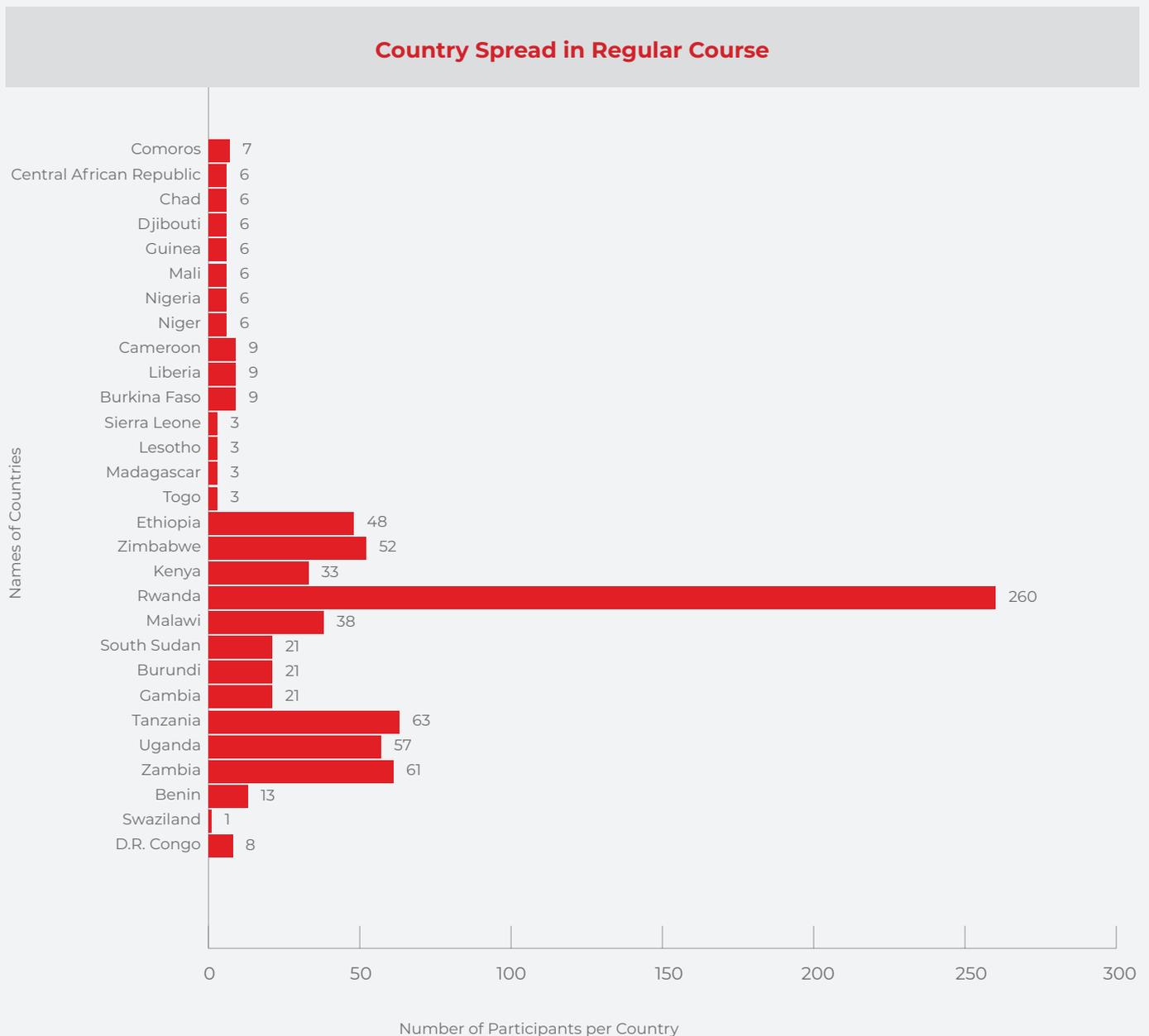


Figure 6: Country Spread of Trained Participants from January – December 2016

## MARKETING AND OUTREACH ACTIVITIES

### 6.2.2 Gender Spread

The overall gender spread represented more male than female participation in the courses, with 67% male and 33% female across all courses as indicated in Figure 9 below.

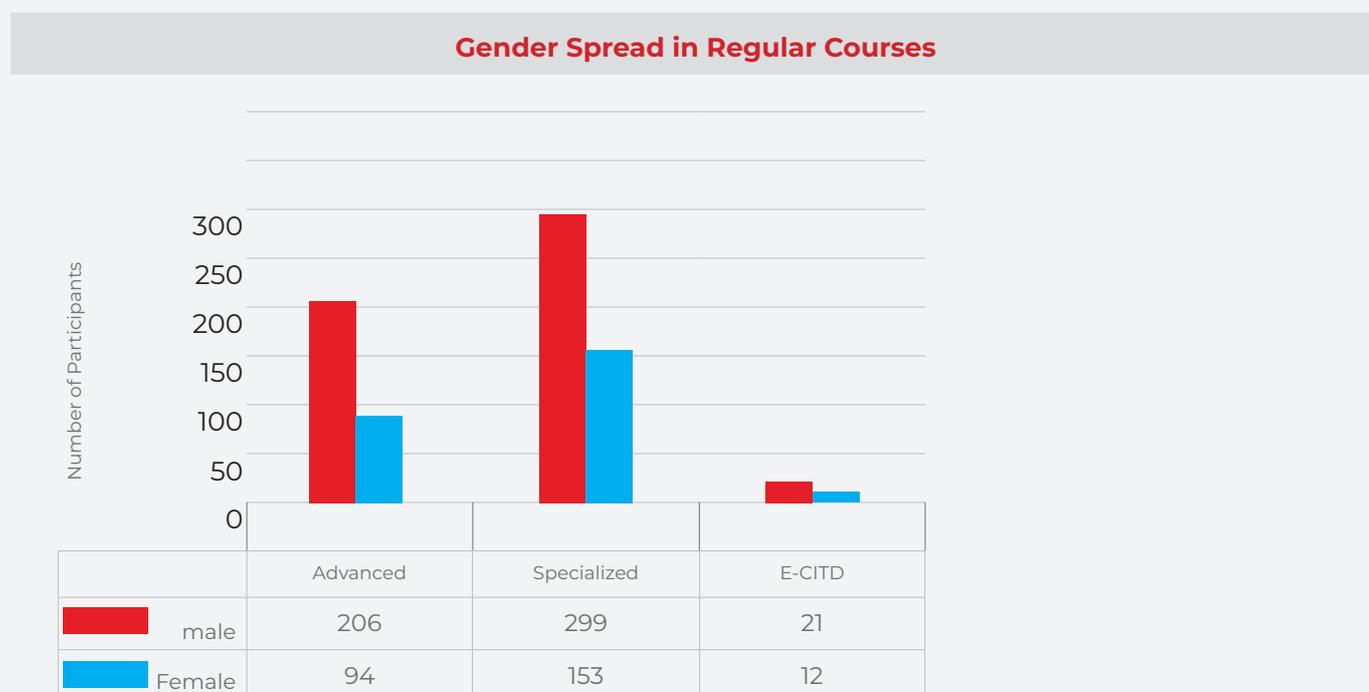


Figure 7: Gender Distribution Graph for January – December 2016

### 6.2.3 Sector Spread

Typical representation in terms of sectors was characteristic of the participants who participated in the courses. Out of total of 785 participants who attended regular courses during the period under review, 589 participants (75%) were from Public Sector, 133 participants (17%) were from Private Sector, 39 participants (5%) were from the Academia, 24 participants (3%) were from Non-Governmental Organizations.

### 6.2.4 Feedback from Students

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

**a. Expectations:** 86.5% of the students who evaluated the courses stated that; their overall expectations of the courses they undertook were fulfilled. This is a 3.5% increase in comparison to the feedback received during the same period in 2015. The positive feedback may be attributed to the fact that 90% of the students

who evaluated the courses have previously undertaken trapca courses and appreciate the academic quality and rigour as well as the competency of the faculty at trapca. 13.5% evaluated the course as very intense. It was noted that those who evaluated the course as intense were mainly students attending trapca courses for the first time.

**b. Course Content:** 85% of the students rated the course content and delivery as excellent, while the remaining 15% students rated the courses as very good

**c. Course Materials:** 81% of the students rated the course material and literature used for trapca courses excellent. 19% of the students rated the course material as very good. The students commended trapca for availing course materials on the trapca e-learning platform in good time.

**d. Time for delivery:** The MSc course students once more commented on the two weeks' time allocated for each module as too short to master the subject.

## MARKETING AND OUTREACH ACTIVITIES





**7.0**

**FINANCE AND  
ADMINISTRATION**

## FINANCE AND ADMINISTRATION

### 7.1 Human Resources

There has been no movement in staffing levels; hence, the year 2016 staffing levels are 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
Dr. Maria Persson	Academic Programme Coordinator



## FINANCE AND ADMINISTRATION

## 7.2 Financial Performance

This section highlights the financial performance for the period under review. Ernst and Young conducted the audit and ascertained that the financial statements presented an accurate and fair view of the state of affairs for the period ended. The following pages highlight the financial performance and position of the Centre as of 31st December 2016.

7.2.1 Statement of Comprehensive Income for The Period Ended 31<sup>st</sup> December 2016

DETAILS	NOTE	2016 USD	2015 USD
<b>REVENUE</b>			
Sweden contribution	8	1,837,079	3,477,912
ESAMI contribution	8	-	11,657
Course fees	8	2,957	19,549
Direct expenses	9	(1,969,838)	(2,260,281)
Amortisation of capital grant	14	(17,472)	(31,039)
		<b>(147,274)</b>	<b>1,217,798</b>
<b>Operating expenses</b>			
Administration expenses	12	(52,483)	(61,709)
Trade Facilitation	11	(588,681)	(1,165,232)
Amortization	14	17,472	31,039
Other operating expenses	10	(55,894)	(81,112)
Governance and Evaluation	13	(120,753)	(127,532)
		<b>(800,338)</b>	<b>(1,404,546)</b>
		<b>(947,612)</b>	<b>(186,748)</b>
Finance income	15	93,871	(499,374)
Operating (deficit)/ surplus before tax		(853,741)	(686,122)
Taxation	16	-	-
<b>Net (deficit)/ Surplus for the year</b>		<b>(853,741)</b>	<b>(686,122)</b>
Other comprehensive income		-	-
<b>Total comprehensive (deficit)/ surplus</b>		<b>(853,741)</b>	<b>(686,122)</b>

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

## FINANCE AND ADMINISTRATION

## 7.2.2 Statement of Financial Position as at 31 December 2016

Description	NOTE	2016 USD	2015 USD
<b>ASSETS</b>			
Non current assets			
Property and equipment	20	29,126	42,429
Intangible assets	17	-	119
		<b>29,126</b>	<b>42,548</b>
<b>Current assets</b>			
Trade and other receivables	18	-	15,389
Due from related party	21	1,034,239	1,728,006
Cash and cash equivalents	22	473,480	239,575
		<b>1,507,719</b>	<b>1,982,970</b>
Total assets		<b>1,536,845</b>	<b>2,025,518</b>
<b>FUNDS AND LIABILITIES</b>			
<b>Funds</b>			
ESAMI contribution	25	756,304	529,798
Accumulated surplus		319,004	1,172,745
		<b>1,075,308</b>	<b>1,702,543</b>
<b>Non current liabilities</b>			
Deferred capital grant	14	28,590	42,012
		<b>28,590</b>	<b>42,012</b>
<b>Current liabilities</b>			
Trade creditors	23	-	25,624
Due to related party	21	950	26,690
Other payables and accruals	24	431,998	228,648
		<b>432,948</b>	<b>280,962</b>
<b>Total funds and liabilities</b>		<b>1,536,845</b>	<b>2,025,517</b>

The detailed financial statements and accompanying notes are presented separately.

## FINANCE AND ADMINISTRATION

## 7.2.3 Towards Sustainability

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

## 7.2.4 Training Consultancy

trapca has been conducting training consultancies. During the period under review, a total of US\$449,333 was raised outside the main operating income of which US\$226,506 was expended. The balance of US\$226,506 is reported as a surplus and is reserved in the ESAMI contribution account. This was audited and ascertained in the Financial Report. The table below gives a summary of fundraising by trapca management.

Table 7: trapca Fund Raising

ESAMI CONTRIBUTIONS	2016 USD	2015 USD
At 1 <sup>st</sup> January	529,798	448,038
Increase in contribution	-	-
Students Fees	2,957	2,947
ESAMI contribution	387,468	171,600
Sale of T-shirts	389	-
Surplus on TMEA consultancy	-	12,500
Income	-	-
Expenditure	(61,864)	-
Surplus on TAF-IMANI consultancy	-	-
Income	58,519	-
Expenditure	(16,116)	-
Surplus on consultancy Assignments	-	13,940
Income	-	-
Expenditure	-	-
ESAMI Invoicing	-	-
ESAMI 13 <sup>th</sup> Cheque, Board travel & Honorarium	(144,846)	(119,227)
ESAMI contribution to Revenue	-	-
Increase/(decrease) in contribution	226,506	81,760
<b>At 31<sup>st</sup> Dec</b>	<b>756,304</b>	<b>529,798</b>

During the period under review, trapca had one assignment and consultancies that started and completed in 2016:

## a) IMANI-TAFUK Contract

During the period under review, trapca signed an agreement with UK Trade advocacy Fund and IMANI. This was TAF advisory support to the ministry of Trade, Industry, Cooperative and Marketing Lesotho. During the fiscal year, US\$58,519 was received as the contract price and US\$16,116 was spent on the project activities. The net surplus was reported as US\$42,403.



## 8.0

# ENTERPRISE RISK MANAGE- MENT (ERM)

## ENTERPRISE RISK MANAGEMENT(ERM)

The trapca Enterprise Risk Management(ERM) is a process affected by the Centre's board members, management and all personnel. This is applied in the Centre's strategy setting and cuts across all trapca activities. The tool is designed to identify potential events that may affect the operations of the Centre, and manage the risks within its risk appetite, in order to provide reasonable assurance regarding the achievement of the set objectives.

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 2016.

Table 5: 2016 Enterprise Risk Management Register

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
1.	16-May-16	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 of participants for non-affected regions and advise participants if possible to arrange visas before travel.
2.	1-May-15	Economic conditions in markets we currently serve may reduce growth opportunities for capacity development in trade policy.	Low	Low	This will significantly reduce the number of participants and hence overall impact on trapca's contribution to improving LICs and LCDs on trade related issues	Executive leadership and ongoing 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 our brand	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	Low	Low	Disruption in scheduled courses due to low numbers of participants	Marketing trapca programmes in line with developmental strategic goals for LDCs and LICs
5.	1-Apr-14	Change of government policy	Low	Medium	Unable to complete key tasks/reduced funding	Diversified funding base
6.	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
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

## ENTERPRISE RISK MANAGEMENT(ERM)

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
8.	1-Jan-16	Changes in priorities of donors	High	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
2.	1-Jan-13	Potential lack of buy-in by key stakeholders	Low	High	Failure to achieve business and project benefits.	Executive leadership and ongoing 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 controls on governance, business and legal compliance.
					Loss of customer confidence and loyalty	Continuous monitoring of threats to reputation.
					Loss of donor confidence	Ensuring ethical practice throughout the trapca operations.
					Financial loss	
3.	1 Jan-16	Staff turnover	Medium	Medium	Sustainability of project activities	Competitive remuneration, job security and conducive work
4.	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
					Wasted resources	
					Adverse effects on other staff and the morale of the Centre	

ENTERPRISE RISK MANAGEMENT(ERM)





9.0

CHALLENGES

It is worth noting that trapca is making concerted efforts to recruit students from underrepresented countries as well as those that have previously not been featured in its programs. Consequently, during the period under review trapca undertook targeted marketing to underrepresented LDCs. The net effect of this intervention yielded positive results as it can be drawn from the section on country distribution. Consequently, trapca attracted participants from post-conflict countries and countries with other myriad challenges. However, in the quest to attain its mandate the Centre has had some challenges. These challenges were twofold;

### 9.1 Academic Challenges

The low level of prior knowledge of some students from some of the underrepresented countries proved to be an issue to contend with in the preceding period. It was observed that participants from post-conflict countries and other underrepresented countries did not perform well, especially in the pre-requisite courses offered to both the Anglophone and Francophone groups. trapca has already taken a proactive step by contacting relevant authorities on the next set of recruitments of students.

The second challenge encountered related to the high attrition rate of enrolled participants for the pre-requisite courses that were offered in Rwanda.

The Rwanda courses had 60 admitted students but on commencement only 55 were reported. However, due to the inability of the participants to balance work-related commitments with the intensive nature of the courses, some of the participants were not able to meet the attendance requirements necessary to complete the three courses. By the end of the pre-requisite courses, the participants had reduced to 35 participants out of which 30 have been enrolled in the advanced courses.

### 9.2 Logistical Challenges

The course administration has not been without logistical challenges. Some of the recurring challenges include:

Last-minute drop out by confirmed students due to among other reasons; lack of permission from employers, lack of enough funds to sponsor all admitted participants, health-related complications and family issues that emerge after one has accepted admission. The management continues to manage some of these challenges by requesting the student to provide release letters from employers allowing participants to attend the courses and providing partial scholarships to students to increase the number of participants.

It was observed that participants from **post conflict countries and other underrepresented countries did not perform well** especially in the pre-requisite courses offered to both the Anglophone and Francophone groups.



**10.0**

**OUTLOOK FOR  
THE YEAR 2017**

Courses will be conducted in both English and French language during the year 2017. The Anglophone and Francophone courses will be conducted at the pre-requisite and Advanced Levels. The management presumes to have the intermediate Francophone courses attended by participants from all Francophone African LDCs and LICs. Management further expects to have a class graduate at the Advanced Level with Post Graduate Diploma from the Francophone group. Successfully participants are expected to graduate with an MSc Degree from the Rwanda class and this will be in addition to the MSc graduating class for modules offered in Arusha.

trapca also expects to commence the implementation of its strategic plan during the first quarter of 2017.





# 11.0

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## CONCLUSION

## EXECUTIVE SUMMARY

The performance across the twenty-six trade policy and trade law courses offered during the period under review was very good. There was a very good average pass rate across all courses offered, with the best performance reflected under advanced courses. In the onsite specialised courses, there were some challenges with the quantitative courses, especially for the English-speaking countries. Despite this, there was a very good country spread among participants for the twenty-six courses and this translated into coverage of 74% of the primary target countries for trapca. However, more efforts will be expended to ensure that target countries provide relevant students. This should be in full recognition of the inherent challenges that characterize underrepresented countries.

This academic year, the graduation took place on 19th November 2016. trapca graduated with a Trade Policy

and Trade Law Post Graduate Diploma Intermediate Level from the Anglophone track. Another 19 students graduated with an MSc Degree in International Trade Policy and Trade Law. Further, trapca graduated 19 participants with a Post Graduate Diploma, Advanced Level.

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 as well as the recent tracer study that was conducted by Imani Development Consultants.



## CONCLUSION

### Annex 1: Results Analysis Framework (RAF)

Table 6: Result Analysis Framework

Objectives	Indicator	Source of verification	Implementation Status	Comments
Outputs				
1. Foundation, Intermediate, Diploma and Advanced courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries	1.1: Annual delivery of 16 course weeks of CITD E-learning attracting on average 20 participants.	trapca annual report, course reports	One E-learning course offered with 33 participants.	The last CITD E-learning Courses has been rescheduled to first half of 2017.
	1.2: Delivery of 22 specialised short course weeks, attracting 220 trade practitioners. The target is that at least 10 of these will be awarded a Post-Graduate Diploma in International Trade Policy and Trade Law, Intermediate Level.	trapca annual report, course reports	32 Specialised short course weeks achieved with 452 participants. About 10 students graduated with a Post Graduate Diploma.	Target was exceeded. More course weeks attained due to the design of the Rwanda courses.
	1.3: Annual delivery of 14 advanced course weeks, attracting on average 20 students. The target is to attain 840 participant weeks (of which 300 onsite) at advanced level. <sup>6</sup> At least 10 of the students will complete the whole master program and graduate in Masters of International Trade Policy and Trade Law.	trapca annual report, course statistics, graduation report	44 course weeks with 300 participants achieved.	Target for course weeks exceeded and 19 participants graduated from the MSc Programme and another 19 graduated with a Post Graduate Diploma at an Advanced Level.
	1.4: Annual delivery of at least 1 customized training courses/workshops for trapca partners.	trapca annual report, course reports	An executive course scheduled for African Ambassadors accredited to Tanzania.	Course was rescheduled to 2017 due to other commitments from the side of the Ambassadors.
2. Established network of research and trade information centres/institutions;			The network of trapca is currently at 21 institutions	Achieved and ongoing. A new MoU with East African Grain Council (EAGC) already agreed upon and expected to be signed by 2017.

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

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	Ongoing, Annual Conference held as scheduled in November 2016.	Target achieved.
<b>Main activities</b>				
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 Regional Economic Communities (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		2016-2020 Strategic Plan with financial (???)	Ongoing	The strategy is under consideration. The 2016 Annual Review Meeting will also consider a report on this.

## CONCLUSION

### Annex 2: List of Courses Offered

Table 7: List of Foundation Courses, January – December 2016

Courses	Dates	Trained Participants	Target No. of Participants
TRP 100: Certificate in Trade & Development E- Learning	11 <sup>th</sup> July – 2 <sup>nd</sup> September 2016	33	20

Table 8: List of Specialised Courses, January - December 2016

Courses	Dates	Trained Participants	Target No. of Participants
TRP 301 Rwanda: International Trade Policy & Development	22 <sup>nd</sup> February – 18 <sup>th</sup> March 2016	56	60
TRP 302 Rwanda: International Trade Law & Development	18 <sup>th</sup> April 13 <sup>th</sup> May 2016	41	60
TRP 303 Rwanda: Quantitative Trade Policy Analysis	16 <sup>th</sup> May – 10 <sup>th</sup> June 2016	36	60
TRP 311: Trade & Gender E Learning	11 <sup>th</sup> – 22 <sup>nd</sup> April 2016	79	20
TRP 301: International Trade Policy and Development	9 <sup>th</sup> – 20 <sup>th</sup> May 2016	20	20
TRP 302: International Trade Law and Development	23 <sup>rd</sup> May – 3 <sup>rd</sup> June 2016	22	20
TRP 303: Quantitative Trade Policy Analysis	6 <sup>th</sup> – 24 <sup>th</sup> June 2016	24	20
TRP 301 French: International Trade Policy & Development	4 <sup>th</sup> – 15 <sup>th</sup> July 2016	27	20
TRP 302 French: International Trade Law & Development	18 <sup>th</sup> – 29 <sup>th</sup> July 2016	27	20
TRP 303 French: Quantitative Trade Policy Analysis	1 <sup>st</sup> – 12 <sup>th</sup> August 2016	26	20
TRP 304: Trade Negotiations & Cooperation	3 <sup>rd</sup> – 14 <sup>th</sup> October 2016	19	20
TRP 309: Trade in Agriculture	17 <sup>th</sup> – 28 <sup>th</sup> October 2016	20	20
TRP 314: Green Economy & Trade Environment	31 <sup>st</sup> October – 11 <sup>th</sup> November 2016	20	20
TRP 311: Trade & Gender E Learning	12 <sup>th</sup> – 23 <sup>rd</sup> December 2016	35	20
Total		452	400

Table 9: List of Advanced Courses January - December 2016

Courses	Dates	Trained Participants	Targeted Participants
TRP 501: Economic Foundations of Trade & Trade Policy	8 <sup>th</sup> - 19 <sup>th</sup> February 2016	19	20
TRP 502: Legal Foundations of Trade & Trade Policy	22 <sup>nd</sup> February - 4 <sup>th</sup> March 2016	20	20
TRP 503: Tools of Trade Policy Analysis	7 <sup>th</sup> - 18 <sup>th</sup> March 2016	21	20
TRP 501 Rwanda: Economic Foundations of Trade & Trade Policy	22 <sup>nd</sup> August - 18 <sup>th</sup> September 2016	30	30
TRP 502 Rwanda: Legal Foundations of Trade & Trade Policy	19 <sup>th</sup> September - 16 <sup>th</sup> October 2016	30	30
TRP 504: Sectoral Trade Policies & Development	19 <sup>th</sup> - 30 <sup>th</sup> September 2016	32	20
TRP 505: Political Economy of Commercial Policies & Development	3 <sup>rd</sup> - 14 <sup>th</sup> October 2016	30	20
TRP 506: Drafting & Interpretation of Trade Agreements	17 <sup>th</sup> - 28 <sup>th</sup> October 2016	29	20
TRP 504 Rwanda: Sectoral Trade Policies & Development	17 <sup>th</sup> - 30 <sup>th</sup> October 2016	30	20
TRP 507: Bilateral, Multilateral & Regional Trade Integration	31 <sup>st</sup> October - 11 <sup>th</sup> November 2016	29	20
TRP 507 Rwanda: Bilateral, Multilateral & Regional Trade Integration	1 <sup>st</sup> November - 2 <sup>nd</sup> December 2016	30	30
Total		300	240

Table 10: Summary Statistics for the Foundation Courses and Outreach for January - December 2016

SUMMARY	CITD e-Learning
Applications	63
Invitations	15
Admissions	55
Confirmation	50
Attendance	33

## CONCLUSION

Table 11: Summary Statistics for the Specialized Courses and Outreach for January - December 2016

SUMMARY	301	302	303	301 F	302 F	303 F	301 R	302 R	303 R	311	311	304	309	314
Applications	42	42	43	10	10	10	60	60	60	100	40	37	37	37
Invitations	17	17	17	69	69	69	0	0	0	0	0	50	50	50
Admissions	33	33	34	30	30	30	60	60	60	100	40	29	29	29
Confirmation	26	26	27	30	30	30	56	56	56	100	40	21	21	21
Attendance	20	22	24	27	27	26	56	41	36	79	35	19	20	20

Table 12: Summary Statistics for the Advanced Courses and Outreach for January - December 2016

SUMMARY	501	502	503	504	505	506	507	501 R	502 R	504 R	507 R
Applications	47	46	48	66	64	66	67	32	32	32	32
Invitations	0	0	0	0	0	0	0	0	0	0	0
Admissions	45	43	44	58	56	58	59	32	32	32	32
Confirmation	45	43	44	53	51	53	54	30	30	30	30
Attendance	19	20	21	32	30	29	29	30	30	30	30



The performance across the twenty-six trade policy and trade law courses offered during the period under review was very good. There was a very good average pass-rate across all courses offered, with **the best performance reflected under advanced courses.**







### **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)